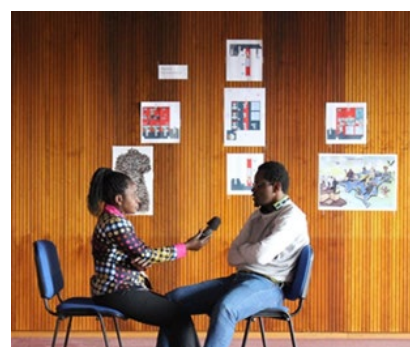


**MULTIANNUAL PROGRAM DEVELOPMENT COOPERATION  
OF THE ROYAL MUSEUM FOR CENTRAL AFRICA  
2019-2023**



On the front page: a representation of activities within the three pillars of the Royal Museum for Central Africa (RMCA) at the base of the development cooperation program:

- 1 Collections: preserving human heritage,
- 2 Research: creating knowledge through scientific partnerships in Africa, strengthening research capacity and disseminating knowledge to stakeholders on different levels,
- 3 Forum for exchange and dialogue: raising awareness for global citizenship and solidarity and co-creating with members of African diasporas in Belgium

Top: *left*: FISHBASE training ©RMCA, *middle*: Research and extension activities on fruit fly pest management in Tanzania ©RMCA, *right*: Artist and journalist in residence at RMCA 2018-Eline Sciot ©RMCA

Middle: *left*: Field work on snail-borne diseases-H. Carolus ©RMCA, *middle*: Training on elephant fish in the MBISA network, Lubumbashi 2018 ©RMCA, *right*: Awareness activities: Atelier Histoire-Jo Van de Vijver ©RMCA

Bottom: *left*: Research on natural risks in RDC ©RMCA, *middle*: Awareness raising activities related to natural risks in RDC©RMCA, *right*: Co-creation with diaspora©RMCA

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## List of acronyms

ADRC	African Development and Relations Council
ANGC	Actors of the Nongovernmental cooperation
ARES	Académie de recherche et d'enseignement supérieur
BELSPO	Belgian Science Policy Office
BOZAR	Centre for Fine Arts Brussels
CEBioS	Capacity for Biodiversity and sustainable development program of the RBINS
CIFOR	Center for International Forestry Research
COMRAF	Comité de concertation MRAC – Associations africaines
CSB	Centre de Surveillance de la Biodiversité (Kisangani, RDC)
CSC	Cadre Stratégique Commun
DGD	Directorate-general Development Cooperation and Humanitarian Aid
ECMS-EGCS	Education à la Citoyenneté Mondiale et Solidaire - Education for global citizenship and solidarity
ENABEL	Belgian development agency
ESF	Etablissement scientifique fédéral
FIABEL	Fédération des Acteurs institutionnels Belgique
FSI	Federal Scientific institute
IA	Institutional Actors
ITM	Institute for Tropical Medicine
IUCN	International Union for Conservation of Nature
JSF	Joint Strategic Framework
KMMA	Koninklijk Museum voor Midden-Afrika
MONUSCO	Mission de l'Organisation des Nations Unies pour la Stabilisation en République Démocratique du Congo
MOU	Memorandum of understanding
MRAC	Musée royal de l'Afrique centrale
OVI	Objectively verifiable indicator
RBINS	Royal Belgian Institute for Natural Sciences (IRSNB-KBIN)
RMCA	Royal Museum for Central Africa (MRAC-KMMA)
SDG	Sustainable development goal (ODD)
SO	Strategic Objective
UNESCO	United Nations Educational Scientific and Cultural Organization
VLIR-UOS	Vlaamse Interuniversitaire Raad voor Universitaire Ontwikkelingssamenwerking
VVOB	Education for Development
WWF	World Wildlife Fund





## I INTRODUCTION

In October 2018, a new strategy for the period 2019-2028 of the framework program between the Directorate-general Development Cooperation and Humanitarian Aid (DGD) and the Royal Museum for Central Africa (RMCA) has been approved by the BELSPO-DGD Strategic Committee. The strategy contains the general mission and vision for development cooperation activities of the RMCA building on 6 strategic objectives, each with 5 possible result levels. The result levels present a cascade from knowledge production to dissemination on all stakeholder levels. As such, the RMCA aims to bridge the gap between research and policy by promoting the use of scientific evidence and endogenous knowledge of stakeholders in the formulation and future direction of policies and development strategies. In addition, the new strategy has increased attention for transversal themes (environment, gender, digital for development) and the implementation of the Belgian strategic and political orientations.

The 10-year period of the strategy will be divided in 2 5-year programs. The first phase program described in this document covers the period 2019-2023.

This program is based on an external evaluation of the framework program between DGD and the RMCA for the period 2013-2016 followed by a series of consultative workshops with RMCA scientists and supporting personnel members for discussion on the recommendations of the evaluation and on the new strategy for the period 2019-2028. During the preparation of this program, all African institutional partners have been consulted and were active in defining research and capacity strengthening priorities, specific objectives and expected results.

Compared with the previous 5-year program (2014-2018), a concentration on shared objectives and a concentration of institutional African partnerships are implemented in order to further increase effectiveness and sustainability. Through the attention for Science for society, built in in the intervention logic of this program, the RMCA aims to contribute more effectively to sustainable development. Furthermore, multi-partner collaborations and networks are supported including partners from the NGO sector or private sector. This program also includes a newly launched partnership of the RMCA with BOZAR.

The RMCA continues the organization of the Prize Digital for Development (D4D) rewarding outstanding initiatives using digitalisation and (new) technologies as a lever for development in order to achieve the Sustainable Development Goals. Editions 3 and 4 are foreseen in 2020 and 2022.

In the presentation of the program 2019-2023 a results-based approach is followed, identifying clearly the general and strategic objectives, the expected outcomes, results and indicators the RMCA is aiming for.

The overall intervention logic, budget and list of institutional partners per country are presented. Finally, the results and development relevance of the specific contributions to the 6 strategic objectives (SO) and the Prize D4D are described.

A more detailed description at the level of activities is outlined in the operational plans 2019-2023. The complete logical framework and operational plan of the different activities per strategic objective are given in annex I. A risk management matrix is given in annex II and detailed budgets in annex III.

## 1 Reference protocols and documents

Protocols and documents used as reference for the 5-year program are:

- The 2014 Protocol between DGD-BELSPO-RMCA-RBINS (april 1st 2014) (hereinafter the 2014 protocol) which constitutes the framework of the collaboration with the RMCA in the field of development cooperation;
- The Royal Decree of the non-governmental cooperation of 2016 which, although it does not constitute a legal reference applicable to the RMCA, offers a reference point on the orientations desired by the Belgian cooperation with actors in non-governmental cooperation;
- The report of the advisory mission for the development of the 2019-2028 strategy for the RMCA development cooperation program in December 2016, carried out at the request of the RMCA (hereinafter Report on the 2016 program evaluation mission);
- The 10 year strategy (2019-2028) of the framework program between DGD and the Royal Museum for Central Africa (RMCA) (hereinafter the strategic plan 2019-2028).
- The in 2018 by DGD approved note of VLIR-UOS on the adaptation of the scholarships for scholars in programs financed by DGD (hereinafter referred to as “Sector approved general scholarship guideline”).

## 2 Basic elements for the implementation of the program 2019-2023

The basic elements of the multiannual program include (as stated in the 2014 Protocol):

1. Result based management
2. Paris Declaration
3. Accra Agenda
4. Busan Partnership for Effective Development Co-operation

The RMCA implements the principles of the Paris Declaration and the proposals of the Accra Agenda for Action to achieve the highest effectiveness in its development cooperation program.

Furthermore, the priority principles in its development cooperation activities are:

- sustainability,
- focus on results and results-based management,
- ownership
- and more inclusive partnerships.

## II OBJECTIVES AND RESULT LEVELS

### 1 General objective of the development cooperation program of the RMCA

The general objective of the program 2019-2023 is to **contribute to research and the dissemination of knowledge about the past and present of societies and natural environments in Africa, with the emphasis on Central Africa, creating a better understanding among the scientific community and general public; in order to make a significant contribution to sustainable development.**

To achieve the general objective, the RMCA relies on its 3 strengths - collections, research and forum for exchange and dialogue:



<sup>1</sup> The RMCA follows good practices in the operation, protection and promotion of museums, of their diversity and their role in society, continuously updated in the Code of Ethics adopted by the International Council of Museums (ICOM).

The RMCA aims to play a vital role:

- ✓ in the **protection, preservation and transmission of African heritage** through its representations of the natural and cultural diversity of humanity;
- ✓ in the **empowerment of African society** through the opening of cultural heritage;
- ✓ in **capacity building of African partners**;
- ✓ in **education on Africa** (formal, informal, lifelong learning), social cohesion and sustainable development as a space for cultural transmission, intercultural dialogue, learning, discussion and training;
- ✓ raising **public awareness** about the value of Africa's cultural and natural heritage and the responsibility of all citizens to contribute to its protection and transmission.

## 2 International context of Sustainable Development Goals

In 2015 the United Nations (UN) General Assembly adopted 17 **Sustainable Development Goals (SDGs)** as a call to action for all countries - poor, rich and middle-income countries – in order to promote prosperity while protecting the planet. They recognize that ending poverty must go hand in hand with strategies that develop economic growth and address a range of **social needs, including education, health, social protection and employment opportunities, while struggling against climate change and the protection of the environment**. Within this framework of the SDGs, the international development agenda refers to **culture** for the first time.

These goals, which are one and inseparable, reflect the **three dimensions of sustainable development: economic, social and ecological** dimensions. The SDGs as such propose a conceptual shift in thinking about development beyond economic growth — envisioning a desirable future that is equitable, inclusive, peaceful, and environmentally sustainable.

In addition, the 2030 Agenda for Sustainable Development highlights the fact that sustainable development strategies in the 21st century **require a holistic, multi-disciplinary and multi-stakeholder approach at different levels of society** in order to respond to the complex challenges of today.

In this context, the **RMCA occupies a special place** with its **expertise in museology, its knowledge of cultural, anthropological and historical contexts, its advanced and multidisciplinary scientific research in the field of environment, mineral and mineral natural resources, and biodiversity, health, agriculture, forestry, fishing, its services to the public and its missions in awareness and education for global citizenship and solidarity**. The RMCA foresees an implementation of its activities for sustainable development in an integrated manner across its 3 strengths (see above) and different areas of competence.

## 3 Main SDGs in RMCA activities

Based on the participatory workshops during the preparatory phase for the new strategy and program 2019-2023, the RMCA considered that **nine SDGs effectively and concretely correspond to the actions that it carries out in its African partner countries and/or in its actions of capacity building and Development Education in Belgium** (See Box 1). Transversal elements of the program further support 3 more SDGs (See Box 1).

## 4 Strategic objectives

Based on the analyses of the most important SDGs supported by the RMCA's activities, **6 strategic objectives** were defined for the RMCA and its partners under the 2019-2023 program:

- ❖ **Strategic objective 1 (SO1)**  
The biodiversity of African threatened ecosystems is better conserved
- ❖ **Strategic objective 2 (SO2)**  
Culture and heritage are respected, protected and documented as a source for empowerment and sustainable development
- ❖ **Strategic objective 3 (SO3)**  
The incidence of natural hazards and the associated risks have been significantly reduced
- ❖ **Strategic objective 4 (SO4)**  
Health and sustainable food production have been improved through the prevention and mitigation of risks that originate at the interface between humans, animals and their various environments
- ❖ **Strategic objective 5 (SO5)**  
Natural resources have an improved contribution to sustainable development
- ❖ **Strategic objective 6 (SO6)**  
Target groups have acquired the knowledge and skills necessary to promote and contribute to a fair, inclusive, sustainable and equitable world

The **specific contribution of each of the strategic objectives to the targets of the SDGs** is presented hereunder.

### ***SO1. The biodiversity of African threatened ecosystems is better conserved***

- ⇒ Contributes to SDG15 targets:
  - 15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
  - 15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species
  - 15.A Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems
- ⇒ Contributes to SDG14 target:
  - 14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics

### ***SO2. Culture and heritage are respected, protected and documented as a source for empowerment and sustainable development***

- ⇒ Contributes to SDG11 target:
  - 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage

***SO3. The incidence of natural hazards and the associated risks have been significantly reduced***

⇒ Contributes to SDG11 target:

- 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations

⇒ Contributes to SDG13 target:

- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

***SO4. Health and sustainable food production have been improved through the prevention and mitigation of risks that originate at the interface between humans, animals and their various environments***

⇒ Contributes to SDG2 target:

- 2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality

⇒ Contributes to SDG3 target:

- 3.D Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks

***SO5. Natural resources have an improved contribution to sustainable development***

⇒ Contributes to SDG12 target:

- 12.2 By 2030, achieve the sustainable management and efficient use of natural resources

***SO6. Target groups have acquired the knowledge and skills necessary to promote and contribute to a fair, inclusive, sustainable and equitable world***

⇒ Contributes to SDG4 target:

- 4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

**ALL strategic objectives:**

⇒ Contribute to SDG4 target:

- 4.B By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programs, in developed countries and other developing countries

⇒ Contribute to SDG17 :

Effective partnerships between governments, the private sector and civil society are needed for successful sustainable development agenda. These inclusive partnerships built on principles and values, a common vision and common goals that put people and planet at the centre, are needed at the global, regional, national and local levels.



The linkages between the strategic objectives and the Sustainable Development Goals are visualized in the box below.

**Box 1. Link of the strategic objectives and transversal elements of the 5-year program with the UN Sustainable Development Goals**

**Strategic objective 1.** *The biodiversity of African threatened ecosystems is better conserved*



**Strategic objective 2.** *Culture and heritage are respected, protected and documented as a source for empowerment and sustainable development*



**Strategic objective 3.** *The incidence of natural hazards and the associated risks have been significantly reduced*



**Strategic objective 4.** *Health and sustainable food production have been improved through the prevention and mitigation of risks that originate at the interface between humans, animals and their various environments*



**Strategic objective 5.** *Natural resources have an improved contribution to sustainable development*



**Strategic objective 6.** *Target groups have acquired the knowledge and skills necessary to promote and contribute to a fair, inclusive, sustainable and equitable world*



**ALL strategic objectives:**



**Transversal objectives:**

**Gender/ Environment/ Digitalisation as a lever for development/ Private sector involvement/ Comprehensive approach/ Capacity strengthening and Inclusive Partnerships**



## 5 Result levels per strategic objective

For each strategic objective of the program, **5 result levels** were defined, starting with results on the strengthening of the scientific research capacity and leading to results on the contribution to awareness, to good governance based on the produced scientific data and to development of synergies with a broad range of partners. With each result another **level of stakeholders** is envisaged.

### Box 2. 5 Results per strategic objective

#### **Result 1: strengthening scientific research capacity**

Activities include MSc/PhD training programs, trainings at RMCA, local trainings

#### **Result 2: strengthening physical and virtual diffusion of scientific research results to the larger scientific community**

Activities include writing high quality peer reviewed publications, organizing and participating in international conferences, developing accessible databases and disseminating knowledge on-line, organizing training sessions and study visits.

#### **Result 3: awareness raising towards the general public**

Activities include organizing education activities, exhibits, etc. for target publics of the general public

#### **Result 4: support to good governance, based on the scientific results**

Activities include writing policy briefs, reports for the local government, recommendation and manuals for ministries.

