KIBALE AND SEMULIKI CONSERVATION AND DEVELOPMENT PROJECT

END-OF-PHASE III / END-OF-PROJECT EVALUATION

JULY – AUGUST 2002

EVALUATION REPORT

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ACRONYMS

ADF	African Development Fund
CAO	Chief Administrative Officer
CC	Community Collaboration
CPI	Community Protected Area Institution
CRM	Collaborative Resource Management
CRMAs	Collaborative Resource Management Agreements
DAO	District Agriculture Officer
DCDO	District Community Development Officer
DDP	District Development Plan
DEAP	District Environment Action Plan
DEO	District Environment Officer
DFO	District Forest Officer
DPC	District Production Co-ordinator
DVO	District Veterinary Officer
DWD	Department of Water Development
EIA	Environmental Impact Assessment
EMCBPII	Environment Management Capacity Building Project II
FPDMFP	Fort Portal Diocese Micro Finance Project
GIS	Geographical Information System
GPS	Global Positioning System
HASP	Household Agricultural Support Programme
IFAD	International Fund for Agricultural Development
IGA	Income Generating Activities
KAFRED	Kibale Association For Rural Environment and Development
KNP	Kibale National Park
KSCDP	Kibale Semuliki Conservation Development Project
MUBFS	Makerere University Biological Field Station
NAADS	National Agricultural Advisory Services
NES	National Environment Statute, 1995
PAF	Poverty Alleviation Fund
PEAP	Parish Environment Action Plan
PMA	Plan for Modernisation of Agriculture
SEAP	Sub-county Environment Action Plan
SNP	Semuliki National Park
ULAMP	Uganda Land Management Programme
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
UWA	Uganda Wildlife Authority
UWA-Face	Uganda Wildlife Authority – Forests absorbing carbon dioxide emissions
LTMP	Long-term Management Plan

TABLE OF CONTENTS

ACKNOWLEDGEMENTS

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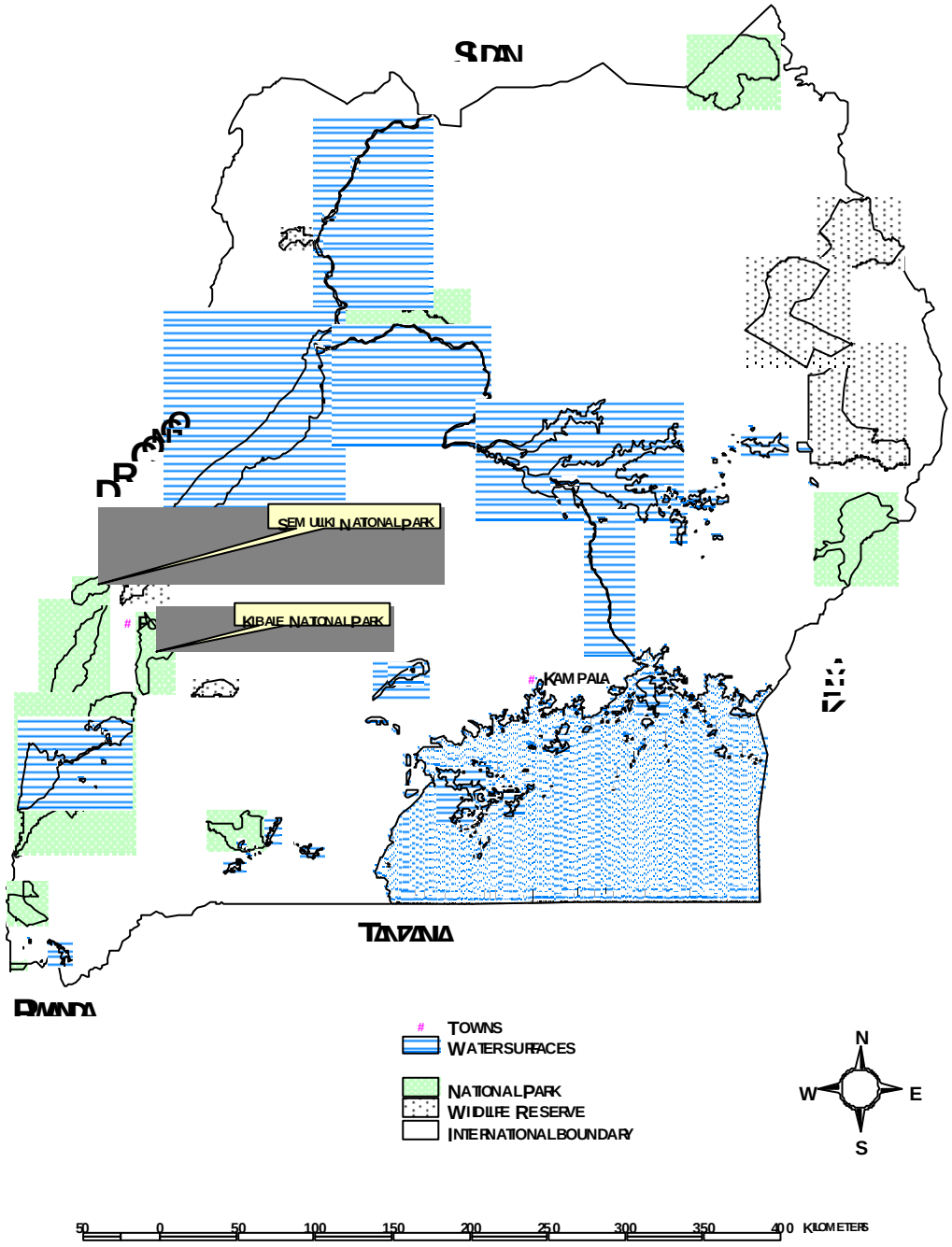
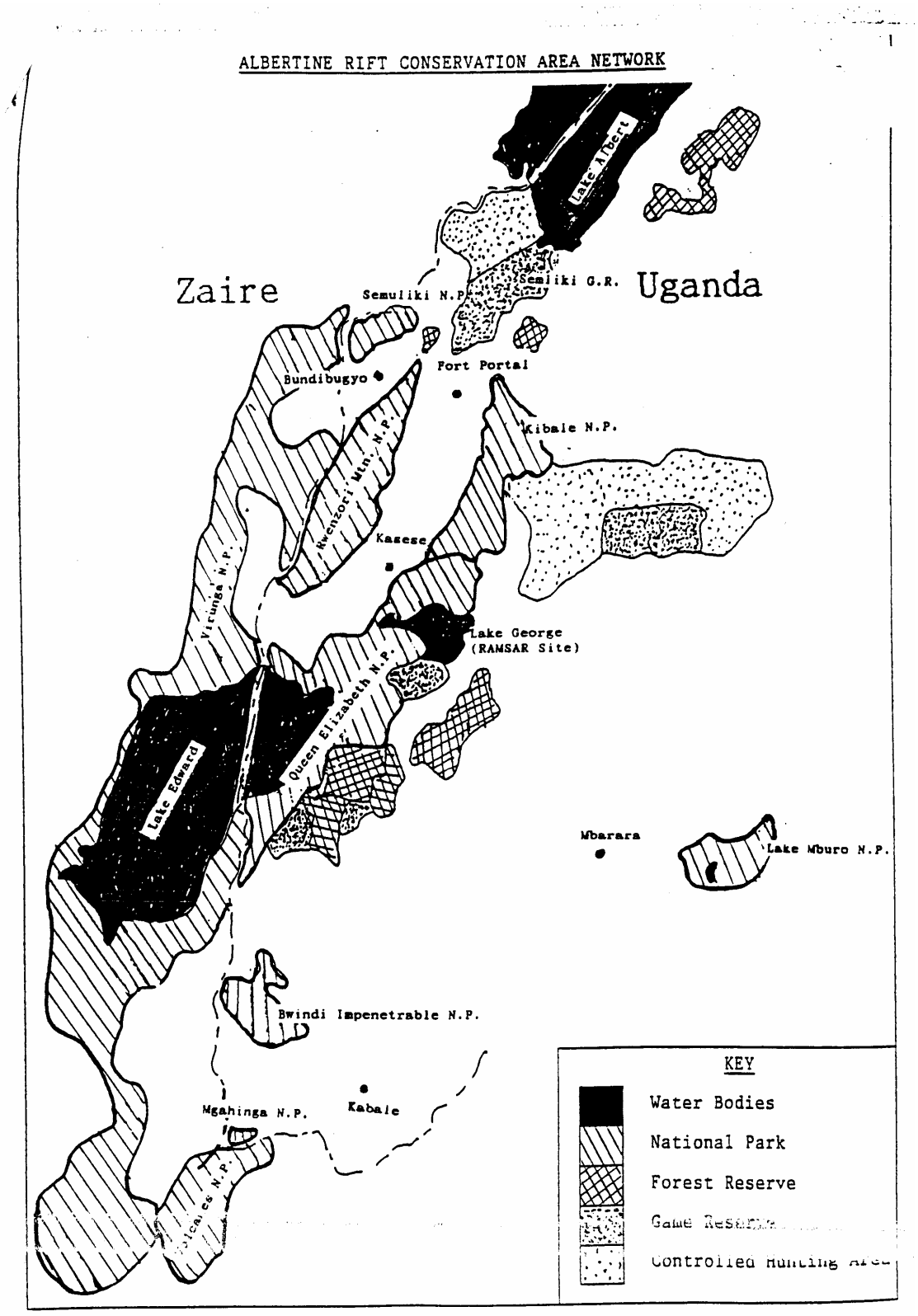
MAP 1

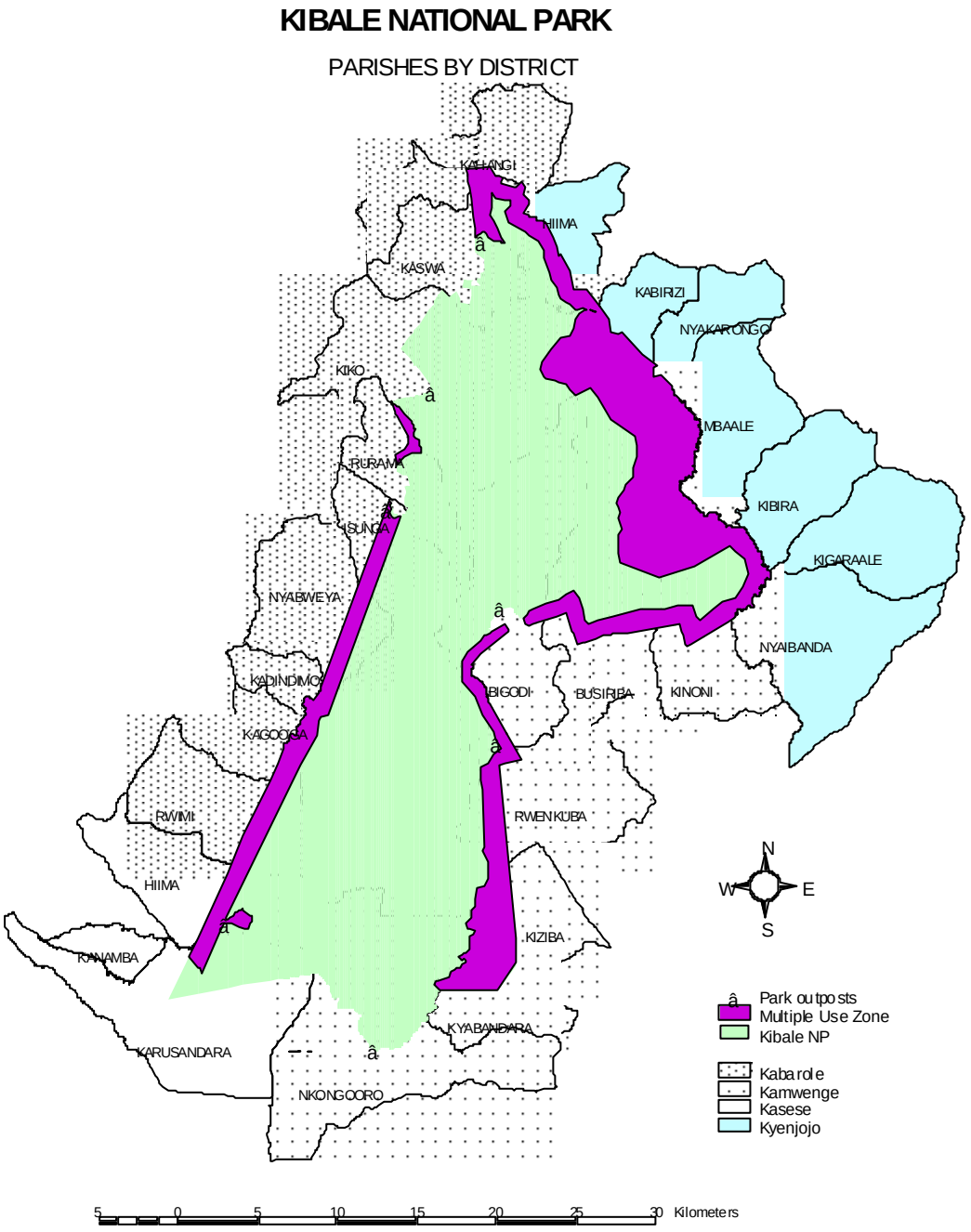
MAP OF UGANDA SHOWING KIBALE AND SEMULIKI NATIONAL PARKS



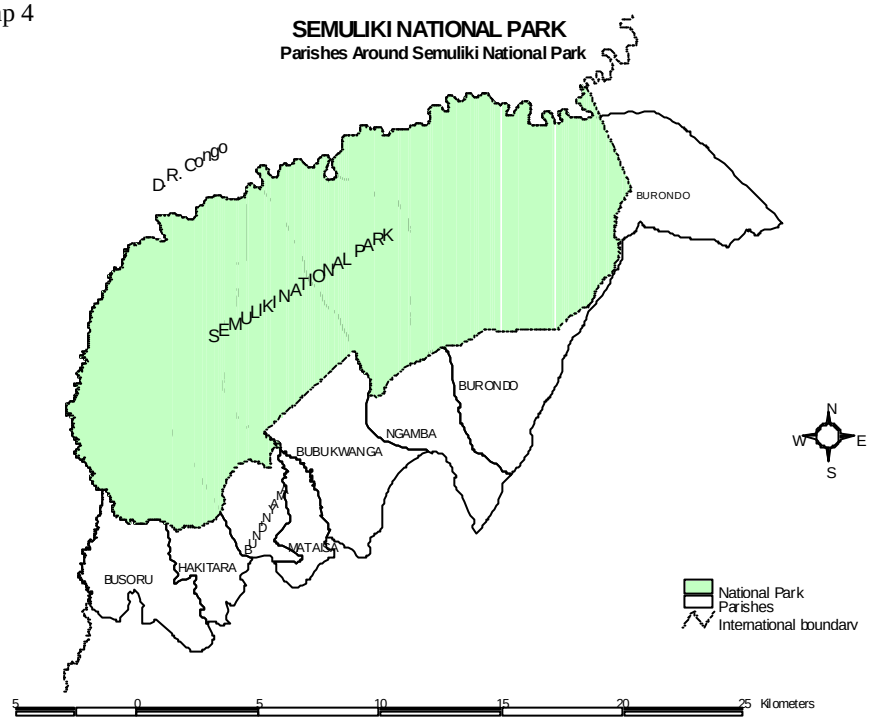

ALBERTINE RIFT CONSERVATION AREA NETWORK
Zaire
Uganda
Lake Albert
Semuliki N.P.
Semliki G.R.
Fort Portal
Bundibugyo
Kibale N.P.
Rwenzori Mtn. N.P.
Kazese
Virunga N.P.
Lake George
(RAMSAR Site)
Queen Elizabeth N.P.
Lake Edward
Mbarara
Lake Mburo N.P.
Bwindi Impenetrable N.P.
Kabale
Mgahinga N.P.
KEY
Water Bodies
National Park
Forest Reserve
Game Reserve
Controlled Hunting Area

