



PROJECT DOCUMENT

Republic of Uganda

United Nations Development Programme

Global Environment Facility

Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda

GEFSEC PROJECT ID: 4456; GEF AGENCY ID: PIMS 4592; AWARD ID: _____

Brief Description:

The Government of Uganda has made significant investments in most protected areas (PAs) in the country. However, the Kidepo Critical Landscape of North Eastern Uganda, encompassing eight protected areas under a range of management authorities received limited investment over the past 20 years due to protracted conflict, and proportionately suffer from lower management effectiveness compared to other sites. The long-term solution proposed by this project is to strengthen the national system of protected areas in Uganda by improving the management effectiveness of protected areas in the Kidepo Critical landscape in the North Eastern part of the country, thus affording biodiversity sufficient protection from emerging and future threats. This can be achieved through providing planned, targeted and effective support to the operational capacity of core PAs within the landscape and through creating a coordinated landscape management approach in the KCL to serve as a shield against human-induced pressures on Uganda's threatened biodiversity.

This proposed project in the Kidepo Critical Landscape of PAs and buffer zones in northern Uganda satisfies the requirements for GEF financing under GEF Biodiversity Focal Area, Strategic Objective one: *Improve sustainability of Protected Area systems*. The project will directly bring 416,485 ha of land under strengthened PA management arrangements designed to conserve biodiversity, involving three different forms of PA Status (NP, CFR and CWA) as well as public lands, with a wider positive influence on an additional 239,215 ha of dispersal areas. In total the project will thus bring enhanced biodiversity protection to over 655,700 ha of target PAs and linked dispersal areas. The project will comprise two complementary components, which will be cost shared by the GEF and co-financing. Each addresses a different barrier and has discrete outcomes.

Component 1. Strengthening Management Effectiveness of the Kidepo Critical Landscape PA Cluster

Component 2. Integrating PA Management In the Wider Landscape

By addressing management deficits in these sites, the proposed project is expected to strengthen the national PA system in Uganda as a whole as well as improve livelihoods for communities within the landscape. This is to be achieved through enhanced management both of PAs and of biodiversity outside PAs, such as that of the shea tree, which provides significant economic benefits to communities, thus demonstrating the importance of biodiversity to livelihoods of the rural communities.

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Country: Uganda

UNDAF Outcome (s)/Indicator (s): Outcome 2: Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV&AIDS, environment shocks and recovery challenges by 2014. **Outcome 2.2** *Vulnerable communities, Government, civil society and the private sector are sustainably managing and using the environment and natural resources for improved livelihoods and to cope with the impact of climate change.*

Project Title: Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda

Objective: The Biodiversity of the Kidepo Critical Landscape in North Eastern Uganda is protected from existing and emerging threats

Expected Components: (1) Strengthening management effectiveness of the Kidepo critical landscape PA cluster; (2) Integrating PA Management in the Wider Landscape.

Implementing Partner: National Environment Management Authority (NEMA)

Responsible Partners: Uganda Wildlife Authority, National Forestry Authority, District of Kitgum, Agago, Abim, Otuke, Kaabong and Kotido

Award ID:		Project ID:	
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Programme Period:	2013 - 2017
Project ID:	4456
PIMS #:	4592
Project Duration	4 Years
Management Arrangement:	NIM

Total Budget	USD \$13,764,700
GEF	USD \$3,080,000
Government	USD \$5,659,700
UNDP	USD \$2,525,000
NGO	USD \$2,150,000
Other	USD \$350,000

Agreed by the Executing Agency (Ministry of Finance):

NAME _____ SIGNATURE _____
Date/Month/Year

Agreed by the Implementing Partner (National Environment Management Authority):

NAME _____ SIGNATURE _____
Date/Month/Year

Agreed by (UNDP):

NAME _____ SIGNATURE _____
Date/Month/Year

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1.4 Abbreviations and Acronyms

AWF	African Wildlife Foundation
CBD	Convention on Biological Diversity
CFM	Collaborative Forest Management
CFR	Central Forest Reserve
CHA	Controlled Hunting Area
CITES	Convention on International Trade on Endangered Species of Wild Fauna and Flora

CMP	Conservation Master Plan
COBATI	Community Based Tourism Initiative
CPAP	Country Programme Action Plan
CPI	Community Protected area Institution
CSO	Civil Society Organisation
DFS	District Forest Service
DLG	District Local Government
DP	Development Partner
DRC	Democratic Republic of Congo
EBA	Endemic Bird Area
ENRP	Environment and Natural Resource Programme
FAO	Food and Agricultural Organisation
GoU	Government of Uganda
IBA	Important Bird Area
IDP	Internally Displaced Persons camp
IPCC	Intergovernmental Panel on Climate Change
KCL	Kidepo Critical Landscape
KVNP	Kidepo Valley National Park
LFR	Local Forest Reserve
LGA	Local Government Act
LRA	Lord's Resistance Army
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDG	Millennium Development Goal
MFNP	Murchison Falls National Park
MoU	Memorandum of Understanding
NaFORRI	National Forestry Resources Research Institute
NAPA	National Adaptation Programme of Action
NARO	National Agriculture Research Organisation
NBSAP	National Biodiversity Strategy and Action Plan
NEA	National Environment Act
NEAP	National Environment Action Plan
NEMA	National Environment Management Authority
NEP	National Environment Policy
NFA	National Forestry Authority
NFP	National Forestry Plan
NFTPA	National Forestry and Tree Planting Act
NGO	Non-Governmental Organisation

NP	National Park
NSGRP	National Strategy for Growth and Reduction of Poverty
NUSAF	Northern Uganda Social Action Fund
NUSPA	Northern Uganda Shea Processors Association
ODA	Overseas Development Aid
PA	Protected Area
PEAP	Poverty Eradication Action Plan
PFE	Protected Forest Estate
PRDP	Peace, Recovery and Development Plan
UBS	Uganda Bureau of Statistics
UCTA	Uganda Community Tourism Association
UIA	Uganda Investment Authority
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
USAID	United States Agency for International Development
UGX	Ugandan shillings
UTA	Uganda Tourism Association
UWA	Uganda Wildlife Authority
WCS	Wildlife Conservation Society
WR	Wildlife Reserve
WSSP	Wildlife Sector Strategic Plan
WWF	World Wide Fund for Nature

PART IA: SITUATIONAL ANALYSIS

1.5 Contextual Introduction

1. Northern Uganda has experienced great disruption to its economic growth due to the insecurity that began in the 1980s. Peace has now returned to the region and it is now on the path to recovery. Government has embarked on a Peace, Recovery and Development Plan (PRDP) to improve on livelihoods of the local communities, rehabilitate infrastructure and also restore and promote good environment management practices.
2. The Kidepo critical landscape in North Eastern Uganda is a storehouse of globally significant biodiversity; however, this biodiversity is now under threat. Returning and resettling former IDPs could potentially transform the landscape through the construction of new settlements and infrastructure, increasing demand for fuel wood and use of forest land for farming and other income generating activities. Secondly, with the ending of the war, there is a high possibility of increased poaching of wildlife and other threats, which will reduce wildlife numbers. Wildlife in this area has been de facto protected over the last 20 years on account of instability, and indeed, unlike other parts of Uganda, this area has wildlife populations inhabiting areas outside formal protected areas
3. There are eight protected areas within the Kidepo Critical landscape, which provide the key vehicle for biodiversity conservation. However, PA management capacities are weak, and the management effectiveness of these sites remains sub optimal. A proper management and enforcement system needs to be put in place. Enhanced security is also needed to bolster the Ugandan Government's efforts to reintroduce rhinos (and other species that have become locally extinct).
4. One of the effects of the period of instability in northern Uganda was the displacement of thousands of people, with little source of income, eventually returning home and having to forge unsustainable livelihoods. During the same time, weak law enforcement allowed for much encroachment onto protected areas and a high level of poaching which caused populations of many mammal species such as the elephants and rhino to plummet¹. The effects of the insecurity still prevail and there is a need for improvements to be made to the way in which landscape of the north is managed, in order for communities to obtain sustainable livelihoods, which help them to benefit from their surrounding environment while at the same time protecting it for the future. Unless the PA system is strengthened, there is a strong risk it will never recover its full potential integrity.

¹Aleper, D. and Moe, S.R. 2006. The African savannah elephant population in Kidepo Valley National Park, Uganda: changes in size and structure from 1967 to 2000. African Journal of Ecology, 44 157-164

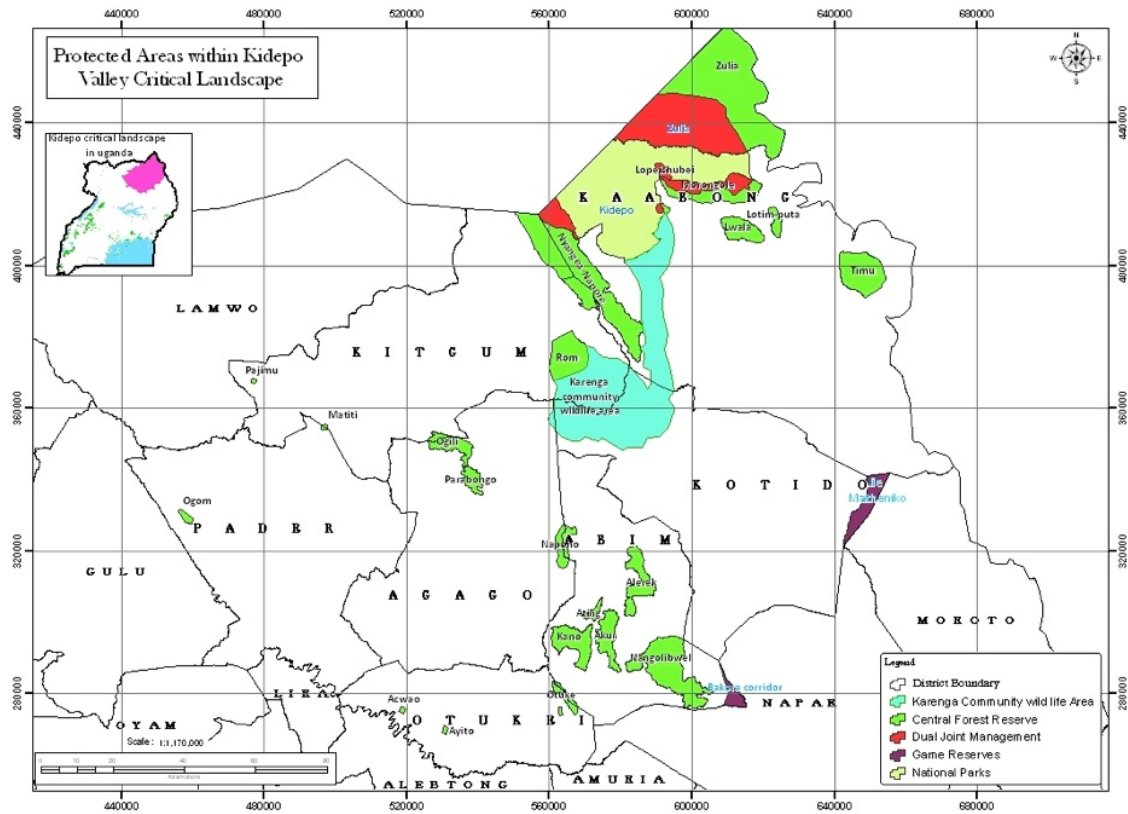


Figure 1. The Project Landscape: Physical Boundaries

5. The Government of Uganda (GoU) has made significant investments in most protected areas (PAs) in the country. However, the eight PAs in the **Kidepo Critical Landscape (KCL)** of north-eastern Uganda, which include Kidepo Valley National Park (KVNP), the third largest park in Uganda did not receive adequate investment due to the long period of conflict and civil unrest.
6. By addressing management deficits in these sites, the proposed project on the ‘*Conservation and Sustainable Use of the Threatened Savannah Woodland in the KCL in North Eastern Uganda*’ is expected to strengthen the national PA system in Uganda as a whole as well as improve livelihoods for communities within the landscape – communities which in different ways, whether as IDPs or otherwise, were affected by the period of conflict. This is to be achieved through enhanced management both of PAs and of biodiversity outside PAs, such as that of the shea tree which provides significant economic benefits to communities, thus demonstrating the importance of biodiversity to livelihoods of the rural communities. The shea nut also provides products that benefit the global community especially in the pharmaceutical industry.
7. KCL covers more than 10,700 km² of the north-eastern corner of Uganda. It contains the districts Kitgum, Agago, Pader, Otuoke, Kaabong, Kotido and Abim, the latter three forming part of the Karamoja region. The area rises dramatically from around 900–1,200 m.a.s.l. at the border with Sudan to 2,750 m.a.s.l. atop the forested Mount Morungole. The wider geographical landscape also stretches into South Sudan and includes the Kidepo Game Reserve, Didinga and Dongotona mountains in that country.

1.6 *Biophysical Context*

Geographical Context

8. Uganda is a landlocked country that lies astride the equator between 4°N and 1°S and stretches from 29.5°E– 35°W. Administratively, it is made up of four regions – Northern, Western, Central and Eastern, which divide into over 100 districts. Uganda is bordered by Sudan to the north, Kenya to the east, Tanzania and Rwanda to the south, and the Democratic Republic of the Congo (DRC) to the west. Uganda is situated on the East African plateau between the Western, or Albertine, Rift and the Eastern Rift branches of the East African Rift. The country can be divided into four relief regions; 2 % of land is above 2,000m.a.s.l.; 5 % is between 1,500m and 2,000m.a.s.l.; 84 % of land lies between 900m and 1,500m.a.s.l.; 9 % of land is below 900m.a.s.l. The average altitude is 1,100m.a.s.l, which gradually decreases northwards towards the Sudanese plain. The highest point in Uganda is the Margherita Peak on Mount Stanley, at 5,108m.a.s.l. Uganda covers an estimated area of 241,038 km² out of which 194,000 km² is dry land, 33,926 km² open water and 7,674 km² permanent wetlands. Natural resources of Uganda are varied and include fertile soils, regular rainfall, copper, cobalt, hydropower, limestone, salt and arable land, as well as crude oil and natural gas reserves, as yet mostly untapped.

Climate and Water

Despite being on the equator, Uganda's tropical climate is considerably moderate because of its elevation ranging between 600m and over 5,100m above sea level. The country experiences moderate temperatures and humid conditions throughout the year. Mean annual temperature in the south-western highlands is 16 °C and increases to 25 °C in the north-west, with temperatures in the north-east reaching above 30 °C for the majority of the year. Temperatures as low as 4°C are experienced in the Kabale highlands in south-western while temperatures below 0°C are experienced on the mountain ranges of Rwenzori and Elgon. Mt. Rwenzori has a permanent ice cap, although this is expected to disappear in the next 20 years as a result of climate changes². The average rainfall in Uganda is about 1180 mm/year which is about 40% higher than the global average of 860 mm/year³. Uganda's rainfall exhibits considerable spatial and temporal variability (500 to 2600 mm/year) partly due to the complex topography, the existence of large inland lakes such as Lake Victoria and Kyoga, and the seasonal migration of the Inter-Tropical Convergence Zone.

Biodiversity of Uganda

9. Uganda's position in a zone between the ecological communities characteristic of the drier East African savannahs and the more moist West African rainforests, combined with wide altitude ranges, has led the country to be one of the most biologically diverse in Africa relative to its size. Uganda has a myriad of natural features including mountains, lakes, rivers and the Great Rift Valley. It has seven out of the eighteen phytocoria (vegetation classifications) in Africa. The major natural ecosystems are: forests, woodlands and savannahs, wetlands, open water and mountain ecosystems. According to WWF, there are three main terrestrial ecoregions in Uganda: Victoria basin forest savannah, East Sudanian savannah, and Northern *Acacia-Commiphora* bushlands and thickets; small patches of East African montane forests, East African montane moorlands, Albertine Rift montane forests and Rwenzori-Virunga montane moorlands also occur⁴. A very diverse set of vegetation types exists, ranging from the montane flora at 5,000 m.a.s.l. in the Rwenzori mountains to the lowland forest at 600 m.a.s.l. in the

²United Nations Environment Programme, 2007. Global Environmental Outlook 4. United Nations Environment Programme (UNEP), Nairobi

³Uganda Bureau of Statistics, 2008. Statistical Abstract. Uganda Bureau of Statistics (UBS), Kampala.

⁴ URL: <http://worldwildlife.org/science/wildfinder/> accessed 07/09/2012

Semliki valley. There are 5,000 species of flowering plants and 406 gymnosperms and ferns recorded. Of these, 54 woody plants are considered to be under threat. These species are distributed in diverse ecosystem types, both natural and modified, such as forests, woodlands, wetlands and aquatic systems, agro-ecological zones and urban environment.

10. The total number of species in Uganda is not known although a provisional list of 18,783 exists⁵, which includes 380 mammals and over 600 fish species. Bird diversity is particularly rich; with 1007 species, Uganda contains more than half of Africa's bird species and about 10% of all the bird species in the world. Within the country there are 33 Important Bird Areas (IBAs) and six Endemic Bird Areas (EBAs)⁶. Uganda has one endemic species, the Fox's weaver (*Ploceus spekeoides*), which is found only around Lake Opeta and Lake Bisina. Uganda has about 70 species of endemic butterflies.

Uganda's Protected Area Estate

11. Uganda's PAs cover a total of 3,106,304 ha, which is approximately 13% of the total surface area of Uganda. In 2005 the total forest cover of PAs was estimated at 1,300,993 ha, 6.4% of the country's total land area, down from 7.2% in 1990⁷. There are currently three major categories of PA in Uganda. These are National Parks (NP), Wildlife Reserves (WR) and Forest Reserves (Central Forest Reserves and Local Forest Reserves), although wetlands and major rivers and lakes are also protected by law. Uganda contains 10 NPs (covering 11,180 km²), 10 WRs (8,764 km²), seven Wildlife Sanctuaries (850 km²), 13 Community Wildlife Areas (CWA) (27,604 km²), 506 Central Forest Reserves (CFRs) (1,265,529 ha) and 192 Local Forest Reserves (LFRs) (4,957 ha). In addition, there are 12 Ramsar sites. The GoU has also gazetted two national parks – Bwindi Impenetrable NP and Rwenzori Mountains NP as world heritage sites; Queen Elizabeth NP is gazetted as a Man and the Biosphere Reserve. Discussions are also in advanced stages to gazette Mount Elgon as a Trans-boundary Biosphere Reserve.

Table 1. National Parks in Uganda

National Park	Established	Area (km ²)	Ecoregion ⁸
Semuliki	1993	220	Albertine Rift montane forests
Murchison Falls	1952	3,480	Victoria basin forest-savannah mosaic
Rwenzori Mountains	1991	1,000	Rwenzori-Virunga montane moorlands
Kidepo Valley	1962	1,442	East Sudanian savannah/Northern <i>Acacia-Commiphora</i> bushlands and thickets
Kibale	1993	766	Albertine Rift montane forests
Bwindi Impenetrable	1991	331	Albertine Rift montane forests
Mgahinga Gorilla	1930	34	Albertine Rift montane forests
Queen Elizabeth	1952	1,978	Victoria basin forest-savannah mosaic/Albertine Rift montane forests
Lake Mburo	1982	260	Victoria basin forest-savannah mosaic
Mount Elgon	1951	1,279	East African montane forests and moorlands

12. CFRs are managed by the National Forestry Authority (NFA) as Permanent Forest Estates (PFEs). These CFRs were established with two main objectives; to safeguard supplies of timber and other consumptive forest products and environmental services they provide as well as protect fragile catchment areas. Over the years these objectives have been expanded to include aspects such as nature conservation, amenity and recreation, research and education, and poverty eradication as reflected in the National Forest Policy. LFRs are managed by local governments;

⁵National Environment Management Authority, 2006. Third National Biodiversity Report. National Environment Management Authority (NEMA), Kampala, Uganda.

⁶ URL: <http://www.birdlife.org/datazone/country/uganda> accessed 05/09/2012

⁷NFA, 2009. National Biomass Study Technical Report, National Forestry Authority (NFA), Kampala.

⁸ URL: <http://worldwildlife.org/science/wildfinder/> accessed 05/09/2012

local communities living adjacent to the forest and WRs often benefit from the resources through collaborative arrangements with the lead institutions.

13. Uganda developed a Conservation Master Plan (CMP) in 2004 prescribing actions to be undertaken in the management of 65 core conservation natural forests in CFRs. The CMP requires that such areas should be demarcated into three zones of different levels of usage, including strict nature reserves where no activities are allowed; and buffer zones and production zones where some low impact activities and utilisation are allowed to varying degrees.

Northern Uganda Regional Context

14. Northern Uganda is split into 21 districts. The climate is drier and hotter than of the rest of Uganda with a distinct dry season, lasting up to seven months further east. The main vegetation types are *Acacia-Commiphora* bushlands and thickets in the east and tropical and sub-tropical grasslands, savannahs and shrublands in the west, with very small patches of tropical and subtropical moist broadleaf forests along the northern and north-eastern borders.
15. The Karamoja sub-region in the northeast of Uganda receives between 500 and 700 mm rain per year. Available data and experiences show that unreliable rainfall and inadequate amounts and uneven distribution have significantly influenced the economy and the life of the area. Recently, the rainfall has become more erratic and unreliable than in the past presumably as a result of climate change. There are very few permanent water sources, which makes the region highly dependent on underground water. The only permanent wetlands in Karamoja are those of Lake Opeta located in the Southwest of the Kidepo Critical Landscape. Open savannah dominates the region, with dry mountain forest and acacia forests. The grass provides good rangeland for both livestock and wildlife.

Kidepo Critical Landscape Biophysical Context

16. KCL has a PA estate covering approximately 5,775km². Controlled Hunting Areas (CHAs) cover the biggest percentage of the PAs (58%), followed by NPs(22%) and CFRs(20%). Within the PA system are KVNP managed by the Uganda Wildlife Authority (UWA), the CFRs Zulia, Rom, Lwala, Morongole, Timu and Nyangea-Nyapore, all under the mandate of NFA. Parts of the Nyangea, Morongole and Zulia FRs are located within KVNP and are under dual management by both UWA and NFA. Also within the Kidepo Critical Landscape are twelve LFRs managed by District Local Governments (DLGs). All but one are very small in area, approximately 3 ha or less, and are either encroached or heavily degraded. Kaabong LFR, however, covers 41ha. It also includes the Karenga Community Wildlife Area, a key wildlife corridor that links KVNP to the shea tree-dominated ongoing savannah habitat to the south.

Table 2. Protected Areas in the Kidepo Valley Critical Landscape

PA	Area	Ecoregion
Kidepo Valley National Park	144,475 ha	East Sudanian Savanna/
Karenga Community Wildlife Management Area	95,600 ha	<u>Northern Acacia-Commiphora bushlands and thickets</u>
Zulia Forest Reserve	102,893 ha	
Rom Forest Reserve	10,904 ha	
Lwala Forest Reserve	5,884 ha	
Morongole Forest Reserve	15,063 ha	
Timu Forest Reserve	11,751 ha	
Nyangea Nyapore Forest Reserve	41,741 ha	

17. **Kidepo Valley National Park.** KVNP is situated in Kaabong district in the extreme north-north-eastern corner of Uganda, bordering Sudan for a stretch of 50km and with a minimum of 5km of land between the boundaries of the park and Kenya. Gazetted in 1962, with an area of 1,442 km² Kidepo is the third largest park in Uganda after Queen Elizabeth National Park and

Murchison Falls NP. The southern and eastern boundaries follow, more or less, the summit ridges of the Napore Range, the Taan Hills and the Natera Hills. Parts of the Nyangea, Morungole and Zulia FRs are located within the Park.

18. KVNP's climate is divided into one short wet season and a long dry spell. The wet season falls between April and October and the dry season fills the remainder of the year. On average 800 mm of rain is received annually. The dry season is characterised and dominated by very hot north-easterly monsoon winds which results in extreme drought with no green vegetation. At this point temperatures can reach over 40°C and average 30°C. Water is primarily a temporary phenomenon, flowing only during the wet season. However, throughout the length of the Narus River Valley, surface water flow alternates to subterranean flow and emerges at few permanent water points throughout the year. The climate can be summarised as arid but changes to semi arid towards the Narus Valley, which is the only region of the park containing water during the dry season.
19. The relief of the park rises dramatically from 900-1200m.a.s.l. on the border with Sudan, to 2750 m.a.s.l. at the top of the forested mountains of Morungole and Zulia. It comprises of semi-arid plains intersected with hills, rocky out crops and mountain ranges. Two great valley systems divide the park into almost two equal parts. The Narus Valley in the south and west of the park occupies one third of the park and is much favoured by wildlife due to the permanent availability of water. The Kidepo valley system in the east and north-east occupies the remaining two thirds of the entire park. Nyangea-Napore hills and Morungole and Zulia hill ranges hold the sources of most rivers in Karamoja, including River Nalakas and River Kidepo.
20. The vegetation of the park can be categorised into four associations; the Narus Valley contains grey-haired acacia (*Acacia gerrardii*) savannah woodland that emerges in the south and into a fire climax grassland, tree and shrub steppe and slowly graduates into bush lands with forests on the higher mountain slopes. The borassus palms (*Borassus spp.*) follow ridges that are associated with water and sand alluvial soils, and are common along the major rivers of Kidepo, Lopirpir and Kulao. Much of the park is composed of open savannah grassland, dominated by a mixture of acacia and other perennial grasses, such as *Themeda*, *Chloris*, *Panicum* and *Seteria* species. Dry thickets composed of numerous short trees and shrubs also common. This vegetation is usually dry for more than a half of the year and antelopes such as Guenther's dik-dik (*Madoqua guentheri*), which is found nowhere else in Uganda, are common in such habitats. Dry montane forests are quite common at altitudes of 1,800m and contain a mixture of grasses, forming canopies as altitude approaches 2,800 m a.s.l. Lonyilli is the largest forest area inside the park. Woodlands constitute a relatively large proportion (28.7%) of the landscape but have been steadily declining since 1995. Such a loss could be attributed to agriculture conversion, wild fires, encroachment and probably charcoal burning. Some of the PAs that had been affected by agricultural encroachment by 1990 include Morungole and Kidepo but this had stopped by 2005. A similar but opposite trend during the same period is observed in the proportions of grasslands and bushlands suggesting that these areas are replacing woodlands.
21. KVNP forms part of the Eastern Afromontane Biodiversity Hotspot. Surveys conducted by the Wildlife Conservation Society (WCS) and UWA show that KVNP has high biodiversity, with at least 86 mammal species, 472 bird species and 692 plant species, second only to Queen Elizabeth NP in terms of its known plant diversity and third behind Queen Elizabeth and Murchison for its mammal and bird diversity. Twenty-eight of the 86 species of mammals in KVNP are not found in any other of Uganda's national parks. Some of the animals unique to this park include striped hyaena (*Hyaena hyaena*), aardwolf (*Proteles cristata*), caracal (*Caracal caracal*), cheetah (*Acinonyx jubatus*), greater and lesser kudu (*Tragelaphus strepsiceros* and *Ammelaphus imberbis*), klipspringer (*Oreotragus oreotragus*), dik-dik, Bright's gazelle (*Nanger granti brighti*) and Chandler's mountain reedbeek (*Redunca fulvorufula chandleri*). The beisa oryx (*Oryx beisa*) and the roan antelope (*Hippotragus equinus*) are believed to have been extirpated from the region. African wild dogs (*Lycaon pictus*) have been observed to come into the park from Sudan occasionally but are not resident in the park. Many of the other large mammals found elsewhere in Uganda such as African elephant (*Loxodonta africana*), zebra

(*Equus* spp.), buffalo (*Syncerus caffer*), waterbuck (*Kobus ellipsiprymnus*), Jackson's hartebeest (*Alcelaphus buselaphus jacksoni*), lion (*Panthera leo*), leopard (*Panthera pardus*), and both black-backed and side-striped jackal (*Canis mesomelas* and *C. adustus*), are found in KVNP⁹.

22. KVNP is an IBA and is outstanding for its birds of prey, of which 58 species have been recorded including Verreaux's eagle (*Aquila verreauxii*), lammergeier (*Gypaetus barbatus*), Egyptian vulture (*Neophron percnopterus*) and the pygmy falcon (*Polihierax semitorquatus*). Fourteen raptors are unique to this park in Uganda¹⁰. Of the hornbills (Bucerotidae) which are characteristic of the savannah habitat, five species are represented. Some of Africa's rarest and most sought after birds occur in KVNP, including the black-breasted barbet (*Lybius rolleti*) and the Karamoja apalis (*Apalis karamojae*)¹¹.
23. The Narus valley holds a population of Nile crocodiles (*Crocodylus niloticus*), which, during the dry season, is restricted to a 10 km long section of the Narus River that retains water intermittently in depressions or pools. Perhaps due to limited availability of food, water and space, the crocodiles have a diminutive size with a maximum length of c.2.5 m. (Nile crocodiles regularly exceed 4m in other parts of the species range). Successful reproduction appears to be a relatively rare event as a likely consequence of the lack of suitable nesting habitat along the Narus valley bottom where the bulk of the population is located, as well as energetic limitations¹². A study by WCS showed that the Narus valley is also of critical importance for the elephants in the Kidepo landscape. In addition, the study showed the importance of the areas to the south and southwest of the Park, including the Karenga CWA. These areas are in need of better protection and management if the elephant population in the Park is to be sustained at or above current levels.
24. **Morungole CFR.** Morungole CFR covers an area of 151 km² and is situated in Kaabong district. Its altitude ranges from 1,140 to 2,749 m.a.s.l. The forest lies approximately 40 km north of Kaabong Town and overlaps with KVNP in the north. Morungole CFR hosts approximately 191 or 15% of the known tree and shrub species. Ninety-six bird species are known to occur in Morungole. Of these, 39 species were recorded during the Forest Department inventory¹³. Morungole was the only forest with forest-dependent specialist species (8% of the total species count), five of which are dependent on intact highland forest¹⁴. A total of 19 small mammal species (five shrew and 14 rodent species) are known to occur in Morungole. A butterfly species inventory revealed that Morungole hosts 77 species, two of which were found to be unique to Morungole.
25. **Timu CFR.** Timu CFR covers an area of 117 km² with an altitudinal range from 1,700 to 2,020 m.a.s.l. The reserve lies in the east of Kaabong district on the edge of the rift escarpment overlooking the Turkana region of northern Kenya. Timu hosts about 13% or 116 of the known tree and shrub species. Sixty-one bird species have been recorded in Timu. There are also 77 known species of butterfly.
26. **Lwala CFR.** Lwala CFR is situated 4 km south of Morungole in Kaabong district and covers an area of 59 km² with an altitudinal range from 1,480 to 2,455 m.a.s.l. Lwala CFR hosts 9% or 111 species of Uganda's known tree and shrub species. Thirty-three bird species have been recorded in Lwala. Seventeen butterfly species are known to exist in the reserve.

⁹ Olivier, R.C.D., 1992. Aerial total counts in Uganda National Parks. Unpublished report to Uganda

¹⁰ Oliver, R.C.D., 1992

¹¹UWA, 2000. Mount Elgon National Park General Management Plan. Uganda Wildlife Authority

¹²Thorbjarnarson, J. and Shirley, M., 2009; Population Assessment of the Nile crocodile (*Crocodylus niloticus*) in Kidepo Valley National Park, Northern Uganda: A Report to the Wildlife Conservation Society and the Uganda Wildlife Authority

¹³Baltzer, M., 1996. Birds. In: Davenport, T. and Howard, P.C. (Eds.), 1996. Morungole, Timu and Lwala Forest Reserves. Biodiversity Report No.21. Kampala: Forest Department. Uganda.

¹⁴ Baltzer, M., 1996

27. **Nyangea-Napore CFR.** Nyangea-Napore CFR is situated along the border between Kitgum and Kaabong districts. The reserve covers an area of 417 km², of which 62km² lie within the boundaries of KVNP. The reserve is made up of a narrow chain of hills running south from the Uganda-Sudan border with an altitudinal range of 1,060 to 2,284 m.a.s.l. The highest peaks are Lonyili (2,284 m.a.s.l.) on the Sudan border and Kaleri (2,233 m.a.s.l.) in Nyangea to the south. The area is classified as dry savannah woodland vegetation made up of *Combretum-Acacia-Themeda* savannah. The CFR hosts around 21 % of Uganda's known tree and shrub species, 25 small mammal species, 129 butterfly species, 26 hawkmoths (Sphingidae) and 13 silkmths (Saturniidae). Five restricted-range species have been found at Nyangea-Napore, including two hawkmoths (*Platysphinx piabilis* and *Rufoclanis numosae*) that had not been recorded from Uganda before¹⁵.
28. **Rom CFR.** Rom CFR lies in Kitgum district and covers an area of 109 km² with an altitudinal range of 1,180-2,382 m.a.s.l. Rom is the highest peak of the ancient inselberg on which the reserve is centred. The vegetation is generally savannah woodland of *Juniperus-Acacia-Themeda*, however, in the higher and wetter parts of the mountain *Juniperus-Podocarpus* dry montane forest is found. Rom supports 17 % of tree and shrub species in Uganda, 15 small mammals, 109 butterflies, six hawkmoths and one silkmth¹⁶.
29. **Ogili CFR.** Ogili CFR lies across the border between Kitgum and Agago districts. It covers an area of 54 km² with an altitudinal range of 1,060-1,992 m.a.s.l. The vegetation in the lower areas of the reserve is grassland savannah of shea-thatch grass (*Hyparrhenia spp.*) communities. At higher altitudes dry savannah woodland of *Combretum-Oxytenanthera-Hyparrhenia* dominates. Ogili holds 9 % of Uganda's tree and shrub species, two small mammal species and 42 butterflies¹⁷.
30. **Zulia CFR.** Zulia CFR was established in 1942 and has an area of 102,893 ha. Situated in the far northeast corner of Uganda and overlapping with KVNP, much of Zulia CFR follows the Sudan-Kenya border to the north and east and River Kidepo to the south. The landscape consists of an extinct volcanic crater with the Turkana escarpment to the east and surmounted by the Zulia and Lomil hills, which slope down to Kidepo basin to the west. The slopes of these hills are steep and rocky, while Kidepo basin is a gently undulating plain out of which protrude ancient volcanic hills. The CFR covers much of the headwaters of Kidepo River and has an altitudinal range of 1,040-2,148 m.a.s.l. It has been labelled a Reserve by Uganda's Forestry Nature CMP 2002 due to the fact that it supports unique vegetation types otherwise not represented in Uganda's PA system. These include *Boswelli-Fagara-Heera*, *Acacia-Heria-Terminalia*, *Eragrostis-Lodetia* grass savannah, acacia tree and shrub steppe, *Chrysopogon* grass steppe and *Acacia mellifera* thicket. The vegetation and forest habitats of Zulia CFR are generally intact due to its remoteness and low population levels around the area. It is fairly inaccessible due to conflicts between Didinga, Mening, Turkana, Toposa and the Karamojong cattle raiders and poachers. It is an important watershed as it covers the Turkana escarpment, Mt. Zulia, the Lomil hills and the Kidepo-Kapekenyang drainage.
31. Education on the importance of forests is being given to communities adjacent to CFRs in order to gain support for conservation. The promotion of plantation establishment is on-going within CFRs, with over 3,000 ha have been planted by over 200 private tree farmers through licensing in CFR. NFA has established a commercial tree nursery for private farmers with the capacity to produce 1,000,000 seedlings per year of various species. Collaborative Forest Management (CFM) is also being initiated; currently NFA is identifying groups to participate in CFM, whereby local communities adjacent to the CFR co-manage the forest with NFA. Partnerships between local leaders and other stakeholders are being encouraged, and NFA is now working

¹⁵Davenport, T., Howard, P. and Dickinson, C. 1996. Mt. Elgon National Park Biodiversity Report. Kampala: Forest Department. Uganda

¹⁶ Davenport, T. *et al.*, 1996

¹⁷ Davenport, T. *et al.*, 1996

with World Vision, the World Food Programme, Tree Talk, Food and Agriculture Organisation of the United Nations (FAO), amongst others.

Wildlife Reserves, Corridors and Buffer Zones

32. Karamoja has three wildlife reserves – Pian Upe, Bokora Corridor and Matheniko. They were gazetted in 1964 as a contiguous system of protected areas to ensure the free migration of wildlife species such as the eland, topi and zebra. At the time of gazettelement of the three reserves, the southern portion of Pian Upe Wildlife Reserve along the Greek River was described as one of the finest wildlife areas in Africa (Uganda Wildlife Authority, 2000). The free migration of wildlife between the three reserves continues, although it is currently under severe threat due to human settlement and crop cultivation. These three reserves were also established with the understanding that they would serve as crucial dry-season grazing areas for Bokora, Jie, Matheniko, Pian and Turkana livestock, and they continue to serve that crucial provisioning service.
33. These reserves are of national importance for biodiversity conservation and economic development through tourism. Their rugged mountains and open plains with wetlands and isolated rock outcrops provide dramatic and spectacular landscapes that surpass most wildlife reserves in Uganda. Although the previously renowned large wildlife populations have significantly declined and some annihilated over the last three decades, there is evidence of growing populations of large mammals in all three reserves after recent government disarmament efforts. According to UWA officials in Karamoja, there is also evidence of recent migrations of buffalo from KVNP through Karenga Community Wildlife Area to these three reserves via the eastern side of the Labwor Hills. This appears to be a significant re-establishment of old north-south wildlife migratory routes in the Karamoja region and one of the last few major wildlife corridors between protected areas in Uganda.
34. The diverse and seemingly growing large mammal population in the three reserves includes: lion, leopard, hyena, buffalo, zebra, hartebeest, topi, eland, bushbuck, duiker, dikdik, oribi; Uganda's last remaining populations of oryx, mountain reedbuck, roan antelope, greater and lesser kudu, cheetah, wild dog; and probably Africa's last remaining population of Bright's gazelle. Matheniko Wildlife Reserve is the driest area in Uganda and is the only wildlife protected area in Uganda supporting the tree and grass steppe vegetation class, and *Acacia-Commiphora* woodland and thicket. These wildlife reserves also protect the important catchment areas of the Apule and Lochomon Rivers. The Acacia woodlands of these three wildlife reserves are rich in avifauna, including one of the last natural breeding grounds for the ostrich in Uganda. The south-western wetlands of Pian Upe Wildlife Reserve are also listed as one of the important bird areas of Uganda and were recently accorded international protection and recognition under the Ramsar Convention. These unique attributes, including the three sites of ancient rock paintings recently discovered in Matheniko Wildlife Reserve, make the wildlife reserves in Karamoja potentially one of Uganda's prime tourist destinations in the near future
35. Sustainable management of wildlife by local communities has been incorporated into several Ugandan policies and Acts, including the Decentralisation Policy of 1997, the Natural Environment Act Cap 153 (1995), The Wildlife Sector Strategic Plan (WSSP) and the CMP of 2004. There is a need to enhance community conservation in order to reduce conflict, increase local incomes and protect species of KVNP and other NPs in Uganda. This would involve planning and participation by local communities, DLCs and PA institutions especially in wildlife corridors and dispersal areas as well as in buffer zones surrounding NPs.