#### **Result 5: development of synergies and complementary activities among partners through multi-partner governance and coordination**

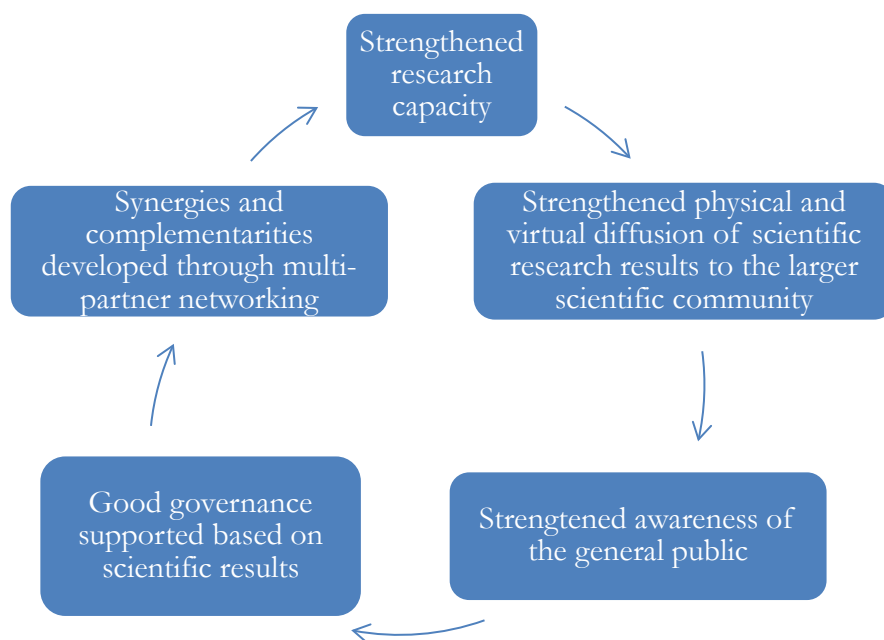
Activities include co-ordination meetings, follow-up meetings, North-South-South and multi-partner networking activities.

For every part of the program, the activities of the RMCA team of scientists and its partners were selected based on their attention to this **wide range of stakeholders** and at least 3 results but more often 4 or 5 of the chain are envisaged together. The RMCA wants to put the scientific knowledge developed fully at the service of all possible stakeholders in the (local) society: **science for society**.

Results 1 and 2 focus on capacity building, knowledge production and dissemination. Result 3 targets the general public. Result 4 aims **to bridge the gap between research and policy by promoting the use of scientific evidence and endogenous knowledge of stakeholders in the formulation and future direction of policies and development strategies**.

The result chain can also be seen as a **cyclic process**: when synergies and complementarities lead to more inclusive and sustainable partnerships, new research priorities and questions can be formulated by South partners. The same is true for the scientific support to good governance, when scientists present their work to ministries or local partners in policy briefs, they may develop new insight in missing scientific information required on policy level and the circle can start again leading to more impactful research.





**Figure 1. Science for society: result chain as a cyclic process**

All results are continuously developed for the period 2019-2023.

In the short and medium term, the program will result in **capacity development, knowledge production and dissemination of knowledge at all levels, facilitated access to African cultural and natural heritage.**

In the long term, **balanced partnerships and the empowerment of African partners** are envisaged.

## 6 Transversal objectives

In its new strategic plan 2019-2028, the RMCA focused on a number of transversal themes and the implementation of the Belgian strategic and political orientations.

### 6.1 The gender dimension

In accordance with the Belgian law of 19 March 2013 on development cooperation (which defines the gender dimension as a cross-cutting theme to be included in all interventions of the Belgian cooperation) as well as that of 12 January 2007 on gender mainstreaming and in order to participate in the development of the empowerment process for women and men and the promotion of equal rights for women and men, the RMCA is committed to **mainstreaming gender equality** into all its activities, including development cooperation. In 2018, the RMCA signed the "Charte Genre. Un socle commun pour les OSC et acteurs institutionnels belges", developed within the framework of the Common Strategic Framework for Belgium.

With regard to the **awareness activities mainly under SO6, but also within Result 3 under all strategic objectives**, the RMCA seeks to apply a gender mainstreaming approach, taking into account effectively the gender dimension in the design of educational and cultural activities and exhibitions. To do this, the RMCA team members are trained to deepen their knowledge and appropriation of the different concepts and methodological approaches related to gender (in collaboration with the NGO "Monde selon les femmes" for example). In this approach, particular care is taken in designing workshops to highlight the role of African women in society, politics, economics, nature conservation, art and culture and sustainable development.

In addition, the representations and tools developed must avoid reproducing sexist or heteronormed stereotypes and be attentive to a proportionate representation of women and men and transgender and intersex people and also to show the differentiated impacts of the global issues on men and women.

The RMCA also encourages its Southern partners to seek a **balanced participation of women and men from the academic and scientific community in this program**. Among the specific actions set up for this purpose, the RMCA encourages the participation of women in trainings, scholarships, participation in conferences in Belgium and Africa. The RMCA is actively involved in the gender-enhancing trajectory on the Southern exchanges, launched by the VLIR-UOS, ARES and ITM during the strategic dialogue of the Common Strategic Framework for Belgium.

## 6.2 Environment

The RMCA considers the **protection of the environment** as a **basic condition in all program activities (North and South)**. This results in:

- Implementation of an **eco-responsible policy for the program** (in terms of paper printing, energy consumption and CO<sub>2</sub> emissions);  
For most fieldwork activities in the South, the scientific teams will choose localities close to the partner institute in order to avoid long distance travels. Furthermore, support to the partners is given through long distance tools where possible (communication with the South partners by email and Skype conferences) and visits to the field by North partners will be limited to the minimum required. Field missions will be combined as much as possible to network activities and/or training through smart back-to-back planning.
- a minimum negative and **maximum positive impact on the environment** sought in program activities in Africa (within all strategic objectives);

Most of the research topics of the program have a direct link with the environment:

- freshwater ecosystem research and protection (SO1),
  - biodiversity research (SO1),
  - integrated pest management research including optimisation and limitation of use of pesticides (SO4),
  - research leading to better knowledge of the impact of the exploitation of geological resources (SO5),
  - research on the carbon stock of the Congo Basin forest ecosystem and youth education for forest protection (SO5).
- **contribution to the behavioural change of citizens**, businesses and public authorities in relation to the environment and to the respect of the commitments made by Belgium in the framework of the SDGs and agreements on climate and biodiversity (mainly within SO5 and SO6).

## 6.3 Digitalisation as a lever for development

The program uses the digital revolution by facilitating access to knowledge and scientific data in Africa through the development and support of its **knowledge centre** and databases on **websites (including local mirrors)**, the **development of new tools online** (such as **identification keys for non-specialists**) and **distance learning tools** (cfr. the **result 2 level** under all strategic objectives).

The scientific publications in the 5-year program are made **available free of charge on the RMCA website and in Open Access journals**.

In 2020 and 2022, the **RMCA organizes the "Digital for Development (D4D)" Prize** focused on digital creativity and innovation in the Belgian Development Cooperation and rewarding outstanding initiatives using digitalisation and (new) technologies as a lever for development.

## 6.4 Involvement of the private sector

Under **SO3, SO5 and SO6**, the RMCA cooperates closely with a number of private law organizations such as NGOs, foundations and non-profit organizations, particularly in its awareness-raising and research and dissemination activities regarding natural hazards (SO3) and forest management (SO5).

Involvement of private sector partners is also found under **SO4** in fruitfly research activities.

Another effective involvement of the private sector in the RMCA activities can be found in the “Prize Digital for Development (D4D)”. This biannual initiative focuses on digital creativity and innovation in the Belgian development cooperation and therefore gathers a wide range of northern and southern private organizations among the candidates for the Prize and among the participants of the innovation fair and awards event.

The RMCA will seek to collaborate with the private sector with regard to the sustainable exploitation of natural resources to the benefit of the local people. Those private partners are from both northern and southern countries. It goes without saying that the respect of ethical standards and corporate social responsibility are taken into account for the selection of RMCA’s private partners. In this respect, the RMCA will consult with the competent authorities such as FPS Foreign Affairs.

The RMCA activities in development cooperation focus on the national capacities strengthening in terms of scientific research and museum activities in the public sector. The RMCA provides trainings, implements joint scientific research and organizes awareness-raising actions. In these specific activities the involvement of the private sector is still limited. The RMCA will seek new opportunities although an expansion of activities with the private sector seems difficult to achieve. Seeking more targeted synergies with the private sector specialized in ICT is seen as an interesting option.

The collaboration with the private sector works both ways: information exchange with private sector firms is present in the information collection for the production of monographies for the decentralised provinces in DRC (see SO6-PRODEC), while the knowledge developed on natural risks management for DRC (see SO3-HARISSA) is a source of information sought by private sector firms (the need for reliable and qualitative natural hazards risk maps).

## 6.5 Comprehensive approach

**Policy support is a cross-cutting objective of the program**, as also recommended in Article 3 of the 2014 Protocol on the activities of the Belgian Development Cooperation in the context of sustainable development and the fight against corruption and poverty.

This support has **two dimensions** in order to achieve the changes that are sought in society in order to contribute to sustainable development:

- the transformation of the RMCA's research interventions into tools of influence of political decisions (transversal dimension): within this framework a series of **policy briefs** will be developed in collaboration with African partners (SO1, SO3, SO4, SO5);
- ad hoc support to the DGD and the Minister in terms of expertise: by mobilizing RMCA experts **for expert advice or training within the framework of the Belgian development policy or the comprehensive approach**. This interaction is seen as a win-win situation.

The **dissemination of research results to society** is done through **scientific training** in Africa and Belgium, digitally in the **online knowledge centre** in the North and South (local mirrors) but also through the **education program of global citizenship and solidarity at the RMCA**.

## 6.6 Sustainable capacity development

A strong focus remains on capacity development as transversal objective throughout the 5-year program although it is no longer present as a separate part of the program. The capacity development activities are developed as **cross-cutting elements under Results 1 and 2** in each part of the program as an instrument to achieve the strategic objectives. Scholarships and internships have a more institutional character compared with the previous program since they are in line with the objectives of the projects to be achieved with the partner institutions.

The RMCA follows the guidelines of the **harmonized scholarship policies** alongside university partnerships, ENABEL, the Institute of Tropical Medicine in Antwerp (ITM) and the RBINS. The sector approved general scholarship guideline approved by DGD in 2018 is applied to grants provided in this program. The types of scholarships awarded by the RMCA are numerous: scientific or technical training, individual or group training during local trainings or study visits.

To increase the **sustainability** of capacity development interventions, several strategic choices are implemented in the new programming of scholarships and trainings for the African partnerships of the RMCA:

- ***Change makers***

The selection of scholars is based on the ambition to form change makers to contribute to the SDGs and more specifically to the six strategic objectives identified by the RMCA. The RMCA uses criteria for the selection of fellows not only based on the basic knowledge required, but also on the achievement of objectives, on the implementation of the results and on the role of **change agent of the scholar or his institution in the society**.

In its multi-stakeholder approach and vision of integrated research in all political and societal levels, the RMCA also provides for an **open scholarship system**, where a limited number of non-civil servants (NGOs, private sector, museums, journalists, artists, etc.) may also qualify for a scholarship.

- ***Valorisation of the South competences and appropriation of the trainings***

Positive experiences with trainings organized in Africa in collaboration with African partners lead the RMCA to the continuation of **local courses**. It will often be a basic training for larger groups, developed **in collaboration with a local partner "fit for purpose"** alumni network (see above). In this way the RMCA values **local skills**.

With these local courses, the RMCA **reinforces the triangular dimension in its cooperation**. **South-South networks of capacity building** result from this.

- ***Increased attention for the post-training period***

The RMCA is intensifying post-training activities:

- by **follow-up or refresher courses organized at the RMCA**, often after participation in a local training.
- by creating a **RMCA Alumni platform** for all partners (regardless of the type of cooperation: scholars, conference participants, short or long-term joint project partners, trainees, artists and residencies, etc.) . The aim is to stay in contact with partners who have cooperated with the RMCA in the context of the development cooperation program in order to develop a network that can serve both the RMCA and its partners (e.g. RBINS, DGD, BOZAR, BELSPO and all African partners).

## **6.7 Partnerships of equality, quality and empowerment**

The RMCA and its partners can benefit from an important network in Africa and in the world. **The continuous development of this network of African partners** occupies a key place in the RMCA's development cooperation program.

Recalling that everyone is co-responsible for the future, the RMCA wants to put African partners - scientific and cultural - in the driving seat of activities in development cooperation, with the aim of leading African research institutes and museums **to independence and autonomy**.

This development cooperation program is used as a stepping stone to **weave a balanced relationship with the partners by 2028**. Partners in the North and South should then be able to, **on an equal footing and in a spirit of exchange** of experience and expertise, **contribute jointly to global development**.

Partnership is the relationship between two or more organizations for the implementation of a program, which is based on cooperation, respecting the equal power of the parties and based on exchange, trust, respect of commitments, transparency and reciprocity. Given the **standard quality criteria of a good partnership**, the partnerships in this program are based on:

- (i) **Convergence on the aims:** the RMCA program was designed on the basis of a participatory approach that guided strategic choices in line with national priorities and local needs;
- (ii) **Co-development of an implementation strategy:** the operationalization of the agreed strategy during the formulation was translated into a chronogram of results and activities that will be monitored jointly;
- (iii) **Degrees and mode of involvement of the partners:** the RMCA partners are fully involved and mobilized at all stages of the process, from design to evaluation through implementation and monitoring of activities;
- (iv) **Agreement on a division of roles, activities and means:** the responsibilities, tasks and contributions of each are clearly established and formalized in a partnership agreement that is regularly evaluated;
- (v) **Complementarity of skills and resources:** while the initial added value of the RMCA was a reinforcement of skills in certain specific disciplines, its support is now at the institutional level. To this end, the RMCA will also rely on local expertise. Therefore, the RMCA seeks the skills present in the South and complements its North-South collaborations with South-South collaborations where African partners are simultaneously providers and beneficiaries;
- (vi) **Reciprocity:** the partnership is in a form of reciprocity insofar as the partner assumes responsibility for results and the RMCA is responsible for resources. This reciprocity is formalized in a partnership agreement, specifying the methods of piloting, implementation, management and monitoring-evaluation, as well as the commitments of the parties;
- (vii) **Transparency:** transparency is guaranteed by the inclusive approach applied and the regular and shared reporting between partners;
- (viii) **Long-term duration:** partnerships are planned for at least 3 years and most are covering the full duration of the new 2019-2023 program.

The **link** between the **transversal objectives** of the 5-year program with the **UN Sustainable Development Goals** is also visualised in Box 1.

### III PROGRAM DESIGN

#### 1 Geographical concentration

The 5- year program is designed with a **specific geofocus**. Although the RMCA is not bound by the same requirements as the NGOs (ANGC), actions are concentrated on a limited and targeted number of countries in order to **rationalize resources** but also in reference to the Belgian strategic orientations.

The RMCA continues its effort to contribute to sustainable development, firstly in the Central African partner countries: Democratic Republic of Congo, Rwanda and Burundi. These countries are indeed part of the RMCA's DNA to the extent that the Museum's expertise in these is internationally recognized.