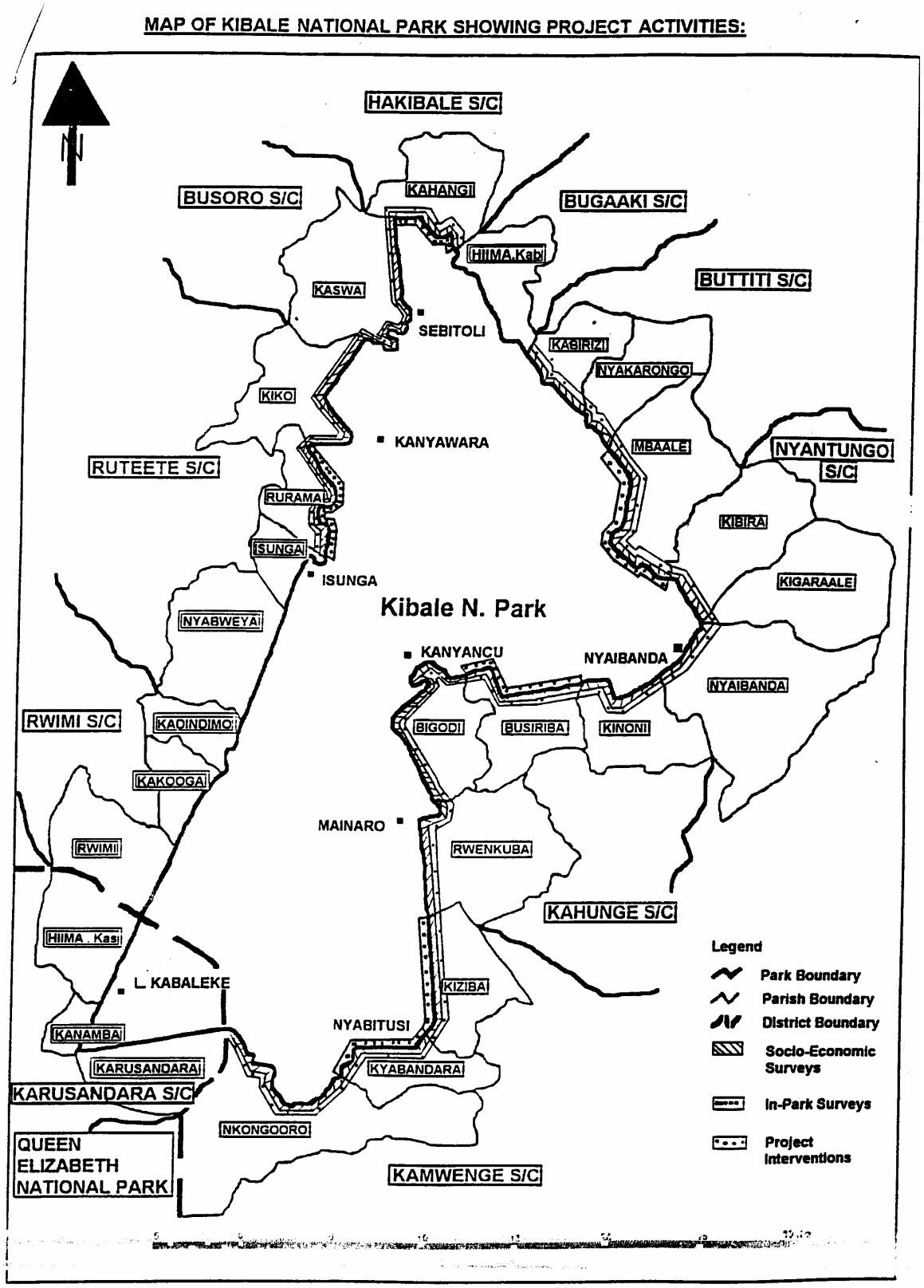
Map 2

Map 3

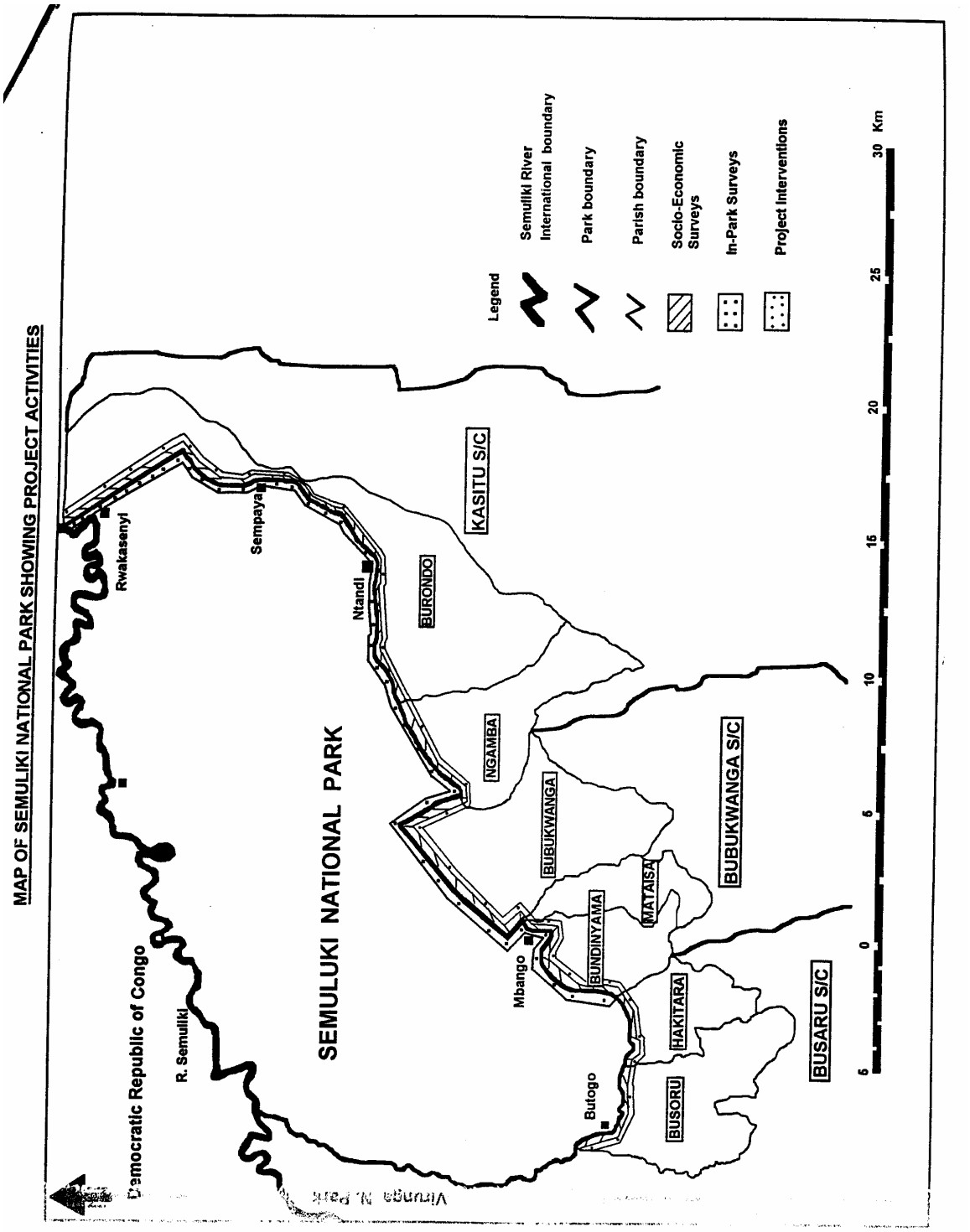

KIBALE NATIONAL PARK
PARISHES BY DISTRICT
KAHANGI
HIIMA
KASWA
KABIRIZI
NYAKARONGO
KIKO
MBAALE
RURAMA
KIBIRA
ISUNGA
KIGARAALE
NYABWEYA
NYABANDA
KADINDIMO
BIGODI
BUSIRIBA
KINONI
KAGOOMA
RWIMI
RWENKUBA
HIIMA
KIZIBA
KANAMBA
KYABANDARA
KARUSANDARA
NKONGOORO
N
W
E
S
Park outposts
Multiple Use Zone
Kibale NP
Kabarole
Kamwenge
Kasese
Kyenjojo
5 0 5 10 15 20 25 30 Kilometers

Map 4


SEMULIKI NATIONAL PARK
Parishes Around Semuliki National Park
D.R. Congo
SEMULIKI NATIONAL PARK
BURONDO
BURONDO
NGAMBA
BUBUKWANGA
BUNYAKA
MATAIBA
HAKITARA
BUSORU
N
W
E
S
National Park
Parishes
International boundary
5 0 5 10 15 20 25 Kilometers


MAP OF KIBALE NATIONAL PARK SHOWING PROJECT ACTIVITIES:
HAKIBALE S/C
BUSORO S/C
KAHANGI
BUGAAKI S/C
HIIMA.Kab
BUTTITI S/C
KASWA
SEBITOLI
KABIRIZI
NYAKARONGO
KIKO
KANYAWARA
MBAALE
NYANTUNGO S/C
RUTEETE S/C
RURAMA
KIBIRA
ISUNGA
ISUNGA
KIGARAALE
Kibale N. Park
NYABWEYA
KANYANCU
NYAIBANDA
NYAIBANDA
RWIMI S/C
KAOINDIMO
BIGODI
BUSIRIBA
KINONI
KAKOOGA
MAINARO
RWIMII
RWENKUBA
KAHUNGE S/C
HIIMA . Kasi
L. KABALEKE
KIZIBA
NYABITUSI
KANAMBA
KARUSANDARA
KYABANDARA
KARUSANDARA S/C
NKONGOORO
QUEEN ELIZABETH NATIONAL PARK
KAMWENGE S/C
Legend
Park Boundary
Parish Boundary
District Boundary
Socio-Economic Surveys
In-Park Surveys
Project Interventions

Map5


MAP OF SEMULIKI NATIONAL PARK SHOWING PROJECT ACTIVITIES
Legend
Semuliki River International boundary
Park boundary
Parish boundary
Socio-Economic Surveys
In-Park Surveys
Project Interventions
Km
SEMULUKI NATIONAL PARK
Democratic Republic of Congo
R. Semuliki
Rwakasenyi
Sempaya
Ntandi
Mbango
Butogo
BURONDO
NGAMBA
BUBUKWANGA
BUNDINYAMA
MATAISA
HAKITARA
BUSORU
KASITU S/C
BUBUKWANGA S/C
BUSARU S/C

Map 6

EXECUTIVE SUMMARY

INTRODUCTION

Description of Kibale and Semuliki National Parks and their Surroundings

Kibale National Park (KNP) and Semuliki National Park (SNP) are located in Kabarole, Kamwenge, Kyenjojo and Bundibugyo districts of western Uganda, map 1. The parks were gazetted in November 1993, and form part of a network of protected areas in the Albertine Rift, map 2 . Uganda Wildlife Authority, a parastatal in the Ministry of Tourism, Wildlife and Antiquities, manages the parks. They were previously being managed as forest reserves under the Forest Department.

The vegetation of Kibale and Semuliki National Parks is predominantly medium altitude moist evergreen to semi deciduous forest covering an area of 985 km^2 (766 km^2 in KNP and 219 km^2 in Semuliki). Both parks are rich in biodiversity while KNP is also an important water catchment area.

Communities adjacent to both parks practice subsistence agriculture and use the forests to supplement their livelihoods. Some of the forest products that they use include bush meat, herbal medicines, fruits, vegetables, and construction materials such as timber and vines for making ropes. The forests are therefore of great socio-economic importance to the local communities.

Description of Kibale and Semuliki Conservation and Development Project (KSCDP)

The Kibale and Semuliki Conservation and Development Project (KSCDP) is an Integrated Conservation and Development Project (ICDP) implemented by the Ministry of Water, Lands and Environment (MWLE) on behalf of Uganda Government. Funding was provided by the Norwegian Government (Phase I, 1989-91) and the Royal Netherlands Government (Phase II and III, 1993-2002). IUCN – The World Conservation Union provided technical assistance and management oversight in all the phases of the project.

The Project's goal is to conserve the rich biological diversity and ecological processes of the Kibale and Semuliki National Parks and associated ecosystems for present and future generations. In order to meet this goal, the project undertakes activities that focus on four key result areas:

- Strengthening the management capacity of the two parks;
- Strengthening the capacity of District authorities to address natural resource management;
- Reducing the negative impacts of local communities on biodiversity values; and
- Adopting an effective and adaptive management.

KSCDP has had a twelve-year history. Phase I and II had end of project phase evaluations.

The third phase of KSCDP began in July 1998 and was scheduled to end in June 2001. In phase three, the project was guided by the fact that communities impacted on the ecosystem. Consequently the objectives of the project were refined to:

- improving the well being of park ecosystems, and
- improving the socio-economic well being of the people living adjacent to the parks.

During a midterm review in year 2000 it was recommended that the project should have a phasing out period to consolidate its achievements. Accordingly, the project was extended for a further term of 18 months (July 2001-December 2002) to ensure the integration of project initiatives into district environmental planning and park management activities, and to document lessons learned.

Phase three of the project brought with it considerable challenges in implementation. In July 2001, the district of Kabarole was split into three – Kabarole, Kyenjojo and Kamwenge, thus increasing the management and administrative requirements of the project. There were intensive rebel insurgencies in Bundibugyo District between 1997-2001. Communities adjacent to the SNP were moved to Internally Displaced Peoples' Camps, and KSCDP activities in Semuliki National Park and Bundibugyo District had to be put on hold for two years. Though the insurgency is more or less over, by the time of this final evaluation, many of the communities are still living in Camps.

End of Phase Evaluation

As part of phasing-out of Dutch support to the KSCDP, it was agreed that KSCDP undergoes an end of Project Evaluation. The End of Project Evaluation was intended to evaluate the over-all impact of KSCDP and recommend strategies to sustain these impacts. Specifically, the Evaluation assessed project progress and approaches to:

- Determine the extent to which KSCDP progressed towards achieving its objectives and whether the results and outputs have contributed to the project goal of conserving biodiversity in Kibale and Semuliki National Parks and associated ecosystems;
- Assess the sustainability of the project impacts at the end of the project;
- Assess the capacity built within the host institutions (Parks and Districts) and the Community and recommend strategies on how to enhance or sustain this capacity; and
- Identify, analyze and recommend options for the sustainability of KSCDP supported activities (Annex 1, Terms of Reference).

The evaluation was conducted through a series of interviews, field visits and literature review, Annex 2 and 3. The team members represented the Royal Netherlands Embassy in Uganda, IUCN Eastern Africa Regional Office, UWA, and the Ugandan Ministry of Water Lands and Environment.

SUMMARY OF FINDINGS AND RECOMMENDATIONS

This summary of findings is structured in three sections: outcomes of each of the four key result areas; identified gaps and opportunities; and long-term and short-term recommendations.

Outcome - Capacity for KNP and SNP management authority strengthened: The project had great influence in strengthening the management authority in the Kibale National Park (KNP) including improvement in communication, visitor services, collaboration with other stakeholders and planning. Outcomes of infrastructural support (roads, building of a park headquarters) and capacity building interventions (e.g. improved skills in long-term management planning) were realised through, for example, an increase in park visitor numbers and income since 1993, Annex 5. The number of cases of illegal activities reported by the community increased over the years as a result of improved rapport and trust between Park authorities and communities.

Unfortunately, not as much progress was made in SNP as was planned, due to political insurgencies between 1997 and 2000. Support to local communities could not be provided as people were moved to Internally Displaced People's Camps. Most of the infrastructural capacities built at SNP were put to limited use.

Outcome - Strengthening capacity of District Authorities: The project undertook a number of training and capacity building interventions in the districts from which the districts have been able to begin District Environmental Action Planning processes. Skills were build, for example on Environmental Action Planning, Environmental Impact Assessments (EIAs) and offices provided with various equipment, see Annex 4 and 6.

However the level of district capacity is still impeded by inadequate staffing, transfers and voluntary movements of trained staff - without adequate transfer of learned skills to incoming staff, inadequate equipment and soft ware and, inadequate funding for environment related activities and planning processes (DEAP). These external factors reduced the expected effectiveness of project activities.

Outcome - Impacts of local communities on biodiversity values within the target ecosystems reduced: Tremendous achievements were made towards putting systems and activities on the ground to reduce negative community impacts at KNP. These interventions included awareness raising, improving community livelihood opportunities, imparting technical skills in conservation related activities, and in piloting collaborative management agreements. Positive outcomes were achieved from piloted activities to the extent that these activities could be recommended for replicated in other parks. As a result of these interventions the following were observed:

- improved park-community relationships;
- improved legal access to, and decision making by communities concerning the natural resources of the park as provided by the Collaborative Resource Management Agreements (CRMA);

- increased community sense of ownership and readiness to co-manage with the Park;
- reduced incidence of animal damage and conflict between park and community;
- Community livelihood opportunities increased through Income Generating Activities (IGAs); and
- Improved sustainable development interventions were already bearing fruit, e.g. improved agricultural productivity.

Outcome - Adopting an effective and adaptive management strategy: The project functioned over the years despite challenges, most of which were external and beyond its control. These included a high level of insecurity within both parks at various times of project life, restructuring of government administrative structures at the district level, combined with inadequate capacity in districts to implement project related activities. These externalities impacted negatively on the effectiveness of the project with regard to the level of outputs that were initially targeted. Budget cuts for scheduled activities were made to cater for increased district bureaucracy.

The project maintained its strategies because many of the recommendations made by previous project reviews and evaluations were adapted to meet changing conditions. Some of the biggest changes to the project's approach included integrating project activities into district plans and processes, re-organizing the project's key result areas from six to four, and building a detailed monitoring and evaluation process. The project also made use of new knowledge gained from piloted activities, which allowed it to increase or reduce activities depending on circumstances.

SUSTAINABILITY AND RECOMMENDATIONS

Sustainability gaps

A number of gaps with respect to the long-term sustainability of the project activities were identified and they included:

- ***Inadequate mechanisms for building synergy*** between the Parks' Long-term Management Plans, the District Planning cycles and the Environment Action Plans. Initially the project was able to link, and get advice from the District Project Co-ordination Committee but this committee was abandoned in Phase III due to budgetary constraints. Despite not having a District Steering Committee, the project could have benefited from the District Technical Planning Committees. However these committees were inactive as well;
- ***Inadequate human resource capacity*** at the district level to undertake the District Environment Action Planning Process (DEAP). The DEAPs are the main frameworks for environmental planning in the districts. Some of the activities initiated by Project could be sustained through the DEAP processes;
- ***Inadequate funding mechanisms*** in the district, in particular, with respect to the environment. The environment is not one of the key local government priorities at the moment; and
- ***Poor marketing infrastructure for agricultural produce***. Some of the improved farming interventions promoted by the project have increased farmers produce to unexpected high levels but there are inadequate mechanisms in place for selling the produce.

Opportunities for Sustainability

Despite the challenges, there are a number of opportunities which if used could help improve conservation and natural resource management, not only in the parks but in the districts as well. These include:

- ***Awareness for need to conserve the environment:*** the project has raised awareness on conservation and its implications to rural livelihoods as well as improved conservation skills at the park, district and community levels.
- ***Skills in tree husbandry and agricultural activities****:* Communities are now able to raise seedlings to meet their own demands, and for sale. Common interest user groups were formed to assist communities learn from each other and, jointly plan marketing of their produce. These groups tend to invest in similar Income Generating Activities whose marketing is easier due to the geographical proximity of the members.
- ***Collaborative Resource Management Agreements (CRMAs)*** piloted in four parishes are frameworks for accessing and monitoring park resources. UWA's policy allows communities to use park resources in a regulated manner. This policy is a major breakthrough for the spirit of collaborative resource management. Where the CRMAs are being piloted, communities report cases of illegal activities. In such places the number of reported cases of illegal activities first went up, then reduced significantly. The high rise of reported cases followed by a drop was attributed to fear by would-be-illegal-harvesters of being caught. Expansion of the areas covered by the CRMAs has the potential to reduce illegal activities in the parks and reduction in resources being used by UWA in law enforcement activities.
- ***Harnessing institutional linkages and synergy*****:** Several activities undertaken by institutions, other than the project, contributed to the realization of project key result areas. GoU, NGOs and CBOs undertook some of the activities. By strengthening and revitalizing networking and collaboration mechanisms, e.g. the District Technical Coordination Committees, synergies can be enhanced to ensure best use of limited funds, and help build best practices through lessons learned.

Key Recommendations towards conservation and management of KNP and SNP

Based on project activities, their outcomes and impacts, as well as identified gaps and opportunities, the review mission proposed a number of long-term and short-term measures for consideration.

Long-term measures

All the stakeholders are encouraged to provide support to ensure sustainability and expansion of project initiated activities since these were found to be relevant in contributing to improved conservation of park resources and, also improved sustainable development at the community level. Some of the key areas for continued support and proposed lead institutions are:

(a) *Capacity building (funding and human resources)*

- There is need to address the inadequate technical as well as funding capacity at all levels of local government.

- UWA needs to maintain and increase its funding for park management especially after the project ends, as funding of recurrent costs at the present time is inadequate;
- The Ministry of Water Lands and Environment should endeavour to articulate to the Government the role of environmental goods and services in poverty eradication and therefore the need for Government to prioritize environment in its development policies. The Government should then allocate funds to districts for environmental conservation and NRM. The process of formulating an environment and natural resource working group is a step in the right direction.
- NEMA needs to address the increased costs of developing District Environmental Action Plans as a result of NEMA's implementation guidelines that require each Parish to develop a PEAP. Initially, NEMA's policy was that DEAPs would be developed from data sampled from a number of Parishes. Later NEMA instructed that data would be collected from all the Parishes in a District thus increasing the cost of the DEAP process. Also at the time of the review only one district, Kyenjojo, was earmarked to benefit from NEMA's Environment Management Capacity Building Project II (EMCBP II) that supported the DEAP process. NEMA should provide assistance in addressing funding needs for the other districts.

(b) *Planning, monitoring and coordination*

- District authorities should harmonize various conservation initiatives undertaken by various Government and NGO institutions in order to build synergies, and therefore reduce the confusion in the communities on what various intervening groups are doing. The lead could come from the District Chief Administrative Officer (CAO).
- Districts and UWA should utilize the opportunities provided by the presence of the Makerere University Biological Field Station (MUBFS) hosted at KNP to monitor, for example, park biodiversity trends, and the impact of management interventions such as, the Collaborative Resource Management Agreements;
- All stakeholders in the districts need to address the current problem of marketing farm produce in the districts. Various opportunities exist, for example the existence of funds in the Plan for Modernization of Agriculture (PMA) for marketing and adding of value to farm products, e.g. through processing. The District Commercial Officer could take a lead in this;
- There is need to strengthen the planning and funding cycles between UWA and the Districts, so that UWA's role in the Park-Adjacent areas is reflected in the District Development Plans. This means that the Wardens should participate in District Planning activities and the District Technical Planning Committee;
- The role of the District Environment Officer (DEO needs to be clarified. Under the current low staffing levels at district and sub-county levels, the DEO should play a coordinating role rather than attempt to undertake actual implementation, as most activities could be undertaken by line departments, with the exception of wetland issues; and
- There is a need to enforce the requirement for districts to have District Environment Committees. Currently, these committees are not active in all the

districts neighbouring the parks, even though they are meant to spearhead the development of the DEAP.

Short-term recommendations

- Kabarole District is encouraged to appoint a DEO to help with coordination of environmental activities in the district;
- There is need to have a senior park staff at SNP to provide leadership, take decisions and promote the marketing of park products. Currently the park is under utilizing available resources;
- The Project should intensify its supervisory role on infrastructure development that are underway in SNP, as there is concern that the current pace is too slow given the short time remaining to project closure;
- The Project with Partners should review the modalities for the use of revolving funds provided to the communities to ensure that they benefit from the funds. Also there is need to provide avenues for monitoring the impact of this intervention in the long-term;
- IUCN is urged to help document and disseminate lessons learned from the project as there are a lot of lessons to be shared locally and to global audiences;
- Hosting a final Project Steering Committee meeting is essential to tie all the ends and also to share lessons learned; and
- Water remains a key constraint to tourist and staff comfort at both Parks. The team urges the project and UWA to try and solicit additional funding for the development of identified water sources.

Concluding Statement

This project has contributed significantly to the knowledge base and mechanisms for biodiversity conservation of Kibale and Semuliki National Parks and enhanced Collaborative Resource Management. The outcomes indicate that there are strong links between livelihood security and conservation, and therefore such interventions should be scaled up.

