

**GLOBAL  
ENVIRONMENT  
FACILITY**

**Regional**

**Institutional Support for the Protection of East African Biodiversity**

**Project Document**

*This Project Document has been edited to facilitate public dissemination.  
The original is on file in the GEF Office at UNDP Headquarters in New York.*



## ABBREVIATIONS AND ACRONYMS

CTA	Chief Technical Advisor
EAC	East African Community
EEC	European Economic Community
FAO	Food and Agriculture Organization of the United Nations
GEMS	Global Environment Monitoring System
IRA	Institute for Resource Assessment (Tanzania)
IUCN	International Union for the Conservation of Nature and Natural Resources (now World Conservation Union)
MEP	Ministry of Environmental Protection (Uganda)
MUIENR	Makerere University Institute for Environment and Natural Resources (Uganda)
NEMC	National Environment Management Council (Tanzania)
NES	National Environment Secretariat (Kenya)
NGO	Non-governmental organization
NMK	National Museums of Kenya
NORAD	Norwegian Aid Organization
NPC	National Project Coordinator
PSC	Project Steering Committee
SIDA	Swedish International Development Agency
SUA	Sokoine University of Agriculture (Tanzania)
TFAP	Tropical Forest Action Plan
TPR	Tripartite review
UNEP	United Nations Environment Programme
UNITAR	United Nations Institute for Training and Research
USAID	United States Agency for International Development
WCST	Wildlife Conservation Society of Tanzania
WWF	World Wide Fund for Nature
ZNPA	National Parks Authority of Zanzibar

**UNITED NATIONS DEVELOPMENT PROGRAMME**

**GLOBAL ENVIRONMENT FACILITY**

**Regional Project**

**Title:** Institutional Support for the Protection of East African Biodiversity

**Number:** RAF/92/G31/B/IG/12

**Duration:** Four years

**Project Sites:** Kenya, Tanzania and Uganda

**UNDP Sector:** Environment

**Subsector:** Forestry and Wildlife

**Implementing Agencies:** Government and non-governmental organizations

**Executing Agency:** Food and Agriculture Organization of the United Nations (FAO)

**Associated Agencies:** United Nations Institute for Training and Research (UNITAR), and the Global Environment Monitoring System (GEMS) of the United Nations Environment Programme (UNEP)

**Estimated Starting Date:** Mid-1992

**UNDP/GEF Inputs:** US \$10 million

**Brief Description:**

This regional project, to be implemented in Kenya, Tanzania and Uganda, will enhance the capacity of existing government and non-governmental organizations (NGOs) to conserve biodiversity. The project will provide institutional support in the form of education, in-service training, and activities to increase the awareness of conservation issues. This will be combined with conservation measures intended to put the training into practice. The project aims to improve coordination within countries by:

- Establishing (or supporting existing) biodiversity units within government environmental agencies

- **Enhancing regional collaboration through the support of training and information-sharing activities.**

As the executing agency, FAO will promote regional coordination through a central Chief Technical Advisor's Office in Tanzania. National steering committees will be responsible for monitoring the project and ensuring that national workplans are feasible. Most project activities will be implemented by governments or NGOs.

## **A. CONTEXT**

### **1. Description of subsector**

East Africa, rich in wildlife and varied ecosystems, is a region of high priority for biodiversity conservation. The large mammal populations of the grasslands of East Africa have long been recognized as a world heritage. More recently, studies have quantified the wealth of biotic resources within forests, and the innumerable endemic species that are restricted to one or a few localities.

In recognition of this, East African governments have designated a significant proportion of territory as wildlands, which include parks and other types of protected areas. More than 15 percent of Tanzania is so designated, and more than 6.5 percent of Kenya and Uganda.

Despite these measures, East Africa is losing significant amounts of its flora and fauna as a result of the increase in human population and the associated intensification of land use. Land-use pressures have led to considerable antagonism towards conservation, which has been further exacerbated by the low priority often given to ensuring that conservation policies are supportive of local communities.

East Africa's loss of biodiversity represents a decrease in the global resources essential for a functional and productive human environment. Further depletion will foreclose the opportunity for present and future generations to benefit from the region's natural resources. In East Africa, the conservation-versus-development debate acquires a special significance due to an inadequate awareness of environmental issues.

While the large mammalian populations of East Africa's savannas have attracted relatively high levels of donor funding, other aspects of biodiversity of equal or greater significance remain underfunded, in part because they do not hold as much attraction for tourists. This project attempts to redress this imbalance by focusing on those facets of biodiversity, namely forests and wetlands, which are of no immediate economic significance, and therefore do not normally attract significant bilateral funding.

East Africa, for the purposes of this project, comprises Kenya, Tanzania and Uganda. These three countries were formerly members of an East African Community (EAC), with many

shared services in education, training, and research. The community dissolved in the 1970s and joint activities and planning between the countries virtually ceased. Closer political, economic, and technical linkages have in recent years begun to develop again, not only within the old EAC, but also between the EAC and new alliances such as the Southern Africa Development Coordination Conference (SADCC).

In East Africa, biodiversity issues normally come under the forestry, wildlife, fisheries, and natural resources sectors of government.

## **2. Sectoral strategies**

With the dissolution of the old EAC, all formal regional education, research, and training programmes in the management of natural resources came to an end. The three countries now maintain their own programmes and experts related to natural resource management.

Recent years have seen a rise in the interest in regional issues, as reflected in a greater sharing of experiences and expertise between the three countries. Such interchanges have increased in the past months through several meetings between heads of state; East African cooperation has also been the focus of much recent media attention.

There are now an increasing number of East African workshops, symposia, and training courses. Joint land-use planning operations exist for cross-border parks and reserves such as the Serengeti-Mara. The East African Herbarium, now part of the National Museums of Kenya, still provides a regional botanical taxonomic facility and participates in the ongoing Flora of Tropical East Africa project. The Inter-University Council of East Africa maintains linkages through staff and student exchange programmes.

All three countries have policies to conserve biodiversity, and have recently set up agencies to coordinate environmental issues and integrate environmental planning within an overall development framework. Strategies to achieve these objectives, however, are not fully developed, and the countries lack sufficient knowledge, resources, and trained personnel to effectively implement this integrated approach.

This project is designed to strengthen national capabilities in biodiversity conservation through the provision of education and training which will be put into practice through on-the-ground conservation measures.

Regional coordination will be promoted by facilitating interaction between strengthened national units. This will enable the three countries to address regional conservation issues more effectively through interchanges between technical personnel, and to implement joint exercises in the planning and management of cross-border parks and reserves such as the Serengeti-Mara, Amboseli-Sanyo, Tsavo-Mkomazi, Elgon, and Minziro.

### **3. Prior and ongoing assistance**

There is considerable donor investment in environmental activities in East Africa, with funding being greater in Kenya and Uganda than in Tanzania.

#### **Kenya**

In Kenya, the World Bank is coordinating the investment of up to \$300 million in wildlife management, and more than \$60 million in forestry, both commercial and social. With few exceptions, investment has been in the production sectors; little has gone to the long-term conservation programmes involving training, resource documentation, and inventory. There has been no integrated support to the wetlands communities of Kenya and Tanzania, although an initial World Conservation Union (IUCN) project has had some success in Uganda.

#### **Tanzania**

In Tanzania, the United States Agency for International Development (USAID) has implemented a wildlife management project which could lead to further investment in the wildlife and tourism sectors. The national parks authority has several support programmes which include an integrated land planning programme for the Serengeti funded by the Norwegian Aid Organization (NORAD), IUCN, and the European Economic Community (EEC). The College of African Wildlife Management at Mweka in northern Tanzania is supported by three international donors.

Tanzania has developed a Tropical Forest Action Plan (TFAP) but several key sections, including biodiversity components, have not yet found financial support. Forest programmes are supported by the Swedish International Development Agency (SIDA), NORAD, and the Agency for Development Assistance of Finland (FINNIDA). NORAD also provides some measure of long-term support to catchment forestry.

#### **Uganda**

In Uganda, the World Bank, the United Nations Development Programme (UNDP), and the EEC are funding parks, wildlife, and forestry projects. The World Bank and EEC have made investments in Uganda's forestry sector in production and infrastructure, but not in training. UNDP supports the Wildlife Department, and the anti-desertification programmes of the Ministry of Environment. The EEC has a long-term support package for the country's national parks.