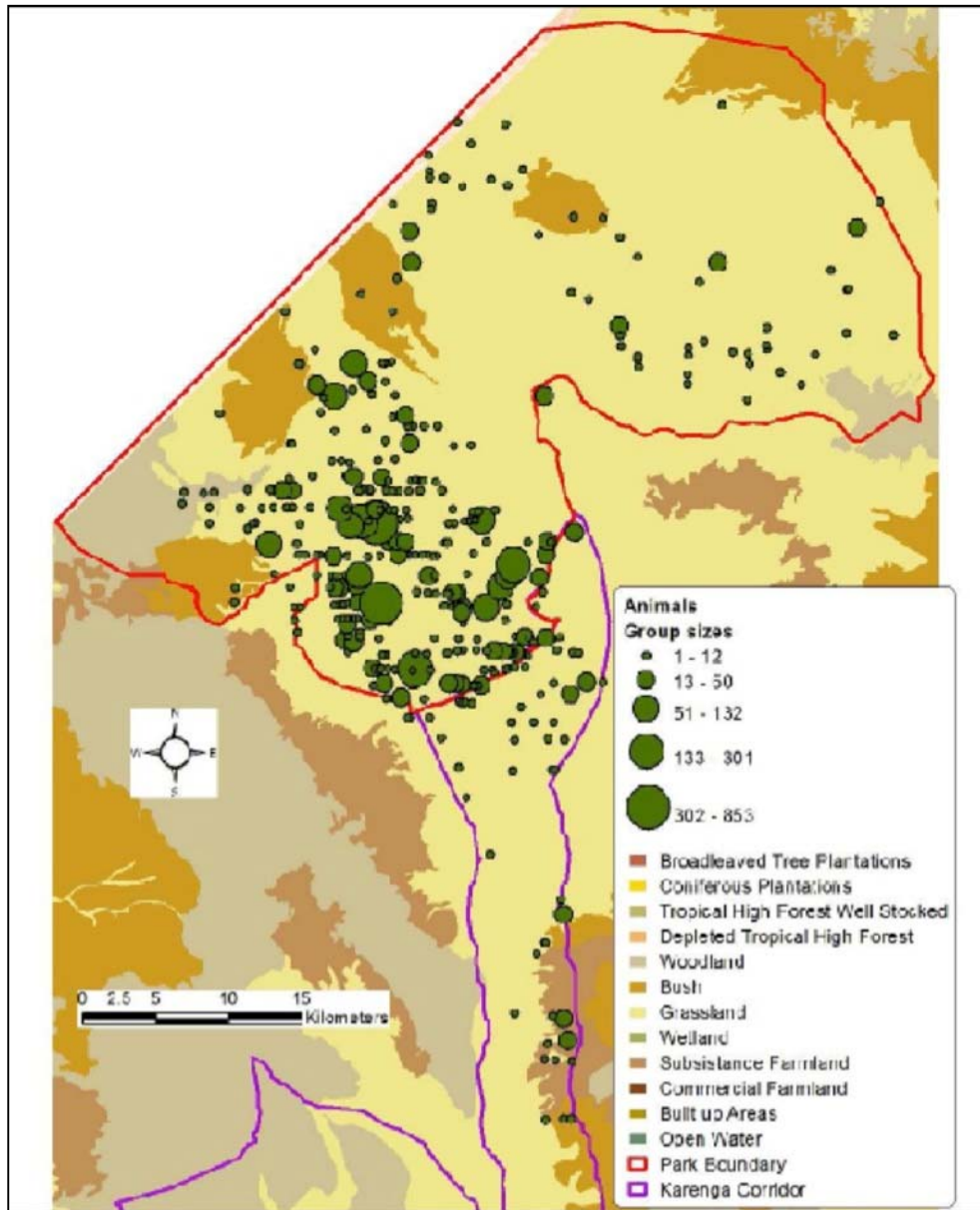


Figure 2. *Distribution of wildlife in Kidepo Valley National Park, January 2012 (UWA, 2012)*

36. CHAs and other PAs surrounding KVNP act as important buffers that play a significant role in wildlife conservation. Results from the monitoring of collared elephants in KVNP show that those groups of elephants spend a significant part of the year in the CWA in parts of Karenga and Kapedo sub-counties in Kaabong district¹⁸. Animals move south through the area along the Lokalis River to the open plains south of Rom Mountain and further into the KCL, via what might be called the “Karenga wildlife corridor”, adjacent to both Rom and Nyangea-Nyapore CFRs. The extensive woodland in this area, coupled with available water resources makes Karenga a very important wildlife corridor, providing a degree of connectivity that is not only important for species dispersal and gene flow, but is important for free movement of animals

¹⁸Asasira and Mushabe (Consultants), 2010. ‘Spatial Data Profile for Kidepo Valley and Murchison Falls-East Madi Landscapes’, WCS/USAID WILD programme

during periods of water or food scarcity.

Table 3. Population Estimates for Some Large Mammal Species in 1968, 1983, 1995/96 and 2003 in Matheniko, Bokora Corridor and Pian-Upe Wildlife Reserves.

SPECIES	MATHENIKO WILDLIFE RESERVE			BOKORA CORRIDOR WILDLIFE RESERVE			PIAN-UPE WILDLIFE RESERVE			TOTALS (ALL WILDLIFE RESERVES)			
	1968	1983	1995/96	1968	1983	1995/96	1968	1983	1995/96	1968	1983	1995/96	2003
Buffalo	0	0	0	0	0	0	40	0	365	40	0	365	20
Eland	309	0	0	1,338	1,200	0	1,598	0	50	3,245	1,200	50	74
Gazelle	499	440	5	318	927	97	102	0	18	919	1,367	120	50?
Giraffe	157	0	0	207	96	5	899	109	10	1,263	205	15	0
Hartebeest	77	0	0	1,104	544	50	1,025	309	248	2,206	853	298	108
Kob	0	0	0	15	256	40	136	109	110	151	365	150	?
Kudu	10	0	39	0	0	0	0	0	0	10	0	39	0
Oryx	281	96	0	70	80	0	0	0	0	351	176	0	0
Reedbuck	0	0	0	10	288	0	400	417	1,978	410	705	1,978	?
Roan	0	0	0	58	0	0	387	254	15	445	254	15	7
Topi	321	0	0	1,335	32	1	1,945	743	100	3,601	775	101	10
Waterbuck	0	0	0	11	0	0	127	18	0	138	18	0	0
Zebra	9	0	0	977	0	0	2,336	798	101	3,322	798	101	10?
Ostrich	58	137	5	158	640	105	32	145	55	248	922	165	6
Cattle	n/a	17,261	65,570	n/a	22,197	51,173	n/a	n/a	19,524	n/a	39,458	136,267	n/a
Huts	n/a	1,745	1,198	n/a	130	1,752	n/a	n/a	2,685	n/a	1,875	5,635	n/a
Shoats ¹⁹	n/a	3,381	20,945	n/a	6,730	34,386	n/a	n/a	3,608	n/a	10,111	58,939	n/a
Camels	n/a	0	2,608	n/a	0	0	n/a	n/a	0	n/a	0	2,608	n/a

Source: Lamprey *et al.*, 2003

Community Wildlife Areas

37. Karamoja has three community wildlife areas – Amudat, Iri and Karenga. Amudat Community Wildlife Area covers the whole of Pokot County in Amudat District and northern part of Chekwii County in Nakapiripirit District. It serves as a critical wildlife conservation area in its own right as well as a wildlife dispersal area for Pian Upe Wildlife Reserve. Iri Community Wildlife Area in Bokora County, Napak District links the southern boundary of Bokora Corridor Wildlife Reserve to the northern boundary of Pian Upe Wildlife Reserve. It is one of the last remaining critical north-south wildlife corridors in Uganda. Karenga Community Wildlife Reserve south of KVNP is a 6 kilometre-wide strip along the Lokas River in Kaabong County, Kaabong District that joins the southern end of the Napore Hills and the Kapeta River adjacent to Rom Forest Reserve. It is a critical wildlife conservation area in its own right and a wildlife dispersal area for large mammals such as elephant and buffalo in KVNP.
38. Other than the fact that the wildlife in these three community wildlife areas is managed by UWA, they are in essence part of the customary communal land tenure in Karamoja which is

¹⁹ Sheep and goats

permanently inhabited by the pastoralist and agro-pastoralist Karimojong. Whereas it used to be true that small populations of wildlife survived only in the most isolated areas or in buffer zones between warring factions, wildlife is becoming increasingly visible in community wildlife areas and other communal land as a direct consequence of government's voluntary and forceful disarmament programme over the last few years. Therefore, what is crucial about community wildlife areas in Karamoja is that they are some of the last areas in Uganda where fairly significant wildlife populations and varieties continue to survive and possibly grow in co-existence with people on communal land.

39. Population biology suggests that for a population to be viable in the long term, it should have at least 500 individuals²⁰. Species that are known to occur at low densities in KVNPA include reedbuck, oribi (*Ourebia ourebi*), warthog (*Phacochoerus africanus*), baboon (*Papio spp.*), eland (*Tourotrogus oryx*) and Rothschild's giraffe (*Giraffa camelopardalis rothschildi*). Conservation efforts should be intensified to save these species from extinction. Other more viable species need to pass through the Karenga corridor and the connectivity between the various forests and woodlands to allow gene flow and unrestricted feeding.
40. Despite its obvious importance, Karenga (95,600 ha) is presently not gazetted as an NP and has no effective management structure in place. There is also a lot of cultivation around the Karenga CWA, raising the possibility of crop raiding as a human/wildlife conflict that needs to be addressed. Since it is outside the PA, DLGs of Kotido, Kitgum and Kaabong together with local communities should be empowered to sustainably manage the CWA, taking into account wildlife movements through it and any potential human/wildlife conflicts. Opportunities for ecotourism need to be explored. The development of a Management Plan for the CWA should facilitate any initiatives aimed at sustainable management of the ecosystem.
41. As well as moving through the Karenga corridor, some populations move toward other forests such as those towards the border of Southern Sudan and the Republic of Kenya, making transboundary issues worthy of consideration in this project. Encroachment on Morungole and Nyangea Napore hills needs to be dealt with and, if supported, these buffer zones can improve the livelihoods of surrounding communities, which would reduce pressure on the NP itself.

The Shea Belt

42. Through the middle of Northern Uganda from North to South is a stretch of habitat dominated by the shea tree (*Vitellaria paradoxa*). Shea is indigenous to Sub-Saharan Africa and is distributed across an unbroken belt approximately 6000 km long and 500km wide from Senegal to the northern parts of Uganda. In Uganda the trees (*Vitellaria paradoxa*) are found primarily in the North-eastern districts of Lira, Dokolo, Kaberamaido, Gulu, Kitgum, Pader, Amuru, Abim, Amuria, Katakwi and Soroti and also in the West Nile districts of Nebbi, Arua, Yumbe, Koboko, Moyo and Adjumani, with a small and isolated population in Nakasongola district²¹. The tree is robust and survives in areas of 600-1400 mm rainfall per year and at altitudes of between 100-1200m.a.s.l.

²⁰Soule, M.E., 1987. Viable populations for conservation. Cambridge University Press, Cambridge.

²¹ Okullo, J.B.L. (2004). *Vitellaria paradoxa* in Uganda: Population structure and reproductive characteristics. PhD Dissertation, University of Wales, Bangor, UK.

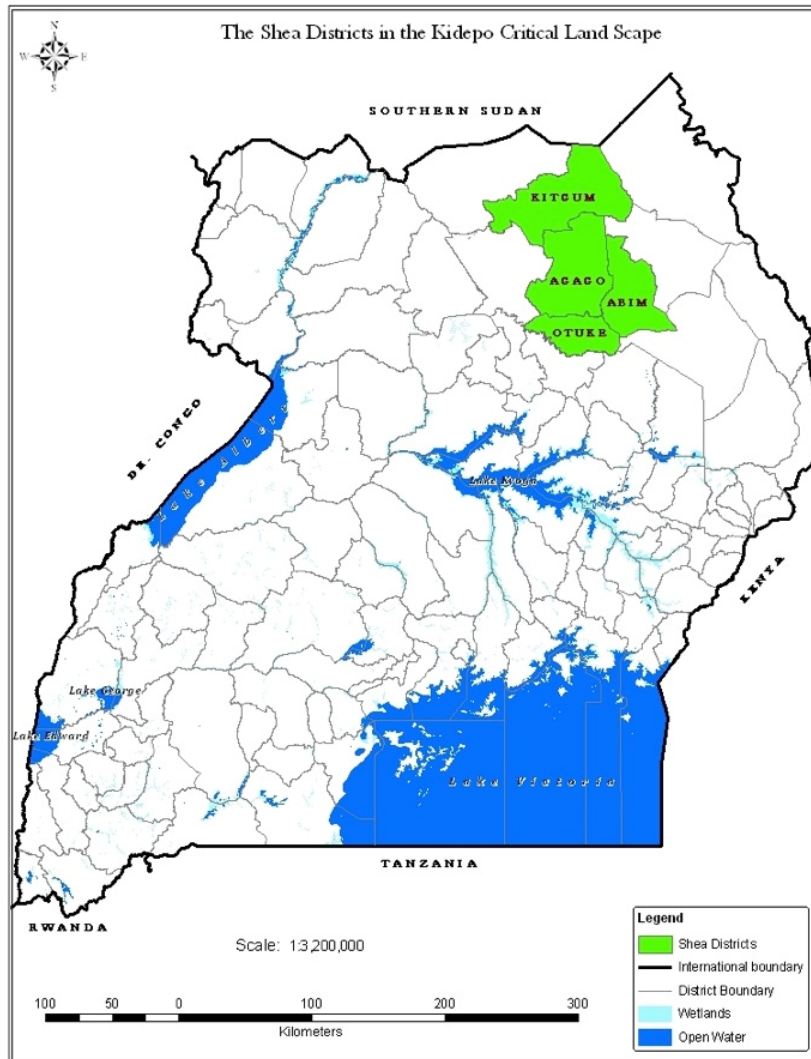


Figure 3. *The distribution of Shea in Uganda*²²

43. Shea grows naturally in grasslands and does not need irrigation, fertiliser, or pesticides. It survives in very arid areas and its thick bark protects it from bush fires. Living for 300 years or more, habitats of shea trees can act as carbon sinks. Shea has significant ecological and economic potential for livelihood improvements; all parts of the tree can be used, including the fruit, roots, leaves and bark; the shea fruit is of particular importance due to the oil extracted from it, which has enormous nutritional and health benefits besides being a source of income. In Uganda the fruits are harvested from wild trees between April and September, mainly by women and children. Throughout the shea belt, which runs north-west to south-east across the KCL, buffering KVNP and adjacent PAs, shea fruit is an important nutritional resource as it can be harvested during the annual ‘hungry season’ when food stocks are at their lowest and the planting of new crops requires high labour input, and therefore high energy. Parts of KCL situated within the shea belt include districts Kitgum, Acago, Abim and Otuke. Shea trees are therefore awarded some protection within the PAs of these districts.
44. The species has suffered as a result of large-scale cutting for charcoal and there is an urgent need to conserve the trees still standing. Loss of the species contributes to the degradation of

²² Courtesy of NFA

fragile savannah ecosystems, loss of wildlife corridors due to habitat destruction, and a degraded environment in turn affects agricultural production. Already the shea region is experiencing an increased frequency in dry spells, particularly in areas where there has been heavy destruction of shea trees. With increasing drought expected due to climate change, conservation of shea can benefit livelihoods when agriculture loses productivity and becomes an unviable source of income.

1.7 Socio-Economic Context

Uganda National Context

45. Uganda is predominantly an agrarian country with approximately 80% of the population depending on agriculture for their livelihoods. Agriculture contributes up to 23 percent of Gross Domestic Product, accounts for 48 percent of exports over 90% to foreign exchange earnings, over 60% to total Government revenue and employs more than 73%²³ of the labour force. 42% of land in Uganda is used for small-scale farming. Livestock keeping contributes about 7.5% to total GDP and is an important sub-sector of agriculture. 80% of livestock production occurs in Southern and Western Uganda.
46. Having previously suffered from a very low economy due to political instability and poor economic policies, Uganda's economy has performed remarkably well over the last 10 years. Since 1990, improvements in infrastructure, increased incentives for production and exports, reduced inflation and subsequently improved domestic security has all helped to increase the economy, despite government level graft issues and the war of the DRC. GDP growth averaged 6.8% between 2000/01 and 2003/04, and between 2004/05 and 2007/08, it had risen to 8%. As a result of the global recession, which reduced the demand for Uganda's exports to Europe and America, GDP growth declined slightly in 2008/09 to 6.2% rising again to 6.4% in 2009/10.
47. Overall, Uganda has made good progress towards achieving some of the targets set out in its Poverty Eradication Action Plan and in the Millennium Development Goals (MDGs). The percentage of the population below the poverty line decreased from 44% in 1997/1998 to 31% in 2005/2006, and Uganda is on track to meet MDG 1, although regional inequalities remain. Net primary school enrolment is above 84%, so achievement of MDG 2 (universal primary education) is possible though dropout rates are high and the average quality of education is poor. The MDG target on gender parity in primary school enrolment was achieved in 2006, but the completion rate for girls is 42%, compared with 55% for boys. Technical, vocational and university education is not yet adequately supporting the development of a work force with appropriate skills. The economy needs accelerated structural transformation to boost industry, improve infrastructure, modernise agriculture and significantly increase products and services to sustain its growth. Furthermore, its population growth rate poses serious challenges to the economy; at 3.2% per year it is one of the highest in the world. Youth of 15 years old or less make up 48% of the population, resulting in the highest dependency ratio in the world, currently standing at 1.12 dependents per worker compared to the 0.87 average for sub-Saharan Africa.
48. As a result of decentralisation policies, numerous improvements have been realised in governance through democratic participation and community involvement, empowering local communities to manage their affairs. Social services, especially health and education, are inadequate and Government needs to provide better health and education services. In this regard, Government has put in place Universal Primary Education (UPE) and Universal secondary Education (USE).

²³ The proportion of women employed in agriculture is higher (83%) than for men (71%)

Northern Uganda Socio-Economic Context

49. Economic growth has not been evenly spread across the country. Whilst Uganda as a whole has experienced very high levels of real per capita economic growth, the northern parts, comprising just under one-third of the total population of Uganda, have lagged behind the southern areas. A study commissioned by Northern Uganda Social Action Fund (NUSAF) from the Ugandan Bureau of Statistics (UBS) in 2004 found that the literacy rate of those in the north was about 54 %, compared to the national average of 68 %. For those aged 6-25 years, 14% had received no formal schooling. This was even more pronounced in the region of Karamoja where 60% of this population had never gone to school, mostly due to lack of interest. Households in the north reported monthly consumption expenditures of only 72,800/= Ugandan shillings (UGX) (approximately USD \$29), about half of the average national monthly consumption expenditure of UGX 139,300/= (approximately USD \$56). Food constituted 70% of this expenditure in the north, compared with a national average of just 44%.
50. The main cause of the lag in economic development in Northern Uganda was the period of insecurity. Internally Displaced Persons (IDPs) camps were set up by the government in 2000 in order to protect civilians from village attacks, and so in total a further 1.8 million people were forced away from their homes - up to 90% of the population in some areas. The LRA moved from Uganda in 2006 and many of the people in IDP camps have been slowly returning to their homes, the population as a whole having lost education, health and agricultural skills and equipment, with a devastating effect on the economy.
51. The Karamoja region (including Kotido and Kaabong districts) faces a unique set of challenges in northern Uganda. Although not affected by the LRA conflict, the area has experienced many years of conflict due to the prevalence of cattle rustling between communities. Karamoja has a very arid climate and, due to numerous recent droughts, most communities rely almost entirely on cattle for food. This conflict has spilled over into the Soroti and Katakwi districts, where some of the population had moved into IDP camps to avoid Karamoja raiding parties. This too has caused economic stagnation.
52. In order to combat the declining economy in Northern Uganda, the GoU set up a number of development interventions, including PRDP and NUSA. The first NUSA was launched in 2003. During the six years of implementation of NUSAF 1, significant progress was made in enhancing the capacities of communities in Northern Uganda for managing decentralised service delivery systems; increasing both the transparency of local governments in service delivery and their accountability to community demands; and promoting community reconciliation. However, in spite of this success, widespread poverty and vulnerability and low access to quality socio-economic services is still a challenge. The National Household Survey of 2005/06 reveals that despite a small reduction in poverty, the North still has the largest proportion of people living in poverty, estimated at 61%; twice the national poverty level of 31%. The gap between the North and the national poverty levels widened from 17% in 1992 to 30% in 2005/06, with poverty reduction rates in the North lower than in any other region since the early 1990s.
53. The Uganda Investment Authority (UIA), formed in 1991, focuses on investment opportunities in agribusiness, fisheries, forestry, manufacturing, mining and tourism, amongst others, emphasising small and medium enterprises. These enterprises contribute 75% of Uganda's GDP and have an employment growth rate of 25%. Investing in these could therefore contribute greatly to the economy's recovery.

Market Opportunities for Shea

54. As a natural resource largely controlled by women, the shea butter tree supports the nutritional and economic health of rural families and sustains indigenous plant and animal biodiversity. The wild and slow growing savannah tree provides food and revenues from the sale of its annual bounty, and helps rural households to feed themselves, to invest in livestock and other income generating activities and to meet household cash requirements.
55. It has been estimated that at least 500 million productive shea trees are accessible in the shea

belt, which equates to a total of 2.5 million metric tons of dry kernels²⁴, but the current market sector in Uganda is almost entirely traditional in nature with low levels of collection and consumption and with a lack of market linkages between gatherers and consumers. The majority of shea producers lack the information and knowledge to make marketing decisions on their own; according to a study conducted at Makerere University across the northern region, only 10.7% of shea gatherers had ever received training in shea gathering, processing, and marketing while the majority (72.1%) of shea producers did not have any form of training²⁵. Those who had received training mostly obtained it from The Shea Project in Lira and CREAM in the West Nile region. As a consequence, the price of shea nuts and oil is determined by middlemen and organisations buying the products rather than the gatherers. These traders buy unsorted and ungraded shea nuts from the gatherers at very low prices (for example, USD \$0.25/kg), then sort, grade, process, package and label the shea butter and sell to the export market at disproportionately higher prices (for example USD 19/kg for shea nuts; USD \$45/kg for crude shea oil and USD \$90/kg for refined shea oil²⁶).

56. Shea products marketing and consumption in Uganda is currently concentrated within the shea zone, with limited consumption outside the zone, such as in Kampala. The study conducted at Makerere University showed that across the Northern region, 73% of shea producers sell their products to final consumers within the shea zone. Only 16% sell their nuts to organisations such as the Shea Project and Community Organisation for Rural Enterprise Activity Management (CREAM) in West Nile; the remaining producers sell their products to retailers, itinerant traders, or wholesalers.

Table 4. The quantities of shea products sold in Lango and Acholi, and their value

Variable	Average sub-regional statistics	
	Lango (Otuke)	Acholi (Kitgum, Agago)
Average quantity of nuts gathered (Kg)/household/year	139.0	106.8
Quantity of nuts sold (Kg)/household/year	93.0	64.2
Quantity of shea oil sold (Kg)/household/year	5.5	12.6
Sales price for shea nuts/kg (UGX)	565	510
Sales price for shea oil/litre (UGX)	2,469	2,529
Average annual family income from the sales of shea nuts and oil (UGX)	214, 975	100, 150
Average total annual family income (UGX)	421,475	384,950

57. The major organisations involved in shea products marketing include The Shea Project, Gurunanak Oil Mill, National Organic Agricultural Movement of Uganda (NOGAMU), KFP/KM International Trade and Community Organisation for Rural Enterprise Activity Management, which sell shea products within Uganda and export to other parts of Africa as well as to Europe and the United States of America.
58. Currently, there is renewed interest in the demand of shea nuts from high value cosmetics companies in Europe, Asia and the United States of America. Cosmetic and pharmaceutical applications form a relatively small but fast-growing and potentially high value niche market for shea nuts and butter. It has been estimated that the cosmetic and pharmaceutical industries consume an estimated 2,000 to 8,000 tons of shea butter each year, a figure expected to rise with growing demand in the new markets in the United States of America, Russia, Germany, China and Poland²⁷.

²⁴ Boffa, J. M. (1999). Agro forestry Parklands in Sub-Saharan Africa: Conservation Guide 34. Rome: FAO.

²⁵ W. Odongo (2012): Marketing and trade patterns for Shea nut products in Uganda- a Masters of Science Dissertation in Agricultural and Applied Economics of Makerere University.

²⁶ W. Odongo (2012): Marketing and trade patterns for Shea nut products in Uganda- a Masters of Science Dissertation in Agricultural and Applied Economics of Makerere University.

²⁷ Masters, E. T., Yidana J. A. and Lovett, P.N. (2003). Reinforcing sound management through trade: shea nut in Africa. FAO.

59. With a wide international market for shea products and Uganda's current low production rates in relation to the natural supply of shea nuts, there is great potential to increase the production and sale of shea products and for the industry to become a significant contributor to Uganda's economy as a whole. Local access to market information needs to be improved and training needs to be given to gatherers in sustainable harvesting, processing, packaging and marketing of shea products in order for them to become significant competitors in the local and international shea markets.

Tourism Opportunities

60. Tourism, one of the fastest growing industries in the world, has the potential to boost economic growth and promote conservation of KCL. With a considerable wealth of biodiversity, Uganda has much to offer in the way of wildlife tourism. Due to decades of conflict and slow economic development, revenue from tourism has not reached its potential, with just 1,000 tourists in 1980 compared to 85,000 in 1969. Wildlife conservation areas were heavily poached and facilities and infrastructures were degraded as the government abandoned the tourism sector. In order to rectify this, the Ugandan government recently produced a Presidential Initiative for Sustainable Tourism, committing themselves and the UWA to increasing marketing, improving management of NPs and improving infrastructure. Part of the strategy is to form investment partnerships. For example, the United States Agency for International Development (USAID) contributed USD \$300,000 towards the public-private partnership between the NFA and various other parties including the Jane Goodall Institute, for Uganda's Kaniyo Pabidi Chimp Trekking Facility in Budongo Forest. The eco-tourism facility is expected to obtain revenues of between USD \$350,000 and USD \$400,000 per year and encourages the involvement of local communities, improving the local economy, sustainable livelihoods and revenue-sharing. Further, one of the UIA's investment areas is the Murchison Falls Conservation Area, where tourist facilities are being developed – similar opportunities exist for the north, especially around Kidepo Valley NP.
61. Today tourism is one of the fastest-growing sectors of the economy, growing by 21% per year between 1992 and 2000. In 2010 Uganda received over 946,000 tourists spending over USD \$662 million. In 2011, Lonely Planet voted Uganda the **best tourist destination in the world**. Big game and other wildlife viewing is the most popular tourist attraction to Uganda. Whereas in 2002 visitor numbers to NPs were at 85,257, in 2010 the number was 190,112, almost double the 2002 tourist population.
62. Despite growth in visitor numbers, the percentage share of tourism's contribution (at 4.1% in 2008) is not yet significant in terms of GDP when compared to other sectors such as agriculture (15.4%), manufacturing (7.2%) and construction (12.2%). However, in 2007 the tourism sector emerged as the number one foreign exchange earner overtaking coffee, cotton, mining and fishing industries which have been traditional sources of foreign exchange for Uganda (UBS, 2007). The tourism sector now contributes approximately 24% of total foreign exchange earnings to the country. In the recent past, tourism has contributed 420,000 jobs or 7.4% of the labour force in Uganda; wildlife based tourism and conservation programs in Uganda directly employ over 80,000 people.
63. Other programmes to improve the sustainability and development aspects of tourism have included the Uganda Sustainable Tourism Development Programme, the USAID's Sustainable Tourism in the Albertine Rift programme, as well as community development programmes through the Uganda Community Tourism Association (UCOTA) and the Community Based Tourism Initiative (COBATI). UWA, in collaboration with local governments and development partners, has developed various community tourism enterprises, which are successfully managed by the local communities. These enterprises derive their existence and success from the multiplier effects of a growing tourism sector: as the tourism activities in and around PAs expand and visitor numbers increase, there is a corresponding increase in the need for businesses enterprises to service the expanding tourism activities and investments. Enterprises include the sale of souvenirs, services and supplies for the lodges and hotels, wildlife guides and cultural entertainment.

64. **Tourism in Northern Uganda** With peace officially declared in Uganda in 2006, northern Uganda has been slowly recovering from the devastating impacts of the armed conflict. With such diverse landscapes and wildlife, wildlife tourism offers an opportunity to revive northern Uganda's economy. The WCS and the Uganda Tourism Association (UTA) have established potential tourism sites across several districts of Northern Uganda. These include the Albert Nile, which, with investment into accommodation facilities along the river, could be ideal for bird-watching river safaris; the Nile River has also a long history of explorers, traders and missionaries travelling along its course, which has led to a variety of historical sites. Various lakes and waterfalls can be found in Arua, Pader, Yumbe and Miradwa districts; forests, caves and hills also in many districts, for example the Paimol Caves and Kalongo Hills in Agago; Moki and Metu Springs in Moy. All of these sites could offer attractive holiday packages with appropriate development of accommodation and information facilities and employment of skilled guides. Northern Uganda also contains Murchison Falls and Kidepo Valley NPs and several CFRs and WRs, which hold a wide variety of bird and mammal species, a strong attraction for wildlife tourists.
65. With appropriate support and investment, Karamoja could become a popular tourist destination for wildlife and culture. Kotido district holds the largest preserved traditional village in East Africa, which could benefit from involvement in cultural tourism activities, such as homestead visits as part of COBATI. The Ministry of Trade and Tourism is encouraging investment in the area, with local travel companies such as K-Jong Safaris setting up cultural tours²⁸.
66. KVNP has received increasing numbers of tourists since 2004, although the number is still far below the maximum park capacity. For example, whereas in 2005 the park received just 758 visitors, 1,558 tourists visited in 2008 and in 2009 this had increased to 2,924²⁹; however, during the 2009-10 financial year KVNP revenues (excluding grants) were approximately one-fifth of the expenditures. Despite the fact that Kidepo has several tourist attractions and is one of the most beautiful parks in Uganda, it receives very few tourists partly due to the poor condition of access roads, inadequate promotion and fear of insecurity.

Table 5. International tourist arrivals to NPs in Uganda³⁰

Circuits	2005	2006	2007	2008	2009
<i>Western and Southern</i>					
Kibale NP and Bigodi	6,490	7,741	8,440	7,733	8,247
Queen Elizabeth NP	48,720	43,885	51,49	53,921	62,513
Bwindi Impenetrable NP	9,012	10,176	9,585	10,128	11,806
Mgahinga Gorilla NP	1,910	2,071	2,676	3,244	1,886
Rwenzori Mountains NP	906	948	1,583	2,020	1,281
Semliki Valley NP	1,949	2,584	1,940	2,701	2,701
Lake Mburo NP	16,181	12,508	14,264	16,539	17,521
<i>Eastern</i>					
Mount Elgon NP	3,751	2,964	3,472	3,708	2,943
<i>Northern</i>					
Murchison Falls NP	39,133	26,256	32,049	36,752	39,237
Kidepo Valley NP	758	959	795	1,558	2,924
TOTAL	128,810	112,098	128,560	13,304	153,068

67. According to UWA records, KVNP generates most of its funding from tourism activities in the park, as shown below, where entrance fees from visitors are the biggest revenue source followed

²⁸URL: <http://ugandaradionetwork.com/a/story.php?s=22389> accessed 10/09/2012

²⁹Thomas, F., Barya, G. and Katongole, C., 2011. Opportunity Study: Uganda Inclusive Tourism Programme. The International Trade Centre 114 pp.

³⁰ UWA 2010. In Thomas, F. *et al*, 2011

by accommodation (bandas) and concessions income.

Table 6. KVNP revenues for the 2009-10 Financial Year

Revenue Source	Amount UGX
Entrance fees – Visitors	67,213,856
Entrance fees – Vehicles	10,342,039
Camping fees	8,947,220
Ranger guide fees	12,271,296
Nature walk fees	4,243,582
Vehicle hire	19,696,308
Accommodation – bandas	54,827,975
Concessions Income	39,594,200
Other Internally Generated Income	3,319,154
Total Income	220,455,630

All figures are in Ugandan Shillings (UGX)

68. In terms of costs, the bulk of expenditure in the park goes towards payroll and personnel, as shown in the Table below. While revenues currently do not cover costs, with improved facilities, infrastructure, tourism product development and tourism marketing, there is potential for revenue to increase.

Table 7. KVNP expenditures for the 2009-10 Financial Year

Expenditure	Amount UGX
Payroll and Personnel	731,028,561
Utilities	151,966,555
Repairs and Maintenance	194,236,299
Other Expenses	47,777,589
Total Expenditure	1,125,009,004

All figures are in Ugandan Shillings

69. Although no market study on tourism potential was conducted for the KVNP during the PPG phase, which is an activity that should be undertaken early in project implementation, the Figure below shows an upward trend in tourism numbers to Kidepo, probably due to the dramatic improvement in northern Uganda's security situation as peace has returned. As mentioned above, these numbers can be further enhanced through activities in tourism marketing, tourism infrastructure, facilities development and tourism product development.

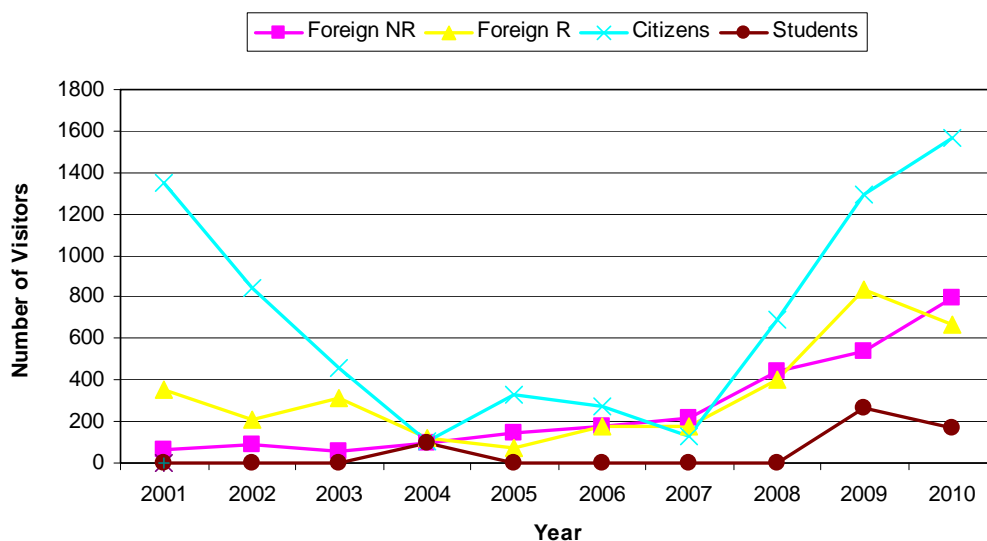


Figure 4. Number of visitors to KVNP between 2001 and 2010

70. Tourism contributes to local development through three major ways, namely: revenue sharing, tourism enterprise development, and employment.

Table 8. Disbursement of Revenue Sharing Revenue by PA, 2006-2010³¹

Protected Area	Year				Grand Total
	2006	2007	2008	2009	
Murchison Falls	-	446,919,365	107,500,000	50,555,000	604,974,365
Queen Elizabeth	-	382,064,100	40,229,000	200,195,190	622,488,290
Bwindi Impenetrable	114,218,700	107,000,000	-	100,004,000	321,222,700
Lake Mburo	41,000,000	73,260,695	60,634,236	-	174,894,931
Rwenzori Mountains	15,471,500	4,000,000	48,781,600	-	68,253,100
Mt. Elgon	15,574,000	33,270,550	-	24,500,000	73,344,550
Mgahinga NP	-	-	18,634,375	0	18,634,375
Kibale NP	-	-	11,2932,951	111,180,000	224,112,951
Semliki NP	-	-	15,000,000	-	15,000,000
Toro-Semuliki WR	-	-	7,750,000	7,750,000	15,500,000
GRAND TOTAL	186,264,200	1,046,514,710	411,462,162	494,184,190	2,138,425,262

71. **Community Tourism Enterprises.** Through deliberate approach by UWA and in collaboration with local governments and development partners, various community tourism enterprises have been developed and successfully managed by local communities surrounding NPs. These enterprises derive their existence and success from the multiplier effects of a growing tourism sector. As the tourism activities in and around protected areas expand and visitor numbers increase, there is a corresponding increase in the need for businesses enterprises to service the expanding tourism activities and investments. The enterprises provide services such as sale of crafts and souvenirs, local supplies to the lodges and hotels, porter services and guides for

³¹ UWA Community Conservation Unit, UWA, 2012

animal tracking, labour force for the lodges and hotels, cultural entertainment, transportation, budget accommodation (community camp grounds) and food services.

72. **Employment.** Over 600,000 Ugandans living in parishes surrounding NPs countrywide have enjoyed a number of benefits including sharing of revenue accruing from tourism as described above and better living conditions from the salaries received.
73. KVNP has improved income and standards of living among surrounding local communities. The salaries and wages for employees have allowed them the opportunity to build semi-permanent and permanent houses; increase household food security; enhance family stability; purchase other household assets such as bicycles and radios. In addition to employment benefits, already a number of projects around KVNP have been supported or implemented under the revenue sharing scheme. This helps communities to realise the tangible benefits that can accrue from the park as opposed to just the inconveniences. This revenue sharing scheme needs to be extended to more communities in order to ease pressure on the park.
74. Due to low tourism numbers, revenue sharing benefits from KVNP have been minimal with very few projects supported before 2010. Presently the park has accumulated up to 160,000,000 Uganda shillings (US\$ 62,000) and is waiting for project proposals in order to start supporting the communities surrounding the Park. Increased collaborative forest management in CFRs could also benefit communities.

1.8 Policy and Legislative Context

75. **National Biodiversity Strategy and Action Plan (NBSAP) (2002).** The NBSAP provides a framework for setting priorities for the conservation and sustainable use of biodiversity in Uganda; provides guidance for legal, policy and institutional reforms necessary in order to achieve effective conservation and sustainable use of biodiversity; enhances the planning and coordination of national efforts aimed at the conservation and sustainable use of biodiversity; guides the investment and capacity building programmes for the conservation and sustainable use of biodiversity; facilitates information sharing and a coordinated action plan among the various stakeholders; and fosters scientific and technical cooperation with other countries and international organisations.
76. The NBSAP has five strategic objectives: to develop and strengthen coordination measures and frameworks for biodiversity management; to facilitate research, information management and exchange on biodiversity; to enhance awareness of biodiversity issues among the various stakeholders; to reduce and manage negative impacts on biodiversity; to promote the sustainable use and equitable sharing of costs and benefits. The Outcomes and Outputs of this project will be consistent with Uganda's National Plans including the Biodiversity Strategy and Action Plan where they cut across all the five strategic objectives of the NBSAP.
77. **The National Forestry Plan (NFP) (2002).** The NFP provides a framework for implementing the Forestry Policy 2001. The vision of the NFP is a sufficiently forested, ecologically stable and economically prosperous Uganda, through three objectives. The first is to raise the incomes and quality of life of poor people through forestry developments, targeting sustainable livelihoods amongst small-scale, mainly rural stakeholders, with strategies based on on-farm, in natural forests or off-farm. The second objective is to increase economic productivity and employment in forest industries, targeting large scale, commercial investors, with strategies based mainly on plantation forestry. The third is to achieve sustainable forest resource management, targeting local, district, national and international interests in biodiversity and environmental conservation. Most of the key interventions for the CFRs in the project area are consistent with strategies in the NFP.
78. **The Peace, Recovery and Development Plan (PRDP), 2007.** Following significant improvement in the security situation in Northern Uganda, the GoU, in collaboration with her

partners, developed the PRDP to provide a framework for post-conflict reconstruction of Northern Uganda. The PRDP was officially launched by the GoU in October 2007 and began implementation on 1 July 2008. The PRDP is a commitment to stabilise and recover Northern Uganda in the next few years through a set of coherent programmes in one organising framework. All stakeholders are expected to align their programmes in the region to this framework. Development partners supporting recovery and development in Northern Uganda contribute to the implementation of the PRDP and its joint mechanism by coordinating with each other through the Development Partners Group for Northern Uganda Recovery and Development, a subgroup of the Local Development Partner Group.