CHAPTER 1

1 INTRODUCTION AND BACKGROUND TO KSCDP

1.1 DESCRIPTION OF PROJECT AREA

1.1.1 Description of Kibale and Semuliki National Parks and their surrounding

Kibale and Semuliki National Parks are distinct ecosystems within the larger Albertine rift system, Map 2. They are located at the junction of several climatic and ecological zones, resulting in high diversity of flora and fauna. They are part of a network of protected areas in the Albertine Rift Valley that also includes the Rwenzori Mountains, Bwindi Impenetrable and Queen Elizabeth National Parks (the latter includes Lake George, Uganda's only Ramsar site), the Semuliki Wildlife Reserve, and the Ituri and Virunga National Parks of the Democratic Republic of Congo among others.

Though relatively limited inventories of the flora and fauna have been conducted, KNP and SNP are known to contain an extensive and unique biodiversity. Studies by Uganda Wildlife Authority, with the support from KSCDP and other organizations, and research carried out by the Makerere University Biological Field Station (MUBFS), continue to record diversity and discovering species never described anywhere before.

1.1.2 Kibale and Semuliki National Parks, Management History

The areas known as Kibale National Park (KNP) and Semuliki National Park (SNP) have fallen under various protected area categories in the last sixty years. They were originally managed by the colonial government, and later by Ugandan authorities, as Forest Reserves from 1932 to 1993 under the authority of Forest Department. KNP and SNP were formally gazetted as National Parks in November of 1993. The total area of KNP (approximately 766 km ^{2}) and its boundary designations correspond to those of the 1932 Forest Reserve boundary combined with the former Kibale Forest Corridor Game Reserve which was formerly under Game Department of the Ministry of Tourism Wildlife and Antiquities then. SNP has a total area of 219 km^2. The change in National status reflected the growing recognition of KNP and SNP as vital components of the much larger mosaic of protected areas of the Western Rift Valley.

1.1.3 Biodiversity and Socio-economic values of Kibale National Park (KNP)

KNP is classified as a medium altitude (1,110-1,590 m) moist evergreen to semi-deciduous forest. Annual rainfall ranges from 1,200-1,500 millimetres. The forest has high biodiversity and socio-economic value.

In terms of biodiversity three hundred and nine forest tree have been recorded with seven species having a very limited range in Western Uganda. Four important timber species, including *Chlorophora excelsa* (Muvule*)* and *Etandrophragna angolense* (Mahogany) are found and listed as internationally endangered. The fauna is extensive with 13 primate species, including large numbers of Red Colobus monkey (*Bandius tephrosceles)*, found nowhere else in Uganda, the vulnerable L'Hoest Monkey (*Cercopithecus l'hoesti*) and Chimpanzee (*Pan troglodytes).* The number of butterfly species of the Charaxes genus is 66% of the total found in Uganda. There are also 45

species of the forest swallowtail butterflies including the rare African giant swallowtail (*Papilio antimachus*).

KNP acts as an important watershed for Kabarole district and for lakes George and Edward. The Kibale forest acts as a water source for several permanent rivers such as Rivers Mpanga and Dura. In addition, Kibale Forest is still an important source of commercial timber from designated plantation areas. Local communities have for long used the forest as a source of bush meat, building poles, thatching materials, fuelwood, medicinal products, wild coffee, and other non-timber forest products. Local rivers like the Mpanga have for long been of benefit to ordinary people as water supply sources and fishing grounds.

KNP is mainly located in greater Kabarole (the old Kabarole district was divided into three Kyenjojo, Kamwenge and Kabarole districts), with a small part in Kasese District, Maps 3 and 5. The original population neighbouring the park was the Batooro, but the Bakiga moved in from southwestern Uganda from the 1940s to the 1960s to occupy the southern areas. Local communities thrive on subsistence agriculture, which is predominantly based on banana (matoke), maize and beans. Communities adjacent to the park have always supplemented their subsistence diet with forest products, and the forest plays important cultural and spiritual roles. Around the northern part of the park, tea is grown on small, as well as large holdings.

Land pressure varies around the park. In the north around the tea estates about 2 acres per family is available, while to the east and south approximately 5 acres is used by each family. A fallow period of 1-2 years is normally practised to allow the land to regain fertility, however this short length of time is not sufficient to completely restore the soil nutrients. Planted tree patches, especially of Eucalyptus, can be seen across the area. To some extent they provide timber and fuelwood. Some livestock rearing occurs in the south but production is very low. Additional economic activities include the brewing of local alcohol (Waragi), fishing (from local rivers and the crater lakes), and working in the tea plantations. More recently, eco-tourism has started to develop in KNP.

In areas adjacent to the Park, high population densities, poor farming practices and civil unrest in the 1970's and early 1980's created intense pressure on the forest. This resulted in encroachment, especially in and near the former Kibale Game Corridor. By 1992, there were approximately 13,000 people living inside the corridor. In 1992, these people were evicted and relocated to land in Kibale District, north of Kibale National Park**.**

1.1.4 Biodiversity and Socio-economic values of Semuliki National Park (SNP)

SNP is classified as moist, semi-deciduous forest. It ranges in altitude from 670 to 760m and covers an area of 219 km^2. The Park borders the Semuliki and Lamia Rivers, which form the border between Uganda and the Democratic Republic of Congo. Average annual rainfall is around 1500 millimetres.

The flora and fauna show strong affinities with the Congo basin forest with many species reaching the eastern limit of their ranges in Semuliki Forest. The flora is dominated by a single tree species, *Cynometra alexandri*, mixed with tree species of a more evergreen nature. Swamp forest communities are also found. The fauna of the

forest is outstandingly rich and includes more than 400 bird species of which 216 (66% of the country's total) are true forest birds such as the rare Forest Ground Thrush (*Turdus oberlaenderi*) and Sassi's Olive Greenbul (*Phyllastrephus lorenzi*). Nine species of hornbills have been recorded as well. 75% of the Charaxes butterfly genus are found in this forest, 31 species of bird, one species of primate, and one of butterfly are only recorded from this area in the East African part of their ranges. Mammals include elephant, buffalo, hippopotamus, and nine species of Duikers, including the Bay Duiker (C*ephalophus dorsalis*) and the Pygmy Flying Squirrel (*Idiuus zenkeri*) that occur nowhere else in East Africa.

SNP is located in Bundibugyo District and has seven adjacent parishes having an average population density of approximately 300 per km^2 (Population Census, 1991), Maps 4 and 6. The people practice subsistence agriculture, which is predominantly based on banana (matoke), cassava, maize and beans. Vanilla and cocoa are important cash crops, and palm oil is produced for the local market. Communities adjacent to the park have always supplemented their subsistence with forest products, and the forest plays important cultural and spiritual roles. Tourism in SNP is developing slowly.

People living around Semuliki National Park maintain relatively traditional ways of life despite modern cultural pressures. The District of Bundibugyo is considered one of the most remote places in Uganda due to its difficult access. The district lacks electricity and the social infrastructure is poor. Bundibugyo has two counties of Bwamba and Ntoroko. Bwamba County, where Semuliki National Park is located, is more densely populated than Ntoroko. Bwamba has 30 parishes, seven of which border the park and a total population of about 30,000 families with an average of ten people per family, and farm size of 2.5 acres per family. The population is increasing at a rate of 3.4% per year, and consists of two main ethnic groups, the Bamba (74%) and Bakonjo (22.8%). Both groups have a long history in Bwamba County, as H.M Stanley recorded well-established villages here in 1889. SNP is also the home of approximately 100 indigenous Batwa. The Batwa have historically depended on Semuliki forest for their livelihood. Their hunter-gatherer lifestyle may be gradually changing due to interaction with other local people and to the influx of tourists to SNP.

1.2 CONSERVATION PROBLEMS

Conservation efforts in Kibale and Semuliki National Parks have faced many obstacles. These problems relate to conflicts over land use that can only be addressed fully through an analysis of the needs of the neighbouring communities and their relationship between them and the Parks. Population growth, and high population densities in the region, combined with intensive subsistence agricultural practices and a poorly developed local and national transport system contribute to low levels of economic activity. This, together with a lack of awareness concerning the need for natural resource conservation, has perpetuated local community dependence on park resources. Past policies and practices of the managing authorities that always excluded local people from the decision-making, planning and management of protected areas have also exacerbated conservation conflicts. This led to resentment and hostility on the part of local communities towards the managing authorities and has contributed to the occurrence of illegal activities. It has also increased the managing authority's policing costs and reduced the effectiveness of conservation. In addition, local people incur high conservation costs in the form of lost access to resources and crop raiding

by wildlife coming from the protected areas, but have received no tangible benefits from the parks (though it must be mentioned that since the mid 1990s, UWA has been trying out new Community Benefit Sharing Schemes, even though these initiatives have been inadequate so far). Animosity towards Park has jeopardized the long-term security of SNP and KNP. While most illegal activities have been brought under control by law enforcement and improved public relations, these problems are considered as serious constraints to conserving the protected areas in the long-term. Much has been done by UWA to improve the situation over the years through the involvement of local communities in park planning and other activities especially working with The Community Protected Area Institutions (CPI) and Collaborative Resource Management (CRM) is now an official policy of UWA.

Civil unrest became a problem in and around both parks from 1997. In Kibale, the extreme southern region suffered from insecurity due to rebels moving through the uninhabited land that borders KNP and Queen Elizabeth National Park. Some activities were suspended for several months due to insecurity. From June 16, 1997, rebels attacked and overtook Bundibugyo Town and occupied part of the SNP Headquarters. When the government forces overpowered them, the rebels escaped to the nearby Rwenzori Mountains from where they continued to launch attacks on the villages and vandalise SNP offices. At the present time, there are no rebel activities but a large population in the SNP area are in internally displaced peoples camps. Except for intermittent periods, it has not been possible to run project activities since that time in SNP.

1.3 PROJECT DESCRIPTION

1.3.1 Phase I

In 1988, the Ministry of Environment Protection identified the Kibale, Semuliki and Mt. Elgon Forest Reserves as priority sites for forest conservation. As a result, the Ministry established the Forest Conservation and Sustainable Development Project in order to safeguard the long-term conservation of natural resources of the three areas in Phase I of the Project. The Forest Conservation and Sustainable Development Project started in September 1988 and continued until September 1990. This pilot phase covered the three areas of Mt. Elgon, Kibale and Semuliki Forest Reserves and adjacent areas (though this final evaluation does not cover activities undertaken in phase I). This phase received technical assistance from IUCN, the World Conservation Union and financial support from NORAD. The objectives of Phase I were as follows:

- To prevent as far as possible, further deterioration of the forest reserves through encroachment and over exploitation
- To prepare a detailed programme of activities for implementation in Phase II.

Activities included:

- Forest protection and conservation, e.g. supporting the Forest Department with boundary demarcation, planting and maintenance, reforestation and law enforcement;
- General outreach activities directed at local communities and at sub-county and district officials; and
- Data collection and development of the Project approach and activities for Phase II.

After the completion of Phase I, two autonomous Phase II Projects were established namely the Mt. Elgon Conservation and Development Project (MECDP) and the Kibale and Semuliki Conservation and Development Project (KSCDP). MECDP was based in Eastern Uganda with offices at Mbale while KSCDP was based in Western Uganda with offices at Fort Portal. The project restricted its activities to the districts of Kabarole and Bundibugyo as Kasese was being assisted by a different project working with Queen Elizabeth National Park. Kabarole was later (1999) divided onto three districts of Kabarole, Kamwenge and Kyenjojo.

1.3.2 Phase II

KSCDP Phase II commenced in January 1993. The then Department of Environment Protection (DEP) in the Ministry of Natural Resources (MNR) was the overall-implementing Agency in close collaboration with forest department at the beginning but later (early 1994) Uganda National Parks in the Ministry of Tourism, Wildlife and Antiquities (MTWA). The collaborating institutions included the Forestry Department in the MNR, the Ministry of Agriculture, Animal Industry and Fisheries and the Kabarole and Bundibugyo District Administrations. IUCN-The World Conservation Union provided technical assistance. The initial duration of KSCDP Phase II was three years from January 1993 until December 1995. It was granted several extensions and finally ended on February 15th 1998. The overall goal for Phase II was to conserve the rich biological diversity and ecological processes within Kibale and Semuliki National Parks through the promotion of sustainable natural resource management. Five objectives were identified to contribute to the goal, and which were at least partially achieved within the Phase.

1. To assist the government of Uganda in the protection of Kibale and Semuliki National Parks from encroachment and other threats;
2. To assists the Uganda National Parks in the preparation ad implementation of long-term management plans;
3. To promote community-based conservation programmes that substitute forest-based products and or optimize sustainable natural resource use, in and adjacent to, the National Parks;
4. To promote the capacity of women within the Project areas to participate and benefit in the conservation and sustainable management of natural resources; and
5. To increase environmental awareness of local communities.

1.3.3 Phase III

The overall goal in Phase III was to conserve for the present and the future generations the biological diversity and ecological processes in Kibale and National Parks. This was to be achieved through six result areas, which included building the capacities of the park management, and those of the district to effectively manage the park and natural resources respectively. Others were reducing the impact of local communities on the biodiversity in the parks and building the capacity of local communities together with the park to implement collaborative resource management. The project was also to conserve ecological processes outside the park and document lessons learnt to feed back into policy development. These six result areas were later reduced to four following reviews that revealed similarities between them. The overall goal for Phase III was to consolidate Phase II achievements. The goal recognized the need to conserve natural resources within adjacent sub-counties. This provided the opportunity to work with the district to address district environmental issues.

1.3.4 Institutional Partners

Refer to section I.3.2 above.

1.3.5 Administration

A Project Coordinator (PC) appointed by the Ministry in charge of natural resources was supported by a Chief Technical Adviser CTA) appointed by IUCN. The PC was responsible for the day-to-day management of the project, with technical assistance from the CTA. A multidisciplinary project team carried out the actual implementation, lead by the PC. The Government seconded two staff to work on the project, while the remainder was recruited by the project. The seconded staff had very low remuneration. Governments' promise to increase their remuneration to a living wage level was never fulfilled, until one of the seconded staff was retrenched. This of course did not augur well for staff morale. At policy level, a steering committee was established comprising of key national stakeholders in order to provide policy guidance. The national committee monitored project progress through half-yearly meetings and site visits. At the district level, a park technical committee brought together district officers into the work planning process. The roles of the different partners evolved through out the project period. In particular during the second part of phase three it became apparent that project activities had to be mainstreamed into partner institutions. Project staff were slowly laid off, and the implementation of activities shifted to these institutions.

1.4 ABOUT THE REVIEW MISSION

The complete Terms of Reference for the mission are appended as Annex 1. The evaluation team commissioned by the project's institutional partners (Government of Uganda, IUCN and the Netherlands Government comprised of the following:

Florence Chege	Programme Officer, IUCN Eastern Africa Regional Office
Charles Drazu	Programme Officer, the Royal Netherlands Embassy
Gershom Onyango	Assistant Commissioner i/c Forest Inspection, Ministry of Water, Lands and Environment
Sam Mwandha	Planning and Environmental Impact Assessment, Co-

ordinator, Uganda Wildlife Authority

The mission approach included consultations with stakeholders at all levels, review of project documents including audit and past evaluation reports and, field observations. At the end of the mission, the team held debriefing sessions with project staff, national partners and the Royal Netherlands Embassy.

Annex 2 details the itinerary and people interviewed, while Annex 3 is a list of reference documents. The mission also put together a detailed process report to record finer details of the evaluation process. This is provided as a separate document.

CHAPTER 2: ASSESSMENT OF RESULT 1

2 CAPACITY FOR KNP AND SNP MANAGEMENT AUTHORITY STRENGTHENED

The main objective of this result area was to enhance the management capacity of KNP and SNP, to conserve park resources, develop processes for long-term park management planning, and enhance good relationships between the park and park adjacent communities. In order to meet these objectives project activities were Sub-Resulted into four sub-result areas:

- Park infrastructure and equipment;
- capacity building for park staff;
- income generation for the parks/ diversification of tourism; and
- park operations

2.1 SUB-RESULT 1: PARK INFRASTRUCTURE AND EQUIPMENT

2.1.1 Achievements

The project supported the expansion and maintenance of park roads and trails, administration office buildings, staff accommodation and tourist facilities. Listed below are the key outputs by the project:

- Construction of 13 staff house units (7 at KNP and 6 at SNP), an office block for each park, 2 outpost units for KNP; visitor information and visitor centers, tourist bandas that can accommodate 10 people, and a canteen in KNP.
- Constructed and maintained 100 meters boardwalks, 137 km tourist trails (105 km in KNP and 32 km in SNP)
- Provided and maintained computers, GPS, radio communication equipment, motorcycles, generators, bicycles, and maintained 2 4WD vehicles. Annex 4 lists equipment purchased for KNP.

2.1.2 Outcomes and Impacts

The mission found the capital investments made in the two parks to be of good quality and of substantial quantity to contribute to positive outcomes. Park and project staff felt that the efficiency of running the park had improved due to better access to the park, better communication between the park and its partners, improved staff welfare and motivation, and improved coordination of park activities. Due to these improvements, KNP was promoted from being a "Category B " park to a "Category A " park, meaning that visitors are able to stay in the park for two or more days enjoying the various tourist activities therein. Category B PAs on the other hand have fewer developed attractions thereby being able to host visitors for up to only one day.

Through the provision of better tourist facilities and diversification of tourist attractions, the two parks are now able to attract a variety of local and international tourists for both short and long duration stay. There has been steady increase of visitor numbers. Annex 5 shows visitor numbers for KNP over a number of years. The objective of providing infrastructural support to the park was to improve the efficiency and effectiveness of implementation of park activities and to improve staff welfare, both of which the mission felt had been accomplished at KNP. In SNP a

number of investments were not yet complete as progress had been delayed for over two years due to insurgencies.

2.1.3 Lessons learned and recommendations

- Effective management of parks requires adequate infrastructure, equipment, and well-trained and motivated staff. UWA should maintain the standards established at KNP so that the park remains a model for other parks.
- Equipment has a defined life span, after which maintenance costs become high. Therefore, depreciation should be factored into management planning to pay for replacements, for example, radios, which were provided by KSCDP, have already been replaced after attaining their optimum life span, while 3 vehicles that were being maintained by KSCDP now need replacement.
- There is an urgent need for UWA and the project to address the provision of reliable water supply for the tourist centre at Kanyanchu in KNP and also complete the infrastructural developments already started in SNP before the end of the project. Progress of works at Sempaya visitors' centre and Bumaga camping ground was found to be very slow. The project should intensify supervision of the contractor to ensure that work is completed before the project ends in December 2002.
- Though the project has invested substantially in putting up accommodation facilities for park staff at both KNP and SNP, these are still inadequate. The situation in SNP is rather desperate with 18 out of 32 staff renting accommodation in Ntandi trading centre. UWA should consider this development, as a matter of urgency since the project is not in position to do so.
- The project should try to renovate the boardwalk to the 'male' hot springs in SNP before the project ends. The boardwalk should be made of flat pieces rather than rounded ones in order to improve the walking comfort and safety of users. The safety of the view tower should be verified and reinforced as may be necessary.
- The evaluation mission learned that the SNP is not spending all the funds allocated to it by UWA, which is a cause for concern as there were a number of issues that could have been addressed, for example, the generator at Ntandi had not been repaired for almost a year. The mission believes that lack of a senior officer in SNP may be the cause. UWA needs to have a senior officer deployed to the park to make day-to-day management decisions. At the time of the evaluation, the park did not have a resident Park Warden.

2.1.4 Sustainability measures

UWA and the two Parks will need to plan and budget for the maintenance of infrastructure that has been put in place with assistance from the project and also continue to improve park facilities. From the discussions with park staff and perusal of records of funds remitted to the park by UWA, it is apparent that current funding is inadequate even for recurrent expenditures.

The current policy in UWA is that all funds generated by parks are sent to UWA headquarters where they are redistributed according to UWAs priorities and budget requisitions from the parks. However, UWA has not yet reached an income threshold where each park would receive adequate recurrent and development funds. There is concern that if adequate funds are not provided to maintain park operations the investments done in KNP and SNP will deteriorate and therefore bear no positive

impacts in the long-term. It is therefore recommended that UWA consider maintenance of these investments as one of its priorities.