USAID is providing \$30 million for environmental activities in Uganda. These funds go to financial support mechanisms, the National Environment Action Plan (NEAP), and a series of programmes involving community-environment interaction.

### UNDP natural resource management projects

In the forestry and wildlife subsector, UNDP has several medium-sized projects of less than \$2 million which focus on the management of natural resources. These include assistance to the Wildlife Department in Uganda, and support for forestry inventories and district environmental planning in Kenya. UNDP has not supported the forestry and wildlife subsector in Tanzania, with the exception of an afforestation project in Shinyanga.

### Support for environmental secretariats

Initial support for developing the recently created environmental secretariats in the three countries (see page 6) has come from the World Bank for Kenya; from SIDA for Tanzania; and from the United Nations Sahelian Organization (UNSO) for Uganda, where it will provide support for a planning unit in the Ministry of Environment. In addition, Dutch aid will support wetlands management issues in Kenya as part of the World Bank Wildlife Programme.

### Forest training

Vocational training in forestry is provided at the forest training schools. The Londiani School in Kenya is assisted by Gesellschaft fuer Technische Zusammenarbeit (GTZ); the Olmotonyi School in Tanzania by SIDA; and the school in Uganda by UNDP, FAO, and the World Bank. The degree of support varies according to the level of training provided. The forestry programme for the faculty at the Sokoine University of Agriculture (SUA) in Tanzania receives support from NORAD, although the amount is less than it once was. The British Overseas Development Agency (ODA) ended support to the forestry faculty at Moi University in Kenya in 1990. Uganda has had no recent support at the university level.

### Additional NGO projects

Numerous NGOs, both international (for example, the World Wide Fund for Nature (WWF), African Wildlife Foundation (AWF), Wildlife Conservation International (WCI), and the IUCN), and national (East African Wildlife Society (EAWS) and the Wildlife Conservation Society of Tanzania (WCST)) are involved in projects to conserve wildlife and forests in the region. In addition to programmes focused on specific areas, broader regional programmes have been implemented by several agencies, including IUCN's East African Wetlands Programme and AWF's Conservation Awareness Programme.

Small grant facilities for NGOs and research grants for individuals exist in Uganda and Kenya, and are being developed in Tanzania. Sources include the Africa 2000 programme of UNDP, and will include the Small Grants Programme of the Global Environment Facility (GEF).

Although this high level of donor involvement is expected to provide some support to biodiversity protection, it will be insufficient to meet long-term conservation needs, being both

geographically and thematically scattered in approach. Much of the expected support is still in the preliminary stages of planning. Several ongoing projects have the resources to plan activities but not to implement them. Donor input for conservation is not well coordinated or even fully documented by governments, and is difficult for governments to manage given the inadequate development of government programmes in these areas.

#### **4. Institutional framework for subsector**

##### **Government institutions**

There is currently no formal regional institutional framework for the conservation of forests and wetlands, although informal interchanges between the three countries are increasing.

Natural resource management is the responsibility of several governmental agencies in East Africa. Wildlife and forest management are the responsibility of different government departments, and sometimes different ministries. Wildlife departments have typically focused on the large mammal communities that attract tourists and so have economic value, while forest departments have traditionally focused either exclusively or primarily on forest exploitation issues.

Recently, governments have established commissions or secretariats for the environment. These have the mandate to coordinate environmental issues between government agencies and deal with new issues such as pollution, the environmental impacts of development, desertification, conservation strategies and, more recently, biodiversity conservation. These environmental secretariats are:

**Kenya:** National Environment Secretariat (NES) in the Ministry of Environment and Forests.

National Museums of Kenya (NMK), a parastatal organization. The NMK has specific responsibility for the scientific aspects of biodiversity and houses the recently created Centre for Biodiversity.

**Tanzania:** National Environment Management Council (NEMC), a parastatal organization under the authority of the newly created Environment Division in the Ministry of Natural Resources.

Zanzibar has a separate Commission on Lands and Environment (COLE).

**Uganda:** Ministry of Water, Energy, Minerals and Environmental Protection (MWEMEP), which includes forestry.

These new environmental institutions have inadequate staff, resources, and finance. They are therefore unable to effectively coordinate biodiversity activities or to ensure their integration

into development programmes. Conservation principles have not thus far been recognized or adopted by the ministries responsible for finance and development planning.

At present, the Kenya Wildlife Services (a parastatal organization composed of parks and wildlife departments) has financial support, strong leadership, and good planning skills. Uganda and Tanzania have separate parastatal parks and government wildlife departments.

### Educational institutions

Conservation training is provided by separate professional and diploma level colleges in both wildlife and forest management. Each country has a forestry college; for wildlife they all use the College of African Wildlife Management (CAWM) at Mweka in Tanzania. CAWM is a Tanzanian institution rather than a regional facility. Despite recent improvements to CAWM, Kenya and Uganda have expressed dissatisfaction with it and are planning their own colleges. The Pasiansi Wildlife School in Tanzania trains field level staff for wildlife and national parks. This training includes protection duties. Given the increased emphasis on forest parks, a broadening of the training curriculum to include more fieldwork related to these parks would be beneficial.

Kenya is planning joint management training for wildlife and forest staff at the Naivasha Institute, and operational training at the forest sites where joint management is first being implemented. Uganda is currently planning a new school.

In Zanzibar there is an immediate need for both operational and basic training in conservation techniques. This would provide the human resources necessary for the efficient functioning of the recently created organization to conserve forests and wetlands.

Although all three countries provide forestry training at the university level, the quality of training varies widely between universities. A joint programme to provide specialist training for key staff members from each faculty would improve efficiency considerably.

In the past, emphasis has been placed on forest plantations and wood products, partially as a result of earlier donor inputs. Natural forest management and the conservation of forest biodiversity have either been completely ignored or given only passing attention.

The forestry department at Makerere University in Uganda has had little recent donor support and needs improvement. In Kenya, there is widespread concern about the declining quality of university education. Even though forestry faculties are usually large (between twelve and twenty staff), the increase in undergraduate students has not been matched by a corresponding increase in facilities or staff.

Kenya and Tanzania have undergraduate wildlife programmes, but these are of little practical value. The quality of education in biology is declining with losses in staff and an inadequate degree of field exposure. The Kibale Forest Biology Field Centre in Uganda is an

important exception, while the Makerere University Institute for Environment and Natural Resources (MUIENR) is becoming the nation's premier institute for biodiversity studies.

The Institute for Resource Assessment (IRA) of Dar es Salaam focuses on land-use issues and human needs rather than biodiversity. Biodiversity research in Tanzania tends to be dependent on sporadic inputs from individuals in the Departments of Zoology and Botany.

Research in Kenya is concentrated in the large, excellent, and still developing organization, the National Museums of Kenya, which has several active departments dealing with biodiversity.

In addition to the activities of governments and universities, there are increasing numbers of local environmental NGOs in East Africa, especially in Kenya and Uganda. These NGOs, however, rarely deal directly with biodiversity. Two exceptions are the Wildlife Conservation Society of Tanzania, and the East African Wildlife Society which functions mainly in Kenya, but is increasing its operations in Uganda.

## **B. PROJECT JUSTIFICATION**

### **1. Problem to be addressed and the present situation**

The biodiversity of East Africa is being depleted at an alarming rate. There is inadequate capability within countries in the region to check this depletion, to effectively implement conservation programmes, or to integrate conservation with development programmes.

There is also a series of related subsidiary problems:

- Government agencies responsible for the coordination of issues related to natural resources, including biodiversity conservation, are unable to function properly due to a lack of trained staff and resources. There is also an overall lack of awareness about the importance of conserving biodiversity. In addition, many ongoing development activities deplete biodiversity and degrade resources.
- Educational programmes to improve training and awareness in the fields of natural resource management and conservation are inadequate, having neither well-trained staff in the area of biodiversity nor the resources required to provide practical experience in the field.
- Scientific institutions and programmes do not have the capability (staff, resources, or access) to identify, describe, and monitor biodiversity. Specialist staff are few, databanks are incomplete, and funding is inadequate. Research results are both poorly disseminated and poorly integrated into agency policy and activity.