If Rwanda, Burundi and the DRC are unavoidable countries, the political situation and the weakness of several partner institutions, along with the need to promote South-South cooperation and networking, lead to **opening up to other countries**.

The program includes institutional partnerships with a second limited set of African countries that play an important role in the region: Mozambique, Uganda, Senegal, Tanzania, Benin, Kenya and South Africa. In addition to partnerships with African countries, the program foresees activities in **Belgium**.

**90% of the DGD subsidy for this program is implemented for contributions in African countries for which a Common Strategic Framework is available and Belgium.**

The list of **main partner countries** for this 5-year program includes:

- **Belgium**
- **Benin**
- **Burundi**
- **DR Congo**
- **Kenya**
- **Mozambique**
- **Rwanda**
- **Senegal**
- **South Africa**
- **Tanzania**
- **Uganda**

The 5-year program is open to **occasional activities** with partners or trainees from other African countries that are priority countries of the Belgian cooperation (Burkina Faso - Guinea - Mali - Niger) and of the Belgian university cooperation (Madagascar, Zimbabwe), with partners from countries that are members of regional partner organizations of the DGD in the context of multilateral environmental agreements and in particular the three Rio Conventions and with partners from the Republic of Congo as they are member of a regional scientific network.

#### 2 Overview of the building blocks

The 5-year program is built up with **contributions to the 6 strategic objectives as main elements**. Some contributions are linked to several strategic objectives which promotes further multidisciplinary and shared objectives among the scientific teams under the program.

The organisation of the **Prize Digital for Development (D4D)** and support to the D4D network by the RMCA is presented as building block II.

The coordination of the program is presented as the third part.



Table 1. Overview of building blocks with different contributions to the 6 strategic objectives (SO), the partner countries involved, and the period of activities under the 5-year program.

BUILDING BLOCK I																		
	SO1					SO2				SO3	SO4			SO5		SO6		
Contribution	FishBase Africa**	Mbisa II	BICS	DIPoDIP	Conference Biodiversity of the Congo Basin	RWANDA Archives	SHARE	FormArch	ImmArch	HARISSA	ATRAP	AGROVEG	DISPEST	GeoRes4Dev	PilotMAB	CAMPUS	FORUM	PRODEC
Partner countries*																		
Belgium																		
Benin																		
Burundi																		
DR Congo																		
Mozambique																		
Rwanda																		
Senegal																		
South Africa																		
Tanzania																		
Uganda																		
Other countries (with limited activities e.g. trainings, South-South collaborations)																		
Rep. Congo																		
Contributes to the following strategic objectives:																		
SO1																		
SO2																		
SO3																		
SO4	SSO***																	
SO5	SSO SSO																	
SO6										SSO					SSO			
Duration (years)																		
2019																		
2020																		
2021																		
2022																		
2023																		
* with partners with a convention and financial support under the program																		
** FishBase trainings have a pan-african scope and are open with a competitive call to scientists coming from the following countries: Benin, Burkina Faso, Burundi, Cameroon, DR Congo, Ethiopia, Gambia, Guinea, Kenya, Madagascar, Mali, Mozambique, Niger, Rwanda, Senegal, South Africa, Tanzania, Uganda, Zimbabwe																		
***SSO: Secondary Strategic Objective																		
BUILDING BLOCK II																		
Prize Digital for Development																		
Duration (years)																		
2019																		
2020	EDITION 2020 AWARDS																	
2021																		
2022	EDITION 2022 AWARDS																	
2023																		
BUILDING BLOCK III																		
Coordination																		
Supports Strategic objectives 1-6 and transversal objectives																		

### 3 Intervention logic

#### 3.1. Overall intervention logic

The overall intervention logic of the program 2019-2023 with expected outcome, results and objectively verifiable indicators is presented hereunder.

#### 3.2. Logical framework per expected outcome

A more detailed description at the level of activities is outlined in the logical frameworks and operational plans 2019-2023 presented in Annex I.

**Baselines and target values for monitoring** are presented here per expected outcome.



Table 2. Overall intervention logic

Overall intervention logic for RMCA development cooperation program 2019-2023			
General objective		Sources of verification	
Contribute to research and the dissemination of knowledge about the past and present of societies and natural environments in Africa, with the emphasis on Central Africa, creating a better understanding among the scientific community and general public; in order to make a significant contribution to sustainable development.		RMCA annual reports; Reports by African partners; National reports; International reports and assessments (IUCN, OECD)	
Intervention logic		Indicators	Sources of verification
<b>Strategic objective 1.</b> The biodiversity of African threatened ecosystems is better conserved		<ol style="list-style-type: none"> <li>1. Contribution to knowledge on and recognition of important sites for terrestrial and freshwater biodiversity</li> <li>2. Number of plant and animal genetic resources for biodiversity secured in either medium- or long-term conservation facilities</li> </ol>	RMCA annual reports; Annual report of the RMCA thematic working group for strategic objective 1; peer reviewed articles; collection lists
	<i>Expected outcome FISHBASE:</i> Up-to-date scientific information about African freshwater and brackish water fish is freely available and ichthyological research capacity is strengthened, mainly for the benefit of developing countries, in order to achieve a correct identification of fishes and provide tools pertinent for studies on fisheries, aquaculture and conservation.	<ol style="list-style-type: none"> <li>1. More high quality data are available on African fresh and brackish water fishes</li> <li>2. Annual number of trained scientists in FishBase and Fish taxonomy</li> <li>3. Total number of trained scientists to study Lake Edward fish diversity and ecosystem</li> <li>4. Annual number of educational, outreach and scientific communication activities</li> </ol>	<ul style="list-style-type: none"> <li>- FishBase statistics and RDE logs; publications; reports; IUCN red list assessments; published fact sheets on fish</li> <li>- list of participants in FishBase trainings; evaluation reports;</li> <li>- MSc and PhD theses published;</li> <li>- Conference or consortium meeting abstracts, list of participants, conference agenda, mails, presentations, courses, information published on <a href="http://www.FishBaseforafrica.org">www.FishBaseforafrica.org</a></li> </ul>
	<i>Expected outcome MBISA II:</i> The research capacity on fish diversity and the sustainable conservation of fish in the Congo basin is strengthened through sustainable North-South-South partnerships.	<ol style="list-style-type: none"> <li>1. Contribution to knowledge on and recognition of important sites for freshwater biodiversity in the Congo Basin</li> <li>2. Increased number of fish genetic resources secured in either medium- or long-term conservation facilities</li> <li>3. Annual number of publications with genetic information extractions / sequences generated</li> <li>4. Contribution to national attention for conservation and sustainable use of biodiversity and ecosystems</li> </ol>	<ul style="list-style-type: none"> <li>- Published faunal guides on conservation status of fish in 10 protected areas;</li> <li>- Graduated trained MBISA II scientists</li> <li>- list of deposited/registered Mbisa Congo II collections and database</li> <li>- publications on new insights in species diversity of Mbisa II : integrative taxonomic publications on specific case studies related to the fish fauna of the protected areas selected</li> <li>- policy briefs published in collaboration</li> </ul>

			with ICCN; national list of protected animals published by local authorities in RDC, Burundi, Congo Brazzaville
	<i>Expected outcome BICS:</i> African research partners in MBISA and FISHBASE networks are supported in digital management and preservation of their collection data and field data.	<ol style="list-style-type: none"> <li>1. Reinforcement of the IT and data management knowledge of the scientific and technical partners (priority to MBISA, FISHBASE partners)</li> <li>2. Improvement of the quality of the field and collection data of the stakeholders</li> <li>3. Increased visibility of the collections of the partner institutions</li> </ol>	<ul style="list-style-type: none"> <li>- e-learning platform with training courses on i) database building, ii) GIS and ecological modelling, iii) data quality and taxonomic reconciliation</li> <li>- List of partners with a static and simplified version of the software of the DaRWIN database (in Microsoft Access or Open-Office equivalent) installed in their local institution</li> <li>- Partner institution records published to GBIF</li> <li>- List of trained technical staff and trained scientists in digital management and preservation of collection data</li> </ul>
	<i>Expected outcome DIPODIP:</i> The diversity of pollinating Diptera in South African biodiversity hotspots is better known.	<ol style="list-style-type: none"> <li>1. Contribution to knowledge on and recognition of important sites for terrestrial biodiversity in South Africa</li> <li>2. Number of animal genetic resources for biodiversity secured in long-term conservation facilities</li> <li>3. Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems</li> </ol>	<ul style="list-style-type: none"> <li>- reports on biodiversity of Nemestrinidae, Bombyliidae and Syrphidae in South Africa biodiversity hotspots</li> <li>- registered collection specimens</li> <li>- published commitments, reports, etc by local authorities</li> </ul>
	<i>Expected outcome Conference "Biodiversity of the Congo Basin":</i> The knowledge base on biodiversity by the local scientific community and other stakeholders is increased in order to reinforce their involvement in the sustainable exploitation and conservation of the natural resources of the Congo Basin	<ol style="list-style-type: none"> <li>1. Contribution to knowledge on biodiversity by the local scientific community and other stakeholders</li> <li>2. Number of participants of all stakeholder levels in the conference</li> </ol>	<ul style="list-style-type: none"> <li>- Conference program, abstract book and reports on Biodiversity of the Congo Basin published for the conference; RMCA report on contribution to conference</li> </ul>

<b>Result 1:</b> strengthening scientific research capacity	<ol style="list-style-type: none"> <li>1. Annual number of researchers in the South strengthened in research on biodiversity</li> <li>2. Annual number of peer reviewed publications resulting from the research activities under the program</li> <li>3. Number of digitised databases/collections developed</li> </ol>	Peer reviewed papers; training and study visit reports; tickets; visa; logistics; contracts and list of graduated trained scientists; list of databases developed; e-learning tools developed under the FISHBASE, MBISA, BICS, DIPODIP, activities
<b>Result 2:</b> strengthening physical and virtual diffusion of scientific research results to the larger scientific community	<ol style="list-style-type: none"> <li>1. Number of conferences, national and international seminars or scientific network events organized by the partners</li> <li>2. Number of workshops and trainings</li> <li>3. Annual number of publications in high quality journals read by broad North-South scientific community</li> <li>4. Number of digitised databases/collections published on-line</li> </ol>	Programs and participants lists for network events, conferences, seminars; training and workshop reports; Peer reviewed publication lists; RMCA websites; local partner websites; e-learning tools and platforms; under the FISHBASE, MBISA, BICS, DIPODIP, activities; abstract book and reports published for the Conference “Biodiversity of the Congo Basin”
<b>Result 3:</b> awareness raising towards the general public	<ol style="list-style-type: none"> <li>1. Number of presentations, exhibits, expos, workshops for large audience</li> <li>2. Information published on-line for large public</li> <li>3. Educational tools and activities</li> </ol>	Presentations to visiting groups or at universities in Belgium, information published on <a href="http://www.FishBaseforafrica.org">www.FishBaseforafrica.org</a> , educational material developed and demonstration sessions to school children at KZNM (South Africa), popular scientific publications and Newsletters (PINDIP Newsletter), expos or workshops for broad public (RMCA or partner for example: CSB) on results: under FISHBASE, DIPODIP activities
<b>Result 4:</b> support to good governance, based on the scientific results	<ol style="list-style-type: none"> <li>1. Number of policy briefs written</li> <li>2. Number of recommendations for conservation management presented to local governance level</li> <li>3. Number of presentations given to DGD on scientific insights relevant for policy issues</li> </ol>	Policy briefs published; reports of presentations to local governance representatives; meeting reports RMCA-DGD under the FISHBASE, MBISA , DIPODIP activities; participant list of the Conference “Biodiversity of the Congo Basin”
<b>Result 5:</b> development of synergies and complementary activities among partners through multi-partner governance and coordination	<ol style="list-style-type: none"> <li>1. Number of inclusive partnerships developed</li> <li>2. Number of North-South-South networking activities</li> <li>3. Number of South-South capacity strengthening activities where African scientists are both providers and beneficiaries</li> <li>4. Collaboration, networking and information</li> </ol>	Partnership agreements and contracts; Programs and reports of coordination and follow up meetings; reports on partnership quality; List of South-South networking activities developed under the FISHBASE, MBISA, BICS, DIPODIP activities; partnerships developed in the frame of the

	exchange between all scientists involved in strategic objective 1: FISHBASE, MBISA, BICS, DIPODIP teams	Conference “Biodiversity of the Congo Basin”; Annual report of the RMCA thematic working group for Strategic objective 1
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Intervention logic		Indicators	Sources of verification
<b>Strategic objective 2. Culture and heritage are respected, protected and documented as a source for empowerment and sustainable development</b>		<ol style="list-style-type: none"> <li>1. Number of museums or cultural heritage agencies receiving either financial or non-financial support</li> <li>2. Contribution of local authorities on the preservation, protection and conservation of all cultural heritage</li> <li>3. Number of material and immaterial cultural sites/events/features proposed/enlisted to UNESCO world heritage</li> </ol>	annual reports RMCA, UNESCO reports; guidelines for local authorities
	<i>Expected outcome RWANDA ARCHIVES:</i> An increased digital accessibility and discoverability of a series of key Rwanda archives present in Belgium	<ol style="list-style-type: none"> <li>1. Contribute to increased accessibility and discoverability of a series of key archives, tailored to the needs of Rwanda</li> <li>2. Contribute to better insight on Rwanda archives in Belgium</li> <li>3. A guide with digital inventories of prioritized Rwanda archives in Belgium for Rwanda is developed.</li> </ol>	<ul style="list-style-type: none"> <li>- list of Rwanda archives in Belgium defined as priority archives by Rwanda; list of training activities for Rwanda archivists</li> <li>- Guide with digital inventory of prioritized Rwanda archives in Belgium for Rwanda;</li> </ul>
	<i>Expected outcome SHARE:</i> Contribute to shared heritage and strengthened conservation and management capacity of collections with museums in Rwanda, DRC and Senegal	<ol style="list-style-type: none"> <li>1. Contribute to conservation and management of a series of key collections and archives, tailored to the needs of African partners involved in Rwanda, DRC and Senegal, combined with an enlarged user awareness and user engagement about this shared heritage</li> <li>2. Contribute to transparent policy and discussion on use and conservation of heritage</li> <li>3. Develop a network of expertise on conservation and restoration of collections in Central Africa for information exchange</li> </ol>	<ul style="list-style-type: none"> <li>- Annual report; list of Archives and collections with facilitated access</li> <li>- UNESCO conference program and resulting action program for African museums;</li> <li>- framework with guidelines, best practices and recommendations for museums and research institutes, guiding them through the process of collaboratively open up their collections, regardless of physical location;</li> <li>- Provenance research publications or reports</li> </ul>
	<i>Expected outcome FormArch:</i> Archives are better managed and conserved in Burundi, DRC and Rwanda through an archival training	<ol style="list-style-type: none"> <li>1. Annual number of archives studied and / or inventoried</li> <li>2. Annual number of trained archivists librarians documentarists trained in archives and or</li> </ol>	<ul style="list-style-type: none"> <li>- List of trainees and study visit reports,</li> <li>- List of analysed archives/collections monitored by MRAC;</li> </ul>

	for professional archivists	history 3. Annual number of inventories, research, publications, degree, thesis using archives of historical research 4. Number of participants locally trained by trained archivists (retrocession seminars)	- Number of participants at retrocession seminar (students, peers, colleagues, etc.); Proofs, diplomas, inventories, articles
	<i>Expected outcome ImmArch:</i> Research skills in history for PhD students in human sciences in Burundi, DRC and Rwanda are strengthened through training on research methodology and analysis in history	1. Annual number of archives/collections analysed 2. Number of students sensitized locally to history, archives and the scientific contribution related 3. Number of research / publications / thesis using archives or historic methodology which has been taught 4. Number of participants locally trained by trained PhD students	- List of trainees and study visit reports, - List of analysed archives/collections monitored by MRAC;  - Number of participants at retrocession seminar (students, peers, colleagues, etc.); Proofs, diplomas, inventories, articles
<b>Result 1:</b> strengthening scientific research capacity		1. Joint research on Rwanda archives 2. Joint provenance research on key collections is performed with partners from Rwanda and RDC. 3. Annual number of publications (scientific articles, reports, studies, monographs, research, dissertations, theses, presentations ...) 4. Cumulative number of researchers or archivists (men/women) trained 5. Cumulative number of trainees and of participants locally trained by trainee of the program	Research publications and reports; Diploma, offprints sent by the participants; List of trainees in workshops; List and number of scholarships; statistics
<b>Result 2:</b> strengthening physical and virtual diffusion of scientific research results to the larger scientific community		1. Total number of digital inventories of Rwanda archives 2. (joint) databases, collections catalogues and (crowdsourcing)portals are created and improved to open up the (shared) collections of the partners to the research communities around the world. 3. Number of conferences, national and international seminars or scientific network events organized by the RMCA or the partner 4. Number of person / days (1 person	Digital inventories of Rwanda archives, List of Archives and collections (hosted by Rwanda, DRC and Senegal partners and RMCA) with facilitated access, databases and websources; Scientist in residence program reports for SHARE; E-learning tools available at RMCA; statistics; scholarships; questionnaires filled by participants FormArch and ImmArch