2.2 SUB-RESULT 2: CAPACITY BUILDING FOR PARK STAFF

2.2.1 Achievements

Park staff employed by UWA usually have basic park management related skills to undertake their respective duties. In the case of wardens, most have a first degree in wildlife management, or other relevant fields. The project undertook training activities to refresh park staffs' knowledge, build capacity in new management approaches such as participatory resource management, and improve computer skills, and ecological monitoring, among others. A variety of training approaches were used including workshops, courses, and field tours to other countries that practice participatory resource management. One warden was sponsored to undertake a Masters degree. Training needs were identified from a Training Needs Assessment (TNA) undertaken by the project in 1999, and were specified in the LTMP. Training undertaken included:

- Community conservation and Participatory Rural Appraisal;
- Environmental education;
- Computer knowledge
- Compass and GPS reading;
- Maintenance of equipment;
- Driving;
- Tour guiding; and
- GIS (ArcView).

Annex 6 presents a list of training undertaken in Phase III.

2.2.2 Impacts/outcomes

As a result of training received, park staff are now better able to develop operational and general management plans, as well as implement and evaluate appropriate conservation interventions. Training in tour guiding and visitor handling at KNP has been credited with producing the best guides in Uganda. The consistent congratulatory observations and comments made by tourists in the visitor's book supported this.

Training in participatory approaches has led to improved park-community relationships, for example the communities now has controlled access to park resources and work with the Community Warden to enforce regulatory mechanisms. This collaboration has reduced the number of illegal activities in the two parks as indicated in the KNP incident reports. Park staff also said that the training had boosted their motivation to do their best.

Work planning sessions involved an inter-disciplinary planning team involving UWA, KSCDP staff, Districts officers, communities, and conservation institutions. These interactions enhanced collaboration between parks and the district authorities. The planning exercise also strengthened the park staff's ability to prepare operation plans for their own activities.

However, skills in ecological monitoring using GPS and GIS were not well utilized due to inadequate supply of these tools.

2.2.3 Lessons learned and recommendations

- As learning is a continuous process there is need for follow-up on the use of skills learned to ensure that they are not forgotten; and

- In order to make use of monitoring skills acquired by staff, UWA should provide both parks with adequate GPS equipment, GIS software, and trained staff encouraged to master their use. The mission was informed that UWA was in the process of providing this equipment so that the training provided was not in vain.

2.2.4 Sustainability measures

There is need for continuous refresher courses to update staff with new skills and technology especially in cadres subjected to frequent transfers. UWA's policy is to retain rangers in one park as long as possible while Wardens are transferred as necessary. The costs for such courses need to be factored in UWA's staff training plan and the annual operational plans of the two parks.

2.3 SUB-RESULT 3: INCOME GENERATION FOR PARKS

The main aim of this sub-result was to increase income-earning capacity of the two parks through activities such as the diversification of tourism attractions, production of souvenirs, production of promotional materials, and advertisement of KNP and SNP in the media.

2.3.1 Achievements

KNP developed a variety of tourist attractions including:

- Guided forest nature walks;
- A guide book for self-guided walks ;
- Night walks for nocturnal wildlife viewing;
- Chimpanzee Habituation Experience (CHEX), the lead for this was done by the Jane Goodall Institute;
- Attractive tourist accomodation and viewing facilities/equipment;
- Motorable roads; and
- Visitor information centers with reference material and photo collections.

The project produced 450 tee shirts, 4000 post cards and other promotional material. Six radio and TV adverts were aired to draw visitors to the park.

2.3.2 Impacts/outcomes

Income from tourism has steadily increased since 1996. This can be partly attributed to improved park infrastructure and improvement in other services like visitor handling, attractive tourist packages and aggressive marketing. Insecurity however kills tourism. For example, income dropped sharply during the 1997-98 rebel presence in KNP while the continued insecurity in and around SNP has led to persistently low numbers of tourists visiting the park.

Improved tourism opportunities in KNP have benefited the frontline communities as well as they provide services such as catering and guiding. One CBO called Kibale Association For Environment and Rural Development (KAFRED) taps tourists visiting KNP by providing community based eco-tourism. Some rangers trained by KSCDP on visitor handling are members of KAFRED. They provide tour-guiding services when tourists visit KAFRED's Magombe wetland, which is popular for bird viewing. Benefits made by KAFRED are used to run a local self-help school from which all members of the community can benefit. KAFRED is a tangible spill over from KNP's efforts to diversify tourist attractions in the area. The community is also set to receive 20% of the gate fees collected at both parks.

2.3.3 Lessons learned/Recommendations

- Despite good infrastructure and attractive packages in the parks, tourism is influenced by external factors beyond the park's control, such as insecurity, at local and international levels. For example rebels attacks in Bwindi, and the Sept 11 terrorist attacks in the USA both had negative impacts on visitor numbers at SNP and KNP. After such incidences, aggressive marketing needs to be put in place to rebuild visitor confidence, and
- Local communities can benefit from tourism through jointly planned activities between them and the park. In park tourist activities can be linked to out of park activities initiated and run by local communities, for example eco-tourism. Community members can be trained and serve as the tour guides. The Parks cannot totally rely only on tourism as the revenue base given the sensitivity of the tourism industry. As both Parks provide valuable goods and services, it is important that GoU continues to provide adequate support to UWA to manage the parks. It is not correct to completely rely on foreign tourists. Local tourists need to be encouraged.

2.3.4 Sustainability measures

UWA should improve tourism facilities, and keep up the good standards of visitor handling being exhibited by park staff. Marketing of available tourism opportunities should be maintained especially highlighting new products, such as, the Chimpanzee Habituation Experience. The marketing potential presented by the internet should be fully exploited.

UWA's policy on junior staff deployment is supportive in maintaining the standards because it promotes the retention of rangers who usually possess incremental knowledge of local park dynamics. This policy is applauded and encouraged.

2.4 SUB-RESULT 4: PARK OPERATIONS

Park operations were supported through the development of Long-Term Management Plans (LTMP) and by-laws, preparation of annual workplans, research, Environmental Impact Assessments (EIAs), and ecological monitoring. In addition, the project provided finances for logistical support, for the day-to-day park operations such as law enforcement, boundary maintenance, etc. In phase two, there was a period when the project paid top up allowances to staff as the staff salaries were low then.

2.4.1 Achievements

- The project supported the preparation of the 1996-2001 management plans for both SNP and KNP, and reviewed the LTMP (2002-2012) for KNP from which a General Management Plan was drawn. It was not possible to revise the SNP plan since it was not implemented due to insurgencies;
- Four annual workplanning workshops were held for both KNP and SNP staff. The workplans are used to guide day to day activities in the parks;
- With support from KSCDP a substantial number of target activities specified in the LTMP for the period 1997-2001 were achieved including training of park staff and maintenance of 162 km of park boundaries;
- 36 members of staff from both parks were trained in GPS/GIS for ecological monitoring;
- In phase two the project provided a performance allowance to park staff who had performed their duties satisfactorily;
- In Phase II the project provided financial support for day-to-day operations including top up staff allowances, and fuel for vehicles. However this level of support was reduced in Phase III. KNP now receives nearly all its day to day operational funds from UWA, even though UWA has not managed to provide adequate funding; and
- Park by-laws were drafted for both parks.

2.4.2 Outcomes/Impact

Due to training received from the project and UWA, park staff with support from UWA's Planning Unit based in Kampala, were able to prepare the LTMP (now called General Management Plan) for KNP through a participatory process. This encouraged ownership of the plan by park staff, and is expected to lead to its effective implementation. The LTMP is a useful planning tool for both the short-term and long-term management operations in the park and for making funding requests to UWA.

In the past, lack of Park-By laws contributed to unresolved conflict between park management and local communities. The by-laws have helped to reduce conflicts as the communities have been able to understand what they were prohibited from doing. The by-laws have also been used in the community conservation programmes especially those related to raising awareness on conservation.

Despite having trained staff on EIA, no full EIAs were carried out in the two parks during the construction of staff quarters and infrastructure. The construction of the tourism infrastructure at Kanyanchu and offices and staff houses at Isunga in KNP were done before the training, and also before UWA had put in place environmental impact assessment guidelines. For the construction of the offices and staff houses an

environmental scoping exercise was done by UWA, and no adverse impacts were identified. The construction of tourism infrastructure (visitor center and camping site) at Sempaya also was started before the UWA EIA guidelines were in place.

The funds provided by the project for day-to-day park operations, contributed significantly to the smooth management of KNP.

2.4.3 Lessons learned/recommendations

- The expected level of output on research, ecological monitoring and EIAs were not achieved partly because the training was not intensive enough but also because UWA was preparing the guidelines for EIA and revising those for monitoring. Further training will be required which should include practical exercises to ensure staff clearly understand their roles and responsibilities as well as gain the relevant skills;
- It is recommended that UWA use its existing capacity in the Planning and EIA Unit to build capacity for EIA in the parks. Likewise the Monitoring and Research Units should continue to build capacity for research and ecological monitoring so that these operations are undertaken on a regular basis. Training should include putting in place an ecological monitoring system. UWA can do this by exploiting opportunities presented by the presence of the Makerere University Biological Field Station (MUBFS) in KNP;
- Another opportunity for UWA is to make use of data gathered by community resource user committees. The data should be verified and analyzed by the Warden Community Conservation and the Warden Monitoring to ensure integrity and relevance. The data can be used to determine the effectiveness of the MOUs for collaborative resource management and provide lessons for enhancement of park management in the long-term;
- Development and approval of the LTMP took longer than was expected because it took some time before agreement was reached on how the process would go. UWA planning unit staff who were to lead the planning process were also occupied with other plans that they were handling; and
- Adequate remuneration and motivation is necessary for staff to perform their duties. During some periods of Phase II UWA had difficulties meeting some of its obligations including payment of salaries. During this period the performance allowance paid to park staff by the project provided motivation for staff to continue working.

2.4.4 Sustainability measures

Strengthening the capacity of park staff to carry out EIAs, ecological monitoring and planning should be a continuous process, as trained staff will eventually get transferred. For continuity, UWA in collaboration with MUBFS should develop a long-term monitoring system for both parks.

On staff motivation, UWA could boost morale through innovative projects such as recognition of staff excellence through the award of bonuses or promotion.

Currently, the park does not generate enough revenue to meet its day-to-day operation costs. For example, the park staff informed the mission that KNP raises 12-13 million per month but has an operational budget of about 23 million per month. There is need for UWA and the park to find innovative means of reducing park costs while

maintaining high management standards. UWA and the park could aim at reducing their patrolling and policing costs by maintaining a good relationship with the communities and training them to become effective ‘policing agents’.

CHAPTER 3: ASSESSMENT OF RESULT 2

3 STRENGTHENING CAPACITY OF DISTRICT AUTHORITIES TO PLAN FOR AND MANAGE NATURAL RESOURCES

This result area was incorporated in Phase III of the project as a means of strengthening institutional capacity for environmental management in the host project districts. The evaluation mission for Phase II found the role of district authorities in project activities to be inadequate. Further, the district co-ordination committee that was expected to advice the project on technical issues was ineffective in Phase II due to unclear institutional roles. Institutional roles in the project are discussed in more detail under result 4.

The mission therefore recommended that in order for project initiated activities to be integrated into district activities and therefore be sustained after the project ended, linkages and co-ordination between the project and district partners needed strengthening. The need to support district partners was reinforced by the Uganda decentralisation programme, which placed environmental responsibility on local governments through the Local Government Act of 1997. The National Environmental Statute (NES) of 1995 requires local governments to produce three-year District Environmental Action Plans (DEAPs). In Phase III, the project focused on capacity building in two key areas:

- Training of district officers in a variety of technical skills
- Supporting the District Environmental Planning Processes in order to produce the DEAPs

3.1 SUB-RESULT 1: TRAINING

3.1.1 Achievements

The District Forest Officers (DFO), the District Environment Officers (DEO) and, the District Fisheries Officer of Bundibugyo and Kabarole[1] districts benefited from KSCDP supported training. Training was provided through formal and informal learning opportunities. Informal learning methods such as workshops provided ground for park and district staff to learn from each other through sharing of experiences. Training was provided as follows:

- Eight district officials trained in use of Geographical Information System (GIS) through the use of ArcView;
- Eleven people trained in use of a Global Positioning System (GPS);
- Thirty five people trained in Wetland Survey and provided with skills to train others;
- Nineteen people trained in environmental economics and sustainable management issues; and

[1] This refers to Greater Kabarole district before it was split into Kabarole, Kamwenge and Kyenjojo.

- The DEO Kabarole was also supported to pursue a Masters Course in Environmental Science at Makerere University. Unfortunately, after qualification he left the district for better-paid employment.

3.1.2 Impacts/output

In service training (both refresher courses and new skills training) is important in ensuring staff performance improves, and is known to motivate them to perform even better. District staff often have few opportunities to undergo further training after they are recruited, and the opportunities provided by KSCDP enabled the district staff to achieve some of their most important training requirements.

Some of the skills gained from the training programmes have been put to use, for example, during the national wetlands inventory carried out in 2000 - 2001, the training in sustainable management, and surveying of wetlands was useful in the mapping of wetlands using GPS. The DEOs have been able to utilise their new skills in the production of PEAPs resulting into better plans and analysis of issues. Equipment such as motorcycles, computers and other office ware helped improve the efficiency of district officers.

Unfortunately the impact of training gained on the use of GPS and GIS have not been well utilized due to a number of factors. One factor is related to lack of DEO office staff (as the trained DEO moved on to another job), and due to a lack of software needed for GIS. At the time of the evaluation, Kabarole district had not recruited a replacement for the DEO, while Kamwenge and Kyenjojo had newly recruited DEOs with no training on use of these equipment. Only Kabarole district had ArcView installed because the project could not afford to install it in all the districts.

Bundibugyo district staffs have been unable to utilise their training, mainly because of the insurgency that has made it difficult for staff to operate normally.

3.1.3 Lessons learned/recommendations

- Though some district staff have gained skills, skills must be used if they are to stay useful;
- Refresher courses are required to ensure staff are kept up-to-date, and improve or even learn new skills;
- As much as possible training should not target a single officer in a district but several of them to ensure that, even if one of them was transferred or left the district, other skilled staff would remain;
- Furthermore staff sponsored for training that takes considerable time and funds (e.g. degree programmes) should be bonded to their employing institution for a period of time to ensure that new skills and knowledge acquired are utilised for the purposes they were meant, as well as being imparted on others;
- There is need to recruit a DEO in Kabarole district; and
- All the districts need to purchase and install the GIS software and GPS equipment for use by their trained staff.

3.1.4 Sustainability measures

Training at the district level should be in the form of short term and focused training for the acquisition and improvement of skills. Unless the knowledge acquired is put to use, the skills become redundant, and may be lost. This means that adequate support (transport, equipment etc) should be provided by the district to ensure staff use the

acquired skills. It could also be useful to train officers at Sub-county level where the recurrent costs of transport and equipment are minimal.

There is only one DEO for each district with no support staff, either at the district or sub-county level. Fortunately most of the activities that the DEO's undertake are usually related to one or more of the departments in the production sector (veterinary, forestry, agriculture, entomology, fisheries, environment or trade). So, it may be more useful for the DEO to carry out a co-ordinating role on matters related to the environment within the various departments rather than implementing such activities.

3.2 SUB-RESULT 2: DISTRICT ENVIRONMENTAL PLANNING

The National Environmental statute (NES) of 1995 requires local governments through the District Environment Committees to produce three-year District Environmental Action Plans (DEAPs). The District Council, that is elected every five years, select from among themselves several committees among which is the District Environmental Committee. However, at the time of the evaluation, out of the four districts that the project worked with, only one district (Kyenjojo) had an Environmental Committee. The mission was informed that some districts, e.g. Kabarole, had had an Environmental Committee in the past term of the district council. However when the District Council dissolved for new elections, a new district environmental committee has yet to be formed.

As recommended by the Phase III midterm review mission, this final mission agrees that integration of project activities into the DEAPs will help ensure their sustainability. The project initiated this integration process by assisting in the formulation of the DEAPs. There were a number of challenges in initiating this process:

- Lack of District Environmental Committees whose mandate is to develop the DEAPs;
- Inadequate base line data on environmental issues to work with;
- Inadequate capacity and skills or past experience in developing DEAPs in the country as this was a new process; and
- Conflicting guidelines from NEMA on the DEAP process. Initially NEMA had recommended that data be sampled from a few parishes to develop the DEAP. Later NEMA recommended that data be collected from each Parish making the process very long and expensive. Further each parish was required to have a Parish Environmental Action Plan (PEAP). All the PEAPs in a sub-county would form the basis for development of Sub-county Action Plans (SEAPs). The SEAPs would form the basis for the DEAPs. This lengthened the process considerably and further increased the costs.

3.2.1 Achievements

- KSCDP supported the preparation of PEAPs in 20 out of 45 parishes in Bundibugyo, all 47 parishes in Kabarole, all 50 parishes in Kamwenge, and 20 out of 70 parishes in Kyenjojo districts. Given the challenges listed above, this is a commendable achievement. However by the time of the evaluation, the compilation of PEAPs into SEAPs and later into DEAPs had not taken place. The project had earlier intended to undertake the environment action planning process up to the DEAPs level, using data from parishes and sub-counties neighbouring

the parks. This was however not possible due to financial constraints, and NEMA's change of the planning strategy – that in order to prepare a DEAP, all sub-county SEAPs and all parish PEAPs in a district must first of all be prepared; and

- Initially KSCDP hired two project staff to help spearhead the preparation of the PEAPs. However, following suggestions by the midterm review, NEMA provided training to the DEOs, and some sub-county extension staff (agriculture, forestry and community development) to undertake the actual development of PEAPs. After the necessary training they spearheaded the production of about two-thirds of all the PEAPs produced to date in the four districts. This has improved the ownership PEAPs within district institutions. However the project staff noted that there is need to upgrade and refine the skills of district officers in order to carry the process forward. Some sub-county officers participated in the training as well.

3.2.2 Impacts/outcomes

KSCDP has provided districts with an opportunity to kick-start the environmental planning process. Each of the four districts now have individuals who have gained technical skills to continue with the preparation of environmental action plans for parishes and sub-counties where such plans are not yet in place.

3.2.3 Lessons learned/Recommendations

- The environment planning process in its current form requires a lot of funding and therefore commitment on part of the districts;
- The activities of departments in the production sector (e.g. water, forestry, agriculture, livestock) have an impact on the environment. However it is the DEO who is mandated to address environmental issues at district level. The DEO cannot implement activities directly without participation of these other departments. There is need therefore for the DEO to focus on playing a co-ordinating role rather than that of implementing. This mandate should be clearly defined by NEMA and the local government so that the DEO has a supervisory role and is more senior among officers in the production sector of the districts;
- Districts need to comply with the NEMA requirement to put in place district environment and local environment committees (Paragraph 15 sub-paragraph 1, and Paragraph 17 sub-paragraph 1 of the National Environment Statute, 1995). These committees should work closely with the DEO to monitor implementation of the DEAPs; and
- The DEO and the DECs should take advantage of funding opportunities provided by the Poverty Action Fund (PAF) to implement DEAPs, SEAPs and PEAPs. Currently though 65% of the parishes in the project area have completed their PEAPs, but the implementation of proposals contained therein is yet to begin. Environmental activities are not a priority in the districts, and therefore the DEO and DECs need to continue raising awareness to the local council on the links between environment and poverty alleviation. Poverty alleviation is the government's guiding principle for economic development.

3.2.4 Sustainability measures

The environment action planning process is costly and districts may be unable to raise the necessary finances from their own resources. NEMA has planned to undertake development of the DEAP process in 25 districts in the country under the Environmental Management and Capacity Building Project (EMCBP II), which will

run until 2005. However only one district in the project area, Kyenjojo, is earmarked to fully benefit from this process. There is no such commitment for the other districts or from any other organisation so far to assist the other districts complete their DEAP processes. Unless the districts, NEMA and other stakeholders undertake to fund the process, the DEAP process may stall in the other districts where no funding is yet earmarked.

Consideration should be made regarding the possibility of handling environmental issues at the various levels and areas of planning, i.e. all departmental plans at the various levels should incorporate environmental considerations in all their activities which are then incorporated into the relevant development plans and finally into the district development plan and should have indicators against which they can be monitored.