- There is a lack of trained personnel within the environmental secretariats and commissions to deal with the demands created by the growing number of donor projects related to the environment, by national conservation activities, and by international conservation activities (such as the Convention on Biodiversity, National Biodiversity Strategies, National Profiles of Biodiversity, National Environment Action Plans, National Conservation Strategies, and Tropical Forestry Action Plans).

## **2. Expected end-of-project situation**

By the end of this project, the rate of depletion of biodiversity will be reduced. Government agencies will have an improved capability to deal with biodiversity issues at field and government levels with better trained and specialized staff. Within government, there will be an increased awareness of the importance of conserving biodiversity. Training programmes will place greater emphasis on natural resource conservation, and address the need for specialist staff and adequate resources.

Scientific institutions will benefit from a greater degree of national expertise, and undergo improvements in both field and laboratory capability. Databanks will be established, along with programmes to document and monitor biodiversity.

NGOs will be strengthened and better equipped to interact with communities and with government.

## **3. Target beneficiaries**

The target beneficiaries are government agencies responsible for overall national development at the planning and implementation levels. Through this project, they will be encouraged to develop an approach to development planning which integrates environmental concerns into the decision-making process, and reduces the negative impacts of development on biodiversity.

Communities and people who depend directly on natural resources will acquire more enlightened policies of resource management which will benefit them as well as future generations.

## **4. Project strategy and institutional arrangements**

The main strategy of this project is to provide a broad-based integrated package of support to those government agencies and NGOs that deal with biodiversity in each country. This support is intended to prove sustainable by the host institutions in the long term.

Such a package suggests a flexible, government-led programme approach rather than the more traditional donor input-driven project approach. However, because none of the three

countries has a fully articulated programme related to biodiversity conservation, the programme approach cannot immediately be adopted. Nevertheless, the project will contain several beneficial elements of the programme approach, including national implementation wherever possible (by government, parastatals, and NGOs), as well as flexibility, multi-component activities, and an emphasis on output and the achievement of objectives, rather than on inputs. It is expected that this project will contribute to the formulation of national strategies which will allow the adoption of the programme approach in the future.

The project will provide each country with support for several participant institutions in the fields of education, training, and documentation; as well as in practical conservation measures.

From the technical perspective, it will be more efficient to undertake certain specialized activities on a regional basis. Regional activities will include joint training workshops and seminars in the fields of forestry, wetlands conservation, and environmental awareness.

As the executing agency, FAO will be responsible for ensuring coordination between national activities, and for regional collaboration. FAO will backstop national implementation as needed, and provide for international staff, overseas training, and the purchase of equipment.

Project support for each country will consist of four basic elements:

- Establishment of (or support to existing) biodiversity units within environment ministries
- University education and in-service training for government personnel dealing with biodiversity, especially in the fields of forestry and wetlands
- Support to institutions dealing with the documentation of biodiversity
- Practical conservation measures in the field to put training and education into practice.

#### Establishment of (or support to existing) biodiversity units within ministries of environment

The purpose of establishing a biodiversity unit is to ensure the coordination of activities across government sectors, especially with regard to the integration of biodiversity into national planning forums. The unit would serve as the secretariat of a technical subcommittee of the Inter-Ministerial Committee for the Environment, which is already in existence, and would function as an expert advisory group on biodiversity issues. (The success of this model has been shown by the Uganda Wetlands Programme in the Department of Environmental Protection, assisted by the IUCN Wetlands Programme.) In addition, the unit would develop an integrated wetlands programme, and establish a computerized database on biodiversity. Since an integrated

wetlands programme already exists in Uganda, this project will support a second phase of the programme there.

University education and in-service training for government personnel dealing with biodiversity, especially in forests and wetlands

Assistance will be provided to strengthen staff capability through specialist training, operational support, and specific field-based projects. The shortage of trained staff at the professional and technical levels is exacerbated by the approach increasingly adopted by donors of providing project-based support. This can increase the workload for existing staff by taking staff out of an institution and into the aid project.

Training will be provided at the university level through institutional support, and at the practical field level through in-service training. This project's support to university education will focus on the biodiversity values of natural forests to improve the understanding of their ecology and provide insights into their conservation. This will also help to overcome the past bias in teaching which concentrated heavily on plantation forestry and agroforestry.

Several project activities are intended to enhance the awareness of government planning institutions about conservation issues. These activities consist of workshops on environmental accounting, biodiversity conservation, and techniques for environmental impact assessment.

Support to institutions dealing with the documentation of biodiversity

Institutional support for scientific documentation will go to leading agencies in the country concerned. In Kenya, this will be the large and capable National Museums; in Tanzania, it will be several departments of the University of Dar es Salaam; and in Uganda, support will be provided to three organizations: the university, the Forest Department, and the Uganda Institute of Ecology.

Practical conservation measures to put training and education into practice

Specific conservation components are included in this project to allow the integration of training, documentation, and community-based conservation into a series of model or demonstration projects that will be of regional interest.

The principal sites will be:

Kenya :       The Rift Valley lakes and forested mountains. (Exact locations to be determined by national steering committees.)

Tanzania:     The coastal forests, especially those which have been prioritized by TFAP and the Wildlife Conservation Society of Tanzania. These forests will also provide experience relevant to the needs of coastal forests in Kenya.

The Kilombero Valley will provide experience in the conservation of wetlands.

**Uganda:** The forest-wetlands areas of southwestern Uganda. (These are similar to the forests of Minziro in Tanzania.)

These sites have been identified as priorities by governments. Each site will provide the opportunity for trainees and students to put training and education into practice by allowing for the collection of important data on biodiversity, directed research, and actual experience in effective collaboration with local NGOs and communities to promote conservation.

#### **4.a Implementation arrangements**

In addition to regional activities, provision is made for country-specific components to be implemented at the national level. The government cooperating agencies in the respective countries are:

**Kenya:** National Environment Secretariat in the Ministry of Environment and Forests.

**Tanzania:** The National Environmental Management Council of the Ministry of Natural Resources, Environment and Tourism.

**Uganda:** Ministry of Water, Energy, Minerals and Environmental Protection.

Project activities at the national level will be monitored by a Project Steering Committee (PSC) comprised of representatives from the local UNDP and FAO offices; the Ministries of Finance, Planning, and Environment; and other national agencies and institutions involved in project implementation. The PSC will be chaired by the principal secretary of the ministry responsible for the environment or his representative.

Project activities to be implemented at the national level will be subcontracted by the executing agency for implementation by other appropriate organizations including associated United Nations agencies; government ministries and departments; parastatals; and relevant national and international NGOs. Contractual arrangements will be drawn up by the executing agency in conformity with established rules and procedures. These arrangements could include inter-agency letters of agreement, formal contracts, service contracts, and reimbursable loan agreements.

Regional coordination in some specialized technical fields will be achieved through suitable contractual arrangements with other international organizations with expertise in database development, wetlands conservation, and environmental awareness and economics.

As the executing agency, FAO will have overall responsibility for management of the project; procurement and delivery of inputs; production of outputs; achievement of objectives; and regional coordination. To this end, FAO will appoint a Chief Technical Advisor (CTA) with the competence and experience to assume the technical and managerial responsibilities of the project, and to ensure the fulfillment of its regional objectives.

The headquarters for the project will be located in Dar es Salaam, Tanzania. Premises will be provided by the Ministry of Natural Resources, Environment and Tourism.

To assist the CTA in the day-to-day management of project activities at the country level, a National Project Coordinator (NPC) will be appointed in each country. The NPC will act as secretary to the national Project Steering Committee.

Each participating institution will designate one of its officers as a liaison officer to serve as a focal point at the country level for all project related matters, and to represent that institution on the PSC.

The project will be implemented in different stages:

- The project will begin with the appointment of the CTA who will be based at project headquarters in Tanzania. The CTA will then liaise with government environmental agencies in each country to set up the PSC and formulate a detailed workplan. The workplan will contain specifications for the contractual arrangements, fellowships, equipment, and terms of reference for key consultancies. It will also provide details of the administrative arrangements for the disbursement of project funds.
- Once the inception report and workplan are finalized, full project implementation will begin.