79. The PRDP provides a framework for post-conflict reconstruction of Northern Uganda. The PRDP covers 40 districts in the north and east of the country, including those that were covered under NUSAF 1. The Plan, which is in line with the Poverty Eradication Action Plan (now transformed into the NDP), seeks to strengthen coordination, supervision and monitoring of all development programmes in Northern Uganda to achieve better results. It sets out a development framework to be adopted by the various stakeholders in their interventions in the North. The plan has four core strategic objectives: consolidation of state authority; rebuilding and empowering communities; revitalisation of the economy; and peace building and reconciliation. There are 14 components with the objectives, including a \$US45 million *Environment and Natural Resource Programme* (ENRP). This project will complement activities in the ENRP.
80. **The Environment and Natural Resource Programme of the PRDP** aims to restore 30% of the degraded community forest and wetland area (an area equivalent to 107,314 ha). Under the ENRP, the PRDP is to mobilise local government and communities to form environment management structures and resource user committees; to sensitise communities on sound environment management and use of natural resources; to build and strengthening capacity at all levels for ENR, action planning, mainstreaming and implementation; to establish community nurseries and woodlots and encourage farmers to engage in agro-forestry based livelihoods; and to promote energy saving devices (fuel wood/ charcoal). US\$ 4.425 million of the Government's \$45 million PRDP-ENRP is ear-marked for KCL and directly relates to the 2 components of the project. This project will complement activities including in the area of community sensitisation, establishment of community nurseries and woodlots; encouraging farmers to engage in agro-forestry based livelihoods; and promoting energy saving devices.
81. **The National Development Plan (2010/11 – 2014/15)**. The NDP was put in place by the Ugandan government in April 2010, as the planning framework for government programmes including environmental and natural resources management. The vision of NDP is a transformed Ugandan society from a peasant to a modern and prosperous country within 30 years. The theme for NDP is "Growth, Employment and Socio-Economic Transformation for Prosperity". To achieve this, NDP has eight strategic objectives, the eighth of which is 'Promoting sustainable population and use of the environment and natural resources'.

One of the parameters to be used to assess progress in the attainment of the eighth objective is progress towards restoration of degraded ecosystems as well as the quality of environmental resources management. The NDP points out the major constraints on environmental and natural resources management: poor compliance to environmental laws and regulations; inadequate appreciation of the contribution of environmental management to economic development; insufficient relevant information available in a timely manner to be used by investors, planners and decision makers; inadequate institutional capacity; limited communication, collaboration and coordination at the national and international communities on information sharing and financial leverage; inadequate funding. Project interventions are consistent with Uganda's National Development Plan such as in the areas of restoration of degraded ecosystems, addressing issues of poor compliance with environmental laws, and inadequate institutional capacity.

82. **Convention on International Trade in Endangered Species of Wild Fauna and Flora**

(CITES), 1973. Uganda is a party to CITES, which obliges member states to adhere to the recommendations of the Conference of Parties with respect to trade in endangered species. Given the high population growth in the country, currently estimated at 3.4% per annum, many communities have had to establish farms and settlements very close to the boundaries of the PAs, resulting in destruction of crops by wild animals such as elephants and buffaloes. This has prompted the local communities to either poison them or become antagonistic towards conservation programmes. Certain species have been classified as vermin and can legally be killed on farm land whilst raiding crops (such as bushpigs). However, major problems occur when endangered species such as elephants raid crops. As a signatory to CITES and the Convention on Biological Diversity, Uganda has stated it will protect species of conservation concern. Options for controlling vermin should be explored during project implementation.

83. **Convention on migratory species of wild animals, 1979.** Several countries have come together under this convention, also known as the Bonn Convention, to cooperate in the conservation of animals that migrate across national boundaries and between areas of national jurisdiction and the sea. The Convention aims to improve the status of all threatened migratory species through national action and international agreements between range states of particular groups of species. Agreements can range from legally binding multilateral treaties to less formal memoranda of understanding. The object of such agreements is to reduce the threat level to each migratory species. Several studies have shown that certain keystone species such as elephants migrate periodically from Uganda across the border to Southern Sudan and Kenya. This makes it imperative that these countries should collaborate in monitoring the wildlife so that they are protected.
84. **Convention on Biological Diversity (CBD), 1992.** In 1993, Uganda became a signatory to the CBD, in which Article 8 obliges member states to establish a system of PAs; develop guidelines for the selection, establishment and management of PAs; and promote the protection of ecosystems, natural habitats and the maintenance of viable populations of species in natural surroundings. As mentioned throughout the report, Uganda has established a network of PAs throughout the country. Studies on PA governance were completed in 2011 under the CBD Work Programme on Protected Areas. This shows Uganda's commitment to supporting PAs for wildlife conservation. This project could also go a long way in supporting Uganda to protect species that are known to occur at low densities in KVNP, including lions, the reedbeek, oribi (*Ourebia ourebi*), warthog, baboon, eland and Rothschild's giraffe.
85. **The National Environment Management Policy (1994).** This policy provides guiding principles for environmental management in Uganda. It is a framework policy broadly addressing management of all matters relating to the environment and natural resources. It also establishes a centralised coordination mechanism for environmental management. The goal of the policy is sustainable social and economic development, which maintains and enhances environmental quality and resource productivity on a long-term basis to meet the needs of the present generation without compromising the ability of future generations to meet their own needs. As a framework policy, it will remain a constant reminder during project implementation to be mindful of environmental concerns for all project interventions geared towards conservation, sustainable of biodiversity or enhancement of community livelihoods.
86. **The Constitution of the Republic of Uganda (1995).** General government policy on natural resource conservation is enshrined in the Constitution, which provides that the State shall protect important natural resources such as land, water, wetlands, minerals, fauna and flora on behalf of the people of Uganda. Furthermore, the State shall create and develop parks and reserves to protect the biodiversity of Uganda (objectives XIII and XXVII).
87. **The National Policy for the Conservation and Management of Wetland Resources (1995).** This policy targets sustainable management of the biological and socio-economic values of wetlands. In Uganda wetlands are held in trust by the government for the people. The policy provides for environmental impact assessment, research and information dissemination, and promotes joint international action. It also gives some basic guidance on access to wetland

resources. The National Environment (Wetlands, River Banks and Lake Shores Management) Regulations were developed in 2000 to reinforce this policy. Several wetlands are found in the Kidepo Critical Landscape especially in the Districts of Otuke, Abim, Kotido, Agago and Kitgum. This policy will guide the conservation and wise use of the wetlands in the landscape.

88. **Decentralisation Policy (1997).** This policy provides for the decentralisation of administrative mechanisms to ensure community-based governance. It provides the basis for devolving natural resources management to the local government level and encouraging local participation in decision-making. It also acts to enhance community benefits and cost-sharing of management of the environment and natural resources. Local Environment Committees at Local Council II and III are responsible for planning and executing sound environmental management. Even though the districts do not own all of the PAs, the location of the PAs within the districts will mean their involvement in the project will be paramount. The project should work with key technical officers in the District Environment Officers, District Forestry Officers and District Planners.
89. **The Uganda Wildlife Policy (1999).** This policy aims at increasing the acceptance of wildlife management by Ugandans by ensuring that resources contribute to the well-being of present and future generations. The policy seeks to conserve areas with great biological diversity and those which represent the major habitats of Uganda, and which, together, represent all indigenous species. In supporting the conservation of wildlife in KVNP and their dispersal areas in the wider landscape, this project will be operating under the guidance of this policy.
90. **National Forestry Policy (2001).** This policy provides for the conservation of biodiversity and the need to involve communities and private owners in the management of forest resources within PAs and outside. The policy is the basis for the development of the National Forestry and Tree Planting Act (NFTPA), 2003. The project will be working in six CFRs under the guidance of this policy.
91. **The Tourism Policy of Uganda (2003).** The policy is aimed at ensuring that tourism becomes a vehicle for poverty eradication in the future to the extent possible within the resource base and market limitations. It further recognises UWA's role and contribution towards the achievement of this objective. This is mainly in the area of managing and developing the extensive resource base as well as developing and marketing various products. The policy further emphasises the need to facilitate the flow of tourists within the region and promotion of East Africa as a single tourist destination. While the level of tourism in KVNP is still low due to past insecurity, the project will support a number of interventions to revitalize tourism in the area including tourism marketing, tourism infrastructure, facilities development and tourism product development.
92. **The National Agriculture Policy (2003).** This policy is related to environmental management through promotion of land-use practices that conserve and enhance land productivity. It recognises land as a natural resource for agriculture, and that land use has implications on biodiversity conservation through direct impacts on soil, water and living organisms on which farmers depend for agricultural production. Since part of KCL (especially the Karamoja region) is semi-arid, introducing soil and water conservation measures in local communities farming systems would positively support project outputs.
93. **The National Environment Act (NEA) Cap 153.** Formerly known as the National Environment Statute, 1995, The NEA Cap 153 established the National Environment Management Authority (NEMA), which is the principal agency concerned with environmental management in Uganda and mandated to coordinate, supervise and monitor all activities in the field of the environment.
94. The Act empowers NEMA to issue guidelines and prescribe measures for the conservation of biological diversity and establish District and Local Environment Committees to guide environmental management. These guidelines and measures include: to specify national strategies, plans and programmes for the conservation and sustainable use of biological diversity; to integrate the conservation and sustainable utilisation ethic in relation to biological diversity into existing private and government activities; to determine which components of

biological diversity are threatened with extinction; to identify potential threats to biological diversity and devise measures to remove or investigate their effects; to issue guidelines and prescribe measures for the sustainable management and utilisation of the genetic resources of Uganda for the benefit of the people of Uganda; to issue guidelines and prescribe measures for the sustainable management and utilisation of rangelands. A Rangelands Policy is being prepared.

95. The Act further provides for NEMA to prescribe measures to ensure the conservation of biological resources *in situ* as well as issue guidelines for: land use methods that are compatible with the conservation of biological diversity; the selection and management of PAs so as to promote the conservation of the various terrestrial and aquatic ecosystems of Uganda; the selection and management of buffer zones near PAs; special measures for protection of species, ecosystems, and habitats faced with extinction; the prohibition or control of the introduction of alien species; the integration of traditional knowledge for the conservation of biological diversity with mainstream scientific knowledge; the prescription of measures for the conservation of biological diversity *ex situ*, especially for species threatened with extinction. Just like with the National Environment Management Policy, this Act will support biodiversity and ecosystem conservation and management both within the Park (for example the wildlife species in the Park, Karenga Wildlife Corridor and the dispersal areas) and outside the PAs (for example the protection of shea from overcutting for charcoal burning) including the formulation of by-laws and district ordinances where necessary.
96. **The Wildlife Act Cap 200 (1996).** This Act established the UWA, which is mandated by the government to conserve and sustainably manage all wildlife within and outside PAs (including NPs and WRs) of Uganda, in partnership with neighbouring communities and other stakeholders, for the benefit of the people of Uganda and the global community. The Act provides for the establishment of Wildlife Conservation Areas as well as Local Government Wildlife Committees and Honorary Wildlife Officers. This Act will also support wildlife in and outside the KVNP. As part of PA management reforms, the Wildlife Policy 1995 provided for participation and working with the parks neighbouring people rather than excluding them in the management of park resources. This policy provision was to be the foundation of the legal requirement under the Wildlife Act, 2000, for national parks to share 20% of the park entry fees with the surrounding local governments for social services and other development projects. The framework for implementing the revenue scheme involves UWA working with the local governments of the beneficiaries, to develop project proposals, vet the proposals before disbursement of funds, monitor project implementation and commission completed projects. Investments now cover income-generating activities such as livestock, crafts making for women and problem animal deterrent measures such as elephant trenches, live fencings and stonewall barriers.
97. **The Local Government Act (LGA) (1997).** The LGA of 1997 introduces a decentralised system of governance in Uganda. The local government structure is based on councils, with the District Council (LC V) as the highest administrative unit. Below that is the sub-county council (LC III), followed by the LC II and LC I. The LC V and LC III have been given the authority to deal with functions that had been the preserve of the central government. These functions include land, minerals, environment, water, national parks, forests and game reserves, and the control and management of epidemics and disasters. The local government structure is an ideal tool for the participation of the populace in governance and decision-making, and has been utilised by the regulatory bodies to help conserve biodiversity using the powers of local governments to implement policies and laws on environment and natural resources. The involvement of district, sub-county and Local Council structures as well as local communities will form a key strategy for project implementation in order to ensure sustainability of project outcomes.
98. **The Land Act 1998.** This Act guides all issues related to land management. It provides for tenure, ownership and management of land in Uganda. The Act imposes a duty on land owners and managers to manage the land in accordance with other legislation, for example the NEA, the

NFTPA and the Uganda Wildlife Act. The Act provides for government and local government to protect natural lakes, rivers, ground water, natural ponds, natural streams, wetlands, FRs, national parks and any other land to be reserved for ecological and touristic purposes for the common good of the citizens of Uganda. This Act could be crucial particularly for the protection of shea trees where the general feeling among land owners is that once the tree is on their land they have a right to cut it for their purposes. Where the trees are on private land, such an important biodiversity species can still be protected at least through the use of by-laws and ordinances.

99. **The National Forestry and Tree Planting Act (2003).** This Act established the NFA whose functions, amongst others, are to manage all CFRs. One of its objectives is to create an integrated forest sector that will facilitate the achievement of sustainable increases in economic, social and environmental benefits from forests and trees by all people of Uganda. Another objective is to ensure that forests and trees are conserved and managed in a manner that meets the needs of the present generation without compromising the rights of future generations by safeguarding biological diversity and environmental benefits that accrue from forests and trees. The Act also established the District Forest Service (DFS) at the local government level. The Act will apply to interventions related to the CFRs in KCL.

1.9 Institutional and Governance Context

Governance of Natural Resources

100. **National Environment Management Authority.** This authority was established under the National Environment Act, NEA Cap 153, as the principal government statutory agency for environmental management. The mandate of NEMA is to monitor, supervise and coordinate all activities in the field of environment. NEMA coordinates the implementation of Government policy on environment and initiates legislative proposals, standards and guidelines on environmental management. NEMA also ensures the integration of environmental concerns into planning at the central, district and local council levels. NEMA will coordinate all activities on a local landscape level with the support of UWA and NFA (Component 1) as well as through direct engagement with district government offices and local communities (Component 2). NEMA shall retain overall responsibility for UNDP support and shall be the National Implementing Partner.
101. **Uganda Wildlife Authority.** The UWA was established in 1996 under Section 4 of the Uganda Wildlife Act, Cap 2000. UWA manages ten NPs, ten WRs, seven wildlife sanctuaries and provides guidance for 13 CWAs. UWA's mission is to conserve and sustainably manage the CWAs and PAs of Uganda in partnership with neighbouring communities and stakeholders for the benefit of the people of Uganda and the global community. The functions of UWA include sustainable management of wildlife conservation areas, developing and implementing management plans for wildlife conservation areas, promoting the conservation of biological diversity *ex-situ* and promoting scientific research on wildlife. UWA will coordinate activities related to the wildlife part of the project (Component 1) in the KVNP, in Karenga and other corridors, in dispersal areas and across the borders with Kenya and Southern Sudan. NEMA will also coordinate activities on a local landscape level with the support of UWA and NFA (Component 1).

National Forestry Authority. The NFA, which became operational in 2004, was created under Section 52 of the NFTPA, 2003. The major responsibilities of the NFA are to manage all CFRs in Uganda, to prepare and implement management plans for CFRs, to reduce poverty by engaging the private sector and local communities and to supply high quality forestry-related products and services to the Government and private sector on a contractual basis. NFA will coordinate activities related to the CFR part of the project (Component 1) in Morungole, Timu, Lwala, Nyangea-Napore, Rom, Ogili and Zulia CFRs.

102. **National Forestry Resources Research Institute (NaFORRI).** NaFORRI is one of the research institutes under NARO. The mandate of NaFORRI is to ‘undertake research in all aspects of forestry including the natural and plantation forests management, conservation, agroforestry and plant genetic resources’. NaFORRI might be called upon to participate in research activities within the CFRs.
103. **National Agriculture Research Organisation (NARO).** The NARO is an autonomous institution under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and operates through twelve newly created, decentralised Agricultural Research and Development Centres. These centres act as launching centres for adaptive research through facilitating fine-tuning and dissemination of technologies to the specific agro-ecological zones of the country. NARO’s research strategy recognises the need to demonstrate that better managed land will not only yield better crop and financial returns, but also contribute to sustainable livelihoods and environmental quality. NARO will participate in the establishment of shea tree nurseries and conducting research on shea and other agriculture related activities.

Local Government

104. **Ministry of Local Government** The vision of the Ministry of Local Government is to have a democratic, participatory, decentralised local government system. The role of the Ministry is to coordinate and support local governments for sustainable, efficient and effective service delivery. The Ministry, in conjunction with the Public Service Commission, recently undertook a restructuring exercise of all local governments. This was necessitated because of the promulgation of a new Constitution in 1995 and the LGA (1997) which delegates wide ranging powers, functions and responsibilities to local governments. The Ministry will participate in the supervision and planning activities of the project directly related to the District Local Governments.
105. **Local Governments.** Established under Section 4 the Local Government Act of 2007, Local Governments especially District Local Governments (DLGs) are responsible for all decentralised government services including development and physical planning, community development, trade and cooperative development and assist government to preserve the environment through protection of forests, wetlands, lake shores, streams and prevention of environmental degradation. Local Governments will participate in capacity building and planning activities of the project directly related to the DLGs. Similarly to the rest of Uganda, local governments in the north have become vulnerable due to lack of a domestic revenue base following the abolition of graduated tax in 2005. Although local governments receive block grants for service delivery, they are limited on the resources and capacity to meet the management costs of delivering the services. Investment in capacity building, DLGs should be able to enact bylaws to protect forests and enforce forest laws in LFRs and on private land. They should also educate local communities about shea conservation. Each district should aim to establish one tree nursery, distributing 800,000 seedlings per year.
106. **District Forestry Service.** DFS operates under the district local governments. There is concern about poor coordination between NFA and DFS, especially over clearance of forest produce. NFA has often accused DFS of issuing forest produce movement permits without first establishing their source. The problem is partly caused by the pressure on forest officers in the district local governments to generate more revenue from forest resources. This is exacerbated by problems of understaffing in both agencies. The lean organisational structures of NFA and DFS make sustainable management of protected forests more challenging. It was reported that the districts of Agago and Otuke do not yet have District Forest Officers while a forest guard is the acting officer in Abim district. In Acholi sub-region, the approved staff establishment is 1,971, whereas only 725 positions are filled.

Civil Society and Development Partners

107. Civil Society Organisations (CSOs) in the environment and natural resources have been established as voluntary organisations, self supporting and bound by a legal order or set of

shared values. Their relationship between the state and society is such that they regulate the state's capacity to pervade and control society, as well as enable society to exert influence upon the state. It is essential for the development of civil society that its actions are not planned or dictated by the Government. However, government enjoys productive partnerships with civil society organisations in Uganda and supports the roles they play in the process of economic growth and development, including advocacy; voluntarily financed service delivery in sectors not covered by Government programmes; publicly financed service delivery sub-contracted by the Government; independent research on key policy issues; provision of support to conflict resolutions; and checking, monitoring and restraining the exercise of power by the state thus holding it accountable, thus reducing graft. Some CSOs in KCL will participate in awareness, capacity building and demonstration programmes where necessary.

108. There are over 20 major development partners (DPs) in the provision of Overseas Development Assistance(ODA) to the Uganda National Development Plan, particularly on natural resources and tourism. The DPs include the World Bank, the European Commission, the Netherlands, USAID, the United Kingdom, Denmark, the African Development Bank, Ireland, Federal Germany Republic, United Nations, Sweden, Norway, Belgium, Austria, France, Italy and Japan. Many of these DPs have projects and programmes in the north and northeastern parts of Uganda, from which this project will learn lessons where there are similarities in activities.
109. By working to achieve the outcomes jointly agreed between the Government and the UN, as articulated in the United Nations Development Assistance Framework (UNDAF) (2010-2014), the United Nations (UN) also supports national efforts and capacities for ensuring that the growth, prosperity and social transformation envisaged in the NDP will be equitable, inclusive and sustainable and will contribute to further integrating population dynamics and climate change concerns into the development process. This should accelerate progress towards reaching the MDGs nationwide and enhancing peace, recovery and development in the North. The United Nations Country Team estimates that a minimum of US \$911.4 million will be required to achieve the results in the UNDAF. This consists of an estimated US \$184.5 million of regular (core) resources, which are provided by agencies' respective headquarters and US \$726.9 million in other (non-core) resources to be raised from multilateral and bilateral donors and other external sources.

The Private Sector

110. The private sector, including the many small-scale farming households, is responsible for the majority of productive investment in Uganda. It is Government policy that the private sector should remain the engine of growth, employment creation and prosperity for socio-economic transformation in the country. In general the motivation for investment, whether in a shea enterprise or a concession in KVNP, will be commercial. Therefore, Government should continue to play a key role in creating an enabling environment including providing incentives in the economy attractive to private sector players such as maintenance of good infrastructure, especially roads networks and energy to protected areas.
111. Private companies with the potential to aid economic development alongside biodiversity conservation in the Kidepo Critical Landscape include NUSPA and Guru Nanak, which support value-addition and awareness creation of Shea nut processing as well as research and improved planting; other private organisations within the PAs which are able to market the PA and attract visitors through relevant businesses and support the conservation of the park and the interconnected biodiversity rich landscape; and cultural institutions such as clan leaders and traditional health associations, which are able to strengthen traditional systems for shea conservation. These will play their relevant roles in project implementation.

PART IB: BASELINE COURSE OF ACTION

1.10 Threats to Uganda's Biodiversity

National Level Threats

112. **Habitat loss and fragmentation.** Estimates by the FAO suggest that Uganda's forest cover was 45% in 1890, and the available data (1990 to 2005) suggest a recent rate of deforestation of 11,350 ha annually (or 0.8%), with forest on private land declining from 20% to 13% during this time³². It is generally agreed that the major factors contributing to deforestation are: agricultural encroachment, unsustainable harvesting, settlement, and institutional failures leading to weak enforcement. It is estimated that about 30% of the original wetland area has been converted for other uses; the degree of conversion varies from as high as 53.8% in the Lake Victoria drainage basin to 14.3% in the Lake Albert drainage basin. Loss of forests and wetland areas leads to the decline in many species dependent on these habitats.

Threats to Biodiversity in Kidepo Critical Landscape

113. The major threats to biodiversity in KCL are summarised in the table below.

Table 9. The levels of threats to biodiversity in Kidepo Critical Landscape

Nature of threat	Level of threat
Wildlife Hunting /Poaching	HIGH
Encroachment	HIGH
Infrastructure misplacement.	LOW
Charcoal burning and fuelwood collection	HIGH
Unsustainable harvesting of non-timber forest resources	LOW
Agriculture expansion	LOW
Climate change	HIGH
Uncontrolled burning	HIGH
Human-wildlife conflict.	LOW
Rampant wildlife diseases	MED

114. **Wildlife Poaching.** Wildlife in KVNP and other PAs in Uganda suffered a great deal during the 1970s and early 1980s when poaching was intensified by the breakdown of law and general order in the country. There were 50 black rhinos (*Bicornis bicornis*) in KVNP in 1971 but only 16 remained in 1978 due to heavy poaching for rhino horn. The last rhino was seen in 1983³³, and recent rhino reintroductions to Uganda have been carried out in Naksongola District. In 1971, the cheetah population was approximately 25, but now it is only rarely seen in the park. A similar case occurs for the African wild dog and striped hyaena, which are occasionally seen in the park or surrounding area, but each of these species probably numbers no more than 5 individuals³⁴. The decline in carnivore species can be attributed to either direct poaching or to loss of prey species; the roan antelope, oryx, Bright's gazelle and ostrich (*Struthio camelus*) were also found in KVNP during the 1960s, but are now all either extirpated or in numbers that are too low for long term viability of the population. Law enforcement in KCL is currently too weak to deal with armed poachers from politically unstable southern Sudan and the Karamoja region and poaching is still a growing problem. Government efforts to reintroduce rhinos (and other species that have become locally extinct) have also been hampered by weak security.

³² NSOER, 2010

³³ Olivier, R.C.D., 1992.

³⁴ UWA, 2000.

Game sanctuaries and CHAs have hitherto provided very limited wildlife and habitat protection.

115. There has been some limited success, however. Since the late 1980s, with improved management and the reactivation of anti-poaching patrols, a number of species in the KVNP are recovering. Elephants and buffaloes have shown the most success, but hartebeest and waterbuck populations are also increasing. The lion population is recovering and may number 70-80 individuals. These species have recovered owing to the strong and dedicated management by the UWA. However, populations of eland, giraffe and zebra are still on the decline and it can be said they are in a “critically endangered” situation. The eland and giraffe were introduced in KVNP after the year 2000 but their population numbers are still precarious since the animals occasionally face accidental challenges. A notable example is the loss of eleven elands in 2005 due to fires in the park. Fortunately, habitats for most animals are still intact, giving hope that a proposal to continue reintroducing other species to the park will be successful if implemented, provided that the security of the introduced animals are ensured³⁵.
116. **Encroachment.** Most protected forests in the KCL are facing varying levels of pressure from encroachment, charcoal burning, overgrazing, bush burning and firewood collection. Although encroachment is a serious problem in other NPs in Uganda, this is not yet a critical problem in KVNP. However, there is heavy encroachment in most of the CFRs, leading to a loss of biodiversity, productive forest assets and environmental services. Other undesirable activities include settlement and cultivation in the CFRs; indiscriminate extraction of forest products for timber, poles, firewood and non-forest products such as medicinal plants; illegal extraction of sand and quarries. In addition, most of the CFRs have for a long time lacked clear boundaries due to insecurity in the region, providing no guidance to local communities as to where settlement and cultivation is restricted. There is also a lack of community partnerships similar to the Community Protected Area Institutions (CPIs) that UWA works with in its Parks further south. There are some 15 LFRs in KCL which are managed by the District Local Governments through the District Forest Services but which suffer from heavy encroachment and deforestation due to a lack of staff to monitor and manage them. Due to their small size (most of them less than 5 ha) as well as their high level of encroachment, LFRs are unable to contain any reasonable level of biodiversity. LFRs are not planned to be part of this project.
117. **Infrastructure misplacement.** A Peace Recovery and Development Plan (PRDP) for Northern Uganda has been developed and is now under implementation. During the peak of the insurgency in Northern Uganda, approximately 1.8 million people (about 25 % of the population of the region) were internally displaced over the 20 years of conflict. At that time (2005), Uganda Bureau of Statistics (UBOS) estimated the national population to be 27.2 million, and there were some 218 displaced peoples camps (IDP) with populations of between 10,000 and 60,000 people in a camp. Returning and resettling of some 25% of the population in the region could potentially transform the landscape through the construction of new settlements and infrastructure, increasing demand for fuel wood and use of forest land for farming and other income generating activities. Without biodiversity considerations being integrated into resettlement plans, there is potential for new settlements and infrastructure to be built in ecologically important migratory corridors and routes.
118. **Charcoal burning.** The table below shows estimates of the coverage of shea trees in KCL. A study undertaken by staff of the Faculty of Forestry, Makerere University, Kampala, shows that in 2005 shea trees occupied on average 15% of the woodlands in North and North-east Uganda. Based on calculations from the National Biomass study³⁶, total coverage of shea in the region was approximately 66,483 ha, although more accurate figures will be determined at the beginning of project implementation

³⁵UWA, 2000.

³⁶Adapted from National Biomass Study Technical Report (2009), NFA

Table 10. Estimated distribution of Shea within KCL in 2005

District	Total area of land cover (ha)	Area of woodland (ha)	% Woodland	Area of Shea (ha) assuming 15% of woodland
Abim	235,281	74,476	31.6	11,171
Agago (Pader)	692,935	172,271	24.7	25,841
Kitgum	963,458	178,160	18.5	26,724
Otuke (Lira)	442,395	18,312	4.1	2,747
Total	2,334,069	443,219	-	66,483

119. Before the period of insecurity in northern Uganda, shea trees were sustainably used and protected by the local communities – only fruits collected, pulp eaten and oil processed for local use. Any person found cutting a live shea tree would be summoned by the local leaders. However during the period of insecurity, shea trees were cut for charcoal production. The charcoal is considered of higher quality than that of other tree species because the thin layers of the wood have developed over many years (some over 300 years). IDP returnees with no farms to return to are now resorting to charcoal production as a quick source of income. Hardwoods such as shea are especially popular because they produce good quality charcoal, but are now becoming very rare in parts of their range due to a combination of intensive harvesting and extremely slow regeneration. Regulations to control harvesting are not yet in place and the community bylaws that existed before the war have long been disregarded. A degraded environment, especially along the fragile shea belt ecosystem, will in turn affect agricultural production and undermine poverty eradication efforts.
120. The pressure for high quality shea charcoal is illustrated in the table below, which shows the value of household expenditure on firewood and charcoal at the national level. The total nominal value of household consumption of firewood and charcoal increased by 81.6% from Shs. 18.0 billion in 1996/97 to Shs. 32.7 billion in 2005/06. The value of charcoal consumption more than doubled, while the value of firewood consumption increased by 67.7% for the same period. Since firewood and charcoal are the main sources of fuel for households in Uganda, their consumption will be directly related to the population. In northern Uganda, where the population growth rate is 4.64% compared to the national average of 3.4%, the pressure on natural resources will be exacerbated even further as communities return from the IDP camps. If left unmanaged and unchecked, this dependency on firewood and charcoal could result in environmental degradation and the loss of tree species such as shea.

Table 11. National household consumption of charcoal and firewood (billion shillings)³⁷

Item	1996/97	2002/03	2005/06
Charcoal	4,076	6,936	9,345
Firewood	13,967	20,677	23,425
Total	18,043	27,613	32,771

121. **Agricultural expansion.** The rapid expansion of agricultural activities by the returnees has the potential to convert vast areas of land into a use that is incompatible with biodiversity conservation objectives. There is an urgent need for integrated land-use planning and management at a landscape level, and PA strategies that address seasonal movements of wildlife in relation to food and water availability and the maintenance of vital migration routes.

³⁷ Uganda Bureau of Statistics

122. **Unsustainable harvesting of non-timber forest resources.** Many biodiversity resources such as medicinal plants, poles and palms in KCL may soon be over-exploited as the population in the region increases. Demand for forest products for human survival, the need for socio-economic development, changes in the pattern of demand, poor funding to the forest sector and poor enforcement of laws have contributed to a significant increase in exploitation of NTFPs in the region. However, there have been no proper studies or inventories to quantify the extent of the problem. The GEF intervention should undertake such inventories in KVNP and the major forest reserves as well as outside the PAs in order to ascertain levels of sustainable off-takes for monitoring purposes and incorporation in any collaborative management agreements.
123. **Climate change.** Africa is highly vulnerable to climate change due to the extremes in climate already experienced. Effects are predicted to include severe floods, frequent and prolonged droughts, desertification, retraction of alpine ecosystems and degradation of wetlands. Crop yields are predicted to decline, vector-borne diseases will increase; many people are expected to be displaced, with food security and water supplies threatened³⁸.
124. Between 1960 and 2010 average temperatures in Uganda increased by 0.28°C per decade, and human induced climate change is likely to increase average temperatures in Uganda by up to 1.5°C in the next 20 years and by up to 4.3°C by the 2080s. Rainfall patterns are also showing disruptions, with an overall decrease in precipitation, more unreliable rainfall patterns and an uneven distribution. Changes in both rainfall and temperature, as well as more frequent extreme climate events, are likely to have significant implications for water resources, food security, natural resource management, human health, settlements and infrastructure, particularly in areas that are already arid. Uganda's economy is strongly dependent on agriculture and changes in climate affecting crop productivity could have huge implications for the socio-economic health of the country.
125. In KCL, the impact of climate change is likely to be through prolonged droughts. The region is already facing this problem. Such periods of drought may lead to reduced forage availability for wildlife, degradation of the environment and an increase in destitution. Fortunately for now it seems that wildlife populations have not yet reached the carrying capacity of the park but possibilities of more frequent and extended droughts must be factored in any future management plans. Drought may also push predators such as lion closer to waterholes bordering human settlements, which may themselves expand towards KVNP as a result of climate change, thereby increasing the probability of more intense human-wildlife conflicts. Extremely reduced river flow could result in deaths of many animals due to dehydration; Narus River within the park is the only region of permanent water in the whole of the Karamoja region where most of the wildlife congregates during the dry season. A decrease in wildlife will negatively impact tourism.

If KCL is subjected to recurring droughts as a result of climate change, coupled with overexploitation of resources such as tree cutting for charcoal burning, it faces a high risk of land degradation and desertification. This will not only increase emissions of greenhouse gases through lower vegetation cover but also threaten livelihoods of local communities and the viability of wildlife corridors and wildlife dispersal areas. Therefore, there is a need to promote community enterprises that can adapt to drought, such as increased use of shea nut products and drought resistant crop varieties.

126. **Illegal and uncontrolled burning.** Fire is probably the most serious threat to the integrity of KVNP, as well as other PAs. The harsh climate conditions (including a long dry spell from September to March) and the savannah nature of KVNP aid rapid and widespread illegal fires, which occur every year. Surface fire damage forested areas and burns the ground vegetation leaving a bare landscape with little food for grazing animals apart from coarse, unpalatable grasses, which survived the fire. These animals, including elephants and buffaloes, then resort to

³⁸ Ehrhart, C. and Twena, M., 2006. Climate Change and Poverty in Tanzania; realities and response options for CARE. Background report, CARE International Poverty-Climate change Initiative.

grazing from local gardens surrounding the park, thus increasing human-wildlife conflict. Fires also reduce topsoil fertility, which eventually increases soil erosion through lack of plant roots. Other victims of wild fires include reptiles, rodents and underground biodiversity. Fires in 2004/2005 covered much of the park and led to the loss of eleven elands that had been translocated from Lake Mburo NP. Furthermore, annual wildfires have adversely affected the breeding conditions of ostriches and their survival is of great concern. Fires from Sudan devastate the breeding sites of ostriches when most chicks are hatching or are still young, between October and March. A strong fire management plan for this area between River Kidepo and River Kurao is therefore necessary as this area marks the home range of ostriches in Uganda.

127. A number of human factors are responsible for fire outbreaks across the PAs: inadequate community awareness and sensitisation on the dangers of fire, careless smokers who unconsciously throw live cigarette tips to dry vegetation, charcoal burners in the buffer zones of the park, individuals who carry out burning of their plots close to the park, poachers and raiders who pass through the park, local people who use illegal routes to cross through the park, illegal resource users such as honey gatherers and fire wood collectors; and lack of capacity of the Park staff and other stakeholders to manage fire including inadequate equipment, strategies and skills. However, rising temperatures due to climate change also increase the occurrence of wildfires. This will not only result in the destruction of natural resources but will also necessitate heavy investment in fire management and control as well as in the development of more firebreaks thereby increasing the management cost of the national park.
128. **Human-wildlife conflict.** Many communities have established farms and settlements very close to the boundaries of PAs resulting in destruction of crops by wild animals such as elephants and buffaloes. This has led to great conflict between the people and the wildlife, resulting in communities poisoning the animals and becoming less supportive towards conservation programmes.
129. **Rampant wildlife diseases.** Disease is a potentially serious problem for carnivore species such as lions and hyenas, particularly when they exist in such small and isolated populations and in contact with domestic animals. There is a strong need for domestic animals to be kept outside the park boundaries as much as possible.

1.11 Baseline Course of Action

Summary of Baseline Situation

130. The Baseline is the “business-as-usual” scenario that would take place during the next five years in the absence of the interventions planned under the project. A number of conservation interventions have already been undertaken in these forests, as detailed below. Without the proposed outcome of this project these interventions will remain the baseline situation.
131. Northern Uganda is now recovering from almost two and half decades of insecurity. The Government of Uganda launched in 2007 a US\$ 606 million *Peace Recovery and Development Plan (PRDP)* to address the after effects of the war. The plan provides the overall national framework for ensuring economic recovery in the North and for improving the social welfare of the northern Uganda population within the auspices of the broader National Development Plan (NDP 2010-2015). The PRDP has 14 components: including a \$US45 million *Environment and Natural Resource Programme (ENRP)* aimed at restoring 30% of the degraded community forest and wetland area (an area equivalent to 107,314 ha). Under the ENRP, the PRDP is mobilizing local government and communities to form environment management structures and resource user committees; sensitizing communities on sound environment management and use of natural resources; building and strengthening capacity at all levels for ENR, action planning, mainstreaming and implementation; establishment of community nurseries and woodlots and encouraging farmers to engage in agro-forestry based livelihoods; and promoting energy saving devices (fuel wood/ charcoal). US\$ 4.425 million of the Government’s \$45 million PRDP-

ENRP is earmarked for the Kidepo critical landscape and directly relates to the two components of the project.

132. Implementation of the PRDP and its fourteen components will potentially transform the fragile savanna ecosystem in Northern Uganda. The last twenty years have resulted in recovery of woodland by about 12-23% outside of protected areas, and by 20-39% in protected areas. A large belt of increased woody cover is evident west and north of Kitgum where the rebels were most active.³⁹ Returning and resettling former IDPs means there will be new settlements, and infrastructure, increasing demand for fuel wood and use of forest land for farming and other income generating activities. The ENRP is addressing some of these issues and will put in place general environmental impact mitigation measures. However, there is a need to strengthen the management effectiveness of protected areas, expand the PA system, where feasible, and improve management of critical ecosystems outside PAs, in particular dry season refugia and migration corridors (calling for a landscape wide approach). Global biodiversity benefits cannot be sustained in the landscape without taking a landscape approach, as development activities in the landscape will otherwise have adverse externalities on the PAs. Several threats to biodiversity, including wildfires, emanate from production activities occurring in the landscape, further underscoring the need to adopt a landscape –wide approach to biodiversity management.
133. Without this GEF intervention, there will be a continuing loss of globally significant biodiversity values in northern Uganda, despite considerable intervention by the Government. This will happen in the following ways:
 1. Areas of biodiversity significance will remain excluded from the NP system.
 2. There will be increased isolation within core PAs, unless landscape planning provides for effective conservation management of dispersal areas and corridors.
 3. There will be increased pressures on core NPs, from resource dependent communities, and reduced capacities and/or finance to provide adequate protection.
 4. Crucial savannah –woodland habitats, particularly the shea belt, risk being lost
 5. Wildlife corridors and refugia risk being lost
134. Project interventions under the GEF Alternative will add to, and support, government’s commitment to addressing these complex pressures and problems. A critical ecological landscape - KCL - will be brought under higher management control. However, these areas need immediate and considerable support to be able to be managed effectively.
135. The integrity of these PAs will be secured by integrating their management with that of surrounding landscapes and corridors on production lands, so safeguarding them from external pressures. This will address a major threat to biodiversity in Ugandan National Parks and Central Forest Reserves; there is considerable demand to develop a working model for such integrated management. Moreover, the project will strengthen institutional capacities within UWA and NFA and staff competencies and skills for PA management. This will address a past deficit in investment for PA operations in the north.
136. In the Kidepo Critical Landscape this project will focus on the opportunity to enhance the protected area networks through the development of collaborative management arrangements at the landscape level. Without the GEF Alternative, the baseline situation will continue such that there will be continuing and rapid conversion of areas of high biodiversity outside of PAs for grazing and agricultural purposes and unsustainable use of natural resources, including the shea tree – which has an important role in maintaining habitat integrity. This will result in the loss of connectivity between PAs and the shea belt and also the gradual reduction of biodiversity values.

