

# National Parks To be or not to be ?

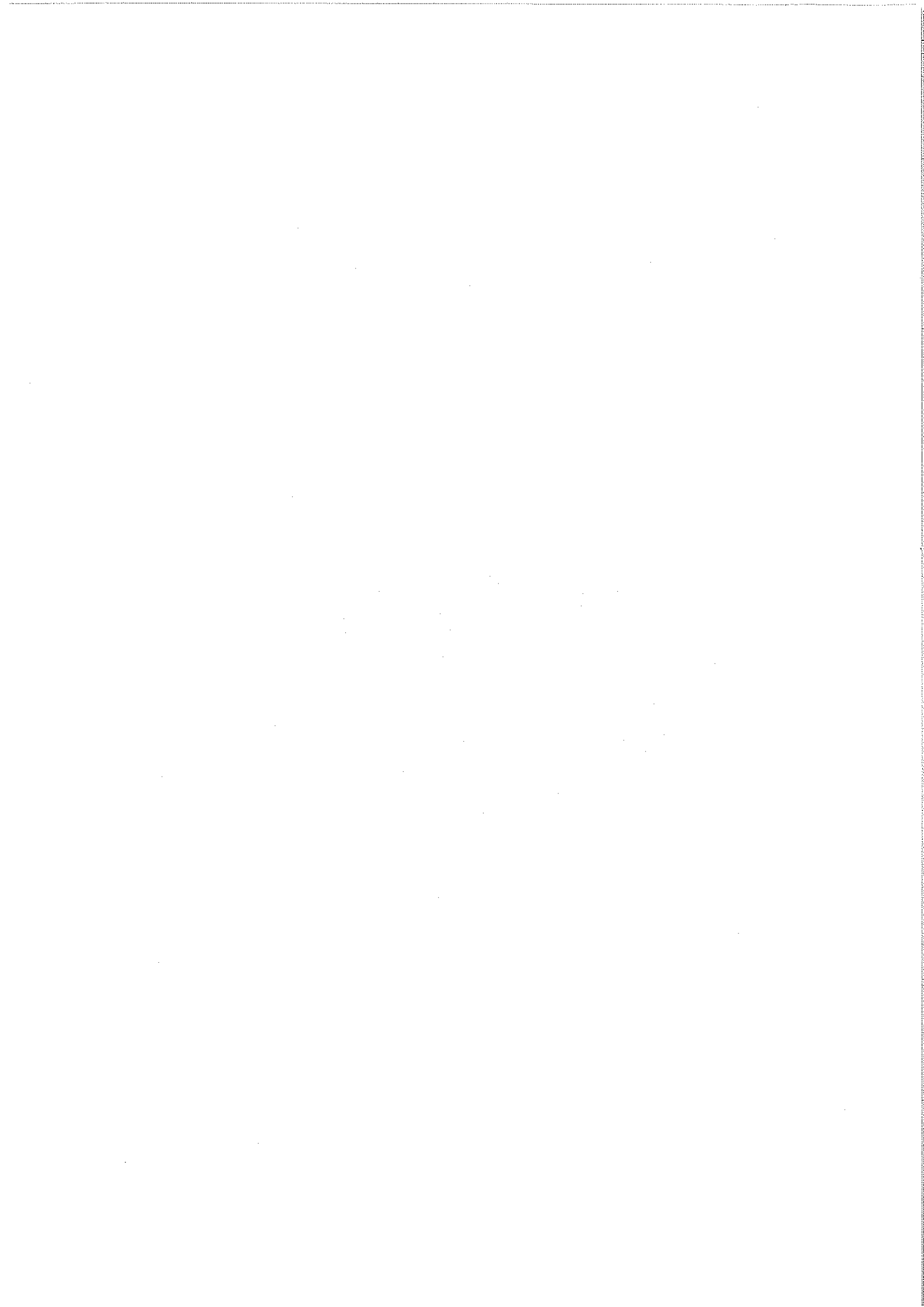
Report of the Evaluation Mission of the



Phase II

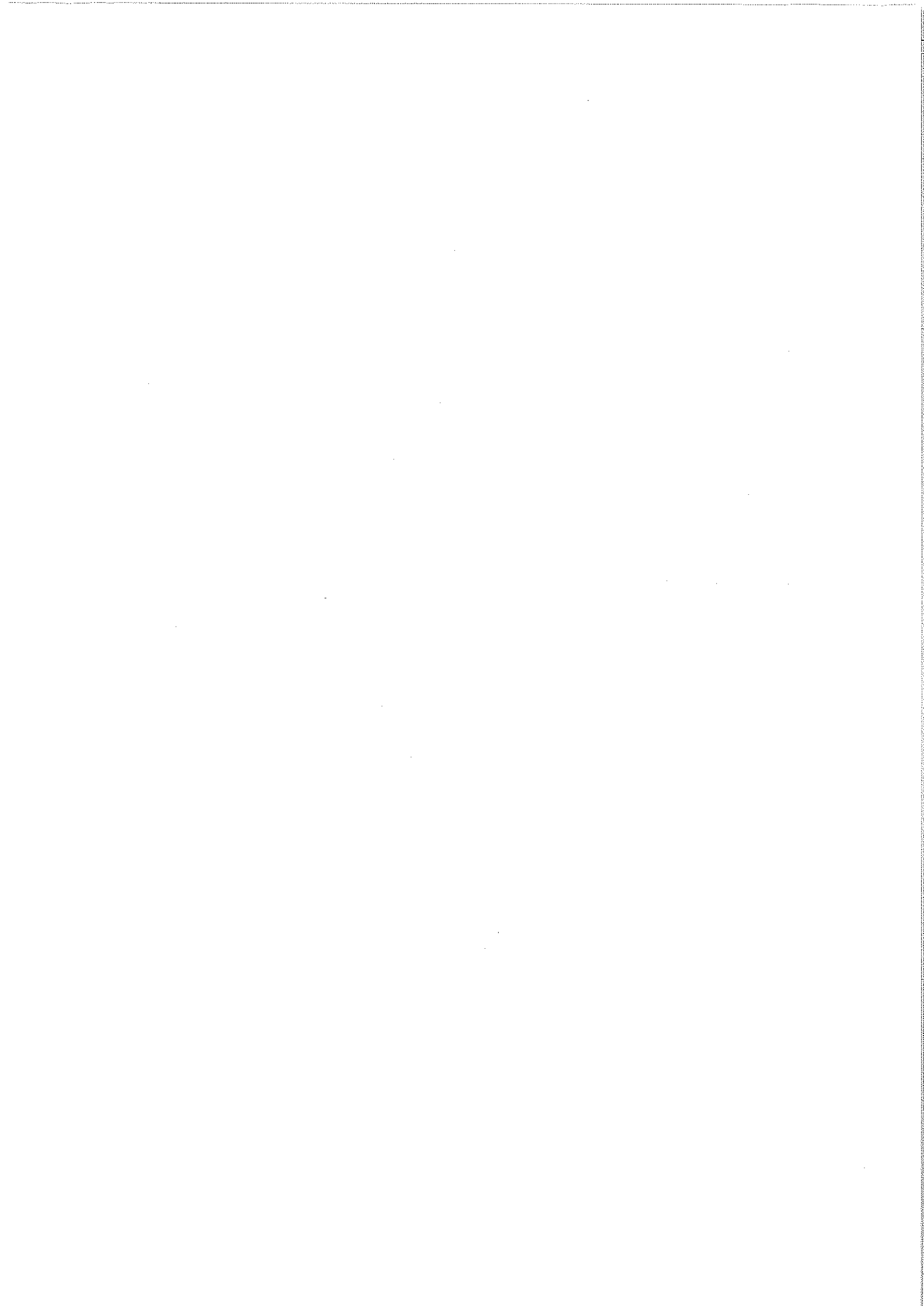
Kampala  
October 1997

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## Abbreviations:

BoT	-	Board of Trustees
CBO	-	Community Based Organisation
CCW	-	Community Conservation Warden
CM	-	Collaborative Management
FACE	-	Forest Absorbing Carbon Dioxide Emissions
GIS	-	Geographical Information System
Hqs	-	Head Quarters
IUCN	-	
KNP	-	Kibale National Park
KSCDP	-	Kibale and Semliki Conservation and Development Project
L.C. (1 to 5)	-	Local Council (1 to 5)
M&E	-	Monitoring and Evaluation
MNR	-	Ministry of Natural Resources
MTWA	-	Ministry of Tourism Wildlife and Antiquities
MUBFS	-	Makerere University Biological Field Station
NGO	-	Non Governmental Organization
NTF	-	National Task Force
PA	-	Protected Area
PMAC	-	Park Management Advisory Council
PMP	-	Park Management Plan
PPCC	-	Park Parish Conservation Committee
SNP	-	Semuliki National Park
UNP	-	Uganda National Park
UWA	-	Uganda Wildlife Authority
UCO	-	Uganda Country Office
CAO	-	Chief Administrative Officer



## Preface and Report Structure

This is the Final Evaluation Report of the Kibale and Semliki Conservation and Development Project, Phase II.

The project phase II began in January 1993 and was extended till the end of 1997.

The present Report covers three parts:

**PART ONE** is a short, comprehensive report that deals with the major issues and aspects of the evaluation.

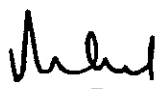
**PART TWO** is composed of analysis and comments on project implementation and achievements. It also presents specific recommendations for the various project components.

**PART THREE** handles the projects institutional set-up.

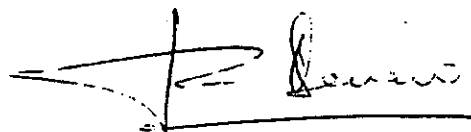
Although the policy has been to allow all team members to reflect his or her personal opinion in the report, it should be known that the evaluation team has reached a strong consensus on all major issues and recommendations. The only topic about which the team was not confident of having reached consensus was the cover page of the report.

Special gratitude is due to Ms Betty Alenga Picho and Mrs Margret Kanyali who never tired providing secretarial services.

Last but not least, the evaluation mission sincerely thanks all project staff for their excellent collaboration and support



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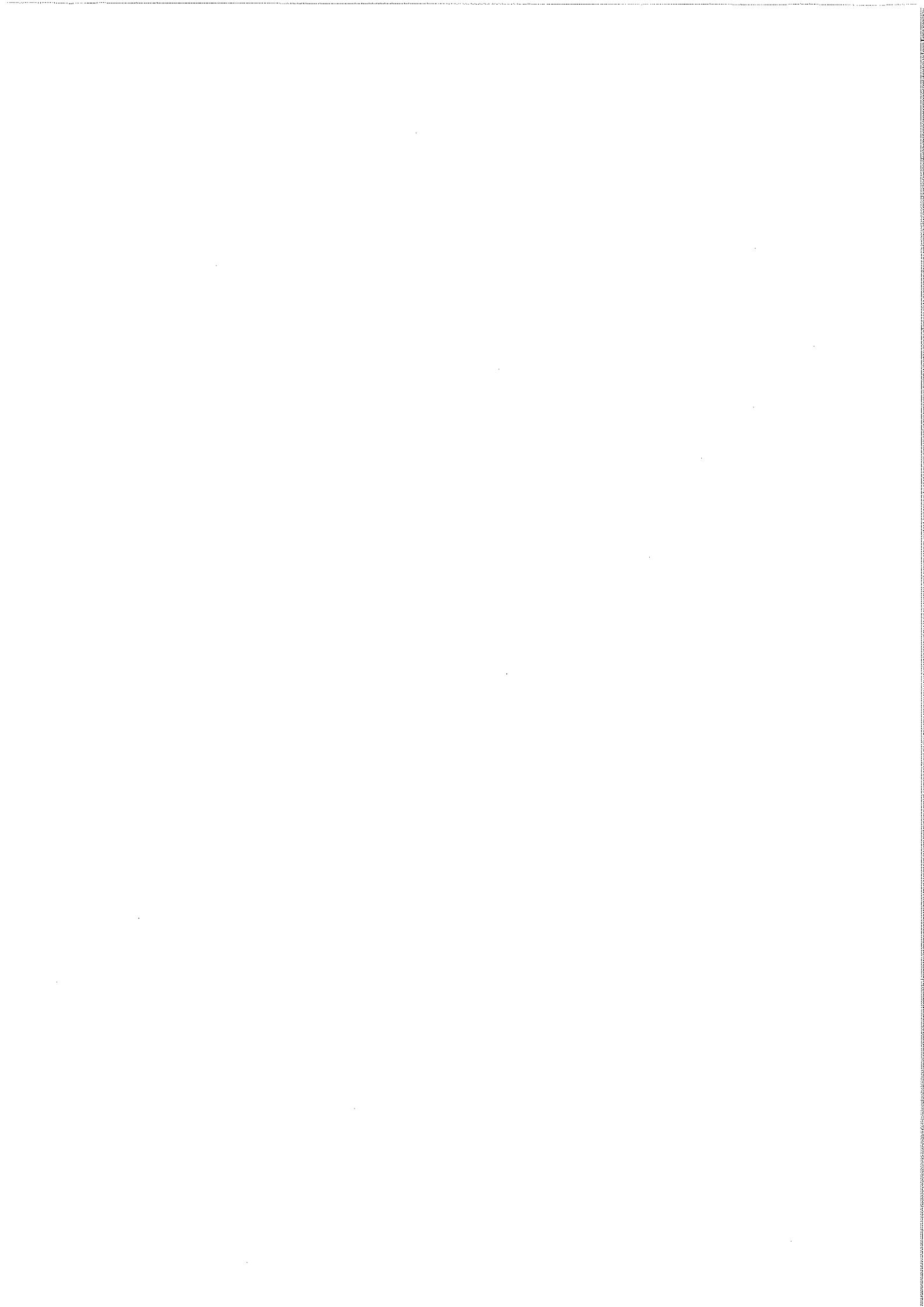
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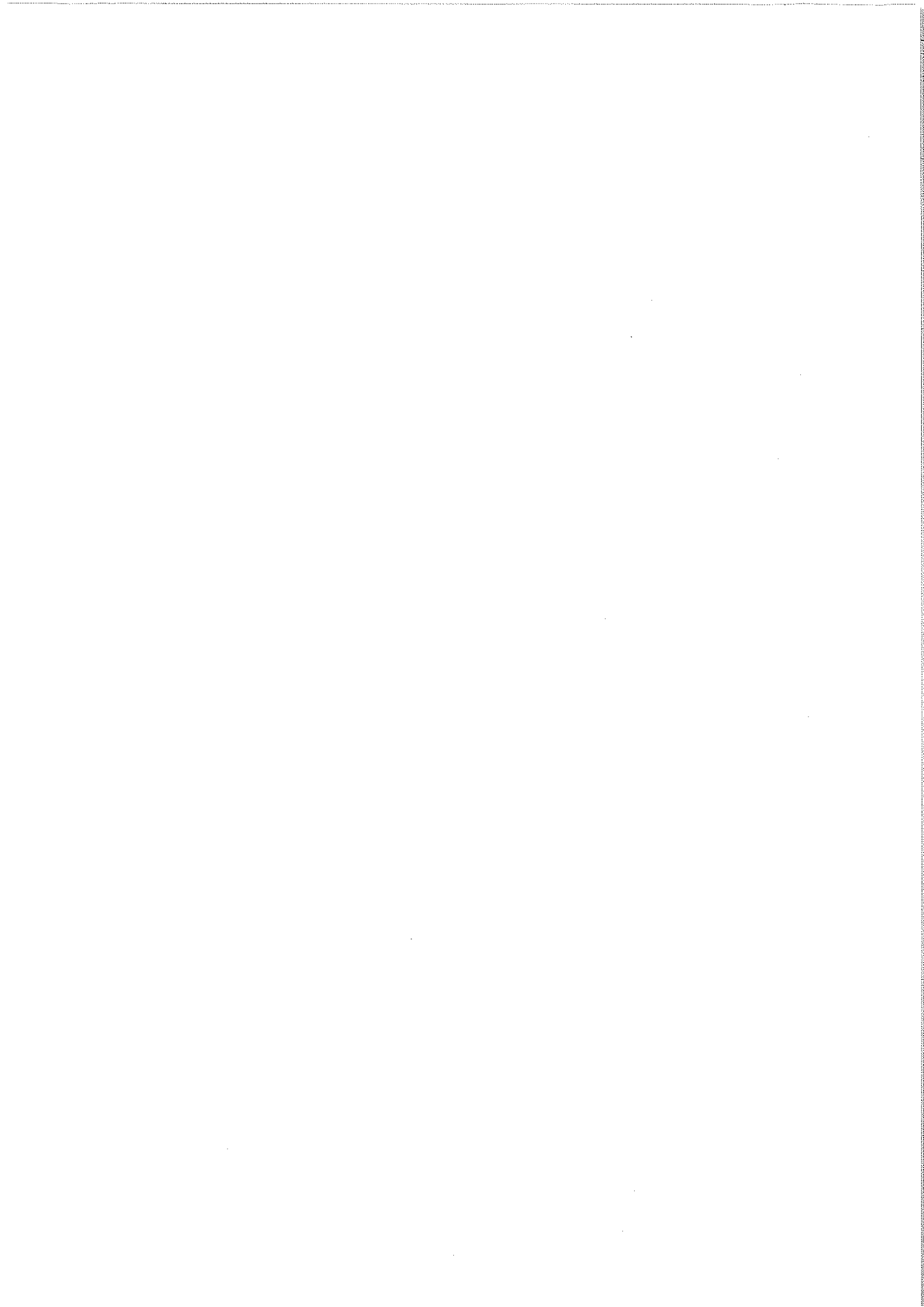
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# **PART I**

## **Main Issues**



## 1. PROJECT ACHIEVEMENTS

The Project aims at associating parks conservation with rural development. However the priority goal of the Project lies with conservation of the parks. Thus, the rural development efforts with the communities surrounding the parks are part of a strategy to protect the parks.

As priority setting is essential for Project management and decision making, the evaluation mission was pleasantly surprised to note that no confusion existed within the project team about this basic matter.

Through this priority setting **all** project activities relate **directly** or **indirectly** to the park conservation aim.

Although there are no gazetted, geographically delimited buffer areas around the Semuliki and Kibale Parks, project activities that relate **indirectly** to park conservation (the rural/community based development interventions) are labeled "buffer area activities" whereas activities that support **directly** park conservation are labeled park management support activities"

## 1.1 Main Project Activities

- Main Park Management Support Activities are:
  - elaboration of Park Management Plans
  - support for tourist development (infrastructure, advertisement, etc....)
  - support to Park boundary establishment, marking and maintenance (live fencing, etc.)
  - support to controlling crop raiding by park animals
  - support to collaborative park management (CM) start up: training of project and park staff. preparatory survey and environmental awareness building of the surrounding communities.
  