Plans for the project span four years. This will allow for a full thirty-six months of main project activity following the inception stage of six months. The CTA will thus remain in office for forty-two months. As some training fellowships are likely to exceed three years (for example, PhD level training), the project will continue for a further six months, with provision for a final one-month consultancy required to wind up the project.

Given the complex nature of the project, a certain degree of flexibility has been allowed for in the process of project implementation. The resource allocation in the budget is indicative of this. Adjustments and redeployment within acceptable ranges to allow for changed circumstances are envisaged, subject to the concurrence of the respective PSC.

##### **5. Reasons for assistance from UNDP/FAO**

This project fulfills the funding criteria of the Global Environment Facility; being a free-standing technical assistance project, it falls into the category of projects which is implemented

by UNDP. The project will provide broad-based, integrated, institutional support for the several organizations dealing with biodiversity conservation in East Africa.

UNDP has given FAO responsibility for execution of this project. FAO has considerable experience in the management of regional projects in forestry and wildlife conservation, as well as in conservation training in general.

The presence of three country UNDP and FAO field offices in the region (all with experience in natural resource management projects), mean that these organizations are well placed to provide assistance for this project. UNDP and FAO can also seek inputs from other agencies of the United Nations, such as UNITAR and UNEP, and other international conservation agencies operating in the region, such as IUCN.

## **6. Special considerations**

- Two important GEF criteria have been taken into account in developing this project:
  - (i) The project is specifically aimed at globally significant biodiversity (principally forests and wetlands) which is not attracting major government or bilateral investment
  - (ii) The project will strengthen the institutional capacity of governments and NGOs.
- The project is designed to protect environmental values and no negative impacts on the environment are foreseen.
- The project is designed as a broad network of activities involving several institutions. This flexible programme-like strategy takes into account the considerable and still growing donor activity in the field of biodiversity conservation and management. One of the early objectives of the programme addresses the need for greater coordination of donor input. This is required before final decisions on certain project components can be made.
- Experience has shown that the success of regional projects is heavily dependent on both the support of governments and the availability of local expertise in the execution of the project. This project will make extensive use of national expertise, both within the institutions it supports and through the active involvement of national consultants.
- Community support and participation in the conservation process is an indirect component of this programme, and will be addressed in two ways:

- (i) Activities aimed at improving conservation education, awareness, and training at several levels will stress the importance of the role of community participation. Case studies will be developed, and study tours will emphasize successful schemes (such as the joint management initiatives in India, and the EEC-IUCN development work on the Usambara Mountain in Tanzania).
- (ii) The conservation components of this programme contain elements of community support in all three countries, particularly in Tanzania and Kenya. Projects in Sango Bay in Uganda and the coastal forests of Tanzania will focus on integrating people into land-use planning for biodiversity conservation.

Such activities will ensure the involvement of women, whose potential contribution has been an important consideration in project design. It is expected that governments and project authorities will become more aware of the importance of gender considerations as a result of the training inputs of this project.

- This project could accommodate two programmes of UNDP:
  - (i) Technical Cooperation Among Developing Countries (TCDC), which promotes the use of the expertise of neighboring countries; and
  - (ii) Transfer Of Knowledge Through Expatriate Nationals (TOKTEN), which seeks to use the expertise of nationals now resident overseas. The PSCs and CTA will be made aware of these programmes during project execution.
- The sustainability of project activities is an issue of particular importance. This project is intended to increase the ability of governments to seek and use donor inputs. Since the project is designed to strengthen institutional capacity through improved training and the overcoming of operational constraints, it requires no new institutions, and very few new posts which would need continued national funding in the future.

## 7. Coordination arrangements

One of the major objectives of this programme is to develop coordination within the government agencies responsible for biodiversity. This will be achieved in three ways:

- (i) By establishing an expert group and a technical committee dealing with biodiversity in each country. The technical committee will serve as the

subcommittee of the already existing inter-ministerial committee headed by national environmental agencies.

- (ii) By developing (or supporting existing) biodiversity planning and coordination units within the leading environmental agencies in the three countries (Kenya: National Environment Secretariat (NES) and NMK; Tanzania: National Environment Management Council (NEMC); and Uganda: MEP). These biodiversity units would facilitate regional coordination by interaction through seminars, workshops, and other forums.
- (iii) By using inputs from the CTA to promote national, and later regional, coordination activities. The CTA, in addition to the overall duty of managing the project, will also be responsible for organizing regional meetings of biodiversity agency personnel, and for providing advice on coordination issues in general. The service of other international specialist organizations which are already working with East African governments will be sought for database development, wetlands conservation, environmental accounting, and educational activities to increase awareness about conservation.

#### **8. Counterpart support capacity**

The three host governments have demonstrated their commitment to biodiversity conservation through their investment in institutions to preserve biodiversity at the national level, and their accession to international conventions and other agreements on conservation (such as the World Conservation Strategy, the Convention for International Trade in Endangered Species (CITES), and the Ramsar Convention on Wetlands).

The institutional base to which the inputs and support of this programme will be directed, and which is necessary for the programme to succeed, does exist. This programme will not develop new organizations, but strengthen existing capabilities in research, training, field operations, and coordination.

Inputs to the institutions must be both sustainable and matched carefully so as not to exceed the institutions' absorptive capacities. This programme will provide relatively low levels of funding, which are considered sustainable, to a large number of participating institutions. The programme's emphasis will be on training and the removal of constraints resulting in an improvement in the institutions' absorptive capacities.

The programme will not take national experts away from their regular duties by recruiting them for project posts. It will rely instead on national project liaison officers already in place, and a single National Project Coordinator (NPC) in each country. Administrative assistants in each capital will report to the CTA and the NPC, and help backstop project operations.

## **C. DEVELOPMENT OBJECTIVE**

The inadequate capability of national government agencies to conserve the globally and nationally significant biodiversity of East Africa poses a significant threat to development. The objective of this project is therefore to create the institutional awareness and capability within relevant governmental and non-governmental organizations of East Africa to ensure adequate protection to the biological resources of the region.

## **D. IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES**

### **IMMEDIATE OBJECTIVE 1**

To create a biodiversity unit in the leading environmental agency of each country with responsibility for:

- Integrating and coordinating biodiversity issues with other government development activities
- Furthering regional cooperation.

### **Achievement Indicators**

The establishment of a biodiversity unit with trained staff and an operational programme, and the undertaking of regional activities. ✓

### **Output 1.1**

Leading national environmental agencies with operational biodiversity units with the capacity to coordinate national biodiversity issues.

#### **Activities for Output 1.1**

1.1.1 Appoint officers and provide basic facilities.

**Responsibility:** Government

1.1.2 Hire consultants to develop biodiversity unit programme.

**Responsibility:** FAO

1.1.3 Provide training for biodiversity unit staff.

**Responsibility:** FAO

- 1.1.4 Provide operational assistance for biodiversity unit (for example, transport, office equipment, travel support, and so on).

Responsibility:        FAO

- 1.1.5 Establish inter-ministerial technical subcommittee on biodiversity.

Responsibility:        Government

## **Output 1.2**

Establishment of Project Steering Committee (PSC) with representatives from leading government environmental and United Nations agencies.

### Activities for Output 1.2

- 1.2.1 Appoint PSC and initiate its functioning.

Responsibility:        Government

## **Output 1.3**

Development of national biodiversity strategies with the contribution of national environmental agencies.

### Activities for Output 1.3

- 1.3.1 Develop biodiversity strategies by coordinating the activities of the biodiversity unit with ongoing action plans and conservation strategies.

Responsibility:        Government and FAO

## **Output 1.4**

Establishment of criteria for the evaluation of project components to provide the basis for a project report.

### Activities for Output 1.4

- 1.4.1 Develop evaluation criteria to assess the fulfillment of national and regional project objectives through discussions within each project component, with the involvement of the national Project Steering Committee.

Responsibility:        Government and FAO

## **Output 1.5**

Development of programme capability for further technical assistance in the field of biodiversity.