Baseline Situation – PA operations

137. In the business as usual scenario, the PA cluster in the Kidepo Critical Landscape will remain weaker and less able to capitalise on revenue generation opportunities than the rest of Uganda. Chronic underfunding and inadequate training and coordinated financial planning will mean that KCL PAs are managed below optimal capacity and new market niche opportunities are missed due to lack of investment funds, limited staffing and a lack of a sufficiently innovative approach to revenue generation. Operations in the Karenga area will remain paper extensions without the operational means to ensure they are developed economically and incorporated into an effective NP management system through operational support and ultimately parliamentary gazettelement. The Karenga corridor will continue to be underutilised with wildlife numbers likely to decrease due to lack of management capacity – leading to a possible breakdown of corridors. The scope to bring Karenga into improved management systems and thus both conserve its importance, as a wildlife dispersal area is likely to be missed if investments are not made. In KVNP and the six surrounding CFA, a lack of training in tourism will see the vast economic potential of those north-eastern PAs underutilised with them remaining unable to be financially self sustaining, away from the current economic reliance on subsidies from respective central government PA authorities.

Baseline Situation – landscape level approaches

138. While the post-conflict threats to conservation in Northern Uganda are rapidly growing, there are still tremendous opportunities to manage, rehabilitate, and expand the protected area network. The region has a low human population density and many wildlife populations are still intact and those that have been reduced have a good chance to recover if adequately protected. Moreover, vast tracts of savanna, woodlands, forests and rivers are still intact and they form the basis for a prolonged recovery. These factors collectively represent a unique opportunity for the establishment of large protected areas, linked by corridors, providing refuge for numerous endangered species, globally important eco-regions, and natural processes (i.e. migrations, water filtration, management of nutrient cycles and carbon stocks). There is currently a narrow window of opportunity as extractive industries seek to expand into remote areas, returning refugees, and expanding development projects threaten wildlife populations and potential world class protected areas. It is therefore important to take up this conservation opportunity immediately when there is still the chance of influencing the entire development outlook for northern Uganda. As the Government of Uganda is extremely supportive of conservation and protected area management, it is important to respond rapidly to its invitation and to work collaboratively in protected area management, shea market expansion and ecotourism development.
139. Although the development challenges facing northern Uganda are tremendous, there is strong political will for the creation and management of viable protected areas. In spite of this good will, it is unlikely that northern Uganda alone will be able to meet these goals without substantial direct assistance from the international community. Without GEF, USAID, and other external assistance, protected area management, because of fiscal constraints and lack of facilities, would most likely not be expanded to cover ecological landscape. In addition, there would be few incentives to creating wildlife corridors and buffer zones for the protection of migratory animals and initiating community partnerships for conservation and natural resource management.

1.12 Long Term Solution

140. The ideal long-term solution to the conservation predicament facing the Kidepo Critical Landscape is an ecologically representative, connected network of protected areas, subject to strengthened management arrangements suitable for the situation in northern Uganda and adequately financed through multiple sources. This can be achieved through increasing household and community benefits from biodiversity on private land and protected areas;

providing planned, targeted and effective support to the operational capacity of core protected areas within the landscape; and through creating a coordinated landscape management approach in the KCL to serve as a shield against human-induced pressures on Uganda's threatened biodiversity.

141. The basic assumption behind this project is that if well managed through a landscape approach, wildlife and protected areas can provide the cornerstone for natural resource management, contribute to sustainable livelihoods of local communities, and form the foundation for the regeneration of nature based economic activities such as ecotourism and sustainable forestry.
142. The partners in this project recognise that reaching this ideal situation will only be possible through long-term engagement and a step-wise approach to systematically address threats and lift barriers. The purpose of the present project is therefore to set up the foundations that will enable GoU to move towards this long-term situation complementing the current investments and measures that the GoU and its partners have already started putting in place. KCL will be managed for the full suite of biodiversity and landscape values, including aligned revenue generation opportunities and enhanced economic performance, for ecosystem services (which are better managed at landscape level), for ecosystem functioning, and for sustainable PA management. The following measures will be undertaken to achieve this.

Operations Support for Protected Areas Management in Northern Uganda

143. There is a need to expand operations to cover new areas to be incorporated into the landscape, and to provide for boundary notification, patrol equipment and other essential functions needed for effective policing and enforcement. Therefore the project solution is to provide direct support for enhanced operations in the core PAs of KCL. Systematic staff training programmes covering all aspects of PA operations will provide support for this currently underfunded landscape of Uganda. Training is not only a solution for enhancing existing PA operations; it is also crucially required for engaging in new niches that the PAs can lead on in the future.
144. To manage and understand investments into effective management, the project solution also lies in the creation of a complete and objective sustainable finance plan for the PA system in KCL. This will not only allow UWA, NFA and their landscape level partner institutions to define management costs and provide accurate revenue forecasts, it will also pave the way for business planning on a PA level so that the PAs can seize the advantages available to them that are appropriate to their particular location, geographies and product offers. Although KVNP has a management plan, there is a need to complement this with a specialist business plan which defines the cost coefficients for different PA functions, define revenue options and ensure that scarce funds are utilised optimally and are integrated into UWA's overall business model. There is a need to establish partnerships and better lines of communication with tourism operators and other private sector actors, to support certain aspects of PA management and to ensure the tourism product is up to date and tenable. Alongside improving existing revenue generating opportunities in tourism offers, financial and business planning will allow a full understanding of new and niche opportunities in tourism. Planning of this kind will support both the wise investment of much needed donor funds into operational equipment in the short term but will also allow new initiatives to be put in place on a PA and landscape level that have been well planned, are relevant, sustainable and fully in line with the strategic approach taken by PA managers in association with stakeholder groups.

Integrating Management of Protected Areas and Broader Landscapes in Uganda

145. Protected Areas are currently managed in isolation to the wider landscapes in which they exist. There is a need to nest PA management in broader landscape level planning and management, encompassing "buffer zone" production areas used for agriculture, tourism or forestry. The management system needs to maintain vital corridors and wildlife dispersal areas.
146. On a government level, the solution lies in an inter-sectoral land management coordination mechanism between UWA, NFA and communities in the KCL PA cluster. Lessons sharing and

management practice links between these authorities will ensure that biodiversity management in National Parks, Central Forest Reserves and wildlife migration corridors in KCL is factored into decision-making governing land use management. In line with this, UWA and NFA, as well as other landscape management authorities need to work with district governments and communities, supported by key civil society players to plan, implement, and monitor biodiversity management measures for the landscape. This can be achieved through the creation of a conservation planning mechanism, which both prescribes management objectives as well as manages crucial ongoing ecological monitoring processes such as the movement of wildlife and the maintenance of habitat integrity.

147. Alongside this, the project solution lies in the enhancement of the status of PAs, buffer zones and wildlife corridors which link the wider landscape. This includes proper demarcation of PA boundaries, especially in areas that require enhanced PA-community relations, and for the management plans in these areas to be linked to the landscape level. The solution for a landscape level approach also involves the enhancement of the status of PAs, buffer zones and wildlife corridors, which link the wider landscape. In particular, Karenga CWA needs a higher protection status and appropriate management systems in place in order for its continued existence as an area of wildlife connectivity for the broader landscape.
148. A landscape approach also requires careful attention to sustainable livelihoods and market interventions as part of the solution. A core component of the landscape approach will be the structuring of a fair and adequate system of incentives that will contribute to market transformation. Utilisation of the shea tree, nature-based tourism and the sport-hunting sector provide potential conservation-compatible livelihoods. The key is to ensure that those landholders applying good practice in these sectors are rewarded for their stewardship (by gaining a higher share of the market, or capturing a premium for their product). Product placement will contribute to market differentiation so as to reward landholders that subscribe to conservation stewardship within the KCL, and provide consumers with information on the conservation impacts of enterprises, to allow them to make informed purchase decisions. By taking a landscape approach, people can draw the best value from land in a sustainable manner by developing new products or diversifying existing products/ services to keep tourists/ visitors there longer to realise more income. Diversification will increase resilience to climate change by better managing ecosystems and by expanding wildlife ranges.
149. There are strong indications that northern Uganda has a huge potential to develop markets for shea and increase its trade in shea tree products. Achieving better market access and the introduction / fast tracking of certification schemes would allow for (and warrant) a form of accreditation that would facilitate marketing of forestry products into sophisticated overseas markets so that higher prices can be achieved. A certification system will be absolutely crucial towards maintaining standards in wild forest products, reducing potential leakage, and ensuring sustainability. The need for certification arises because of (a) the need for value addition to make shea tree products greater in value than simply charcoaling the trees and (b) to provide a new – and sustainable – route to a growing market place. Certification represents a potential win-win opportunity for communities and biodiversity conservation. By building on the early progress in shea certification systems developing the system and markets for shea products, shea products from within the KCL products will be able to target markets demanding environmental sustainability. Regulatory oversight by the local authority in each district will assure landholder compliance with national and international management standards.

1.13 Barriers to the Conservation of Biodiversity

150. Despite many successes, the PA estate still suffers from some shortcomings. PAs are not wholly representative of the characteristically complex biodiversity patterns in northern Uganda. The GoU is seeking to expand the PA system into newly gazetted areas. Some Parks are long

established (Queen Elizabeth NP is 60 years old) but many are new and lack effective management, particularly in part of the country with previously limited economic opportunities like the north-east. There is a clear need to both improve the operational capacity of PAs as well as look at the wider landscape level context in which they are situated, where wildlife movements and crucial savannah - woodland habitats are not restricted to the confines of the PA estate.

Protected Area Management Operations Lack Funding and Capacity

The 20-year armed conflict and remoteness of KCL have hitherto made it impossible for UWA to regain control of the park and put in place a proper management plan. UWA already faces an annual funding gap of USD \$8 million USD to support the entire PAs system including wildlife outside the PAs. There is inadequate political will to support the PA management efforts; weak protected area management in most PAs coupled with inadequate capacity to prevent illegal activities leads to biodiversity loss. PA management funds are also insufficient. There is limited awareness and appreciation by the population of the economic value and the contribution of environmental goods and services from PA resources and the contribution to poverty alleviation. PAs are seen by government as potentially free land for private investors; there is constant pressure to de-gazette the less valuable areas; national accounts only value the mainstream trade from forests ignoring the ecosystem services; budget planning processes do not value the hidden benefits of PAs to the local and national economy; government provides inadequate financial resources for effective management of PAs; there is inadequate staff capacity in specialised areas as well as inadequate availability and access to relevant information. Environmental information flow to communities is also inadequate.

151. UWA needs support for infrastructure development, operations, tourism development, community conservation, law enforcement, research and monitoring, staff training and development and implementation of management plans in the KCL. Funds are needed for rebuilding facilities and infrastructure that were destroyed during the LRA insurgency. Investment in new infrastructure, such as ranger patrol posts in Nyangea-Napore and other CFRs, is necessary to allow efficient patrolling and establishment of law enforcement in these areas. Capacity building to strengthen management of CFRs is needed in the form of equipping staff, training field staff to improve competencies for planning, conflict resolution, fire management, enforcement and monitoring threats and population movements. The lack of access to these areas for 20 years has meant that there is no permanent staff in the field.
152. Wildlife tourism is one of the top attractions for Uganda contributing approximately 7.4% to the national GDP. However, the full potential of wildlife tourism in KCL has not been fully realised. For many years, insecurity in Karamoja region meant that a visit to Kidepo involved fly-in safari. This is quite costly with a return trip by chartered helicopter for a group of four costing US >\$3,500. With relative peace returning to the region, driving to Kidepo has once again become a feasible option with four routes available by road, and tourists are returning. Security for both the animals and the tourists is very important and needs to be strengthened; a proper management plan (including a financing and business plan) is also vital to promote Kidepo's potential and financial sustainability.

Lack of Integration of Protected Areas and the Broader Landscape in Northern Uganda

153. The cluster of PAs within the KCL is not managed as part of the wider landscape. While the Government recognises the need for this, action was hampered by the war. Collaboration between central Government institutions and between them and local institutions has been low. Added to this is the limited funding and capacity of Local Governments to integrate biodiversity management into their work, and lack of scientific and socio-economic data needed to establish trade-offs between conservation and economic imperatives. Thus investments in agriculture or other land uses are likely to be sanctioned, even where wildlife has significant economic potential.

154. Capacity for integrated landscape management is weak between district governments themselves, as well as between key PA management institutions such as UWA and NFA. Although management plans are increasing in a number of PA sites for the benefit of the local communities, many sites are still lacking, particularly CFRs. These need to be developed and implemented, at least for the key CFRs. These should look at the larger landscape in which these PAs sit and management systems needs to be geared to maintaining vital corridors and wildlife dispersal areas, and involved community partnerships. Many of the people from this region are naturally worried about losing their land to government or private investor schemes; the demarcation of boundaries of PAs will need to be undertaken with the involvement of local communities in order to minimise friction. Liaison committees need to be established such as the Community Protected Area Institution (CPI) groups that UWA works with in its Parks further south.

Insufficient Focus on Market Transformation and Incentive Measures

155. The livelihood needs of landholders and tenants with lands assigned in the KCL will need to be factored into the landscape approach, as biodiversity conservation approaches are unlikely to work if landholders perceive them to impose high costs without generating corresponding benefits. Uganda has taken steps in developing incentives for conservation over the past decade, demonstrated by revenue returns from tourism, forestry and agriculture. However, biodiversity conservation objectives are not fully embedded in these sectors.
156. Local producers and consumers within the shea belt dominate the shea business. The same persons gather nuts, process and sell the oil in the local markets found in the belt. Few markets exist outside the Shea belt because limited awareness about the qualities of Shea oil among communities outside the Shea belt. Local market players comprise retailers, itinerant traders, wholesalers and business organisations. Notably, less than 20% of shea producers sell their nuts to active private sector players who are buying shea products from the communities and these buyers have reported that they do not get adequate quantities. Processed products are sold in some supermarkets in Uganda and the rest are sold to Europe, USA and Japan. The 80% of the producers who do not take their product to market are keeping in the local context from which there is little value. They do so because of lack of awareness, lack of financial capital, lack of access to markets and lack of the skills to penetrate these markets. The shea market has the potential for considerable improvement as a result.

1.14 Stakeholder Overview

157. The project will be executed by NEMA on behalf of Government of Uganda. NEMA is the CBD National Focal point and will specifically be responsible for implementation of component 2 of the project. The technical committee on biodiversity conservation with its secretariat in NEMA will provide the necessary technical backup. Activities related to strengthened management of Kidepo Valley NP and strategic planning for the Kidepo critical landscape will be carried out by UWA. District local governments will be involved at all stages of implementation, and existing structures will be used for consultative planning extending down to village level and for implementation through LECs at parish level. NGOs and CBOs carrying out environmental conservation related activities will be consulted and engaged during the implementation of the project.
158. Local communities will be engaged strategically, in planning and capacity building, and in implementing pilot activities. The project will also strengthen community-based natural resource management systems to enable local authorities/communities to better play their role of conservation and sustainable use of natural resources within their jurisdiction as provided for by the *Decentralisation Act*. Finally, the project will work closely with the private sector, including shea nut exporters and safari companies. Private Sector and Local Authorities will not play an execution role. However, they will support project activities. For example, *Guru Nanak* and *Kfp International* will support product development and marketing for shea products in the areas

adjacent to the critical landscape (six districts) where they had not been able to reach due to the war.

Table 12. Key Management Stakeholders, Role and Responsibilities

Stakeholder	Role and Responsibilities
Individual Households	Day to day monitoring of CWA, benefiting from tourism, taking personal responsibilities for natural resources.
Local Communities	Maintaining support to CWA management committees, benefiting from community outreach programmes, taking personal responsibilities for PAs.
Village Governments	Overall management and accountability of community managed areas to wider rural communities, coordination with District Authorities and outsiders.
District Governments	Landscape level coordination; policy implementation and support of communities sustainable conservation and development
Government Departments	Manage the processes of PA and buffer zone management on a national level, implementing relevant policies, linkages with other government departments
Central Government	Developing directives, policy, guidelines and monitoring progress as well as coordinating sectors involved
Private Sector	Support development of markets and economic growth. Provide financial incentives for best management of PAs, work with government and villages to support good practice in PA management.
CBOs	Develop civil society capacity on a local level to support social development, economic growth and sustainable water and natural resources management
National NGOs	Develop civil society capacity on a national level to support social development, economic growth and sustainable water and PA management.
International NGOs	Develop civil society capacity on a regional level to support, social development, economic growth, sustainable water and PAs management, support international advocacy and environmental education.
Government Ministries	Support PA management and economic growth through sound policy guidance and implementation, linkages and overlap with other ministries.

PART II: PROJECT STRATEGY

1.15 Project Rationale and Policy Conformity

160. This proposed project in the Kidepo Critical Landscape of protected areas and buffer zones in northern Uganda satisfies the requirements for GEF financing under GEF Biodiversity Focal Area, Strategic Objective one: *Improve sustainability of Protected Area systems*. It seeks to strengthen protected area management within a landscape of 655,700 ha of savanna woodland in the Kidepo Critical Landscape of North Eastern Uganda, encompassing eight protected areas under a range of management authorities, and reduce threats to biodiversity in the landscape as a whole by putting in place sustainable use management practices for wild resources.
161. This is critical, as wildlife will depend on the wider ecological landscape outside protected areas for long term survival. The project will serve to strengthen the PA system by enhancing management effectiveness in a cluster of PA within this landscape. These PAs have received limited investment over the past 20 years, unlike other PA sites in Uganda, and proportionately suffer from lower management effectiveness compared to other sites. By strengthening their management, and increasing conservation outcomes, the project will serve to increase the overall effectiveness of the national PA system.
162. Moreover, the project will develop the operational and governance capacity of the 95,600 ha Karenga Community Wildlife Management Area sufficiently to enable the Government of Uganda to put in place mechanism for gazetting the area as an NP by end of project - thereby improving the long term integrity of this important site. This will contribute to efforts to enhance the bio-geographic representation of NPs across the national PA system.
163. The project will directly bring 428,311 ha of land under strengthened PA management arrangements designed to conserve biodiversity, involving three different forms of PA Status⁴⁰ (NP, CFR and CWA) as well as public lands, with a wider positive influence on an additional 227,389 ha of dispersal areas⁴¹. In total the project will thus bring enhanced biodiversity protection to over 655,700 ha of target PAs and linked dispersal areas.

Table 13. Project Beneficiary Protected Areas

Area / PA Name	Project Focus	PA Type	Area (km ²)	Area (ha)
Kidepo Valley NP	Direct - Core PA	National Park	1,445	144,475
Karenga CWA	Direct - Wildlife Corridor	Community Wildlife Area	956	95,600
Zulia CFR	Direct - KCL PA Cluster	Central Forest Reserve	1029	102,893
Rom CFR	Direct - KCL PA Cluster	Central Forest Reserve	109	10,904
Lwala CFR	Direct - KCL PA Cluster	Central Forest Reserve	59	5,884
Morungole CFR	Direct - KCL PA Cluster	Central Forest Reserve	151	15,063
Timu CFR	Direct - KCL PA Cluster	Central Forest Reserve	118	11,751
Nyangea Nyapore CFR	Direct - KCL PA Cluster	Central Forest Reserve	417	41,741
Total Area to Benefit from Project			4,284.00	428,311.00

164. The rationale behind this project which focuses on a savannah woodland ecosystem straddling

⁴⁰ Being national parks (KVNP), Central Forest Reserves – of which there six (Zulia CFR, Rom CFR, Lwala CFR, Morungole CFR, Timu CFR and Nyangea Nyapore CFR)

⁴¹ Dispersal areas that will gain indirectly will be the landscape south of the PA cluster within the following districts: Kitgum, Kaabong, Agago, Otuke, Abim and Kotido.

six districts, is to adopt a landscape level conservation approach that goes beyond PA boundaries in their different forms or communal lands by viewing landscapes as ecological blocks that provide shared resources, especially water in this case. By adopting this approach, this project and the systems and activities it creates thereafter will likely improve the returns per-unit-of-investment in PAs by spreading conservation management, and benefits, across a wider scale. The landscape has been selected based on the following criteria: (1) Biodiversity Significance; (2) Socio-economic Need; (3) Management Need; and (4) Government Priority.

165. The systemic interventions planned will indirectly improve the status of biodiversity for a significant portion of north-eastern Uganda, an area that has received less attention than the rest of the country due to recent conflict. This will be achieved by improving the capacity for decision making amongst landscape level stakeholders, operational support, monitoring and adaptive management. The project takes a comprehensive approach towards strengthening the management effectiveness and financial sustainability of PAs in different forms in conserving biodiversity within northern Uganda.
166. In addition, the proposed project will create mechanisms for integration of management of PAs and the broader landscape in north-eastern Uganda through ensuring both that biodiversity management in National Parks, Central Forest Reserves and wildlife migration corridors and dispersal areas is factored into decision-making governing land use management and that operational capacity is sufficiently enhanced to manage PAs effectively. This project aims to demonstrate that all sectors can work together through an integrated approach and that the development of land management coordination mechanisms that involve the state, communities, civil society and the private sector in decision making can lead to better conservation and sustainable livelihoods. A model will be produced for conserving biodiversity through coordination mechanisms and landscape level management planning. The project also aims to directly support eight ecologically linked PAs that form much of the area of these landscapes by strengthening core operational capacity in each.
167. By design, the project will develop an inter-sectoral natural resources management coordination mechanism between NEMA, district authorities, UWA and NFA in these landscapes. It will also allow these stakeholders, with the likely support of civil society partners to implement biodiversity management measures for these landscapes. The project will also improve the relations and engagement between PA authorities and local communities in these landscapes through collaborative management planning and a focus on increasing economic benefits derived from biodiversity, for example increasing the viability of livelihoods based on the shea nut. The importance of enhanced PA operational capacity to the design of this project will be emphasised through staff training in new and old aspects of PA management, through the provision of crucial equipment and in finding improved revenue generating opportunities through business planning. Further, NEMA is already working with districts on environmental issues, thus key added value of this project is that it brings biodiversity issues to the fore at district level.
168. Engagement of stakeholders is of crucial importance to the project design as well as coordination mechanisms. The project will facilitate creation of stakeholder groups in each national park to encourage shared planning exercises and lessons learning. The project will therefore promote broad stakeholder participation among the public, private sector and wildlife management areas focusing on conservation, sustainable use and equitable sharing of benefits accrued in line with the three objectives of the Convention on Biological Diversity. The project will provide for systematic and institutional strengthening through building capacity in PAs in both landscapes to ensure models for long-term sustainability are in place and provide a strategy and plan for the replication of best practices and lessons that can be used to create similar situations of protected area management across the country and internationally.
169. Under the overall coordination of NEMA, a collaboration of state PA authorities, regional and district government, private sector interests and communal land owners and custodians will work together to manage their natural resources in a sustainable manner through improved

coordination and enhanced operational capacities. This project is formulated so as to build on the lessons learnt from previous projects in Uganda and elsewhere.

1.16 Project Goal, Objective, Outcome, Components and Outputs

170. **The Goal of this Strengthened National Terrestrial PA Networks Programme is:**“*The biodiversity and ecosystem values of the Kidepo Critical Landscape, Uganda, are conserved and provide sustainable benefit flows at local, national and global levels through enhanced operational capacity and functional landscape planning approaches.*”
171. **The project will be responsible for achieving the following project objective:**“The biodiversity of the Kidepo Critical Landscape in North Eastern Uganda is protected from existing and emerging threats”.
172. The proposed project is designed to lift the barriers to establishment of a landscape approach to the management of biodiversity. The project will comprise two complementary components, which will be cost shared by the GEF and co-financing. Each addresses a different barrier and has discrete outcomes.

COMPONENT 1. STRENGTHENING MANAGEMENT EFFECTIVENESS OF THE KIDEPO CRITICAL LANDSCAPE PA CLUSTER

COMPONENT 2. INTEGRATING PA MANAGEMENT IN THE WIDER LANDSCAPE

173. The two components, and their related outcomes are described in detail as follows:
Component 1: Strengthening management effectiveness of the Kidepo Critical Landscape PA cluster.
174. This component will support efforts of the Uganda Wildlife Authority and the National Forestry Authority to enhance the management effectiveness of the protected area cluster within the Kidepo critical landscape, by strengthening enforcement, monitoring and other PA functions. The project will also improve the cost effectiveness of PA management, by developing a cluster management system—thus ensuring that PA functions are coordinated, and where necessary centrally delivered at a lower cost. The first component will involve raising awareness and support for the conservation of the Karenga corridor and developing a clear management structure with management and business plans and the demarcation of boundaries, leading to parliamentary gazettement of the area as an NP. The PAs will obtain assistance to develop management plans, business plans, and technical support in terms of the assessment of wildlife migration patterns. A staff-training programme will be put in place covering all aspects of PA operations, ensuring rangers and other field staff have necessary competencies for planning, administration, conflict resolution and enforcement.
175. The component will also address persistent and new threats to the Kidepo Critical landscape by supporting the introduction of a state of the art security and enforcement system with a platform for information sharing and intelligence gathering among parks and other institutions; with databases that will be continuously updated. KVNP currently generates only 12% of its park management revenue. Yet there is great potential for more revenue, particularly from tourism owing to the scenic values of the area, significant numbers of wildlife, and critical habitats. With more effective management, and a proper business plan, Kidepo can generate income that can be used to sustain costs of conserving biodiversity in the area. A sustainable finance plan providing accurate revenue forecasts (from gate fees, concessions, film rights and other permissible uses to private sector investments) will be developed approved and implemented

matching revenue to priority management needs. Uganda Wildlife Authority will lead this component in cooperation with NFA and District Governments.

176. This component also has a key community element to it. Part VI of the Wildlife Act provides for the different wildlife user rights and revenue management institutions, which are composed of community representatives and local governments adjacent to a protected area. The first step of this activity will be to organize communities as community wildlife associations with trust funds through which benefits can be institutionalised and shared. Community trust funds are provided for in the Wildlife Act, Section 18(8), (under community wildlife areas). A community wildlife area is defined as “*an area in which individuals, who have property rights in land, may carry out activities for the sustainable management and utilisation of wildlife if the activities do not adversely affect wildlife and in which area the State may prescribe land use measures.*” This, therefore, gives communities rights to engage in conservation enterprises in community wildlife areas.
177. The trust funds envisaged by this project will have much simpler structures and less ambitious goals than those that large trust funds are usually associated with. These CTFs will not be capitalised by GEF, bilateral agencies or other sources of grant funding. They will be capitalised solely by the revenues/profits from community conservation enterprises. Investments from the CTF will only go towards conservation-related activities (e.g. anti-poaching patrols in KCWA, reinvesting in the community conservation enterprises, etc). This will, therefore, encourage Uganda Wildlife Authority (UWA) to offer communities the lucrative/high-value concessions for community conservation enterprises (e.g. hunting in KCWA and a lodge in KUNP) advocated for as part of the project. As a result, communities will have ownership of resources on their land, receive economic benefit from them, and therefore be more likely to participate in their conservation. This is the rationale for the cost effectiveness of a CTF in this project: the communities will be able to link conservation to economic benefit, which would be sustainable because endowment of the CTF will only happen when the community conservation enterprises generate money and they would learn not to rely on outside sources for the CTF to operate.
178. Community Wildlife Associations (CWAs) are a means for communities to be represented and benefit as an organized entity. It is that same entity that is expected to partner with UWA, private sector partners and interact with other stakeholders. The project will support the process of setting up these CWAs. The process will start by the creation and registration of a company limited by guarantee (non-profit) for the partner communities. This will involve mobilizing the partner communities, working with them to choose a name for the company, reserving the name at the Registrar of Companies, working with them to formulate company objectives and its constitution, agree on company activities, seek legal advice, and register the company with the Registrar of Companies. Once a certificate of registration has been issued, the communities will be guided in selection of a Board of Directors, creation of internal structures, development of operational and financial guidelines, and selection of capable and trusted members of the community that will eventually guide the community in the management of the community conservation enterprises. This will be an active participatory approach in that the partner communities will be fully and effectively involved and consulted in the decision-making, planning, implementation and evaluation processes. Past experience in supporting the development of community organizations also reveals that a participatory approach necessitates compromise at certain times between various stakeholders. Wildlife User Rights (WURs) exist as part of the policy, legal and institutional framework for wildlife management and community benefit from wildlife in Uganda. Thus, the project has an existing mechanism within which to operate and doesn't need to create one. The use of WURs in this project will be the first time that communities will be able to directly and tangibly perceive ownership and benefit from wildlife in the KCL.
179. This first process of creating community wildlife associations with trust funds will be led by UWA or an experienced NGO. The second step after communities are organized will be for UWA to decentralise or devolve wildlife user rights in community wildlife areas. Stakeholder consultations revealed that user rights have the potential to radically change the attitudes of

communities and local governments in KCL and engineer a more positive attitude towards conservation. Community-based natural-resource management projects based on legally established tenure rights are one way to operationalise the livelihoods approach to wildlife management in KCL. For example, sport-hunting revenue generated in community wildlife areas in Karamoja amounting to US\$ 117,539 in 2009 and 2010 would have had a much greater impact if received and managed by community wildlife associations and trust funds as opposed to central Government. The third step after providing use rights will be land-use zoning in community wildlife areas to minimize human-animal conflict. The zoning is important in that it shows the community where the boundaries of their rights and responsibilities outside KVNP are located.

180. In order to demonstrate the positive impact of wildlife tourism at community level, the project will support the piloting of a high-value concession for a community lodge in KVNP giving hunting concessions in KCWA to a community wildlife association. Given the relatively limited capacity of the community to manage such an endeavour, the community will be assisted to procure the services of a suitably qualified private firm (through competitive bidding). The private firm will pay a competitive fee to the community association, which will then spend the income according to a pre-agreed distribution plan (could be sharing an agreed percentage with the park authority). Safeguards to ensure the community benefits from this endeavour include: a) Requirements that the firm implement a Community benefit programme including the training and employment of community members; (b) the transfer of vocational and management skills to community members; (c) procurement of goods and services only from local suppliers; and (d) the association will have the option to extend the arrangement or to take over the management of the facility itself. This pilot project will require partnerships between various stakeholders including the local community, the state (in the form of UWA and local government), the private sector, non-governmental organisations and development partners (who will be required to offer crucial technical and financial support), sensitisation and training for organised community groups to supply services and goods to the private sector, building negotiation skills of community leaders, providing third party brokering between community and private sector.
181. This model is operative in other parts of Uganda. Specific examples include the partnership between Uganda Safari Company and the Nkuringo Community Conservation and Development Fund in Bwindi Impenetrable National Park, and The Pearls of Uganda partnership between private and community tourism operators in the Albertine Rift. In Bwindi, USAID provided US\$ 300,000 to build a high-end lodge on community land under a public-private partnership through a competitive process. The lodge is owned by the community but managed by a private company, which pays ground rent and user fees per guest to the community. The lodge is projected to bring in revenues of between USD \$350,000 and USD \$400,000 per year. USAID investment was used as compensation for community land set aside for Mountain Gorillas. In the Albertine Rift, communities were facilitated to negotiate with lodge owners and tour operators to sell community tourism products at an agreed commission for set product quality standards. This arrangement increased flow of tourists buying community products. Communities were also facilitated to develop business and conservation plans so that they could re-invest some of the tourism profits into protection of biodiversity.
182. Specific outcomes of the first component are expected to be:
 - Increased coverage of PA by 95,600 ha over a baseline of 240,075 ha. and strengthened integrity of buffer zones to conserve dry season refugia for wildlife (227,389 hectares)
 - Reduced poaching pressures over an area of 428,311 ha comprising seven PAs (one NP, six CFRs) and a community wildlife management area, verified by 25% greater wildlife abundance over the course of the year by EoP
 - Management Effectiveness Score for Kidepo Critical Landscape PA cluster (KVNP), Nyangea-Napore, Morungole, Zulia, Timu, Lwala and Rom CFRs); increased over the baseline score by at least 40%.

- Key indicator species (elephants, zebra, buffalo) in the Kidepo Critical Landscape PA cluster show measurable increase in numbers of >25% by EoP

Component 2: Integrating PA management in the wider landscape.

183. This component, to be led by the National Environment Management Authority, will support the integration of protected area management into the wider landscape in order to secure wildlife corridors and dispersal areas. This will result in reduction in hunting pressures. This component will also seek to influence infrastructure placement under the PRDP to curtail future threats to biodiversity in corridors and refugia. This will be achieved by putting in place a District landscape coordination mechanism in the project target area (over six districts) to ensure that biodiversity management in National Parks, Central Forest Reserves, wildlife migration corridors and dispersal areas is factored into decision-making governing land use management. Secondly, management plans and regulations geared to ensuring biodiversity-friendly management in land blocks identified as critical for wildlife dispersal will be developed and applied by local governments. A working model will be piloted in Kitgum, Kaabong, Agago, Otuke, Abim and Kotido districts. The component will also support sustainable use of buffer zones and critical habitats.
184. The second component will include a focus on the sustainable use of resources within the landscape to promote sustainable economic growth. Distributions and densities of the shea trees and other potential wildlife resources will be assessed in order to establish off take potentials for key species; this will be followed by a cost-benefit analysis of various use options of these species. Training will be carried out for communities on sustainable use options and how to quantify yields, as well as increasing awareness of the values of shea and of wildlife corridors. The planting of shea in degraded areas as well as propagation for shortened juvenile phases should increase the supply of shea nuts for livelihoods. Sustainability thresholds will be established by defining utilisation rates for shea tree harvesting; a management plan will be put in place and enforced; capacity of local governments will be built to ensure they have the competence and skills to monitor and enforce laws on sustainable harvests of shea tree; and measures to improve market access for shea products will be put in place.
185. A certification system is crucial towards maintaining standards in wild forest products, reducing potential leakage, and ensuring sustainability. The need for certification arises because of (a) the need for value addition to make shea tree products greater in value than simply charcoaling the trees and (b) to provide a new – and sustainable – route to a growing market place. Certification represents a potential win-win opportunity for communities and biodiversity conservation. By building on the early progress in shea certification systems developing the system and markets for shea products, shea products from within the KCL products will be able to target markets demanding environmental sustainability. Regulatory oversight by the local authority in each district will assure landholder compliance with national and international management standards. Guru Nanak and Kfp International will support product development and marketing for shea products in the areas adjacent to the critical landscape (six districts) where they had not been able to reach due to the conflict. Certification as Organic will be provided by the international body, the Soil Association, in likely collaboration with the National Organic Agriculture Movement of Uganda (NOGAMU).
186. Specific outcomes of the second component are expected to be:
- A working model for integrating management of PAs and wider production landscapes is piloted and adopted in six districts in North Eastern Uganda (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) and secures wildlife corridors and dispersal areas covering approximately 227,389 ha - resulting in reduced deforestation of shea by 25%
 - No net loss of natural habitat in the critical landscape and at least 40% reduction in hunting pressures in wildlife corridors and dispersal areas
 - PA buffer zone under approved district management plans in six districts (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) incorporating BD considerations

- District governments in six districts cooperate effectively to regulate and plan natural resource use over 227,389 ha of the critical landscape, resulting in a landscape level coordination mechanism that enshrines biodiversity conservation by mandate
 - An organic certification system, based on Soil Association standards, set up and functioning for the export of shea products from the Kidepo Critical Landscape
187. Specifically, the project will deliver 11 Outputs, organised within the two components and summarised here (see Project Logical Framework for detailed outputs under each component). Each output carries direct activities, detailed in the Logical Framework with indicators.

Component 1. Strengthening management effectiveness of the Kidepo Critical Landscape PA cluster.

188. Output 1.1. Management and integrity of the 95,600 ha Karenga community wildlife management area strengthened, leading to its potential gazettelement by end of project to safeguard a crucial wildlife corridor and dispersal area

1.1.1. Set up a community outreach programme, managed by Karenga-based communities, for community benefit and conduct sensitisation meetings to raise awareness and consent for management of the wildlife area at district and community levels, including working with customary and clan leadership systems
1.1.2. Survey demarcate and mark boundaries of Karenga community wildlife management area (KCWA) with concrete pillars in close collaboration with community leaders, through a conflict mapping process followed by boundary mapping
1.1.3. Establish a management structure for KCWA including a management plan that ensures co-management along functional lines: community patrols and enforcement, imported UWA financial and management systems and concessions to specialist tourism operators and other appropriate private sector business partners
1.1.4. Develop a functional business plan for the KCWA, including the development of community based tourism opportunities and utilise the business plan to attract investors and allocate tourism concessions, managed by private sector interests with clearly defined benefits for community concession owners
1.1.5. Carryout sensitisation processes and create awareness on the values of KCWA and implement a community outreach programme which clearly defines the rationale for conservation of Karenga as well as provides a mechanism and voice for community representatives, including customary leaders to be able to incorporate concerns into KCWA management
1.1.6. Carry through the gazettal process to formalise KCWA as a formal, functioning PA: either maintained as a CWA under UWA jurisdiction or converted to a NP – based on an extensive consultation process

189. Output 1.2. Introduction of a security and enforcement system with a platform for information sharing and intelligence gathering among parks and other institutions; with databases that will be continuously updated. Includes provision of surveillance equipment, ranger uniforms, fire management tools

1.2.1. In the Kidepo Landscape PA Cluster, >10 new staff trained according to business planning requirements; equipment bought, installed, trained on and in operation.
1.2.2. Establish a platform for intelligence gathering and information sharing among eight PAs (KVNP, 6 CFA and Karenga) with databases that are updated regularly with current information
1.2.3. Upgraded park level security system in KVNP under UWA management

1.2.4. Install a networked security system in six CFRs under NFA management

190. Output 1.3. A sustainable financing plan for the PA cluster providing accurate revenue forecasts (from gate fees, community based tourism investments and concessions, film rights and other permissible uses to private sector investments), is developed approved and implemented, and matches revenue to priority management needs, measured by improvement in financial scorecard results by >25%

1.3.1. Finance plan is jointly commissioned by UWA and NFA, incorporating all PAs in the cluster, to external specialists and developed for the network of PAs in Kidepo landscape.