- Main Buffer Area Programs are:
  - the sustainable development program (contour bunds, mulching, use of manure, beekeeping, fish ponds, tree planting, improved cookstoves)
  - public education and environmental awareness creation programs: radio programs on conservation, music dance and drama groups (MDD); school Wildlife Clubs, etc...
  - support to Community Based Organizations such as "Kibale Association for Rural and Environmental Development" (KAFRED. local tourist development initiative) and Banabheka Women's Cooperative Society (Palm oil processing).

## 1.2 Project Performance Assessment

In the vast majority of these activities the project has performed well and actually better than targeted.

Best performances has been in:

- soil and water conservation
- buffer area tree planting (300%)
- improved cookstoves
- education and awareness training
- fish farming (200%) and
- park management support activities

It is also to be noted that the project paid continuous attention to the implication of woman in all activities (except for tourism development; c.f. part II).

Poorest performance has been in institutional linkage (c.f. part III)

Although overall performance has been good the mission feels that total output could have been better for the "buffer area program" and that some of the targets set in the planning had been quantified quite safely.

This somewhat slowed pace of implementation has two main explanations.

- The first being that the Project works according to a very systematic step by step approach that is found at all levels of Project Management and implementation from overall yearly planning down to extension work in the field.

The benefit however of this methodological rigor has been that the project has made almost no operational mistakes.

Notwithstanding the benefits of this careful strategy the mission advises to consider simplification of the procedures and "check lists" in order to speed up implementation pace. This however would inevitably mean more risk taking and would require greater flexibility in response to errors made.

- The second explanation lies with the complexity and the magnitude of the challenge the Project is confronted with. This will be elaborated upon in the following chapters.

### **1.3 Progress on Collaborative Park Management (CM)**

As CM started only three months ago in a single pilot parish, progress on CM might seem deceiving. Indeed start-up of the CM program was planned for early 1996.

It should be noted however, that with regard to CM the projects' responsibility is limited to delivering support to the park management. In this respect the project has provided all support than was planned (preliminary surveys, logistics, training, staff support, etc.... c.f. Part II). As well as preparatory awareness build-up through most of its activities ever since they were initiated.

But the implementation is UWA driven for whom the CM process is quite new. Moreover CM is a very risky (for park conservation) and difficult undertaking that should not be rushed. (c.f. Chapter 5.)

#### **1.4. Conclusions**

- Overall project performance has been good and actually better than the projects' reputation.
- This satisfactory performance is mainly due to the dedication of the project staff who has shown ability to work as a cohesive team.
- At present the projects physical realizations are not enough to have a significant ecological impact on the buffer area, but some actions are ready to be extended at a larger scale.
- With regard to park management activities, the positive impact of the projects' support on park conservation is doubtless.
- With regards to the institutional set-up, it has to be mentioned that the present institutional linkages with the local government and services have been weak and sometimes even non-existing.

Part III provides for extensive analysis, comments and proposals in this matter.

It should be noted however that Park Management (UWA) has been strongest partner of the project

## **2.0 THE MAGNITUDE OF THE PARK CONSERVATION CHALLENGE**

In order to assess the magnitude of the challenge to protect the parks, we try to provide a broad overview of the evolution and trends of human settlement in the front-line parishes (buffer area) during the last 30 years. However, due to recent events the mission could only visit the surroundings of the Kibale National Park.

This is followed by a rough estimation of the yearly growth of the basic needs of the population in the buffer area.

### **2.1 Evolution of Population Pressure**

At the end of the sixties an immigration flow started into the Project area with people coming from the Kabale region. This immigration flow lasted till the end of the seventies and is still going on at a reduced pace. It was during the seventies that immigrants encroached the Park.

The magnitude of the inflow was such that at present the "indigenous" people have become a minority in the buffer area around the Kibale

Assuming that at present immigrants outnumber the indigenous people by at least 3 to 1, and that the natural population growth rate doubles the population every 20 to 25 years, total population (and food crop area) in the sixties would have been between 10% and 15% of the present number (area) in the front-line Parishes. This means that in the sixties the park buffer area was a forest, patched with few fields. According to residents who have known the area for a long time, fertile land was so abundant that there was no need to incorporate space for fallow land within the farm area.

Another indicator for this, not so long ago "agricultural paradise" is, that it was only a few years ago that the "fields reached the top" of the surrounding hills. At present, nearly



all land is cultivated and most out of park forest has been cleared. Moreover, the few farmers who still have some fallow have reduced fallow time to an average of 2 years. But in fact, population pressure and area cultivated increased so fast that a sustainable system of fallow was never established.

No wonder yields are declining and pressure on the land is coming close to a level of destructive intensity.

In 1993 the Kibale Forest Reserve was gazetted as a National Park and about 30,000 encroachers were evicted. Although the majority of these households have been resettled in the Kibale District (about 100 km away from the park), quite a few of them remained in the buffer area accelerating the pressure increase on the park and its surrounding resources.

The eviction was a traumatic experience that is still lively present in the minds of those affected. As one woman put it "being evicted was like having your head and breasts cut off".

There is no doubt that the bulk of the present buffer area farms (and households) are substantially less productive (and poorer) than those which existed inside the park.

## **2.2 Assessment of the yearly basic needs increase**

With at present about 150,000 inhabitants (1991 census 125,000) the population in front-line parishes is increasing by about 5,000 persons a year. Assuming a basic needs value of about USh. 200,000 per person per year (c.f. Annex 3) the total increase in added value needed to **maintain the present standard of living** is of an order of magnitude of one billion shillings every year.

Moreover, as from now on soil fertility in the buffer area is declining, this loss of value translates into an amount of at least the same order of magnitude (yearly!).

Of course most of these needs are satisfied through expansion of cultivated area, shortening of fallow time, ... and decline of well being.

**The need to gain new land and to clear forest is thus immense.**

No wonder the surrounding communities have their minds geared on "raiding" the park and that what they basically want is the monkeys out and their fields inside the park. As one woman puts it "how can you be so stupid as to think we would want to protect the park".

### **2.3 Potential Project effectiveness to protect the parks**

There is no doubt, that in the long run the present project is no match for the growing magnitude of the challenge. At best it can help to gain time.

Sustainable development activities (contour bunds, tree planting, etc.) are needed but at best will only slow down the pace of degradation. Income generating activities will help but the potential allows for little more than to make the "Park ban" temporarily bearable. Substitute out of park production will always cost more than "free" harvesting of park resources.

In short, it is very unlikely if not impossible that alleviating the degrading subsistence farming in the buffer zone would compensate for the opportunity cost of keeping the farms outside the park.

Revenue sharing of park entrance fees (c.f. part II) and potential benefits of CM are peanuts compared to the magnitude of the needs increase.

It should be clear that local projects (c.f. KSCDP), collaborative park management, revenue sharing etc... are no long term match for the magnitude of the challenge and that more is needed at policy level (next chapter)

The presented analysis though has major consequences for the projects concept / designs (chapter 4) as well as for collaborative park management (chapter 5).

### 3.0 IMPLICATIONS FOR PARK CONSERVATION POLICIES

The picture presented in the previous chapter has some major consequences for Park conservation strategies provided conservation of the parks in the long term remains a priority objective.

Considering the ever increasing population growth, three programmes are needed at national level to preserve the long term (human) carrying capacity of the natural resources and to reduce pressure on the parks:

- population growth control (family planning)
- migration control
- development of the non agricultural economic activities.

**3.1.** A successful **Family Planning** program takes about 20 years before it has an impact on population growth. This means family planning should be conducted vigorously if the well being of future generations are to be taken seriously.

**3.2.** A **Migration Control Policy**, on voluntary basis, should encourage out migration from zones that are to be protected or endangered by over exploitation and promote immigration into zones that still have a carrying capacity potential, e.g by gearing rural development project planning towards the immigration areas and not towards “over populated” problem zones, as is the more common thinking at present.

This means that thorough analysis and difficult choices will have to be made on what zones should be preserved and what zones should be ecologically “sacrificed” for to immigration.

With regard to the protection of the Parks, such a policy could for instance mean that immigration to front-line parishes should be prohibited and that park friendly production

systems (e.g. cash crops such as tea, coffee, diary farms ) would be promoted in the buffer area.

In short, the national territory would be divided into zones that differ in rules which regulate human activity (migration, farming systems etc...)

### 3.3. Overall Development of the National Economy :

The third program at national level should support the development of the non-agricultural sectors.

The development of industries, tourism, etc... would remove an increasing number of people from subsistence farming and provide for an increasing monetary demand for food crops. This should provide the farmers with the necessary income to intensify production systems allowing higher yields on less land. Such an evolution is the only long term guarantee for natural resource conservation.

Indeed, disconnecting crop yields from the natural regeneration pace of soil fertility requires financial means that at present are not available at farm level.

In this respect it should be noted that Uganda has a very **high potential for tourism** that could become a major pillar of the national economy. But if the parks are degraded, that potential would be lost forever.

This means that **buying time** till the touristic potential has been reached makes a lot of sense. So, even if the Project is no match for the long term challenge, it could make a very valuable contribution towards securing potentials for the over all economic development of the country.

But without a national conservation policy, the small local projects are bound to fail in park conservation.

#### 4.0. PROJECT AIM, GOAL AND OBJECTIVES

At present the projects' long term goal is formulated as follows:

*"The conservation of the rich biological diversity and ecological processes within the Kibale and Semuliki National Parks through the promotion of sustainable natural resource management".*

So formulated this main goal means that the main problem to be addressed is **the absence of sustainable resource management** by the farmers.

This formulation of the main problem is unsatisfactory.

- First of all it identifies the problem as being the non application of the solution ( sustainable resource management) in much the same way, as a doctor would identify a disease as being the omission to take the cure.
- If apparently farmers fail to manage natural resources sustainably, it is not out of ignorance, but because of the lack of alternatives. A farmer clears bush for the fun of it.
- Sustainable resource management is an imaginary cure as long as population pressure has not stabilized, either through a decrease in population growth and / or a feasible intensification of food crop production.

According to the mission, the main problem to be addressed is to keep the motivational pressure to raid the park under control. This can only be achieved by responding to the basic needs increase.

The "logical framework" of the project should thus be more or less as follows:

Main aim: Conservation of the National Parks

Main Goal: Keep motivational pressure to raid the parks under control

Main Objectives:

- Keep the basic park ban lively present in public opinion (education & awareness program).
- Allviate satisfaction of the basic needs.

This second main objective translates into the following sub- objectives:

- improve natural resource resistance to exploitation pressure (c.f. Sustainable development program)
- promote income generating activities (e.g. KAFRED)
- Promote **feasible** intensification of food crop production (cash crops, etc.)

It should be noted that most of the present project activities fit into this recommended "logical framework". In a way, the actual project is better than it's concept (document).

However , the refocusing of the objectives should improve the effectiveness of Phase III particulrally through the generation of additional activities that materialized the revised objectives.

As for integration of woman in the project , this should be part of the implementation strategy at all levels. In much the same way, the institutional set-up is not an objective by itself but a way of implementing the project and materializing the objectives.

## 5.0. COLLABORATIVE PARK MANAGEMENT ?

As stated earlier, implementation of CM is not a direct project task.

However, CM is considered to be an important strategy for park conservation.

The National Guidelines defines CM as follows:

*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.*

The mission feels that this definition sets a goal which is far too ambitious, if not completely out of reach.

Indeed, on the basis of the analysis presented in chapter 2, it seems impossible to turn the “park hungry” front line communities into genuine defenders of the parks.

More over, the evolution of human settlement depicted for the buffer area of the KNP has taken place all over the country.

Seeing the that last relics of primary vegetation were threatened by extinction, the government decided to strengthen legal restrictions on some P.A.s while abandoning de facto the conservation of others.

This means that gazettement of Kibale and Semeliki forest reserves to the statute of National Park was part of a strategic withdrawal.



Zoning the present parks into areas of modulated access seems a continuation of past trends within the national park boundaries. The present CM process thus seems a very risky undertaking which could easily run out of control.

Because of the high risk at stake it is indeed correct to move ahead very carefully.

So in the pilot parish around KNP the CM objective has provisionally been reduced to limited harvesting of selected resources.

Even this low level of CM will be difficult to keep under control, more so because the park management tries to deal with informal user groups.

Moreover it is unlikely that the spreading out of scarce potential benefits over a large group of beneficiaries will generate sufficient incentives to collaborate in park protection.

Notwithstanding all these weaknesses and doubts CM has to be tried out as law enforcement alone will be no match for an ever growing challenge.

In other words CM for park protection is caught in between the immense motivational pressure to "raid" the park and the necessity for the park management to enlist the support of the surrounding communities for collaborative protection.

It thus might well be that, after initial experience. CM will have to come down to a thoroughly negotiated agreement with a selected number of beneficiaries who will be granted sustainable harvesting of selected resources in exchange for cooperation for control of illegal activities.

This will only be possible as long as the "basic park ban" against raiding the Park remains a solid public perception.

## **6.0 CONCLUSIONS / RECOMMENDATIONS**

Apart from the “technical” recommendations listed in the various chapters of Part II, the present chapter presents the major recommendations.

These recommendations deal with:

- project extension
- project aim/goal/objectives
- project implementation
- project institutional set up

### **6.1 Project Extension**

- In view of the overall satisfactory project performance and considering there is no way to protect the parks without the cooperation of the surrounding communities and without alleviating the pressure increase on the surrounding resources the mission is convinced the Project needs to be extended with at least one more phase. In fact there is a need for a similar (but evolving) program until the situation in the buffer area has agro-ecologically stabilized.

If not, the area will end up with a high population density in a semi - desert around the parks which will result in a very dangerous, “explosive” situation prone to social turmoil.

- In order to ensure continuity and to capitalise on experience the mission recommends maintaining the present team.

## **6.2. Project aim, goal and objectives (logical frame work)**

In order to prevent (avoid) social ouprising the project's main goal should be to reduce "motivational pressure" to raid / encroach the Park.

To work towards this goal there should be two main objectives:

- to enhance public environmental awareness
- to alleviate pressure on the buffer area's natural resources by addressing basic needs satisfaction

**6.2.1 Public education and environmental awareness building** can not turn the front-line communities into self motivated defenders of the park as this is basically against their short and medium term interests.

Potential long term benefits are no incentive, as they are not identifiable nor guaranteed.

Moreover in the long run many will have died and/or migrated.

However public education and environmental awareness building can help to keep the "basic park ban" lively and enhance a "public" mood to respect it.

**6.2.2 Pressure on buffer area resources** can be alleviated through reinforcement of the carrying capacity (C.C.) of the available natural resources, the satisfaction of needs on a non-resource base and the intensification of the food crop production techniques.

- To reinforce the C.C. of the resource base the present "sustainable development activities" should be expanded.
- To satisfy needs on a non resource base more emphasis should be placed on income generating activities (e.g. local tourism initiatives such as KAFRED).

- To promote intensification of the agricultural production the project should look out for opportunities in cash crop farming etc...

### **6.3. Project implementation**

In order to push the proposed extended programs the project unit should gradually evolve from present activity implementation role to a study and planning unit.

Implementation of tested activities should be sub-contracted to NGOs, local CBOs, or existing government structures

This new role should ease the institutional set-up of the project as the project structure would become the “study and planning unit” of the government structures involved in the project (similar to the present relationship with the park management)

#### **6.3.1 The tasks of this “study and Planning unit should be:”:**

- identify and formulate activities that materialize the objectives.
- set up and test “new” activities at pilot/demonstration scale
- subcontract tested and “approved” activities to NGOs & CBOs for large scale extension (e.g. public education and awareness training programmes) improved cookstoves, tree planting, live fencing, etc.,
- monitor and evaluate sub - contracted programmes (inclusive C.M)
- organize/support training for implementation structures.

These tasks are not easy to achieve. Identifying new activities that have potential for success is actually very difficult.

In order to reach this high target the following measures should be taken:

- select a more clearly geographically delimited zone of intervention (buffer area). The mission suggests opting for the front-line parishes;
- proceed according to an action-research methodology;
- reinforce the project with the services of an agro/economist on a regular/permanent basis.

The initiation of new activities should always be checked according to following criteria:

- impact on the natural resource base
- avoid attraction of immigrants (e.g. Part II 3.6)
- favour the integration of women

The mission suggests that the shift from implementation to “study & planning” should take place progressively but be completed by the end of the 3rd phase.

6.3.2 With regard to **institutional linkage** Part III presents detailed analysis of the present situation and proposals for the next phase.

The main aim of the proposals is to enhance capacity building of the existing institutions and to avoid the setting up of parallel structures.

Linkage., coordination and involvement of the relevant institutions should be strengthened at all levels. It is however emphasised that the project should not be transformed into a unit whose main workload would be to support the "regular" programmes of its partners.

In view of the above observations a more detailed review of the Phase III project document is required.

## **PART TWO**

### **Elaboration on Project Achievements and Specific Recommendation**





## **L0 INTRODUCTION**

### **1.1 The Project**

The Kibale and Semliki 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) in western Uganda. The guiding principle is promotion of effective means of enlisting the active involvement of communities neighbouring the parks in managing and conserving natural resources in and around the parks.

KSCDP has passed through two phases. Phase 1 (1988 to 1990) received technical assistance from IUCN- The World Conservation Union, and financial support from NORAD. In October 1992, the Royal Netherlands Government agreed to support Phase II of KSCDP which commenced in January 1993 and ended December 1995. However, consideration was given to delays in project implementation, and a no cost extension of six months was granted. A positive external evaluation in March 1995 resulted in a further eighteen month extension of Phase II, from July 1996 to December 1997.

### **1.2 The Project Context**

#### **1.2.1 The Parks**

Kibale National Park (KNP) and Semuliki National Park (SNP) were originally managed as Forest Reserves, from 1932 to 1993. In November 1993, during Phase II of the project, the two were gazetted as National Parks and underwent changes in the managing authority from Forest Department (FD) to Uganda National Parks (UNP). The latter home consumption subsequently merged with the Game Department to form the Uganda Wildlife Authority (UWA). The change of their national status reflected the recognition of both areas as vital components of the much larger protected area of the Western Rift Valley.

#### **1.2.2 Conservation Importance of KNP and SNP**

The conservation importance of the two parks is viewed in terms of their rich biological diversity, the benefits associated with water catchment, local climate modification, soil conservation, role in global carbon storage, consumptive use of park/forest products, the economic development potential benefits associated with tourism, and options for future use. Both parks in addition, feature prominently in the cultural heritage of the traditional local communities.

### **1.2.3 Park Management Problems**

KNP and SNP have similar management problems. They include encroachment for cultivation; poaching; illegal forest product removal; grazing; fishing; uncontrolled fires; crop-raiding by wild animals; hostility of local communities; lack of trained personnel; inadequate equipment; logistics and infrastructure for park protection and ecotourism; and lack of sufficient ecological knowledge to support effective management. The presence of exotic crops in KNP and SNP, and that of invasive species (cassia) in SNP are a cause of concern for park management. Lack of funds and training programmes continue to make it difficult to address the above problems and to strengthen UWA's operational capacity.