### **Activities for Output 1.5**

1.5.1 Analyze personnel needs and budget requirements, both past and present.

**Responsibility:** Government and FAO

1.5.2 Develop mechanisms for programme coordination and leadership through discussions.

**Responsibility:** Government and FAO

## **Output 1.6**

A greater understanding and awareness of wetlands resources, and an improved capability and commitment to the conservation of wetlands biodiversity in land-use and development agencies in both the government and the private sector.

### **Activities for Output 1.6**

1.6.1 Establish national wetlands programme in lead government agency which coordinates wetlands activity.

**Responsibility:** Government

1.6.2 Provide training in wetlands issues for staff of chosen government agency.

**Responsibility:** FAO and NGOs

1.6.3 Implement programme of research; documentation; and conservation and awareness-enhancing activities in wetlands, leading to technical reports.

**Responsibility:** FAO and NGOs

## **Output 1.7**

Coordination of technical research and training activities at the regional level, and a greater cooperation in dealing with biodiversity matters.

### Activities for Output 1.7

1.7.1 Organize annual coordination seminars.

Responsibility: Government and FAO

1.7.2 Organize specific technical workshops and training courses.

Responsibility: Government and FAO.

## IMMEDIATE OBJECTIVE 2

To increase the quality and amount of training in all aspects of biodiversity, and to improve levels of awareness of biodiversity in government.

### Achievement Indicator

Adequately trained staff in teaching and management institutions, with an improved capability in practical conservation measures.

### Output 2.1

Access for university staff with responsibility for conservation education to specialist training and facilities; technical reports specifying curricula and training needs; and technical reports detailing conservation practices.

### Activities for Output 2.1

2.1.1 Provide specialist training for teaching staff through workshops, study tours, and external expertise.

Responsibility: FAO

2.1.2 Provide logistic, infrastructural, and operational support for training institutions.

Responsibility: FAO

2.1.3 Review curricula for biodiversity in training institutions.

Responsibility: Government and FAO

2.1.4 Organize workshops on forest biodiversity, and produce manuals providing guidelines for conservation measures based on these workshops.

Responsibility: FAO

## **Output 2.2**

A programme of in-service training in forest conservation for government forest departments.

### **Activities for Output 2.2**

2.2.1 Develop in-service training courses and study tours for forest department staff.

**Responsibility:** Government and FAO

## **Output 2.3**

Strengthened programmes of environmental and biodiversity awareness at school and university level.

### **Activities for Output 2.3**

2.3.1 Provide institutional support for Wildlife Clubs.

**Responsibility:** Government, FAO and NGOs

2.3.2 Promote development of formal environmental education at school level.

**Responsibility:** Government and NGOs

2.3.3 Assist universities in strengthening environmental teaching in general degree courses.

**Responsibility:** FAO

## **Output 2.4**

Adequate field training capability and a comprehensive syllabus of instruction for the Pasiansi Wildlife Training School in Tanzania.

### **Activities for Output 2.4**

2.4.1 Assist university in planning and developing field training and other related courses.

**Responsibility:** FAO

2.4.2 Strengthen teaching by providing inputs from subject specialists.

**Responsibility:** Government and FAO

## **Output 2.5**

An increased use of modern methods in: environmental accounting, economic evaluation of natural resources, environmental impact assessment activities, and the teaching of environmental economics; leading to an improved awareness of resource conservation at high levels of government.

### **Activities for Output 2.5**

- 2.5.1 Recruit economics expert (to be recruited by international NGO) to develop local case history studies in collaboration with national experts.

**Responsibility:**       FAO and NGOs

- 2.5.2 Organize seminars and workshops with national economics groups to demonstrate the use of new methods of economic evaluation.

**Responsibility:**       Government and FAO

- 2.5.3 Demonstrate methodologies in teaching institutions.

**Responsibility:**       Government and FAO

## **Output 2.6**

An increased regional interchange of ideas and staff in East African universities.

### **Activities for Output 2.6**

- 2.6.1 Assist universities to develop such interchange through study tours and seminars.

**Responsibility:**       Government and FAO

## **Output 2.7**

An increased awareness of the need to integrate local people reflected in the teaching of conservation issues.

### **Activities for Output 2.7**

- 2.7.1 Provide training in "people issues" for university and government staff, and ensure an emphasis on practical measures in field training workshops.

**Responsibility:**       FAO and NGOs

## **Output 2.8**

The provision of manpower training at the planning and management levels of the National Parks Authority of Zanzibar (ZNPA).

### **Activities for Output 2.8**

2.8.1 Assist ZNPA in the development of training programmes by providing basic infrastructural inputs.

**Responsibility:**        **FAO**

2.8.2 Train staff at various levels in both field-based and formal training.

**Responsibility:**        **FAO.**

## **IMMEDIATE OBJECTIVE 3**

To upgrade the institutional capability to collect, analyze, and disseminate information on biodiversity.

### **Achievement Indicators**

An increase in the output related to biodiversity assessment from national scientific institutions, and an integration of this output into national planning activities.

## **Output 3.1**

The establishment of operational national databases for biodiversity in key scientific and policy sections of environmental agencies.

### **Activities for Output 3.1**

3.1.1 Establish biodiversity databases in national institutions, and expand existing ones.

**Responsibility:**        **Government, FAO, and UNITAR-UNEP**

3.1.2 Provide training to improve operations and coordination of databases at national and regional levels.

**Responsibility:**        **Government and FAO**

## **Output 3.2**

Functional resource inventory, and research programmes with trained national staff in the research and management agencies dealing with biodiversity.

### **Activities for Output 3.2**

3.2.1 Provide support for staff training in national institutions through consultants and formal education.

**Responsibility:**       FAO

3.2.2 Provide logistic, infrastructural, and operational support to research institutions.

**Responsibility:**       FAO

## **Output 3.3**

The production and dissemination of information on national and regional biodiversity issues by research institutions.

### **Activities for Output 3.3**

3.3.1 Provide support for research institutions in the documentation and dissemination of research activities.

**Responsibility:**       FAO and NGOs

## **Output 3.4**

The integration of information on biodiversity issues into national planning and development processes.

### **Activities for Output 3.4**

3.4.1 Organize seminars to increase the awareness of biodiversity issues for government agencies involved in planning and development.

**Responsibility:**       Government and FAO

3.4.2 Organize activities to increase the awareness of environmental agencies about development and macroeconomic issues affecting biodiversity.

**Responsibility:**       Government, FAO and NGOs

3.4.3 Train government agencies in environmental impact assessment and evaluation.

Responsibility:       FAO and NGOs

### **Output 3.5**

The publication of a technical report on database development activities in the region.

#### Activities for Output 3.5

3.5.1 Prepare a joint report on databases.

Responsibility:       FAO and UNEP.

### **IMMEDIATE OBJECTIVE 4**

To enhance the existing capability for biodiversity conservation within selected priority areas through demonstration-based and integrated management and planning activities.

#### Achievement Indicator

Fulfillment of the objectives for specific conservation activities as determined by suitable evaluation mechanisms.

### **Output 4.1 (Kenya)**

Adequate preliminary and operational in-service training to facilitate joint initiatives in natural forest management between the Forest Department and the Kenya Wildlife Services.

#### Activities for Output 4.1

4.1.1 Develop joint training syllabi at wildlife and forestry schools.

Responsibility:       Government and FAO

4.1.2 Provide logistic support (for example, camps, vehicles, and communications networks) for operational activities in selected demonstration area.

