

**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

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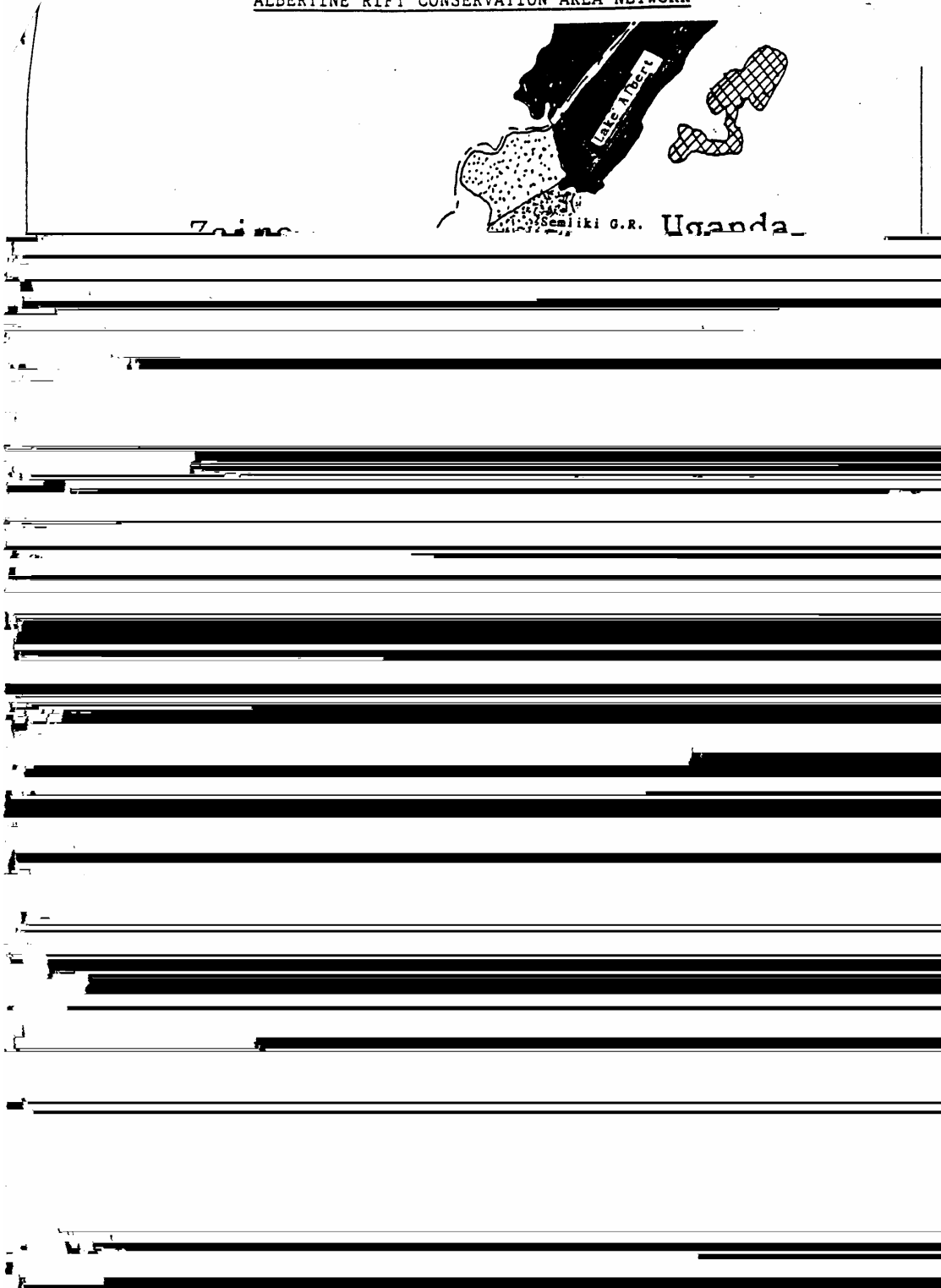
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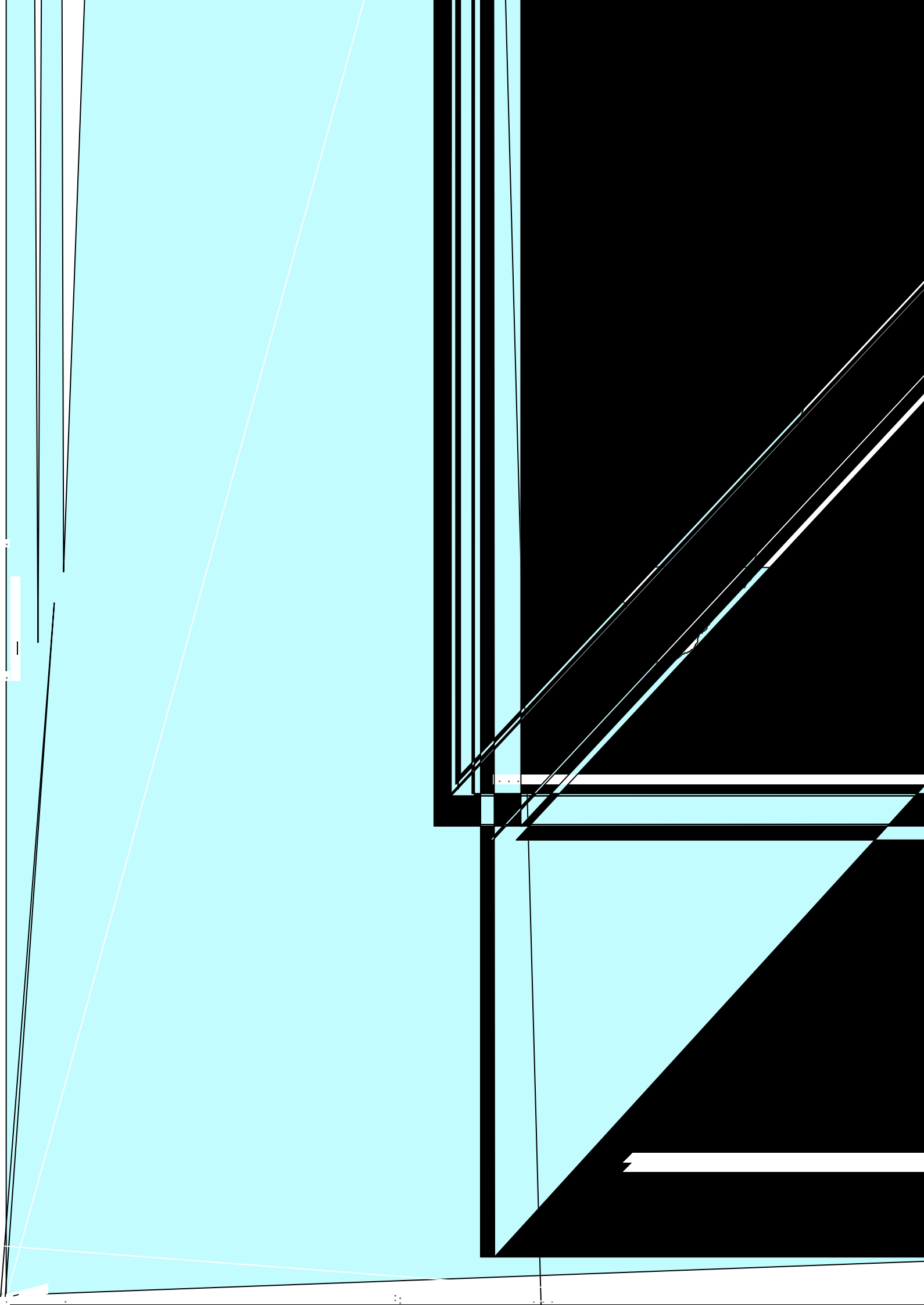
The evaluation mission appreciates all the assistance, information and advice extended to it by the many individuals during discussions and field visits. It is not possible to thank everyone individually, however, your contributions collectively enabled the mission to