### **1.3 Evaluation Methodology**

The following methods were used to obtain both secondary and primary data and information:

- Review of the extensive documentation made available by the IUCN Uganda Country Office and KSCDP.
- Meeting with key individuals at national, district, local/farm level (Appendix 2). Interviews were held with KSCDP core and field staff, UWA staff, farmers and community representatives
- Field observation visits. The itinerary of the visits is given in Appendix 4
- Following the field visits the evaluation team presented its preliminary findings to the Project core staff. This was followed by daily meetings with Project staff. These meetings generated extensive discussions on return to Kampala, the mission held a wrap-up meeting with senior representatives of the Ministry of Natural Resources, UWA, IUCN, NEMA, the Netherlands Embassy and KSCDP.

## **2.0 PARK MANAGEMENT**

This Chapter examines the ways in which the Project has contributed to the park management component. It focuses on:

- Achievement of Park management objectives
- Project inputs
- Project implementation
- Conclusion and recommendations

## **2.1 Achievement of Park Management Objectives**

### **2.1.1 Encroachment and other threats**

According to field observations, Parks and KSCDP reports encroachment, poaching and other threats to KNP and SNP have been reduced over the years. This can be illustrated by reduction in poachers arrested by 43% (KNP) and 55% (SNP), and reduction in snares confiscated by 61% (KNP) and 39% (SNP) of the targeted levels. Such achievements are mainly attributed to support of park management activities by the Project.

#### **Logistical and financial support**

Logistic support has been extended to both parks to enhance park patrols by provision of radio and communication systems, transport, uniforms, camping and rain gear.

UWA staff are poorly paid, especially the rangers. The situation is exacerbated by delays in delivering salaries. During the evaluation mission, it was reported that salaries had not been paid for April, May, June, July and August 1997. Such a situation inevitably lowers the morale of staff. Top-up Payment or Performance Allowance to Park personnel by KSCDP has understandably given considerable boost to staff morale and performance. Financial support has also been provided to park staff for efficient office running.

#### **Park Boundaries**

Boundaries for KNP (Appendix..) and SNP (Appendix..) are clearly indicated, either by natural features or artificially marked. Over 50% of the boundary was established with KSCDP support (Appendix 4) and 70% maintained by the Project.

Marking Park boundaries is critical in terms of biodiversity conservation. If the boundary of any of the parks is not clearly marked, there is a likelihood that re-encroachment could occur. In this connection, KSCDP has given support to KNP to carry out boundary re-surveys, marking and maintenance. Park boundaries of SNP were also established and are being maintained with the assistance of the Project. In KNP 140 Km of boundary have been marked with live markers while 24 Km of boundary were, similarly marked in SNP, and both are maintained by slashing.

#### **Capital Development**

Since KNP and SNP are relatively new parks, they have little capital development in place. The Project has contributed to capital development of the two parks in various ways (Appendix 4). They include the construction of Park Headquarters for SNP and

KNP. The latter is expected to be completed by December 1997. In addition walkboards were installed in SNP.

KSCDP supported the parks by providing motorcycles and bicycles, and office equipment consisting of portable computers and printers, and generators to power the computers. The Project also provided essential field equipment that park staff lacked such as boots for rangers, tents and rain suits. KNP was supplied with 4 motorcycles and 10 bicycles while SNP received 1 motorcycle and 8 bicycles. KSCDP in addition established a VHF radio system in SNP. The equipment has made park management more effective.

### **Improvement of Roads and Trails**

Roads/tracks and trails serve as access between various areas. In SNP, for instance, most of the trails serve the multipurpose of patrol/surveillance, tourism, research and community travel. KSCDP has supported improvement of roads and trails in both KNP and SNP. In the former, a trail system of 50 Km was established in the north of the park.(Annex 5)

### **Park By-Laws**

The mission learnt that lack of by-laws has in the past resulted in confusion and clash of interests between the local communities and Park Management of KNP and SNP. The Project supported both parks to draft by-laws, and these were developed in collaboration with PMAC. It is expected that they will soon be tested to determine if they are appropriate and enforceable.

#### **2.1.2 Park Management Plans**

Preparation of long-term Park Management Plans (PMPs) for KNP and SNP, with sound management systems, zoning (Appendices 6 and 7) and collaborative management approaches were completed early 1997 and await approval by the UWA Board of Trustees (BoT). They were developed by an inter-disciplinary planning team drawn from UWA, representatives of conservation organisations/institutions, KSCDP and representatives of local communities bordering the parks.

Implementation of some sections of the management plans has already commenced. Judging from field observations the following are underway:

- tourism infrastructure development
- park infrastructure development
- building the capacity of park staff to implement ecological monitoring,
- collaborative management;
- problem animal control; and
- training workshops, study tours etc.

However, delay in approval of the plans has held up implementation of most aspects.

Tourism Development Plans for both parks were developed alongside the PMPs. The tourism development plans, prepared at the request of UNP, were sponsored by KSCDP. Their preparation was completed in September 1996.

### **2.1.3 Multiple Resource Use**

As part of the overall UWA benefit sharing approach, access to in-park resources has been allowed since 1994. This, like CM, is based on the premise that unless some community needs are met, community pressure will undermine the conservation and management efforts of KNP and SNP.

Multiple - use agreements are arrived at between Park Management on one hand and PMAC (representing local communities) on the other. To date there are four agreements in place - i.e. with parishes of Bigodi, Kadindimo, Isunga and Nyabweya - all around KNP. All agreements concern banana harvesting in the formerly encroached areas. The scheme focuses on resources that are either abundant, those with short regeneration cycle or exotics. Agreements for fishing on River Semuliki, use of foot paths to and from the Democratic Republic of Congo, and harvest of cocoa/banana in SNP are still informal.

The role of KSCDP has been that of providing logistical support for meetings of PMAC and Park Management staff, and for resource assessment studies. The Project has facilitated studies on availability of resources and the communities' dependence on Park resources of KNP, and supported a study of fish in River Semuliki. These activities are very important for sustainable utilization of Park resources and for the much needed improvement of park/community relationships.

### **2.1.4 Collaborative Management**

Collaborative Management (CM) is supposed to be a process whereby the Protected Area Authority genuinely shares with locally resident people benefits, decision making authority and responsibility in the effective and sustainable management of the natural resources in the protected area. The details of this shared management are arrived at through meaningful negotiation and expressed in a written agreement. In the case of KNP and SNP, therefore, UWA is the authority responsible.

One of the aims of Phase II of KSCDP was to support KNP and SNP staff in initiating CM in their respective parks. This was planned to begin in 1996. However, at that time, a National Task Force (NTF) was underway investigating the lessons so far learnt in Uganda with regard to such approaches. The NTF came out with a document which was designated as a guide to the implementation of CM in the country. Consequently UWA urged KSCDP to delay their support to CM activities until the guidelines were completed and endorsed. This was in order that the approach promoted within PAs under their charge would be in line with the National Guidelines. Therefore, it was not until May

1997 that KSCDP undertook the first activity by sponsoring a consultant to train and assist the parks and project staff in the design and implementation of the collaborative management process in KNP and SNP. UWA authorities made it clear that according to the guidelines, the Project was to take a backseat role and let the park management "drive" the CM process.

The initial training workshop was held (June 24- 04 July , 1997) for KNP and SNP staff working with community conservation. They included two Community Conservation Wardens and five Community Conservation Rangers. Field work by the beneficiaries of the training did not start until the last week of July 1997. The mission learnt that the consultant has not been to the field for fear of raising expectations of communities. This was an agreed upon strategy at the initial training workshop.

For about three months now, the Community Conservation Rangers of KNP, with guidance from two Project Staff and the CCW of KNP have been able to:

- gather comprehensive information on resource use from over 68% of total households (HHs) in Nyabweya
- compile parish/village maps showing HH locations
- list the resource needs of each household
- identify specific resource user groups
- create awareness and build confidence with the local communities
- conduct trainings on the CM process for the Law Enforcement rangers
- hold weekly meetings to discuss reports on achievements, discuss constraints and plan programmes

In August 1997, the CM Consultant made a follow up visit to assess the progress of the process.

In SNP collaborative management could not start because of insecurity in Bundibugyo District as a whole. It is planned that when the security situation improves, the community conservation rangers will be trained so that the process can commence.

It should be noted that CM is a slow approach, and it is of paramount importance that all parties participate meaningfully. It is vital not to rush the process. In addition it is desirable that work in a second parish is embarked upon, and that in this connection KSCDP supports two more extension rangers for the purpose.

### **2.1.5 Revenue Sharing**

In accordance with the UWA policy to benefit communities adjacent to KNP and SNP, the Park Managements have been making appropriate deposits in their respective Revenue Sharing accounts, opened in 1995. Prior to the legislation passed by Parliament in 1996, requiring 20% of park gate collection to be given to the districts to distribute, 8% of the total of revenue was designated to communities neighbouring to the parks, to be

administered by PMAC. With the initial collections, KNP was able to support construction of five primary schools i.e. Komumpere, Nyabaneyo, Kakooga, Kitebe and Nyabubare. SNP's deposits are not yet utilised due to insecurity that has crippled all development activities in Bundibugyo District. in the recent past. The participation of KSCDP in the Revenue sharing scheme has been indirect - facilitating the meetings of PMAC with Park Management. At these meetings, community concerns and priority areas are identified, and funds are allocated to approved community - based projects. It should be noted, however, that without this facilitation, it would be extremely difficult to hold these meetings which are crucial for the success of the scheme.

The arrangement of allocating 20% of the park gate collections to the districts, raises questions as to whether or not any of the revenue from KNP and SNP will reach the adjacent parishes. In addition, the allocation is so little that it is necessary for communities to be properly informed so that they can have realistic expectations of the likely level of benefits. They will also need to lobby for a share of the revenue given to the district. through their District Councilors.

#### **2.1.6 Problem Animal Control**

Crop raiding and livestock killing by wild animals from KNP and SNP are among the challenging problems confronting the two parks. In KNP, the common problem animals include bush pigs, baboons, red tail-monkeys, elephants, buffaloes and chimpanzees, while those found in SNP are mostly bush pigs and red-tail monkeys. These animals cause unknown amounts of damage outside the parks, thus jeopardizing park - community relations.

The Project supports efforts to deal with the control of problem animals. The most successful so far has been the establishment of the Ma... thorn live fence. However, it is only effective for small animals such as baboons, pigs and monkeys. Large ones such as elephants are unaffected.

#### **2.1.7 Fire Protection**

The north-eastern part of SNP has grassland patches which extend into wide expanses of grazing land in the neighbouring local communities. During dry seasons local people set uncontrolled fires which often cross from public land to SNP. The SNP Management put the safeguards in place by establishing fire breaks and enforcing fire patrol. KSCDP provided financial support and tools to park management for establishment and maintenance of these fire-breaks. The Project, in addition, visits the park to validate the quantity and quality of the work..

### **2.1.8 Training**

The majority of KNP and SNP staff have qualifications and experience in Park management - related fields. In the case of Wardens, some have been educated to Masters level.

Workshops, courses and practical skills trainings were held for senior and junior staff of the two parks (Appendix 11). These were designed to impart park management capacity and stimulate confidence. Wardens participated in all three workshops, one course and seven skills trainings. KSCDP also sponsored the Senior Warden and Community Conservation Warden from KNP to undertake a study tour to Nepal, where there is a long history of CM, to study the operation of the approach. Park staff have been trained in PRA techniques, communication skills and monitoring. One Warden is on a Masters Programme at Makerere University.

The development of management plans involved formal workshops and on- the-job training in preparing and implementing park management plans. This was therefore a major human resource development activity.

Although rangers were experienced in patrolling and law enforcement, their knowledge of park management, community conservation and environment education was scanty or non - existent. They were also given basic knowledge of taxonomy, computer knowledge and compass reading.

Wardens and rangers met by the Mission are confident that their capacity to carry out their respective tasks was greatly enhanced by the training they received . This is bound to improve overall performance of park management.

### **2.1.9 Research**

Successful implementation of conservation management programmes requires understanding of the environments of KNP and SNP. In this regard KSCDP has supported MSc. studies in the following areas:

- baseline studies on the invasiveness of exotic species (Cassia spp.) in SNP
- sustainable use of non - timber forest products in SNP
- wild coffee distribution in KNP and potential for use by the local communities
- efficiency of cookstoves as compared to the traditional 3-stone facility; and
- biodiversity studies to establish the status of the protected areas.
- foraging patterns of elephants in KNP in relation to crop raiding

Other park management - related studies supported by the Project include:

- establishment of baseline data on resource availability and availability within KNP and SNP
- community/park in- forest surveys to establish resource use patterns
- a feasibility study for a long distance trail through KNP; and



- a study to assess the impact of ecotourism on the socio-economic status of the communities of Bigodi Parish, around KNP.

Research should be action oriented if it is to enhance management of parks. Each park should identify priorities so as to be able to guide researchers or potential researchers.

## **2.2 Project Impacts On Park Management**

Substantial support has been rendered to the management of KNP and SNP by KSCDP , This support has contributed to the protection and conservation of biodiversity in the two ecosystems. The major impacts that KSCDP generated or helped to generate under its park management component are:

- Improved KNP/SNP staff morale through payment of performance allowances, provision of transport and patrol equipment, and training.
- Training of wardens and rangers of the two Parks in a range of skills relevant to park management which have broadened staff knowledge and skills in conservation, and greatly strengthened park management capacity
- Development of the KNP and SNP five - year management plans which are strongly target - oriented. The involvement of all major stakeholders, including representatives of the local communities provided an opportunity for capacity building for drawing up of future plans
- Capital/infrastructural developments such as construction of park headquarters, staff accommodation and rehabilitation of roads which enables coordination access and easy mobility by park staff
- Survey, demarcation and marking of park boundaries. as well as their maintenance which have curtailed encroachment and other illegal activities such as poaching, charcoal burning and pit sawing. This has resulted in reduced destruction of park biodiversity
- Revenue sharing/multiple resource use and CM schemes have provided fora within which park staff meet with local communities and share common ground. From a hostile beginning, especially after evictions from KNP, this emerging change of attitudes is a spring board for UWA to establishing stable relationships between park authorities and the communities neighbouring the PAs. It should however be noted that changing attitudes and behaviour is a process that takes a long time. It is therefore difficult to assess the magnitude of impact of the Project in this direction

- KSCDP has assisted KNP to counter conflict with 10 adjacent parishes through its support of planting Mauritius Thorn (*Caesalpinia decapetala*), live fence around the boundary of the Park. Although still at pilot stage, positive results have been recorded especially with respect to small problem animals such as baboons, bush pigs and monkeys.

## 2.3 Project Implementation

### 2.3.1 Constraints

- KSCDP established good working relations with KNP and SNP staff. However, unclear linkages at the national level caused some constraints, although they did not adversely affect the progress of the Project.
- The protracted UNP/Game Department merger process and the associated uncertainties among staff affected the implementation of some programmes such as Collaborative Management. The situation was exacerbated by home consumptionequent management problems in the infant UWA.
- Inadequate funding of UNP/UWA created a dependency on KSCDP by KNP and SNP that resulted in the Project literally taking over responsibility for training, planning, equipment, construction and even supplementing salaries
- Park staff (senior and junior) motivation was so low at the start of the Project that progress in achieving objectives was stalled.

### 2.3.2 Sustainability

- KSCDP has given considerable and commendable support to park management activities and management capacity in KNP and SNP has no doubt been enhanced by park staff association with the project. It is desirable that these activities are sustained after termination of the project. This can be achieved through the benefits gained from park staff , capacity building, multiple use/CM efforts, and infrastructural development.
- There is need to maintain adequate staffing levels of well trained and motivated wardens, rangers and support workers. Emphasis for sustainability in this respect should be placed on among others local capacity building. Consequently, the warden and ranger training programmes promoted by the Project must be continued and expanded, taking into account the need to give initial training to new staff recruited as a result of deaths, resignations, dismissals, transfers, etc.
- As a result of KSCDP's paying of performance allowances, morale of KNP and SNP personnel was raised. Although in the long-term UWA must pay its staff adequate wages, it is unlikely, in the short - run.. Yet without performance allowances, staff morale would drop and resignations would be inevitable. This may result in loosing some of the training investment so far made.
- As indicated earlier, capacity for park management planning and implementation have been built. The capability of KNP and SNP in that regard is therefore sustainable. This could be lost locally if trained staff are transferred from the project area, or from UWA if they left its service.

- CM is a long - term process and impact cannot be seen in a short time. Continued support for the initiatives under this activity is needed from the Project.

## **2.4 Comment on Phase III**

The priority goal for Phase III still remains conservation of KNP and SNP and the park management component of the project is more or less the same. However, the appropriateness of inclusion of "Those who live adjacent to or utilize resources from areas such as isolated forest patches, shores of crater lakes, wetlands etc. which are of high ecological importance" as one of the targets is unrealistic. It is not cost effective and is likely to result in KSCDP spreading so thin that ultimately the impact of the Project will not be felt.

The activities of Phase III should focus on consolidating achievements of Phase II, without expanding into new areas. The effectiveness of the conservation - development approach has yet to be proved in the long- term. KSCDP will therefore need to remain on course in order to achieve tangible results that will contribute to policy development at international, national and local levels. In this regard it is proposed that even the strengthening of capacity of district authorities to manage natural resources should aim at enhancing their participation in the conservation of the two parks and related development of adjacent communities.

## **2.5 Recommendations and Conclusion**

### **2.5.1 Recommendations**

With respect to park management of KNP and SNP, the following are recommended:

- Maintain payment of performance allowances to staff, with a phasing out strategy
- Maintain the park management programme and expand it to include applications of G.I.S for wardens and simple ecological methods for rangers.
- Strengthen further UWA's capacity to develop and implement Park Management Plans.
- Reinforce the park extension ranger team by two so that KNP is enabled to take on a second CM pilot parish. All wardens and extension rangers involved in the CM initiatives be trained in negotiation skills.
- Institute a comprehensive monitoring mechanism for CM so as to be able to mitigate any negative impacts.
- Clarifying the roles and functions of UWA/KSCDP in the implementation of the Project.

## **2.5.2 Conclusion**

The Project implementation has been effective in ensuring progress, despite the complexity of the project activities. The Project has given commendable support to the Park Management efforts. Beside the fact that many activities are on going, there are some, such as CM, which are in their infancy. The survival of such activities would require further support.