Responsibility:       FAO

4.1.3 Provide in-service training, including modern methods of fire control and integration of community issues.

Responsibility:       FAO

## **Output 4.2 (Tanzania)**

**Funding and implementation of a Coastal Forest Conservation Project (Tanzania Forest Action Plan TFAP-EC2) via a local NGO.**

### **Activities for Output 4.2**

**4.2.1 Provide logistic and infrastructural support to NGO.**

**Responsibility:           FAO**

**4.2.2 Provide logistic and operational support through NGO to government forestry staff at village, district, and regional levels.**

**Responsibility:           Government and FAO**

**4.2.3 Support village and district level afforestation efforts, and buffer natural forest fragments through local forest activities.**

**Responsibility:           Government and FAO**

**4.2.4 Organize educational activities to enhance the awareness of conservation issues for communities and government.**

**Responsibility:           Government and NGO**

**4.2.5 Provide integrated training and research using coastal forests as field sites.**

**Responsibility:           Government and FAO**

## **Output 4.3 (Uganda)**

**The completion of integrated planning for a major project combining conservation and community development in the wetlands-forest complex of the Sango Bay area of southern Uganda.**

### **Activities for Output 4.3**

**4.3.1 Support a joint approach between the university, forestry, and wetlands components of the programme.**

**Responsibility:           Government, FAO and NGOs**

4.3.2 Survey and propose for gazettement any forest areas that are rich in biodiversity.

Responsibility: Government and FAO

4.3.3 Provide integrated research and training in the conservation of biodiversity using the project area as a focus.

Responsibility: Government and FAO

#### **Output 4.4 (Uganda)**

Assessment and greater protection for the remaining forests in southern Uganda which are rich in biodiversity but hitherto unprotected.

##### Activities for Output 4.4

4.4.1 Complete assessment of non-gazetted forests and identify key areas for conservation.

Responsibility: Government and FAO

4.4.2 Establish survey teams, and propose legal boundaries based on discussions with local people.

Responsibility: Government and FAO

4.4.3 Gazette identified areas as national or district reserves.

Responsibility: Government.

## **E. INPUTS**

The project includes the activities of several participating institutions within the three countries, and a regional coordination component. A summary of country inputs is provided in Annex 1. Government contributions will be in kind, while donor inputs from UNDP and FAO can be classified by field of activity.

### **1. National governments**

There are three major forms of inputs, all in kind:

- Counterpart staff
- Office accommodation
- Administrative support.

### Counterpart staff

Counterpart staff include professional (administrative, managerial, and scientific) and support cadres. Most staff will already be in service and will contribute to the project on a part-time basis.

The coordination unit established in the lead environmental agency of the government will play a key role in each country. The National Project Coordinator (NPC) will be stationed in this unit to provide administrative and technical support to the CTA. The post of the NPC will be funded by UNDP.

Each participating institution will appoint a project liaison officer to represent it within the project. When required, each participating institution will also appoint a technical officer as a counterpart to the consultants of the project. These participating institutions will provide adequate secretarial and support staff to the consultants.

### Office accommodation

Tanzania will provide suitable accommodation for the regional coordination office of the CTA. As the CTA will also have a major technical role in forest education, it has been suggested that the office be part of forestry development at the Ivory Room.

Each project component will provide for office accommodation for external and national project staff. Services will include communications, utilities, maintenance, parking space, and office cleaning.

### Administrative support

Governments will provide administrative assistance such as secretarial help to visiting consultants, as well as clearances for both project staff and equipment. Governments will also provide suitably skilled operators for equipment and drivers for vehicles, and ensure that such equipment is used for project purposes in accordance with United Nations regulations.

A budget detailing government inputs in kind is attached (see page 34).

## **2. Donor inputs (GEF/UNDP/FAO)**

### Long-term expertise

The donors will provide a CTA with suitable technical and administrative experience for forty-two months, allowing for a six-month start-up phase and a full three-year operational period.

### International consultants

International consultants will be provided for a total of 33 man-months (mm) in the following areas:

Environment and biodiversity coordination	8 mm
Conservation awareness and education	4 mm
Wetlands conservation and documentation	13 mm
Database development	1 mm (plus UNITAR/GEMS)
Forest conservation, training and documentation	4 mm
Scientific aspects of biodiversity	1 mm
Project execution (CTA's Office)	2 mm

### Administrative support personnel

The CTA's Office will be provided with a secretary, accounts assistant, and driver. Administrative assistants will also be provided in Kenya, Tanzania and Uganda. It is estimated that administrative personnel will start work in the third month of the project, while certain other staff could finish before its closure.

### Duty travel

A sum of \$117,000 is provided for travel of the CTA and national staff.

### Missions

A sum of \$60,000 is provided for two review missions, tripartite reviews, and backstopping missions.

### National experts

Funds are provided to recruit and pay the salary of the National Project Coordinator in each country for up to thirty-nine months each.

### National consultants

A total of 135 months of national consultancies are provided for in the project. Of this, seventy-four months will be provided by FAO directly; the remaining sixty-one months will be negotiated through contractual agreements with other organizations. Consultants will be required in the following areas:

Environment and biodiversity coordination	33 mm
Conservation awareness and education	20 mm
Wetlands conservation and documentation	26 mm

Database development	4 mm
Forest conservation, training and documentation	25 mm
Scientific aspects of biodiversity	21 mm
Project execution (CTA's Office)	6 mm

### 3. Contractual arrangements

A sum of \$3,895,500 is earmarked for contractual arrangements in the following areas:

Database development at regional and national levels	\$400,000
Regional support to wetlands conservation	\$100,000
Regional support to environmental awareness and education activity	\$201,000
Regional input to environmental accounting	\$235,000
Regional input to biodiversity database	\$ 42,500
<b>Kenya:</b>	
Government implementation	\$101,500
Biodiversity documentation and museums	\$385,000
Plant diversity, taxonomy and documentation	\$208,000
Conservation education in schools	\$ 49,000
Wildlife and forest operational training	\$100,000
Wetlands programmes	\$200,000
<b>Tanzania:</b>	
Government implementation	\$295,200
Biodiversity documentation and training:	
Zoology	\$194,000
Botany	\$ 24,000
Resources	\$ 73,000
Library	\$ 54,800
Coastal forest conservation and development	\$306,000
<b>Uganda:</b>	
Government implementation	\$364,000
Biodiversity documentation and training	\$298,500
Conservation education in schools	\$ 49,000
Conservation scholarships	\$ 23,000
Forest department biodiversity survey	\$192,000

### 4. Training

#### Fellowships

Fifty-three fellowships will be provided as follows:

Overseas doctorate level training fellowships	8
Overseas masters level two-year training fellowships	10

Overseas masters level one-year training fellowships  
East African masters level fellowships

21  
14

### Study tours

Ninety-six months of study tours overseas and eighty-eight months within East Africa will be provided for.

### In-service training and workshops

Workshop inputs will be of two types:

- Those specifically delineated in this document
- Those specified in more general terms as part of the operations of participating institutions. These will not require additional inputs, relying instead on the expertise of national and international consultants already part of the project.

Two formal workshops will be held:

- Natural Forest Conservation workshop. This will be held in each of the three countries for a duration of one month.
- Curriculum review by the FAO Forest Education Committee.

## 5. Equipment

### Expendable

Expendable equipment worth \$79,000 will be provided. This will largely be covered within the CTA Office and forestry training components provided by FAO.

### Non-expendable

Non-expendable equipment worth \$1,556,000 will be provided. Major items will include:

Vehicles (boats, cycles, trailers, and so on)	\$1,063,000
Computers (in addition to others from UNITAR/GEMS)	\$ 58,500
Audiovisual equipment	\$ 155,000
Scientific equipment	\$ 137,000
Field equipment	\$ 80,000

## 6. Miscellaneous

### Operations/maintenance

\$200,000 will be provided for operations and maintenance costs.

## Reporting costs

A sum of \$25,000 will be provided to cover the expense of a terminal report, three technical reports, and several other field documents which are expected as outputs from consultants and from contracting and other organizations associated with the project.

## Sundry

A sum of \$17,045 is expected to cover sundry items.

## **7. Other donor inputs**

The CTA will explore with governments the need for seeking inputs for the project from associate professional officers (APOs). Such input will not form part of the regular project budget, nor be a cost to the governments.

## **F. RISKS**

Individual activities within this project are expected to carry a low degree of risk for the following reasons:

- The necessary institutions already exist, and the project does not depend on the creation of new institutions or the significant expansion of existing ones. It also does not rely on the input of many new counterpart staff.
- The project follows a flexible approach by allowing opportunities for project appraisal at several stages at both the national and regional levels to reassess component, theme, and other aspects. Such appraisal will permit modification to inputs and activities in terms of timing, suitability and so on.
- The governments concerned have shown great commitment to the conservation of biodiversity, and to the environment in general.
- Individual project components are relatively small and sustainable in terms of input, and are expected to build rather than drain capacity.