MAP 1

ALBERTINE RIFT CONSERVATION AREA NETWORK



Map 2





Map5

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 km² (766 km² in KNP and 219 km² 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

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- § 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.

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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 built, 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 software 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 pilot Tj 3.FtlRrrative 4clj -2ageundingrjoes were inipoluej -2o

- 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

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

- § 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 ent

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 km²) 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 km². 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* (

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-Biodiversity and Socio

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.

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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)

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

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 day

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. kktikewie the tMnitoring and ERsearch,

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 advise 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

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§ 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.

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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

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 developm

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

CHAPTER 4: ASSE

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

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

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

- § **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

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 trail 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 (

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 schemes² 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;
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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

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:

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, it 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 to

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 relationship between them and their stakeholders.
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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 recommend that these activities are recorded and analysed in the project's lessons learned book.

ANNEXES

- 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:

- 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

Date	Activity	Location/Lead agency
Day 1 - Day 2	<ul style="list-style-type: none"> Ø Team Assemble in Kampala Ø Hold consultations with Kampala based institutions and key persons Ø Review information/literature 	<ul style="list-style-type: none"> Ø IUCN - UCO, RNE, MWLE, UWA, NEMA, etc. Ø <u>IUCN seek appointments</u>
Day 3	<ul style="list-style-type: none"> Ø Travel Kampala - Fort Portal 	<ul style="list-style-type: none"> Ø <u>KSCDP provide Transport</u>
Day 4 - 9	<ul style="list-style-type: none"> Ø Meetings with KSCDP Ø Review information/literature Ø Consultations with key institutions in (from) Fort Portal, Kamwenge, Kyenjojo, Bundibugyo Ø Field visits to project activities De-briefing to KSCDP, key partner institutions in project area 	<ul style="list-style-type: none"> Ø Project area Ø <u>KSCDP: appointments, logistics</u>
Day 10	<ul style="list-style-type: none"> Ø Travel Fort Portal - Kampala 	<ul style="list-style-type: none"> Ø <u>KSCDP provide logistics</u>
Day 11- Day 12	<ul style="list-style-type: none"> Ø Report preparation Ø Further consultations with Kampala based institutions Ø De-briefing Kampala based institutions 	<ul style="list-style-type: none"> Ø <u>IUCN-UCO organize logistics</u> Ø MWLE host meeting (<i>Venue for debriefing to be decided later</i>)

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
	Joseph Byaruhanga Richard Kapere	Deputy, District Administrative Officer, K District Environment Officer
	Rose Nyakaisiki Kasolo	Secretary for Production and Environment

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	

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 Twinomugabe Abel	Ag. District Forest Officer, Kamwenge District Forest Officer, Kabarole
	Kahangire Deo Clovis Kalenzi	District Production Co-ordinator, Kamwenge Project Co-ordinator, FPDMFP
	R. Timuhimbise Herbert Rusa	Supervisor, FPDMFP Supervisor, FPDMFP
August 01, 11.20 – 12.30 p.m.; Kabarole Bee Keepers Association (KBA)	Bob Asabakusima Patrick Irumba	Chairman, KBA Secretary General, KBA
	Justine Kabalodi Ben Kakyope	Sales Manager, KBA Vice Chairman, KBA
	S. Rwamakuruki Bernard Barugahare	Treasurer, KBA District Community Development Co-ordinator, Kabarole
August 01, 1.20 – 2.10 p.m.; District Community Development Officer		
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 Patrick Kidiya	CTA, KSCDP Project Coordinator, KSCDP
August 05, 2.30 p.m. DE-briefing the Royal Netherlands Embassy	M. Peters Harman Idema Francesco Mascini George Kalibala Guma K. Catherine	Ambassador Ag. Head Development Cooperation Advisor, Justice, Law and Order Advisor, Education Advisor, Gender
August 06, 10.00p.m. De-briefing partners at the Ministry of Water, Lands and Environment.	K.S.B.Mubbala Sam Mwandha Purna B. Chhetri Patrick Kidiya Charles Drazu Florence Chege Alex Muhweezi Apophia Atukunda Nkeramihigo Julius Gershom Onyango	Director, Lands and Environment Coordinator Planning & EAI, UWA CTA, KSCDP Project Coordinator, KSCDP Programme Officer, RNE Programme Officer, IUCN/EARO Country Representative, IUCN-UCO Director Planning and Monitoring, UWA Districts Support Officer, NEMA 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. report January 1999 – June 1999

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

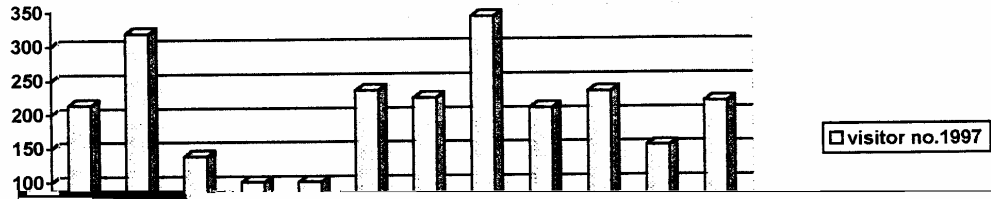
1. Profile of donor support in the four districts in PMA and related developments
2. Kbarole bee keepers association brochure