### 3.0 PROJECT PERFORMANCE IN THE BUFFER AREAS

The project started implementation of the soil and water conservation program activities in 1993. Ever since, the pace of implementation has been speeding up. In the parishes around the KNP, the project achieved more than 70 % of its targets, with more than 100% in 5 parishes (for quantitative achievements of the different sectors, see Annex 7)

#### 3.1. Agro - Ecological context

##### 3.1.1. Farming system

In the front line parishes food crops are by far predominant (more than 80 %), followed by "cash crops" (10 %), fruits (7 %) and woodlots which are only a recent development (3% ).

Food Crops are dominated by Banana (70% home consumption), Cassava (90 % home consumption), Sweet potatoes (100 % home consumption), Maize (in the northern area 80 % home consumption , in the southern parishes 20 % home consumption), Irish potatoes (60 % home consumption), Finger millet (75 % home consumption), Ground Nuts (70 % home consumption), Beans (70 % home consumption), Tomatoes (60 % home consumption), Yams (100% home consumption).

Fruits are mainly Jack fruits (95 % home consumption), Mangeos (90% home consumption), Avocados (90 % home consumption), Pineapples (50 % home consumption),

Cash Crops are gradually becoming more important: Robusta coffee (KNP and SNP), Tea (KNP), Cocoa (SNP), Vanilla (SNP), Soya bean (SNP), Passion fruits.

Woodlot plantation for fuel wood and poles are a recent development due to the losses of natural forests and due to an increasing demand on the market.

Animal production remains marginal: Chicken (100% home consumption), Goats (10% home consumption), Pigs (less than 5% home consumption), Fish (80% home consumption, present only at Burondo Parish / SNP).

The modal (approximately average) farmer around the KNP in the front line parishes is basically living at subsistence level. The farm size is about 2 hectares, on which 6 persons (including children) depend. This farmer has almost no cash crop nor cattle. Tsetse diseases are still the most impending factor of development of this sector. Food crop for home consumption is the main activity. Tsetse diseases are still the most impending factor of development in the cattle sector. Cash crop products such as coffee, passion fruits, Soya beans, woodlots etc. and a few cattle remain marginal. Even if some rudimentary

intensification is under way, a sustainable level of soil productivity can still not be reached. Furthermore cash crops are also within the vicinity of roads.

### **3.1.2. Sustainable Soil fertility ?**

Thirty years ago the pressure on land was still low as most of the area was still under natural vegetation cover. Land of best fertility was abundant.

Ever since, the pressure on land has increased so much that at present there is no natural forest, nor enough land to allow for fallow. Fallow time that can ensure sustainable soil fertility should be for every year of cultivation 2 to 3 years. Now it is less than 1 year. At present cultivation intensity is at maximum or beyond carrying capacity. The pressure is such that farming on steep slopes has become necessary in order to satisfy the increasing needs. Degradation on these soils is even more intense due to severe soil erosion.

## **3.2. Sustainable Development Program.**

### **3.2.1. Soil and Water Conservation**

The activities concentrated on:

- Contour bunds with biological consolidation through Napia grass and N- fixing tree species (agro-forestry).
- Mulching, compost and farmyard manure.

The contour bunds are accepted by a great number of farmers, but some have rejected this technique. The main reason is that it may be less attractive to some farmers, as benefits are long term and that it reduces land area. Furthermore, if those contour bunds are not properly established, the results can be counter productive and may adversely affect the farmers' participation (accumulation of too much water resulting in over flow and causing severe gully erosion).

Farmland manuring could only be carried out with farmers who have some cattle and access to market (mainly milk). Such intensification is directly linked to the capacity for the farmer to generate some income. This would be the first step to disconnect the regeneration of soil fertility from the natural regeneration pace. However this development is still impeded by the presence of the Tsetse fly and is therefore inflating the budget of most farmers (pesticide/medicine).

The ecological impact of these soil and water conservation measures are showing first benefits (e.g. improved yields). However due to the reasons mentioned in chapter 3.1.2 soil nutrients are not recovered. These actions can only contribute in the mid term to reduce the pace of soil degradation.

### **3.2.2. Tree planting**

These woodlots are used as an alternative for firewood, pole collection, etc.

This activity which started in 1993 is one of the most spectacular of target achievements.

The main reasons for success, besides the project support are:

- The population pressure on land has reached a level where little or no forest is left, so tree products are becoming increasingly income generating. However the vicinity of road is directly linked to farmers revenue.
- This success could only be achieved because of the **total ban** on wood product harvesting in the National Park.

### **3.2.3. Fuel effective cookstoves**

This activity has been very well accepted by the population and is now, in some parishes, becoming a "self extending success" without further intervention from the Project.

The impact on biodiversity in this context is not relevant as the natural forest has already disappeared. The main success of acceptance by the concerned population is of economical reasons (to save cash by conserving woodlots or reduce expenses on buying firewood).

### **3.2.4. Beekeeping**

This activity as well has reached a high level of participation from the farmers, as it does not reduce agricultural area and generates 100% cash.

At this stage the Project should consider introducing improved beehives and honey processing methods among the best beekeepers. This could significantly raise the incomes.

### **3.2.5. Live fences**

In order to prevent crop raiding by problem animals. the planting of live fences (Mauritius thorns) on the park boundary has been well supported by the front line farmers, as it has effectively protected their crops. Further planting is therefore going ahead quite well.

### **3.2.6. Fish ponds**

Fish ponds were developed after the gazetting of the Semuliki National Park. The only suitable parish is Burondo near the SNP. Before the gazetting, the adjacent population to Semuliki River were fishing and collecting firewood from the park to smoke the catch. Smoked fish preserves longer and therefore can reach more remote markets. The cash revenue was about 80 % and only 20% was used for home consumption. To date 72 fish ponds serving 58 households have been established. These involve less than 40% of the



population which previously fished in the park and total production is still far below the original catch in the River. As a result, fish ponds production is 70 % household consumed and only 30% is sold on the local market, which even cannot be satisfied. Further development is limited, as almost 90% of the suitable sites for fish ponds are utilized. However through better management of the fish production and an enlargement of the size of the existing ponds (up to 20%), some potential for further development is possible.

### **3.3. Education and Awareness**

The Education and Awareness program of the Project is undoubtedly effective. This could be noted during the field visits of the evaluation mission, even in the most remote areas. For instance through the radio program "Abantu n'ebuyobuhangwa" (people and the Environment) some farmers who have not been directly contacted by the Project started their own woodlots with appropriate species and they were also interested in the improved Cook stoves.

Even if the direct impact of this program is not quantifiable the achievements are still important.

This program is critical in raising a better understanding and participation at all levels of the population as long as the subjects are of real concern to them. Most important is however to remember continuously the basic park ban through different programs explaining: importance of biodiversity, why disturb the park, why it is illegal to enter the park, infringing the law is subject of .... etc....

The farmers' real needs and problems should be identified carefully. Their understanding of farming practices and environmental awareness are often underestimated. or misunderstood .

### **3.4 Cconclusions**

The figures showing the rate for home consumption of the harvest are estimated by the project. However, these figures represent only years without drought, crop raiding, etc. in which case home consumption might require more than total harvest. Should the needs however, increase above level of harvest, the market will not be able to satisfy the needs, nor will the farmer be able to pay for it. Famine will be the result.

The population is now caught in the following vicious cycle:

- The natural population growth of 3,3 % (doubling of the population in less than 25 years) and immigration from the southern area (mainly from Kabale).
- Decreasing soil fertility.

- The lack of market due to lack of clients ("subsistence economy": about 80 % farmers and 20 % potential consumers).

The rural population is therefore bound to rely on the natural regeneration pace of soil fertility which is continuously decreasing. The farmers will not be able to escape from a continuously increasing demand for resources to satisfy basic needs, on dropping yields.

Overall KSCDP has reached the planned targets and even in some cases attained more results than expected. The success is due to:

- Devoted and skilled Project staff able to coordinate and integrate the activities.
- Most of the implemented actions respond to the needs of the target groups which is strengthening their participation.

The project has reached a stage where tested activities are ready for expansion. However Implementation will rapidly absorb staff and financial capacities.

This will impede most of the other steering and decision making activities.

However for all action taken, the most important prerequisite for the success remains the basic park ban. Most activities are indeed alternatives / substitutes to resources which are prohibited to be harvested in the protected areas. Actions that would weaken this ban will jeopardize all efforts undertaken in the front line parishes.

On a medium to long term scale, total benefits obtained from these activities will not match the potential to raid the park nor to reduce soil degradation.

### 3.5. Recommendations

However to improve potential impact for phase III, the following are priorities:

- The project should not more implement but **delegate** large scale extension of tested techniques to community based organizations (CBO), national and international NGOs, governmental Institutions etc... The project has to develop its steering and decision making capacities through:
  - Identification and prioritization of new activities.
  - Coordination and integration of the program.
  - Creating links with other decision making and implementing organizations.
  - Monitoring and Evaluation and feed back support.
- Integration of **family planning** into the program for Awareness Creation and Environment Education Training, including the establishment of effective links with other organizations handling this subject.
- Promotion of "**cash crops**" (especially perennial) as a priority for investment in the intensification and maintenance of soil fertility e.g. Tea plantations seem to be ideal in the buffer area as it is a long lasting perennial cash crop, and one that does not create much degradation, at least compared to food crops. Other important cash crops are coffee, tree plantations even with high valuable species (see experiences made by FACE) etc...
- Promotion of **non-agricultural activities** (example KAFRED) .
- **Avoid activities that are "people attracting"** in the front line parishes. Therefore a link should be created with other organization or institutions to implement such activities on sites behind the front line parishes. This will strengthen migration away from the front line parishes (see chap. 3.6.).
- **Economic aspects** on the medium and the long-term should be studied for all undertaken and planned activities (presence of an economist).
- **Action research** should be introduced and systematically undertaken before massive extension.

### 3.6. Example for identifying new Potential activities

If some out of park forest relics still exist not to far away from the KNP, their potential for C.B.O. tourist development should be studied first (according to the KAFRED

model). If this reveals not to be feasible, the following land use Allocation should be taken into consideration, for identification / formulation of new project programs .

- As in the near future these patches will be lost anyway, the objective should be to establish in those patches sustainable farming systems. This requires among parameters to be studied: a minimum farm size, that includes necessary space for sustainable fallow, in order to ensure long term satisfactory soil fertility of total farm area; inclusion of necessary area for cash crop which generates enough income for the farmers to finance intensification for food crop production etc....
- Under this concept, those farming systems should be made attractive for small farmers living at present in the front line parishes.
- In this program C.M. should endeavor to obtain the collaboration of the potential migrants to establish sustainable farming system.

This program should be viewed as a micro migration control pilot effort that can only have positive impact on park conservation, if combined with an effort to stop immigration in the front line parishes and increase farm size in the front line villages

## **4.0 INVOLVEMENT OF WOMEN**

One of the objectives of the Project was to promote the capacity of women within the Project area to participate and benefit in the sustainable management of natural resources. This was in recognition of the contribution, actual and potential of women to resource management.

### **4.1 Project Achievements**

#### **4.1.1 Project Staff**

Women were adequately involved in the Project activities. The Project technical team, for instance, consists of 50% women i.e. 5 men and 5 women. Although the field extension staff are predominantly male (19 men and 6 women), it is worthwhile noting that at the start of the Project there was only one woman.

#### **4.1.2 Park Staff**

The two Parks have seen recruitment of women working in technical capacities during the last 18 months. From no female staff, KNP now has one warden and two rangers while SNP has four rangers. Although the Project has no authority over recruitment of Park staff, both Parks have been encouraged to recruit local women rangers, and has supported their training in different skills.

#### **4.1.3 Park Management Advisory Committees**

The Park Management Advisory Committees (PMACs) were formed independently of the Project. In the case of KNP, the Committee has no women. However, through the Park management, the Project was able to influence the selection of seven women out of fourteen PMAC members of SNP.

#### **4.1.4 Training**

The Project encourages and works with women, individuals and groups in all their activities. Many women and girls have benefited from the various trainings carried out by KSCDP (Appendix 9). The Project in addition supported two women (one from Kabarole and another from Bundibugyo) to learn grafting techniques in fruit trees at Kawanda Agricultural Research Institute. One of these women is now working with a community-based NGO, Action Team for Rural Development (ACFTORD) around KNP.

#### 4.1.5 Other Project Efforts

Other efforts by the Project to build women in capacity include:

- Radio programmes on women and the environment
- Support to women's groups e.g. the Banabheka Women's Cooperative Society
- Sponsoring a Consultant to carry out a feasibility study of income generating activities for women including credit prospects

#### 4.2 Project Impacts

Progress has been made by the Project in building women's capacity for natural resource conservation. The following impacts were noted by the Evaluation team:

- Project technical and field extension staff have gained a great deal of professional experience which will enable them to continue to manage the natural resources of the area long after termination of the Project. This is particularly true for the field extension staff all of whom are members of the local communities.
- Training given to female staff has empowered them to carry out community conservation work
- Women members of the communities who have participated in Project activities have acquired knowledge and skills that enable them to participate in household and farm/environment management more effectively.

#### 4.3 Constraints

##### 4.3.1 Poverty

The most challenging aspect of Project implementation was the poverty prevailing around KNP and SNP. The struggle for survival has greatly hampered the community's capacity to effectively participate in the conservation of these resources. In effect, they are being asked to choose between the parks/environment and their own well-being.

##### 4.3.2 Culture

Traditionally women are not expected to speak out in the presence of their husbands. This limitation came out clearly during evaluation, and it inevitably limits their full participation in Project activities.

### **4.3.3 Land Ownership**

Most of the land used by women is owned by men. They therefore cannot make changes (e.g. planting trees or building contour bunds) without the permission of their husbands/brothers/sons.

### **4.3.4 Time**

Women are tied down with domestic chores and have little time for meetings, training or other sustainable development activities

### **4.3.5 Education**

About 40% of the women in the Project area are literate. Few have attained sufficient educational levels to earn the technical or even field extension jobs. This situation constrains their effective participation in conservation activities at all levels of the Project.

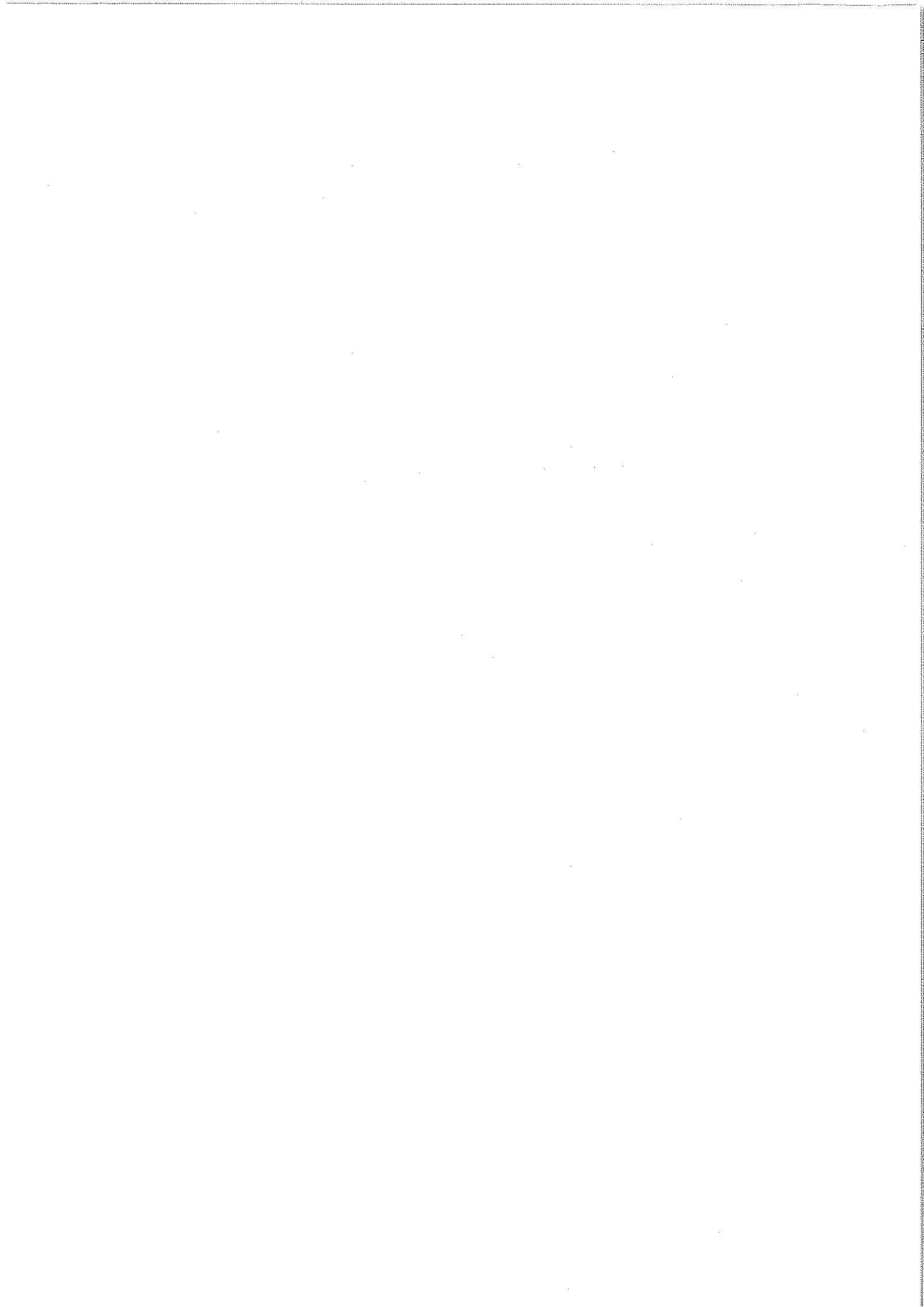
## **4.4 Conclusion and Recommendations**

### **4.4.1 Conclusion**

Women have been adequately involved in the Phase II Project activities. Impacts have been registered at the levels of Project team, Park staff and community/farm. The Mission noted that poverty, cultural attitudes, lack of education, land ownership and time constrained women's participation.