1.3.2. Steered by UWA, in collaboration with NFA, NEMA and other partners, Kidepo landscape level financial plan is commissioned and developed for the PA cluster which identifies business opportunities and spells out modalities for implementation

1.3.3. PA and landscape level financial plans are discussed, agreed in plenary and finalised.

1.3.4. Selected Piloting of innovative financing options to support conservation and livelihoods on natural resources (e.g. piloting of a high-value concession for a community lodge in KVNPN) – with a focus on community level benefit sharing for PA adjacent communities as part of the financing mechanisms and addressing communities with high BD resource use patterns

1.3.5. Pilot selected livelihood projects for individuals and CBOs in <10 resettled communities of former Internally Displaced Peoples (IDPs)

1.3.6 . Utilise financial planning to organize communities to as community wildlife associations with trust funds through which benefits can be institutionalised and shared – utilising UWA to decentralise or devolve wildlife user rights in community wildlife areas before carrying out land use zoning processes for different community association blocks

191. Output 1.4. Staff training programme in place covering all aspects of PA cluster operations ensuring 120 rangers and other field staff meet necessary competencies for planning, administration, conflict resolution, policing and enforcement).

1.4.1. Undertake a training needs assessment and implement a staff training programme covering all aspects of PA cluster operations for the Kidepo landscape and the ecological and PA management linkages to South Sudan and northern Kenya

1.4.2 Train at least 120 UWA and NFA rangers, 12 district government staff, 30 NFA staff and 30 UWA administration staff to meet necessary competencies for planning, administration, conflict resolution, policing, tourism customer care and enforcement in the Kidepo Critical Landscape.

1.4.3. Train <50 PA staff (rangers, wardens,) and <15 administrative staff in all PA clusters, <60 community representatives, >25 clan/customary leaders and <12 technical staff at district government levels in six districts in key aspects of wildlife and environmental management (including monitoring of key wildlife spp, problem animals, and information management) intelligence gathering, problem animal management, financial management, revenue generation and management

1.4.4 Conduct exchange learning visits to successful conservation sites/success stories in Western Uganda and similar environments in South Sudan by <12 district government natural resources officials, <6 customary community leaders and <16 PA technical staff and sensitise on relevant aspects of environmental and natural resource laws and policies

1.4.5. Build capacity of operational PA staff (rangers, wardens) in all PA clusters on fire management – inviting in selected community leaders for sharing PA management issues.

Component 2. Integrating PA management in the wider landscape.

192. Output 2.1. Sustainable use options for Shea tree resources and wildlife established and implemented - resulting in reduction of pressure on savannah habitat in the landscape, particularly shea and elephant populations

2.1.1. Undertake (a) shea nut tree and (b) wildlife species inventory –densities and distribution and likely off take potential for key species including shea and selected wildlife - particularly key megafauna indicator species of elephant and buffalo

2.1.2. Cost benefit analyses of the different use options of (a) the shea nut tree resources and (b) megafauna wildlife – including sport hunting – with recommendations

2.1.3. Training and sensitisation on sustainable use options - disseminate to communities information on therapeutic, cosmetic and nutritional values of (a) shea and (b) importance of wildlife corridors

2.1.4. Train selected communities in four districts (Kitgum, Aago, Otuke and Abim) on shea yield quantification in (a) the wild and (b) on-farm: selection of communities based on application by interested community groups and individuals

2.1.5. Upscale enrichment planting of degraded shea areas and on-farm participatory vegetative propagation techniques of shortening juvenile phases in selected sites in in four districts (Kitgum, Aago, Otuke and Abim). Sites to be selected during project inception phase in collaboration with community and district leaders

2.1.6. Support local community initiatives on value addition to shea nut through advice on the creation (or training support in the case of existing entities) to >8 community owned and managed shea distribution companies

193. Output 2.2. Mechanisms (landscape level coordinated management plans and institutional governance systems) for enhancing sustainable management of Kidepo critical landscape promoted, with landscape management plan in place and enforced

2.2.1. Review of governance systems of existing landscape management approaches and management zoning practices

2.2.2. Review of operational practices in existing institutions in Kidepo Critical Landscape in terms of BD management

2.2.3. Consultative process to agree on, and document coordination landscape mechanism formalisation framework- including a land use zoning plan with dedicate management zones for mainstreaming BD conservation. Plans incorporate areas for shea distribution, for wildlife dispersal and other BD issues. Delineation of management duties made clear in the process - between districts (six), communities (including customary tenure), and individual and private sector ownership.

2.2.4. Draft and final framework mechanism, accepted by stakeholders, in place for formalisation, disseminated and finalised with stakeholders (community, government and private sector – ensuring a clear role for IDPs)
2.2.5. Initiate activities and action plans for the newly established coordination mechanism with defines roles and responsibilities between each stakeholder and mechanisms in place to monitor each others activities within the framework

194. Output 2.3. Local Governments have the competence and staff skills to monitor and enforce laws on sustainable hunting and sustainable harvest of Shea tree in target districts, measured by a 40% increase in scores in capacity development scorecard

2.3.1. Carry out capacity needs assessment of district natural resources offices incorporating training levels, equipment and resources available and the capacity to monitor and enforce laws
2.3.2. Carry out training of six districts (natural resources offices) and associated law enforcement agencies (local police etc.) in monitoring and enforcement of environmental and natural resource management laws based on capacity needs
2.3.3. Develop a security strategy for the protection and sustainable use of (a) the shea nut and (b) monitoring wildlife trade and use that is linked to PA security management (UWA and NFA) and the police force
2.3.4. Set up inter-district enforcement coordination mechanism focusing on (a) illegal shea harvesting and charcoal production and (b) preventing poaching and the illegal trade in wildlife products
2.3.5. Implement the enforcement strategy to prevent wildlife poaching and illegal trade through an inter-district level governance enforcement mechanism in partnership with PA authorities and the police force
2.3.6. Implement the measures to enforce sustainable utilisation of shea through an inter-district level enforcement governance mechanism including the prevention of illegal offtake and trade of illegally harvested charcoal

195. Output 2.4. Measures to improve market access for Shea products in place, and employment and income generation among rural women (in Kitgum, Agago, Otuke and Abim districts) increased through access to markets, leading to a 30% rise in the value of shea products and a 25% increase in sales from start of project

2.4.1. Equip women producers and processors with appropriate skills and input for standardisation and diversification of shea products through dedicated training
2.4.2. Mobilise communities into cooperative associations / small businesses in four districts
2.4.3. Establishment of market information centres in four district headquarters
2.4.4. Sensitise and train local communities in post harvest handling
2.4.5. Market research is compiled and made available to producers
2.4.6. Value chain analysis is carried out to assess options for value-addition
2.4.7. Training rural women group in market access.

2.4.8. Provide market access/ penetration information on shea products – disseminated in four districts
2.4.9. Train shea exporters in market entry requirements, export procedures, packaging and branding, marketing.
2.4.10. Facilitate business match making services through >10 buyer-seller missions in northern Uganda
2.4.11. Develop a National Shea Export Strategy to provide a road map to developing the sector to the level of export readiness.
2.4.12. Provide the framework for enabling certification of appropriate shea products
2.4.13. Facilitate exporters to participate in international Expos, exhibitions and Trade Fairs through providing the linkages to international organisations and interested external parties
2.4.14. Organise annual exhibition on shea products at the national level

196. Output 2.5. A District coordination mechanism in place in the project target area (six districts) to ensure that biodiversity management in National Parks, CFA and wildlife migration corridors and dispersal areas is factored into integrated decision-making governing land use management

2.5.1. Identify Focal Points in the target districts to for networking and coordination on BD mainstreaming
2.5.2. Survey and map wildlife corridors and link them to land use plans and PA management plans
2.5.3. Conduct joint regular monitoring of key species/taxa, utilising selected community representatives
2.5.4. Train and facilitate customary leaders, local environment committees and land committees in mainstreaming tools
2.5.5. Engage cultural / customary leaders in the conservation of shea and sustainable shea habitat management

197. Output 2.6. Management plans and regulations on BD-friendly management in blocks identified as critical for wildlife dispersal developed and applied by local governments-resulting in security of buffer zones and wildlife corridors

2.6.1. Identify the blocks critical for wildlife dispersal and incorporate them into district management plans
2.6.2. Mobilise and sensitise communities within the landscape, including IDP communities, and six district authorities to identify issues for development of management plans for habitat and wildlife conservation in the landscape
2.6.3. Setting up / developing community based committees to work together to develop the management plans
2.6.4. Develop management plans for habitat and wildlife conservation in the landscape to mainstream BD management best practices with community (including former IDP representation), private sector, PA authority and district governments
2.6.5. Approve and Implement the plans (through integration) with a strong focus on shea as an indicator for habitat integrity and elephant and buffalo populations as a measure of ecosystem health and wildlife movements

198. Output 2.7. District ordinances and community by-laws on the harvest of Shea trees and wildlife hunting reinstated or developed - resulting in 25% reduction in shea tree deforestation and a

50% drop in the use of shea for charcoal

2.7.1. Review existing ordinance and bye-laws to integrate shea nut protection into district laws under strict management regimes
2.7.2. Sensitise councillor and local communities on the threats of poaching, unsustainable charcoal production and fire
2.7.3. Formulate bye-laws and ordinances on she use, charcoal consumption and wildlife utilisation and trade
2.7.4. Lobby the local councils to allocate funds for enforcement in the longer term
2.7.5. Train existing enforcement officers and provide linkages to enforcement agencies

1.17 Project Risks and Assumptions

199. The identification of risks was initiated at a very early stage of project development. The main risks, risk rankings and mitigation measures are presented below.

Table 14. Risk Analysis

Risk	Rating	Risk Mitigation Measure
Agrarian reform accounts for negative impacts on BD in PAs and in ecologically critical areas outside Pas	Medium	Many returnees are facing occupation of their former lands by powerful interests and thus become landless, often looking to clear new lands to which they can lay claim in community-managed areas or protected areas. Project implementation will support land use planning measures and strengthen PA legal provisions (for instance by elevating PA status to afford increased long term conservation security).
Resurgence of conflict in southern Sudan and lessened internal security	Low	Deterioration in the relationship between South Sudan and Sudan may result in a re-exodus of poachers from South Sudan into Uganda. The project will counter this by putting in place a strong security and enforcement system and strong engagement with local communities
Implementation of plans will be affected by institutional intransigence, reducing collaborative efforts between NPs, District Councils and Villages.	Low	The project will work in landscapes where this risk will be muted, and builds on strong Government will to strengthen management of natural resources in northern Uganda. The project build on existing institutional mechanisms such as district environmental committees, thus reducing the prospects that institutions will not find common ground
Climate change could lead to reduced water availability, alter wildlife migration patterns, and changes in community and private sector demands on biodiversity	Low	This will be mitigated by a focus on landscapes (as opposed to small patches), with sufficient buffer zone protection and long-term adaptation measures.

*Risk rating – High (High Risk), Med (Modest Risk), and Low (Low Risk). Risks refer to the possibility that assumptions, defined in the logical framework, may not hold.

1.18 Alternative Strategies Considered

200. GEF support will be provided entirely as grants for technical assistance and investment in management demonstrations. The project is designed to lift barriers that are currently preventing the effective and sustainable management of protected areas in north-eastern Uganda, known as the Kidepo Critical Landscape. This will allow UWA to both underwrite future NP management costs from its own financial resources for Kidepo Valley National Park and to complete the parliamentary process of gazettelement of Karenga PA as a national park (or

fully functioning community wildlife area if that is the preferred course of action) once this project has built capacity for appropriate management of the area. Likewise it will allow NFA to reinvigorate six crucial Central Forest Reserves that have been facing neglect and ineffective management opportunities. However, the option of investing project resources in other conservation strategies was considered during the development of this project. One possible alternative discussed is described in as follows

201. In the past GEF investment has been used to fund Integrated Conservation and Development Projects managed by project implementation units, often through NGOs. The broad lessons learned about these kinds of projects is that they fail to deliver long term solutions as they are not sufficiently embedded in the local systems of governance, and also do not focus on delivery of outcomes that will outlast the project interventions. In this project the emphasis is on the government agencies managing the national parks and central forest reserves as well as engaging community involvement and collaborative management. Emphasis is also placed on enhancing the protected area network on a landscape level in an operational sense. These will deliver tangible outcomes that will be recognised in law, and will therefore survive potentially for the next century, or more.
202. The viable option and alternative is to engage state PA authorities, with the collaboration of civil society, private sector and local communities to protect, conserve and benefit from biodiversity in the Kidepo Critical Landscape – involving different forms of protected areas as well as public lands through a landscape approach. Fortunately, this option is viable in all areas defined in the project, with potential for replication in the PA system nationally and provides an opportunity not only to protect biodiversity per se but also to contribute to sustainable human development.

1.19 Country Ownership and Eligibility

203. The priority accorded by the Government of Uganda to biodiversity conservation, and broader natural resource management is underscored through the NBSAP (2002), Poverty and Eradication Action Plan (PEAP) (1997) National Strategy for Growth and Reduction of Poverty (NSGRP) as well as Vision 2025 (1999), the National Development Plan and other relevant national development strategies. Uganda ratified the Convention on Biological Diversity in 1993 In addition, Uganda has ratified a number of other environmental conventions such as CITES, the Ramsar Convention, the World Heritage Convention, the Convention for the Safeguarding of Intangible Cultural Heritage and the UN Convention to Combat Desertification (UNCCD). Uganda ratified the UNFCCC in 2002. Uganda is eligible for technical assistance from UNDP.
204. The UN Convention on Biological Diversity (CBD) considers protected areas as cornerstones for biodiversity conservation and as critical tools for reducing the current rate of loss of species and habitats in all types of ecosystems (2010 biodiversity target, decision VI/26). There is a strong policy framework for environmental management and for biodiversity conservation in Uganda and the country has taken a number of key steps for environmental management that resonate positively for biodiversity conservation.
205. Uganda has taken a number of significant steps toward realising its commitments under the Convention on Biological Diversity, including strengthening the institutional framework for conservation and passing necessary enabling legislation. The proposed project will fulfil a number of the objectives of the Convention, including the in situ conservation of biodiversity and the enhancement of national capacities to manage natural ecosystems. More precisely, the Project addresses elements 3 and 4 of the CBD COP VII decision on Protected Areas and the accompanying work programme (UNEP/CBD/COP/7/L.32). Specifically, the project will: 1) provide an enabling policy, institutional and socio-economic environment for PAs; 2) build capacity for the planning, establishment and management of PAs; 3) ensure financial sustainability of PAs and national and regional systems of PAs; 4) evaluate and improve the effectiveness of PA management; 5) assess and monitor PA status and trends. Furthermore, the project is fully in line with national policies and strategies to protect biodiversity, including

those recently articulated within the NBSAP. The project is strongly supported by the Ugandan authorities and has been endorsed by the GEF Operational Focal Point (see attached letter of support and co-financing letters from government agencies).

206. This project addresses multiple priorities for the development of the Uganda national Protected Area System as well as various acts and regulations. The project is consistent with the policies and strategies articulated in Vision 2025 and responds to the Ugandan National Biodiversity Strategic Action Plan (NBSAP) which states that a comprehensive, representative network of ecologically viable protected areas is critical to the conservation of Uganda's biodiversity. The NBSAP stresses the importance of Uganda's PA system. Further, Uganda's Tourism Policy stresses the importance of wildlife management as buttress for the tourism sector.
207. The Global Environment Facility (GEF) is the main funding mechanism for providing assistance to developing countries to facilitate them to achieve the targets set out within the CBD – to which they are signatories. This project will address the 2010 target related to protected areas and the conservation of the world's biodiversity. It will also seek to ensure that the protected areas in these areas are effectively managed. The project will address Aichi Target 11 *“By 2020, at least 17% of terrestrial and inland water, and 10% of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes”*.
208. The project will increase coverage of PA by 95,600 ha (by upgrading the Karenga Community Wildlife Area to a higher protected status (National Park) and building the operational and governance capacity necessary for its management as an NP. The project will also strengthen integrity of buffer zones to conserve dry season refugia for wildlife over an area of 227,389 hectares; and reduce poaching pressures over an area of 428,311 ha comprising seven PAs (one National Park, six central forest reserves) and a community wildlife management area. The upgrading of Karenga represents an **8.9%** contribution to the national PA estate– and adds **1** site of particular importance to the PA system.
209. The Uganda Government has completed a prioritisation exercise to develop a GEF V pipeline. Three multi-agency steering committee meetings were held, to review various project proposals. The committee unanimously agreed that the Kidepo critical landscape in North Eastern Uganda be given priority for GEF 5 funding under the biodiversity focal area because first, it is a storehouse of globally significant biodiversity; second, biodiversity in this area is threatened, and third, after 20 years of civil war, northern Uganda constitutes a key development priority for the Government. A Peace Recovery and Development Plan for Northern Uganda has been developed and is now under implementation.

1.20 Program Designation and Conformity

The Fit with GEF Focal Area Strategy

210. This project is primarily focused on strengthening the PA network in northern Uganda through creating landscape level management networks and enhancing the operational capacity of national parks and central forest reserves. It will also include the extension of the PA system, to strengthen the ecological viability of the network through corridors and is expected to result in the upgrading of one PA (Karenga CWA) to a higher protected status (NP) by building the operational and governance capacity necessary for its management as an NP. Linked to the landscape approach, the project will pay particular attention to creating an enabling socio-economic environment for conservation of the wider savannah habitats that make up the landscape through market based interventions in both sustainable wildlife and shea tree utilisation.
211. The project pays particular attention to strengthening capacity at the systemic and institutional

levels, and improving conditions and capacities needed to forge durable landscape and PA management arrangements between NEMA, UWA, NFA, district governments, communities, civil society and the private sector. Such arrangements are needed as part of efforts to strengthen capacity in biodiversity management and monitoring on a landscape level.

212. This proposed project in Uganda is consistent with GEF Biodiversity Focal Area, Strategic Objective one: *Improve sustainability of Protected Area systems*. The Project contributes to the following Indicators of BD-Objective 1:

Table 15. Project Contribution to GEF Indicators

GEF Strategic Program	Expected Outcomes	GEF Indicators	Project Contribution to GEF Indicators
Improved Sustainability of Protected Area Systems	<p>1. Improved ecosystem coverage of under-represented terrestrial ecosystems areas</p> <p>2. Improved management of terrestrial protected areas</p>	<p>1. Terrestrial ecosystem coverage in national protected area system</p> <p>2. Protected area management effectiveness as measured by tracking tools</p>	<p>1. Effective Terrestrial protected area coverage increased from a baseline of Increased coverage of PA by 95,600 ha over a baseline of 240,075 ha. and designation of buffer zones to conserve dry season refugia for wildlife (227,389 hectares)</p> <p>2. Management Effectiveness Score for Kidepo Critical Landscape PA cluster (KVNP), Nyangea-Napore, Morungole, Zulia, Timu, Lwala and Rom CFRs); increased over the baseline score by at least 40%.</p> <p>3. Financial Sustainability Scorecard increases from scores of 72% for UWA and 39.5% for NFA to >10% increases on both at end of project</p> <p>4. Capacity Development Scorecard increases from a baseline score of 31 by at least 40%</p>

Linkages to UNDP Country Programme

213. The objective of UNDP’s work in ecosystems and biodiversity is to maintain and enhance the beneficial services provided by natural ecosystems. Doing so will secure livelihoods, and the provision of food, water and health. It will reduce vulnerability to climate change, store carbon and avoid emissions from land use change. UNDP’s comparative advantage lies in its capacity to broker finance from different sources, to assist countries to meet their environmental finance needs.
214. The 2010-2011 UNDP-supported portfolio of Ecosystems and Biodiversity (EBD) projects contains a total of 157 projects. Biodiversity (BD) projects represent 76.4% of the entire portfolio. The cohort of Protected Area (SO1) projects—79 projects in total—has helped establish 67 new PAs covering over 8.8 million hectares. An additional 163 PAs that will cover more than 28 million hectares are being currently established with support from these projects.
215. UNDP-GEF has also assisted countries to establish the governance frameworks needed to strengthen PA management more broadly. The economic potential of PAs is being harnessed by promoting sustainable tourism, the sustainable harvest of natural resources and by developing markets for ecosystem services. Such work is strengthening 800 existing PAs covering nearly 143 million hectares.
216. UNDP is selected as the GEF Implementing Agency by the Government to implement this project. UNDP has accumulated considerable experience over the past 20 years in developing and implementing improved governance systems for biodiversity conservation and protected areas management. It also has significant experience in capacity building and in working collaboratively with different government agencies and other stakeholders. UNDP has strong

and effective working relationships with all concerned government agencies, as well as with many other stakeholders.

217. UNDP has particular strengths, aligned to this initiative, in creating effective PA governance systems and opening new financing options, so as to improve PA management effectiveness. Component 2 of this project is aligned with UNDP's work on mainstreaming biodiversity management into economic sector activities on production lands, including by strengthening institutional arrangements for land use planning and management.
218. UNDP's EBD Programme is aligned with the four Key Results of the Strategic Priority on Environment and Sustainable Development, agreed in UNDP's Strategic Plan for 2008–2011. The Strategic Plan includes the strategic priority *Environment and Sustainable Development for the Millennium Development Goals*. These four Key Results are:
 - Mainstreaming environment and energy in MDG-based policy and planning frameworks at the national level.
 - Generating new environment-based sources of finance to significantly scale-up investment in environment and energy to achieve the MDGs
 - Promoting adaptation to climate change in order to lower the risks to the poor in developing countries and enable the attainment of the MDGs.
 - Expanding access to environmental and energy services for the poor as a foundation for poverty reduction and economic growth.
219. In order to achieve these results, UNDP's Environment & Energy Group (EEG) draws on its expertise by implementing projects in six thematic areas, including biodiversity management. UNDP partners with the GEF, national and local governments, NGOs and CBOs to fund and implement projects in these thematic areas. GEF-funded projects and activities are integrated into UNDP's programme of work on environment and energy.
220. The existing UNDP Country Programme seeks to support the attainment of the Millennium Development Goals (MDGs) through the following programme components: Democratic Governance; Poverty Reduction; Crisis Prevention & Recovery; Environment and Energy; HIV/AIDS, and Gender.
221. The Energy and Environment and Cluster of the UNDP Uganda Country Office (CO) is comprised of a Team Leader with an MBA and MSc, a Programme Analyst, a Programme Officer, a Programme Associate as well as two dedicated SGP programme staff and additional project level coordinators.
222. This project is line with and directly supports the UN Development Assistance Framework (UNDAF) for 2012-2014 in particular **Outcome 2:** Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV&AIDS, environment shocks and recovery challenges by 2014. Notably: **Outcome 2.2** *Vulnerable communities, Government, civil society and the private sector are sustainably managing and using the environment and natural resources for improved livelihoods and to cope with the impact of climate change.*
223. The new UN programme UNDAP 2011 – 2015 for Uganda focuses on strengthening the country's enabling environment, building national capacity to deliver basic services and effective delivery of pro-poor growth, and humanitarian assistance. Agency key actions under UNDAP will focus almost exclusively in building national implementing partners' functional capacities and specialised technical skills in key areas.
224. UNDP's Programme in Uganda is articulated in the current Country Programme Action Plan (CPAP 2010 - 2014), the five-year framework born out of mutual cooperation between the Ugandan Government and UNDP. Government ownership and responsibility over Programme activities is an essential factor to UNDP.

225. The project fits within the GoU/UNDP CPAP Outcome 2.3: Capacity of Selected Institutions Strengthened for Sustainable Environment and Natural Resources Management (ENRM) as well as Climate Change (CC) Adaptation/ Mitigation and Disaster Risk Management which aims at addressing challenges of environment and natural resources degradation which are negatively impinging on efforts to promote growth, create wealth and reduce poverty. The project will contribute to meeting the objectives as set out in the CPAP and is consistent with the agreed terms in the UNDP key actions. The strategies to be adopted under the project are consistent with UNDP's mandates in the development arena, and will complement UNDP's work on strengthening governance, in particular improving institutional effectiveness in public institutions.
226. Also at the national level, the UN Uganda Country Team has developed a Peace Building and Recovery Assistance Plan (UNPRAP) (2009-2011) to support the Northern Uganda Peace and Recovery Development Plan.
227. The project is also in line with other international activities and regional programmes. It is in line with the Millennium Development Goals (MDGs) adopted by Uganda, especially MDG-7 on "Environmental Sustainability", the indicators for which include the coverage of PAs.
228. The programme will be guided by the five inter-related principles of the UN Development Group (UNDG):
- Human-rights-based approach to programming, with particular reference to the UNDG Guidelines on Indigenous Peoples' Issues,
 - Gender equality;
 - Environmental sustainability;
 - Results-based management;
 - Capacity development.
229. In addition, the project will:
- Facilitate partnerships, drawing on expertise from a range of national and international organisations acting as executing agencies to ensure well coordinated and timely action;
 - Actively contribute to coordination and mainstreaming in-country, while avoiding duplication of effort with other initiatives.

Linkages with GEF Financed Projects

230. This initiative forms part of a suite of GEF supported initiatives that aim at strengthening Uganda's complex PA system (across different PA categories). The project will collaborate closely with other related initiatives in Uganda supported by both GEF and other co-financiers. The GEF has made a sizable investment in biodiversity conservation in Uganda.

Table 16. Directly Associated GEF Financed Projects in Uganda

GEF ID	Project Name	Focal Area	GEF Agency	Status
<u>3682</u>	Developing an Experimental Methodology for Testing the Effectiveness of Payments for Ecosystem Services to Enhance Conservation in Productive Landscapes in Uganda	Biodiversity	UNEP	Under implementation
<u>4644</u>	Addressing Barriers to the Adoption of Improved Charcoal Production Technologies and Sustainable Land Management practices through an	Multi-focal area	UNDP	Under Initiation/ PPG Phase.

GEF ID	Project Name	Focal Area	GEF Agency	Status
	integrated approach			
<u>4993</u>	Uganda: Strengthening Climate Information and Early Warning Systems in Uganda to Support Climate Resilient Development	Climate change	UNDP	Under Initiation/ PPG Phase

231. Projects with which this project will be closely associated through shared learning, despite their thematic and geographical differences are: *The Extending Wetland Protected Areas through Community Based Initiatives project*; the *Addressing barriers to the adoption of improved charcoal production technologies and related sustainable land management practices through an integrated approach project* and the *Strengthening Early Warning and Climate Information Systems for Climate Resilient Development and Adaptation project*.
232. UNDP is implementing several GEF funded projects in Uganda focusing on different themes that will provide lessons. The **COBWEB** project is extending coverage of the national protected area system to include wetlands in the Eastern part of the country. This new project brings in a totally new but equally important dimension focusing on conserving the threatened and globally important Kidepo critical landscape in North Eastern Uganda, an area that has been hitherto ravaged by war. UNDP is already working in this same area on yet another GEF funded initiative addressing land degradation in the ‘**cattle corridor**’, a land degradation hotspot, which stretches from the South-west of Uganda to Karamoja in the North-Eastern Uganda. This project will also build on work started by the GEF Small Grants Programme focused on promoting the protection of on-farm Shea tree species and improving efficiency and quality of production of Shea oil through use of modern technologies; and enhancing the conservation of the Shea tree species by improving the capacity of community members to gather, process and market Shea nuts in Otuke County (one of this project’s target districts)
233. Indeed there is an active small grants programme in Uganda. SGP projects supported, documented and influenced include:
- At national level: Ordinance enacted declaring Musambwa Island a bird sanctuary, recommendation made by parliamentary committee to include energy saving stove/technology among basic requirements and minimum standards for boarding schools, Lakes Bisina, Opeta & Nakua designated as Ramsar Sites
 - At local level: Bye-laws passed by local governments in the shea belt for protection of shea nut trees in savannah grasslands
234. Successful SGP projects in Uganda which have been scaled up, replicated or which have won awards include:
- Community-Based Conservation for Wetlands Biodiversity (COBWEB), a GEF Medium size project is a replication and scale-up of SGP’s Katonga Wetland Conservation Project which had an important impact in raising awareness regarding the significance of wetlands as biodiversity hot-spots in semi-arid areas
 - Kibale Association for Rural & Environmental Development (KAFRED) won the UNDP Equator Prize for the second time in 2010 for the Conservation & Community Development Project
235. Regionally, in South Sudan a related GEF project is under implementation, entitled the **Protected Area Network Management and Building Capacity in Post-conflict South Sudan**. The project objective is to secure the foundation for biodiversity conservation in the post conflict development of South Sudan through enhanced management effectiveness of the

protected areas estate. It has three components: the first component of the project will build and expand the institutional capacity of the South Sudan authorities to undertake its mandate of protected area management and wildlife conservation for the protected area network of that country. The second component will concentrate on building and rehabilitating basic park infrastructure in four critical protected areas (Southern NP, Zeraf GR, Boma NP and Bandingalo NP) and the third component of the project will focus on sustainable financing of the protected area network. The project started in 2010 and is expected to run until 2014. There are a range of lessons to be learned, because even though this project and the proposed project are not geographically connected, many of the issues arising from post-conflict rehabilitation of PAs are likely to be comparable and there are similarities in the ecologies and habitats being addressed.

236. Also regionally, in Tanzania, another PA project with a landscape approach is underway that will be able to provide valuable lessons to the proposed project. Running from 2012 to 2017, it is called **Strengthening the Protected Area Network in Southern Tanzania: Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity (SPANEST)**. The project has been designed to address PA management barriers through two complementary components - (1) Integrating Management of NPs and Broader Landscapes (two landscapes in the Southern Circuit) and (2) Strengthening NP Operations (for a number of linked Southern Circuit PAs including Ruaha NP). Although the two projects are in very different geographies and policy environments, there will be lessons to be learnt and shared due to the similarities of the barriers both projects will seek to address and in particular, issues of landscape level management and enhancing PA operations in weak PA networks.

Coordination with Other Initiatives

237. The Rhino fund is a partnership with UWA established in 1997 to promote the reintroduction of rhinoceros to their original habitat in protected areas (*including Kidepo Valley National Park*); promote breeding programs to ensure the long term viability of reintroduced rhinoceros populations; to educate district governments and local communities about rhinos and other endangered species; and to generate funds in support of translocation, protection, and management of the reintroduced rhinoceros populations. For this project, the Rhino Fund will provide technical support and co-finance improved security, enforcement and training of the rangers.
238. The project will also build on learning from the USAID-Tourism for Biodiversity programme implemented by African Wildlife Foundation (AWF) and USAID/WILD in the project target area). The AWF/USAID/Tourism for Biodiversity programme has been designed to build on the Sustainable Tourism for the Albertine Rift programme aimed at promoting ecotourism as a biodiversity conservation tool. The project is also building on the WS/USAID/WILD Programme which has undertaken a number of activities aimed at strengthening the conservation and sustainable management of key biodiversity landscapes in northern Uganda. In the Kidepo landscape in particular, WILD has: (a) completed biological surveys, research (including monitoring of elephant movement patterns in the Kidepo critical landscape) and land cover / land use mapping, which will provide some of the baseline information needed for this project, both in protected area planning and management, and in integrating protected area management into the wider landscape; (b) supported UWA in park management planning and business planning in Kidepo NP, as well as providing support for implementation of priority park management activities focussed on strengthening law enforcement, fire management and transboundary collaboration; (c) carried out a tourism study and developed promotional materials for Northern Uganda, highlighting Kidepo among other areas; (d) supported tree planting and conservation education programmes in the communities neighbouring Kidepo; (e) trained local government environment staff (in collaboration with NEMA) in environmental action planning, and supported environmental action planning in pilot sub-counties in ecologically sensitive areas neighbouring Kidepo.
239. USAID WILD will continue to provide business and management planning support to UWA; Support implementation of management and business plans developed; work with UWA

to provide training linked to institution wide capacity building, based on the capacity needs assessment currently being done for Kidepo Valley National Park; continue to support UWA in monitoring wildlife populations; further development of tourism in the Kidepo landscape (e.g. tourism planning, product development); further development of transboundary conservation with South Sudan and work with District officials and UWA in key buffer zones on environmental action planning, building on pilot sub-counties covered by WILD, and supporting implementation of these plans.

240. USAID through WILD facilitated the signing of a Memorandum of Understanding between The Governments of Uganda and Southern Sudan for the creation of “*Conservation Landscapes for Peace*”. The Otzi-Nimule and Kidepo landscapes are two of the five that have been earmarked in the MOU. Through partnering with WILD, the project will support the on-going transboundary cooperation.

1.21 Sustainability

241. Sustainability has been a major consideration throughout the development of this project. The project has been designed in such a way that GEF resources and matching funds from other donors will set up systems and approaches which will lead towards sustainability of the protected area network in terms of: conservation, institutional management, stakeholder support and financial sustainability. There are three key interlinked challenges to assuring sustainability, social, economical and ecological.

Social sustainability

242. The social sustainability of activities and outputs is addressed through the execution of a stakeholder capacity analysis and the elaboration of a detailed collaborative management involvement strategy and plan which identifies stakeholders’ interests, desired levels of involvement, capacities for participation (at different levels) and potential conflicts and, responsive mitigation measures (see stakeholder analysis and involvement plan below).
243. Taking the landscape level approach outlined in component two, building in the increased operational capacity addressed in component one, is a crucial step in ensuring social sustainability and targets two key barriers; that communities often have an antipathy towards wildlife because they are not involved in management issues and that communities living adjacent to protected areas within ecological landscapes have not been sufficiently incorporated in the economic gains that wildlife, forest and water management can bring.
244. Without an integrated planning approach to landscape level management, with a strong economics element, there is a limit to what PA authorities can expect to gain in terms of support from communities and as a result unsustainable land use practices are likely to continue, including the off take of wildlife and forest resources in an unmonitored manner from key wildlife corridors and the shea belt. Communities, including farmers and livestock herders will be consulted during this process on the economic alternatives available to them where current land use practices will cause a decline in wildlife numbers and connectivity, reduce habitat integrity and threaten the realisation of the latent economic potential of ecosystem goods and services in the landscape.
245. Social sustainability also links to the PA management institutions themselves through the development of human resource capacity, pride in roles and responsibilities and ongoing institutional memory. Training will provide a solid foundation for enhanced PA management and operational capacity, opening up new revenue generating opportunities for PA staff and managers alike for the PAs in which they work and providing new skills to address PA and landscape management challenges ahead.

Economic sustainability

246. The establishment of a landscape approach promotes not only the importance of interlinked protected areas for biodiversity conservation, but also the restoration and enhancement of the productivity of land so that animal and plant wildlife can flourish in their natural settings. Developing buffer zones and enhanced connectivity through wildlife corridors is expected to expand the coverage of protected biodiversity, offering greater opportunity through extended ranges to smaller (antelope species) and larger game (elephants) thus increasing chances of population success and increase in numbers and a wider sustainably exploitable asset base from which to derive economic benefits. This in itself secures the economic sustainability of the Kidepo Critical landscape through tourism in particular.
247. In terms of financial resources needed to operationalise both a landscape approach as well as strengthened PA management these are significant. The amount needed to develop the landscape component in this project will provide a foundation that UWA and other government funds are not able to resource initially but will subsequently be able to build upon through taking advantage of a holistic approach to the wider ecological management needs and as a result developing different revenue generating activities in different parts of the landscape whilst having a focused strategy on how these are interconnected as product offerings within the KCL.
248. In 2005 the average cost per km² to manage PAs in Africa ranged from USD\$20 to USD\$ 200⁴². With the onset of climate change, increasing anthropogenic pressures and pressures on developing nations like Uganda to justify their PA estate economically, especially in the north, which is emerging from a period of sustained conflict; these costs are likely to increase. The realistic course of action is to take a diversified approach utilising financial and business planning that accepts a multiple stream of investment activities within one landscape whilst to the best means possible, making sure they coordinated to ensure the most productive ends. The economic sustainability of this project rests on a number of unique opportunities that have been highlighted in this document, enhancing the opportunities of an effective shea tree market, sustainable wildlife utilisation and a balance of new and old tourism approaches - through a willingness to improve the products on offer and taking full advantage of other forms of sustainable financing.
249. With regards to the development of tourism – including sport hunting involving community groups - the approaches that will be undertaken during the financial and business planning in this project are expected to enhance the variety of tourism products as well as the spend per head by providing a focus on high-end wilderness experiences building on the isolation of the Kidepo Valley. In addition the enhanced cooperation and shared planning mechanisms between landscape level partners is expected to alter the distribution of where tourism spending occurs, such that if tourists spend more time in a particular region rather than moving onto another PA in another part of the country, more revenue will be retained in that area. Therefore, unless the existence of the KCL leads to the increase of the number of days that people spend in Uganda (which is possible), there could be issues of competition that arise with PAs in Uganda.
250. However, these are likely to be offset by the greater capacity of the Kidepo PA cluster to offer a more diverse product than other parts of the country, such as Queen Elizabeth NP or Murchison Falls NP, which will continue to be more mass tourism focused. Thus, whilst the number of days visitors spend in Uganda are, in many cases, likely to be determined exogenously by factors such as length of school holidays or time off from work, and so may not have much elasticity, the overall numbers of visitors would be able to rise. This project is thus expected to make a contribution to the Ugandan economy by enhancing the product portfolio, such that tourists spend more time in an area. This is likely if accommodation and activities offered in the different PAs and buffer zone areas complement those of other PAs within the Kidepo Critical Landscape. The business models that will be developed in the KCL will thus aim to also keep

⁴² Inamdar *et al.* 1999, Struhsaker *et al.* 2005

benefits above cost and this will in many ways be area dependent.

251. Given the recent history of northern Uganda, It is likely to be some years before the PA cluster in KCL is financially self-sufficient. However, their conservation benefits at a national, or global level, may outweigh the perceived local costs, and these have not been factored into the economic sustainability question alone that is presented here. Therefore it will be important for PA financing in the north of the country in particular to include a component of donor and state financing in the foreseeable future in order to subsidise what will essentially be a new conservation paradigm in landscape management; this project caters for this initial limitation.

Ecological sustainability

252. The issue of ecological sustainability to the two core components of strengthened PA operations in the core zones and enhanced landscape level connectivity runs throughout the project strategy and logic, therefore is only briefly summarised here. The importance of a landscape approach through component two to ecological sustainability lies in the ability of protected forms of land management outside core PAs to act as dispersal areas and to support ongoing ecosystem functions, which support habitat and species integrity across the ecosystems, which this landscape level approach seeks to preserve. Wildlife corridors are one crucial aspect of ecological sustainability, allowing populations to grow and ensure ongoing genetic diversity; habitat integrity; through maintaining the distribution of shea trees is another. The focus of this project on collaboration increases the likelihood that both savannah woodland habitats and wildlife populations will be better managed both by an enhanced capacity within PA managers but also through vested interests in communities and other stakeholders through increased returns gained through the economic sustainability that the project will address.

1.22 Climate Change Adaptation

253. The Intergovernmental Panel on Climate Change (IPCC) has confirmed that warming of the earth's climate system is unequivocal and attributable to human activities⁴³. Africa is said to be one of the most vulnerable continents to climate change. Likely serious impacts include severe floods, frequent and prolonged droughts, desertification, retraction of alpine ecosystems, degradation of wetlands, decline in crop yields, increased vector-borne diseases such as malaria and dengue fever, rising sea levels, displacement of people, and disruption of both terrestrial and marine ecosystems and important natural habitats. Food security and water supplies will be threatened. Already climate change has altered hydrological cycles and weather patterns, raised sea levels and increased the intensity and frequency of extreme weather conditions⁴⁴.
254. Uganda's climate is naturally variable and susceptible to flood and drought events which have had negative socio-economic impacts in the past. Human induced climate change is likely to increase average temperatures in Uganda by up to 1.5°C in the next 20 years and by up to 4.3°C by the 2080s. Uganda's National Adaptation Programme of Action (NAPA) cites an average temperature increase of 0.28°C per decade in Uganda between 1960 and 2010, with the months of January and February especially exhibiting this warming trend, averaging a 0.37°C increase per decade. A study in 2007⁴⁵ reported a 49% decline in the area extent of glaciers in the Rwenzori Mountains from the year 1987 to 2003. The spatially uniform loss of glacial cover at

⁴³ IPCC. 2007. Climate Change 2007: The Physical Science Basis. Contribution of Working Group I to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change [Solomon, S., Qin, D., Manning, M., Chen, Z., Marquis, M., Tignor, K.B.M., and Miller, H.L. (eds.)]. Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA, 996 pp.