The technical staff both at district and sub-county level has spearheaded the preparation of the PEAPs. The NES however requires that the relevant environmental committees prepare the environment action plan. The committees only serve for a limited term (maximum of five years) when the relevant council is in office. It may be useful to have the technical staff run the process of preparation of the environmental actions plans with support from the environment committees. The DEO should provide a link between the technical officers and the council's DEC.

CHAPTER 4: ASSESSMENT OF RESULT 3

4 IMPACTS OF LOCAL COMMUNITIES ON BIODIVERSITY VALUES WITHIN THE TARGET ECOSYSTEM REDUCED

One key lesson learned in Phase II was that the major threat to the two parks actually came from the communities living around them. Rural assessment surveys carried out in 1998 revealed a heavy dependence on the parks for poles, timber, fuelwood, fodder and medicinal products. This dependence was a result of increasing population pressure, declining agricultural productivity and unavailability of alternative sources of livelihood and income. In response to these findings, the third phase strengthened its focus to include communities living around the park as part of the total ecosystem. The Project intensified its activities aimed at increasing community awareness on the links between conservation and their economic well being, improving food security through land productivity interventions, increasing the availability of forest resources (e.g. timber and non-timber forest products) on community land, and diversifying their income base. In order to address population pressure, the project started a new initiative to support family planning awareness and practice in park adjacent areas.

In order to engage the community fully in the above initiatives, it was necessary to get their goodwill. The challenge however, was that the relationship between communities and park management authority were less than cordial due to historical events. Communities were displeased with past conservation practice that prohibited them from accessing park resources as well as the high incidences of destruction of their crops by wild animals residing in the park. It seemed, to them, that the government placed a higher value on the wildlife than people. Further the communities felt alienated by the government's planning, decision-making and management approach that placed sole responsibility on UWA. By 1996, it was well recognized that conflict with communities could only be addressed through collaborating with them. In the same year, the Uganda Wildlife Statute provided for Collaborative Resource Management (CRM) (section 20 (2c)) In phase three, KSCDP with partners decided to pilot CRM in order to genuinely increase community interest in park conservation in a sustainable way.

In order to achieve this result area, the following Sub-Result of activities were undertaken:

- Environmental awareness raising;
- Sustainable development activities;
- Income generation and diversification;
- Problem animal management;
- Reduction of population increase;
- Community Infrastructure Development; and
- Collaborative Resource Management of Park resources.

4.1 SUB-RESULT 1: ENVIRONMENTAL AWARENESS

Activities under this sub-result were aimed at promoting environmental awareness amongst different community groups. It was focused on resource values and use, and

the opportunities for management and conservation of biodiversity. Several awareness raising methods were used including, broadcasting of radio messages, audio-visual shows, working with Wildlife Clubs in schools, production and distribution of awareness raising materials, and road shows through music, dance and drama. Formal meetings, such as, seminars and workshops were held for special interest groups including women, teachers, local leaders among others. Key achievements for the different methods are reported in various project documents.

4.1.1 Achievements

- **Radio:** Participatory programmes that allowed call-in questions and answer sessions and sharing of experiences in local languages were aired at different times of the day by Voice of Toro, a local FM station. The subject matter included, tourism, tree planting, soil and water conservation, use of medicinal plants, bee keeping, agroforestry, gender issues, and environmental conservation. A total of 142 programmes were sponsored by the project.
- **Road shows through Music, Dance and Drama (MDD):** KSCDP worked with eleven (11) local MDD groups around the two National Parks. Three of these groups are solely composed of women. They staged a total of 166 shows from 1996 -2001. Their messages reiterated the benefits of environmental conservation and encouraged communities to undertake conservation practices. The project supported the groups by providing props and music instruments as well as checking that the messages were clear.
- **Awareness dissemination materials:** Different types of materials have been developed and distributed in KSCDP target areas including calendars, posters on bee-keeping, tree planting and best land use practices, tee-shirts and caps, project logos, and a guide for primary school teachers on education and environment. Almost all the households in KSCDP target areas exhibit one type of awareness material or the other. The most exhibited/popular ones are the calendars and the posters. One of the biggest impacts of such materials can be seen in schools where school children are found copying the drawings on their notebooks. These materials have helped students to articulate environmental problems/concerns and have helped them in debating environmental issues in competitions.
- **Wildlife Clubs of Uganda:** Currently Environmental Education is not part of official school curriculum. Students and teachers interested in the environment form a Wildlife Club in their school that becomes affiliated to the Wildlife Clubs of Uganda (WCU). KSCDP assisted the Kabarole District association of WCU by training of teachers in conservation education, and school clubs on club management, tree planting, the hydrological cycle, wetlands among other relevant topics. The project also supported WCU by organizing and sponsoring general meetings, study tours, and sponsoring members and patrons to attend national functions including competitions. The Project also provided office space to the Kabarole District WCU chairperson and assisted Bundibugyo district start their own association of clubs as it did not exist before.

4.1.2 Impacts

Though the evaluation team did not carry out a systematic assessment of the impacts of the interventions, awareness in the parishes adjacent to the parks was evident and noted through casual discussions with community members. Some of the proxy indicators of awareness included, reported cases of resource poachers and arsonists. In April 2002, one arsonist Mr. Mugisha who set the forest on fire was apprehended by

local community members, taken to court, and was convicted to seven years in prison. This is a good indication of environmental awareness by the community. Community members are now able to compose their own environmental messages through road shows, for example, the team was entertained by one of the MDD groups, which had very clear and strong conservation messages.

The school programmes such as the teachers Environmental Education initiative and Wildlife Clubs have had positive outcomes as most schools with wildlife clubs have planted their own woodlots. From interviews held between the project and school clubs, 60% of wildlife club members had planted trees at their parents' homes. The level of environmental awareness in school children also improved in Kabarole district, and was demonstrated when both the primary and secondary schools from the district won the national conservation competitions in 1999 and 2000.

4.1.3 Lessons learned/recommendations

The team acknowledges that the impacts of awareness can be felt and seen only after a long time, but took note that the project team has learnt some lessons.

- According to the draft project lessons learned book, it is more effective to use different types of awareness raising mechanisms so as to reach as many different groups of people as possible and also because people respond differently to different methods of message delivery; and
- To carry out effective awareness campaigns, requires committed leadership at district level and a budget allocation. In this regard, the Departments of Education, Environment and Information need to seek the assistance of the CAO to make this possible.

4.1.4 Sustainability measures

Awareness programmes involving schools are very effective in the long-term as children can take the information to their parents, and also grow up with knowledge on environmental issues – this is an investment in future leaders. There is need to include environmental education as part of school curriculum. One opportunity is to introduce The Environmental Education Teachers Guide to Primary Teachers' Colleges. In the case of the project area, Canon Apollo Primary Teachers College has agreed to introduce in-service training of teachers on environmental matters in Kabarole, Kasese, Bundibugyo, Kyenjojo and Kamwenge districts. This will ensure sustainability of awareness raising in the districts.

4.2 SUB-RESULT 2: SUSTAINABLE DEVELOPMENT ACTIVITIES

The sustainable development activities supported by the project include soil and water conservation techniques, improved crop husbandry, improved cooking methods to reduce amount of fuel wood used per household, tree nurseries to provide seedlings for tree planting activities, crop diversification (including cash crops, vermin resistant crops). The rationale for undertaking these activities was to provide sufficient alternatives to park resources thereby reducing pressure on the parks and to improve sustainable natural resource management at the farm level.

4.2.1 Achievements

- **Soil and water conservation:** This included construction of contour bunds, recycling of nutrients by use of organic farming practices, and tree planting. A

June 2002 project report indicates that up to 30% of the population within the front line villages practice one or other soil conservation measures. According to project documents, 711 compost pits for recycling nutrients had already been dug by farmers, and over 1000 homes had dug contour bunds to reduce gully erosion;

- **Tree planting activities:** The project worked with local communities and its partners to plant trees in various forms such as the establishment of woodlots, planting trees on community/park boundaries, school compounds, and private lands. Tree planting aimed at achieving a number of benefits including supplementing medicinal and fodder needs, pole requirements, fuel wood, timber as well as generate income through sale of any of the by-products. Over 100 tree nurseries were initiated. Farmers who undertook commercial seedling production generated income and may have established field schools where other farmers could learn seedling and tree planting skills. From 1993 to 2000, over 238,747 seedlings were planted with assistance from the project and bought from local farm nurseries. To further demonstrate the success of tree planting a survey conducted by the project showed that, among the front line communities, nine out of every ten people were involved in tree planting. The most popular species were the Eucalyptus due to available timber and fuelwood market provided by the tea estates. Leguminous plants intended to increase soil fertility by fixing nitrogen were less popular;
- **Improved cook stoves:** Three types of improved cook stoves, namely the Lorena clay, Lorena brick and Upesi were introduced. The purpose of introducing the stoves was to reduce kitchen smoke and amount of firewood used. Among the improved stoves, Lorena clay was the most popular due to its durability. According to the draft lessons learned book, the adoption rate for the use of the improved stoves came to about 8-10% compared to the initial target of 50%. Upon reflection, the realised rate of adoption should be considered good given that fuelwood is still available in existing forest patches outside the protected areas. The incentive for communities to use the stoves was further reduced by the purchase price, reduced house warmth and area to sit around and reduced size of pot suitable for the stoves. The good news was that those who used the stoves reported that they used less firewood. A number of groups have also learned to produce the stoves locally and make them on demand from clients; and
- **Crop diversification:** The project introduced new crop varieties, such as soybean, various kinds of fruits and wilt tolerant cassava in an effort to increase cash crops and food security. The project provided front line villages with 2 tonnes of soybean seeds and 1.5 tonnes of wilt tolerant cassava cuttings. As a result of the crop diversification activities, 10% of the farmers within the front line villages now grow non-traditional crops and fruits. This has not only contributed to food security but also provided new opportunities for cash income. The introduction of new varieties of coffee and fruits has added to these opportunities.

4.2.2 Impacts/outcomes

The impact of these activities is expected in the long-term as trees take time to grow and communities take time to adopt new technologies. Indeed adoption of technology may require specific modifications to be made so as to suit local needs and aspirations. For example, several modifications had to be made in the stove technology to make stoves more durable and accommodate different sizes of pots. A preliminary study conducted by Margaret et al (2000), indicates that the activities listed above have led to improved nutrition among the communities due to increased

yields and variety of foodstuffs. Some families have been able to sell their produce and improve their income base. Her study also shows that women and children from homes that have adopted the improved stoves are spending less time in fuel wood collection.

4.2.3 Lessons learned/recommendations

From discussions held with project staff, the following lessons were noted. However these are not exhaustive and it is recommended that project staff take more time to analyse lessons learned from above activities:

- Introducing sustainable development activities to communities is time consuming, and is a learning process which requires modifications as new knowledge is developed;
- It is important to let communities participate in the development of interventions and allow for flexibility and ingenuity. A project needs to plan for this trial and error phase and set its targets accordingly;
- In the case of promoting tree-planting activities, there is need to balance the ecological effects of a species with the needs of the community. For example, Eucalyptus is providing communities with quick income, but is believed to be drying out wetlands. Communities need information and guidance to be able to make correct choices;
- Soil and water conservation techniques are labour intensive and can only be practised at a small scale by each family in a short timeframe. It will take time to have the techniques well adopted by the community;
- Privately run nurseries were found to be more productive and efficient in the long-term than those managed by groups. Group nurseries tend to be riddled by competition for benefits and poor management; and
- It is better to have several small-scale nurseries that can easily be reached than to have one or two big nurseries where transportation costs would deter access by potential buyers.

4.2.4 Sustainability measures

During the extension phase of the project, a lot of effort was made to ensure all activities embarked on by the project were properly transferred to relevant partners for continuation. Memoranda of understanding have been signed between the project and the districts with regard to several of the activities, for example one between Kabarole district administration and the project for promotion of growing fruits in Ruteete sub-county.

It is important for all partners, particularly the districts and UWA, not only to include budget lines for continued implementation of these activities but also to actually allocate funds to do so. For example it was noted with concern that the Bundibugwo District Development Plan for 2001/2002 reflected budget lines for the continuation of project initiated activities, but in reality no funds were allocated to undertake the activities.

The local authorities will need to provide adequate facilitation for field extension staff to carry out, and expand these activities and monitor them. However due to possible limitations of funding for extension activities, the mission proposes that the 'farmer field schools' in Kiziba and Busiriba be encouraged to compliment formal extension services. These are actually commercial nurseries where the owners have a keen

interest to teach other people techniques that they have learned from the project. Since the schools are within the communities, the cost of accessing information will be affordable to community members. The kind of support needed from the government and district administration is to enhance the skills of individual nursery owners as well as provide some basic management and extension skills.

4.3 SUB-RESULT 3: INCOME GENERATING ACTIVITIES

As in the case of sustainable development activities, income-generating activities were undertaken in order to diversify the communities' income sources and therefore reduce their reliance on park resources for their livelihoods. In the long-term these activities would also reduce hunger and poverty. To support increased incomes of the communities, the project supported community-based eco-tourism, fruit growing, coffee farming, piggery, apiculture (beekeeping) and aquaculture (fish farming). Fish farming and piggery would not only provide income and food at the household level, but also provide a substitute for game meat (especially wild pig)\ and fish that was sourced from the park.

4.3.1 Achievements

- **Community-based Ecotourism:** The Magombe swamp is on community land adjacent to the western boundary of KNP. Besides hosting a large percentage of wildlife found in KNP, the swamp is best known for its high diversity of bird species including the Great Turacco, that are not found inside the park. The Kibale Association for Rural Environment and Development (KAFRED) is a Community Based Organization (CBO) that has developed the swamp into an eco-tourism site. KSCDP has assisted KAFRED by training its guides on sustainable eco-tourism management and producing 2000 brochures for marketing purposes. Revenue collected from the eco-tourism site is used for development activities, such as running a local self-help secondary school. At the individual level, some of the group members that were trained as tour guides are employed by KNP thereby benefiting directly from the park;
- **Community based tourism services:** Besides support to eco-tourism activities, KSCDP has provided communities adjacent to KNP with opportunities to undertake tourism-based activities for revenue generation. These include two key interventions (i) development of three camp sites (Kikoni, Nyaibanda, Mbaale) to be managed by communities along the long distance trail inside the park (though at the time of the evaluation no tourists had visited these camps); and (ii) provision of training to Bigodi Women's Group to enable them manage restaurant services and a curio shop at KNP visitors centre at Kanyanchu (income raised by the women's group supports an elementary school at Bigodi);
- **Fruit farming:** Since Phase II of the project, fruit farming has been supported by the project with a total of 8433 local and 1200 improved fruits have been planted by over 200 families within the front line villages in the last one and half years. The most popular fruits were passion, pineapple paw paw, and avocado, probably because people were already familiar with them. Those farmers that engaged in fruit farming got very high yields. However marketing of fruits remained a challenge to farmers as production exceeded the local demand;
- **Piggery:** Within Phase III of the project a total of 3994 local and 136 improved pigs were raised by farmers;

- **Clonal coffee:** 160,883 clonal coffee seedlings were produced of which 122,885 have been planted in Phase III of the project;
- **Fish Farming:** Over 74 ponds were established and stocked in Bundibugyo district and benefited 50 households. However due to insurgencies, the impact of this activity was not monitored; and
- **Apiculture:** By the time of the evaluation, over 397 households were involved in beekeeping and had installed 5,375 hives. This has been a successful activity not only because there is a local market but because honey has a long storage life and can be sold whenever the market prices are favourable.

4.3.2 Impacts

According to a survey conducted by the project, there is increased income among the families that are engaged in these activities and it is reported that nutrition levels have improved.

The park has helped the local community at Bigodi to improve their livelihoods through sustainable eco-tourism activities and provision of services to tourists. For example, by KNP marketing the Bigodi swamp to tourists who visit Kanyanchu and Sebitoli, more tourists are able to visit the swamp. One spiller effect has been the growth of small-scale housing enterprises in the villages where local communities provide cheap accommodation to backpackers. According to the assessment made by park staff, support provided to communities by the park, has contributed to improved park-community relations and improved community perception on the need to conserve the park resources.

KSCDP support to KAFRED has enabled KAFRED to reserve more of its income to improve the standards of their local secondary and nursery schools. It is hoped that the parents and pupils will be able to associate these educational facilities to environmental conservation.

4.3.3 Lessons learned/Recommendations

- Promotion of cash crop production has got to be done in conjunction with marketing. When the team visited one farmer, Mr. Everest Beyanga, passion fruits, pineapples and avocado were found lying all over the field unattended for lack of a market. Though the farmer was getting some little income from the local market, and also providing his family with fruits to improve their diet, he was not getting back the worth of his efforts and investment. This situation is a deterrent to other farmers who would like to engage in fruit farming. There is need therefore to carry out market research, and help farmers to market their produce. Bringing a few farmers together to benefit from economies of scale and organising transport of produce to the market appears to be necessary steps to be taken. Different marketing strategies need to be developed depending on levels of production and distribution of producers as well as location of a suitable market. The district commercial officer working with the agricultural extension officer should help organize the farmers into groups that can market their produce.;
- The district should exploit the government's programme for modernization of agriculture, which promotes the idea of forming community interest groups for the sake of promoting marketing practices. Also it may be useful for the Districts Development Officers and Agricultural Officers to find out whether the credit schemes being supported by the project could help promote middlemen who can

sell farm produce to a wider market. It is worthwhile to consider adding value to farm produce, such as, processing fruit juice which has a longer lifespan than fruits;

- According to project staff, some of the interventions like pig farming need to be targeted to certain income bracket earners in the community. Improved pigs need a lot of supplementary feeds that require initial capital. These extra resources are normally a strain to the poorer members of the community;
- The project staff also found that income-generating activities were more successful when carried out by small groups or individuals as opposed to large CBOs. This was because the smaller groups are more easily managed and tend to have less conflict of interest; and
- Communities can benefit from the park indirectly by having the opportunity to provide services to tourists and thus make money. Community based eco-tourism requires good marketing and community knowledge on tour guiding.

4.3.4 Sustainability measures

The model/contact farmers that were trained by the project have started working with the District Production Officer and District Veterinary Officer in extension activities, and this is encouraged. The district production office in some sub counties, e.g. in Kamwenge, have linked coffee farmers to the Uganda Coffee Development Authority that should provide continued technical support. Continued support through extension services and access to market will continue to be the main determinants of whether these activities can be sustained.

Community based tourism like all businesses need feasibility studies prior to implementation. For example, communities were supported to build bandas along a long distance trial that the park was developing. However, even after several months of completion, the bandas have not been utilised because the use of the trail is yet to take off. Reasons for the trail not being used were because the trail offered no additional attractions compared to the short trails and also because tourists were more weary of encountering rebels in remote parts of the park. Though more work is needed on the bandas to make them more presentable, nobody will be willing to improve on them, unless the use of the trail takes off. Poorly placed investments cannot only lead to a de-motivated community but more importantly lead to waste of scarce community resources.

4.4 SUB-RESULT 4: PROBLEM ANIMAL MANAGEMENT

In Phase III, the project assisted the park and the communities deal with problem animals in order to improve park-community relations, and also in the spirit of poverty alleviation through improved farm productivity. The main objective was to minimize loss of farm crops due to raiding by wild animals from the park. A researcher was financed by the project to study possible alternatives for animal control which included trenches, sharp objects, live fencing using Mauritius thorn (*Ceasalpanea decapitata*), use of pepper spray, and scare shooting. Annex 7 indicates the parishes in which deterrents were piloted.

4.4.1 Achievements

- All the deterrents besides pepper spray have been tested, and 7.5 km of trench was dug in Nyabweya parish. The trench and Mauritius thorn were found to be the

most effective. Trenches were better for deterring elephants and bush pigs while a well managed (intertwined) Mauritius thorn kept small animals away; and

- The project has helped bring together key players to address the issue of problem animals

4.4.2 Impacts

Most community members that the team interviewed believed that the trench is deterring animals from crossing into their fields. The trench is clearly the best among the options tried. The use of buffer crops may not be practical for those with small pieces of land. Communities informed us at Nyabweya that there have been reduced crop raids by elephants as a result of the trenches. There has been improvement in the relationship between the park and the community as a result of the effort by park to reduce conflicts.