### **4.4.2 Recommendations**

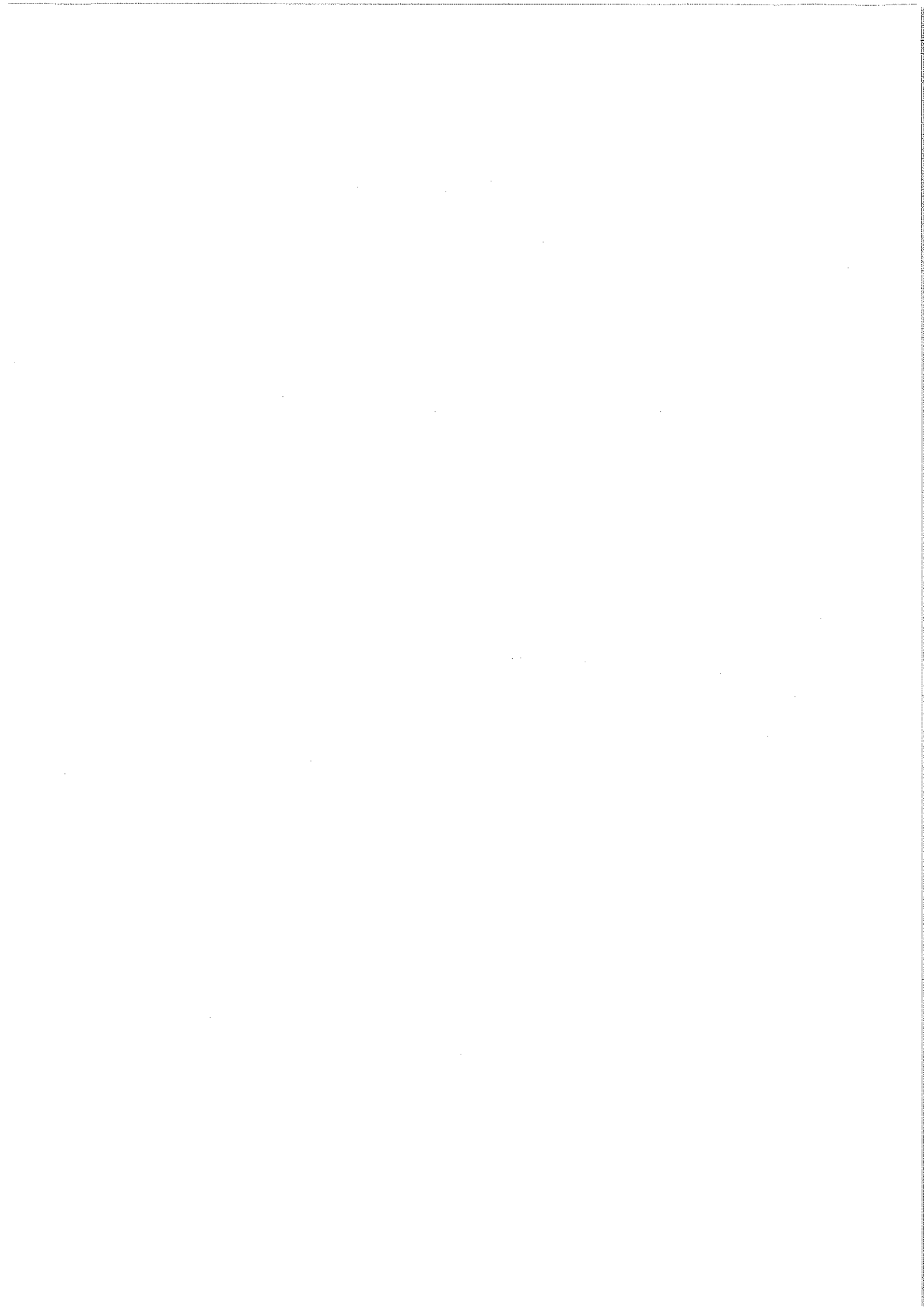
- Continue the current efforts to involve women at all levels of Project implementation
- Explore options for availing women the technical and financial support necessary to undertake income generating activities so as to enhance their economic and social status. This calls for examination of the proposals put forward by the consultant on income generation.





# **PART THREE**

## **Institutional Set Up**



## 1.0 INSTITUTIONAL SET - UP:

1.1 At national level, the set up is as follows:

- The Ministry of Natural Resources (MNR) is the overall executing agency of the Project.
- Uganda Wildlife Authority (UWA) is the main implementing agency.
- The collaborating institutions include Ministries of Finance; Agriculture, Animal Industry and Fisheries; Forest Department of MNR; and Kabarole and Bundibugyo district local governments;
- IUCN which provides technical support

The above institutions constitute the Project's Steering Committee, whose role, is to:

- Monitor and evaluate the Project performance
- Provide technical guidance or backstop
- Review Project goal and objectives
- Ensure adherence to the prevailing national policies and legislations
- Ensure fulfillment of obligations by institutional partners

1.2 At the Project level is the District Co-ordination Committee. Its linkage with the Steering Committee is through the Project Manager who chairs it. The Committee consists of the District Veterinary, Agriculture, Fisheries and Environment Officers from the two districts. Park Wardens of Kibale and Semliki National Parks and IUCN technical advisors. However, according to Phase II Project Document, the Chief Administrative Officer is supposed to be the Committee's Chairperson.

Its role is to:

- Co-ordinate implementation of project activities
- Ensure policy implementation and follow up
- Play advisory role to the project management
- Undertake inspection of project performance and hence monitor progress
- Ensure incorporation of project activities into district programmes/plans

1.3 At the Park level, the following bodies have been initiated to assist in Project related activities:

- Park management Advisory Committee (PMAC) to:
  - act as link between the local communities bordering the Parks and Park Management
  - Play advisory role on Park - Community related issues
- Park Parish Conservation Committees which collect views from the frontline villages to be handled by PMAC

The above arrangement takes care of project monitoring and advisory role.

#### **1.4 Implementation of project activities:**

The implementation of project activities related to conservation of biodiversity, collaborative management, capacity building, promotion of tourism, etc... is through the following approaches:

- Directly by the Project through its Field Extension Agents for activities outside the Parks i.e. in the villages bordering the Parks (commonly referred to as frontline villages)
- Channeling support to the Park establishment to carry out activities inside the Parks

The Project's direct intervention at the village level is attributed to several factors, some of which include the following:

- Inadequate capacity (personnel, logistics, finance), particularly at sub-county level;
- Bureaucratic bottlenecks associated with government departments which militate against the target and time-specific oriented approach that guide project action;
- Low morale of government employees and the project's incapacity to provide financial resources to meet the demands of departmental officials;
- The Project's supervisory capacity in view of facilities availed to it.

#### **1.5 Linkage with other institutions/programmes:**

Within the Project area, there are other institutions and programmes whose objectives and activities also focus on conservation of biodiversity and maintenance of the Park integrity. These include:

- Makerere University Biological Field Station (MUBFS) which is mainly involved in ecological research and monitoring.
- Uganda Wildlife Authority - Forest Absorbing Carbon Dioxide Emissions (FACE) Foundation: plants of native tree species in the formerly encroached, formerly forested south-eastern section of KNP.
- Jane Goodall Institute: habituates chimpanzees and other primates at Kanyanchu tourist centre and undertakes rangers guide training
- Uganda Institute of Ecology, the ecological research and monitoring arm of UWA operating in Semuliki National Park .

Other than technical advice the Project often seeks from MUBFS, co-ordination of activities with the rest of the programme/institutions, has not featured prominently in the project's plans and programmes.

## **1.6 The challenges of national policies and legislations:**

This Project (Phase II) changed focus of emphasis from forest conservation (under Phase I) to the "conservation of the rich biodiversity and ecological processes within Kibale and Semuliki National Parks through the promotion of sustainable natural resource management". Since its inception (1993) to date, several national policies and legislations which have relevance to the project goal and objectives have also come on board e.g. decentralisation, environment and wildlife policies and their respective legal frameworks.

1.1.1 In view of the above developments, it has been noted by the Mission that:

- the position of MNR as the lead agency is a subject of contention. The arguments on the one hand are that the Project is intended to be implemented in a manner that would promote and institutionalise multi - sectoral approach devoid of bias. This position favoured the placement of the Project in "neutral" MNR. On the other hand, there is a feel of discomfort with technical competence of the lead agency to handle the project whose goal and focus are not in tandem with its mandate. This view, favours UWA/Ministry of Tourism, Wildlife and Antiquities (MTWA) as the overall executing agency.
- Some arguments are that there was eagerness to extend the project (i.e from Phase I to II) at the expense of detailed evaluation or study of the institutional arrangement while taking cognisance of the Project's area of emphasis.
- From the above, there is impression that there was not adequate understanding of the implications of lack of direct institutional linkage between MNR and UWA, an issue that is seen to have introduced co-ordination problems with spiral effects on the partner institutions.

1.1.2 Other observations by the Mission are that:

- inspite of the emergence of new policies and legislations that impact on the Project's goal and objectives, the set up of the Steering Committee has not been reviewed to improve its advisory and monitoring capacity
- guidance by the Steering Committee (which has met only three times since the inspection of the Project to the project has not been effective. This is partly attributed to the institutional and policy changes in Park Management and the instability in UWA that curtailed its effective participation in various portfolios under its mandate.

## **1.7 District/project level:**

1.7.1 At the District/Project level, the Mission noted that:

- the District Co-ordination Committee hardly operates (although it met last month) inspite of its resolve to meet quarterly. Its inactive performance is attributed to

Project's inability to meet its members' demands for sitting allowance. Consequently, the intended contribution of this Committee to the Steering Committee and the Project falls far below expectation. Project management is therefore left to monitor its own performance and guide the Steering Committee.

- the Committee, in spite of the Phase II Project Document which provides for CAO as its Chairperson, is actually outside the Councils structure, a fact that partly explains the

- difficulties being faced to incorporate the project activities in the district programmes or sectoral plans
- absence of budgetary provisions by local governments at all levels to supplement the Projects contribution in the relevant sectors under their mandates.

### 1.8 Below the district/project level

- The Sub - County level does not play any role in relation to Project activities
- The Parks implement Park management - related activities e.g. collaborative Management, tourist development, etc... an approach that has been commended within the framework of capacity building.

### 1.9 The IUCN

1.9.1 The IUCN is a strong partner in this Project. Both its Regional and Country offices play advisory role at both national and Project levels which include:

- technical assistance e.g. to prepare or review project proposals, policy and technical documents
- Advice to the institutional partners on technical issues that relate to the project goal/objectives
- networking in the field of resource mobilisation to support the project
- expediting procurement of project requirements
- facilitating project staff undertake training/study tours
- managing project funds

1.9.2 At the Project level, it is also involved in:

- management functions, including financial disbursement approval
- writing project reports
- imparting technical skills at the required levels of project operations
- verifying implementation of project-supported activities to ensure value for money and understanding of technical approach and implications.

Its technical and advisory role has been highly appreciated in view of the various achievements associated with the project and several reports that have been produced over the duration of the project.

## **1.10 The project set up:**

The Project is headed by the Project Manager who is seconded by the parent Ministry , which is also the lead agency. He is assisted by several Co-ordinators in charge of specific fields, namely Forest Extension, Sustainable Development, Environment Education and Rural Assessment. Some of the Co-ordinators are also seconded to the Project by their respective Ministries.

The Project Organogram is detailed in Appendix II. The Project is accordingly structured to enable it implement Project activities in the Parishes surrounding the Parks with particular focus on the "frontline" villages. It reports directly to the overall executing agency.

## **1.11 Lessons learnt from the institutional arrangement**

The intervention of this Project in the two Parks and their surrounding areas came at a time when there was urgent need to institute effective machinery to conserve the biological diversity and ecological processes within the two Parks. Its goal and objectives were therefore relevant to the circumstances, particularly at the inception of the Project. Its institutional arrangement which constituted the mode of execution of the Project Objectives provides lessons not only for the evaluation of the present Project, but for institutional structuring of the recommended Phase III Project.

### **1.11.1 Steering committee**

- The Steering Committee at the national level which was established to give direction to the Project through advisory function and policy and technical guidance remained generally ineffective with apparently no clear work programme. This partly explains the irregularity of the Committee meetings with obvious implications such as :
  - leaving the Project the inevitable choice to depend on the advice of the lead agency or the technical partner or move forward on the basis of its own judgment.
  - lack of or delayed input by partner institutions either in policy or technical areas which impact on Project output, e.g. Collaborative Management, Park Management Plan, etc. .
- The composition of the Steering Committee has not taken adequate consideration of the relevance of other institutions whose role in policy/technical guidance is pertinent in view of the new policies and legislations (some of which have already been referred to in the text) that have emerged since the project came on board.
- The existence of the "overall executing agency" (MNR) and the "main implementing institution" UWA over-seeing a project whose mainstream implementers are directly

answerable to MNR, and its technical advisors accountable to IUCN, has made the main

implementing institution inadequately conversant with its actual role, responsibility, (other than membership of Steering Committee) and the framework of its mandate as accountability centre at the national level.

It is therefore pertinent to conclude that the delineation of roles, functions and responsibilities between the above partner institutions has not been precisely outlined as to avoid confusion in identifying the limits particularly of the main implementing institution.

- The goal and objectives of Phase II, compared to those of Phase I generate questions on the technical competence and hence relevance of the continuation of MNR as the executing agency. Consequently, the inactive participation of the Ministry and/or institutions responsible for Park Conservation (the main goal of Phase II) on grounds of dissatisfaction with the institutional arrangement and allocation of responsibilities exacerbates loose institutional linkage and co-ordination as well as delay in decision making on technical issues.

The delay to approve the Park Management Plans that would otherwise readily benefit from the Project is an example.

- The linkage between the Steering Committee and the Co-ordination Committee at the Project level hardly exists and consequently the input from below to influence policy or technical decisions mainly rests with the Project management.

#### 1.11.2 District level

The District Co-ordination Committee is expected to play a mini role of the Steering Committee at the project level. However, its ineffectiveness, coupled by its placement outside the Councils main stream or structure has :

- deprived the Project of the policy direction at its level especially in respect to its activities outside the Parks
- left the district policy decision makers out of the project thereby letting it be treated as a vertical programme not to be integrated in the district planning set up. This actually explains the non-integration of the Project activities into the programmes of district institutional partners.
- made it appear a parallel structure whose concerns are only a priority to the Project. This is a hindrance to feel of local ownership of the Project.
- left the project to deal with civil servants and hence unable to authoritatively present its concerns to the Councils with the view to get their commitment on effective staff participation and support, budgetary allocations to supplement project efforts, integration of project activities into district programmes, etc.
- only encouraged support from district councils due to direct short term benefits for the councils (e.g. office building in Bundibugyo) and not necessarily the expected long - term gains of the project goal and objectives.



### **1.11.3 The project**

The Project's Structure designed to extend its intervention at the village level without regard to the existence of other partners e.g. Sub-County level,

- does not provide for sustainability measures from the point of view of capacity building
- puts a lot more pressure on the Project with respect to monitoring its activities (25 Parishes in Kabarole, 7 in Bundibugyo and 3 in Kasese) which could be reduced by assigning the Sub-Counties (13 in the two districts or 14 including Kasese - Appendices 12 and 13) to gradually handle some of the responsibilities in accordance with their level of capacity.
- deprives the project of the essential political and administrative support.

### **1.11.4 The IUCN**

- its role in management (including the day - to - day financial administration at the Project level) partly interferes with the intended emphasis on capacity building objective in critical technical areas to which its efforts should best be geared
- direct accountability by IUCN advisers to Uganda Country Office (UCO) and the Project Manager to MNR and IUCN on project affairs does not only tantamount to creating two accounting officers in the same project, but two accountability centres as well which may lead to fluctuation of allegiance.
- the long term stay in the Project (i.e. Chief Technical Advisor/Technical Advisor) also tends to degenerate from active technical guidance which arouses much enthusiasm from the under-studying partners to routine management practices.

**1.11.5** The general observation about the institutional arrangement and linkages between the participating institutions at all levels is that they are weak. At the project level particularly, a lot of effort is put by the Project to generate results under all its objectives. The partners however are more on the receiving end (e.g. Parks), while others (departments) are out of the implementation scene. This situation vividly indicates obvious worries relating to sustainability due to un planned efforts from the beginning of the Project to strengthen institutional capacities, linkage and co-ordination and to forge unity of purpose both vertically and horizontally.

**1.12** In spite of the above weakness, it is the view of the Mission that the institutional arrangement equally had several qualities as shown below:

#### **1.12.1 Continuous technical guidance:**

The placement of Chief Technical Advisor (CTA) and a Technical Advisor (TA) at the project level assured the project and institutional partners, particularly the Parks, of immediate and continuous technical support in the relevant areas.

Their direct connection with IUCN also eased decision making on technical and financial matters and short term consultancies, thereby circumventing the bureaucratic bottlenecks in the structure of the overall and implementing agencies.

#### 1.12.2 Implementation of Project Activities:

The design of the Project structure gave it opportunity to minimise delays in undertaking the activities to achieve its objectives. The urge for outputs as a measure of efficiency and effectiveness consequently guided the project staff to deliver.

#### 1.12.3 Flexibility on implementation of Park Activities:

The Project structure leaves much of the in-Park activities to be undertaken by Park staff which has accordingly led to the following attributes:

- Park staff are practically involved in exercising their skills and therefore able to establish the technical gaps and the mode of redress
- Park management is at the forefront of priority setting of Park activities along which Project support is modeled.

### 1.13 Recommendations

In view of the fact that Phase II Project is scheduled to end in December 1997, major changes in the institutional set-up within the remaining period is not advisable. The recommendations outlined below are therefore intended to guide in the formulation of the institutional arrangement for Phase III project which the Mission highly recommends for further support.

It is the Mission's proposal that:

- The project goal and objectives and their implications on the extent of sectoral coverage and linkage should be adequately studied to ensure its appropriate placement. The policies and legislations that impact on the project goal and objectives should be one of the parameters to guide the composition of the policy and/or technical advisory committees.
- The terms of reference for the established committees at all levels should be clearly spelt out as a measure to provide guidance to the respective partner institutions on their expected roles and responsibilities.
- Linkage between the committees at various levels involved in shaping the policy direction of the Project should be strongly linked and co-ordinated with clear terms of reference whose objective should, among others, aim at reinforcing each other.
- The Project activities and institutional set-up should adequately take into consideration the official structures with the view to enhance integration of plans and programmes and to guard against parallel arrangement that lowers the level of feel of ownership where the project is located..

- Deliberate efforts should be geared toward balancing distribution of responsibilities among partner institutions with resources so as to address imbalance in implementation capacity.
- Flexibility and trust in decision making and priority modification at the District/Project level within established technical guidelines should be considered in institutional design.
- The Project should be structured with the view to build the institutional capacity of partner institutions at all levels as long -term pre-cautionary measure to ensure continuity/sustainability of the Project goal and objectives.
- The roles and responsibilities to be executed by the project staff should be guided by the desire to promote complimentary of efforts among partners in the development process e.g. NGOs, CBOs, local governments, etc as well as efficiency and effectiveness in implementation of Project activities.

#### 1.14 Comments on phase III project document

While this report is not providing a blue print institutional set up for Phase III Project, the Mission's comment on the proposed Project Organisation is based on the observation on Phase II Project and the above recommendations.