	<ul style="list-style-type: none"> <li>participating for one day) of workshops or trainings sessions</li> <li>5. Number of person/ days of African experts actively involved in giving trainings / education as trainer</li> <li>6. Number of press articles relating to the scientific activities spread to the larger scientific community</li> <li>7. Number and user-friendliness of E-learning tools developed</li> </ul>	
<b>Result 3:</b> awareness raising towards the general public	<ul style="list-style-type: none"> <li>1. The general public (North and South) has improved access to archives and collections.</li> <li>2. The public oriented services of African partners are strengthened.</li> <li>3. Number of members of the public participating in sensitisation / awareness activities</li> <li>4. Rate of participants in awareness-raising activities expressing awareness / sensitisation</li> <li>5. Number of visits and reading (clicks, likes) of awareness raising articles published on the site and / or social networks and number of press articles for broad public relating to the program</li> </ul>	<p>List of Archives and collections with facilitated access under RWANDA ARCHIVES and SHARE; Thematic workshop program for participants in platform or teachers; social media communication, Newsletters on SHARE;</p> <p>MNL (Lubumbashi) annual report on public oriented services supported;</p> <p>Statistics from the trainer (activities FormArch, ImmArch); questionnaires filled by the participants; press releases</p>
<b>Result 4:</b> support to good governance, based on the scientific results	<ul style="list-style-type: none"> <li>1. Accessibility of the Rwanda Archives</li> <li>2. Number of institutional initiatives and / or legal or legislative provisions inspired by or referring to scientific research carried out under the activities FormArch, ImmArch</li> <li>3. Number of services provided (including studies) by scientific actors for the benefit of political decision-makers</li> </ul>	<p>Policy notes; manuals; reports by former trainees; framework with guidelines, best practices and recommendations for museums and research institutes that are presented (and used) by governance institutes</p>
<b>Result 5:</b> development of synergies and complementary activities among partners through multi-partner governance and coordination	<ul style="list-style-type: none"> <li>1. Number of partnerships, synergies, collaborations, contracts (MOU, letters of agreement, partnership and collaboration agreements, etc.) initiated under the activities of SHARE, FormArch, ImmArch</li> <li>2. Number of change-agents from the South strengthened to promote and contribute to a</li> </ul>	<p>Signed contracts with all partners in SHARE, FormArch and ImmArch; reports on visits to local institutions; statistics as provided locally by former trainees (activities FormArch, ImmArch);</p> <p>List of archivists, history PhD students, provenance researchers, museum collaborators</p>



	fair, solidarity-based, sustainable and egalitarian world	supported by SHARE, FormArch and ImmArch activities
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Intervention logic		Indicators	Sources of verification
<b>Strategic objective 3.</b> <b>The incidence of natural hazards and the associated risks have been significantly reduced</b>		<ol style="list-style-type: none"> <li>1. Number of avoided disasters</li> <li>2. The impacts of disasters are reduced</li> </ol>	<ul style="list-style-type: none"> <li>-Reports and databases of natural events</li> <li>-Vulnerability (of population and infrastructures) assessment studies and reports</li> </ul>
	<i>Expected outcome HARISSA:</i> The incidence of natural hazards and the associated risks have been significantly reduced in Central Africa and in particular in the West Branch of the East African Rift, in DRC, Uganda, Rwanda and Burundi as a result of academic training, mapping and hazard data collection, improving awareness and risk preparedness.	<ol style="list-style-type: none"> <li>1. Distributions of disasters and impacts are better understood in several regions and at various scales</li> <li>2. Number of located/mapped hazards and disasters with high time accuracy</li> <li>3. Contribution to sustainable risk reduction of natural hazards in the studied regions through uptake of new knowledge/practises by local communities, stakeholders and local governments based on the scientific data generated in the research activities</li> </ol>	<ul style="list-style-type: none"> <li>- Reports and databases of natural events, publications, activity reports</li> <li>- Internal reports, leaflets, reports on the prevention of disease outbreaks for local ministries and other stakeholders</li> </ul>
<b>Result 1:</b> strengthening scientific research capacity		<ol style="list-style-type: none"> <li>1. Number of published publications (this includes the contributions from the joint HARISSA/ATRAP PhD)</li> <li>2. Number of trained people that can monitor and identify risk areas for natural hazards and formulate preventive measures</li> <li>3. Two active networks of citizen scientists that collect and disseminate information. One network in Uganda, one in DRC</li> </ol>	<p>Web of science, Google Scholar, DOI reference, book of abstracts, reports</p> <p>Number of trained technical staff at MUST, Civil Protection, CRSN</p> <p>Number of citizen observers involved in the networks, report from training sessions, annual activity reports, local collaboration contracts between local partners and the observers, datasets collected from the observations</p>

<b>Result 2:</b> strengthening physical and virtual diffusion of scientific research results to the larger scientific community	<ol style="list-style-type: none"> <li>1. Number of scientific network events organized by the partners (kick-off meeting, workshops)</li> <li>2. Number of person / days of participation of members of the partner institution(s) in national and / or international conferences; number of person / days (1 person participating for one day) of workshops or trainings sessions for staff and students</li> <li>3. Number of press articles relating to the scientific activities of the program spread to the larger scientific community</li> </ol>	Annual activity reports; book of abstracts; participation lists; project website; Researchgate
<b>Result 3:</b> awareness raising towards the general public	<ol style="list-style-type: none"> <li>1. Knowledge, attitude and practices (KAP) related to natural disasters are assessed through questionnaires. This is carried out among citizens-observers and stakeholders</li> <li>2. Number of outreach activities by citizen scientists and university students including radio spots and periodic 'awareness week' to reach communities</li> </ol>	social studies/interviews/questionnaires performed by the joint HARISSA/ATRAP PhD students; Invitation and participation lists; Project website; Researchgate
<b>Result 4:</b> support to good governance, based on the scientific results	<ol style="list-style-type: none"> <li>1. Number of institutional initiatives and / or legal or legislative provisions inspired by or referring to scientific research carried out under the program</li> <li>2. Number of services provided (including studies) by scientific actors for the benefit of political decision-makers (this includes also the contributions from the HARISSA/ATRAP joint PhD student)</li> </ol>	Internal reports, leaflets, reports on the prevention of disease outbreaks for local ministries and other stakeholders, policy briefs
<b>Result 5:</b> development of synergies and complementary activities among partners through multi-partner governance and coordination	<ol style="list-style-type: none"> <li>1. Number of partnerships, synergies, collaborations, contracts initiated</li> <li>2. Number of South-South partnerships and collaborations signed by the partner</li> <li>3. Number of agreements with the private sector</li> </ol>	List of agreements with RMCA; annual reports; activity reports; list of agreements between South partners



Intervention logic		Indicators	Sources of verification
<b>Strategic objective 4. Health and sustainable food production have been improved through the prevention and mitigation of risks that originate at the interface between humans, animals and their various environments</b>		<ol style="list-style-type: none"> <li>1. Contribution to the mapping/monitoring of pests, parasites and their vectors in Africa in order to measure infection risk</li> <li>2. Number of pest, parasite and vector populations secured in either medium- or long-term conservation facilities</li> <li>3. Contribution to health /sustainable food production through the study of occurrence and impact of beneficial organisms and pests/parasites in agriculture and fisheries in Africa</li> </ol>	<ul style="list-style-type: none"> <li>-reports on the distribution of pests, parasites and vectors</li> <li>-registered collection specimens (DNA and tissue bank)</li> <li>-reports on the prevention of outbreaks in agriculture and fisheries and on sustainable food production</li> </ul>
	<i>Expected outcome ATRAP:</i> Aquatic snail-borne parasitic diseases are better prevented through a monitoring approach that actively involves the communities at risk (in DRC and Uganda).	<ol style="list-style-type: none"> <li>1. Contribution to the mapping/monitoring of snail-borne parasites and their vectors in Africa in order to measure infection risk</li> <li>2. Number of parasite and vector populations from Uganda and DRC secured in either medium- or long-term conservation facilities</li> <li>3. Contribution to sustainable risk reduction of snail-borne diseases in southwestern Uganda and Bas-Congo through uptake of new knowledge/practises by local communities and local governments and NGO's based on the scientific data generated in this project</li> </ol>	<ul style="list-style-type: none"> <li>- Reports on the distribution of parasites and vectors</li> <li>- Registered collection specimens (DNA and tissue bank)</li> <li>- Number of internal reports, leaflets, reports on the prevention of disease outbreaks for local ministries and other stakeholders</li> </ul>
	<i>Expected outcome AGROVEG:</i> Farmers' health and sustainable food production is improved through the development of an agroecological methodology that mitigates the impact of fruit flies on vegetable crops (in Mozambique and Tanzania).	<ol style="list-style-type: none"> <li>1. Contribution to the mapping/monitoring of vegetable tephritid pests in Tanzania and Mozambique in order to measure spread and impact</li> <li>2. Contribution to sustainable food production through the study of occurrence and impact of beneficial organisms (pollinators) and fruit fly pests in horticulture in Tanzania and Mozambique</li> <li>3. Number of pest and beneficial insect specimens secured in either medium- or long-</li> </ol>	<ul style="list-style-type: none"> <li>- Technical report, one for each country, summarizing current status on the distribution and impact of tephritid pests in vegetable crops at end of project</li> <li>- Reports and publications on environmentally sound control methods in horticulture; list of local experts trained in these methods</li> <li>- Registered collection items (specimens,</li> </ul>

		term conservation facilities	DNA and tissue banks)
	<i>Expected outcome DISPEST:</i> Agricultural productivity is increased through the development of an optimised pest management specifically calibrated for two common frugivorous pests ( <i>C. rosa</i> and <i>C. quilicii</i> ) in South and East Africa.	<ol style="list-style-type: none"> <li>1. Contribution to the mapping/monitoring of agricultural pests in Africa in order to estimate invasion risks</li> <li>2. Mitigation of risks of agricultural pest invasion (via early detection and monitoring) as resulting from the training of specialised NPPO officers</li> </ol>	<ul style="list-style-type: none"> <li>- Reports on the distribution of pests</li> <li>- Number of NPPO officers trained on the identification of <i>C. rosa</i> / <i>C. quilicii</i></li> </ul>
	<i>Expected outcome FishBase Africa:</i> As secondary SO.	<ol style="list-style-type: none"> <li>1. Contribution to sustainable food production through information available in FishBase</li> </ol>	<ul style="list-style-type: none"> <li>- Report on FishBase information useful for agricultural research</li> </ul>
<b>Result 1:</b> strengthening scientific research capacity		<ol style="list-style-type: none"> <li>1. Annual number of researchers in the South strengthened in research on parasites and vector and agricultural pests</li> <li>2. Annual number of peer reviewed publications resulting from the research activities</li> </ol>	Peer reviewed papers; training and study visit reports; tickets; visa; logistics; contracts and list of graduated trained scientists; under the ATRAP, AGROVEG, DISPEST activities
<b>Result 2:</b> strengthening physical and virtual diffusion of scientific research results to the larger scientific community		<ol style="list-style-type: none"> <li>1. Number of conferences, national and international seminars or scientific network events organized by the partners</li> <li>2. Number of workshops and trainings</li> <li>3. Annual number of publications in high quality journals read by broad North-South scientific community</li> </ol>	Programs and participants lists for network events, conferences, seminars; training and workshop reports; Peer reviewed publication lists; RMCA websites; local partner websites; under the ATRAP, AGROVEG, DISPEST activities
<b>Result 3:</b> awareness raising towards the general public		<ol style="list-style-type: none"> <li>1. Number of presentations, demonstration activities, group discussions, workshops for large audience and farming communities</li> <li>2. Information published on-line and education manuals for large public and farming communities</li> </ol>	Attendance lists; education manuals; RMCA and local partner websites; under the ATRAP, AGROVEG, DISPEST activities
<b>Result 4:</b> support to good governance, based on the scientific results		<ol style="list-style-type: none"> <li>1. Number of policy briefs written</li> <li>2. Number of recommendations for conservation management presented to local governance level</li> <li>3. Number of presentations given to DGD on scientific insights relevant for policy issues</li> </ol>	Policy briefs published; reports of presentations to local governance representatives; meeting reports RMCA-DGD under the ATRAP, AGROVEG, DISPEST activities
<b>Result 5:</b> development of synergies and complementary activities among partners through multi-partner governance and coordination		<ol style="list-style-type: none"> <li>1. Number of partnerships developed</li> <li>2. Number of North-South-South networking activities</li> </ol>	Partnership agreements and contracts; Reports of coordination and follow up meetings; List of South-South networking activities developed