⁴⁴ Ehrhart, C. and Twena, M., 2006. Climate Change and Poverty in Tanzania; realities and response options for CARE. Background report, CARE International Poverty-Climate change Initiative.

⁴⁵ Taylor, R.G.L., Mileham, Tindimugaya, C., Mujugu, A., Muwanga A., and Nakileza, B., 2006. Recent glacial recession in the Rwenzori Mountains of east Africa due to rising air temperature. *Journal of Geophysical Research*. 33, L10402.

lower elevations together with meteorological trends derived from both station and reanalysis data indicate that increased air temperature is the main driver of this glacial reduction. As a consequence of rising temperatures, ranges of plant species are likely to retract up the altitudes, resulting in shifted, reduced and degraded habitats for many plant and animal species, increasing threats of extinction.

255. Changes in rainfall patterns are also being observed. Rainfall has become lower, more unreliable and unevenly distributed. The climate of Uganda may become wetter on average and the increase in rainfall may be unevenly distributed and occur as more extreme frequent periods of intense rainfall. Changes in both rainfall and temperature are likely to have significant implications for water resources, food security, natural resource management, human health, settlements and infrastructure. In Uganda, as for the rest of the world, there are likely to be changes in the frequency or severity of extreme climate events, such as heat waves, droughts, flood and storms.
256. Much of Uganda's economy depends on agriculture; particularly coffee which is its main export. Changes in climate and rainfall patterns with less predictability of seasons and increased extreme weather events will greatly threaten agricultural productivity and thus the economy as a whole. Additionally, increases in temperature could cause significant declines in lake fisheries, related industries for which currently employ approximately 700,000 Ugandans and receive USD \$41 million annually from exports⁴⁶.
257. Much of Uganda's landscape is particularly susceptible to climate change. In mountainous regions such as the Rwenzori and Virunga mountains many species are at risk from range shifts and contractions due to increased temperatures, particularly those at the highest altitudes. Additionally, the wetland ecosystems associated with Uganda's many lakes are at risk from decreased and unreliable precipitation as well as increased temperatures, leaving many species, particularly migratory birds, with no habitat. Uganda is of global importance for birds and climate change could therefore dramatically affect bird species globally, via reducing and degrading suitable habitats in Uganda.
258. Adaptation is the process to improve society's ability to cope with changes in climatic conditions across time- and policy scales. It will be increasingly important to enhance the efficiency of water use and to manage the supply and demand of water by means of the conjunctive use of water resources, including landscape level approaches to water management. Spatial planning that takes ecosystem requirements with a landscape scope into consideration will be increasingly crucial. Three key issues surround planning for climate change adaptation approaches; policy limitations, capacity building and the management of data, as follows.

Table 17. Climate change adaptation implementation action plan.

Needs / Issue	Adaptation Measures	Scope Management &	Responsible
Policy Limitations	Apart from protecting productive resources of the rural population, policy should target the diversification of the rural economic environment and strengthen water and land management practices. A landscape vision is part of this approach. In addition, Uganda's capacity to benefit from the Clean Development Mechanism and sustainable financing needs to be developed as a means to enhance adaptation options. More focus is required on payments for ecosystem services, paid for through enhancing the capacity of local people to make the link between nature-based livelihoods and ecosystem payment models, developed through business plans. Pricing mechanisms in the water, land and electricity sectors should reflect the real scarcity of the goods.	As part of the overall landscape approach UWA will work with NFA, NEMA and community partners to build a shared understanding of financing options.	Landscape level partners, led by UWA. Lessons learnt collated for and by UWA, NFA and NEMA, key issues taken forward on a policy level where supported by data and consensus.

⁴⁶URL: http://www.fao.org/fishery/countrysector/FI-CP_UG/en accessed 05/09/2012

Needs / Issue	Adaptation Measures	Scope Management &	Responsible
	Incentives and disincentives should be devised which prompt resource stewards to be prudent in resource use and landscape-level management approaches enhance the need for different landowners to work together.		
Capacity Building	The capacity to undertake spatial planning should be strengthened to include ecosystem requirements. UWA and district government capacity should be strengthened to facilitate climate change feedback loops between science institutions, policy makers, and land users, landscape by landscape. Capacity should be in place to manage protected areas and buffer zones to supply vital ecosystem services, in particular terrestrial goods and water supply and quality regulation, through the curtailment of habitat loss and management of fire risks. Capacity should be also be built to apply and interpret climate models and impact models in sectors that are considered critical for the development of Uganda, with the aim to build a broader understanding of the vulnerability of various sectors to climate variability and change.	Spatial planning to be incorporated into the landscape coordination planning process; lessons learnt provided at a national level. Landscape level management and M&E approaches applied	Landscape level partners, national feedback, lessons learnt on capacity collated for and by GoU, especially NEMA, UWA and NFA.
Data Management	Data availability issues are crucial due to a lack of temporally and spatially consistent data collection nationally and in the Kidepo Critical Landscape. Climate, and in particular precipitation is very location-specific in areas of considerable topographical variety such as northern Uganda.	Analysis of local data on a PA and a landscape level through coordination mechanisms.	Landscape partners, UWA led; data collated in each PA and shared in landscapes.

1.23 Replication Strategy

259. A replication strategy has been developed, to codify good practices and ensure they are systematically replicated across the PA system, while also documented for application in other countries (in Eastern Africa and elsewhere). Furthermore, the project will institutionalise the use of UWA and their partners NEMA and NFA to track management effectiveness, taking steps to tie operational activities to improving management effectiveness. These steps are expected to make a major contribution to improving the overall sustainability of the PA system.
260. The aspects of the project which lend itself to replication are: 1) design of protected area management strategies to manage large protected areas, 2) techniques to produce and implement adaptive protected area management plans 3) establishment of community partnerships, 4) financial planning and identification of additional sources of sustainable financing, 5) effective approaches to wildlife law enforcement and anti-poaching activities which also help improve community security and 6) training programs designed to effectively administer and manage protected areas.
261. The Project incorporates the documentation of lessons learned and best practices related to management coordination mechanisms and biodiversity conservation (monitoring, assessment and management). The participation of different stakeholders at different levels will enhance their capacities and will facilitate the dissemination and sharing of lessons, which will greatly increase replication success. Lessons from existing landscape coordination arrangements in the East Africa region and in Africa in general are critical to ensure the success of replication, granted local level environmental, social and economic characteristics are taken into account. Work will be carried out at the landscape and individual land unit level (e.g. NP, CFR) to have in place synergised development plans and management plans. It will be necessary to demonstrate benefits that stakeholders have gained through coordinated management structures

as it will encourage replication in other areas. The project aims as a core outcome to ensure that the landscape approach will be successfully taken on board, at least initially as a result of efforts in this project, with sound examples set. The support the project will give to operational capacity will be documented, and lessons learned will be shared with regards to the financial planning and inputs from shareholder groups.

262. The project will support training, which will filter through the wider UWA, NFA and national PA management systems. If the landscape approach can prove to influence enhanced biodiversity management and conservation prospects, with increased cooperation of landholders amid increased or at least stable biodiversity indicators, the approach can be taken to other parts of Uganda where there are interlinked land users and usages co-supporting crucial ecosystems.

263. The following table details a replication strategy by component for this project.

Table 18. Replication Strategy by Component

Component	Needs/ Opportunities for Replication	Project Strategy for Replication
<p>COMPONENT 1.Strengthening management effectiveness of the Kidepo Critical Landscape PA cluster.</p>	<p>This component will boost operational capacity in the KCL PA Cluster and support the development of new revenue streams and diversification of existing ones from the wildlife and tourism sector. Analysis, strategic and business planning approaches will be applicable to other parts of Uganda and elsewhere.</p>	<p>Lessons learned from strategic and business planning approaches and from devising incentives will be captured and shared with all the biodiversity conservation, tourism and CBNRM stakeholders. The lessons from new training initiatives will be disseminated nationally and internationally.</p>
<p>COMPONENT 2.Integrating PA management in the wider landscape.</p>	<p>Gains from taking collaborative approaches to landscape level conservation can be replicated for other GEF biodiversity projects globally where the contexts are similar.</p> <p>This component will support landscape level planning, based on lessons learned and best practices for the establishment of an effective landscape approach for KCL, which will enable the replication of collaborative management arrangements elsewhere.</p> <p>Successes in opening up new and improved markets – in shea, tourism and elsewhere can be replicated through a lessons learning process.</p>	<p>Lessons from existing landscape management arrangements will be distilled and documented, captured, and used to provide lessons for NEMA, UWA, NFA and partners elsewhere. These lessons will also be shared at relevant international meetings and technical biodiversity conservation/ protected area events. These lessons will be disseminated to all biodiversity conservation, tourism and shea market stakeholders in Uganda. With project support “codes of practice” will be drawn from the lessons learned to guide landscape conservation, wildlife, forestry and tourism development activities.</p>

PART III: INCREMENTAL LOGIC

1.24 GEF Alternative: Expected Global and National Benefits

264. The GEF alternative will help bridge these gaps and foster the establishment and rehabilitation of eight large core protected areas. This will be seminal to the future of wildlife in northern Uganda.
265. Global benefits through the GEF alternative will be through greater protection afforded to two fragile interlinked landscapes rich in biodiversity and access to the ecosystem services that these landscapes will be able to offer. Crucially, the project is also expected to bring a range of national benefits through interlinked approaches by building capacity for PA management amongst PA managers and other landholders and stakeholder partners, thus helping to support PAs and the communities who live in buffer zones, dispersal areas and wildlife corridors that support the core PAs to manage those landscapes effectively and without further loss to biodiversity.

Global Benefits

266. The project works on the premise that, in the absence of sustained global financial transfer schemes to compensate for global benefits that do not accrue to the country, the PA system is likely only to reach sustainability if sufficient tangible benefits can be realised to compensate for PA management costs. The project is designed to generate global benefits through protecting globally important ecosystems. This will protect the existence values, option values and future use values enjoyed by the global community that might otherwise be forfeited, should the PA estate fail to provide an effective buffer against anthropogenic threats prevalent at the landscape level.
267. The project is expected to bring global benefits in two core areas. Firstly by illustrating that through targeted investments, guided by detailed and landscape specific financial planning, that operations support and training can reverse declines in PAs from being dependent on subsidy to being profitable, self sustaining and able to support the ecosystems they exist to preserve. Specific global gains from such an investment are expected to be the maintenance of visually, ecologically and a financially attractive landscape, which encourages tourism investments, international tourists and investors into sustainable financing initiatives. Secondly, by creating an agreed PA management strategy linked to landscape coordination mechanisms and the introduction of sustainable market approaches in the KCL that provide a framework for conservation action by all players. Net global benefits from this approach will be to both safeguard a crucial and otherwise underfunded ecological landscape and to prove to the international community that such approaches can work and can be replicated. The result will be that ecological stability of the landscape is increased, biodiversity is less threatened, and critical habitats are secured.
268. The comprehensive and systemic approach to improving management effectiveness of the KCL PA cluster and the management innovations that will be tested and adapted through the project life, at both landscape and individual PA levels, have application to other PA management systems in Africa and elsewhere. The knowledge management component will ensure that lessons and good practices are disseminated, to generate global benefits beyond Uganda. Further, exploration of landscape level management arrangement involving a variety of stakeholders, and active integration efforts between PAs and adjacent land units such as Karenga should serve to dramatically increase the coverage of the PA estate, enabling it to better fulfil its mission to protect a representative repository of biodiversity. These benefits are clearly correlated with the provisions of Article 8 of the CBD.
269. GEF interventions, in this case through the KCL, address operational capacity in sites that currently do not receive significant numbers of visitors and which accordingly generate mainly

intangible benefits. This type of benefit is most likely to be experienced at global and regional, rather than national, levels.

270. The project is also expected to have certain global benefits pertaining to the land degradation focal area of the GEF by addressing uncoordinated land uses. The integrated approach of the project promotes harmonised land use between PAs and adjacent land units, thereby promoting integrated and sustainable land management. This in turn mitigates the causes and negative impacts of land degradation on the structure and functional integrity of ecosystems and contributes to improving people's livelihoods.
271. The project is expected to provide incentives to local communities to sustainably use and manage the shea tree resources for the benefit of the people of Uganda and the global community. Private sector involvement in supporting conservation activities for the protection of the shea trees is expected to increase since a number of private companies are already exporting shea products to the international market.

National Benefits

272. At the national level, the principle beneficiary of the project will be NEMA, alongside UWA, NFA, District Governments, Community Wildlife Management Area managers and private land holders adjacent to the PAs highlighted within the project strategy and within the wider landscape. The Project will improve the long-term security provided by the Protected Area system to wildlife and flora. This is expected to reduce pressures on biodiversity arising from incompatible land uses in areas adjacent to protected areas that are undermining biodiversity status. By creating linkages with protected areas to a landscape level, the project is expected to improve the status of water dependent ungulates by opening access to, and securing, dispersal areas.
273. While the country boasts an impressive PA estate, important wildlife migration routes remain outside the PA system, and incompatible land use on lands abutting PAs are imposing negative externalities on the PA estate. The PA system is not adequately designed to address short and medium-term environmental variability, let alone cope with the expected long-term impacts of climate change. The GEF Alternative will address these shortcomings by supporting the development of the Karenga area through to its parliamentary gazetteement as NP and by ensuring that state and communal lands in landscapes surrounding vulnerable PAs are involved in landscape level planning and able to find collaborative solutions for ongoing biodiversity conservation whilst enhancing the economic possibilities of the wider Kidepo Critical Landscape.
274. Indirect use values are generated by outputs from the PA system that form inputs into production by other sectors of the economy, or that contribute to net economic outputs elsewhere by saving on costs. These outputs are derived from ecosystem functioning. Ecosystems potentially provide a wide range of such services. For example northern Uganda's PAs contribute to some extent to carbon sequestration, and additionally to water supply and regulation, providing both refugia and cultural values. However, these values have not sufficiently been quantified in physical or monetary terms.
275. Non-use values include option and existence value. Option value is the value of retaining the option to use resources in future, and is often associated with genetic diversity of PAs, the future potential value of which is unknown. Existence value is the value that society derives from knowing that the biodiversity in PAs is protected. These values are measurable to an extent and are often shown to be much larger than direct use values. Financial planning is expected to indicate the willingness that investors and visitors will have to pay option values through additions to tourism fees or through payments for ecosystem services and carbon credits.
276. Tourism will be a key aspect in bringing global, national and local benefits, even though it is accepted it is not a panacea. Indeed, tourism serves as the backbone of PA economic strategies. Increased income for KCL PAs through enhanced PA operational capacity, trained workforces

and entry into emerging tourism markets is expected to be a tangible national benefit, with employment and investment opportunities expected as a result. The positive transformation of natural resource dependent stakeholder interests through effective participation in a landscape approach and through spin-off gains from enhanced operational capacity of KCL PAs including the likely to be gazetted Karenga area is thus an expected national benefit. Enhanced market led approaches through financial planning will directly into operational capacity gains for PAs, with the result that habitat integrity is retained, globally significant biodiversity is protected and ecosystem services are maintained.

277. The project will engender a paradigm shift from unsustainable to sustainable use of select wild resources, (particularly the shea tree) under threat, to provide conservation compatible livelihoods and a conservation incentive. Shea nut collection and extraction of Shea butter is undertaken primarily by women. During the war, groups of women nut collectors had to live with the possibility of being kidnapped and suffering sexual assault, but they were determined to find a way to look after their families and collecting Shea nut provided one of the few income generating possibilities. Since the end of the war, conditions for Shea nut collection have improved. Two companies *KfP International* and *Guru Nanak Oil Mills* are certified exporters of organic Shea butter with the potential to export between 300-500 tons of Shea butter per year; with earnings projected at about US\$50 million in foreign exchange⁴⁷ Harvesting of Shea trees is also an important source of employment especially for women and children who do most of the harvesting and processing. Women, therefore, stand to continue to benefit from improved marketability of the shea nut products. Furthermore, tourism will be a potential long-term benefit, if the PAs are effectively managed. Already several tourism companies run tours into the region and there is potential for further growth.

Table 19. Summary of Global and National Benefits

Benefits	Baseline	Alternative	Increment
Global benefits	<p>Landscape level approaches will not be taken up to the extent that the opportunity allows; risks from climate change will impact the buffer zones but also PAs themselves, with net loss to biodiversity and to incomes</p> <p>PA system and its outlying dispersal areas is likely only to reach sustainability if sufficient tangible financial benefits can be realised to compensate for PA management costs</p>	<p>Agreed PA management strategy linked to landscape coordination mechanisms that provides a framework for conservation action by all players</p> <p>Collaborative approaches on a landscape level resulting in increased role of local communities in managing natural resource use and access as well as state and private sector actors.</p> <p>Operational support allows PAs to become self-sustaining and functionally managed.</p>	<p>Improved PA network governance and status focuses efforts by many stakeholders to solve conservation problems in northern Uganda's Kidepo Critical Landscape</p> <p>Landscape approach to-management results in improved operational capacity and monitoring of biodiversity and natural resources as well as stronger social and ecological ties.</p> <p>Ecological stability of entire landscapes is increased, biodiversity is less threatened, and habitats are secured; with investment opportunities as a result.</p>
National and local benefits	<p>Uncontrolled bush fires in the dry season.</p> <p>Uncontrolled use of water resources with subsequent impacts on wildlife and on tourism;</p> <p>Illegal and unsustainable harvesting of shea trees, and;</p> <p>Non-protected patches are converted over time and biological connectivity between landscapes and PAs is lost.</p>	<p>Positive transformation of natural resource dependent stakeholder interests through effective participation in a landscape approach and through spin-off gains from enhanced operational capacity of north-eastern PAs including Karenga.</p> <p>Enhanced market led approaches through financial planning feeds directly into operational capacity gains for PAs</p>	<p>Habitat integrity is retained, globally significant biodiversity is protected and ecosystem services are maintained</p> <p>Increased income for KCL PA cluster through enhanced PA operational capacity, trained workforces and entry into nascent tourism markets and enhanced shea product markets with additional links to other permissible means of sustainable financing.</p>

1.25 Cost Effectiveness

278. The project might have focused solely on strengthening management of PAs without addressing landscape level management in parallel. Instead, it seeks to avoid externalities from development outside PAs that might foreclose future opportunities for wildlife to access corridors between PAs and wet season refugia outside them. This is already happening in Uganda, where some landscapes have already been so altered that wildlife numbers have fallen drastically (the problem being that the core PAs are not large enough to sustain large wildlife populations). The project will provide an opportunity for managing PAs as part of a matrix of conservation compatible land uses, through careful zoning of development and consideration of conservation-development trade-offs in vetting applications for development licenses.
279. The important economic contribution made by wildlife tourism to the Ugandan economy makes this a workable strategy, as the trade-offs may be substantial and provide an incentive for

damage avoidance. Another alternative would be to begin fencing PAs, as in southern Africa, but this would stymie vital ecosystem processes such as migrations, and as in southern Africa, lead to a reduction in wildlife numbers.

280. Active management of meta-populations of threatened species would be needed, which is a costly undertaking. The proposed approach is considered to be more cost effective in comparison, but is time sensitive in that a delay in the intervention will reduce the opportunity to take preventive action, and would result in future costs being incurred in ecosystem restoration, managing wildlife-human conflict, or more active management of wildlife meta populations.
281. The project is cost effective by the clear and simple fact that if these protected areas are not secured now in northern Uganda they will be eroded and destroyed by expanding extractive industry, roads, local community pressures on the land, hunting, and lost forever. It is a critical time in northern Uganda and these intact habitats and remaining wildlife species cannot be replaced. Investments in protected area infrastructure and building of the capacity of the GoU to manage protected areas and wildlife now will prevent costly problems and irreversible degradation in the medium and long term. After the challenges of civil war the region is receiving considerable sums of GoU and foreign assistance for reconstruction. Financial support to ensure that PAs are established as cornerstones in the development process of the region is cost effective and absolutely essential.

Table 20. Cost effectiveness strategies by project component

Project Component and Outcome	Cost effectiveness strategy
<p>COMPONENT 1. Strengthening management effectiveness of the Kidepo Critical Landscape PA cluster.</p>	<p>The approach offered by the project solution is to provide very targeted investments in PA operational capacity. The focus on strengthening the core PAs, taking into account the coordination mechanisms in component 2 will allow for the minimum level of investment to bring about economic sustainability for the NPs amid ecologically sustainable landscape management systems, providing for sustained improvements in management effectiveness.</p>
<p>COMPONENT 2. Integrating PA management in the wider landscape.</p>	<p>A landscape level approach to addressing biodiversity management issues will ensure that PA managers can avoid externalities through integrated management tools that allow PAs and buffer zones to be managed to the greatest good for all parties, leading to cost savings and to gains through joint initiatives. Once the approach has been proved to work it can be replicated at reduced cost in other landscapes throughout Uganda and other nations with similar land and PA management issues. The approach of investing in a landscape management approach whilst specifically investing in core PAs within will safeguard wildlife numbers and movements as well as habitats by ensuring buffer zone and corridor management without the costs and political implications of new PAs. PA expansions will be targeted at specific corridors, which is a cost effective means of bringing about ecosystem integrity.</p>

PART IV: PROJECT RESULTS FRAMEWORK

Table 21. Results Framework for Kidepo Critical Landscape Project: Outcomes and Indicators

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP:	UNDAF/Country programme Outcome 2: Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with the population dynamics, increasing economic disparities, economic impact of HIV&AIDS, environment shocks and recovery challenges by 2014. <i>2.3 Capacity of Selected Institutions Strengthened for Sustainable Environment and Natural Resources Management (ENRM) as well as Climate Change (CC) Adaptation and Mitigation and DRM</i>				
Country Programme Outcome Indicators:	(i) ENRM policy revised; (ii) Strategies for sustainable ENRM developed; (iii) Strategies for sustainable and efficient energy use developed; (iv) National climate change policy in place; (v) Strategies DRR/M developed				
Applicable GEF Strategic Objective and Programme:	BD1: Improve Sustainability of Protected Area Systems				
Applicable GEF Expected Outcomes:	Improved management effectiveness of existing and new protected areas.				
Applicable GEF Outcome Indicators:	Increased coverage of threatened ecosystems and threatened species New protected areas (1) and coverage (95,600 ha) of unprotected ecosystems				
Project Goal:	<i>The biodiversity and ecosystem values of the Kidepo Critical Landscape, Uganda, are conserved and provide sustainable benefit flows at local, national and global levels through enhanced operational capacity and functional landscape planning approaches.</i>				
Objectively Verifiable Indicators					
Project Strategy	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
Project Objective: The Biodiversity of the Kidepo Critical Landscape in North Eastern Uganda is protected from existing and emerging threats	Ecological stability of entire landscapes is increased, biodiversity is less threatened, and habitats are secured;	Landscape level approaches will not be taken up to the extent that the opportunity allows; risks from climate change will impact the buffer zones but also PAs themselves, with net loss to biodiversity and to	Effective Terrestrial protected area coverage increased from a baseline of Increased coverage of PA by 95,600 ha over a baseline of 240,075 ha. and designation of buffer zones to conserve dry season refugia for wildlife (227,389 hectares)	GIS and ground truthing, elephant monitoring, zebra monitoring, forest canopy cover monitoring, shea distribution and density	Collaborative approaches on a landscape level resulting in increased role of local communities in managing natural resource use and access as well as state and private sector actors.

Project Strategy	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
		incomes			
	Karenga CWA will have the necessary operational and governance capacity built by EoP to be gazetted to full NP status	The existing baseline is centred on KVNP as the core area where wildlife are able to peacefully habitat; refugia are limited and insecure, corridors, like Karenga, are under threat	Increased coverage of PA by 95,600 ha over a baseline of 240,075 ha. and strengthened integrity of buffer zones to conserve dry season refugia for wildlife (227,389 hectares)	Gazettement notice; greater numbers of wildlife - measured by indicator species such as elephant, buffalo and zebra; enhanced operational capacity in KVNP, CFAs and Karenga	The management and operational capacity process that would enable Karenga to be brought to NP status will have proven the requirement for gazettement, and support will be enabled
	Poaching levels will have decreased	Enforcement in the Kidepo Critical Landscape is currently too weak to deal with armed poachers from politically unstable South Sudan, and poaching is a growing problem	Reduced poaching pressures over an area of 428,311 ha comprising seven PAs (one NP, six CFRs) and a community wildlife management area, verified by 25% greater wildlife abundance over the course of the year by EoP	Enhanced and installed security operations in KVNP and six CFA as well as defined management regime in Karenga; reduced poaching, measured by reduction in carcass incidents	Strong support will be made available within UWA, NEMA and partners to improved operational interventions in KVNP, 6 CFA and Karenga community area
	METT scores are improved in the target PAs: Kidepo Valley NP, Nyangea, Morungole, Zulia, Timu, Lwala and Rom CFR.	Baseline METT scores as follows: Kidepo Valley – 65%; Nyangea- 58%; Lwala - 45%, Timu 53%, Morungole – 42%; Zulia – 53% and Rom – 40%. Average score: 52%	Management Effectiveness Score for Kidepo Critical Landscape PA cluster (KVNP), Nyangea-Napore, Morungole, Zulia, Timu, Lwala and Rom CFRs); increased over the baseline score by at least 40%.	Fauna and Flora Monitoring procedures, Biodiversity resources assessments, Ministry and landscape level Reports, and Project Docs, PA and Landscape plans, maps and GIS files, MTE and Terminal Evaluation (TE)	Government and their community, civil society and private sector partners in the Kidepo Cluster PAs are effectively supported in training and management to ensure ongoing support and engagement in the process

Project Strategy	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	Key indicator species in the Kidepo Critical Landscape PA cluster show measurable increase in numbers	Elephant population in 2012 was 502; zebra: 75; buffalo: 3,990; these are relatively depleted numbers relative to the carrying capacity of the landscape	Key indicator species (elephants, zebra, buffalo) in the Kidepo Critical Landscape PA cluster show measurable increase in numbers of >25% by EoP	Annual Report on indicator species counts; Wildlife census reports, Project Annual and Quarterly work plans and progress reports, Data base	Census and indicator species counts will be carried out by EoP
	Deforestation, community wildlife agreements	Cooperation between UWA and NFA is relatively limited; cooperation between different districts is minimal, especially in terms of managing wildlife and forest resources	A working model for integrating management of PAs and wider production landscapes is piloted and adopted in six districts in North Eastern Uganda (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) and secures wildlife corridors and dispersal areas covering approximately 227,389 ha - resulting in reduced deforestation of shea by 25 %	Partnership agreements and constitutions of coordination mechanisms, monitoring and evaluation of related activities; creation of secure wildlife corridors in the Kidepo landscape and documented support to establishment of the model.	All stakeholders remain interested in the concept of landscape level conservation during the lifespan of the project and support the formalisation of coordination initiatives and the promotion of wildlife corridors to enhance ecological sustainability.
	Wildlife numbers are stable in the buffer zones	Wildlife and habitats are not sufficiently monitored nor effectively managed in buffer zones outside PAs; poaching is showing signs of an increase in dispersal areas	No net loss of natural habitat in the critical landscape and at least 40% reduction in hunting pressures in wildlife corridors and dispersal areas	Remote sensing and GIS, backed up by ground truthing and ecological monitoring work, ongoing through to EoP	The savannah habitats of the Kidepo Critical Landscape as their wildlife numbers remain well monitored and characteristics understood

Project Strategy	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	Common management approaches to habitat conservation.	There are no management plans for PA buffer zones, as a result there lacks a coordinated response to wildlife and habitat conservation in the Kidepo Critical Landscape	PA buffer zone under approved district management plans in six districts (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) incorporating BD considerations	Management plans, district coordination policies and collective management planning processes in place	There is widespread support and capacity amongst the key stakeholders - district governments, UWA, NEMA, NFA and others in a coordinated approach to landscape management
	Six district governments (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) are collaborating on shared management issues	No mechanism is presently in place for joint management planning for natural resource use by local governments in the critical landscape	District governments in six districts cooperate effectively to regulate and plan natural resource use over 227,389 ha of the critical landscape, resulting in a landscape level coordination mechanism that enshrines biodiversity conservation by mandate	Proof of district level commitment to habitat conservation and wildlife management	District governments are able to see the value in a coordinated approach to joint management of natural resources in the Kidepo Critical Landscape
Component 1: Strengthening management effectiveness of the Kidepo Critical Landscape PA cluster	Karenga is qualified for upgrading to higher PA status through consultative process	Karenga is managed on a meagre budget, there is almost no management nor operational capacity; the area is at high risk from poaching and the loss of the wildlife corridor	Management and integrity of the 95,600 ha Karenga community wildlife management area strengthened, leading to its potential gazettement by end of project to safeguard a crucial wildlife corridor and dispersal area	Survey report, boundary marks, physical inspection, resolutions, minutes of meetings, annual and quarterly reports, workshop reports	Political intervention does not interfere with the process of both management improvements and ultimately gazettement, and communities are willing to cooperate

Project Strategy	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	Existence of a functional and operational security system in 8 PAs.	The Kidepo Cluster PAs, particularly the CFRs and Karenga lack operational capacity to manage secure PA operations in an effective manner, gaps exist in HR across park operations, lack of equipment means difficulty to manage fires, poaching and monitoring the ecosystem.	Introduction of a security and enforcement system with a platform for information sharing and intelligence gathering among parks and other institutions; with databases that will be continuously updated. Includes provision of surveillance equipment, ranger uniforms, fire management tools	Security System. Surveillance equipment – radios, repeaters, GPS, cameras, night vision and fire fighting equipment purchased, trained on, logged and in use.	Business and security plans will set cost coefficients for all prescribed PA functions and rolling operations plans will define site management priorities.
	A business plan for the PA clusters	Business planning in northern Uganda's Kidepo PA cluster lacks local context and full understanding of the international dimension of financial and business planning requirements; business planning is limited as a result. Financial scorecards show scores of 72% for UWA and 39.5% for NFA	A sustainable financing plan for the PA cluster providing accurate revenue forecasts (from gate fees, concessions, film rights and other permissible uses to private sector investments), is developed approved and implemented, and matches revenue to priority management needs, measured by improvement in financial scorecard results by >25% and the creation of community trusts.	PA Management plan; Business plan; Project Annual and Quarterly work plans and progress reports; NFA Data bank; Project Annual and Quarterly work plans and progress reports; Number of beneficiaries Field, quarterly and annual reports; field visits; field inspection reports of pilot sites	UWA, NEMA, NFA and other government and community partners willing to support the development of an objective planning process for the sustainable financing of PAs in the Kidepo Cluster and support implementation.

Project Strategy	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	Ranger and staff training programme in existence and functioning in KVNP, Karenga and 6 CFR	Rangers have insufficient capacity in KVNP, Karenga and 6 CFR to gather intelligence on poaching and fires; relations with tour operators and tourists often strained because of lack of customer care capacity; lack of value-add services.	Staff training programme in place covering all aspects of PA cluster operations ensuring 120 rangers and other field staff meet necessary competencies for planning, administration, conflict resolution, policing and enforcement).	Staff training programmes are in place across spectrum of operations in KVNP, Karenga and 6 CFR, covering necessary competencies for planning, administration, marketing, customer care, conflict resolution, policing and enforcement.	UWA, NEMA, NFA and partners are willing to take lessons learned from other countries and from NGOs, tour operators and other private sector partners on best practices for PA staff in core and new competencies.
Component 2: Integrating PA Management in the Wider Landscape	Sustainable use options (a) Shea and (b) wildlife species that are regulated for sport hunting are implemented and the data is available for operational use	No data available for sustainable use options for Shea tree harvesting and wildlife hunting: as a result there is unsustainable use of key species	Sustainable use options for Shea tree resources and wildlife established and implemented - resulting in reduction of pressure on savannah habitat in the landscape, particularly shea and elephant populations-	District resource centres, minutes of meetings, reports	National and district level stakeholders will support the process of identifying sustainable offtakes for Shea and selected wildlife
	Biodiversity management is factored into decision-making governing land use management in District Development Plans	Management activities are carried out on NP, CFR district and community levels but with a lack of a landscape level coordination mechanism	Mechanisms (landscape level coordinated management plans and institutional governance systems) for enhancing sustainable management of Kidepo critical landscape promoted, with landscape management plan in place and enforced	Existence of landscape level management plans and institutional mechanisms, minutes of meetings and subsequent actions. Central and district government consent and ratification of plans	NEMA, UWA, NFA and other related government institutions support a landscape approach to biodiversity management, ratified at national and district government level.

Project Strategy	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	District governments in six districts (Kitgum, Kaabong, Agago, Otuke, Abim and Kotido) have proven capacity for managing natural resources sustainably	District Governments lack the competence and staff skills to monitor and enforce laws - as a result there is a lack of understanding of the situation vis-à-vis sustainable hunting and Shea utilisation, leading to habitat degradation.	Local Governments have the competence and staff skills to monitor and enforce laws on sustainable hunting and sustainable use of Shea tree in target districts, measured by a 40% increase in scores in capacity development scorecard	Training manual, strategic plan, number of people trained and equipped, inter-district committee in existence, enforcement guidelines and by-laws, regulation, ordinances in place	NEMA is able to effectively support District Governments in the process of capacity building and developing functioning systems to sustainably utilise key natural resources
	National export strategy for shea products in place; 25% increase in sales; an operational market information centre for shea products; Certified products in marketplace	The Shea nut / butter market is currently not yielding sufficient returns to producers to justify the conservation of Shea: average yields are 122.5 kg/household/year and average prices for oil 2,500/+ UGX per litre	Measures to improve market access for Shea products in place, and employment and income generation among rural women in the pilot area increased through access to markets, leading to a 30% rise in the value of shea products and a 25% increase in sales from start of project	Record from UNBS and Uganda Export Promotion Board; Copies of Shea products export strategy; Sales values of Shea products at household level	There is widespread support amongst key stakeholders- especially the private sector-in bringing value and structure to the latent Shea nut / butter market
	Existence of inter-district coordination body in place and functioning, with an M & E Plan	Presently there is no District coordination mechanism in place, leading to a lack of coordination over the management of crucial savannah woodland habitats, Shea trees and wildlife	A District coordination mechanism in place in the project target area (six districts) to ensure that biodiversity management in National Parks, CFA and wildlife migration corridors and dispersal areas is factored into integrated decision-making governing land use management	Records at the coordination offices and districts, UWA and NEMA records, M& E reports	Strong support will be sought and maintained until at least EoP for a coordinated approach to biodiversity management in the Kidepo Critical Landscape

Project Strategy	Indicator	Baseline	Target by EOP	Sources of verification	Assumptions
	Management plan, including zonation plan and regulations in place	Management plans and regulations critical for wildlife dispersal are presently non-existent in the wider landscape	Management plans and regulations on BD-friendly management in blocks identified as critical for wildlife dispersal developed and applied by local governments-resulting in security of buffer zones and wildlife corridors	Project records and District Government documentation, management plans	District governments and related stakeholders support and ratify the management planning processes effectively
	Ordinances and by-laws and being enforced by EoP-	District ordinances and community by-laws are non-existent for Shea tree harvesting and wildlife hunting	District ordinances and community by-laws on the harvest of Shea trees and wildlife hunting reinstated or developed - resulting in 25% reduction in shea tree deforestation and a 50% drop in the use of shea for charcoal	Records at the coordination offices and districts, UWA and NEMA records, M& E reports	Districts have the capacity and the will to support the process

OUTPUT – ACTIVITY DETAIL TO ACHIEVE OUTCOMES

Table 22. *Project Components, with Outputs Related Activities and Indicative Costs*

Output	Indicative Activities (carried out on a national and/or landscape level as appropriate)	Budget
Component 1: Strengthening management effectiveness of the Kidepo Critical Landscape PA cluster		
1.1. Management and integrity of the 95,600 ha Karenga community wildlife management area strengthened, leading to its potential gazettement by end of project to safeguard a crucial wildlife corridor and dispersal area	1.1.1. Set up a community outreach programme, managed by Karenga-based communities, for community benefit and conduct sensitisation meetings to raise awareness and consent for management of the wildlife area at district and community levels, including working with customary and clan leadership systems	42,500
	1.1.2. Survey demarcate and mark boundaries of Karenga community wildlife management area (KCWA) with concrete pillars in close collaboration with community leaders, through a conflict mapping process followed by boundary mapping.	42,500
	1.1.3. Establish a management structure for KCWA including a management plan that ensures co-management along functional lines: community patrols and enforcement, imported UWA financial and management systems and concessions to specialist tourism operators and other appropriate private sector business partners	28,500
	1.1.4. Develop a functional business plan for the KCWA, including the development of community based tourism opportunities and utilise the business plan to attract investors and allocate tourism concessions, managed by private sector interests with clearly defined benefits for community concession owners	72,500
	1.1.5. Carryout sensitisation processes and create awareness on the values of KCWA and implement a community outreach programme which clearly defines the rationale for conservation of Karenga as well as provides a mechanism and voice for community representatives, including customary leaders to be able to incorporate concerns into KCWA management	32,500
	1.1.6. Carry through the gazettal process to formalise KCWA as a formal, functioning PA: either maintained as a CWA under UWA jurisdiction or converted to a NP – based on an extensive consultation process	22,500
1.2. Introduction of a security and enforcement system with a platform for information sharing and intelligence gathering among parks and other institutions; with databases that will be continuously updated. Includes provision of surveillance equipment, ranger uniforms, fire management tools	1.2.1. In the Kidepo Landscape PA Cluster, >10 new staff trained according to business planning requirements; equipment bought, installed, trained on and in operation.	527,500
	1.2.2. Establish a platform for intelligence gathering and information sharing among eight PAs (KVNP, 6 CFA and Karenga) with databases that are updated regularly with current information	52,500
	1.2.3. Upgraded park level security system in KVNP under UWA management	47,500
	1.2.4. Install a networked security system in six CFRs under NFA management	62,500