##### 11.14.1 Observation

- Generally, the proposed institutional set up is not different from Phase II Project structures (refer to Appendix II) despite proposed change of approach in implementation of Project activities e.g. working within the structures of Institutional Partners and hence existing staff, NGOs/CBOs and community members.
- The number of committees has increased e.g. Steering Committee, Co-ordination Team, District Committee, Project Co-ordination Committee, Parks meetings, some of which with functions similar to those under Phase II, while others have administrative functions e.g. Co-ordination Team.
- The set up of the Committee does not indicate how they will dovetail or inter-face with and reinforce each other
- The Project Co-ordination Committee is proposed to be chaired by civil servants in the presence of political leaders e.g. Chairman, Production Committee
- The role of IUCN recruited CTA still extends into management functions (see Appendix 14), a function that is no doubt bound to often drift him/her away from putting emphasis on technical matters.
- The Project Manager is proposed to be contracted by IUCN and report to both Permanent Secretary MNR and IUCN on all managerial and technical matters, a situation that sets in doubt who actually owns the Project and therefore responsible for taking binding decision on issues pertaining to the Project.

### 1.14.2 **Suggestions**

In view of the above observations, it is important that the following be considered.

- **Set up at National Level:**

- While it is advisable to maintain continuity to avoid disruption of the built up capacity at all levels, it is particularly important that the set up at the national level is devoid of confusion arising from un - clear roles among institutional partners, lack of specific technical desk (reporting/co-ordinating centre) for the Project, several reporting decision - making centres and weak co-ordination and linkage among the institutional partners. This also calls upon the lead agency to assess its own capacity with the view to institute mechanism or strategy for efficient and effective management of the Project.

- the roles and responsibilities of the institutional partners should be clearly outlined for ease of understanding their area of emphasis in respect to policy and technical mandates
- The clear delineation of roles and responsibilities therefore implies that only the Steering Committee comprising the institutions in charge of policies that impact on the Project goal and objectives should exist at the national level. The necessary resources and facilities should be catered for to make it efficient and effective to actually undertake its terms of reference.
- Channel of communication with the District/Project level be clearly known and made effective and efficient.

At the District level:

- The Project activities, particularly those outside the Parks should be integrated in the district plans. It is therefore advisable that the Project programmes be handled through the District Technical Planning Committee chaired by the Chief Administrative Officer who will also ensure that:
  - the district Council, through the appropriate channel, be fully made aware of the project activities and its required decision, priorities, and support are accordingly sought.
  - the respective departments incorporate the Project activities in their sectoral plans
  - effective communication with the Steering Committee is maintained
  - the district priorities within the framework of Project objectives, are accorded commensurate attention.
- Park/Project Planning Committee should be instituted for in-Park activities. This should mainly involve drawing quarterly work plans and budgets, Monitoring and Evaluation Strategies, format for Report writing, identification of Short-term consultancies, drawing training programmes based on needs assessment, etc.

- **Project Level:**

The Project structure should be reviewed in conformity with its intended approach to implement the project activities. The choice to work within the existing local government and Park Management structures is highly supported. The same applies to involving NGOs/CBOs particularly if the arrangement also incorporates capacity building of the institutional partner staff.

The implication of the above approach therefore is that the Project's proposed structure should be harmonised to conform with the above approach..

- **Staffing and Accountability:**

The capacity so far built should be maintained and improved upon. Project Management should be clear of the national and district levels for accountability,

- **Technical Assistance**

The Project Organogram provides for chief Technical Advisor and Technical Advisor. The provision of these positions should be weighed against short-term consultancies engaged specifically on need and with opportunity for follow up where necessary.

- **Phase Out Strategy:**

The project phase is known. There should therefore be a phasing out strategy outlined in the Phase III project document. this is to enable the Government prepare in advance the course of action to take at the expiry of the project.

## DOCUMENTS CONSULTED

- 1 - Howard P C (1991) . Nature Conservation in Uganda's Tropical Forest Reserves. WWF, IUCN, Forest Department
- 2 - Interim report to IUCN/KSCDP regarding consultancy for managing elephant - human conflict around the Kibale and Semuliki National Park, Uganda
3. - Kibale and Semliki Conservation and Development Project Annual Report 1993
4. - Kibale and Semliki Conservation and Development Project Annual Report 1994
- 5 - Kibale and Semliki Conservation and Development Project Annual Report 1995
- 6 - Kibale and Semuliki Conservation and Development Project Progress Report, July - December 1996
- 7 - Kibale and Semliki Conservation and Development Project, Phase II Extension (July 1996 - December 1997)
- 8 - Kibale and Semliki Conservation and Development Project, Phase III Proposal (January 1998 - December 2002)
- 9 - Kibale and Semliki Conservation and Development Project Planning Workshop 15 - 17 April 1997
- 10 - Kibale and Semliki Conservation and Development Project , Phase II Proposal (January 1993 - December 1995)
- 11 - Kibale and Semliki Conservation and Development Project In-Forest Assessment Report, Kahangi Parish. Kibale National Park
- 12 - Kibale and Semliki Conservation and Development Project Protocol for Sustainable Development Activities
- 13 - Kibale and Semliki Conservation and Development Project Joint Review Mission Report (20/02/95 - 06/03/95)
- 14 - Kibale National Park Management Plan (1997 - 2001)

- 15 - Kibale National Park Tourism Development Plan, 1996 (by Sarah Sheppard)
- 16 - National Guidelines on Collaborative Management, 1997
- 17 - Outputs of the Taskforce on Collaborative Management for The Uganda Wildlife Authority
- 18 - Proceedings from the Training Workshops in Collaborative Management (24th June - 04 July 1997)
- 19 - Semuliki Forest Tourism Development Plan, 1993 (by Sarah Sheppard & Andrew Roberts)
- 20 - Semuliki National Park Management Plan (1997 - 2001)
- 21 - State of the Environment Report for Uganda, 1994. Ministry of Natural Resources
- 22 - Briefing Notes For Evaluation Of Phase II of KSCDP
23. - Position paper on proposed future institutional linkage between Kabarole Local Government Council and Kibale and Semliki Conservation and Development Project Phase III.
24. - Project Evaluation briefing notes. Uganda Wildlife Authority, Kibale National Park.
25. - Briefing notes and position paper on institutional linkage between Bundibugyo Local Government and Kibale and Semliki Conservation and Development Project for Phase II Evaluation.

ITINERARY AND THE PEOPLE MET BY THE EVALUATION MISSION OF THE  
KIBALE AND SEMLIKI CONSERVATION AND DEVELOPMENT PROJECT  
(KSCDP)

- 10.09.97 Team Leader of the Evaluation Mission Mr. Robert Deneve arrives in Kampala (departure Brussels: 11.45hr arrival Entebbe: 19:45hr)
- 11.09.97 Dr. Mary Okwakol joins the mission as Co-Team Leader team member.
- Netherlands Embassy: meeting with Mr.C. van Vugt and C.Drazu
  - IUCN Kampala Office: meeting with Alex Muhwezi (Acting Country Representative), Ms. Dorothy Kaggwa (Project Officer) and Mr.H. Kisioh (Coordinator East Africa).
  - UWA, meeting with Mr. Yakobo Moyini (Acting Executive Director) Mr. Mwanika (Planning Coordinator), Mr. Tiyo Community Conservation Officer).
- 12.09.97
- Ministry of Natural Resources: Mr. K. Kalisa (Permanent Secretary) Mr. David Insiyoma (Planning Officer)
  - Ministry of Tourism, Wildlife and Antiquities: meeting with Mr. C. Kasigazi (Permanent Secretary), Mr. D.Abura (Head of Planning Unit)
  - NEEMA (Natural Environment Management Authority): Mr. Festus Bagoora (Natural Resource Management Specialist)
  - Arrival of the second external Consultant Mr. Arne Thies (departure from Toulouse 06:35. Arrival Entebbe 19:30)
- 13.09.97
- Mr. Martin Odwedo (Ministry of Local Government; Donor Coordination Office joins as team member of the Evaluation Mission.
  - Travel from Kampala to Fort Portal
  - First briefing meeting with KSCDP staff: Mr. Patrick K. Kidiya (Project Manager) Ms. K. Hunter (Chief Technical Advisor), Ms. M. Barihaihi (Forestry and Extension Coordinator), Mr. Deo Kahangire (Sustainable Development Coordinator), Mrs. P Katuura Environment Education Coordinator)



- 14.09.97 - KSCDP office: presentation of the Project - concept and different activities by all Project Staff members  
 - Review of itinerary
- 15.09.97 - Field trip to Kahangi Parish to see "Sustainable Development Activities" with the following Project Staff members: the Project Manager Mr. P. Kidiya, the CTA Ms. K.Hunter, Kabarole KNP SDC Mr. D. Kahangire, Bundibugyo SNP SDC Mr. Ambrose Mugisha, Ms. M. Barihaihi. Forest plantations, improved cooking stoves, demarcating of the park zones with live fences.  
 - Discussion with different farmers undertaken.
- 16.09.97 - KSCDP office: Meeting with the Warden Community Conservation SNP, Mr. Masereka Sylsvester Head Ranger for WLE at SNP Mr. Bikombi Simon, Warden Community Conservation SNP Mr. Masereka Sylvester, the Accounts Clerk SNP Mr. Yoona Maate and the Peace corps Volunteer working in SNP Mr. Eric Hjelstrom.  
 - Meeting with two PMAC Chairmen of KNP/SNP Mr. Byarugaba B. and Mr. Korulye Xavier respectively.  
 - Field trip to Kanyanchu, visit of the tourist facilities and forest walk with the Senior Warden in Charge of KNP , Mr. Moses Mapesa.  
 - Meeting at the KNP office at Kanyawara with Mr. Moses Mapesa (Warden in Charge), Ms. Rose Nankya (Warden Community Conservation), Mr. Aggrey Rwetsiba (Warden Tourism)
- Meeting with PMAC Chairmen  
 - Mr Bernard Byarugaba (KNP)  
 - Mr. Xavier Korulye (SNP)
- Mr. Joseph Byaruhanga: LC1 Chairman, Makobe Village (Zone) [front line Village]
- Kanyawara Park Headquarters: Meeting with Mr. Aggrey Rwetsiba, Warden Tourism KNP and Ms. Rose Nankya, Warden Community Conservation, KNP
- 17.09.97 meeting with Bundibugyo District officials at KSCDP office:  
 - Mr. Jeremiah Mutooro (Vice Chairman LC V)  
 - Mr. Jockus Maate (District Env.Officer)  
 - Ms. Alenga Rose (Assistant Chief Administrative Officer)

- meeting with Kabarole District officials at KSCDP office;
- Mr. Elias Byamungu (Asst. Chief Administrative Officer) AND
- Mr Christopher Kalya (LC V)

Field trip to Busiriba and meeting with:

- Mrs Kabagenyi Beatrice (Field Extension Agent)
- Mr. Mugisha Herbert T. (Field Extension Agent)

Visit of Busabura LC1 Drama group: Mr Edward Kyaligonza (Promoter , MDD/KSCDP)

Trip to Bigodi and meeting with the Community Based Organization KAFRED:

- Mr. Namanya Thomas (Vice Chairman)
- Tinka John (Secretary)
- Sunday Bradford (Committee Member)
- Kasenene Wilson (Committee Member)
- Byaruhanga Aston (Committee Member)

18.09.97

- Split Programmes in Bigodi and Nyabweya Parish:
- Visit of the tourist facilities established by KAFRED in the Magombe Swamps
- Visit TOroject of FACE
- Visit Collaborative Management:
  - . Rose Nankya (KNP, Warden Com. Cons.)
  - . Robert Bagonza (KNP, Com. Cons. Ranger)
  - . Rose Musabege (KNP, Com. Cons. Ranger)
  - . Charles Turinaiwe (KNP, Com. Cons. Ranger)
  - . Florence Balaba (KNP, Com. Cons. Ranger)
- Discussion with individual Farmers
- Meeting at Kahunge Sub County Hqtrs.
  - . Mr. David Kanyomoza (Ag. Sub. County; Chief of Busiriba Parish)
- Kahunge Sub-County Headquarters: met with David Kanyonza Ag. Sub-County Chief of Kahunge Sub-County, Kibaale County. (He is substantively a Parish Chief Busiriba Parish)
- : Mr. Charles Byaruhanga. Parish Chief of Kiyagara Parish
- : Mr. Van Banga LCIII General Secretary, Kahunge Sub-County
- : Mr. Christopher Kasami. Parish Chief, Kinoni Parish
- : Mr. James Mande, Parish Chief, Rwenkuba Parish.
- : Mr. Stanley Tinkasimire. Parish Chief, Mpanga Parish
- : Mr. Erukana Kwebiha, Chairman LCII, Rwenkuba Parish
- Bigodi Parish (at Bigodi Village): Met with Mr. Bradford Sande, LC1 Secretary

- Mr. Asaba LCII Vice Chairman, Bigodi Parish.

**Rurama Parish:**

- Met with Sylevester Balinda, Field Extension Agent, Rurama Parish,
- Mr. Lawrence Ahabyona, Chairman LC1 Rurama Central Zone (front line Village)

- 19.09.97 Team work of the evaluation mission. EM evaluation and discussion of findings
- 20.09.97 Presentation of preliminary findings and discussion with the project staff  
Presentation of general results to the Project.  
Meeting with the local consultant KSCDP  
Mrs. J.F. Sibbo (Rural Assessment Coordinator)  
Mr. Denis Mutabazi (Monitoring Sustainable development)
- 21.09.97 Team work and individual meetings with project staff members (M&E)
- 22.09.97 Team work and individual meetings with Project Staff members (Genda specific issues).  
Meeting with Mr. Fred Kateego (Senior Warden in Charge of SNP)  
  
Meeting with Dr, K.B. Paul and Mr. Patrick IIIuko Makerere University Biological Field Station)  
  
Meeting with Mr. Muhenda Rujumba (Chief Administration Officer) and Mr. Elias Byamungu (Assistant Chief Administration Officer ) Kabarole District Administration  
  
Meeting Mr. Kalya Christopher LC5 Kabarole District Administration  
Meeting with Ms. Margaret Barihaihi (KSCDP) and Mr. Ambrose Mugisha (KSCDP)
- 23/09/97 Team work, report writing and individual meetings with:  
Mr. Patrick K. Kidiya (KSCDP)  
Ms. Kathym Hunter (KSCDP)  
Ms. Margaret Barihaihi (KSCDP)  
Mr. Ambrose Mugisha (KSCDP)
- 24/09/97 Team work, report writing and individual meetings with:  
Mr. Ambrose Mugisha (KSCDP)  
Ms. Pross Katuura (KSCDP)

- 25/09/97 Meeting with Ms. Margaret Barihaihi (KSCDP)
- Mr. Ambrose Mugisha (KSCDP)  
Meeting with Mr. Patrick Kidiya (KSCDP) and Ms. Kathryn Hunter (KSCDP)
- 26/09/97 Meeting with Mr. Mapesa Moses Warden-in Charge KNP  
Ms. Rose Nankya Warden Community Conservation KNP  
Mr. Kalya Christopher - LCV Chairman, Kabarole District
- 27/09/97 Compilation of report. Meeting with Mr Patrick Kidiya, Project Manager and Ms Kathryn Hunter (CTA).
- 28.09.97 Evaluation mission returns to Kampala. Meeting at IUCN office with. Mr. Alex Muhweezi and Mr. Chris van Vugt.
- 29/09/97 Rap-up meeting at the Ministry of Natural Resources:
1. Mr. P.O.Kahingire, Ag. Permanent Secretary
  2. Dr. Yakobo Moyini, Ag. Executive Director
  3. Mr. David Isingoma, Chief Economist, MNR
  4. Mr. Festus Bagoora, NEMA
  5. Mr. patrick Kidiya, KSCDP
  6. Ms kathryn Hunter, KSCDP
  7. Ms Dorothy kaggwa, IUCN
  8. Mr. Charles Drazu. Netherlands Embassy
  9. Mr. Chris van Vugt, Netherlands Embassy
  10. Mr. Alex Muhweezi. IUCN
  11. Mr. Abdul Muwanika, UWA
  12. Mr. Arthur Mugisha, UWA.
- 30/09/97 Meeting of team to review rap-up meeting
- 1/10/97 Review of Report
- 2/10/97 Review of Report
- 3/10/97 Finalization of Report. Departure of Mr. Robert Deneve and Dr. Arne Thies for Europe.

## DOCUMENTS CONSULTED

- 1 - Howard P C (1991) . Nature Conservation in Uganda's Tropical Forest Reserves. WWF, IUCN, Forest Department
- 2 - Interim report to IUCN/KSCDP regarding consultancy for managing elephant - human conflict around the Kibale and Semuliki National Park, Uganda
3. - Kibale and Semliki Conservation and Development Project Annual Report 1993
4. - Kibale and Semliki Conservation and Development Project Annual Report 1994
- 5 - Kibale and Semliki Conservation and Development Project Annual Report 1995
- 6 - Kibale and Semuliki Conservation and Development Project Progress Report, July - December 1996
- 7 - Kibale and Semliki Conservation and Development Project, Phase II Extension (July 1996 - December 1997)
- 8 - Kibale and Semliki Conservation and Development Project, Phase III Proposal (January 1998 - December 2002)
- 9 - Kibale and Semliki Conservation and Development Project Planning Workshop 15 - 17 April 1997
- 10 - Kibale and Semliki Conservation and Development Project , Phase II Proposal (January 1993 - December 1995)
- 11 - Kibale and Semliki Conservation and Development Project In-Forest Assessment Report, Kahangi Parish, Kibale National Park
- 12 - Kibale and Semliki Conservation and Development Project Protocol for Sustainable Development Activities
- 13 - Kibale and Semliki Conservation and Development Project Joint Review Mission Report (20/02/95 - 06/03/95)

## ANNEX 1

### Summary of Terms of Reference for the Evaluation Mission of the Kibale and Semliki Conservation and Development Programme

- I The evaluation mission will assess the activities and the impact of activities:
  - a) On the conservation of biodiversity in the Kibale and Semliki parks.
  - b) On the development of the communities (parishes) surrounding the parks, like the Batwa living in side and surrounding the parks.
  - c) On the awareness created within the district management of the two districts (Kabarole and Bundibugyo) about the need for conservation of the biodiversity in flora and fauna.
  - d) On the improvement of management of the parks by the personnel (wardens and ranchers) of the Ugandan Wildlife Authority and by the people surrounding the parks.
  - e) On the progress in responsibility building with regard to conservation and conservation management by the people (communities) and official institutions (UAW); possible progress in joint understanding and joint management of these two parks (what has been the progress in Collaborative Management?).
  - f) The methodology and approach by the project to implement above mentioned activities will be assessed.
  
- II The mission will assess:
  - a) The value and efficiency of the project institution to achieve the conservation of the biodiversity and the development of the parishes surrounding the parks.
  - b) The facilities given to the project by the IUCN offices (country, regional).
  - c) The institution build up of parishes (environmental committees in the parishes) and of the total surrounding (PMAC's etc.) of the parks.
  - d) The coordination and integration of all organisations related with the conservation of biodiversity and development of surrounding parishes (buffer zone), this means assessment of coordination and collaboration of district authorities (elected and assigned), IUCN-project, (Ministry of Natural Resources), Uganda Wildlife Authority, (Ministry of Tourism) and NGO's.
  