	3. Collaboration between ATRAP, AGROVEG, DISPEST teams	under the ATRAP, AGROVEG, DISPEST activities; Annual report of the RMCA thematic working group for Strategic objective 4
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Intervention logic		Indicators	Sources of verification
<b>Strategic objective 5. Natural resources have an improved contribution to sustainable development</b>		<ol style="list-style-type: none"> <li>1. Change in the efficiency of resource use in the partner countries</li> <li>2. Contribution to the knowledge of the resource potential (critical evaluation)</li> <li>3. Degree of implementation of integrated natural resource management in the partner countries</li> </ol>	<ul style="list-style-type: none"> <li>-Analog and digital maps and 'cadastre' ; Management protocols developed for specific resources</li> <li>-List of reports on resource potential determination at the MRAC and of material for education (lessons, seminars, fieldwork) provided to African partner organisations and institutes</li> <li>-Landuse, thematic mapping and 'cadastre' systems which are needed to improve the management of land-linked resources (forestry, mining, water, ...) used by government institutes</li> </ul>
	<i>Expected outcome GeoRes4Dev:</i> Local expertise and academic research on the geology of mineral geo-resources and their social impact in Central Africa is strengthened in the framework of an integrated and sustainable management.	<ol style="list-style-type: none"> <li>1. Number of management protocols developed contributing to change in the efficiency of resource use in partner countries</li> <li>2. Contribution to the knowledge of the resource potential (critical evaluation)</li> <li>3. Number of implemented tools for integrated natural resource management by government in partner countries</li> </ol>	<ul style="list-style-type: none"> <li>- Analog and digital maps and 'cadastre' Management protocols developed for specific resources</li> <li>- List of reports on resource potential determination at the RMCA and of material for education provided to African partner organisations and institutes</li> <li>- Thematic mapping and 'cadastre' systems used by government institutes</li> </ul>
	<i>Expected outcome PilotMAB:</i> The model function of the Man and the Biosphere (MAB) Reserves Luki and Yangambi in the rainforest biome in DRC for sustainable development is strengthened.	<ol style="list-style-type: none"> <li>1. Contribution to fill knowledge gaps in the domains of carbon dynamics and forest resilience for the Congo Basin Rainforest</li> <li>2. Transfer of technology and skills support sustainable forest management strategies, including monitoring, interpretation of results and forest inventory: number of students and professionals that received training (both PhD and MSc level)</li> </ol>	<ul style="list-style-type: none"> <li>- Web of science (original articles), presentations at conferences, data publications</li> <li>- Thematic and merit-based training of students, officers and staff members of NGO's and private companies</li> </ul>

		3. Policy makers apply existing instruments (such as REDD+, CITES, EU-timber regulation, FLEGT and the US Lacey Act)	- Policy briefs, data repositories, project and partner reports
	<i>Expected outcome FishBase Africa :</i> As secondary SO	1. Contribution to the knowledge on fish resource potential	- FishBase website information; report on fish resource potential
	<i>Expected outcome MBISA II :</i> As secondary SO	1. Contribution to knowledge on fish diversity and the sustainable conservation of fish in the Congo basin	- MBISA II policy briefs
<b>Result 1:</b> strengthening scientific research capacity		1. Annual number of researchers in the South strengthened in research on tropical forest ecology, entomology and soil science and geology and mineral resources. 2. Annual number of peer reviewed publications resulting from the research activities under the program 3. Number of digitised databases/collections developed	Peer reviewed papers; training and study visit reports; contracts and list of graduated trained scientists; list of databases developed; under GeoRes4Dev and PilotMAB activities.
<b>Result 2:</b> strengthening physical and virtual diffusion of scientific research results to the larger scientific community		1. Number of conferences, national and international seminars or scientific network events organized by the partners 2. Number of workshops and trainings 3. Annual number of publications in high quality journals read by broad North-South scientific community 4. Number of digitised databases/collections published on-line 5. Number and user-friendliness of E-learning tools and didactic packages and guidelines developed	Participants lists, calendar and report for network events, conferences, seminars; training and workshop reports; Peer reviewed publication lists; RMCA & FISHBASE websites; local partner websites; e-learning tools, platforms and didactic material; developed under the GeoRes4Dev and PilotMAB, and also under FISHBASE and MBISA II activities
<b>Result 3:</b> awareness raising towards the general public		1. Contribution of knowledge generated through project in temporary and/or permanent exhibitions 2. Number of presentations and workshops for large audience 3. Information published on-line for large public	Museum reports and project reports; blog updates; press releases; RMCA websites
<b>Result 4:</b> support to good governance, based on the scientific results		1. Number of policy briefs written 2. Number of recommendations and contribution towards the development of a	Policy briefs published; reports of presentations to local governance representatives; under the GeoRes4Dev and

	management plan for conservation management presented to local governance level	PilotMAB, MBISA II activities
<b>Result 5:</b> development of synergies and complementary activities among partners through multi-partner governance and coordination	<ol style="list-style-type: none"> <li>1. Number of inclusive partnerships developed</li> <li>2. Number of North-South-South networking activities</li> <li>3. Number of South-South capacity strengthening activities where African scientists are both providers and beneficiaries</li> <li>4. Collaboration, networking and information exchange between all scientists involved in strategic objective 5: GeoRes4Dev, PilotMAB teams. As the activities Fishbase and Mbisa Congo II have SO5 as secondary strategic objective, their results will also be shared with the working group SO5.</li> </ol>	<p>Project- and partner reports, project- and affiliated websites, blog updates, conference proceedings</p> <p>Partnership agreements and contracts; reports of coordination and follow up meetings; reports on partnership quality; List of South-South networking activities developed under the GeoRes4Dev and PilotMAB activities; Annual report of the RMCA thematic working group for Strategic objective 5</p>

Intervention logic		Indicators	Sources of verification
<b>Strategic objective 6.</b> <b>Target audiences have the knowledge and skills to promote and contribute to a fair, inclusive, sustainable and equal world</b>		<ol style="list-style-type: none"> <li>1. Number of young people informed, sensitized, aware through the activities of education for global citizenship and solidarity (guided tours, workshops, teaching tools, internships, exhibitions) along with (future) teachers</li> <li>2. Number of interlocutors reinforced to promote and contribute to a fair, inclusive, sustainable and equal world</li> <li>3. Number of people in the general public who are informed, sensitized and aware in order to promote and contribute to a fair, inclusive, sustainable and equal world</li> </ol>	Statistics, signed conventions with stakeholders in awareness activities; agenda of education for global citizenship and solidarity; calendar of meetings and reports of ADRC
	<i>Expected outcome CAMPUS:</i> Target audiences are more sensitised and aware of values in the framework of the education for global citizenship and solidarity (Education à la citoyenneté mondiale et solidaire – ECMS)	<ol style="list-style-type: none"> <li>1. Annual number of groups informed, sensitized, aware through the ECMS activities (guided tours, interactive tours, workshops, teaching tools)</li> <li>2. Annual number of groups of adults and families who are informed, sensitized and aware in order to promote and contribute to a fair, inclusive, sustainable and equal world</li> <li>3. Annual number of intermediaries, relay</li> </ol>	- Statistics, evaluations, training programs

		persons and change-agents (teachers, future teacher, animators, guides) reinforced to promote and contribute to a fair, inclusive, sustainable and equal world	
	<i>Expected outcome FORUM:</i> Information exchange, intercultural dialogue and co-creation with African cultural heritage communities is strengthened in a dynamic, multi-partner, international platform (supported through a collaboration between AfricaMuseum and BOZAR)	<ol style="list-style-type: none"> <li>1. Annual number of interlocutors from the diaspora reinforced to promote and contribute to a fair, inclusive, sustainable and equal world</li> <li>2. Annual number of people in the general public who are informed, sensitized and aware in order to promote and contribute to a fair, inclusive, sustainable and equal world</li> <li>3. Annual number of people of the diaspora audience who are informed, sensitized and aware in order to promote and contribute to a fair, inclusive, sustainable and equal world</li> </ol>	- Statistics, signed conventions, encounters, reports, programs, invitation, entrance tickets from RMCA and BOZAR
	<i>Expected outcome PRODEC:</i> Through production of multidisciplinary scientific monographs, the knowledge on provinces in DRC is increased for better local governance.	<ol style="list-style-type: none"> <li>1. Monographs are consulted and considered as references by the provincial authorities for good governance</li> <li>2. Monographs are consulted and considered as references by NGOs for their cooperation projects</li> <li>3. Inquiry among the provincial authorities to insure the academic staff uses the monographies in the class programs.</li> <li>4. Monographies are used as references for scientific works.</li> </ol>	- Published monographies; visitor statistics for online monographies; Surveys among local authorities and NGOs; didactic material used in primary and secondary education; student theses and research works
	<i>Expected outcome HARISSA:</i> The awareness on natural hazards and the associated risks in Central Africa and risk preparedness is improved.	<ol style="list-style-type: none"> <li>1. Number of people in the general public in RDC (Goma and Bukavu) informed, sensitized and aware on natural hazards and the associated risks</li> </ol>	- Statistics, visitor numbers, student lists (from DRC); agenda of awareness activities in Goma and Bukavu
	<i>Expected outcome PilotMAB:</i> The awareness on the function of the Man and the Biosphere (MAB) Reserves Luki and Yangambi in the rainforest biome in DRC for sustainable development is improved.	<ol style="list-style-type: none"> <li>1. Local schools and students understand that forest conservation and sustainable use of forest products is essential for wellbeing and sustainable livelihoods</li> <li>2. Increased visibility of the UNESCO MAB program in the DRC as instrument for development</li> </ol>	<ul style="list-style-type: none"> <li>- school curricula integrate new knowledge about forest conservation, press release, blog updates</li> <li>- museum exhibitions and workshops, blog updates, project report</li> </ul>

<b>Result 1:</b> strengthening scientific research capacity	<ol style="list-style-type: none"> <li>1. Annual number of works written by BSc and Msc students linked to the CAMPUS and FORUM themes;</li> <li>2. Annual number of publications resulting from PRODEC research activities</li> <li>3. Annual number of trained interns at RMCA Public service department and Cultural anthropology and History department.</li> <li>4. Annual number of researchers in the South strengthened in research under the PRODEC activities.</li> </ol>	Publications; students theses; training and study visit reports; tickets; visa; logistics; contracts and list of trained interns
<b>Result 2:</b> strengthening physical and virtual diffusion of scientific research results to the larger scientific community	<ol style="list-style-type: none"> <li>1. Annual number of conferences, workshops, national and international seminars or scientific network events organized by the partners of PRODEC or by the RMCA in partnership with stakeholder organisations of FORUM</li> <li>2. Annual number of person / days (1 person participating for one day) of workshops, trainings sessions and conferences under CAMPUS, FORUM and PRODEC</li> <li>3. Annual number of PRODEC publications in high quality journals read by broad North-South scientific community</li> <li>4. Number of digitised databases/ collections published on-line resulting from the PRODEC activities</li> </ol>	Programs and participants lists for network events, conferences, seminars; training and workshop reports; publication lists; RMCA websites; local partner websites;
<b>Result 3:</b> awareness raising towards the general public	<ol style="list-style-type: none"> <li>1. Number of presentations, exhibits, expos or workshops for large audience under the activities CAMPUS, FORUM, HARISSA and PilotMAB</li> <li>2. Annual number of the public participating in sensitisation / awareness activities within CAMPUS, FORUM, HARISSA and PilotMAB</li> <li>3. Appraisal and satisfaction level of awareness raising effects on participants on CAMPUS and FORUM, HARISSA and PilotMAB activities</li> </ol>	Announcements and activity programs; presentations to visiting groups; visitors statistics; satisfaction surveys; press releases; internet statistics; BOZAR report; reports of change-agents from the South (artists, journalists) in residence at the RMCA



	<ol style="list-style-type: none"> <li>Annual number of change-agents from the South (artists, journalists) in residence</li> <li>Information published on-line for large public</li> </ol>	
<b>Result 4:</b> support to good governance, based on the scientific results	<ol style="list-style-type: none"> <li>Annual number of initiatives in the North to foster educational programs on colonial history resulting from the CAMPUS activities</li> <li>Annual number of institutional initiatives and/or legal dispositions referring to scientific results in the framework of the PRODEC and HARISSA activities</li> <li>Periodic Review conducted by local partner following UNESCO standards to support the DRC UNESCO MAB program in the framework of PilotMAB activities</li> </ol>	Meeting minutes; participants lists; policy briefs; reports
<b>Result 5:</b> development of synergies and complementary activities among partners through multi-partner governance and coordination	<ol style="list-style-type: none"> <li>Annual number of partnerships, synergies, collaborations, contracts (MOU, letters of agreement, partnership and collaboration agreements, etc.) initiated under the program</li> <li>Annual number of North South collaborations contracted under the program</li> <li>Collaboration, networking and information exchange between all scientists involved in strategic objective 6: CAMPUS, FORUM, PRODEC, HARISSA and PilotMAB teams</li> </ol>	Partnership agreements and contracts with stakeholders in sensibilisation, with BOZAR, with diaspora organisations; Calendar of meetings and reports of the African Development and Relations Council; Programs and reports of coordination and follow up meetings; list of networking activities developed under the activities CAMPUS, FORUM, PRODEC, HARISSA and PilotMAB ; Annual report of the RMCA thematic working group for Strategic objective 6

Intervention logic		Indicators	Sources of verification
<b>Digitalisation as a lever for development: Prize Digital for Development (D4D)</b>		<ol style="list-style-type: none"> <li>Number of editions of the Prize D4D organized in the framework of the multiannual program 2019-2023</li> </ol>	- Annual activity reports
	<i>Expected outcome 1:</i> To support and stimulate innovative ideas and projects about digitalisation for development in Belgium and partner countries	<ol style="list-style-type: none"> <li>Annual number of innovative ideas and projects about digitalisation for development (in Belgium and partner countries) evaluated in the framework of the Prize D4D</li> <li>Annual number of innovative ideas and projects about digitalisation for development</li> </ol>	<ul style="list-style-type: none"> <li>Online applications, entry rules, list of submissions that fulfil the required conditions</li> <li>Meeting minutes (jury)</li> </ul>



		nominated and supported in the framework of the Prize D4D	
	<i>Expected outcome 2:</i> Contribution to increased visibility of the innovative practices in Digital for Development of the Belgian Development Cooperation and increased awareness of a wider public in Belgium	1. Annual number of persons reached through information channels of the Prize D4D	- List of invited persons for the Innovation Fair and award ceremony; list of information packages distributed to embassies of the partner countries, registrations on <a href="http://www.prized4d.africamuseum.be">www.prized4d.africamuseum.be</a> and attendance list; list of press articles; website Prize D4D; Social media channels
<b>Result 1:</b> strengthening scientific research capacity		1. Annual number of project/team in the category iStartUp benefiting from an internship in a Belgian incubator 2. Annual number of projects/teams who have benefited directly from the credit line 3. Annual number of projects/teams who have benefited from the cash prize	Convention with the laureates ; internship reports (“iStartUp”); detailed plan of use, narrative and financial reports (“iStandOut”); report on the progress of the project (“iStartUp”)
<b>Result 2:</b> strengthening physical and virtual diffusion of scientific research results to the larger scientific community		1. Annual number of nominees from the South participating to the award ceremony 2. Annual number of nominated project teams presenting before the jury and at the award ceremony 3. Annual number of keynote speakers ; Annual number of (new) exhibitors (organisations) participating to the innovation fair 4. Annual increase of unique visitors to the website <a href="http://www.prized4d.africamuseum.be">www.prized4d.africamuseum.be</a>	Flight tickets and hotel bookings; list of partner countries with invited nominees; Meeting minutes of the jury (2nd meeting); abstract book; ICT statistics report
<b>Result 3:</b> awareness raising towards the general public		1. Annual number of contacts invited to the innovation fair and award ceremony 2. Annual number of (new) attendees to the innovation fair and award ceremony 3. Annual number of nominees (North & South) participating to the innovation fair and award ceremony 4. Annual number of online votes for the category iChoose 5. Annual percentage of press contacts who opened the Prize D4D press releases	Prize D4D coordination database; Online registrations on <a href="http://www.prized4d.africamuseum.be">www.prized4d.africamuseum.be</a> and attendance list
<b>Result 5:</b> development of synergies and complementary activities		1. Annual number of (new) external experts for	Filled evaluation forms and paid evaluator fees;

among partners through multi-partner governance and coordination	evaluating the submissions 2. Annual number of members of the jury (each of them representing one organisation) selecting the nominees and laureates 3. Annual number of Belgian actors in network with the laureate iStartUp	Meeting minutes (2 meetings), Jury participants lists; report received from the laureate "iStartUp"
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Intervention logic		Indicators	Sources of verification
<b>Coordination and management</b>			
	<i>Expected outcome:</i> The DGD-RMCA multiannual program 2019-2023 is managed and coordinated effectively in order to achieve the expected results under the 6 strategic objectives and the Prize D4D, taking into account the transversal themes and the strategic orientations of the Belgian Development Cooperation as described in the strategic plan.	<ol style="list-style-type: none"> <li>1. The 5-year program is continuously followed up and reporting on the activities is provided by the development cooperation service at the RMCA (prepared in collaboration with the scientific teams and African partners).</li> <li>2. Monitoring and auto-evaluation through the 6 thematic working groups (one per strategic objective)</li> <li>3. Monitoring and evaluation through the steering and strategic committees</li> <li>4. The external mid-term evaluation of the program is organised in collaboration with BELSPO-DGD.</li> <li>5. The RMCA participates in and contributes to the Joint Strategic Frameworks in Belgium and in the partner countries where activities of the 5-year program take place.</li> <li>6. A gender balanced and eco-responsible policy for the program is implemented.</li> </ol>	Annual planning; annual reports; auto-evaluation reports; mission reports; financial reports; Powerpoint presentations and reports of steering committee and strategic committees; Mid-term evaluation report and management response; Joint Strategic Framework reports with participation of RMCA; eco-responsibility guidelines; gender guidelines; scholarship guidelines; country analysis reports; reports of the thematic working groups; annual report on most important results per country; report on Prize D4D 2020 and 2022