There does, however, seem to be an element of risk in achieving the integration and coordination goals of the project, both at the national and regional levels. The role of the Project Steering Committees will be crucial in attaining overall coordination, while the input of cooperating agencies will be important at the technical level.

Since this is a fixed budget project, financial resources cannot be increased, unlike the case of certain other UNDP projects. High inflation therefore carries the potential risk of shrinking individual project activities.

## **G. PRIOR OBLIGATIONS AND PREREQUISITES**

No pre-conditions are envisaged.

No actions or inputs from governments or NGOs involved in this project are considered necessary as prerequisites. The signatures of governments to this document are indicative of their willingness to provide the counterpart support, including the provision of appropriate office space, required for project implementation.

## **H. PROJECT REVIEWS, REPORTING AND EVALUATION**

Appraisal of project performance, and hence review and subsequent reporting, will take place at many levels in the project, and lead to a reassessment of such aspects as component, theme (for example, research), and national activity. A specific output of the project in the first year will be the establishment of criteria and parameters for such appraisal.

Each agency and associated organization will be responsible for internal appraisal and for disseminating the results of such appraisal to the project as a whole.

### **1. Tripartite monitoring reviews and technical reviews**

This project will be subject to periodic review in accordance with the policies and procedures established by UNDP for monitoring project implementation. The Project Steering Committee in each country will be responsible for the monitoring and evaluation of project components in that country. Annual tripartite reviews (TPRs) will be held in each country.

### **2. Evaluation**

This project will be evaluated in accordance with policies and procedures established by UNDP. The organization, terms of reference, and timing of the evaluation will be decided between UNDP, FAO, and the national PSCs. Such evaluations will take place towards the end of the second year, and once again near the end of the project. Provision for these reviews is made in the budget. The procedures of the GEF will be taken into consideration in organizing these evaluations.

### **3. Progress reports**

Project Performance Evaluation Reports (PPERs) will be prepared by the CTA in consultation with National Project Coordinators. These will be submitted to FAO, UNDP, and the governments three months before each annual TPR.

The CTA will submit progress reports every six months to FAO unless a PPER has been submitted during the reporting period. Towards the end of the project, the CTA will, with

senior counterpart colleagues, draft the project terminal report which will be sent to FAO and UNDP four months before the terminal evaluation/TPR.

The report, which will be finalized by FAO, will be submitted to the three country governments, UNDP, and GEF. The report will present in a concise manner the extent to which the project's scheduled activities have been carried out and the outputs produced. It will also assess the achievement of immediate objectives, and the degree to which the project's results have been directed towards attaining the development objectives of the project. The report will present recommendations for future activities arising from the project.

## I. LEGAL CONTEXT

This Project Document (also referred to as a "plan of operation") shall be the instrument referred to as such in Article 1, paragraph 2, of the Agreement (or in paragraph 2 of the Assistance Agreement) between individual governments and the UNDP concerning assistance under the Special Fund Sector of the UNDP, signed by the parties on the dates mentioned below:

Kenya (Special Fund Agreement):	1 October, 1964
Tanzania:	30 May, 1978
Uganda:	29 April, 1977.

## J. BUDGET

Two budgets are attached. The first is a government counterpart budget in kind, provided in this document for indicative purposes only. This budget is not accountable in financial terms to the United Nations agencies. The second is the UNDP budget.

### 1. National budgets

#### Kenya

18 Counterpart personnel:	NES	5 professionals
	NMK	6
	Forest Dept.	2
	University	3
	Wildlife Clubs	2

The activities listed in the table below are a summary of those detailed in section E on inputs.

Activity	Total	Year 1	Year 2	Year 3
1. Counterpart				
Professional staff	270,000	90,000	90,000	90,000
Support staff	20,000	40,000	40,000	40,000
2. Offices, and so on	360,000	120,000	120,000	120,000
3. Administrative support	90,000	30,000	30,000	30,000
<b>TOTAL</b>	<b>840,000</b>	<b>280,000</b>	<b>280,000</b>	<b>280,000</b>

### Tanzania

20 Counterpart personnel:	NEMC	6 professionals
	Univ. of Dar es Salaam	6
	Forest Dept.	2
	Forestry, SUA	2
	Wildlife Clubs	2
	Zanzibar	2

Activity	Total	Year 1	Year 2	Year 3
1. Counterpart				
Professional staff	300,000	100,000	100,000	100,000
Support staff	90,000	30,000	30,000	30,000
2. Offices, and so on	300,000	100,000	100,000	100,000
3. Administrative support	90,000	30,000	30,000	30,000
<b>TOTAL</b>	<b>780,000</b>	<b>260,000</b>	<b>260,000</b>	<b>260,000</b>

### Uganda

20 Counterpart personnel:	MEP	5 professionals
	Makerere	7
	University (MUIENR)	4
	Forest Dept.	4
	Wildlife Clubs	2
	Uganda Institute of Ecology	2

Activity	Total	Year 1	Year 2	Year 3
1. Counterpart				
Professional Staff	300,000	100,000	100,000	100,000
Support Staff	90,000	30,000	30,000	30,000
2. Offices, and so on	300,000	100,000	100,000	100,000
3. Administrative Support	90,000	30,000	30,000	30,000
<b>TOTAL</b>	<b>780,000</b>	<b>260,000</b>	<b>260,000</b>	<b>260,000</b>

## 2. UNDP budget

Since the UNDP budget is fixed, there is no mechanism to allow for increases due to inflation, or for increases in the fixed costs of the UNDP. Such increases will therefore lead to reductions in other components. National PSCs in each country will have to agree to any such changes.

The complete project budget provides budgetary details for all the combined activities. It is indicative of the activities planned for three years. Details will be finalized during the early stages of the project.

The project will draw up administrative sub-budgets, which will be maintained by the CTA's Office for the purpose of monitoring activity and performance within the many sectors of the project. Sub-budgets will be finalized during the initial stages of the project, and will be maintained on FAO's computerized accounts system using separate budgetary sub-codes.

PROJECT BUDGET COVERING UNDP CONTRIBUTION (IN DOLLARS)

PROJECT SYMBOL IAF/92/G31/M/G/12  
 INSTITUTIONAL SUPPORT FOR THE PROTECTION OF EAST AFRICAN BIODIVERSITY

DATE MAY 1992

COMP./ LINE	DESCRIPTION	1992		1993		1994		1995		1996									
		TOTAL MM	TOTAL AOS MM																
<b>10 PERSONNEL</b>																			
11.01	CTA	42	541000	48690	6	71000	6390	12	144000	12960	12	147000	13230	12	179000	16110			
11.5	Consultants																		
11.51	CTA Office	2	26500	2385	1	12500	1125												
11.52	Kenya	5	62500	5625				3	37500	3375	2	25000	2250				1	14000	1260
11.53	Tanzania	11	140000	12600				5	62500	5625	4	50000	4500	2	27500	2475			
11.54	Uganda	11	140000	12600				5	62500	5625	5	62500	5625	1	15000	1350			
11.55	Rec train.	4	50000	4500				3	37500	3375	1	12500	1125						
11.99	SUBTOTAL	75	960000	86400	7	83500	7515	28	344000	30960	24	297000	26730	15	221500	19935	1	14000	1260
13	Adm. Support Per.	222	125800	13838	18	9800	1078	72	39000	4290	72	41000	4510	60	36000				
13.01	Adm. Personnel																		
13.99	SUBTOTAL	222	125800	13838	18	9800	1078	72	39000	4290	72	41000	4510	60	36000	3960			
15	Travel Cost																		
15.01	Duty Travel		117000	10530		10000	900		30000	2700		30000	2700		47000	4230			
15.99	SUBTOTAL		117000	10530		10000	900		30000	2700		30000	2700		47000	4230			
16	Mission Cost																		
16.01	Mission Cost		60000	5400		10000	900		10000	900		20000	1800		30000	2700			
16.99	SUBTOTAL		60000	5400		10000	900		10000	900		20000	1800		30000	2700			
17	National Prof.																		
17.01	National Prof.	117	163000	17930	9	9000	990	36	36000	3960	36	54000	5940	36	64000	7040			
17.5	National Consult.	73	111000	12210	6	9000	990	27	42000	4620	20	30000	3300	20	30000	3300			
17.99	SUBTOTAL	190	274000	30140	15	18000	1980	63	78000	8580	56	84000	9240	56	94000	10340			
19	COMPONENT TOTAL	487	1536800	146308	40	121300	11473	163	501000	47430	152	472000	44980	131	428500	41165	1	14000	1260
<b>20 SUBCONTRACTS</b>																			
21	Subcontract A																		
21.01	Regional		678500	33925		100000	5000		200000	10000		200000	10000		178500	8925			
21.02	Kenya		1143500	57175		100000	5000		400000	20000		400000	20000		243500	12175			
21.03	Tanzania		1047000	52350		100000	5000		400000	20000		400000	20000		147000	7350			
21.04	Uganda		1026500	51325		100000	5000		400000	20000		400000	20000		126500	6325			
21.99	SUBTOTAL		3895500	194775		400000	20000		1400000	70000		1400000	70000		695500	34775			
29	COMPONENT TOTAL		3895500	194775		400000	20000		1400000	70000		1400000	70000		695500	34775			
<b>30 Training</b>																			