- III Depending on the outcome of the above mentioned assessment, the mission will eventually suggest alternative activities, approaches, organisations and institutions to achieve the objectives of conservation and development.
  
- IV Following the above mentioned activities I - III and assessment of policy, activities and the present situation of the parks, the mission will then review and comment on the draft proposal for the third phase of the project.

**ITINERARY AND THE PEOPLE MET BY THE EVALUATION MISSION OF THE  
KIBALE AND SEMLIKI CONSERVATION AND DEVELOPMENT PROJECT  
(KSCDP)**

- 10.09.97 Team Leader of the Evaluation Mission Mr. Robert Deneve arrives in Kampala (departure Brussels: 11.45hr arrival Entebbe: 19:45hr)
- 11.09.97 Dr. Mary Okwakol joins the mission as Co-Team Leader .
- Netherlands Embassy: meeting with Mr.C. van Vugt and C.Drazu
  - IUCN Kampala Office: meeting with Alex Muhwezi (Acting Country Representative), Ms. Dorothy Kaggwa (Project Officer) and Mr.H. Kisioh (Coordinator East Africa).
  - UWA, meeting with Mr. Yakobo Moyini (Acting Executive Director) Mr. Mwanika (Planning Coordinator), Mr. Tiyoi Community Conservation Officer),
- 12.09.97
- Ministry of Natural Resources: Mr. K. Kalisa (Permanent Secretary) Mr. David Insingoma (Planning Officer)
  - Ministry of Tourism , Wildlife and Antiquities: meeting with Mr. C. Kasigazi (Permanent Secretary), Mr. D.Abura (Head of Planning Unit)
  - NEEMA (Natural Environment Management Authority): Mr. Festus Bagoora (Natural Resource Management Specialist)
  - Arrival of the second external Consultant Mr. Arne Thies (departure from Toulouse 06:35, Arrival Entebbe 19:30)
- 13.09.97
- Mr. Martin Odwedo (Ministry of Local Government; Donor Coordination Office joins as team member of the Evaluation Mission.
  - Travel from Kampala to Fort Portal
  - First briefing meeting with KSCDP staff: Mr. Patrick K. Kidiya (Project Manager ) Ms. K. Hunter (Chief Technical Advisor), Ms. M. Barihaihi (Forestry and Extension Coordinator), Mr. Deo Kahangire (Sustainable Development Coordinator), Mrs. P Katuura Environment Education Coordinator)

**Annex 2 (cont.)**

- 14.09.97
- KSCDP office: presentation of the Project - concept and different activities by all Project Staff members
  - Review of itinerary
- 15.09.97
- Field trip to Kahangi Parish to see "Sustainable Development Activities" with the following Project Staff members: the Project Manager Mr. P. Kidiya, the CTA Ms. K.Hunter, Kabarole KNP SDC Mr. D. Kahangire, Bundibugyo SNP SDC Mr. Ambrose Mugisha, Ms. M. Barihaihi. Forest plantations, improved cooking stoves, demarcating of the park zones with live fences.
  - Discussion with different farmers undertaken.
- 16.09.97
- KSCDP office: Meeting with the Warden Community Conservation SNP, Mr. Masereka Sylsvester Head Ranger for WLE at SNP Mr. Bikombi Simon, Warden Community Conservation SNP Mr. Masereka Sylvester, the Accounts Clerk SNP Mr. Yoona Maate and the Peace corps Volunteer working in SNP Mr. Eric Hjelstrom.
  - Meeting with two PMAC Chairmen of KNP/SNP Mr. Byarugaba B. and Mr. Korulye Xavier respectively.
  - Field trip to Kanyanchu, visit of the tourist facilities and forest walk with the Senior Warden in Charge of KNP, Mr. Moses Mapesa.
  - Meeting at the KNP office at Kanyawara with Mr. Moses Mapesa (Warden in Charge), Ms. Rose Nankya (Warden Community Conservation), Mr. Aggrey Rwetsiba (Warden Tourism)
- Meeting with PMAC Chairmen
- Mr Bernard Byarugaba (KNP)
  - Mr. Xavier Korulye (SNP)
- Mr. Joseph Byaruhanga: LC1 Chairman, Makobe Village (Zone) [front line Village]
- Kanyawara Park Headquarters: Meeting with Mr. Aggrey Rwetsiba, Warden Tourism KNP and Ms. Rose Nankya, Warden Community Conservation, KNP
- 17.09.97
- meeting with Bundibugyo District officials at KSCDP office:
- Mr. Jeremiah Mutooro (Vice Chairman LC V)
  - Mr. Jockus Maate (District Env. Officer)
  - Ms. Alenga Rose (Assistant Chief Administrative Officer)



- meeting with Kabarole District officials at KSCDP office;
- Mr. Elias Byamungu (Asst. Chief Administrative Officer) AND
- Mr Christopher Kalya (LC V)

Field trip to Busiriba and meeting with:

- Mrs Kabagenyi Beatrice (Field Extension Agent)
- Mr. Mugisha Herbert T. (Field Extension Agent)

Visit of Busabura LC1 Drama group: Mr Edward Kyaligonza (Promoter .  
MDD/KSCDP)

Trip to Bigodi and meeting with the Community Based Organization  
KAFRED:

- Mr. Namanya Thomas (Vice Chairman)
- Tinka John (Secretary)
- Sunday Bradford (Committee Member)
- Kasenene Wilson (Committee Member)
- Byaruhanga Aston (Committee Member)

18.09.97

Split Programmes in Bigodi and Nyabweya Parish:

- Visit of the tourist facilities established by KAFRED in the  
Magombe Swamps
- Visit TO project of FACE
- Visit Collaborative Management:
  - . Rose Nankya (KNP, Warden Com. Cons.)
  - . Robert Bagonza (KNP, Com. Cons. Ranger)
  - . Rose Musabege (KNP, Com. Cons. Ranger)
  - . Charles Turinaiwe (KNP, Com. Cons. Ranger)
  - . Florence Balaba (KNP, Com. Cons. Ranger)
- Discussion with individual Farmers
- Meeting at Kahunge Sub County Hqtrs.
  - . Mr. David Kanyomoza (Ag. Sub. County; Chief of Busiriba Parish)
- Kahunge Sub-County Headquarters: met with David Kanyonza Ag.  
Sub-County Chief of Kahunge Sub-County, Kibaale County. (He is  
substantively a Parish Chief Busiriba Parish)
- : Mr. Charles Byaruhanga, Parish Chief of Kiyagara Parish
- : Mr. Van Banga LCIII General Secretary, Kahunge Sub-County
- : Mr. Christopher Kasami, Parish Chief, Kinoni Parish
- : Mr. James Mande, Parish Chief, Rwenkuba Parish.
- : Mr. Stanley Tinkasimire, Parish Chief, Mpanga Parish
- : Mr. Erukana Kwebiha, Chairman LCII, Rwenkuba Parish
- Bigodi Parish (at Bigodi Village): Met with Mr. Bradford Sande, LC1  
Secretary

**Annex 2 (cont.)**

- Mr. Asaba LCII Vice Chairman, Bigodi Parish.

**Rurama Parish:**

- Met with Sylevester Balinda, Field Extension Agent, Rurama Parish,
- Mr. Lawrence Ahabyona, Chairman LCI Rurama Central Zone (front line Village)

19.09.97 Team work of the evaluation mission. EM evaluation and discussion of findings

20.09.97 Presentation of preliminary findings and discussion with the project staff  
Presentation of general results to the Project.  
Meeting with the local consultant KSCDP  
Mrs. J.F. Sibbo (Rural Assessment Coordinator)  
Mr. Denis Mutabazi (Monitoring Sustainable development)

21.09.97 Team work and individual meetings with project staff members (M&E)

22.09.97 Team work and individual meetings with Project Staff members (Genda specific issues).  
Meeting with Mr. Fred Kateego (Senior Warden in Charge of SNP)

Meeting with Dr, K.E. Tusi and Mr. Patrick IIIuko Makerere University Biological Field Station)

Meeting with Mr. Muhenda Rujumba (Chief Administration Officer) and Mr. Elias Byamungu (Assistant Chief Administration Officer ) Kabarole District Administration

Meeting Mr. Kalya Christopher LC5 Kabarole District Administration  
Meeting with Ms. Margaret Barihaihi (KSCDP) and Mr. Ambrose Mugisha (KSCDP)

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Ms. Pross Katuura (KSCDP)

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- Mr. Ambrose Mugisha (KSCDP)  
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  3. Mr. David Isingoma, Chief Economist, MNR
  4. Mr. Festus Bagoora, NEMA
  5. Mr. patrick Kidiya, KSCDP
  6. Ms kathryn Hunter, KSCDP
  7. Ms Dorothy kaggwa, IUCN
  8. Mr. Charles Drazu, Netherlands Embassy
  9. Mr. Chris van Vugt, Netherlands Embassy
  10. Mr. Alex Muhweezi, IUCN
  11. Mr. Abdul Muwanika, UWA
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- 2/10/97 Review of Report
- 3/10/97 Finalization of Report. Departure of Mr. Robert Deneve and Dr. Arne  
Thies for Europe.

**Basic needs common to communities living adjacent to KNP & SNP  
based on the findings of the Rural Assessments**

Basic needs per HH in FLVs	Cost(US\$ per person/year	(%)
Food	182,500	88
Clothing	5,000	2
Education	4,571	2
Shelter	4,424	1
Health	12,000	6
	206,690	100

**Calculations:****Food:**

Average cost per person per day	500
Total cost/year	
(Cost X number of days in a year (500 * 365))	<u>182,500</u>

**Clothing:**

Number times is twice a year	
Av price of clothing is 5,000 per person per year	
Total cost on clothing per year is	<u>5,000</u>

**Education:**

Av HH size is 5.5	
Average school going persons per HH is 3.5	
Average cost on primary education per HH	16,000
Average cost on primary	
per person per year (16000/3.5)	<u>4,571</u>

**Shelter:****Materials:**

Average poles per HH is 80	
Price per pole 150	
Total cost on poles	12,000
Average # of Iron Sheets is 20	240,000
Other materials	40,000
Total Cost	292,000
Average number of years for a house to be rebuilt is 12 years	
Average HH size is 5.5	
Cost of Shelter per year(430000/12/5.5)	<u>4,424</u>

**Health:**

Average Cost of Health per person per year (data from local drug stores)	<u>12,000</u>
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Park	ROADS ESTABLISHED AND MAINTAINED		ROADS TO ESTABLISHED (LTMP)		Remarks
	Maintained by KSCDP 8.5Km	Cost of maint. (\$) \$2,000	Maintained by others * 59 Km	Un motorable Roads 48.9 Km	
Total net work 116.4 Km					
Kibale Nat. Park					
Semliki Nat. Park					SNP has no road net work. Served with FP - Bgyo road, also serving as part of boundary

\* Some part of road is maintained by other institutions e.g UEB, MUBFS, USAID and UWA - FACE Project

Park	ROAD ESTABLISHED AND MAINTAINED		ROAD TO ESTABLISHED		Remarks
	Distance established	Cost of Establishment (\$) 300	To be established	Cost (\$) 600	
Kibale Nat. Park	58 Km	300	42 Km		
	40Km		60Km	600	The 40km is established but not maintained. The 20km surveyed will be developed soon
Semliki Nat. Park	8Km	40	100Km	5,300	
	0.5Km	1,600	0.5Km	1,600	Board walks is old and will be replaced

**TOURISM TRAILS**

**ANNEX 6**

**CAPACITY BUILDING FOR PARK STAFF**

**OBJECTIVES:**

- \* IMPROVE PARK STAFF MANAGEMENT SKILLS
- \* INCREASE ENVIRONMENT AWARENESS

**ACTIVITY:**

- \* TRAINING

**PROJECT SUPPORT:**

- \* LOGISTICS
- \* FUNDS
- \* TRAINING

**KEY INPUT:**

- \* VENUE (In some cases)
- \* TIME
- \* PERSONNEL - Trainees or Facilitators
- \* IDENTIFICATION OF TRAINING NEEDS

**ACHIEVEMENTS:**

	SPECIFIC TARGET(S)	FEMALE	MALE	UNSPECIFIED
<b>WORKSHOPS / SEMINARS</b>				
Environment Education	Warden and Rangers -Educ.& Tou	5	13	
EIA Responsibility	Wardens	1	4	
Environment Education	Warden - Educ.& Tourism	1		
<b>COURSES</b>				
Tourist Guiding	Ranger Guides	2	15	
Project planning using OOP	Warden - Educ.& Tourism	1		
<b>TRAININGS</b>				
Community relations	Law enforcement Rangers		30	
Community relations	Law enforcement Rangers		30	
Compass reading	Law enforcement Rangers		30	
Collaborative Management	Warden and Rangers -Community	3	5	
Participatory Rural Appraisal	Wardens and Rangers	1	4	
Needs Assessment Training	Wardens and Rangers	1	10	
Computer use	Wardens and Rangers	4	11	
Taxonomy	Wardens and Rangers			14
Soil and water conservation	Warden and Rangers -Educ.& Tou	3	3	
Beekeeping	Warden and Rangers -Educ.& Tou	3	3	
Cookstove construction	Warden and Rangers -Educ.& Tou	3	3	
Motorcycle riding	Wardens and rangers	2	8	
<b>TOUR</b>				
Study tour - Nepal	Wardens	1	1	
<b>RESEARCH</b>				
Msc (Wild Coffee)	Warden		1	

**MAIN CONSTRAINTS:**

- \* LONG COURSES NOT ENCOURAGED BY UWA
- \* KNP AND SNP MISS OUT DUE TO TRANSFERS OF STAFF
- \* FEW WOMEN ARE RECRUITED BY UWA
- \* FUNDS TO TRAIN MORE STAFF LIMITED

**RECOMMENDATIONS FOR THE WAY FORWARD:**

- \* MORE WOMEN SHOULD BE ENCOURAGED TO JOIN UWA i.e POPULARISE UWA SERVICE AMONG WOMEN
- \* TRANSFERS SHOULD BE MINIMISED





OBJECTIVE	ACTIVITY	SET	WAY FORWARD
1 Assist in the protection of KNP and SNP from encroachment and other threats.	<ul style="list-style-type: none"> <li>- Patrols against poaching/encroachment, illegal exploitations.</li> <li>- Infrastructural Dev't</li> <li>- Fire protection</li> <li>- Boundary maintenance</li> <li>- Transport and communications</li> <li>- Tourism development</li> </ul>	<ul style="list-style-type: none"> <li>- 60% INDICATOR</li> <li>- 60% to be achieved</li> <li>- act levels</li> <li>- fairer 1997</li> <li>- File</li> <li>- 19</li> <li>- All</li> <li>- ad</li> <li>- De</li> <li>- an</li> <li>- to</li> </ul>	<ul style="list-style-type: none"> <li>- Create awareness about UWA policy and park by-laws</li> <li>- intensify efforts to reduce crop-raiding by wildlife of KNP and SNP</li> </ul>
2 Assist in preparation and implementation of long term management	<ul style="list-style-type: none"> <li>- Consultations amongst all stakeholders</li> <li>- Formulation and writing of LTMPs</li> </ul>	LTM	<ul style="list-style-type: none"> <li>- UWA should give priority to the approval of the plans</li> <li>- Plans should be reviewed periodically</li> </ul>
3 Promote community-based conservation programmes that substitute forest products and/or optimise sustainable natural resource use in and adjacent to the NPs.	Tree planting	8% or 2% level in old	<ul style="list-style-type: none"> <li>- Increase on the targets to give bigger impacts</li> <li>- Give more priority to termite control using cultural measures</li> </ul>
	Soil and water conservation	20% proved in old 117	<ul style="list-style-type: none"> <li>- Use more model farmers in extension</li> <li>- Continue exchange visits amongst parishes</li> <li>- Soil and water conservation in Bundibugyo to include mountain areas</li> </ul>
	Fuel efficient Lorena cookstoves	25% or 1% level in old	<ul style="list-style-type: none"> <li>- Continue frequent on-site training in cookstove management, continue frequent monitoring</li> </ul>
	Bee keeping	3% or 12% level in old	<ul style="list-style-type: none"> <li>- Institute stiffer restrictions against bush burning, control of predators</li> </ul>
	Fish farming	30% HH been achieved	<ul style="list-style-type: none"> <li>- Continue on-site training fishpond management to improve quality</li> </ul>
	Resource use agreements	3 for	<ul style="list-style-type: none"> <li>- Monitor Babwa activities in SNP</li> </ul>
	Collaborative Management	Training of CM	<ul style="list-style-type: none"> <li>- Continue training and facilitation of Park staff in CM</li> <li>- Strengthen collaborative management efforts</li> <li>- Train local communities in collaborative management</li> </ul>
4 Promote capacity of women to participate in and benefit from conservation and sustainable resource management	<ul style="list-style-type: none"> <li>- Training</li> <li>- Radio programmes</li> </ul>	30% activities was 20% in women	<ul style="list-style-type: none"> <li>- Second Session due in November 1997</li> <li>- Give more priority to recommendations of consultancy report on feasibility of income-generating activities</li> <li>- Design and implement programmes to economically empower women</li> <li>- Strengthen women groups</li> <li>- Strengthen linkages with other specialized agencies</li> <li>- Employ a gender specialist in the Project</li> </ul>
6 Increase environmental awareness	<ul style="list-style-type: none"> <li>- Music, Dance, Drama (MDD)</li> <li>- Training</li> <li>- Publications</li> <li>- Radio presentations</li> </ul>	<ul style="list-style-type: none"> <li>- 40% change towards</li> <li>- 55% in the community</li> <li>- 30% KSCI</li> <li>- 30% KSCI</li> <li>- 60% target WCU</li> </ul>	<ul style="list-style-type: none"> <li>- More surveys needed to establish extent of behavioural change</li> </ul>