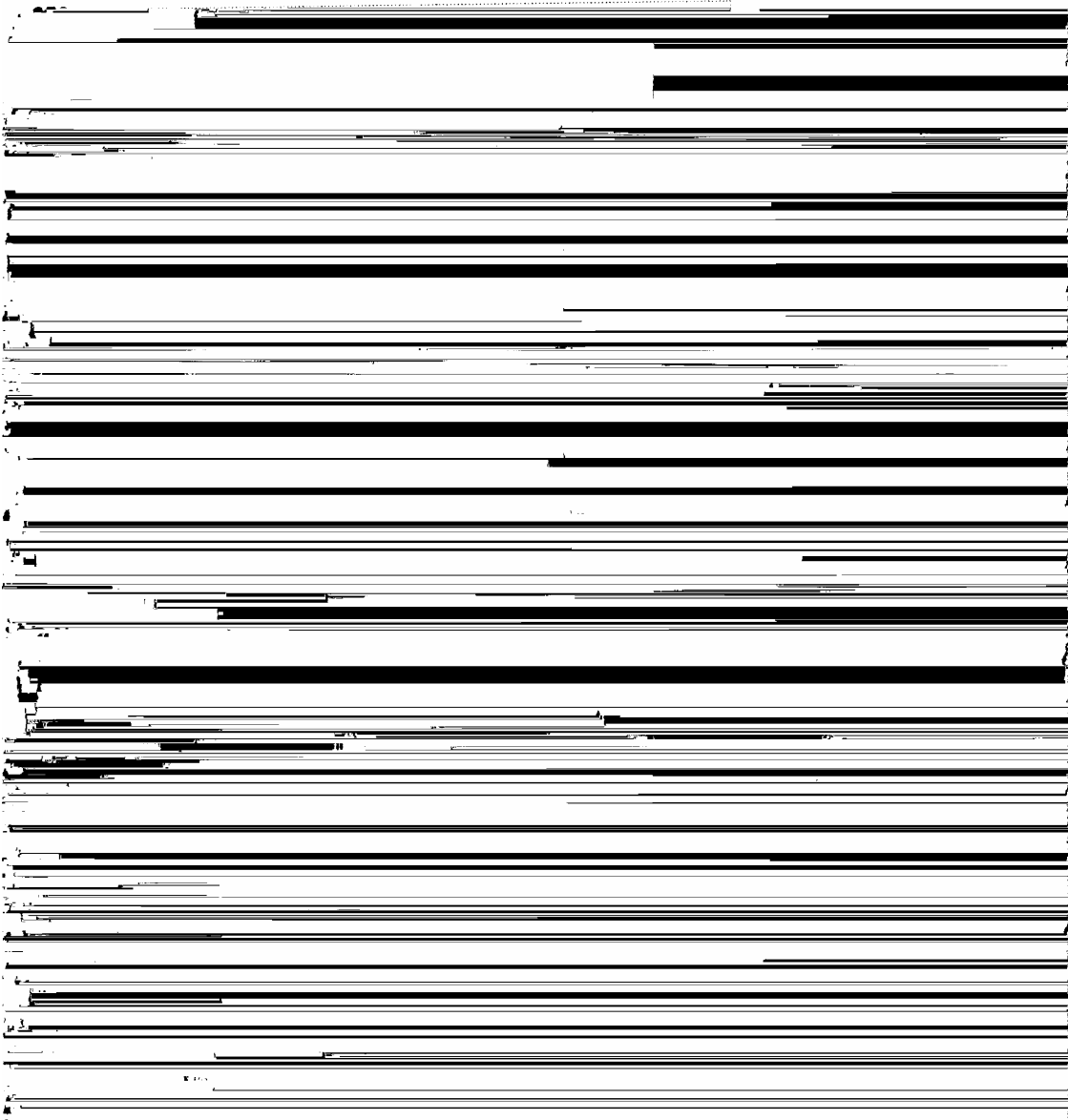
**ANNEX 4: LIST OF TOOLS AND EQUIPMENT PROVIDED TO
KNP AND SNP**

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
2001	128	94	58	95	79	97	261	27	75	151	130	299	

300



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 (<i>radio</i>)	14	4	7	1	26
17	Driving and other vehicle safety (<i>trouble shooting</i>)	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 (& <i>management of community projects</i>)	-	-	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	LIWA policy ad statute	15	5	9	1	30
		8	4	7	-	19