Output	Indicative Activities (carried out on a national and/or landscape level as appropriate)	Budget
1.3. A sustainable financing plan for the PA cluster providing accurate revenue forecasts (from gate fees, community based tourism investments and concessions, film rights and other permissible uses to private sector investments), is developed approved and implemented, and matches revenue to priority management needs, measured by improvement in financial scorecard results by >25%	1.3.1. Finance plan is jointly commissioned by UWA and NFA, incorporating all PAs in the cluster, to external specialists and developed for the network of PAs in Kidepo landscape.	32,500
	1.3.2. Steered by UWA, in collaboration with NFA, NEMA and other partners, Kidepo landscape level financial plan is commissioned and developed for the PA cluster which identifies business opportunities and spells out modalities for implementation	47,500
	1.3.3. PA and landscape level financial plans are discussed, agreed in plenary and finalised.	27,500
	1.3.4. Selected Piloting of innovative financing options to support conservation and livelihoods on natural resources (e.g. piloting of a high-value concession for a community lodge in KVNP) – with a focus on community level benefit sharing for PA adjacent communities as part of the financing mechanisms and addressing communities with high BD resource use patterns	52,500
	1.3.5. Pilot selected livelihood projects for individuals and CBOs in <10 resettled communities of former Internally Displaced Peoples (IDPs)	42,500
	1.3.6 . Utilise financial planning to organize communities to as community wildlife associations with trust funds through which benefits can be institutionalised and shared – utilising UWA to decentralise or devolve wildlife user rights in community wildlife areas before carrying out land use zoning processes for different community association blocks	57,500
1.4. Staff training programme in place covering all aspects of PA cluster operations ensuring 120 rangers and other field staff meet necessary competencies for planning, administration, conflict resolution, policing and enforcement).	1.4.1. Undertake a training needs assessment and implement a staff training programme covering all aspects of PA cluster operations for the Kidepo landscape and the ecological and PA management linkages to South Sudan and northern Kenya	37,500
	1.4.2 Train at least 120 UWA and NFA rangers, 12 district government staff, 30 NFA staff and 30 UWA administration staff to meet necessary competencies for planning, administration, conflict resolution, policing, tourism customer care, fire management and law enforcement in the Kidepo Critical Landscape.	45,000
	1.4.3. Train <50 PA staff (rangers, wardens,) and <15 administrative staff in all PA clusters, <60 community representatives, >25 clan/customary leaders and <12 technical staff at district government levels in six districts in key aspects of wildlife and environmental management (including monitoring of key wildlife spp, problem animals fire management, and information management) intelligence gathering, problem animal management, financial management, revenue generation and management	47,500
	1.4.4 Conduct exchange learning visits to successful conservation sites/success stories in Western Uganda and similar environments in South Sudan by <12 district government natural resources officials, <6 customary community leaders and <16 PA technical staff and sensitise on relevant aspects of environmental and natural resource laws and policies	27,500
	1.4.5. Build capacity of operational PA staff (rangers, wardens) in all PA clusters on fire management – inviting in selected community leaders for sharing PA management issues.	37,500
Component 2: Integrating PA Management in the Wider Landscape		

Output	Indicative Activities (carried out on a national and/or landscape level as appropriate)	Budget
2.1. Sustainable use options for Shea tree resources and wildlife established and implemented - resulting in reduction of pressure on savannah habitat in the landscape, particularly shea and elephant populations	2.1.1. Undertake (a) shea nut tree and (b) wildlife species inventory –densities and distribution and likely off take potential for key species including shea and selected wildlife - particularly key megafauna indicator species of elephant and buffalo	17,000
	2.1.2. Cost benefit analyses of the different use options of (a) the shea nut tree resources and (b) megafauna wildlife – including sport hunting – with recommendations	17,000
	2.1.3. Training and sensitisation on sustainable use options - disseminate to communities information on therapeutic, cosmetic and nutritional values of (a) shea and (b) importance of wildlife corridors	33,000
	2.1.4. Train selected communities in four districts (Kitgum, Aago, Otuke and Abim) on shea yield quantification in (a) the wild and (b) on-farm: selection of communities based on application by interested community groups and individuals	20,000
	2.1.5. Upscale enrichment planting of degraded shea areas and on-farm participatory vegetative propagation techniques of shortening juvenile phases in selected sites in in four districts (Kitgum, Aago, Otuke and Abim). Sites to be selected during project inception phase in collaboration with community and district leaders	93,000
	2.1.6. Support local community initiatives on value addition to shea nut through advice on the creation (or training support in the case of existing entities) to >8 community owned and managed shea distribution companies	80,000
2.2. Mechanisms (landscape level coordinated management plans and institutional governance systems) for enhancing sustainable management of Kidepo critical landscape promoted, with landscape management plan in place and enforced	2.2.1. Review of governance systems of existing landscape management approaches and management zoning practices	25,000
	2.2.2. Review of operational practices in existing institutions in Kidepo Critical Landscape in terms of BD management	25,000
	2.2.3. Consultative process to agree on, and document coordination landscape mechanism formalisation framework- including a land use zoning plan with dedicate management zones for mainstreaming BD conservation. Plans incorporate areas for shea distribution, for wildlife dispersal and other BD issues. Delineation of management duties made clear in the process - between districts (six), communities (including customary tenure), and individual and private sector ownership.	72,000
	2.2.4. Draft and final framework mechanism, accepted by stakeholders, in place for formalisation, disseminated and finalised with stakeholders (community, government and private sector – ensuring a clear role for IDPs)	35,000
	2.2.5. Initiate activities and action plans for the newly established coordination mechanism with defines roles and responsibilities between each stakeholder and mechanisms in place to monitor each others activities within the framework	50,000
2.3. Local Governments have the competence and staff skills to monitor	2.3.1. Carry out capacity needs assessment of district natural resources offices incorporating training levels, equipment and resources available and the capacity to monitor and enforce laws	25,000

Output	Indicative Activities (carried out on a national and/or landscape level as appropriate)	Budget
and enforce laws on sustainable hunting and sustainable harvest of Shea tree in target districts, measured by a 40% increase in scores in capacity development scorecard	2.3.2. Carry out training of six districts (natural resources offices) and associated law enforcement agencies (local police etc.) in monitoring and enforcement of environmental and natural resource management laws based on capacity needs	30,000
	2.3.3. Develop a security strategy for the protection and sustainable use of (a) the shea nut and (b) monitoring wildlife trade and use that is linked to PA security management (UWA and NFA) and the police force	30,000
	2.3.4. Set up inter-district enforcement coordination mechanism focusing on (a) illegal shea harvesting and charcoal production and (b) preventing poaching and the illegal trade in wildlife products	60,000
	2.3.5. Implement the enforcement strategy to prevent wildlife poaching and illegal trade through an inter-district level governance enforcement mechanism in partnership with PA authorities and the police force	23,000
	2.3.6. Implement the measures to enforce sustainable utilisation of shea through an inter-district level enforcement governance mechanism including the prevention of illegal offtake and trade of illegally harvested charcoal	35,000
	2.4. Measures to improve market access for Shea products in place, and employment and income generation among rural women (in Kitgum, Agago, Otuke and Abim districts) increased through access to markets, leading to a 30% rise in the value of shea products and a 25% increase in sales from start of project	2.4.1. Equip women producers and processors with appropriate skills and input for standardisation and diversification of shea products through dedicated training
2.4.2. Mobilise communities into cooperative associations / small businesses in four districts		30,000
2.4.3. Establishment of market information centres in four district headquarters		218,000
2.4.4. Sensitise and train local communities in post harvest handling		5,000
2.4.5. Market research is compiled and made available to producers		11,000
2.4.6. Value chain analysis is carried out to assess options for value-addition		11,000
2.4.7. Training rural women group in market access.		20,000
2.4.8. Provide market access/ penetration information on shea products – disseminated in four districts		5,000
2.4.9. Train shea exporters in market entry requirements, export procedures, packaging and branding, marketing.		25,000
2.4.10. Facilitate business match making services through >10 buyer-seller missions in northern Uganda		28,000
2.4.11. Develop a National Shea Export Strategy to provide a road map to developing the sector to the level of export readiness.		23,000
2.4.12. Provide the framework for enabling certification of appropriate shea products		20,000
2.4.13. Facilitate exporters to participate in international Expos, exhibitions and Trade Fairs through providing the linkages to international organisations and interested external parties		20,000
2.4.14. Organise annual exhibition on shea products at the national level		28,000
2.5. A District coordination mechanism	2.5.1. Identify Focal Points in the target districts to for networking and coordination on BD	18,000

Output	Indicative Activities (carried out on a national and/or landscape level as appropriate)	Budget
in place in the project target area (six districts) to ensure that biodiversity management in National Parks, CFA and wildlife migration corridors and dispersal areas is factored into integrated decision-making governing land use management	mainstreaming	
	2.5.2. Survey and map wildlife corridors and link them to land use plans and PA management plans	42,000
	2.5.3. Conduct joint regular monitoring of key species/taxa, utilising selected community representatives	28,000
	2.5.4. Train and facilitate customary leaders, local environment committees and land committees in mainstreaming tools	15,000
	2.5.5. Engage cultural / customary leaders in the conservation of shea and sustainable shea habitat management	18,000
2.6. Management plans and regulations on BD-friendly management in blocks identified as critical for wildlife dispersal developed and applied by local governments-resulting in security of buffer zones and wildlife corridors	2.6.1. Identify the blocks critical for wildlife dispersal and incorporate them into district management plans	25,000
	2.6.2. Mobilise and sensitise communities within the landscape, including IDP communities, and six district authorities to identify issues for development of management plans for habitat and wildlife conservation in the landscape	40,000
	2.6.3. Setting up / developing community based committees to work together to develop the management plans	45,000
	2.6.4. Develop management plans for habitat and wildlife conservation in the landscape to mainstream BD management best practices with community (including former IDP representation), private sector, PA authority and district governments	55,000
	2.6.5. Approve and Implement the plans (through integration) with a strong focus on shea as an indicator for habitat integrity and elephant and buffalo populations as a measure of ecosystem health and wildlife movements	20,000
2.7. District ordinances and community by-laws on the harvest of Shea trees and wildlife hunting reinstated or developed - resulting in 25% reduction in shea tree deforestation and a 50% drop in the use of shea for charcoal	2.7.1. Review existing ordinance and bye-laws to integrate shea nut protection into district laws under strict management regimes	18,500
	2.7.2. Sensitise councillor and local communities on the threats of poaching, unsustainable charcoal production and fire	14,000
	2.7.3. Formulate bye-laws and ordinances on shea use, charcoal consumption and wildlife utilisation and trade	12,500
	2.7.4. Lobby the local councils to allocate funds for enforcement in the longer term	15,000
	2.7.5. Train existing enforcement officers and provide linkages to enforcement agencies	25,000
Project Management: Ensures effective project administration, M&E, and coordination have enabled timely and efficient implementation of project activities.		
Effective project administration, M&E, and coordination have enabled timely and efficient implementation of project activities.	- Establish project office	34,000
	- Recruit skilled HR for efficient management and coordination of project components	48,000
	- Establish project monitoring mechanism	72,000

PART V: PROJECT TOTAL BUDGET

Total Budget and Workplan

Award ID:		
Award Title:	Uganda: Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda	
Business Unit:	Uganda	
Project ID:	PIMS 4592	GEF 4456
Project Title:	Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda	
Executing Agency:	UNDP	

GEF Component/Atlas Activity	ResParty (IA)	SoF	Atlas Budget Account Code	Input/ Descriptions	Amount (USD) Year 1 (2013-14)	Amount (USD) Year 2 (2014 - 15)	Amount (USD) Year 3 (2015- 16)	Amount (USD) Year 4 (2016- 17)	Total (USD)	Budget Notes
COMPONENT 1: Strengthening Management Effectiveness of the Kidepo Critical Landscape PA Cluster										
	NEMA	GEF	71200	International Consultants		6,000	15,000		21,000	1
	NEMA	GEF	71300	Local Consultants	67,500	67,500	67,500	67,500	270,000	2
	NEMA	GEF	72100	Contractual Services	70,000	80,000	75,000	40,000	265,000	3
	NEMA	GEF	72210	Machinery and Equipment	75,000	190,000	150,000	10,000	425,000	4
	NEMA	GEF	75700	Training, Workshops and Confer	60,000	100,000	50,000	60,000	270,000	5
	NEMA	GEF	74100	Professional Services		30,000	15,000	10,000	55,000	6
	NEMA	GEF	74210	Printing and Publications	5,000	10,000	10,000	5,000	30,000	7
	NEMA	GEF	71600	Travel	10,000	10,000	15,000	15,000	50,000	8
				Total Component 1 (GEF)	287,500	493,500	397,500	207,500	<u>1,386,000</u>	
									-	
COMPONENT 1. Integrating PA management in the wider landscape										

GEF Component/Atlas Activity	ResParty (IA)	SoF	Atlas Budget Account Code	Input/ Descriptions	Amount (USD) Year 1 (2013-14)	Amount (USD) Year 2 (2014 - 15)	Amount (USD) Year 3 (2015- 16)	Amount (USD) Year 4 (2016- 17)	Total (USD)	Budget Notes
	NEMA	GEF	71200	International Consultants	12,000	24,000	24,000	6,000	66,000	9
	NEMA	GEF	71300	Local Consultants	67,500	67,500	67,500	67,500	270,000	10
	NEMA	GEF	72100	Contractual Services	125,000	160,000	151,000	70,000	506,000	11
	NEMA	GEF	75700	Training, Workshops and Confer	75,000	80,000	120,000	75,000	350,000	12
	NEMA	GEF	74100	Professional Services	20,000		15,000		35,000	13
	NEMA	GEF	72210	Machinery and Equipment		100,000	100,000		200,000	14
	NEMA	GEF	74210	Printing and Publications	20,000	5,000	20,000		45,000	15
	NEMA	GEF	71600	Travel	16,000	20,000	20,000	12,000	68,000	16
					Total Component 2 (GEF)	335,500	456,500	517,500	230,500	<u>1,540,000</u>
Project Management										
		GEF	71400	Service Contracts – Individuals		30,000		30,000	60,000	17
		GEF	74100	Professional Services	3,000	3,000	3,000	3,000	12,000	18
		GEF	71300	Local Consultants	12,000	12,000	12,000	12,000	48,000	19
		GEF	71600	Travel	6,000	6,000	6,000	6,000	24,000	20
		GEF	72210	Machinery and Equipment	7,000		3,000		10,000	21
				Total Project Management (GEF)	28,000	51,000	24,000	51,000	<u>154,000</u>	
				PROJECT TOTAL	651,000	1,001,000	939,000	489,000	3,080,000	

1.26 *Budget Notes*

General Cost Factors:

Local consultants (LC) are budgeted at USD \$1,500 per week and international consultants (IC) are budgeted at USD \$3,000 per week, based on UNDP Uganda standard rates.

Component 1: Strengthening Management Effectiveness of the Kidepo Critical Landscape PA Cluster

1. **International Consultants (IC).** IC will be contracted to develop a management structure for Karenga CWA (2 weeks) and to develop a sustainable finance plan that is approved and implemented for the PA system in the Kidepo Critical Landscape (5 weeks). **(7 weeks total) Sub Total: \$21,000.**
2. **Local Consultants (LC).** LC will be contracted to provide specific technical support to landscape and PA operations' capacity development activities, including to project managers, stakeholders, contractors and International Consultants in the KCL landscape, termed Protected Areas Liaison Officer. This support resource will be utilised to ensure the landscape linkages and mechanisms promoted throughout the project are supported and understood by all stakeholders in the process and to ensure the outputs related to management effectiveness of the PA cluster are met. Specifically, the LC will be utilised to facilitate the process of creating and supporting stakeholder groups in order to address overall management issues in both the PA cluster, including joint management plans, and collaborative enforcement systems. **(180 weeks). Sub Total: \$270,000.**
3. **Contractual Services (CS).** CS will be recruited in open processes and utilised to fulfil the following: community outreach programme (\$25,000), sensitisation process for KCWA (\$10,000), platform for intelligence gathering (\$40,000), KVNP park security system (\$10,000), CFR security system (\$10,000), CS will also be utilised to carry out a comprehensive business planning process in eight PAs to provide cost-benefit analysis and prioritise HR and equipment needs according to operational requirements (\$40,000), piloting of finance options (\$10,000), piloting livelihood projects (\$20,000), establishment of community trust funds (\$20,000), staff training needs assessment (\$20,000), staff training programme \$40,000). **(distinct contracts). Sub Total: \$265,000.**
4. **Machinery and Equipment.** The following equipment will be purchased as investments to support the outcomes of component 1, notably in supporting the operational capacity of PAs, in both landscapes, in particular: security and surveillance equipment, including binoculars and night vision equipment (\$60,000); laptops, GPS and GIS software for field patrols, anti-poaching, intelligence and ecological monitoring equipment (\$70,000); cameras (\$6,000); video cameras (\$6,000); fire fighting equipment (95,000); Radio handhelds, base stations and repeaters (\$110,000); water bottles (\$2,500); bush knives and pocket knives (\$7,500) and first aid equipment (\$8,000), UWA security system (\$20,000) and NFA CFR systems (\$30,000). **Sub Total: \$425,000**
5. **Training.** Project funds will be invested into training for 10 UWA staff over the five years of this project according to business planning requirements in Kidepo Valley NP at gross costs of \$3,000 per year per person for five years. Additional trainings will be utilised to ensure preparation and awareness activities are carried out to achieve the project outputs. **Sub Total: \$270,000**
6. **Professional Services.** Legal and/or accountancy specialists will be recruited for specific tasks in order to ensure that agreements reside in law or have robust financial systems: interactive

landscapes-level financial planning system created based on consultant findings; PA level interactive business plans created based on consultant findings, equipment management and monitoring system created for all PAs in the cluster, with training component; legal agreements over outcomes of stakeholder group initiations and developments. **Sub Total: \$55,000.**

7. **Printing and Publications.** Funds will be required to ensure adequate stakeholder awareness of various planning and stakeholder processes as well as training processes for strengthened operational capacity: financial plans publication and distribution (\$10,000); business plans publication and distribution (\$10,000); stakeholder group documentation and distribution (\$10,000). **Sub Total: \$30,000.**
8. **Travel.** Funds will be required for travel for consultants, contractors and project staff to reach landscape sites whether for research, project management or stakeholder meetings as well as to national level meetings. Trainings will also need significant travel costs. Stakeholders will be required to attend national and / or landscape level meetings and seminars as appropriate to the particular output and activity. **Sub Total \$50,000**

Total Component 1 (GEF): USD \$1,386,000

Component 2: Integrating PA Management in the Wider Landscape

9. **International Consultants (IC).** IC will be contracted to review governance systems of existing landscape management approaches (4 weeks) then to review operational practices in existing institutions (4 weeks) then present and share then finalise these recommendations with district governments and PA managers (4 weeks). IC will also be hired to set up with district and intersectoral enforcement mechanism (4 weeks). IC will be hired to carry out an extensive feasibility analysis of the coordination framework (4 weeks.) IC will be hired to develop a security strategy for shea and wildlife (4 weeks) **(22 weeks total) Sub Total: \$66,000.**
10. **Local Consultants (LC).** LC will be hired to provide specific technical support to landscape and PA operations capacity development activities, both to project managers, stakeholders, contractors and International Consultants in the KCL landscape, termed District Liaison Officer. This support person will be utilised to ensure the landscape linkages and mechanisms promoted throughout the project are supported and understood by all stakeholders in the process. Specifically, LC will be utilised to facilitate the process of creating and supporting stakeholder groups in order to address overall management issues in both the PA cluster and amongst district governments, including committee formation, joint management plans, and joint enforcement systems. **(180 weeks). Sub Total: \$270,000.**
11. **Contractual Services (CS).** CS will be utilised to undertake ecological inventories of shea and a wildlife species inventory (\$12,000); cost benefit analyses of sustainable use options (\$12,000); Enrichment planting of shea (\$80,000); value addition initiatives (\$50,000), leading consultation on landscape coordination mechanism (\$25,000), creation of landscape coordination mechanism (\$10,000), implementation of mechanism with stakeholders (\$25,000), district level capacity needs assessment (\$20,000), set up of enforcement mechanism with IC and government (\$25,000), implementation of mechanism with partners (\$25,000), training on diversification of shea products (\$10,000), start small businesses with communities (\$25,000), to update shea market data (\$6,000), to carry out a shea value chain analysis and to review the ordinance on shea nut production(\$6000). assist in set up of market information centres (\$10,000), training of women in market access (\$10,000), facilitate business match making services \$20,000), certification framework (\$10,000), organise annual shea exhibition (\$10,000), wildlife corridor mapping (\$20,000), species monitoring

(\$10,000), wildlife dispersal area mapping (\$10,000), management plan development (\$10,000), set up of community based committees (\$15,000), implementation of management plans with partners (\$50,000) - **distinct contracts. Sub Total: \$506,000.**

12. **Training.** Trainings will be utilised to ensure preparation and awareness activities are carried out to achieve the key outputs as defined on the logframe including: Inter-sectoral District land management coordination mechanism created through consultative process; systematic conservation plan is created; comprehensive trainings are provided to communities on shea market development; public consultations are completed. **Sub Total: \$350,000**
13. **Professional Services.** Legal Specialists will be recruited for ratification of memoranda of understanding and related articles in formulation of various district level ecological management coordination mechanisms in order to ensure the agreements reside in law. **Sub Total: \$35,000.**
14. **Machinery and Equipment.** Equipment will be purchased as investments to assist the set up of market investment centres in four districts @\$50,000 each (centres will be located in existing district offices but refurbished to serve their purpose as resource offices). **Sub Total: \$200,000.**
15. **Printing and Publications.** Funds will be required to ensure adequate stakeholder awareness of landscape coordination, conservation and management plans therefore once complete these will be printed and disseminated to all key stakeholders in six districts and 8 PAs. **Sub Total: \$45,000.**
16. **Travel.** Funds will be required for travel for consultants, contractors and project staff to reach landscape sites whether for research, project management or stakeholder meetings as well as to national level meetings. Stakeholders will be required to attend national and / or landscape level meetings and seminars as appropriate to the particular output and activity. **Sub Total \$68,000**

Total Component 2 (GEF): USD \$1,540,000

Project Management: Ensures effective project administration and coordination have enabled timely and efficient implementation of project activities.

17. **Service Contracts – Individuals.** External contractors will be hired for midterm (\$30,000) and final evaluations (\$30,000). **Sub Total: \$60,000**
18. **Professional Services.** An accountancy firm will be hired at \$3,000 per year for annual audits. **Sub Total: \$12,000**
19. **Local Consultants:** \$48,000 has been allocated to support the work of the Project Coordination Unit to be backed up by a full time administrator/accountant, and where management related (32 weeks). **Sub Total: \$48,000**
20. **Travel:** A total of \$24,000 has been budgeted for non project specific activities travel by members of the PCU to allow for effective project coordination between the PCU, the different PAs, district offices and numerable field sites within them. **Sub Total: \$24,000**
21. **Machinery and Equipment:** \$10,000 has been budgeted for computer purchases, upgrades and services. **Sub Total: \$10,000**

Total Project Management (GEF): USD \$154,000

WORKPLAN. This budget will be used as the basis for the preparation of Annual Work Plans by the Project Coordination Unit.

1.27 Co-Financing

Table 23. Co-financing Commitments

Name of Co-financier (source)	Classification	Type	Project (USD)	%
NEMA	Government	In Kind	750,000	7.0
Uganda Wildlife Authority	Government	Grant	400,000	3.7
PRDP-ENRP	Government	Grant	4,425,000	41.4
Otuke District Government	Government	In Kind	80,000	0.7
Kitgum District Government	Government	Grant	4,700	0.0
UNDP: CPAP	GEF Agency	Grant	2,525,000	23.6
National Forestry Research Institute	Academia	In Kind	200,000	1.9
Makerere University Faculty of Forestry and Nature Conservation	Academia	In Kind	150,000	1.4
NARO PGRC	NGO	In Kind	150,000	1.4
African Wildlife Foundation	NGO	In Kind	2,000,000	18.7
Total Co-financing			10,684,700	100.0

22. While the Government of Uganda has consistently increased financial resources for PA management year on year, resources remain meagre for the conservation of biodiversity in the KCL, where tourism revenues have not as yet brought sufficient returns to make the PAs profitable. Current investment is thus not sufficient to adequately protect all biodiversity resources, which are globally important. Without GEF resources and the leveraged co-financing, in cash and in-kind, biodiversity in- and outside PAs will remain without the conservation and management they require.
23. The project will be implemented by the National Environment Management Authority in collaboration with the Uganda Wildlife Authority and selected Districts surrounding Kidepo critical landscape among others. The project has a total budget of USD \$13,764,700 out of which USD \$3,080,000 is to be funded under the Biodiversity Focal Area of Global Environment Facility 5 System of Transparent Allocation of Resources (GEF 5 STAR) and the rest co-funded by other partners. A Project Preparation Grant worth USD \$ 101,819 was utilised from July 2011 to October 2012.

PART VI: MANAGEMENT ARRANGEMENTS

1.28 Project Management & Implementation

24. The project will be implemented over a period of four years beginning in 2013. The project implementation plan is presented below. An inception period will be used to refine the project design and bring on board fully the relevant stakeholders for implementation.

Execution Modality

25. The project will be executed under National Implementation modality (NIM) where UNDP will act as the provider of the services and facilities that come about through a successful proposal. The project will be funded by GEF through UNDP, which is accountable to GEF for project delivery. UNDP thus has overall responsibility for supervision, project development, guiding project activities through technical backstopping, logistical support and quality assurance.
26. The National Environment Management Authority (NEMA), which also the CBD Focal Point Institution in Uganda, shall be the Implementing Partner. Responsible Parties include the Uganda Wildlife Authority and National Forestry Authority. Other collaborating partners will include National Task Force Membership institutions including Ministry of Local Government, National Agricultural Research Institution (including both Plant and Genetic Research Centre and National Forestry Resources Institute), Ministry of Finance, Planning and Economic Development, Makerere University School of Forestry, Environmental and Geographical Sciences), African Wildlife Fund, Uganda Export Promotion Board, National Chemotherapeutic Research Institute in the Ministry of Health and Nature and Livelihoods, among others. Collaboration will be built with the the Ministry of Trade and Industry Ministry and the Tourism, the Ministry of Wildlife and Heritage Ministry. NEMA will also coordinate District (local landscape) level activities with the support of UWA and NFA (component one) as well as through direct engagement with district government offices (component two).
27. The project will thus be implemented by NEMA but in close collaboration on an implementation level with other government agencies (UWA, NFA, District governments) as well as with civil society and private sector stakeholders and with financial and technical support from UNDP and GEF. In particular, UWA will be the Responsible party to implement Component 1.

Implementation Modality

28. Coordination amongst NEMA, UWA and other key stakeholders will be achieved through creation of a **Project Coordination Unit** (PCU) which will report to the **Project Steering Committee** (PSC), allowing for project assurance and technical advisory support from UNDP and government. The PSC will allow not only high-level coordination between government agencies, but will also provide a mechanism for open and effective project management.

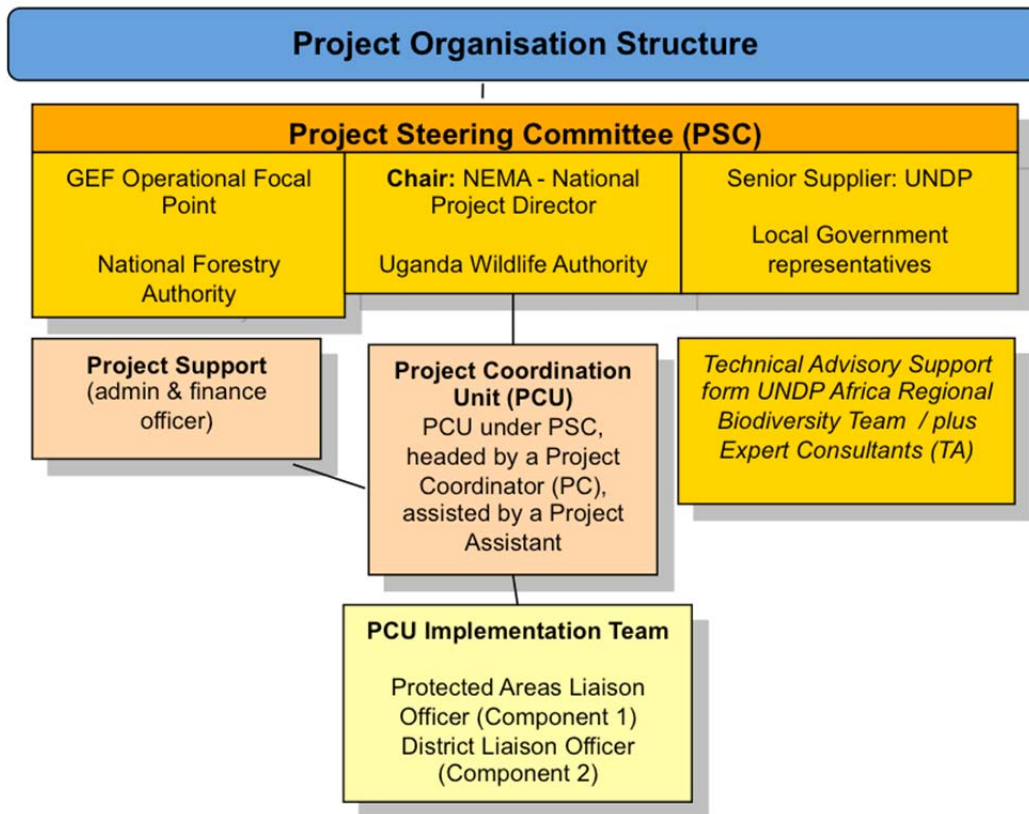


Table 24. Overview of Project Organisation Structure

29. Project activities will be implemented at the overall management and the landscape level. The Project Coordination Unit (PCU) will be responsible for overall coordination of project activities, but in particular, it will coordinate national and landscape level activities that are largely linked to policy and systematic and institutional capacities for managing protected areas and their wider landscapes.
30. The PCU will also be responsible for coordination and mainstreaming of lessons and experiences into government operations, lessons learnt from activities in other related GEF funded projects and linking with additional ongoing related projects. The PCU will be headed by a Project Coordinator (PC) who shall be a salaried fulltime resource acquired competitively. At the landscape level, the PC will work closely with the district technical staff from the natural resources department.

Project Steering Committee

31. The Project Steering Committee (PSC), is the highest decision making organ of the project, which will be chaired by the Executive Director NEMA –who acts as the ‘National Project Director’.
32. The PSC shall be responsible for providing strategic guidance during project implementation. The PSC will be composed of Heads of relevant collaborating government agencies and departments as well as representatives of the private sector and NGOs. UNDP will have one representative present

who will advise the PSC in its deliberations. Other members may be voted onto the PCU.

33. The PSC members shall meet at least once every six months after PCU/Technical Committee on Biodiversity meetings. Extra Ordinary Project Steering Committee meetings when will be organized as and when they are necessary. The PC will be a member of the PSC as an ex-officio observer responsible for taking and distributing minutes. Staff of the PCU working under the PC shall attend meetings of the PSC by invitation and only on a need to basis.

34. The role of the PSC will be to:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the project annual review report, make recommendations for the next annual work plan, and inform the outcome group about the results of the review;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Review and approve work plans, financial plans and reports
- Provide strategic advice to the PCU for the implementation of project activities to ensure the integration of project activities with poverty alleviation and sustainable development objectives
- Ensure coordination between the project and other ongoing activities in the country
- Ensure interagency coordination
- Ensure full participation of stakeholders in project activities.

The Technical Committee on Biodiversity Conservation

35. The committee will be responsible for technical backstopping during the implementation of the project. The committee will thus support the PCU and PSC in their work to ensure that implementation of project activities is on course and producing the desired outputs. The committee will meet at least once per quarter.

Project Coordination

36. The Project Coordinator (PC) shall be the head of the project management team and will be responsible for day-to-day oversight and coordination on implementation of project activities including supervision of activities contracted to consultants by Government. The PC heading the PCU will report to the PSC on a quarterly basis and maintain a direct liaison with UNDP through the Energy and Environment unit.

37. Duties of the PC:

- Plan the activities of the project and monitor progress against the approved work-plan;
 - Mobilise personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications and overseeing all contractors' work;
 - Monitor events as determined in the project monitoring schedule plan, and update the plan as required;
 - Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the FACE (Fund Authorisation and Certificate of Expenditures);
 - Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
 - Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
 - Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
 - Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard
 - Perform regular progress reporting to the project board as agreed to with the board;
 - Prepare the annual review report, and submit the report to the project board and the outcome group;
 - Prepare the annual work plan for the following year, as well as quarterly plans if required;
 - Update the Atlas Project Management module if external access is made available.
38. In each district, the District Environment Officers shall act as a lynch pin to coordinate activities on a landscape level between the partners. S/he will liaise with the Project Officer and other relevant district technical staff for the purposes of enhancing implementation of the project at district level.
39. The PC will link with other GEF project coordinators sharing lessons learnt relevant to the protected area estate and also to other government led initiatives such as institutional strengthening activities, policy and preparation of management plans. The PC will report directly to the PSC on the basis of approved workplan participate directly at the PSC with the agencies reports and workplan approved at the same meeting, and shall work under the guidance of outputs from PAC meetings.
40. The PC will be supported by an assistant as well as a project accountant / admin officer.

Landscape Level Project Implementation

41. The project will focus on strengthening PAs in the KCL as stated in the Project Strategy: Overall management of activities will be coordinated by the PCU through the PC and two specialists under the guidance of the PSC.
42. In order to gain maximum efficiency in project implementation, under the guidance and assistance of the PC, staff will be responsible for the implementation of landscape related activities. Where there are lessons learnt, intra-landscape crossover issues, or higher-level engagement required, responsibility will be decreed to the PC.

Assisting Landscape Level Coordination

43. During Component 1, one Protected Areas Liaison Officer to be based at UWA.
44. During Component 2, one District Liason Officer to be based in NEMA.

45. Project Components

46. The project will comprise two complementary components. Each addresses a different barrier and has distinct outcomes. Overall management of these shall be coordinated by the PCU under the leadership of the PSC.

Inception Session

47. The project will begin with an inception session. The PSC, with the support of the PC and will review the project document prior to the meeting and recommend revisions in light of the prevailing situation. This may include updating the log frame and institutional arrangements. The PC will present the finalised work plan and first quarterly plan to the PSC. All key stakeholders will participate and the workshop will offer an opportunity to ensure coordination between all the players and establish a common ground of understanding necessary to ensure the smooth running of project implementation.
48. A fundamental objective of the Inception Session (IS) will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalise preparation of the project's first annual workplan on the basis of the project's logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalise the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.
49. Additionally, the purpose and objective of the IS will be to: (i) introduce project staff with the UNDP-GEF expanded team which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reports (PIRs) and related documentation, the Annual Project Report (APR), Tripartite Reviews, as well as mid-term and final evaluations. Equally, the IS will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget re-phasings.
50. The IS will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, and broadened, as needed, in order to clarify each party's responsibilities during the project's implementation phase.

Technical Assistance

51. Short-term national as well as international technical assistance (TA) will be provided by the Project, on a consultancy basis, in order to overcome barriers and achieve the project outputs/outcomes. TA will be directly contracted by the PSC, through a transparent procurement process (i.e. the development of Terms of References and recruitment) following UNDP regulations and will directly assist the implementing entities and report to the Project Board. Many of the

project components are innovative and need some level of consultancy input. These include issues such as: Landscape planning, Protected Area Economics, Business Plans, Institutional Capacity Building, Protected Area gap analysis and climate change adaptation strategies, etc. Where needed these local consultancy inputs have been identified and budgeted.

Funds flow

52. Project funds will pass from GEF to UNDP and thereafter to NEMA, which in turn may commission funds to UWA, to consultant bodies, civil society specialists or other government agencies, according to the specific tasks agreed upon and based upon standard UNDP bidding, recruitment, transparency and auditing requirements and regulations, against specific outputs.

Public involvement Plan

53. At the national level the project will engage with governments, the private sector, communities, donors, NGOs and experts over meeting the project objective according to its strategy. The project will also seek to inform all stakeholders of the values of landscape level activities, the problems that they are facing, why they need to support protected area management, wildlife corridors, sustainable utilisation of ecosystem goods and services and habitat conservation and how this should go about in an equitable and efficient manner.

Reporting

54. As head of the PCU, under the PSC, the PC will be responsible for the preparation of reports for the PSC and UNDP on a regular basis, including the following: (i) Inception Report; (ii) Annual Project Report; (iii) Project Implementation Report; (iv) Quarterly Progress Reports; and (v) Project Terminal Report. The Quarterly progress reports will provide a basis for managing project disbursements. These reports will include a brief summary of the status of activities, explaining variances from the work plan, and presenting work-plans for each successive quarter for review and endorsement. The Annual Project Report will be prepared annually, and will entail a more detailed assessment of progress in implementation, using the set indicators. It will further evaluate the causes of successes and failures, and present a clear action plan for addressing problem areas for immediate implementation.
55. *Annual Monitoring* will occur through the *Tripartite Review (TPR)*. The TPR will be composed of Government representatives, UNDP and the Project. This will serve as the highest policy-level meeting of the parties directly involved in the implementation of the project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the first twelve months of implementation. The Annual Project Report (APR) will be prepared and submitted to UNDP-CO and the UNDP-GEF Regional Office at least two weeks prior to the TPR for review and comments. The project will be subjected to at least two independent external evaluations:
 - **Mid-term Evaluation** - will be undertaken at the end of the second year of implementation. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed;
 - **Final Technical Evaluation** - will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results,

- including the contribution to capacity development and the achievement of global environmental goals.
56. The PCU will, utilising input from the PC, provide the country UNDP Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the legally recognised auditor of the Government, or by a commercial auditor engaged openly by the PCU.
 57. NEMA, with the assistance of UWA, will provide the country UNDP Resident Representative with certified periodic financial statements, with an annual audit of the financial statements relating to the status of funds according to the established procedures set out in the Programming and Finance Manuals. The Audit will be conducted by the legally recognised auditor of the Government, or by a commercial auditor engaged by the Government.

1.29 *Legal Context*

58. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Uganda and the United Nations Development Programme. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.
59. UNDP acts in this Project as Implementing Agency of the Global Environment Facility (GEF), and all rights and privileges pertaining to UNDP as per the terms of the SBAA shall be extended mutatis mutandis to GEF.
60. The UNDP Resident Representative in Uganda is authorised to effect in writing the following types of revision to this Project Document, provided that s/he has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:
 - a) *Revision of, or addition to, any of the annexes to the Project Document;*
 - b) *Revisions which do not involve significant changes in the immediate objectives, outcomes or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;*
 - c) *Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and*
 - d) *Inclusion of additional annexes and attachments only as set out here in this Project Document.*

Audit Requirement

61. The Project Steering Committee will provide UNDP with certified periodic financial statements, with an annual audit of the financial statements relating to the status of project funds according to the established procedures set out in the UNDP Programming and Finance manuals.

PART VII: Monitoring and Evaluation Plan

62. A Project Inception Workshop will be conducted with the full project team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goal and objective, as well as finalise preparation of the project's first annual work plan. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalizing the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project.
63. Additionally, the purpose and objective of the Inception Workshop (IW) will be to: (i) introduce project staff with the UNDP-GEF team which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the project team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the Annual Project Implementation Reviews (PIRs) and related documentation, the Annual Review Report (ARR), as well as mid-term and final evaluations. Equally, the IW will provide an opportunity to inform the project team on UNDP project related budgetary planning, budget reviews, and mandatory budget rephasings. The IW will also provide an opportunity for all parties to understand their roles and responsibilities within the project's decision-making structures, including reporting and communication lines.
64. A detailed schedule of project review meetings will be developed by project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the Project Inception Report. Such a schedule will include: (i) tentative time frames for Project Steering Committee Meetings (PSCM) and (ii) project related Monitoring and Evaluation activities. Day-to-day monitoring of implementation progress will be the responsibility of the Project Coordinator (PC) based on the project's Annual Work Plan and agreed indicators. The PC will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The PC will also fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for the first year implementation progress indicators together with their means of verification will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the project team.
65. Measurement of impact indicators related to global biodiversity benefits will occur according to the schedules defined in the Inception Workshop, using METT scores, assessments of forest cover, wildlife movements and other means. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the Implementing Partner, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities. Annual Monitoring will occur through the Project Steering Committee Meetings. This is the highest policy-level meeting of the parties directly involved in the implementation of a project.