FLV= Frontline Village  
HH= Household

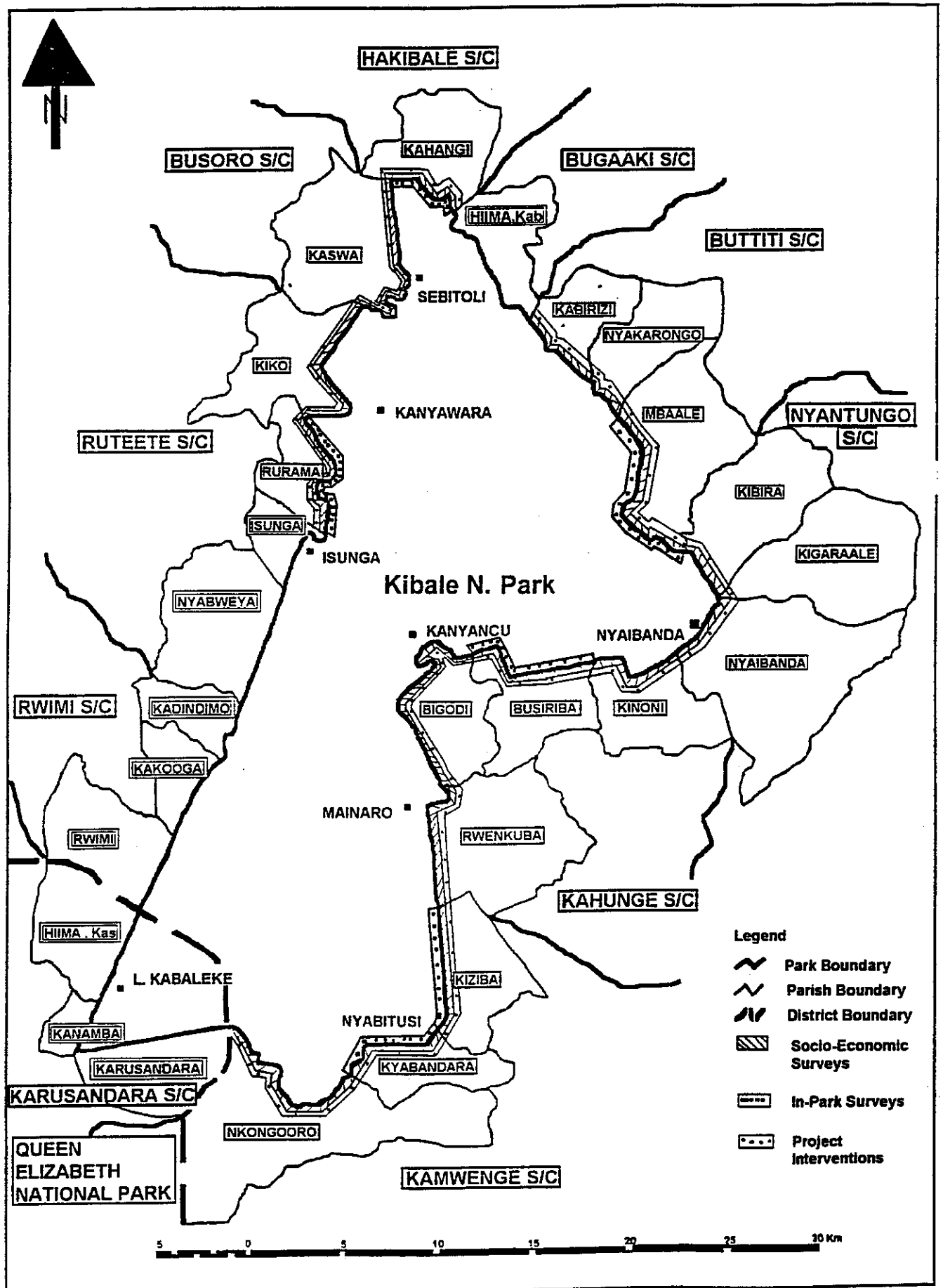
KNP= Kibale National Park  
SNP= Semuliki National Park

WCU= WCU  
LTMP= LTMP

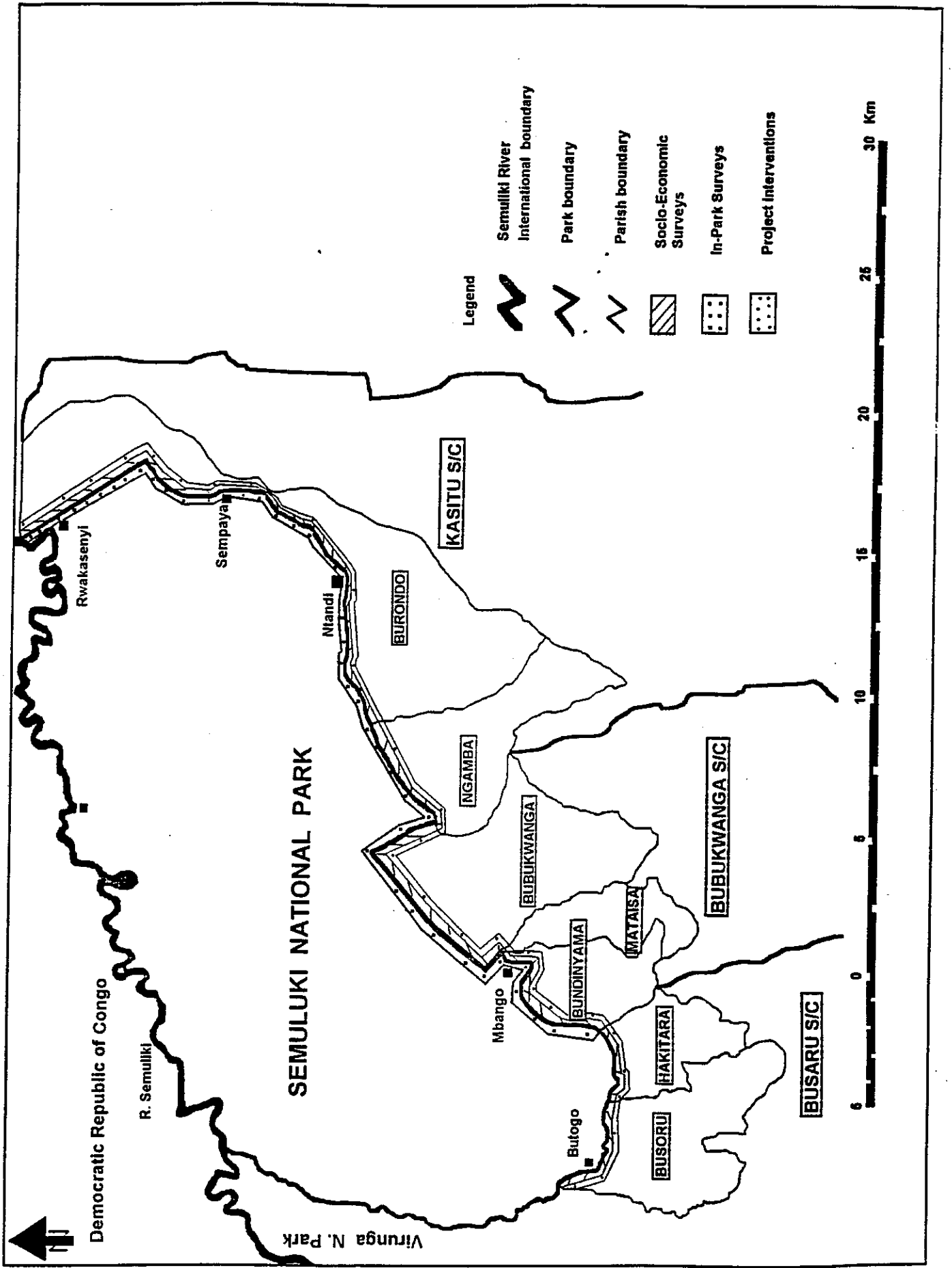


COMPARISON OF MALE AND FEMALE PARTICIPATION/INVOLVEMENT IN KSCDP TRAINING PROGRAMMES						
			# Females	# Males	Total #	% Female
Training in Lorena cookstoves ('96/97)			214	131	345	62
Training in Cooking methods ('96/97)			90	63	153	59
Training in Soil & Water Conservation ('96/97)			370	764	1134	33
Training in Tree Planting ('96/97)			72	165	237	30
Training in Fish Farming ('96/97)			34	54	88	39
Training in Beekeeping ('96/97)			92	176	268	34
Other Training ('96/97)			462	558	1020	45
Women-in-environment seminars			309	11	320	97
TOTAL			1643	1922	3565	46

MAP OF KIBALE NATIONAL PARK SHOWING PROJECT ACTIVITIES:

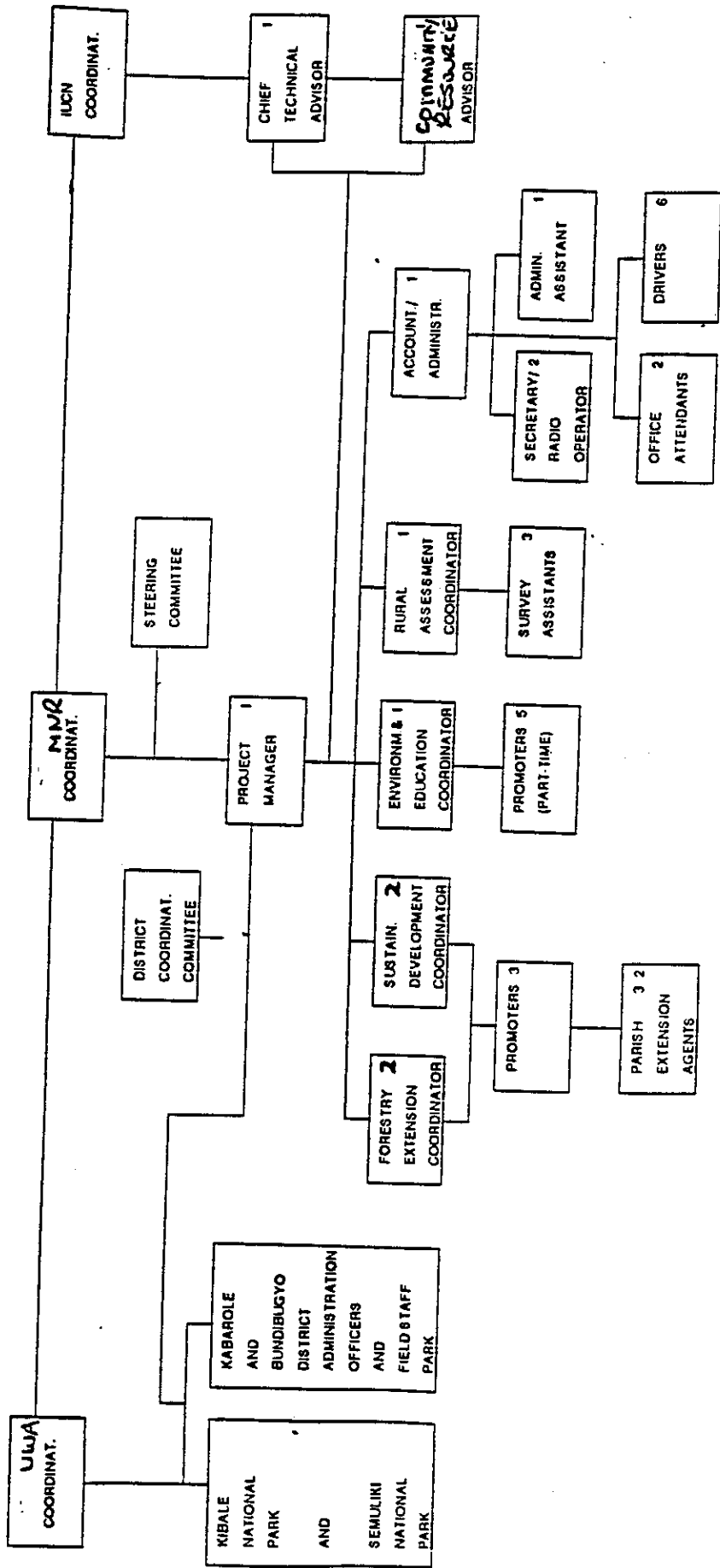


**MAP OF SEMULUKI NATIONAL PARK SHOWING PROJECT ACTIVITIES**



PLANNED LIFE AREA SEMULI Conservation and Development Project Organogram 1998 - 2002

TOTAL STAFF: 62



ANNEX VII: Terms of Reference Technical Advisor: Natural Resource Management and Chief Technical Advisor (NRMA/CTA)

The Technical Advisor, Natural Resources Management /CTA is expected to promote the integrated natural resource conservation and development objectives of the Kibale and Semliki Conservation and Development Project. The objectives include the instigation of a traditional forest conservation and management approach to maintaining both the Kibale and the Semuliki forest ecosystems, while at the same time developing the sustainable use of land and natural resources by local communities living adjacent to the core forest areas. In recognition that women are key natural resource users and managers, a significant element in successfully attaining the Project objectives is the promotion of the role of women in sustainable natural resource use. Central to the success of this approach is the role of the NRMA/CTA in developing and promoting a broad, regional overview of the development needs, population trends and natural resource-use requirements of the local communities, and in evolving a long-term strategy for promoting sustainable use and effective management of the natural resources in the region.

The TA Natural Resources Management/CTA will be the focal point and overall co-ordinator of the delivery of IUCN Technical Assistance Programme to the Project.

The Project plays a catalytic and institutional strengthening role, with emphasis on *building the capacity of existing local institutions and personnel, and enhancing the effectiveness of existing infrastructures*, rather than duplicating them. The approach involves the Project playing a catalytic role to enable these institutions and infrastructures to build sustainable capacity to achieve protected areas management and natural resource planning, rather than an entity for implementing activities in its own right. In this regard, the NRMA/CTA is expected to play an advisory (as opposed to a leadership) role and, within agreed and appropriate procedures, to develop and promote a close working relationship with the Ministry of Natural Resources, Uganda Wildlife Authority, Kabarole and Bundibugyo Districts and other Uganda Government ministries, departments and institutions, and Ugandan national and international organisations.

As a senior IUCN staff member on the project, the NRMA/CTA will be responsible for co-ordinating all technical and managerial support to the Project Manager, his/her Counterpart, the District Environment Officers and the Warden In-Charge KNP and SNP and other project staff in the implementation of the project activities in accordance with the project proposal. The NRMA/CTA will supervise all IUCN technical advisors and short-term consultants on the project, including overseeing the development of individual work plans and supervision of their work programmes, and be responsible for co-ordinating all technical assistance activities into a coherent planning and reporting structure.

The NRMA/CTA will advise and assist his/her Uganda counterpart, the Project Manager, with co-ordination of project activities, including regular liaison with other Managers of components of the project, sharing information, and review and comment on progress of these activities.

The specific technical and managerial duties of the NRMA/CTA are as follows:

1. Technical Responsibilities:

The NRMA/CTA will be responsible to provide training and technical advice to the Project Manager and staff of collaborating project institutions in the following areas:

- a) Support to the Uganda Wildlife Authority, Ministry of Natural Resources, and District Authorities' staff so as to ensure the long-term capacity of the Government of Uganda to maintain and manage natural resources in and around Kibale and Semuliki National Parks. This will include identification of training needs, preparation of an extensive project training programme, provision of in-service training, and facilitation of training activities;
- b) Support to Parish/Village Communities and District Environmental Planning activities in formulating and

implementing natural resource use plans and District-based State of the Environment reports. The CTA will be responsible for strengthening capacity of Communities in translating their resource management plans into actions.

- c) Support to community-based sustainable resource use and energy conservation programmes. The NRMA/CTA will be responsible for strengthening capacity of District-based sectoral officers to undertake the following:
  - Developing and promoting suitable soil conservation methods. Emphasis will be placed on biological methods, including the promotion of agro-forestry systems and the establishment and maintenance of demonstration plots;
  - Developing and promoting efficient and sustainable energy consumption through the establishment of relevant community forestry activities, such as village and private tree nurseries, village woodlots, homestead tree planting, etc., and the promotion of improved fuel-efficient stoves;
  - Diversifying the types of crops grown by the local farmers through the promotion of fruit trees, multi-purpose trees and alternative crops, which are suitable for the area. This will include providing technical advice on alternative seed suppliers and co-ordinating seed procurement through seed gardens and suppliers;
    - Developing and promoting more productive and sustainable agricultural management systems.
    - Developing and promoting small-scale fish ponds;
- d) Support to the Education/Extension activities, with emphasis on formulating and conducting training programmes for extension field staff and farmers in the Project area;
- e) Promotion of the role of women in sustainable natural resource use within the Project area, including seeking women's participation in the formulation and implementation of Project activities as well as ensuring that they are beneficiaries of the Project activities.
- f) Analyse all previous and on-going community sustainable resource use and energy conservation activities and their linkages with the Project goals and objectives and compile technical report(s) drawing on lessons learnt on the following:
  - extension approach and organisation
  - soil conservation
  - agroforestry
  - energy saving by fuel efficient stoves
  - fish pond farming
- g) Participate in IUCN's regional conservation network activities in Africa, in particular the EARO Forest Conservation and Social Policy Programme activities;
- h) Assist in the supervision of specialist studies to be implemented, this will include:
  - Identification of the need for specialist studies;
  - Drawing up consultancy terms of reference, in collaboration with the Project Manager, TA District Planning, District environment Officers and the Wardens In Charge, and the IUCN Country and Regional Offices;
  - Assistance with identification and recruitment of suitable consultants and negotiations regarding fees and secondary conditions;
  - Supervising field work and report preparation, according to the guidelines provided by the IUCN Regional Office, and editing of reports to a standard acceptable for publication.
  - Supervising Project supported MSc. students and undergraduate student field work.

## 2. Managerial Tasks:

In addition to technical responsibilities, the NRMA/CTA will provide managerial training and, where necessary, assist and support the Project Manager with the following managerial tasks:

- a) General organisation and direction of Project activities, in accordance with the Project Proposal, Project Document, and annual work plans;
- b) Selection, recruitment and management of national Project personnel;



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- c) **Selection, recruitment and management of MSc. and undergraduate students in collaboration with Makerere University;**
- d) **Management and supervision of all Project finances, including the maintenance of detailed and accurate accounts in accordance with the guidelines established by the IUCN Regional Office;**
- e) **In consultation with the IUCN Country and Regional Offices and with other professional staff, establishment of overall Project annual work plans, including activity goals and budgets;**
- f) **Preparation of quarterly, half-yearly and annual reports, including summarised lessons learnt and detailed financial statements;**
- g) **Establishment of a structure for regular internal communication and reporting on activities and progress within the Project. The reporting structure should include routine evaluation of the success at meeting the overall Project goals as established in the annual work plans;**
- h) **Maintenance of close and regular communications with the IUCN Country and Regional Offices, specifically with the IUCN Country Representative based in Kampala and the IUCN Regional Office Forest Conservation Programme Co-ordinator based in Nairobi, Kenya;**
- i) **Organising the procurement of vehicles, equipment and supplies, including the provision of detailed specifications to the IUCN Country Office for all overseas purchasing;**
- j) **Supervision, maintenance and local third party insurance of Project vehicles, equipment and materials, including the maintenance of an up-to-date inventory of all equipment and materials under the Project;**
- k) **Act as the Secretariat to the Steering Committee, and other co-ordinating mechanisms of the Project;**
- l) **Representing the Project at formal meetings and occasions;**
- m) **Any other duties which may be assigned to the CTA by IUCN and upon the request of the Project institutional partners.**