Annex 1

COUNTRY PROJECT COMPONENTS

Kenya

Component costs (US\$) and execution modes

	<u>Title</u>	<u>Total cost</u>	<u>FAO</u>	<u>National</u>	<u>Implem.</u>
A1	NES biodiversity <i>(Creation of technical capability, training, expertise and infrastructure)</i>	202,000	145,000	57,000	G/F
A2	NES database <i>(Creation of new capability, training and equipment assistance)</i>	100,000	(100,000*)		UNITAR
A3	Wetlands <i>(Assistance in developing integrated support, policy and operations)</i>	300,000	100,000	200,000	G/F
A4	National Museums <i>(Staff development, strengthening field and documentation capability)</i>	900,600	515,600**	385,000	SCI/F
A5	NES awareness <i>(Training, policy development, materials and capability)</i>	100,000	55,500	44,500	G/F
A6	Wildlife Clubs <i>(Expertise, equipment to assist capability and institution building)</i>	100,000	51,000	49,000	SCI/F
A7/8	Forest education <i>(Staff development, equipment and support to strengthen capability)</i>	323,200	323,200		F
A9	Forest/wildlife <i>(Training and operational support to new integrated activity)</i>	279,000	179,000	100,000	SCI/F
	<b>Total</b>	<b>2,304,800</b>	<b>1,369,300</b>	<b>935,000</b>	

Implementation code:

G = Government  
F = FAO  
SCI = Contracting institution within the project

Notes:

- \* To be implemented by UNITAR/GEMS of UNEP, not FAO, under an inter-agency Letter of Agreement.  
\* Contains a contract of \$208,000 for international herbarium support.

**Tanzania**

**Component costs (US\$) and execution modes**

	<u>Title</u>	<u>Total cost</u>	<u>FAQ</u>	<u>National</u>	<u>Implem.</u>
B1	NEMC biodiversity <i>(Creation of technical capability, training, expertise and infrastructure)</i>	248,100	183,100	65,000	G/F
B2	NEMC database <i>(Creation of new capability, training and equipment assistance)</i>	100,000	(100,000*)		UNITAR
B3	NEMC wetlands <i>(Assistance in developing integrated support, policy and operations)</i>	482,500	369,500	113,000	G/F
B4	University Zoology <i>(Staff development, field activity and teaching support)</i>	341,000	147,000	194,000	SCI/F
B5	University Botany <i>(Support to field study coastal forest diversity)</i>	50,000	26,000	24,000	SCI/F
B6	University IRA <i>(Support to field study of land resource use in coastal forest area)</i>	100,000	27,000	73,000	SCI/F
B7	University library <i>(Development of biodiversity literature database for key regions)</i>	100,000	45,200	54,800	SCI/F
B8	NEMC awareness/ education <i>(Training, policy development, materials and capability)</i>	100,000	66,100	33,900	G/F
B9	Malihai Clubs <i>(Expertise, equipment to assist capability and institution building)</i>	100,000	75,700	24,300	G/F
B10	Pasiansi Wildlife <i>(Support to strengthen field training capability)</i>	183,900	124,900	59,000	G/F
B11/ 12	Forest education <i>(Staff development, equipment and support to strengthen capability)</i>	465,500	465,500		F
B13	Coastal forest WCST <i>(Institutional support for integrated community conservation project)</i>	403,200	97,200	306,000	SCI/F

B14	Zanzibar parks training <i>(Staff development and field training support for new institution)</i>	224,000	224,000		F
	<b>Total</b>	<b>2,898,200</b>	<b>1,851,200</b>	<b>1,047,000</b>	

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Note:

- \* To be implemented by UNITAR/GEMS of UNEP under an inter-agency Letter of Agreement.

**Uganda**

**Component costs (US\$) and execution modes**

	<u>Title</u>	<u>Total cost</u>	<u>FAO</u>	<u>National</u>	<u>Implem.</u>
C1	MEP biodiversity <i>(Creation of technical capability, training, expertise and infrastructure)</i>	310,500	208,000	102,500	G/F
C2	Databases <i>(Creation of new capability, training, equipment and assistance)</i>	100,000	(100,000*)		UNITAR
C3	Wetlands biodiv. <i>(Assistance in developing integrated support, policy and operations)</i>	515,300	298,300	217,000	G/F
C4	MUIENR <i>(Staff development and operational support for research and training)</i>	473,700	175,200	298,500	SCI/F
C5	Forest inventory <i>(Operational assistance to inventory of biodiversity values)</i>	358,100	166,100	192,000	SCI/F
C6	Uganda Institute <i>Provision of training scholarships in forest biodiversity)</i>	70,500	47,500	23,000	SCI/F
C7	MEP awareness <i>(Training, policy development, materials and capability)</i>	100,000	55,500	44,500	G/F
C8	Forest education <i>(Staff development, equipment and support to strengthen capability)</i>	419,200	419,200		F
C9	Wildlife Clubs <i>(Expertise, equipment to assist capability and institution building)</i>	100,000	51,000	49,000	SCI/F
	<b>Total</b>	<b>2,447,300</b>	<b>1,420,800</b>	<b>1,026,500</b>	

**Implementation code:**

G = Government  
F = FAO  
SCI = Contracting institution within the project

**Note:**

\* To be implemented by UNITAR/GEMS of UNEP under an Inter-agency Letter of Agreement.

Annex 2

OVERALL PROJECT WORKPLAN

Phase 1: Inception

Period From To	Activity	Responsible party
M 1 M 2	Establish CTA Office	CTA/FAO/Govts.
M 1 M 3	National Steering Committees set-up	CTA/3 Govts.
M 1 M 3	National Project Coordinators appointed	CTA/3 Govts.
M 1 M 3	Project doc. revised with workplans/budgets	CTA/3 NSCs
M 2 M 4	National Project liaison officers	3 NSCs
M 2 M 6	Contractual arrangements finalized	CTA/3 NSCs/FAO
M 3 M 6	Biodiversity units in place	CTA/3 NSCs
M 3 M 6	Participant institutions (PIs) plan action	CTA/PIs
M 3 M 8	Contracting agencies begin	CTA/contr. agencies
M 4 M 8	Biodiversity subcommittees in place	3 Govts./3 NSCs
M 4 M 8	Expert groups on biodiversity in place	3 NSCs/FAO
M 6	First regional meeting of NSCs	CTA/3 NSCs
M 6 M 12	Equipment ordered for first years	CTA/PIs
M 6 M 12	Students selected for first training (fellowships and study tours)	CTA/PIs
M 6 M 12	First workshops planned/implemented	CTA/PIs
M 7 M 12	Consultants identified and recruited	CTA/FAO/PIs

M 10	M 12	Initial TPR and appraisal planned	CTA/3 NSCs/FAO
M 12		National level appraisals	3 NSCs/PIs/CTA
M 13	M 15	Initial TPR, possible revision of project doc.	CTA/UNDP/3 NSCs

**Phase 2: Main project activity**

Phase 2 details will follow from discussions held during the first phase with the Project Steering Committees in each country.