4.4.3 Lessons learned/recommendations

- The most effective single deterrent was the trench, it does not deter small animals. A combination of deterrent measures is therefore recommended, for example a trench can be dug and then the Mauritius thorn or Kei apple along on the trench. Even with a combination of deterrents, some animals still find their way into community farms. There is need therefore to explore and undertake other measures concurrently, such as, tax rebate for farmers in frontline communities, and compensation schemes[2] for damaged crops;
- There is need to have a clear agreement on roles and responsibilities for maintenance of the trenches. The park (UWA) so as to enable negotiations to take place, should provide guidance on modalities for cost-sharing with communities; and
- Further, there is need to build more ownership of animal control measures so that there is a better negotiating environment between UWA and the community. Initially it was assumed that communities would be willing to provide free labour since they were the ones that were most affected by stray animals. However this assumption was proved wrong as communities demanded payment for their labour.

4.4.4 Sustainability measures

The institutional mandate for addressing problem animals lies with both UWA and the local government as provided by the Uganda Wildlife Statute and the Local Government Act. The Uganda Wildlife Statute (1996) mandates UWA to control problem animals, while the Local Government Act (1997), mandates the local government to control of vermin. However, the districts have provided neither adequate management nor the finances to handle vermin. Since only three of the hundreds of wildlife in KNP (and the whole country) are declared vermin, the rest that remain problem animals are too many with a very large boundary to move out through that KNP management have an uphill task to control them. UWA has initiated the formation of Community Protected Area Institutions (CPI) to address this and similar park-community conflicts. These are community-based committees. The question that arises is whether communities are not being overburdened with too many committees? The team recommends that UWA works closely and supports the local government in establishment of plans and budgets to address problem animal control. On the

positive, UWA has included the issue of problem animals in the general management plan for KNP which is under preparation.

4.5 SUB-RESULT 5: POPULATION THREATS

The project undertook activities aimed at reduction of population increase on the premise that high population density was linked to increased and unsustainable utilization of park resources.

4.5.1 Achievements

- The project invested 15 million Uganda shillings on the promotion of Family Planning (FP) interventions to help address the increased threats to natural resources due to increasing population densities.

4.5.2 Impacts

The project contribution to family planning efforts around the KNP has only been for a few years. Family planning interventions take decades to have substantial impact on population growth. However project the intervention was not in vain as the team was informed by a district medical officer for Kabarole that KSCDP had helped hasten the promotion of FP interventions in six sub-counties of Nyantungo, Busoro, Rutete, Kamwenge, Rwimi and Hakibale where FP initiatives had not yet been initiated.

Preliminary trends indicated that there was an increase in the couple year protection (i.e number of couples protected per year) while indicators used to monitor FP trends showed that the contraceptive use by the population had moved from 6.7% at the onset of the intervention to about 10%. This indicates that FP interventions will eventually reduce the rate of population growth around the park.

4.5.3 Lessons learned/recommendations

- Initially, community volunteers were trained to distribute contraceptives. However their enthusiasm waned after a while, and most of them stopped giving the service. Volunteerism does not last for long where people need to invest most of their time in livelihood activities. It is necessary for the district and the Ministry of Health to plan and fund FP activities at the subcounty levels where the services would be more accessible. There is need to target both sexes for FP so that couples can agree on one line of action rather than FP being a source of conflict.

- The impact of FP on population growth takes long to become noticeable. Besides, FP activities require high capital investment as well as social and behavioural studies for which the project could not invest in.

4.5.4 Sustainability measures

The district medical office is mandated to promote and monitor FP as specified in the DDP. The mission urges the district to include park adjacent communities in the priority list for receiving FP support as the increasing livelihood requirement of the growing population is a key threat to conservation and management of the parks.

4.6 SUB-RESULT 6: COLLABORATIVE MANAGEMENT OF PARK RESOURCES

According to the 1991 census, about 120,000 people lived in the 27 parishes that border KNP in that year. The park provides over 20 products to these people for subsistence, cash income, and medicinal/cultural needs. Collaborative Resource Management (CRM) was introduced in 1997 following the enactment of UWA's enabling statute of 1996 that recognized local people's contribution to conservation and management of park resources. The Uganda National Guidelines on CRM states that:

CRM is a process whereby the Protected Area managing authority genuinely shares with the locally resident people, the benefits, decision-making authority, and responsibility in the effective and sustainable management of the natural resources of protected areas. The details of this shared management are arrived at through a meaningful negotiation and expressed in a written agreement. (Report of evaluation mission –phase II)

The purpose of CRM is to provide local people with controlled access to park resources in recognition of their right to livelihood security, and to enable joint decision-making and benefit sharing. It was hoped that CRM would become an incentive for communities to collaborate with the park on management activities, such as patrolling and controlling illegal activities. CRM would provide an avenue through which communities and the park can deliberate on other issues that are of mutual interest, for example the human-wildlife conflict.

4.6.1 Achievements

- KSCDP provided technical and material support for the initiation and development of CRMAs in four parishes, Annex 8. Three of these are for wild coffee harvesting (Mbaale, Nyakarongo, Kibirizi parishes), and one is for multiple resource use in Nyabweya Parish.
- A participatory process to develop the agreements was initiated in 1997, and involved awareness raising and site selection, user group identification, mapping park resources used by communities, the formation of Resource User Groups (RUGs), negotiation and drafting of agreements, and, finally the signing of the agreements. Community interest groups, such as the RUGs participated in the writing, and negotiating the CRMAs. UWA and local communities at KNP headquarters at Isunga signed the first agreements in 1999.
- At the time of the mission, four agreements for bee keeping inside the park were in the final stages of negotiation.

4.6.2 Impacts

Following the signing of the agreements in 1999, implementation of the CRMAs has been limited by rebel presence in the park, and sufficient data to assess any meaningful impact has not been obtained. However following a decrease in rebel activities in mid 2001, communities have started to harvest resources.

Despite the above challenges, the Chairman LC 1 for Nyabweya parish informed the mission that there were some benefits of having the CRM agreements in place. Registered resource users at Nyabweya are able to collect various resources for their

use including medicinal plants, fish, poles, weaving materials, smilax and water. In order to access these commodities legally, resource users are required to obtain a permit from the CRM committee. Only the collection of fish and poles require payment of a fee. The committee is mandated to control access to park resources, keep record of resources removed from the park, and arrest/fine illegal collectors. Funds collected from the permits will be split between the park and the community.

The chairman of the RUG at Nyabweya also informed the mission that the participatory process used to develop the CRMAs, improved communication between the park authorities and the communities. There has also been an improvement in park and people relationship demonstrated by increased reporting of illegal activities. By the time of the evaluation, local communities have reported 20 illegal cases to the park management. In some cases, tools used by poachers for pit sawing had been confiscated and handed over to the local council. Communities have also helped to remove several snares set up by poachers in addition to putting out fires.

4.6.3 Lessons learned/Recommendations

- CRM is potentially an effective management tool for controlling access to park resources and improving community-park relations as it gives communities decision-making power and a sense of ownership. In the long-term collaboration between the park and the communities could reduce the parks patrolling costs, and therefore increasing funds available for development activities.
- CRM needs more time before it can be assessed for its impact on resource management and livelihoods. In order to improve its implementation, lessons need to be drawn from the current initial experiences. It was the feeling of the mission that in order to draw lessons, there is need to strengthen monitoring and assessment of data gathered by the CRM committees. For example, the data collected by the Nyabweya resource use group is yet to be analysed especially to determine whether the information gathered is adequate for eventual ecological and socio-economic monitoring.
- In order for CRM agreements to be different from mere " resource access'' agreements, local communities need to be involved fully in the development of the agreements, and be in a position to negotiate trade offs for controlled access.
- Though the process for drawing agreements is long and expensive (it took two years in KNP), the mission recommends that UWA continues to pilot CRM as there are positive indicators that the process will in the long-term contribute to improved park management and will become faster with more experience.
- The mission agrees with the observation of the Mid Term Review (year 2000) that for effective assessment of impacts of CRM, there is need to have information on sustainable harvesting levels from which to base indicators for sustainable use. It is necessary that UWA address this information gaps so that lessons learned can be substantiated with figures.

4.6.4 Sustainability measures

On its own CRM is not adequate to reduce the threats to park resources as the population pressure and needs of the communities continues to rise. CRM should be backed by interventions that increase availability of natural resources on community lands. These interventions should be undertaken as a partnership between the park, the communities, non-government organisations and government agencies.

In the past, KSCDP initiated interventions including CRM. UWA has taken a positive step by providing 6 rangers at KNP for community conservation, even though this number is still inadequate. A strong partnership between the park and government agencies, such as, agriculture, forestry, entomology, and social services is required in order to intensify extension services needed to "jump start" a new concept, such as the CRM.

The policy for community participation that is in place within UWA is to be lauded as it has provided the backbone from which CRM can take place. It is encouraging to note that CRM activities are part of the general management plan for KNP.

CHAPTER 5:

5 SUMMARY OF FINDINGS

The mission identified a number of short-term and long-term recommendations for future management of natural resources in and around the two parks. The premise for these recommendations is an analysis of what the project achieved, lessons learned during implementation, opportunities and challenges identified during the mission. Chapters 2-4 provided a detailed account of these parameters at the sub-result level. This chapter summarizes key findings and recommendations at the project's key result area levels. Overall, the mission found the project to have achieved its purpose, and therefore all other observations should be interpreted with this in mind.

5.1 RESULT 1: CAPACITY FOR KNP AND SNP MANAGEMENT AUTHORITY STRENGTHENED

The purpose of this result area was to enhance UWA's management capacity at KNP and SNP through improvement of park management systems including management planning, development and maintenance of infrastructure such as roads, outposts and staff accommodation, development of tourist facilities, and improved revenue generation.

The project was not able to meet most of the implementation indicators at the activity level according to the timeframe specified in the project document, such as: assisting KNP to meet 65% of its operational costs by end of year 2000; constructing and maintaining all outposts by 1998; and providing all staff with adequate accommodation by the end of 1999. By the time of the evaluation, KNP was able to generate 50% of its operational costs, some buildings at the SNP outposts were still being constructed, and most of the staff at SNP were still residing at Ntandi trading centre. The delay in achieving project targets within the expected time do not however indicate that the project was mismanaged, rather, it reflects the fact that some project assumptions did not hold true. Like most other projects, targets were set with an assumption that peace and security would prevail in the project area during project implementation. As it turned out, activities at both KNP and SNP were disrupted to a great extent by rebel insurgencies from 1999 to 2001. SNP was more seriously disrupted than KNP to the extent that some activities never took off or were abandoned before they were fully implemented, for example, the Collaborative Resource Management Agreements were not piloted in Semuliki, while the IGA were abandoned before they bore any fruit.

However despite the above hindrances, it was the assessment of the review mission that overall the project was able to meet most of its success indicators for this key result area: the mission verified that the project provided financial support for training of park staff, constructed most of the outposts and staff houses at KNP (but to a lesser extend in SNP), constructed or rehabilitated assess roads in KNP , maintained trails and provided equipment such as vehicles and computers necessary for efficient management of the parks.

Overall, the project is to be commended for its work in strengthening the management capacity at KNP and SNP. A number of notable indicators of positive impact in the management and conservation of the park resources include: the number of tourists visiting the KNP increased steadily since 1996 (Annex 5) as a result of improved infrastructure, diversification of tourist attractions in the park, improved management of visitors, and visitor accommodation; KNP was upgraded from being a "category B" park to category 'A" in recognition of its high standards of tourism services and therefore its marketability (UWA officers confirmed to the mission that KNP had some of the best infrastructure and tourist facilities in the country and was a model for other parks to emulate); and staff trained through KSCDP support were already acting as resource persons for UWA (e.g. community conservation, monitoring and research). These impacts should be encouraged to continue.

Within the new general management plan for the park, which is shortly to be approved by UWA, proposals for the maintenance of activities supported by the project have been made as a way of ensuring sustainability. However, in the case of KNP, there has been a great deal of dependence on the KSCDP with regard to recurrent expenditure. In order to sustain the service levels of KNP, UWA will have to provide additional resources over and above current level of funding. Above all, security in the area is paramount in sustaining achievements made by KSCDP, but unfortunately, UWA has no control over that.

With regard to planning, is was noted that there are a number of planning mechanisms and processes running concurrently at the various levels e.g. the Parks' General Management Planning process, the District Development Process and the DEAPs. These processes need to enrich each other in order to benefit from synergies between them especially as far as ensuring that communities benefit. We strongly encourage the districts and UWA to work together towards putting in place a dependable process to do enable this collaboration. The two institutions can begin by inviting each other to their planning sessions. This would reduce the risk of overburdening the communities with too many processes and committees.

5.2 RESULT 2: STRENGTHENING CAPACITY OF DISTRICT AUTHORITIES TO PLAN FOR AND MANAGE NATURAL RESOURCES

This result area was included in Phase III of the project as recommended by the Phase II evaluation mission that found the capacity of district authorities to be inadequate in view of future sustainability of project initiated activities. The two key activities initiated in this result area were training of district officers in various management skills and support to the DEAPs planning process. The project document set targets for the two activities but most of the targets were not met as specified due to circumstances beyond the control of the project. The delays in meeting project targets were mainly a result of: inadequate staff in districts to undertake training identified during the Training Needs Assessment; inadequate staff to undertake the DEAP process; and budgetary constraints experienced by the project. Budgetary constrains were due to increased district level bureaucracy after Kabarole district was divided into three districts, KSCDP budget cuts and a change from the initially simple NEMA guidelines for the DEAP process into an elaborate and expensive planning process.

Initially, NEMA required that only a few parishes needed to be sampled for data to develop the DEAPs. However, in year 2000 NEMA instructed that data from all parishes should be used, and Parish Environmental Action Plans (PEAPs) developed. The PEAPs would then be consolidated into Sub-county Environmental Action Plans (SEAPS), and the SEAPs would form the basis for developing the DEAPS. With the new arrangement, KSCDP needed to support the development of over 212 PEAPs and over 30 SEAPs in order to develop the four DEAPs for park adjacent areas. By the time of the evaluation, the project had indeed done a commendable job of having assisted in training district officers to undertake completion of 137 PEAPS. Most of these were in KNP again due to hindrances from the insurgency at SNP. The compilation of PEAPs into SEAPs and then DEAPs had not taken place in any of the districts.

As a result of the above constraints, the mission found the level of district capacity to undertake appropriate conservation activities in park adjacent areas to be inadequate even though some of the officers do have adequate knowledge to train others on how to develop PEAPS. Furthermore, even though the project did a commendable job given the constraints, the indicators, (DEAPs and functional Environmental Committees), were not achieved. The project will not be in a position to make this achievements before it closes and therefore the mission wishes to made the following recommendations for improving the District Environmental Planning Process:

- Given the current levels of staffing of the environment department (one-man offices), actual implementation of environmental interventions should be the responsibility of line departments (e.g. forestry, agriculture, water, health, etc.). The role of the environment office should then be to co-ordinate environmental issues within the district. NEMA and the local councils need to revise the TOR for the DEO to include a supervisory role over line departments.

  To ensure the effectiveness of the district environment office, the districts should allocate more funding from the unconditional grants that they receive from the central government, as well as from district generated income. The funds should enable the DEO to frequently monitor environmental activities on the ground.

- Technical staff at district and sub-county level spearheaded the preparation of the PEAPs. The NES however requires that environmental committees be in charge of the environmental planning process. However these committees only serve for a term when the relevant council is in place, and leads to loss of institutional memory and continuity. In addition, the committees are not in place for most districts. It may be more advantageous to have the technical staff run the process of preparing the environmental actions plans with support from the environment committees. This is the system that the project has used in the case of districts surrounding the park as the environment committees were not in place. The DEO should provide a coordinating role.

- The DEAPs should be part of the District Development Plans so that environmental activities stand a better chance of receiving funding at the district level. One-way would be to make the DEAP process part of district planning - such that only one planning process is in place. Having two processes running in parallel could end up being too expensive for districts. The district technical

committee that is chaired by the CAO should oversee this integration process. There is need for NEMA and the CAO's office to deliberate on this policy issue, and agree on a way forward.

- All projects undertaken based on the different development plans prepared at different levels should include a section on environmental considerations. This provision could reduce the work of the DEO drastically to enable him to carry out the coordination role more effectively.

5.3 RESULT 3: IMPACT OF LOCAL COMMUNITIES ON BIODIVERSITY VALUES WITHIN THE TARGET ECOSYSTEMS REDUCED

In order to achieve this key result area, the project undertook a large number of activities in the following sub-result areas: environmental awareness, income generation and diversification of livelihood opportunities, problem animal management, population reduction measures and Collaborative Resource Management (CRM). It was not possible for the mission to fully access and generalize the extent to which the project managed to meet its targets at the activity level for this result area due to the high number of activities undertaken. However, the mission was able to assess from the field visits and discussion with community members that the project had made tremendous effort and achievements in laying the foundation for most of the above interventions.

The previous chapter provided a detailed account of these achievements including the following key outcomes that are already being realised: increased tree planting in schools by the Wildlife Clubs of Uganda and by individual student at their parents homes as a result of environmental awareness activities, production of fuel saving stoves by trained groups as a means of generating income and reducing fuel wood demands, income generation from non-traditional food and commercial crops/animals as a result of the crop diversification and IGA efforts, improved park–community relations as a result of positive interaction gained during planning and negotiations sessions for addressing community-wildlife conflicts and CRM agreements and increased reporting of illegal activities as a result of improved environmental awareness, and trust between communities and the park management.

Key recommendations by the missions for the continued reduction of negative community impacts on the park resources include:

- In order to continue raising awareness on environmental conservation, there is need to include environmental education into the national school curriculum. The Environmental Education Teachers Guide developed with support of KSCDP is a good starting point for Primary Teachers Colleges to impart environmental knowledge during training of teachers.
- Sustainability of Income Generating Activities is dependent on their effectiveness in raising the welfare of individual communities members. It was the assessment of the mission that some of the IGAs introduced, such as fruit farming, did not benefit farmers as expected due to poor marketing. Farmers put in a lot of effort but were not reaping the expected benefits. It is necessary that the project and district partners find ways in which farmers can add value and

market the introduced cash crops. Failure to do so will lead to disillusionment that could jeopardise enthusiasm for future interventions.

- The mission observed that the higher level indicators for this result area, such as, enhanced ecosystem integrity and reduced impact to forest resources are long-term goals that can only be assessed after many years of undertaking the initiated interventions. Most of the interventions require behavioural and societal change by the community, for example, the case of reducing family sizes or using new cooking methods. Some activities such as tree planting have an implication on land tenure, again another difficult regime to change. It is important to have baseline data from which successes, failures and lessons learned could be gauged even after many years. It was the feeling of the mission that some of the baseline data that would be required to make these sorts of assessments, e.g. baseline data and indicators for sustainable harvesting, were not adequately generated at the onset or during the life of the project. UWA and partners are encouraged to include the missing data into their monitoring system with hopefully with assistance from the Makerere University Biological Field Station that is hosted by KNP. This way future progress can be assessed.
- The most effective interventions to reduce the Community-wildlife conflict were identified through research and piloting that was undertaken with project support. However, it was obvious to the mission that the community they interviewed strongly felt that UWA should be fully responsible for bearing the costs of animal control. This has not been feasible, and therefore the need to have wilful community support and effort so as to reduce future costs. The mission recommends that UWA and the local government invest in building a shared responsibility for animal control measures so that there is a less hostile negotiating environment between stakeholders.
- With regard to the CRM agreements, the mission recommends that UWA and partners assess data collected by the CRM committees not only to draw lessons and establish baseline information but also in order to improve on implementation and monitoring. At the time of the mission, there was inadequate assessment of available data.

5.4 RESULT 4: ADOPTING AN EFFECTIVE AND ADAPTIVE MANAGEMENT

In Phase III of the project, adopting an effective and adaptive management system for project implementation was included in the project document as the fourth key result so as to focus on development of sustainability mechanisms. The main indicators for effective project management included holding of stakeholders meetings, making financial reports to the donor, an end of phase evaluation, drawing lessons learned papers and continued provision of technical assistance by IUCN. The mission was satisfied that most of these implementation indicators had been achieved. However there were a number of challenges in meeting targets such as, holding monthly technical meetings at the district level as proposed in the project document. Meetings were not held regularly as a result of budgetary and bureaucratic constraints that arose from the subdivision of Kabarole district into three districts. In an effort to reduce costs of supervision and implementation and further integrate project-initiated activities into district line departments, the project introduced Contract Service Orders that were in the form of MOUs between the project and the District Authorities.