## IV COORDINATION AND EVALUATION

### 1. Coordination team

The development cooperation service of the RMCA includes 3.4-3.9 FTE (depending on the program year and specific activities) scientific staff members and 1 administrative staff member, financed by the 5-year program. Support for one accountant is also included in the coordination budget.

The Report on the 2016 program evaluation mission recommended to **strengthen the coordination team** with a FTE compared to the previous period (2014-2018) since recent important but time-consuming tasks have been added: i) the synergies and networking to be developed with other Belgian partners through the **Joint Strategic Frameworks**, ii) the follow up and support to **transversal objectives** such as eco-friendly management, gender balance, more sustainable and inclusive partnerships with the program partners, iii) the coordination of the **new thematic working groups** (intern in the RMCA) per strategic objective, iv) the **country based reporting** requested.

The following core activities can be highlighted:

- a. program management and monitoring
- b. result-based reporting to DGD and BELSPO based on information of the scientific teams and strategic objectives working groups
- c. supporting earmarked institutional cooperation with the program partners
- d. ensuring that the strategic choices are followed during implementation of the program.

### 2. Monitoring of indicators

Monitoring of the indicators will be organized **per expected outcome by the responsible team of the RMCA promotor(s) and South (and North) partners** and the coordination unit. New since this program are the **thematic working groups per strategic objective**. These working groups will ensure a multidisciplinary and results-oriented monitoring at the strategic objective level.

**Baselines and target values** for the 5-year period are presented in the detailed logical frameworks in [Annex I](#).

### 3. Mid term evaluation

The external mid-term evaluation will be organized following the 2014 Protocol guidelines and is scheduled in **2022** with a budget of **60.000€**.

### 4. Blue sky initiatives

In order to **promote new ideas or allow for the further development of successful activities** during the course of the 5 year program, the RMCA proposes the possibility to support new “**Blue Sky**” initiatives that are linked to one of the 6 strategic objectives.

An **internal call** for the specific “Blue sky” budget line will be launched in 2021. The budget foreseen is **30.000€ in 2022 and 60.000€ in 2023**. The selection of new Blue Sky activities will be made based on a **review process with internal and external reviewers**. The reviewers will be selected in consultation with DGD.

## V BUDGET

The overall budget for the 5-year program is estimated in the following table for the 6 strategic objectives and the Prize D4D. Per strategic objective, the budget ranges between 1.225.786 € and 3.434.741 €, indicating the equal importance of the 6 different themes for the RMCA.

The total budget for coordination is lower than 10% of the total direct costs. 7% indirect costs are calculated.

In year 2022 and year 2023, a “**Blue sky**” budget line is foreseen. With this budget the RMCA aims to **promote new ideas and activities in the course of the program**. This budget is foreseen for operational costs under one or more of the strategic objectives (depending on the selection of new initiatives).

**Table 3. Overall budget with direct costs per building block of the 5-year program and direct and indirect costs per year**

Budget in €	SO1	SO2	SO3	SO4	SO5	SO6	Prize D4D	TOTAL	2019	2020	2021	2022	2023
<b>Operational costs</b>	<b>1.738.500</b>	<b>1.225.786</b>	<b>1.564.973</b>	<b>2.772.038</b>	<b>2.738.549</b>	<b>3.434.741</b>	<b>340.290</b>	<b>13.904.877</b>	<b>2.814.390</b>	<b>3.058.562</b>	<b>2.852.109</b>	<b>2.811.623</b>	<b>2.368.192</b>
<i>Investments</i>	2.400	0	0	4.000	3.000	87.550	0	96.950	38.550	15.200	15.200	14.000	14.000
<i>Operational costs</i>	1.274.865	683.381	1.107.487	2.035.756	1.760.516	1.696.328	216.930	8.775.263	1.710.225	1.835.279	1.933.537	1.811.999	1.484.222
<i>Personnel</i>	461.235	542.405	457.487	732.282	975.032	1.650.863	123.360	4.942.664	1.065.615	1.208.083	903.372	955.625	809.970
<i>Blue Sky</i>	90.000							90.000				30.000	60.000
<b>Coordination (Beheerskost)</b>								<b>1.422.226</b>	<b>252.362</b>	<b>257.705</b>	<b>292.472</b>	<b>319.520</b>	<b>300.166</b>
<b>Total direct costs</b>								<b>15.327.103</b>	<b>3.066.752</b>	<b>3.316.267</b>	<b>3.144.581</b>	<b>3.131.144</b>	<b>2.668.359</b>
<b>Indirect cost (7% Structuurkosten)</b>								<b>1.072.897</b>	<b>214.673</b>	<b>232.139</b>	<b>220.121</b>	<b>219.180</b>	<b>186.785</b>
<b>Total</b>								<b>16.400.000</b>	<b>3.281.425</b>	<b>3.548.406</b>	<b>3.364.702</b>	<b>3.350.324</b>	<b>2.855.144</b>

The yearly budget is given hereunder for both RMCA (all strategic objectives) and BOZAR (SO6-FORUM) in Table 4.

Tables 5-12 represent the budget per strategic objective, over the different outcomes per strategic objective and per year.

These tables indicate the direct investment and operational costs of the activities as well as the personnel cost per expected outcome for the 6 strategic objectives, for the Prize D4D and for the coordination of the 5-year program.

Detailed budget schemes per outcome with more detailed description of the costs are provided in ANNEX III.

**Table 4. Detailed budget per year for the 5-year program for the RMCA and for BOZAR**

Budget in €	TOTAL	2019		2020		2021		2022		2023	
		RMCA	BOZAR	RMCA	BOZAR	RMCA	BOZAR	RMCA	BOZAR	RMCA	BOZAR
<b>Operational costs</b>	<b>13.904.877</b>	<b>2.688.940</b>	<b>125.450</b>	<b>2.931.162</b>	<b>127.400</b>	<b>2.716.534</b>	<b>135.575</b>	<b>2.675.363</b>	<b>136.260</b>	<b>2.231.237</b>	<b>136.956</b>
Investments	96.950	19.000	19.550	13.200	2.000	13.200	2.000	12.000	2.000	12.000	2.000
Operational costs	8.775.263	1.646.975	63.250	1.754.879	80.400	1.845.637	87.900	1.724.099	87.900	1.396.322	87.900
Personnel	4.942.664	1.022.965	42.650	1.163.083	45.000	857.697	45.675	909.265	46.360	762.915	47.056
Blue Sky	90.000							30.000		60.000	
<b>Coordination (Beheerskost)</b>	<b>1.422.226</b>	<b>252.362</b>		<b>257.705</b>		<b>292.472</b>		<b>319.520</b>		<b>300.166</b>	
<b>Total direct costs</b>	<b>15.327.103</b>	<b>2.941.302</b>	<b>125.450</b>	<b>3.188.867</b>	<b>127.400</b>	<b>3.009.006</b>	<b>135.575</b>	<b>2.994.884</b>	<b>136.260</b>	<b>2.531.403</b>	<b>136.956</b>
<b>Indirect cost (Structuurkosten)</b>	<b>1.072.897</b>	<b>214.673</b>		<b>232.139</b>		<b>220.121</b>		<b>219.180</b>		<b>186.785</b>	
<b>Total</b>	<b>16.400.000</b>	<b>3.155.975</b>	<b>125.450</b>	<b>3.421.006</b>	<b>127.400</b>	<b>3.229.127</b>	<b>135.575</b>	<b>3.214.064</b>	<b>136.260</b>	<b>2.718.188</b>	<b>136.956</b>

**Table 5. Detailed budget per outcome and per year for the 5-year program for SO1**

SO1	FishBase Africa	Mbisa Congo II	BICS	DIPoDIP	Conference Congo Basin	TOTAL	2019	2020	2021	2022	2023
<b>Operational costs</b>	<b>210.959 €</b>	<b>945.194 €</b>	<b>103.188 €</b>	<b>453.659 €</b>	<b>25.500 €</b>	<b>1.738.500 €</b>	<b>440.394 €</b>	<b>407.613 €</b>	<b>360.105 €</b>	<b>290.864 €</b>	<b>239.524 €</b>
Investments	2.400 €	0 €	0 €	0 €	0 €	2.400 €	0 €	1.200 €	1.200 €	0 €	0 €
Operational expenses	8.006 €	757.584 €	66.335 €	422.940 €	20.000 €	1.274.865 €	371.043 €	287.544 €	250.406 €	202.632 €	163.240 €
Personnel cost	200.554 €	187.609 €	36.854 €	30.719 €	5.500 €	461.235 €	69.351 €	118.869 €	108.500 €	88.232 €	76.284 €

Investments costs include 2 laptops for African scientists during their studies in FishBase Africa.

**Table 6. Detailed budget per outcome and per year for the 5-year program for SO2**

SO2	Rwanda Archives	SHARE	FormArch	ImmArch	TOTAL	2019	2020	2021	2022	2023
<b>Operational costs</b>	<b>373.832 €</b>	<b>445.888 €</b>	<b>225.552 €</b>	<b>180.514 €</b>	<b>1.225.786 €</b>	<b>277.084 €</b>	<b>266.615 €</b>	<b>298.003 €</b>	<b>287.290 €</b>	<b>96.793 €</b>
Investments	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Operational expenses	56.195 €	327.222 €	171.902 €	128.062 €	683.381 €	124.046 €	95.037 €	223.814 €	182.022 €	58.462 €
Personnel cost	317.637 €	118.666 €	53.650 €	52.452 €	542.405 €	153.038 €	171.578 €	74.189 €	105.269 €	38.331 €

**Table 7. Detailed budget per outcome and per year for the 5-year program for SO3**

<b>SO3</b>	<b>HARISSA</b>	<b>TOTAL</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Operational costs</b>	<b>1.564.973 €</b>	<b>1.564.973 €</b>	<b>195.947 €</b>	<b>312.838 €</b>	<b>330.962 €</b>	<b>390.881 €</b>	<b>334.345 €</b>
Investments	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Operational expenses	1.107.487 €	1.107.487 €	128.432 €	216.770 €	233.754 €	291.604 €	236.927 €
Personnel cost	457.487 €	457.487 €	67.515 €	96.068 €	97.209 €	99.277 €	97.418 €

**Table 8. Detailed budget per outcome and per year for the 5-year program for SO4**

<b>SO4</b>	<b>ATRAP</b>	<b>AGROVEG</b>	<b>DISPEST</b>	<b>FishBase Africa</b>	<b>TOTAL</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Operational costs</b>	<b>1.077.857 €</b>	<b>774.729 €</b>	<b>356.651 €</b>	<b>437.320 €</b>	<b>2.772.038 €</b>	<b>557.437 €</b>	<b>604.510 €</b>	<b>645.075 €</b>	<b>500.521 €</b>	<b>464.494 €</b>
Investments	0 €	0 €	4.000 €	0 €	4.000 €	4.000 €	0 €	0 €	0 €	0 €
Operational expenses	845.857 €	678.420 €	324.239 €	187.240 €	2.035.756 €	437.509 €	457.314 €	482.305 €	344.009 €	314.620 €
Personnel cost	279.731 €	120.317 €	44.425 €	287.809 €	732.282 €	115.929 €	147.197 €	162.770 €	156.512 €	149.874 €

Investments costs include a laptop and software package for the RMCA researcher on DISPEST.

**Table 9. Detailed budget per outcome and per year for the 5-year program for SO5**

<b>SO5</b>	<b>GeoRes4Dev</b>	<b>PilotMAB</b>	<b>Fishbase Africa</b>	<b>TOTAL</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Operational costs</b>	<b>1.321.400 €</b>	<b>934.731 €</b>	<b>482.418 €</b>	<b>2.738.549 €</b>	<b>418.230 €</b>	<b>522.963 €</b>	<b>629.097 €</b>	<b>582.917 €</b>	<b>585.342 €</b>
Investments	0 €	3.000 €	0 €	3.000 €	3.000 €	0 €	0 €	0 €	0 €
Operational expenses	888.378 €	677.733 €	194.405 €	1.760.516 €	250.699 €	328.474 €	419.500 €	367.954 €	393.890 €
Personnel cost	433.022 €	253.998 €	288.012 €	975.032 €	164.531 €	194.489 €	209.597 €	214.962 €	191.452 €

Investments costs include 2 cameras for field work in the MAB reserves for PilotMAB.

**Table 10. Detailed budget per outcome and per year for the 5-year program for SO6**

<b>SO6</b>	<b>CAMPUS</b>	<b>FORUM</b>	<b>PRODEC</b>	<b>HARISSA</b>	<b>PilotMAB</b>	<b>TOTAL</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Operational costs</b>	<b>1.008.410 €</b>	<b>1.397.786 €</b>	<b>577.741 €</b>	<b>94.669 €</b>	<b>356.136 €</b>	<b>3.434.741 €</b>	<b>908.943 €</b>	<b>790.836 €</b>	<b>579.641 €</b>	<b>577.044 €</b>	<b>578.276 €</b>
Investments	50.000 €	37.550 €	0 €	0 €	0 €	87.550 €	31.550 €	14.000 €	14.000 €	14.000 €	14.000 €
Operational expenses	488.650 €	801.750 €	107.958 €	52.015 €	245.955 €	1.696.328 €	392.406 €	345.561 €	322.919 €	319.198 €	316.244 €
Personnel cost	469.760 €	558.486 €	469.783 €	42.654 €	110.181 €	1.650.863 €	484.987 €	431.276 €	242.722 €	243.847 €	248.032 €

Investments costs include :

- CAMPUS: material for ateliers, pedagogical tools, collections, etc
- FORUM RMCA: small equipment and tools for sensitisation, exhibition activities
- FORUM BOZAR: audiovisual material for Foyer 1 usable by diaspora partners (sono mobile et polyvalente, projecteur, écran, lecteur DVD, laptop, beamer)/ furniture dedicated to Foyer 1 (100 chaises, 8 tables pliables, bibliothèque, tables et tabourets enfants, coussins, fauteuils, rideaux, machine café, chauffe eau) and small equipment and tools for sensitisation, for festival and for productions.