5.5 OVERALL PROJECT ASSESSMENT

Biodiversity conservation and management

KSCDP's purpose was to improve conservation of biodiversity and management of natural resources in and around Kibale and Semuliki National Parks. Though it will take some years before conclusive observations can be made on how the project initiated conservation and development activities will lead to improved biodiversity conservation, there are a number of notable positive indicators from each key result area and at the project purpose level. For example, the number of illegal activities dropped over the years as a result of improved infrastructure within the park, and increased community surveillance; there was improved interest group representation in decision-making processes especially provided by the CRM agreements; collaborative management systems were being piloted and communities were enthusiastic to adopt sustainable farm management practices on their land. Furthermore the KNP turned out to be the Model Park in Uganda as it has some of the best trained staff in visitor handling and some of the best infrastructure.

Through the project, two innovations for environmental management were piloted for the first time in the Ugandan National Parks and their surrounding ecosystems, the CRM agreements, and the DEAP process. Though it is too early to make conclusive statements on CRM, initial observations indicate enthusiasm by the communities who have already arrested a number of illegal harvesters, and removed snares from the park. Relations between the park and the community have improved as a result of trust built during the negotiations on CRM agreements. These positive impacts show that communities need not be the enemy to conservation and sustainable management of protected areas. Rather, communities should not only benefit from protected areas for their livelihoods but should also help to reduce the costs of enforcing controlled access, and biodiversity monitoring.

The above are indications that the project interventions contributed significantly to the overall project goal of improving biodiversity conservation and management of natural resources in, and around Kibale and Semuliki National Parks. The mission recommends that UWA, the Districts partners and Communities should continue monitoring impacts of project initiatives so as to integrate the lessons learned into conservation and development knowledge. In particular, lessons learned should be analysed in order to contribute to the National Poverty Eradication policies. Project staff, with assistance from IUCN have prepared a draft lessons learned book that will be very useful in shaping the future of Integrated Conservation and Development Projects and Uganda's conservation policies. This is commendable given that most projects tend to end with little effort to draw tangible lessons to feed into national policy development.

The observations made by this final evaluation mission with regard to project achievements, impact of project activities, lessons learned is a testimony that KSCDP also contributed significantly to our understanding of how conservation can improve local livelihood and development and vice versa. The project has demonstrated the benefits of adjusting management interventions to ensure successful conservation of protected areas and the need to involve communities.

Adaptive management

During the thirteen-year lifespan of KSCDP, project activities were modified to suit changes in the conservation status of KNP and SNP, and also in order to accommodate knowledge gained on resource management issues. During the first phase of the project (1989-1990), the two parks were forest reserves, and therefore the main objectives focused on supporting classical forest department activities such as, boundary demarcation, planting and maintenance of plantations, and law enforcement. During that time, it was fairly easy for communities to access forest resources through access licenses/permits.

In 1993, the two parks were gazetted into National Parks and the Uganda National Parks introduced a strict protection regime with little or no community access to forest resources. The project added new activities to develop long-term Park Management Plans, and to raise awareness on the importance of resource conservation. The project also introduced activities to promote production of some of the resources found in the forest resources on the farms in order to reduce community reliance on park resources, and the resource use conflict between the park and communities.

Despite these efforts, uncontrolled park resource use by communities continued to be a major threat to conservation even at the end of Phase II. Phase III therefore had a strong commitment to improve the socio-economic well being of the communities adjacent to the park in the hope that this would reduce their reliance on park resources. New project activities included the introduction of a diversity of income generating opportunities to address sustainable development, and enhance collaborative resource management. Fortunately, in recognition of the need to involve communities in park resource management issues, UWA introduced a new policy that allowed piloting of controlled community access to Park resources. This policy enabled the piloting of CRM, and demonstrates the important role that supportive policies play in terms of enabling innovative management interventions.

The last word, challenges of ICDPs

The mission feels that most of the project initiated activities made a logical contribution to the overall project purpose. Some interventions were directly linked to conservation and management of the park resources, for example, building access roads in the park, and capacity building for park staff. Other activities had a relatively longer-term link, e. g., tree planting in park adjacent areas in order to reduce pressure on park resources. However, like other ICDPs, KSCDP did initiate activities that were of a very long-term development nature. These included the family planning intervention, a community credit scheme, support to schools and, provision of safe drinking water to park adjacent communities. The mission was not able to assess, and provide a detailed analysis on their contribution to the achievement of the project's purpose and therefore wishes to recommends that these activities are recorded and analysed in the project's lessons learned book.

ANNEXES

ANNEX 1: DRAFT TERMS OF REFERENCE:

1. Introduction:

The Kibale and Semuliki Conservation and Development Project (KSCDP) is an integrated conservation and development project operating in and around Kibale National Park (KNP) and Semuliki National Park (SNP) within the Districts of Kabarole, Kamwenge, Kyenjojo and Bundibugyo in western Uganda. The Ministry of Water, Lands and Environment (MWLE) on behalf of Uganda Government implements the KSCDP. The KSCDP has received Technical Assistance from IUCN-the World Conservation Union and funding through IUCN by the Royal Netherlands Government since 1993. The central aim of KSCDP has been to reconcile and integrate protected area management with the sometimes-conflicting social and economic needs of adjacent local communities. The project approach focused on the linkages between conservation and sustainable development objectives rather than dealing with them separately.

KSCDP Phase II began in January 1993 following the recommendation of mission that evaluated the Forest Conservation and Sustainable Development Project which was implemented between 1988-1990. In February/March 1995, KSCDP was subjected to a mid-term review whose findings, conclusions and recommendations were generally positive. As a result of these recommendations, a two-year extension of Phase II (July 1995 – June 1997) was granted by the Royal Netherlands Government with the aim of consolidating the Phase II achievements and formulate a Phase III proposal. In September 1997, end of phase evaluation was undertaken and the evaluation recommended a continuation of the project into Phase III to further consolidate the project achievements and address emerging issues. Phase III began in July 1998 and was scheduled to end in June 2001. In September 2000, the KSCDP underwent a mid-term review that recommended a further extension of the project. Accordingly, the project was extended for a further term of 18 months (July 2001-December 2002) purposely to consolidate the achievements and plan phasing out the Dutch support to the project.

As part of phasing-out of Dutch support to the KSCDP, it is intended that the KSCDP undergoes and end of Project Evaluation commissioned by the project institutional partners (Government of Uganda, IUCN and the Netherlands Government).

2. Aim of the End of Phase Evaluation:

The End of-Phase Evaluation is intended to evaluate the over-all impact of KSCDP and recommend strategies to sustain these impacts. Specifically, the Evaluation will assess project progress and approaches to:

- Determine Extent to which KSCDP progressed towards achieving its objectives and whether the results/outputs have contributed to the project goal of conserving biodiversity in Kibale and Semuliki National Parks and associated ecosystems.
- Assess the sustainability of the project impacts at the end of the project.

- Assess the capacity built within the host institutions (Parks and Districts) and the Community and recommend strategies how to enhance or sustain the capacity.

- Identify, analyze and recommend options for the sustainability of KSCDP supported activities.

3. General Terms of Reference for the End-of-Project Evaluation:

The principal task of the Evaluation will be to undertake a detailed assessment of the project impact by reviewing and assessing various aspects of the KSCDP and draw conclusions about the impact of the project. Specifically, the Evaluation will review and assess:

- The Extent to which project supported activities contributed to achieving the over-all project purpose.
- The extent to which project achieved:
    - Capacity and infrastructure for effective park management.
    - Capacity within the districts to plan for and manage natural resources and the environment in general.
    - Development of innovative approaches for sustainable natural resources conservation and management within and outside the parks.
    - Reducing negative impacts by the communities on biodiversity values in the target ecosystems.
    - Participation by the project beneficiaries in the planning and implementation of KSCDP supported activities.
    - Integration of project supported activities within host institutions
- The deployment of project resources (facilities, human power, budget) for project implementation and recommend the distribution of project equipment and property to beneficiary institutions.
- The extent to which the project design and planning cycles and performance of key institutional partners contributed to the success of the project.
- The application of an integrated conservation and development approach towards conservation and management of natural resources, and DRAW lessons learnt.
- The extent to which the phase out strategy ensures logical close of the project

4. Output:

It is expected that the Evaluation will present over-all conclusions on the project impact, lessons learnt and suggestions for ensuring sustainability of these impacts.

5. Evaluation Report:

The Evaluation report will include the following major sections:

i. Executive Summary
ii. Background and Introduction
iii. Findings (Impacts)
iv. Lessons learnt
v. Suggestions for ensuring sustainability
vi. Recommendations on project closure.

7. Methodology:

The Evaluation team will undertake this task over period of at least two weeks involving;

i. Consultations with Key institutions (Netherlands Embassy, MWLE, UWA, IUCN, Districts, KSCDP, Community representatives, "other" partners in the project area)
ii. Reviewing project reports and other documents (work plans, funding agreement, publications, etc.)
iii. Field observations
iv. Presentation of preliminary findings and seeking further input from key partner institutions (as specified in #(a))
v. Debriefing key institutional partners on major findings, conclusions, lessons learnt and suggestions for ensuring sustainability of the project impact.
vi. Final report

The Evaluation Team will collate a full Evaluation report incorporating inputs within three weeks after the Exercise. The final report will be submitted to the Netherlands Embassy in Kampala, Government of Uganda and IUCN.

8. Commissioning the Evaluation Team:

The three key institutional partners: Netherlands Embassy, MWLE and IUCN will jointly commission the Evaluation Team. Each institution will nominate or sponsor a representative to the 3-person Team. The Team will develop its own *modus operandii* including selecting amongst themselves a Team leader.

The Team Leader will be responsible for the Evaluation and ensuring teamwork and timely production of the final report.

9. Logistics:

The Team and entire Evaluation exercise will be facilitated by the KSCDP within the provisions the project resources and budget. In the event the Evaluation exercise engages paid consultants, fees and other costs will be sought from elsewhere.

10. Itinerary:

The Evaluation team will assemble in Kampala on 22nd July 2002. It will hold discussions with the project's institutional partners: Netherlands Embassy IUCN, MWLE, NEMA, UWA and other associates before departure to the field. In the field, the Evaluation Team will be hosted by the KSCDP. Provisional itinerary is as follows:

Date	Activity	Location/Lead agency
Day 1 - Day 2	➢ Team Assemble in Kampala ➢ Hold consultations with Kampala based institutions and key persons ➢ Review information/literature	➢ IUCN - UCO, RNE, MWLE, UWA, NEMA, etc. ➢ **IUCN seek appointments**
Day 3	➢ Travel Kampala - Fort Portal	➢ **KSCDP provide Transport**
Day 4 - 9	➢ Meetings with KSCDP ➢ Review information/literature ➢ Consultations with key institutions in (from) Fort Portal, Kamwenge, Kyenjojo, Bundibugyo ➢ Field visits to project activities De-briefing to KSCDP, key partner institutions in project area	➢ Project area ➢ **KSCDP: appointments, logistics**
Day 10	➢ Travel Fort Portal - Kampala	➢ **KSCDP provide logistics**
Day 11- Day 12	➢ Report preparation ➢ Further consultations with Kampala based institutions ➢ De-briefing Kampala based institutions	➢ **IUCN-UCO organize logistics** ➢ MWLE host meeting *(Venue for debriefing to be decided later)*

The End of Phase Evaluation methodology/Process

1. The Evaluation Team will comprise of representatives from the three main institutional partners: RNE, IUCN and MWLE.
2. The Team will consult extensively with the key institutional players and beneficiaries to the project as follows:
   - Central Government/Kampala: IUCN UCO, RNE, MWLE (Forest Inspection Division/Director L&E), MoFPED (Desk officer for Env/NR), NEMA (Biodiversity Specialist, District support Coordinator - DEAPS desk), UWA (E/D; D/Director Field Operations, Community Conservation, Planning Coordinator), MAAIF, etc.
   - Field institutions: KSCDP Staff, KNP/SNP Staff, Kabarole/Bundibugyo/Kyenjojo/Kamwenge Districts Administration (LCV, CAO, and Production coordinators, Env. Officers, Secretaries for Education); Selected NGOs/CBOs (Bigodi Wetlands group, etc.)
   - Target community and households
   - Collaborating institutions/projects/programmes (NAADS, HASSP, etc.) sister projects/programmes (JGI, FACE, PAMSU, etc.), other institutions (MUBFS, NGOS/CBOs, etc.)
3. The Team will visit selected field activities. Note: field visits are intended not to become "inspection visits" hence emphasis should be placed on representative activities per objective. The Evaluation should focus on the impact of such activities and their sustainability.
4. The Team will consult the literature at RNE, UCO and KSCDP focusing on: project documents (funding contracts, MoU, project work plans phase-documents, etc.), project progress and technical reports.
5. Visit to the project area shall be crowned with a de-briefing on key findings and preliminary conclusions. Final de-briefing will be organized in Kampala at the end of the Mission.
6. Final report writing and time frame for completion of the report will be agreed upon amongst Team members and between the Team and the three main institutions at the de-briefing in Kampala.

ANNEX 2: ITINERARY AND PEOPLE MET DURING THE EVALUATION PROCESS

Date/Time	Persons met	Designation
July 21, 9.15 – 10.00 p.m.	Alex Muhwezi Charles Walaga	Country Representative, IUCN, UCO Programme Co-ordinator, IUCN, UCO
July 23, 2.30 – 3.45 p.m. Uganda Wildlife Authority	Maxwell Akora Eunice Mahoro	Ag. Executive Director/ Director Financial Services, UWA Ag. Director Field Operation/Deputy Director, UWA
July 24, 3.00 – 5.00 p.m. Kyenjojo District Administration	Joseph Byaruhanga Richard Kapere	Deputy, District Administrative Officer, K District Environment Officer
	Rose Nyakaisiki Kasolo	Secretary for Production and Environment Secretary for Planning and Finance
	SD Assimwe Ruth Katabarwa	District Education Officer Secretary for Health and Social Services
July 25, 11.15 - 12.30 a.m. MUBFS, Kanyawara	Resty Kabasomi Prof. John Kasenene	Deputy Speaker, Kyenjojo District Council Director, Makerere University Biological Field Station
July 25, 12.30 – 2.00 p.m. MUBFS, Kanyawara	Silver Asaba	Chairman, Kibale Association For Rural Environment and Development (KAFRED)
July 25, 3.00 – 3.45 p.m. MUBFS, Kanyawara	Kizza Fred	Project Manager, UWA-Face
July 25, 5.00 – 8.00 p.m.	Team discussions	Florence Chege, Gershom Onyango, Charles Drazu, Sam Mwandha
July 26, 9.30 – KSCDP presentation at project offices	Patrick Kidiya	Project Co-ordinator, KSCDP
	P.B. Chhetri	Chief Technical Advisor
July 27, 9.30 – 6.00 KNP Isunga and Kanyanchu	Joseph Serugo	Chief Warden Kibale Conservation Area
	David Kissa	Warden Tourism
	Fred Kizza	Project Manager, UWA-Face
	Stephen Karenzi	Accountant
	Moses Olinga	Monitoring and Research Assistant
	Joseph Ogwal	Monitoring and Research Warden
	Edwin Kagoda	Warden Community Collaboration
	John E. Okot	Warden Law Enforcement
	John Bandashi	Camp Supervisor, Kanyanchu
July 28, 9.30 – 2.00 p.m., Kiziba Parish	Paul Mulera	Farmer, Sec. for Production and Environment, Kiziba Parish, Kamwenge

Date/Time	Persons met	Designation
	Deo Kahangire	Senior Agricultural Officer, District Production Officer, Kamwenge
	John Mukumbya 2 Women groups	Agriculture Officer, Kamwenge Sub-county Kiziba Parish (about 8 women around)
July 28, 3.00 – 5.00 p.m., Busiriba Parish,	Everest Beyanga	Former extension agent for KSCDP, Farmer
July 29, 10.00 – 11.00 a.m., Kanyante village, Nyabweya Parish	About 20 villagers including John Kyarokirungi	
July 29, 11.30 – 1.00 p.m. Nyabweya B village, Nyabweya Parish	Famous Kabarika	Chairman Collaborative Resource Management for Nyabweya
	Byamugisha Canary	Chairman LC 1, Nyabweya B
July 29, 3.30 – 4.00 p.m., Peri Achte P.S.		
July 30, 11.00 – 1.30 p.m., Semuliki NP	Silvester Masereka	Warden in Charge/Warden Community Conservation, SNP
	Ogera Vicent	Warden Tourism, SNP
	Balisima Godfrey	Head, Ranger guide, SNP
	Bamwitira Bernard	Community Conservation Ranger, SNP
	Tumusime Richard	Ranger guide/Driver, SNP
	6 rangers Law enforcement	
July 30, 3.00 – 4.00 p.m., Bundibugyo district	Bambalira Jackson	Chairman, LC V, Bundibugyo
	Maate Jockus	District Environment Officer, Bundibugyo
	Opolot Peter	Ag. District Water Officer, Bundibugyo
	Ssenyondo Fravell	Asst. Chief Administrative Officer, Bundibugyo
	Balinde M. Gideon	Secretary for Finance and Planning
	J.B. Nkayarwa	Secretary for Social Services, Bundibugyo
	Aheebwa Gideon	Speaker, Bundibugyo, LC V Council
July 30, 4.00 – 5.00 p.m., Bundibugyo district	Bishaka Edmund	District Agriculture Officer, Bundibugyo
	Maate Jockus	District Environment Officer, Bundibugyo
	Odeke Y.O.	District Forest Officer, Bundibugyo
July 31, 10.30 – Production officials for all districts at KSCDP	Magara Nicholas	District Environment Officer, Kamwenge
	Dr. J. Tinkamaliirwe	District Veterinary Officer, Kyenjojo
	Kapere Richard	District Environment Officer, Kyenjojo
	Claver Muhumuza	District Agriculture Officer, Kamwenge

Date/Time	Persons met	Designation
August 01, 10.00 – 11.10 a.m.; Fort Portal Diocese Micro Finance Project (FPDMFP)	Dr. Kamanyire A	District Environment Officer, Kamwenge
	Michael W. Olupot	Ag. District Forest Officer, Kamwenge
	Twinomugabe Abel	District Forest Officer, Kabarole
	Kahangire Deo	District Production Co-ordinator, Kamwenge
	Clovis Kalenzi	Project Co-ordinator , FPDMFP
	R. Timuhimbise	Supervisor, FPDMFP
	Herbert Rusa	Supervisor, FPDMFP
August 01, 11.20 – 12.30 p.m.; Kabarole Bee Keepers Association (KBA)	Bob Asabakusima	Chairman, KBA
	Patrick Irumba	Secretary General, KBA
	Justine Kabalodi	Sales Manager, KBA
	Ben Kakyope	Vice Chairman, KBA
	S. Rwamakuruki	Treasurer, KBA
August 01, 1.20 – 2.10 p.m.; District Community Development Officer	Bernard Barugahare	District Community Development Co-ordinator, Kabarole
August 01, 2.30 – 3.10 p.m.; District Health Visitor, Kabarole	Sister Beatrice Ssempebwa	District Health Visitor, Kabarole
August 02 Report writing		
August 03 Report writing		
August 04 De-briefing Project Management	Purna B. Chhetri	CTA, KSCDP
	Patrick Kidiya	Project Coordinator, KSCDP
August 05, 2.30 p.m. DE-briefing the Royal Netherlands Embassy	M. Peters	Ambassador
	Harman Idema	Ag. Head Development Coorperation
	Francesco Mascini	Advisor, Justice, Law and Order
	George Kalibala	Advisor, Education
	Guma K. Catherine	Advisor, Gender
August 06, 10.00p.m. De-briefing partners at the Ministry of Water, Lands and Environment.	K.S.B.Mubbala	Director, Lands and Environment
	Sam Mwandha	Coordinator Planning & EAI, UWA
	Purna B. Chhetri	CTA, KSCDP
	Patrick Kidiya	Project Coordinator, KSCDP
	Charles Drazu	Programme Officer, RNE
	Florence Chege	Programme Officer, IUCN/EARO
	Alex Muhweezi	Country Representative, IUCN-UCO
	Apophia Atukunda	Director Planning and Monitoring, UWA
	Nkeramihigo Julius	Districts Support Officer, NEMA
	Gershom Onyango	Asst. Comm. Forest Inspection, MWLE