**Table 11. Detailed budget per year for the 5-year program for Prize D4D**

<b>PRIZE D4D</b>	<b>PRIZE D4D</b>	<b>TOTAL</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Operational costs</b>	<b>340.290 €</b>	<b>340.290 €</b>	<b>16.354 €</b>	<b>153.187 €</b>	<b>9.225 €</b>	<b>152.106 €</b>	<b>9.418 €</b>
Investments	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Operational expenses	216.930 €	216.930 €	6.090 €	104.580 €	840 €	104.580 €	840 €
Personnel cost	123.360 €	123.360 €	10.264 €	48.607 €	8.385 €	47.526 €	8.578 €

**Table 12. Detailed budget per year for the 5-year program for Coordination activities**

<b>Coordination</b>	<b>TOTAL</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Operational costs</b>	<b>1.422.226 €</b>	<b>252.362 €</b>	<b>257.705 €</b>	<b>292.472 €</b>	<b>319.520 €</b>	<b>300.166 €</b>
Investments	6.000 €	1.500 €	3.000 €	1.500 €		
Operating expenses (including external evaluation)	90.660 €	6.660 €	9.000 €	5.000 €	66.000 €	4.000 €
Personnel costs	1.325.566 €	244.202 €	245.705 €	285.972 €	253.520 €	296.166 €

Investments costs include 4 laptops used in the capacity strengthening activities under strategic objectives 1-6 by African scientists during their study visits at the RMCA. This cost is spread over years 1-3.



**Table 13. Analysis of personnel cost for SO1-6, Prize D4D, Coordination and % personnel cost on total direct cost for full program**

<i>% personnel cost in total operational cost</i>						<b>TOTAL</b>
<b>SO1</b>	FishBase Africa	Mbisa Congo II	BICS	DIPoDIP	Conference Congo Basin	<b>26,5%</b>
	95,1%	19,8%	35,7%	6,8%	21,6%	
<b>SO2</b>	Rwanda Archives	SHARE	FormArch	ImmArch		<b>44,2%</b>
	85,0%	26,6%	23,8%	29,1%		
<b>SO3</b>	HARISSA					<b>29,2%</b>
	29,2%					
<b>SO4</b>	ATRAP	AGROVEG	DISPEST	FishBase Africa		<b>26,4%</b>
	26,0%	15,5%	12,5%	65,8%		
<b>SO5</b>	GeoRes4Dev	PilotMAB	Fishbase Africa			<b>35,6%</b>
	32,8%	27,2%	59,7%			
<b>SO6</b>	CAMPUS	FORUM	PRODEC	HARISSA	PilotMAB	<b>48,1%</b>
	46,6%	40,0%	81,3%	45,1%	30,9%	
<b>PRIZE D4D</b>						<b>36,3%</b>
<b>COORDINATION</b>						<b>93,2%</b>
<b>FULL PROGRAM: % personnel cost on total direct cost</b>						<b>40,9%</b>

The % personnel cost on the total operational cost is highest for very labor intense activities by scientists, museologists, trainers or technicians. This is the case for scientific work for the FishBase database (most in SO1, less in SO4 and SO5 since FishBase Africa also foresees fisheries/natural resources related field work and PhD research), for digitization activities under SO2-Rwanda Archives, for educational activities in Education for global citizenship and solidarity and collaboration with the diaspora (SO6-CAMPUS and FORUM), for awareness raising and EGCS activities (SO6-HARISSA), for monography research and writing by RMCA personnel (SO6-PRODEC) and for the Coordination team.

For scientific personnel involvement active in specific capacity strengthening activities (but not paid directly by the program) a max. of 50€ per day per trainee is calculated as RMCA scientific fee during group or individual training in the RMCA and 300€ per day for the work of an RMCA scientist during local group trainings.

## VI PARTNERSHIPS AND SYNERGIES

### 1. Institutional partners

Hereunder an overview is given of the institutional partners active in the program, per country. These partners are supported with an operational budget through the program.

**Table 14. Institutional partners in the 5-year program per country**

Country	Institutional partners	RMCA team
Belgium	BOZAR	FORUM
Benin	Ecole du Patrimoine Africain (EPA)	FormArch, ImmArch
Benin	Université d'Abomey-Calavi (UAC), Faculty of agronomic sciences, laboratoire d'Hydrobiologie et d'Aquaculture	FISHBASE AFRICA
Burundi	Université du Burundi (UB, Bujumbura), Biology Department	BICS, Mbisa Congo II
Burundi	Université du Burundi (UB, Bujumbura), Earth sciences Department	GeoRes4Dev, HARISSA
DRC	Académie Beaux Art (ABA)	SHARE
DRC	Centre de documentation de l'enseignement supérieur, universitaire et recherche à Kinshasa (CEDESURK)	SHARE
DRC	Centre de Recherche en Hydrobiologie (CRH)-Uvira	BICS, Mbisa Congo II
DRC	Centre de Recherche en Sciences Naturelles (CRSN), Lwiro (Bukavu)	HARISSA
DRC	Centre de Recherches Géologiques et Minières (CRGM) Kinshasa	BICS, GeoRes4Dev
DRC	Ecole Régionale Postuniversitaire d'Aménagement et de Gestion intégrés des Forêts et Territoires tropicaux (ERAIFT), Kinshasa	PilotMAB
DRC	Institut Géographique du Congo (IGC) - Kinshasa	HARISSA
DRC	Institut des musées nationaux du Congo (IMNA incl. Musée National de Lubumbashi (MNL))	SHARE
DRC	Institut Supérieur Pédagogique de Mbanza-Ngungu (ISPMbNg)	BICS, Mbisa Congo II
DRC	Resources & Synergies Development (R&SD sarl), Kisangani (Private sector)	PilotMAB
DRC	Université Officielle de Bukavu (UOB), Faculty of Sciences and Applied Sciences, Dept of Biology	FISHBASE AFRICA
DRC	Université Officielle de Bukavu (UOB), Faculty of Sciences and Applied Sciences, Dept of Geology	GeoRes4Dev
DRC	Observatoire Volcanologique de Goma (OVG)	HARISSA
DRC	Université de Goma (UNIGOM)	HARISSA
DRC	Université de Kinshasa (UNIKIN)	SHARE
DRC	Université de Kinshasa (UNIKIN), Centre d'Etude Politique (CEP)	PRODEC
DRC	Université de Kinshasa (UNIKIN), Faculté des Sciences, Département des Sciences de la Terre	GeoRes4Dev
DRC	Université de Kinshasa (UNIKIN), Institut National de Recherche Biomédicale (INRB), Department of Epidemiology	ATRAP
DRC	Université de Kisangani (UNIKIS)	BICS, PilotMAB
DRC	Université de Kisangani, Centre de Surveillance de la Biodiversité (CSB)	Mbisa Congo II
DRC	Université de Kisangani, Institut de Recherches sociales appliquées (IRSA)	PRODEC
DRC	Université de Lubumbashi (UNILU)	BICS, GeoRes4Dev, Mbisa Congo II
DRC	Université de Lubumbashi, Centre de Recherche et de Documentation	PRODEC

	sur l'Afrique centrale (CERDAC)	
DRC-Belgium	VVOB-Education for development (NGO sector)	<b>PilotMAB</b>
Mozambique	Eduardo Mondlane University (EMU), Faculty of Agronomy and Forest Engineering	<b>AGROVEG, DISPEST</b>
Mozambique	Eduardo Mondlane University (EMU), Museu de História Natural	<b>FISHBASE AFRICA</b>
Rwanda	Institute of National Museums of Rwanda (INMR)	<b>RWANDA ARCHIVES, SHARE SHARE</b>
Rwanda	Rwanda Academy of Language and Culture (RALC)	
Rwanda	University of Rwanda (UR), College of Sciences and Technology (CST), School of Mining and Geology (SoMG)	<b>GeoRes4Dev</b>
Rwanda	Rwanda Archives and Library Services Authority (RALSA)	<b>RWANDA ARCHIVES, SHARE SHARE</b>
Senegal	Musée des Civilisations Noires (MCN)	
South Africa	Citrus Research International (CRI-Integrated Pest Management Portfolio) - Nelspruit (Private sector)	<b>DISPEST</b>
South Africa	KwaZulu Natal Museum, Natural Sciences - Pietermaritzburg	<b>DIPoDIP</b>
South Africa	South African Institute for Aquatic Biodiversity (SAIAB) Grahamstown	<b>Mbisa Congo II</b>
South Africa	South African National Biodiversity Institute (SANBI), Biosystematics & Research Collections Division	<b>DIPoDIP</b>
South Africa	Stellenbosch University (SU), Faculty of Science, Botany and Zoology Department, Biological Interactions Group	<b>DIPoDIP</b>
South Africa	Stellenbosch University (SU), Faculty of Science, Department of Conservation Ecology and Entomology	<b>DISPEST</b>
South Africa	University of KwaZulu Natal (UKZN), School of Life Sciences - Pietermaritzburg	<b>DIPoDIP</b>
Tanzania	Sokoine University of Agriculture (SUA), Department of Crop Science and Horticulture - Morogoro	<b>AGROVEG</b>
Uganda	Mbarara University of Science and Technology (MUST), Department of Biology - Mbarara	<b>ATRAP</b>
Uganda	Mbarara University of Science and Technology (MUST), Department of Environment and Livelihood Support Systems - Mbarara	<b>HARISSA</b>
Uganda	National Fisheries Resources Research Institute (NaFiRRI)- Jinja	<b>Fishbase Africa</b>

## 2. Synergies

Synergies between the teams working to achieve the expected outcomes under each strategic objective are given in the description per strategic objective of part VII. MAIN ELEMENTS.

### 2.1 Synergy with CEBioS- RBINS

During the 2019-2023 period several complementary activities will be implemented with **RBINS**. The CEBioS activities of the RBINS are mainly focused on biodiversity and ecosystem services. The main synergies can therefore be related to RMCA's **Strategic Objective 1** ("Biodiversity of endangered African ecosystems is better preserved" – see VII. MAIN ELEMENTS-SO1). However, common interests and potential for collaboration under other RMCA Strategic Objectives are possible.

The RMCA is interested to learn from the previous experiences of the RBINS in formulating policy briefs and will launch collaboration where possible in capacity strengthening activities supporting good governance. **Both RMCA and CEBioS** want to play a significant role at the interface between science, stakeholders, policies, development and governance. This specifically corresponds to 'result 4' of the RMCA program and Result 'MRV' of the CEBioS program at RBINS.

The RBINS and the RMCA see several levels of cooperation possible:

- Scientific cooperation, notably thanks to the complementarity of specialties in biology and taxonomy in both institutions,
- procedural / management cooperation (reference to the logical frameworks of each other, exchange of reports and best practices, annual plans, etc.) and
- practical / implicit cooperation (being jury members, organizing joint appeals, joint seminars, consulting expertise of one institution for activities of another - eg, Nagoya Protocol expertise or expertise in forestry, fish fauna, pest management - shared capacity building on specific themes - eg, writing articles - for African scientists), joint publishing.

## 2.2 Synergy with BOZAR

The RMCA proposes to collaborate with **BOZAR** (and other specialized institutions) in contemporary art and production after its reopening. RMCA and BOZAR are two federal institutions permanently involved in raising awareness of Africa and creating products for the public (exhibitions, residencies, educational workshops and performing arts), the added value of which contributes to the change of mentality concerning image of Africa in the eyes of the Belgian public. The collaboration is described in detail under VII. MAIN ELEMENTS- SO6. FORUM.

## 2.3 Synergy with other Belgian Institutional Actors and FIABEL

Since 2018, the RMCA joined FIABEL as a member (observer) and has been active through information exchange with the Belgian Actors of the Nongovernmental cooperation in the **Joint Strategic Frameworks**. Hereunder, the link between the main elements in the program with the strategic goals of the Joint Strategic Frameworks is presented schematically.

**Table 15. Link between RMCA's strategic objectives (SO) and expected outcome and the JSFs of the countries with activities under program 2019-2023: Belgium, Benin, Burundi, DR Congo, Mozambique, Rwanda, Senegal, South Africa, Tanzania, Uganda.**

CSC BELGIUM		
RMCA	Cible stratégique commune	Approche
SO6		
R1	CSC A, B, C, D (CAMPUS, FORUM)	A2, B2, C3, C4, D1, D2 (FORUM)
R2		
R3		A1, B1, C1 (CAMPUS, FORUM)
R4		D3 (CAMPUS)
R5		D2 (CAMPUS, FORUM)
CSC BENIN		
RMCA	Cible stratégique commune	Approche
SO1/SO4/SO5		
R1	CSC 3, CSC 4, CSC 5, CSC 6, CSC 7 (Fishbase Africa)	3J, 4G, 5bA (Fishbase Africa)
R2		3J, 4G, 5bB, 5bD (Fishbase Africa)
R3		3J, 4G, 6I (Fishbase Africa)
R4		3J, 4G, 6I, 7B (Fishbase Africa)
R5		3J, 4G, 6I, 7F (Fishbase Africa)
SO2		
R1	CSC 5A, 5B, CSC 7 A, B, C (FormArch, ImmArch)	5aC, 5aF, 5bA (FormArch, ImmArch)
R2		5bB, 5bD (FormArch, ImmArch)