ANNEX 3: LITERATURE USED

From the KSCDP

1. Final report Phase II and extension
2. Evaluation report – End of Phase II
3. Mid-term review report, September 2000
4. Project proposal, Phase III
5. Work Plan July 2001 – December 2002
6. Summary documents provided by KSCDP (Brief to Evaluation Mission)
7. Draft lessons learnt documents
8. Contracts between:
   - IUCN and Royal Netherlands Embassy
   - Ministry of Water, Lands and Environment, IUCN and RNE
9. Collaborative Resource Management and its significance with livelihood security, Paper by Purna B. Chhetri and Annet Kandole
10. KSCDP progress report January 1999 – June 1999
11. KSCDP progress report July 1999 – December 1999
12. KSCDP progress report January 2000 – June 2000
13. KSCDP progress report July 2000 – December 2000
14. KSCDP progress report January 2001 – June 2001
15. KSCDP progress report July 2001 – December 2001
16. The National Environment Statute, 1995
17. Review of the out-of-park sustainable development activities of the Kibale and Semuliki conservation and development project by Margaret Najjingo Mangheni, Frank Matsiko Birybaho, Christopher Bukenya, November 2000

From Districts

1. Kabarole District Development Plan 2001 - 2002
2. Kabarole District Local government budget Framework Paper 2002 /03 Financial Year
3. Bundibugyo district department of environment, game and vermin control work plan for the year 2002 – 2003
4. Environment action plan report for Kikoda parish, Kihuura sub-county, Kyenjojo district September 2001
5. Environment action plan report for Kijura parish, Hakibaale sub-county, Kabarole district March 2001
6. Environment action plan report for Rwangara parish, Kanara sub-county, Bundibugyo district
7. Memorandum of Understanding between Kibale and Semuliki conservation and Development Project and Kabarole District Administration for promotion of growing fruits in Ruteete sub-county July 2001 – December 2002

From KNP

1. Visitor statistics 1997 – 2001 for Kibale National Park
2. Head office remittance to KNP 2000 – 2001 and 2001-2002
3. Income figures July 2000-June 2002 and July 2001-June 2002

4. Draft annual operation plan 2002 – 2003
5. An analytical report of illegal activities in KNP (June 1999 – December 2001) – draft by John Emitchell Okot
6. Community resource use data sheet
7. Collaborative management within UWA

From SNP

1. Visitor statistics July 2001 – June 2002
2. Income and expenditure July 2001 – June 2002
3. Environment work plans 2002 – 2003

Others

1. Profile of donor support in the four districts in PMA and related developments
2. Kbarole bee keepers association brochure

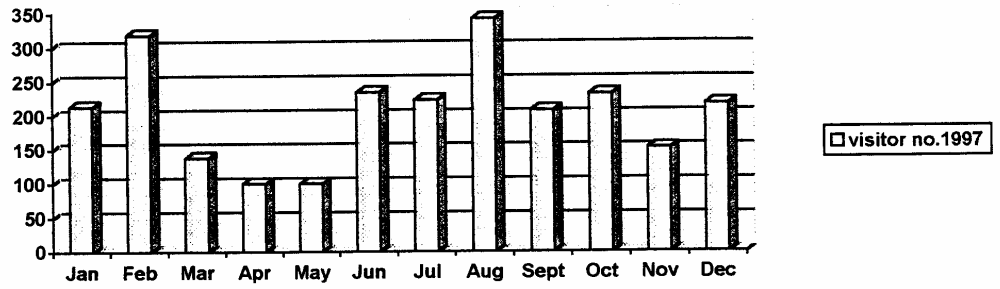
ANNEX 4: LIST OF TOOLS AND EQUIPMENT PROVIDED TO KNP AND SNP

#	Equipment	Year of purchase	Condition	Remarks
KNP	Vehicles and motorbikes			
1	Motorbike (Honda) CT 125 (UPV 219)	1994	Grounded	
2	Motorbike (Honda) CT 125 (UPV 218)	1994	Running	
3	Motorbike (Honda) CT 125 (UPV 220)	1994	Running	
4	Motorbike (Honda) CT 125 (UPV 221)	1994	Running	
5	Motorbike (Honda) CT 125 (UPV 228)	1994	Running	
6	Motorbike (Honda) CT 125 (UPV 229)	1994	Running	
7	Motorbike (Honda) XL 125 (UAC 960F)	1998	Running	
8	Toyota Hilux 4WD Diesel (UDG 588)	1997	Running	On temporary loan to KNP
SNP				
1	Toyota Hilux D/C 4WD (UAZ 927)	1997	Running	On temporary loan to SNP
2	Motorbike (Honda) CT 200 (UCZ 443)	1997	Running	
3	Motorbike (Honda) XL 125 (UAC 959F)	1998	Grounded	
	Others (Computer, GPS etc)			
KNP				
1	GPS	1999	Working	
2	Computer (laptop)	1997	Obsolete	
3	TV (Panasonic)	1999	Working	
4	VCR (Panasonic)	1999	Working	
5	Generator (Clarks, 2.2 KVA)	1993	Working	
6	Generator EM650Z (Honda)	1993	Working	
7	Compass (10 pcs)	1993	Working	
8	Camping equipment	1993	In various conditions	
9	Solar panel (6 unit)	2000	Working	
10	Batteries for solar panels	2000	Working	
SNP				
1	Computer Acer 36 max	1999	Working	
2	VHF Radio Transmitter (Barrett)	1989	Working	
3	Sewing machine	1997	Working	
4	Computer (Toshiba laptop)	1994	Not working	Damanged during insurgency.
5	Printer (Epson)	1994	-do-	-do-
6	GPS (3 units)	1999	Working	
7	Compass (3 units)	1993	Working	
8	Measuring tape (1 unit)	1993	Working	
9	Solar panel (1 unit)	1999	Working	
10	Type writer (Olivette)	1993	Working	
11	Generator (Clarks, 2.2 KVA)	1993	Working	

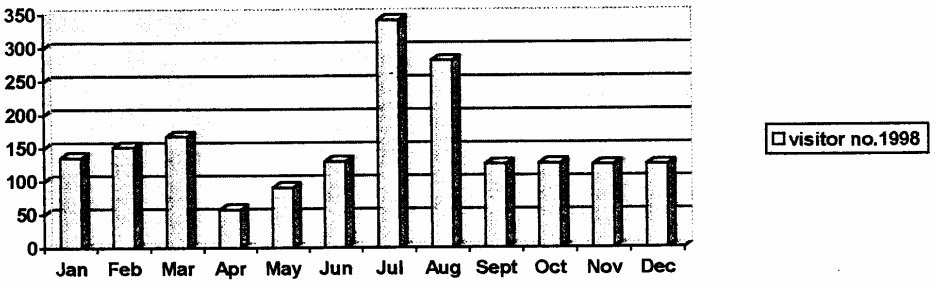
ANNEX 5: RECORD OF VISITOR NUMBERS AT KNP FOR A NUMBER OF YEARS

VISITOR STATISTICS FOR KIBALE NATIONAL PARK FROM 1997 - 2001.

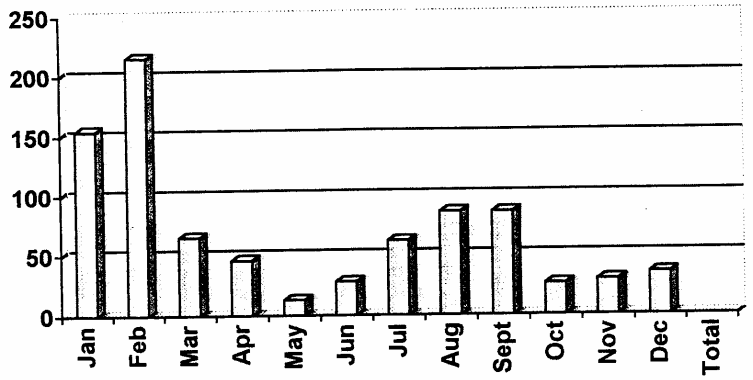
Yrs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
1997	214	319	138	100	100	234	223	342	208	232	152	217	



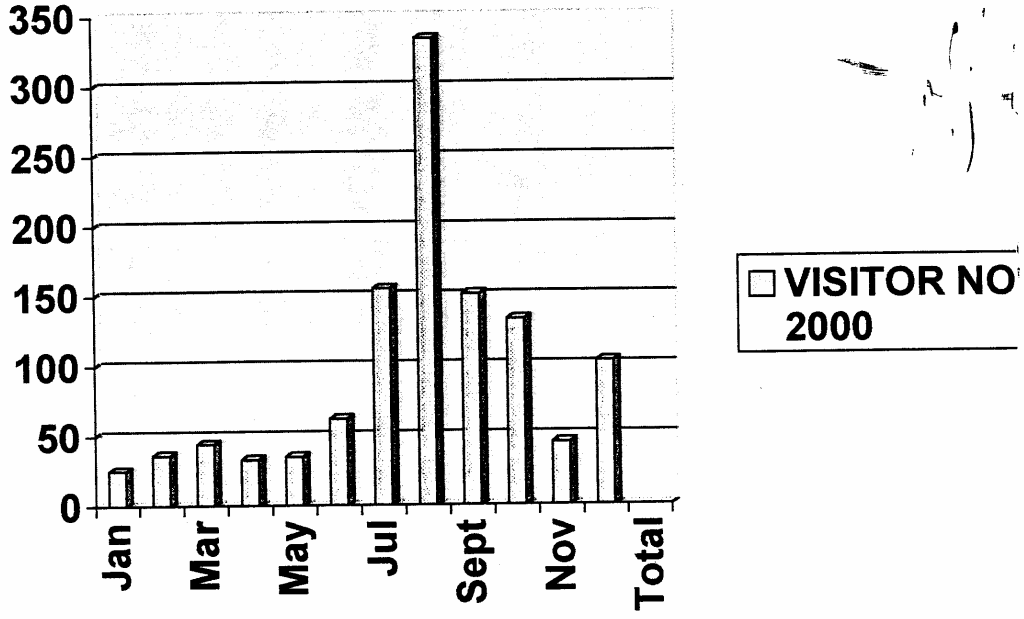
Yrs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
1998	135	151	167	57	90	129	341	281	125	126	124	124	



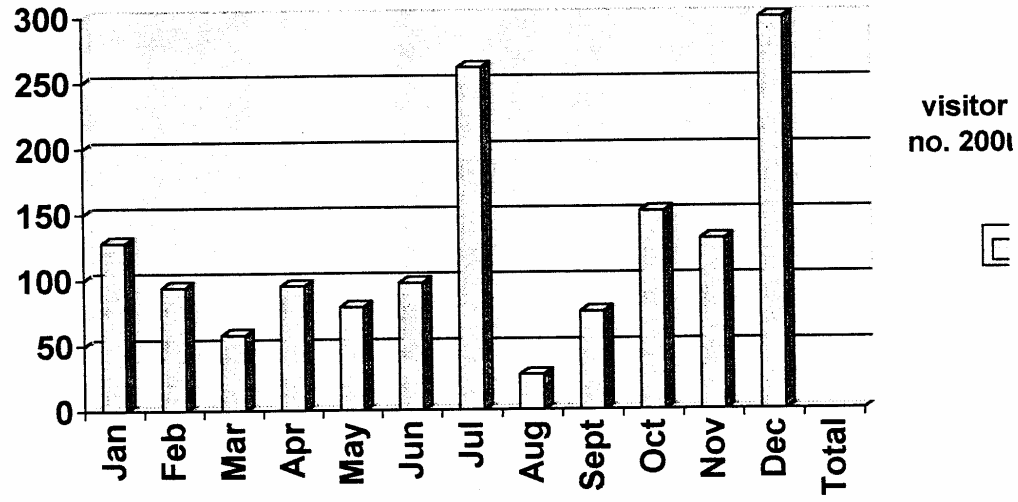
Yrs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
1999	154	215	65	46	13	28	62	86	86	26	29	35	



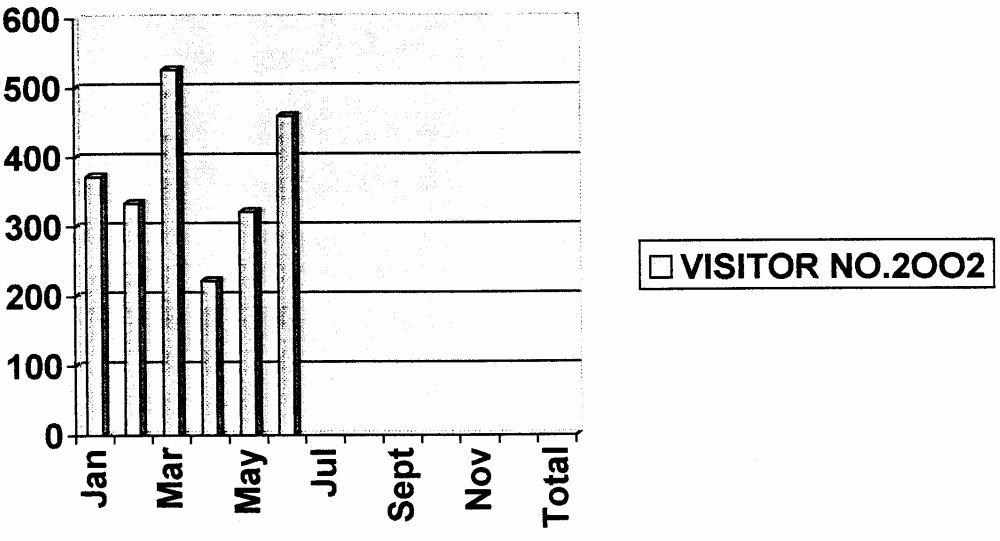
Yrs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
2000	25	36	44	33	35	62	155	334	151	133	45	103	



Yrs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
2001	128	94	58	95	79	97	261	27	75	151	130	299	



Yrs	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total
2002	372	333	526	222	321	459							
Total													



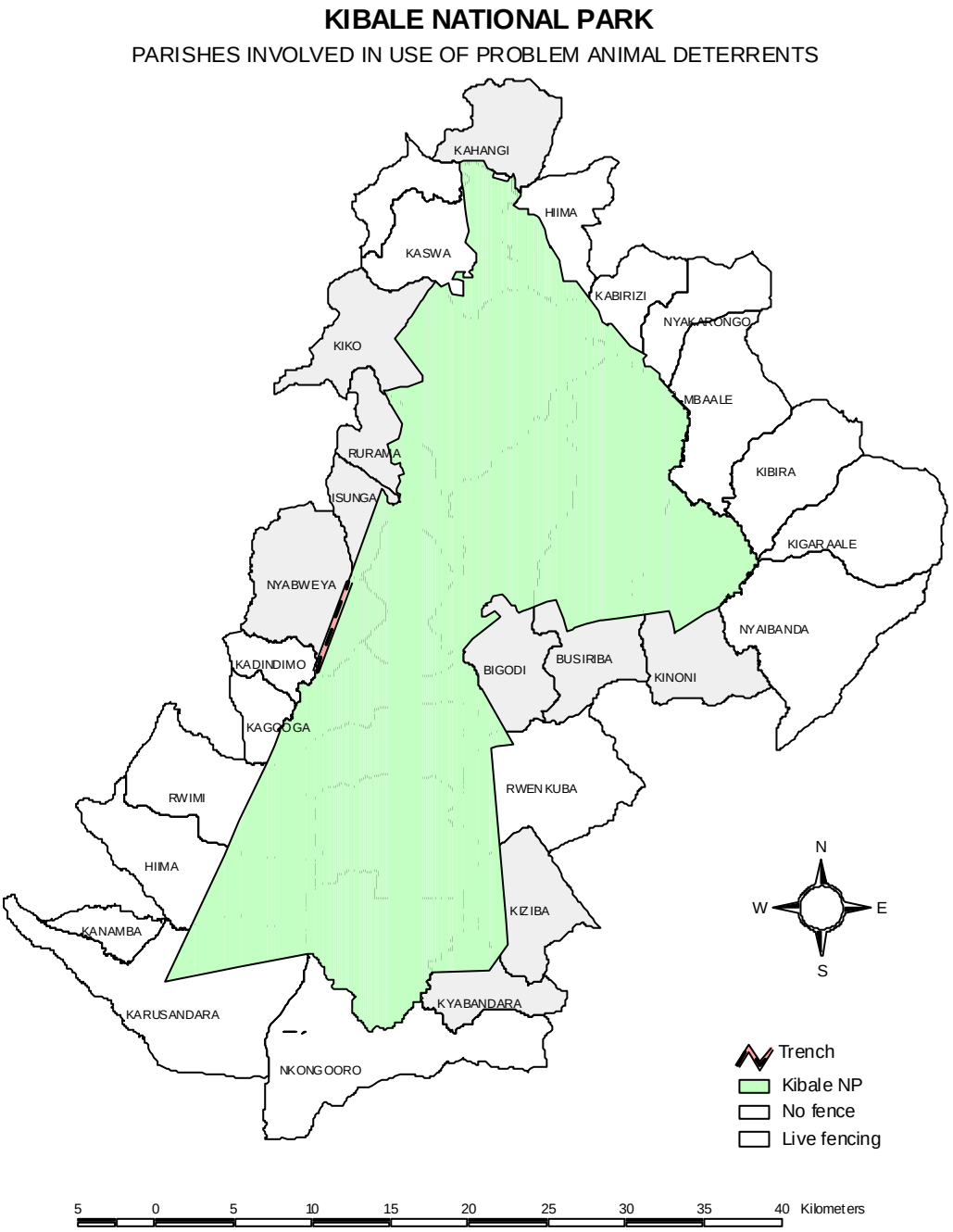
ANNEX 6: KNP & SNP STAFF TRAINING (IDENTIFIED IN KNP LTMP PG 47)

Course		No. Trained in KNP		No. Trained in SNP		TOTAL
		Male	Female	Male	Female	
1	Benefit sharing polices					
2	Development and implementation of community programs	♦				
3	Collaborative management and use of sustainable non timber park resources	3	3	6	-	12
4	PRA techniques	1	2	-	-	3
5	Tourism Management	4	-	-	-	1
6	Visitor Services Management	4	-	5	-	9
7	EIA	♦				
8	Ecology	♦				
9	Basic research and monitoring	♦				
10	GPS/GIS for ecological monitor	19	6	9	2	36
11	Field craft	14	-	2	-	16
12	Map reading	♦				
13	Nature interpretation	♦				
14	Use of field equipment &	♦				
15	First aid and emergency medical handling	12	5	9	1	37
16	Basic electronic and mechanical handling (*radio*)	14	4	7	1	26
17	Driving and other vehicle safety (*trouble shooting)*	8	-	5	-	13
18	Communication skills & report writing	18	6	9	2	35
19	Production of educational materials	8	4	5	2	19
20	Basic administration and management	1	-	-	-	1
21	Accounting & Book keeping	1	-	-	-	1
22	Planning *(& management of community projects)*	-	-	1	-	1
23	Financial planning and budgeting	♦				
24	Legal Procedures	16	5	10	1	32
Course identified from the TNA and conducted other than those in the LTMP						
25	Conflict management/resolution	2	1	-	-	3
26	UWA policy ad statute	15	5	9	1	30
27	Negotiation skills (CRM)	8	4	7	-	19
28	Computer Skills	8	2	3	1	10
29	Diploma in Wildlife Management in South Africa	1	-	-	-	1

Key:

- ♦ Courses that were identified during the LTM Planning session but have not yet been done.

Annex 7:


KIBALE NATIONAL PARK
PARISHES INVOLVED IN USE OF PROBLEM ANIMAL DETERRENTS
KAHANGI
HIIMA
KASWA
KABIRIZI
NYAKARONGO
KIKO
MBAALE
RURAMA
KIBIRA
ISUNGA
KIGARAALE
NYABWEYA
NYAIBANDA
KADINDIMO
BIGODI
BUSIRIBA
KINONI
KAGGOGA
RWENKUBA
RWIMI
HIIMA
KIZIBA
KANAMBA
KYABANDARA
KARUSANDARA
NKONGOORO
N
W
E
S
Trench
Kibale NP
No fence
Live fencing
5 0 5 10 15 20 25 30 35 40 Kilometers

Annex 8:

KIBALE NATIONAL PARK AND SURROUNDING PARISHES

PARISHES INVOLVED IN CRM AGREEMENTS