CSC BURUNDI		
RMCA	Cible stratégique commune	Approche
SO1		
R1	CSC 2, CSC 3 (BICS, Fishbase Africa, Mbisa Congo II)	2B, 3A, 3B, 3D, 3E (BICS, Fishbase Africa, Mbisa Congo II)
R2		3C (Fishbase Africa, Mbisa Congo II)
R3		2E, 3C (Fishbase Africa, Mbisa Congo II)
SO2		
R1	CSC 2, CSC 3 (FormArch, ImmArch, Mbisa Congo II)	2B, 3A, 3B, 3D, 3E (FormArch, ImmArch, Mbisa Congo II)
R2		3C (Mbisa Congo II)
R3		3C (Mbisa Congo II)
SO3		
R1	CSC 2, CSC 3 (HARISSA)	2B, 3A, 3B, 3D, 3E (HARISSA)
R2		3C (HARISSA)
SO4		
R1	CSC 2, CSC 5 (Fishbase Africa)	2B, 3A, 3B, 3D, 3E (Fishbase Africa)
R3		2E (Fishbase Africa)
SO5		
R1	CSC 2, CSC 3 (GeoRes4Dev, Fishbase Africa, Mbisa Congo II)	2B, 3A, 3B, 3D, 3E (GeoRes4Dev, Fishbase Africa, Mbisa Congo II)
R2		3C (GeoRes4Dev, Fishbase Africa, Mbisa Congo II)
R3		2E, 3C (GeoRes4Dev, Fishbase Africa)
SO6		
R3	CSC 2, CSC 3 (HARISSA)	2E (HARISSA)
CSC DR CONGO		
RMCA	Cible stratégique commune	Approche
SO1		
R1	CSC 2, CSC 3, CSC9 (BICS, Fishbase Africa, Mbisa Congo II) CSC 5 (Fishbase Africa, Mbisa Congo II)	2A, 3D, 3E, 9 A, 9B, 9D 9F (BICS, Fishbase Africa, Mbisa Congo II), 5D (Fishbase Africa, Mbisa Congo II)
R2		9C (BICS, Fishbase Africa, Mbisa Congo II)
R3		2F (BICS, Fishbase Africa, Mbisa Congo II)
R4		2D, 2E (BICS, Fishbase Africa, Mbisa Congo II)
R5		3G (BICS, Fishbase Africa, Mbisa Congo II)
SO2		
R1	CSC 3, CSC 9 (FormArch, ImmArch, Mbisa Congo II) CSC 8 (SHARE)	3D, 9A, 9B, 9D, 9F (FormArch, ImmArch, Mbisa Congo II)
R2		8A (SHARE)
R3		8C (SHARE)
R4		8B (SHARE)
R5		3G (FormArch, ImmArch, Mbisa Congo II)

SO3		
R1	CSC 1, CSC3, CSC7, CSC9 (HARRISSA)	3D, 3E, 9A, 9B, 9D, 9E, 9F, 9G (HARRISSA)
R2		9C (HARRISSA)
R3		2F (HARRISSA)
R4		2B, 2D, 2E, 3B, 7C (HARRISSA)
R5		3G (HARRISSA)
SO4		
R1	CSC 5 (Fishbase Africa) CSC 6 (ATRAP) CSC 2, CSC 3, CSC 9 (ATRAP, Fishbase Africa)	2A, 3D, 3E (ATRAP, Fishbase Africa), 5D (Fishbase Africa)
R2		9C (ATRAP, Fishbase Africa)
R3		2F (Fishbase Africa), 6E (ATRAP)
R4		2D, 2E (ATRAP, Fishbase Africa)
R5		3G (ATRAP, Fishbase Africa)
SO5		g
R1	CSC 2, CSC3, CSC 9 (Fishbase Africa, GeoRes4Dev, Mbisa Congo II, PilotMAB) CSC 5 (Fishbase Africa, Mbisa Congo II)	2A, 3D, 3E, 9A, 9B, 9D, 9E, 9F (Fishbase Africa, GeoRes4Dev, Mbisa Congo II, PilotMAB), 5D (Fishbase Africa, Mbisa Congo II)
R2		9C (Fishbase Africa, GeoRes4Dev, Mbisa Congo II, PilotMab)
R3		2F (Fishbase Africa, GeoRes4Dev, PilotMAB)
R4		2D, 2E (Fishbase Africa, GeoRes4Dev, Mbisa Congo II, PilotMAB)
R5		3G (Fishbase Africa, GeoRes4Dev, Mbisa Congo II, PilotMAB)
SO6		
R1	CSC 2 (PilotMAB) CSC 3, CSC 9 (HARRISSA, PRODEC)	9A, 9B, 9D, 9E (PRODEC)
R2		9C (HARRISSA, PRODEC)
R3		2F (PilotMAB)
R5		3G (HARRISSA, PRODEC)
CSC MOZAMBIQUE		
RMCA	Cible stratégique commune	Approche
SO1/SO5		
R1	CS2 (Fishbase Africa)	2A, 2B, 2C, 2E, 2F, 2G (Fishbase Africa)
R2		2D (Fishbase Africa)
SO4		
R1	CS1 (AGROVEG, DISPEST) CS2 (AGROVEG, DISPEST, Fishbase Africa)	2A, 2B, 2C, 2E, 2F, 2G (AGROVEG, DISPEST, Fishbase Africa)
R2		2D (AGROVEG, DISPEST, Fishbase Africa)
R3		1B (AGROVEG, DISPEST)
R4		1C, 1E (AGROVEG, DISPEST)



CSC RWANDA		
RMCA	Cible stratégique commune	Approche
SO1/SO4		
R1	CSC 2, CSC 3, CSC 7 (Fishbase Africa)	2B, 3H, 7A, 7D, 7E (Fishbase Africa)
R2		7C (Fishbase Africa)
R3		2E (Fishbase Africa)
SO2		
R1	CSC 2, CSC 3, CSC 7 (Rwanda Archives, FormArch, ImmArch)	2A, 2B, 3H, 7A, 7D, 7E (Rwanda Archives, FormArch, ImmArch)
R4-R5	CSC 3 (SHARE)	3I (Rwanda Archives, SHARE)
SO5		
R1	CSC 2, CSC 3, CSC 7 (Fishbase Africa, GeoRes4Dev)	2B, 3H, 7A, 7D, 7E (Fishbase Africa, GeoRes4Dev)
R2		7C (Fishbase Africa, GeoRes4Dev)
R3		2E (Fishbase Africa, GeoRes4Dev)
CSC SENEGAL		
RMCA	Cible stratégique commune	Approche
SO1/SO4/SO5		
R1	CSC7 (Fishbase Africa)	7D (Fishbase Africa)
R2		7E (Fishbase Africa)
SO2		
R1	CSC 7 (SHARE)	7B (SHARE)
R4	CSC 4, CSC 7 (SHARE)	4F, 7F (SHARE)
JSF SOUTH AFRICA		
RMCA	Joint strategic goal	Contribution
SO1		
R1	CSC1 (DIPoDIP) CSC 2 (DIPoDIP, Mbisa Congo II)	1A (DIPoDIP), 2A, 2B, 2D (DIPoDIP, Mbisa Congo II)
R2		2C (DIPoDIP, Mbisa Congo II)
R4		1A (DIPoDIP)
R5		1B (DIPoDIP)
SO2/SO5		
R1	CSC 2 (Mbisa Congo II)	2A, 2B, 2D (Mbisa Congo II)
R2		2C (Mbisa Congo II)
SO4		
R1	CSC1, CSC2, CSC3 (DIPEST)	1A, 2A, 2B, 2D (DISPEST)
R2		2C (DISPEST)
R3		3E (DISPEST)
R4		1A (DISPEST)
R5		1B (DISPEST)



JSF TANZANIA		
RMCA	Joint strategic goal	Contribution
SO4		
R1	CSC1, CSC3, CSC5 (AGROVEG)	3G, 3I, 5G (AGROVEG)
R2		3H (AGROVEG)
R3		1D, 1E, 1F, 5F (AGROVEG)
R4		5E (AGROVEG)
JSF UGANDA		
RMCA	Joint strategic goal	Contribution
SO1/SO5		
R1	CSC 1, CSC 6, CSC 7 (Fishbase Africa)	1A, 1B, 6H, 7E (Fishbase Africa)
R2		1D (Fishbase Africa)
R3		7A (Fishbase Africa)
R4		7B, 7C (Fishbase Africa)
SO3		
R1	CSC 1 (HARISSA)	1A, 1B (HARISSA)
R2		1D (HARISSA)
SO4		
R1	CSC 1 (Fishbase Africa) CSC 1, CSC 2, CSC 6 (ATRAP)	1A (ATRAP); 1A, 1B, 6H, 7E (Fishbase Africa)
R2		1D (ATRAP, Fishbase Africa)
R3		6B (ATRAP); 7A (Fishbase Africa)
R4		2C (ATRAP); 7B, 7C (Fishbase Africa)

### 3. National priorities of the partners

An analysis of the national priorities of the partners was a basic element for the selection and development of the RMCA interventions under this program. For each outcome, the development problem in the sector/country is described as well as the needs and constraints for the identified partners (See VII. Main elements).

Table 16 hereunder presents a schematic overview on the strategic priorities per ministry in the DR Congo (with national objectives and indicators) and the RMCA interventions that aim to deliver results to support these national priorities and goals.

**Table 16. DR Congo schematic overview of national priorities per ministry/strategy and linked RMCA interventions**

DR CONGO			
RMCA intervention	National priorities per Ministry - strategic document - period		
	MINISTERE DE L'ENVIRONNEMENT, CONSERVATION DE LA NATURE ET DEVELOPPEMENT DURABLE STRATEGIE ET PLAN D'ACTION NATIONAUX DE LA BIODIVERSITE (2016-2020)		
FishBase Africa, Mbisa Congo II	AXES STRATEGIQUES PRIORITAIRES 3. Pêche durable	OBJECTIFS NATIONAUX 3.1. D'ici à 2020, les stocks de poissons d'eau douce sont récoltés d'une manière durable en appliquant la réglementation y afférente.	INDICATEURS Tendances concernant l'étendue, la fréquence et/ou l'intensité des pratiques de pêche destructrices
Mbisa Congo II, PilotMAB, FishBase Africa,	4. Amélioration de la gestion des aires	4.1.D'ici à 2017, la gestion des aires protégées existantes est sensiblement améliorée	Tendances concernant l'efficacité de gestion des aires protégées
FishBase Africa, Mbisa Congo II, PilotMAB, BICS	9. Promotion de la recherche scientifique et acquisition des connaissances	9.1. D'ici à 2020, les connaissances scientifiques sur la biodiversité nationale sont améliorées et appliquées, les connaissances traditionnelles, les innovations et les pratiques traditionnelles des communautés locales et autochtones sont identifiées et valorisées pour la conservation et l'utilisation durable de la diversité biologique.	Nombre de publications scientifiques relatives à la biodiversité nationale
Ministry of Planning SECOND GENERATION GROWTH AND POVERTY REDUCTION STRATEGY PAPER (GPRSP 2) (2011-2015)			
PRODEC	To ensure lasting stability and sustain strong growth, this strategy focuses on four (4) pillars, each of which incorporates clear strategic axes and priority actions for their implementation. Thus, based on the vision Pillar 1: Strengthening governance and peace The strengthening of <b>good governance</b> and peace is basically aimed at consolidating the foundation - political stability, security, State authority and satisfactory public governance - that conditions the effective conduct of development activities of the country and the achievement of results in all sectors. This pillar is organized around six main priorities: (i) strengthening the authority of the State, (ii) accelerating the <b>decentralization process</b> , (iii) continuing the reform of public finances, (iv) improving the business climate and promoting the private sector, (v) <b>building institutional and human capacity</b> , and (vi) supporting the implementation of the National Statistics Development Strategy.		
GeoRes4Dev	Pillar 2: Diversifying the economy, accelerating growth and promoting employment 29. This pillar refers to the policy of development of the support infrastructures for <b>production activities</b> and those related to the revitalization of these activities. The strategy also proposes employment promotion policies. It should be noted that the implementation of this policy is based on the strengthening of governance within a <b>confirmed context of environmental protection and the fight against climate change</b> .		
all capacity strengthening activities have focus/ attention on gender issues in research content and participation	Pillar 3: Improving access to basic social services and strengthening human capital 30. This pillar is based on policies that <b>strengthen the country's human capital and its major challenge is to enable everybody to have access to quality basic social services</b> . Focusing efforts on social sectors is also expected to provide the DRC with well-educated and healthy human resources. The third pillar is built around four main priorities including: strengthening of human capital, combating HIV/AIDS, reducing inequalities and improving the living conditions of <b>both women and men</b> .		
PilotMAB, Mbisa Congo, FishBase Africa, BICS, GeoRes4Dev, Harissa	Pillar 4: Protecting the environment and fighting against climate change 31. To better <b>protect the environment and fight against climate change</b> , Government intends to lay particular emphasis on: <b>environmental management and protection, the fight against climate change, the integration of environment and climate change in sectorbased strategies. 32. The aim of the fourth pillar is to enhance the unique natural capital of the DRC, whose exploitation plays a key role in the socio-economic development of the country, and especially that of its most impoverished citizens, and which is also threatened by climate change. To operationalize the growth strategy that reduces the pressure on forests, the DRC has defined a preliminary REDD +1 strategy in which the country intends to become a carbon sink by 2030.</b> The REDD+ objectives will be defined in an ambitious and realistic manner, in keeping with the socio-economic development objectives set out in the GPRSP. The entire exercise will be defined according to a <b>national participatory process, involving all stakeholders with strong focus on the civil society, especially the local communities</b> . Two main strategy options have been proposed: to manage and protect the environment on the one hand, and to fight against climate change on the other hand.		
Ministère de l'Enseignement Primaire Secondaire et Initiation à la Nouvelle Citoyenneté, Ministère de l'Enseignement Technique et Professionnel, Ministère de l'Enseignement Supérieur et Universitaire, Ministère des Affaires Sociales, Action Humanitaire et Solidarité Nationale - Stratégie sectorielle de l'éducation et de la formation (2016 - 2025)			
Harissa	AXES STRATEGIQUES PRIORITAIRES 5.1.7 Définir une politique de prévention des risques de catastrophes, urgence ou conflits L'élaboration d'une stratégie nationale de <b>prévention et de gestion des risques constitue une priorité pour les ministères en charge du secteur de l'éducation et de la formation</b> . La réalisation d'une étude sur la vulnérabilité du système éducatif aux conflits et catastrophes naturelles est un préalable à la définition de cette stratégie.		ACTIONS NATIONAUX/ INDICATEURS
FishBase Africa, Mbisa Congo II, ATRAP, Harissa, BICS, GeoRes4Dev, PRODEC, PilotMAB, ImmArch, SHARE	4.1.6 <b>Rénover la formation et la supervision des enseignants</b> 4.1.7 <b>Professionaliser et renforcer les filières scientifiques et technologiques supérieures</b> 4.1.8 <b>Promouvoir la recherche scientifique</b>		Développer les formations professionnelles et favoriser l'équité (genre, disparités provinciales, population défavorisée, valeurs morales) / En 2025, L'accès des filles et populations défavorisées est amélioré
SHARE, FormArch, ImmArch BICS, PRIZE D4D	4.1.6.2 Créer les conditions d'une <b>formation continue efficace</b> <b>Désenclavement numérique des EES</b> : Promouvoir l'utilisation des TIC dans l'enseignement, l'apprentissage, la recherche et la gouvernance de l'enseignement supérieur		
Harissa, PilotMAB, PRODEC	5.1.7.3 Mettre en place une stratégie et un programme national d'éducation et de développement de la <b>Nouvelle Citoyenneté</b> . L'élaboration d'une stratégie nationale d'éducation à la Nouvelle Citoyenneté constitue une priorité pour la mise en place d'un « nouveau type d'éducation pour un nouveau type de citoyen » pour les Ministères en charge du secteur de l'éducation et de l'initiation à la nouvelle citoyenneté.		
REPUBLIQUE DEMOCRATIQUE DU CONGO - MINISTERE DE LA SANTE PUBLIQUE PLAN NATIONAL DE DEVELOPPEMENT SANITAIRE (2016-2020) : vers la couverture sanitaire universelle			
ATRAP	Cible 3 : D'ici 2020, contrôler l'épidémie de VIH, de tuberculose, de paludisme et des <b>maladies tropicales négligées</b> ; combattre les hépatites B & C et les maladies transmises par l'eau, ainsi que d'autres maladies transmissibles		