The project will be subject to PSCM four times a year. The first such meeting will be held within the first six months of the start of full implementation.

66. A terminal PSCM will be held in the last month of project operations. The PC is responsible for preparing the Terminal Report and submitting it to UNDP-CO and UNDP-GEF RCU after close consultation with the PSCM. It shall be prepared in draft at least two months in advance of the terminal PSCM in order to allow review, and will serve as the basis for discussions in the PSCM. The terminal meeting considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its objectives and contributed to the broader environmental objectives. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation.
67. UNDP Country Offices and UNDP-GEF RCU as appropriate, will conduct yearly visits to project sites based on an agreed upon schedule to be detailed in the project's Inception Report/Annual Work Plan to assess first hand project progress. A Field Visit Report/BTOR will be prepared by the Country Office and UNDP-GEF RCU and circulated no less than one month after the visit to the project team, all PSC members, and UNDP-GEF.

1.30 Project Reporting

68. The PCU, in conjunction with the UNDP-GEF extended team, will be responsible for the preparation and submission of the following reports that form part of the monitoring process. The first six reports are mandatory and strictly related to monitoring, while the last two have a broader function and their focus will be defined during implementation.
69. A Project Inception Report will be prepared immediately following the Inception Workshop. It will include a detailed First Year Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Work Plan will include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the project's decision making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame.
70. The Inception Report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation. When finalised, the report will be circulated to project counterparts who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF's Regional Coordinating Unit will review the document.
71. The Annual Project Report/ Project Implementation Review (PIR) must be completed once a year. The APR/ PIR is an essential management and monitoring tool for UNDP, the Executing Agency and Project Coordinators and offers the main vehicle for extracting lessons from ongoing projects at the portfolio level.
72. Quarterly progress reports: Short reports outlining main updates in project progress will be provided

quarterly to the local UNDP Country Office and the UNDP-GEF RCU by the project team, headed by the Policy Specialist using UNDP formats.

73. UNDP ATLAS Monitoring Reports: A Combined Delivery Report (CDR) summarizing all project expenditures, is mandatory and should be issued quarterly. The PC will send it to the PSC for review and the Executing Partner will certify it. The following logs should be prepared: (i) The Issues Log is used to capture and track the status of all project issues throughout the implementation of the project. It will be the responsibility of the PC to track, capture and assign issues, and to ensure that all project issues are appropriately addressed; (ii) the Risk Log is maintained throughout the project to capture potential risks to the project and associated measures to manage risks. It will be the responsibility of the PC to maintain and update the Risk Log, using Atlas; and (iii) the Lessons Learned Log is maintained throughout the project to capture insights and lessons based on the positive and negative outcomes of the project. It is the responsibility of the PC to maintain and update the Lessons Learned Log.
74. Project Terminal Report: During the last three months of the project the project team under the PC will prepare the Project Terminal Report. This comprehensive report will summarise all activities, achievements and outputs of the Project, lessons learnt, objectives met, or not achieved, structures and systems implemented, etc. and will be the definitive statement of the Project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure the long term sustainability and the wide replicability of the Project's outcomes.
75. Periodic Thematic Reports: As and when called for by UNDP, UNDP-GEF or the Implementing Partner, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered.
76. Technical Reports are detailed documents covering specific areas of analysis or scientific specialisations within the overall project. As part of the Inception Report, the project team will prepare a draft Reports List, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialised analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.
77. Project Publications will form a key method of crystallizing and disseminating the results and achievements of the Project. These publications may be scientific or informational texts on the activities and achievements of the Project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team, under the PC, will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these Publications in a consistent and recognisable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

1.31 Independent Evaluations

78. The project will be subjected to at least two independent external evaluations as follows: An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of the project lifetime. The Mid-Term Evaluation will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organisation, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the UNDP-GEF Regional Coordinating Unit.
79. An independent Final Technical Evaluation will take place three months prior to the terminal Project Board meeting, and will focus on the same issues as the mid-term evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Technical Evaluation should also provide recommendations for follow-up activities.

Table 25. Project Monitoring and Evaluation Plan and Budget

Type of M&E activity	Responsible Parties	Budget USD <i>Excluding project team Staff time</i>	Time frame
Inception Workshop	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO ▪ UNDP GEF 	\$10,000	Within first two months of project start up
Inception Report	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP CO 	None	Immediately following Inception workshop
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> ▪ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members 	To be finalised in Inception Phase.	Start, mid and end of project
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> ▪ Oversight by Project Coordinator ▪ Monitoring and Evaluation Officer ▪ Project team 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR and PIR	<ul style="list-style-type: none"> ▪ Project Team ▪ UNDP-CO ▪ UNDP-GEF 	None	Annually
Quarterly progress reports	<ul style="list-style-type: none"> ▪ Project team 	None	Quarterly
CDRs	<ul style="list-style-type: none"> ▪ Project Coordinator 	None	Quarterly
Issues Log	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO Programme Staff 	None	Quarterly

Type of M&E activity	Responsible Parties	Budget USD <i>Excluding project team Staff time</i>	Time frame
Risks Log	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO Programme Staff 	None	Quarterly
Lessons Learned Log	<ul style="list-style-type: none"> ▪ Project Coordinator ▪ UNDP CO Programme Staff 	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP- CO ▪ UNDP-GEF Regional Coordinating Unit ▪ External Consultants (i.e. evaluation team) 	\$30,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> ▪ Project team, ▪ UNDP-CO ▪ UNDP-GEF Regional Coordinating Unit ▪ External Consultants (i.e. evaluation team) 	\$30,000	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> ▪ Project team ▪ UNDP-CO ▪ local consultant 	Funds are budgeted for local consultants to assist where needed	At least one month before the end of the project
Lessons learned	<ul style="list-style-type: none"> ▪ Project team ▪ Monitoring and Evaluation Officer ▪ UNDP-GEF Regional Coordinating Unit (suggested formats for documenting best practices, etc) 	0	Yearly
Audit	<ul style="list-style-type: none"> ▪ UNDP-CO ▪ Project team 	\$3,000 per annum	Yearly
Visits to field sites	<ul style="list-style-type: none"> ▪ UNDP Country Office ▪ UNDP-GEF Regional Coordinating Unit (as appropriate) ▪ Government representatives 	Paid from IA fees and operational budget	Yearly
TOTAL INDICATIVE COST			
Excluding project team staff time and UNDP staff and travel expenses		USD 150,000*	

ANNEX I: STAKEHOLDER ANALYSIS

1.32 *Stakeholder Involvement Plan*

80. The project will provide the following opportunities for long-term participation of all stakeholders, with a special emphasis on the active participation of local communities:
81. Decision-making – through the landscape mechanisms and stakeholder groups. The establishment of these structures will follow a participatory and transparent process involving the confirmation of all stakeholders; conducting one-to-one consultations with all stakeholders; development of Terms of Reference and ground-rules; inception meeting to agree on the constitution, ToR and ground-rules for the mechanism and its active land use planning, ecological monitoring and community development units.
82. Capacity building – at systemic, institutional and individual level – is one of the key strategic interventions of the project and will target all stakeholders that have the potential to be involved in brokering, implementing and/or monitoring management agreements related to activities in and around the reserves. The project will target especially organisations operating at the community level to enable them to actively participate in developing and implementing management agreements.
83. Communication - will include the participatory development of an integrated communication strategy.
84. The communication strategy will be based on the following key principles:
 - providing information to all stakeholders;
 - promoting dialogue between all stakeholders;
 - promoting access to information.
85. The project will be launched by a well-publicised multi-stakeholder inception workshop. This workshop will provide an opportunity to provide all stakeholders with updated information on the project as well as a basis for further consultation during the project's implementation, and will refine and confirm the work plan.
86. Based on the extensive list of stakeholders (mostly consulted) a more specific stakeholder involvement strategy and plan can be developed at that inception stage.

Goal and Objectives for Stakeholder Involvement

87. The social sustainability of activities and outputs is addressed through the execution of a stakeholder capacity analysis and the elaboration of a detailed collaborative management involvement strategy and plan which identifies stakeholders' interests, desired levels of involvement, capacities for participation (at different levels) and potential conflicts and, responsive mitigation measures.

Principles of Stakeholder Participation

88. Based on the stakeholder analysis carried out during the PPG phase it is clear that different levels of capacity development activities will be required at the landscape level on the level of the individual PAs. The two landscapes with which the project will work are quite different in nature, composition of members and technical needs on the ground. It is therefore recommended at the generic proposal for capacity development activities will be refined and regularly updated at the level of each landscape.
89. Capacity needs fall overall into four main categories:
- Awareness raising and knowledge development about a landscape approach:
 - Knowledge and skills for coordinating PAs within landscapes
 - Technical knowledge and skills
 - Financial support and investments

The stakeholder participation plan that is further developed at inception will also be based on the principles outlined below.

Table 26. Stakeholder participation principles

Principle	Stakeholder participation will:
Value Adding	be an essential means of adding value to the project
Inclusivity	include all relevant stakeholders
Accessibility and Access	be accessible and promote access to the process
Transparency	be based on transparency and fair access to information; main provisions of the project's plans and results will be published in local mass-media
Fairness	ensure that all stakeholders are treated in a fair and unbiased way
Accountability	be based on a commitment to accountability by all stakeholders
Constructive	seek to manage conflict and promote the public interest
Redressing	seek to redress inequity and injustice
Capacitating	seek to develop the capacity of all stakeholders
Needs Based	be based on the needs of all stakeholders
Flexible	be flexibly designed and implemented
Rational and Coordinated	be rationally planned and coordinated, and not be ad hoc
Excellence	be subject to ongoing reflection and improvement

1.33 Long-term Stakeholder Participation

90. A comprehensive stakeholder analysis was undertaken during the preparation phase. Site visits were carried out. Stakeholders include, but are not limited to key government agencies like NEMA and UWA, district government (to provide support through their administrative functions), the private sector, civil society and local communities. Project design reflects strong and effective two-way dialogue between relevant stakeholders at all stages. The full project will continue in this vein, and includes significant investment in a Knowledge Management system, for coordinating the collection, storage, analysis and dissemination of a wide range of information related to NEMA, UWA and NFA's conservation mandates, and particularly focused on the management of protected areas. In order to ensure the absolute best use is made of this resource, the project will endeavour to ensure that appropriate and sustainable lines of communication are established between communities, government and other stakeholders.

Table 27. Key Stakeholders, Mandates, Roles and Relations

Government ministries, departments and agencies (MDAs)					
Stakeholder	Mandate	Relations with other stakeholders	Suggested role in project implementation	Institutional capacity	Support needed
NEMA	Coordinate, supervise and monitor all activities in the field of the environment	Performs its functions in collaboration with lead agencies at the national level, District Department of Natural Resources, partnership with NGOs as well as networking with the private sector	<ol style="list-style-type: none"> 1. PCU 2. Responsible for implementation of Component 2 of the project 3. Building capacity of districts and law enforcement agencies in enforcement of environmental laws to protect the shea nut and the environment in the shea belt districts 4. Support development and enforcement of ordinances and bye-laws on the protection of sheanut/environment 5. Support restoration of degraded shea nut areas (enrichment planting) 6. Support development and implementation of awareness programmes 7. Support local community initiatives on value addition to shea nut products 8. Finalise development of a National Strategy for the Protection and Sustainable Use of the Shea Nut. 9. Support activities for declaration of shea nut as a protected tree species 10. Guidelines for conservation of the shea nut 	<ol style="list-style-type: none"> 1. Has experience in developing and implementing GEF projects 2. Has Environment Protection Force (EPF) 3. Has experience in capacity building and awareness on environment 	Funding required for these activities
UWA	UWA is responsible for the management of wildlife conservation areas	Semi-autonomous body. Shares dual management areas with NFA.	<ol style="list-style-type: none"> 1. Resource conservation in the Kidepo NP. 2. Community conservation in Kidepo critical landscape. 3. Promotion of ecotourism in the Kidepo National Park 	UWA has a few permanent and temporary staff in KCL. The office	Funding required for these activities

	(national parks, wildlife reserves and wildlife sanctuaries) in partnership with the neighboring communities and other stakeholders	Collaborative management agreements with park adjacent communities are widely used, although human-wildlife conflicts are common.		in the park is fairly well equipped. Has fairly good transport. Has adequate law enforcement capacity	
NFA	manage all central forest reserves	Semi-autonomous and not under district local administration. Poor coordination between NFA and DFS, especially over clearance of forest produce. Collaborative forest management implemented in a few reserves. Conflicts with forest adjacent communities over use of forest resources are common.	<ol style="list-style-type: none"> 1. Resurvey and mark boundaries to secure encroachment areas in Zulia, Rom, Lwala, Morongole, Timu, Nyangeanyapore central forest reserves. 2. Monitor and reduce level of illegal activities in the reserves 3. Sensitise communities on the importance of forests including Shea nut trees using various media such as radios. 4. Develop collaborative forest management agreements with forest adjacent communities allowing community groups to carry out Bee keeping in CFRs while protecting the trees, initiating groups for energy saving stoves to reduce fuel wood consumption and also helping communities to establish woodlots to diversify supply of wood. 5. Support to enrichment planting with indigenous tree species (including with Shea) to support regeneration of the forests that had been encroached 6. Support security meetings together with UWA and Local Governments for conflict resolution between cross border communities in South Sudan and Turkana of Northern Kenya to reduce illegal activities such as fires 	NFA has 12 permanent staff and 14 temporary staff in KCL. Has two range offices in KCL with fairly good transport. inadequate staffing and financial capacity of NFA and DFS to manage the protected forests	Funding required for these activities
UEPB	To facilitate the development, diversification, promotion and coordination of all export related activities	Coordinates export promotion in collaboration with other stakeholders	<ol style="list-style-type: none"> 1. Provide market access/ penetration information. 2. training in market entry requirements, export procedures, packaging and branding, marketing. 3. business match making services 4. To provide market information and linkages. 5. Facilitate inclusion of Shea nut products in the national export strategy. 		
Ministry of local government	Guide, harmonise, mentor and advocate for all local governments in support of the vision of government to bring about socio economic transformation of the	Coordinates activities in local governments	Coordinate and support districts in provision of efficient and sustainable services.	All the districts in the project area have staff	

	country.				
Office of the Prime Minister	To lead government business and coordinate implementation of govt policies and programmes	In charge of supervision of implementation of government policies and programmes	Supervision and monitoring of project implementation in districts. Approval of workplans from districts. Backstopping during project identification	Has qualified staff	Funding for supervisory role
Government Research Institutions					
Stakeholder	Current mandate	Relations with other stakeholders	Suggested role in project implementation	Institutional capacity	Support needed
National Forestry Resources Research Institute	Undertake research in all aspects of forestry	Has a memorandum of understanding with NFA and UWA to undertake research in the PAs.	Undertake research on the following issues: 1. conduct research on Shea processing techniques, post-harvest handling and marketing. 2. determine economic values of PAs in the KCL. 3. Conduct resource use inventories. 4. Study wildlife-human conflicts. 5. Development of tools and options for pre-breeding of the Shea nut tree	Has the national mandate and long experience in conducting forestry research	Funding the research
Plant genetic resources Centre	Conservation of plant genetic resources		1. Identify and conserve indigenous Shea tree varieties. 2. Germplasm collection		
Ngeta ZARDI	Development and dissemination of agricultural technologies in mid-northern zone.		Development of uniform and shorter maturing Shea trees (shortening of juvenile phase through grafting) for promoting on-farm domestication both in-situ and ex-situ)		
Natural Chemotherapeutics research institute	Conduct research on medicinal/indigenous nutritional plants for product development	UNBS regulates nutritional foods NDA regulates medicinal plants/foods after getting reports from NCRI	1. Sensitizing communities on GAP 2. Train communities in GMP 3. Determine Nutritional/medicinal profiles for quality control of Shea oil/products. 4. Support development and standardisation of Shea products	Has, botanists, chemists, pharmacologists, technicians and laboratories in place. Has four regional community centres with infrastructure for training of THPs in place.	Facilitation for field officers
Makerere University School of Forestry, Environmental and	Develop human resources; generate knowledge in the fields of Forestry, Biodiversity, Tourism, Environment and climate science, train forestry	Participates in workshops and other activities related to agricultural	Promote agroforestry practices Introduce appropriate technologies for improved agricultural production	Has adequate capacity	Financial support to undertake the relevant activities

Geographical Sciences	and other environment management professionals; conduct research and conduct outreach programmes to local communities	technology development and research	Promote soil and water conservation Support organic farming		
District Local governments					
Stakeholder	Current mandate	Relations with other stakeholders	Suggested role in project implementation	Institutional capacity	Support needed
Kaabong	Regulate, control, manage, administer, promote efficient service delivery to the communities. Manage local forest reserves and forests on private land and assist government to preserve the environment.	Directly under district local administration. Coordination with NFA in forest management is inadequate. Conflicts with forest adjacent communities are common. Aid and supports activities of other stakeholders.	1. Enact bye laws to protect forests and prevent environmental degradation. Enforcement of forest laws in local forest reserves and private land. 2.Sensitise local communities on shea butter tree conservation. 3.Establish 1 tree nursery to distribute 800,000 tree seedlings per year	Has district forest officer.inadequate staffing and financial capacity of DFS to manage the protected forests	Capacity building of forest officers, natural resource officers and wetland officers in districts.
Kotido	Regulate, control, manage, administer, promote efficient service delivery to the communities. Manage local forest reserves and forests on private land and assist government to preserve the environment.	Directly under district local administration. Coordination with NFA in forest management is inadequate. Conflicts with forest adjacent communities are common. Aid and supports activities of other stakeholders.	1. Enact bye laws to protect forests and prevent environmental degradation. 2. Enforcement of forest laws in local forest reserves and private land. 3. Sensitise local communities on Shea nut tree conservation. 4.Establish 1 tree nursery to distribute 800,000 tree seedlings per year	Has district forest officer, inadequate staffing and financial capacity of DFS to manage the protected forests	Capacity building of forest officers, natural resource officers and wetland officers in districts.
Kitgum	Regulate, control, manage, administer, promote efficient service delivery to the communities. Manage local forest reserves and forests on private land and assist government to preserve the environment.	Directly under district local administration. Coordination with NFA in forest management is inadequate. Conflicts with forest adjacent communities are common. Aid and supports activities of other stakeholders.	1. Enact bye laws to protect forests and prevent environmental degradation. 2. Enforcement of forest laws in local forest reserves and private land. 3.Sensitise local communities on shea butter tree conservation. 4.Establish 1 tree nursery to distribute 800,000 tree seedlings per year	Has district forest officer, inadequate staffing and financial capacity of DFS to manage the protected forests	Capacity building of forest officers, natural resource officers and wetland officers in districts.
Abim	Regulate, control, manage, administer, promote efficient service delivery to the communities.	Directly under district local administration. Coordination with NFA in forest management	1. Enact by-laws to protect forests and prevent environmental degradation.	Has district forest officer,inadequate	Capacity building of forest officers, natural resource officers and wetland

	Manage local forest reserves and forests on private land and assist government to preserve the environment.	is inadequate. Conflicts with forest adjacent communities are common. Aid and supports activities of other stakeholders.	2. Enforcement of forest laws in local forest reserves and private land. 3.Sensitise local communities on shea butter tree conservation. 4.Establish 1 tree nursery to distribute 800,000 tree seedlings per year	staffing and financial capacity of DFS to manage the protected forests	officers in districts.
Otuke	Regulate, control, manage, administer, promote efficient service delivery to the communities. Manage local forest reserves and forests on private land and assist government to preserve the environment.	Directly under district local administration. Coordination with NFA in forest management is inadequate. Conflicts with forest adjacent communities are common. Aid and supports activities of other stakeholders.	1. Enact bye laws to protect forests and prevent environmental degradation. 2. Enforcement of forest laws in local forest reserves and private land. 3.Sensitise local communities on shea butter tree conservation. 4.Establish 1 tree nursery to distribute 800,000 tree seedlings per year	Has district forest officer,inadequate staffing and financial capacity of DFS to manage the protected forests	Capacity building of forest officers, natural resource officers and wetland officers in districts.
Agago	Regulate, control, manage, administer, and promote efficient service delivery to the communities. Manage local forest reserves and forests on private land and assist government to preserve the environment.	Directly under district local administration. Coordination with NFA in forest management is inadequate. Conflicts with forest adjacent communities are common. Aid and supports activities of other stakeholders.	1. Enact bye laws to protect forests and prevent environmental degradation. 2. Enforcement of forest laws in local forest reserves and private land. 3.Sensitise local communities on shea butter tree conservation. 4.Establish 1 tree nursery to distribute 800,000 tree seedlings per year	Has district forest officer, inadequate staffing and financial capacity of DFS to manage the protected forests	Capacity building of forest officers, natural resource officers and wetland officers in districts.
NGOs					
Stakeholder	Current mandate	Relations with other stakeholders	Suggested role in project implementation	Institutional capacity	Support needed
Wildlife Conservation Society	Conservation of wildlife and wild lands through applied science and research	Work with government protected area institutions such as NEMA, NFA, UWA Local Governments and other development partners and NGS	1.Conduct baseline studies for key species/taxa in the park and conduct regular monitoring. 2.Identify and assess viability of animal corridors. 3.Produce vegetation change maps 4. Carry out resource inventories and wildlife censuses	Adequate	??
NOGAMU			Certification of organic products		
Nature and Livelihoods	Support to conservation of	Nature and	Participate in piloting of selected livelihood	Has staff with	Financial support is

	weakly protected areas, poorly protected ecological communities and threatened species occurring primarily outside existing protected areas	Livelihoods was founded with the support of District Authorities and the Ministry of Environment. It is working collaboratively with government agencies and research institutions such as UWA, NEMA, NFA, NaFORI and NGOs such as ICRAF.	<p>projects for communities</p> <p>Participate in training of PA field staff to meet necessary competencies in policing and enforcement</p> <p>Participate in training in gathering of intelligence related to poaching</p> <p>Participate in building operational capacity of staff on fire management by providing background information on fire risks and management</p> <p>Performing an analysis of shea butter tree regeneration rates, rates of offtake for charcoal production, and fruit production</p> <p>Conducting cost-benefit analysis of the different use options of the shea nut tree resources and other wildlife</p> <p>Support to training and sensitisation on sustainable use options of the shea butter; training of communities on fruit yield quantification ; upscaling of regeneration of the shea butter tree</p> <p>Support to development of a strategy for the protection and sustainable use of the shea nut</p> <p>Support to formulation of bye-laws and ordinances by facilitating integration of knowledge from research</p>	adequate technical capacity, knowledge, and experience needed to implement and support research and training activities as well as to provide supporting advisory and awareness raising services	needed to match in-Kind support provided to undertake relevant activities
Bead for life			1. Awareness creation		
Other NGOs in the PAs			Support conservation of the PA Support awareness creation about the PA market the PA		
Private sector					
Stakeholder	Current mandate	Relations with other stakeholders	Suggested role in project implementation	Institutional capacity	Support needed
COVOL (NUSPA)			Support Value addition and awareness creation. Support enrichment planting of shea and research		
KfB			Value addition and awareness creation. Support enrichment planting of shea and research		

Guru Nanak			Value addition and awareness creation. Support enrichment planting of Shea trees and research		
Other Private Sector Organisations in the PAs			Support conservation of the park Concessionaires, business operators, market the PA and bring in visitors		
Consultancy Firms			Undertake baseline studies required to strengthen project execution as well as evaluation and monitoring		
Cultural institutions		Traditional leaders including clan leaders and traditional health associations are strongly respected and guide local communities on sustainable natural resource management based on traditional norms and values	Strengthen traditional systems for Shea nut tree conservation by providing support to traditional leaders Strengthening community relationship with the Kidepo valley Project	Traditional leaders lack empowerment in terms of knowledge about sustainable natural resource management	Capacity building in relevant areas
Local Communities		Implementers of most on the ground projects and programmes from Government, NGOs and Private sector Interact with each other sharing lessons from project implementation	Implement identified on-the-ground-projects Participate in project monitoring and evaluation Responsible for sustainability of project outcomes and outputs	Lack awareness and capacity to implement community based natural resource projects	Need awareness, capacity building and financial support to implement identified activities

ANNEX II: TERMS OF REFERENCE – KEY PERSONNEL

Position	<u>Duties and Responsibilities</u>	<u>Qualifications</u>
Project Coordinator	<ul style="list-style-type: none"> • Ensure the timely and effective implementation of the project • Supervise and coordinate activities and production of project outputs • Supervise and coordinate the work of project staff, consultants and any other sub-contractors • Recruit and manage project personnel • Prepare financial plans and budgets as required by UNDP • Liaise with UNDP, NEMA, relevant Government agency and donors/NGO's • Oversee the timely submission of reports, reviews and other documentation required by UNDP, GEF, Project Steering Committee • Disseminate any relevant information about the project as and when necessary • Report project progress to the Project Steering Committee and donors 	<ul style="list-style-type: none"> • MSc degree in forestry or wildlife management, environmental science or other related field • More than 15 years experience in wildlife / forestry / biodiversity conservation and management in Uganda • At least 10 years of experience in project/programme management • Working experience with NEMA, UWA, NFA and the Government of Uganda • Experience in coordinating large, multi-stakeholder projects • Ability to administer budgets, supervise staff at all levels and interact with local stakeholders and Government officials • Strong drafting, editing, reporting and presentation skills • Computer efficient • Excellent writing and communication skills
Project Assistant	<ul style="list-style-type: none"> • Work with the Project Manager to provide technical support to implementation of project activities at central and site level protected areas • Collect, register and maintain all information on project activities • Contribute to the preparation and implementation of progress reports • Maintain project correspondence and lines of communication • Support the preparation of work plans • Assist in logistical organization, field visits, workshops and meetings • Maintain a proper filing system and office administration • Perform other duties as and when required 	<ul style="list-style-type: none"> • BSc degree in forestry management, environmental science or other related field • At least 5 years experience in biodiversity conservation and management • At least 5 years of experience in project/programme management • Working experience with the Government of Uganda • At least 5 years experience of administration • financial expenditure and track accounts • Ability to correspond effectively and different stakeholders and organizations • Computer efficient • Excellent writing and communication skills

ANNEX III: CO-FINANCING SUPPORT LETTERS

The letters of co-financing support are attached as separate files.

ANNEX IV: METT SUMMARY

Detailed Management Effectiveness Tracking Tools (METT) can be found in a separate annex (Annex VII) but are summarised here:

Table 28. Management Effectiveness Tracking Tools Summary (2012)

Assessment criteria	Kidepo Valley	Zulia	Rom	Lwala	Nyangea-Nyapore	Morungole	Timu
Location	Kaabong District	Kaabong District	Kitgum District	Kaabong District	Kitgum and Kaabong Districts	Kaabong District	Kaabong District
Total area	144,200	91,612	10,904	5,884	41,741	15,063	11,751
IUCN category	National Park	Forest Reserve	Forest Reserve	Forest Reserve	Forest Reserve	Forest Reserve	Forest Reserve
Management Authority	UWA	NFA	NFA	NFA	NFA	NFA	NFA
Permanent staff	120	2	3	2	2	2	2
Temporary staff	40	1	1	1	1	1	1
Annual budget	USD 270,000	Variable	USD 28,064 excluding staff salaries	Variable	USD 19,272 excluding staff salaries	Variable	Variable
Reason for designation	Flora and fauna conservation	Ecological functions and biodiversity conservation	Ecological functions and biodiversity conservation	Ecological functions and biodiversity conservation	Ecological functions and biodiversity conservation	Ecological functions and biodiversity conservation	Ecological functions and biodiversity conservation

Assessment criteria	Kidepo Valley	Zulia	Rom	Lwala	Nyangea-Nyapore	Morungole	Timu
Primary Authority Objectives	Habitat conservation	Manage ecosystems for biodiversity conservation	Biodiversity conservation	Manage ecosystems for biodiversity conservation	To increase biodiversity associated with forest conservation and woodland reserves in Agoru-Agu sector	Manage ecosystems for biodiversity conservation	Manage ecosystems for biodiversity conservation
	Flora and fauna conservation	Manage the watershed catchment for streams pouring into Kidepo river and protect Kidepo river	Sustainable utilization	Manage the watershed catchment for rivers Nalkas, Papa and Lomusio and for tourism development	To protect adequate vegetation cover within the reserve so as to improve the water supplies in and around the CFR	Manage the watershed catchment for river Nalkas, protect the soil and promote ecotourism	Manage the watershed catchment area for River Kaorosa and River Namoru and protect the soil and habitat for the Ik tribe who coexist with the forest
2 key threats	Fire	Fire	Fire	Fire	Land conversion for grazing and crop cultivation	Fire	Climate change associated with drought, flooding, temperature extremes etc
	Isolation	Destructive activities by visitors	Recreation & tourism	Isolation from other habitats	Settlements and logging	Land conversion for grazing and crop cultivation	Fire and loss of keystone species

Assessment criteria	Kidepo Valley	Zulia	Rom	Lwala	Nyangea-Nyapore	Morungole	Timu
Key management activities	Addressing habitat conversion	-	-	Conservation education for local leaders and communities	Conservation education for local leaders and communities	-	Conservation education for local leaders and communities
	Protecting flora and fauna	-	-	-	-	-	-
Legal status	Gazetted in 1962	Gazetted	Gazetted in 1937	Gazetted in 1942	Gazetted 1942	Gazetted in 1942	Gazetted in 1942
Law enforcement effectiveness	Moderately effective	Poorly effective	Poorly effective	Moderately effective	Moderately effective	Moderately effective	Moderately effective
Boundary demarcation	Only partly	Only partly	Well maintained	Only partly	Known and well demarcated	Only partly	Only partly
Management plan	Available & being implemented	Available but only partly implemented	Available but only partly implemented	Available but only partly implemented	Available but only partly implemented	Available but only partly implemented	Available but only partly implemented
Are there work plans	Annual & quarterly work plans	Work plan exists but only partly implemented	Annual , quarterly & monthly work plans exist and implemented	It exists but only few activities are implemented	Annual , quarterly & monthly work plans exist but not fully implemented	It exists but only few activities are implemented	It exists but only few activities are implemented due to insufficient funds
Are resource inventories done	Not regularly	Not regularly but information is adequate	Done in 1993 and no major changes have taken place since then	Last studies carried out in 2005 and information available now is insufficient	Done in 1993 and there is insufficient or information for decision making	Not regularly but information is adequate	Not regularly but information is adequate

Assessment criteria	Kidepo Valley	Zulia	Rom	Lwala	Nyangea-Nyapore	Morungole	Timu
Any systems for regulating resource use	No MoUs with communities	Only partially available	No system exists although area is patrolled	Only partly available and effective	Only partly available and effective	Only partly available and effective	Only partly available and effective
Is there vibrant research	Lacking	No	No	No	No	No	No
Is there active resource management	Partly	Very limited	Very limited	Very limited	Partly	Very limited	Very limited
Number of staff	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate	Inadequate
Staff training	Room for improvement	Room for improvement	Room for improvement	Room for improvement e.g in GIS, CFM, fire fighting, EIA	Room for improvement e.g in GIS, CFM, fire fighting, EIA	Room for improvement	Room for improvement
Is current budget sufficient	Insufficient	Insufficient	Insufficient	Insufficient	Insufficient	Insufficient	Insufficient
Is budget secure	Partly	Partly	Very little secure budget	Very little secure budget	Very little secure budget	Very little secure budget	Very little secure budget
Is equipment sufficient	Inadequate	Moderately available	Inadequate	Inadequate	Inadequate	Moderately available	Moderately available
Is equipment adequately maintained	Partly	Partly	No	Not regular	Not regular due to lack of funds	Partly	Not regular due to lack of funds
Is education & awareness adequate	Partly	Partly	Partly	Partly	Partly	Partly	Partly

Assessment criteria	Kidepo Valley	Zulia	Rom	Lwala	Nyangea-Nyapore	Morungole	Timu
Does water & land use planning recognize the importance of PA	No	Partly	No planning in the area	No water and land use planning in the area	No water and land use planning in the area	Partly	Partly
Does above planning incorporate environmental issues	Partly	Partly	N/A	N/A	N/A	Partly	No
Is there planning for environment in the corridors	Partly	Yes	No planning for corridors	No planning for corridors	No planning for corridors	Some planning	Not yet
Is there cooperation with adjacent land and water users	Very little	Very little	Very little	Very little	None	Some level of cooperation	Very little
Do communities surrounding the PA participate in decision making	Partly	Partly	No input	Very little	Some input	Partly	Partly
Is there trust between Park staff and local communities	No	Partly	-	Partly	-	Yes	Yes

Assessment criteria	Kidepo Valley	Zulia	Rom	Lwala	Nyangea-Nyapore	Morungole	Timu
Any plans to enhance community welfare while protecting the PA	No	-	Yes e.g. tree seedlings	No	None due to lack of funds	No	None due to lack of funds
Do local communities actively support the PA	Yes	Partly	Yes	Yes	No	Yes	Yes
Does the PA deliver any economic benefits to the adjacent communities	Minimally	Some	Some	Some through wages for patrol and for boundary maintenance	Some through wages for patrol and for boundary maintenance	Some	Some through wages for patrol and for boundary maintenance
Is there a monitoring and evaluation system being implemented	Yes but only partly implemented	Ad hoc	Yes and well implemented	Yes on a monthly basis	Ad hoc	Ad hoc	Yes on a monthly basis
Are visitors' facilities adequate	Partly	No visitor facilities	No visitor facilities	No visitor facilities	Limited visitor facilities	No visitor facilities	No visitor facilities
Level of cooperation between Park staff and tour operators	Limited	None	None	None	None	None	N/A

Assessment criteria	Kidepo Valley	Zulia	Rom	Lwala	Nyangea-Nyapore	Morungole	Timu
Are collected PA fees ploughed back	Partly	Not collected	Not collected	Not collected	Fees make a significant contribution to the PA	Not collected	Not collected
What is the condition of the PA now and when it was first designated	Some degradation including species loss	Minimum disturbance	Minimum disturbance after the LRA war	Severe degradation of biodiversity	Some degradation of biodiversity	Severe degradation of biodiversity	Severe degradation of biodiversity
TOTAL METT SCORE	65	53	40	45	58	42	53

ANNEX V: FINANCIAL SCORECARD SUMMARY

Detailed Financial Scorecards can be found in a separate annex (Annex VIII) but are summarised here:

Table 29. Financial Scorecard Summary (2012)

Assessment criteria	Uganda Wildlife Authority	National Forestry Authority
Total available finances (USD) in 2010/2011	15,100,196	7,724,650
Total Central Government budget	272,106	225,571
Funding from donors	629,700	1,614,320
Site based revenue from all Pas	14,198,390	5,884,759
Total finances available to the PA system (100%)	15,100,196	7,724,650
Costs and Financing needs		
Total expenditure for Pas	15,452,827	9,588,879
Estimated financing needs for basic management costs (operational and investment)	16,225,468	16,490,995
Estimated financing needs for optimal management costs (operational and investment)	21,093,108	21,438,294
Estimated financial needs to expand the PA system to be fully ecologically representative	N/A	N/A
Annual financing gap (financial needs-available finances)		-
Net actual annual surplus/deficit	-352,631	1,864,229
Annual financing gap for basic management scenarios	1,125,272	8,766,345
Annual financing gap for optimal management scenarios	5,992,912	13,713,644
FINANCIAL SCORECARD (ASSESSING ELEMENTS OF THE FINANCING SYSTEM)		
Component 1: Legal, regulatory and institutional frameworks		
Laws or policies in place that facilitate PA revenue mechanisms	A few	A few

Assessment criteria	Uganda Wildlife Authority	National Forestry Authority
Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing	None	None
Laws or policies are in place for PA revenues to be retained by the PA system	Yes, but needs improvement	Yes, but needs improvement
Laws or policies are in place for PA revenues to be retained at the PA site level	No	No
Laws or policies are in place for revenue sharing at the PA site level with local stakeholders	Under development	Under development
A Fund has been established and capitalized to finance the PA system	Established	Established
Funds have been created to finance specific PAs	No	No
Fund expenditures are integrated with national PA financial planning and accounting	Quite well	Quite well
There are laws or policies which allow and regulate co-management of PAs	Yes, but needs improvement	Yes, but needs improvement
There are laws or policies which allow and regulate co-management of PAs	None	None
There are laws or policies which allow and regulate local government management of PAs	None	Yes, but needs improvement
There are laws which allow, promote and regulate private reserves	Yes, but needs improvement	Yes, but needs improvement
There are policies and/or regulations that exist for the following which should be part of a National PA Finance Strategy:		
- Comprehensive financial data and plans for a standardized and coordinated cost accounting systems (both input and activity based accounting)	Yes, but needs improvement	Yes, but needs improvement
- Revenue generation and fee levels across PAs	Yes, but needs improvement	Yes, but needs improvement
- Allocation of PA budgets to PA sites (criteria based on size, threats, business plans, performance etc)	Yes, but needs improvement	Yes, but needs improvement

Assessment criteria	Uganda Wildlife Authority	National Forestry Authority
- Safeguards to ensure that revenue generation does not adversely affect conservation objectives of PAs	Yes, but needs improvement	Yes, but needs improvement
- PA management plans to include financial data or associated business plans	Under development	Under development
Degree of formulation, adoption and implementation of a national financing strategy[2]	Not begun	Not begun
Economic valuation studies on the contribution of protected areas to local and national development are available	Partially	Partially
PA economic valuation influences government decision makers	Partially	Partially
Government policy promotes budgeting for PAs based on financial need as determined by PA management plans	No	No
PA budgets includes funds to finance threat reduction strategies in buffer zones (eg livelihoods of communities living around the PA)	Partially	Partially
Administrative (eg procurement) procedures facilitate budget to be spent, reducing risk of future budget cuts due to low disbursement rates	Partially	Partially
Government plans to increase budget, over the long term, to reduce the PA financing gap	Partially	Partially
Mandates of public institutions regarding PA finances are clear and agreed	Full	Full
Central level has sufficient economists and economic planners to improve financial sustainability of the system	Almost there	Almost there
There is an organizational structure (eg a dedicated unit) with sufficient authority and coordination to properly manage the finances of the PA system	Almost there	Almost there
At the regional and PA site level there is sufficient professional capacity to promote financial sustainability at site level	Full	Full

Assessment criteria	Uganda Wildlife Authority	National Forestry Authority
PA site manager responsibilities include, financial management, cost-effectiveness and revenue generation	Almost there	Almost there
Budgetary incentives motivate PA managers to promote site level financial sustainability (eg sites generating revenues do not necessarily experience budget cuts)	Almost there	Almost there
Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation, fee collection and cost-effective management	Almost there	Almost there
There is capacity within the system for auditing PA finances	Full	Full
PA managers have the possibility to budget and plan for the long-term (eg over 5 years)	Partial	Partial
Total Score for Component 1:		
Actual score 69	69	45
Total Possible 90	90	90
% achieved 76.6%	76.60%	50
Component 2 – Business planning and tools for cost-effective management		
Quality of PA management plans used, (based on conservation objectives, management needs and costs based on cost-effective analysis)	Decent	Decent
PA management plans are used at PA sites across the PA system	Near complete Above 70% of sites	Early stages Below 25% of sites within the system
Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed across the PA system	Near complete Above 70% of sites	Near complete Above 70% of sites
Business plans are implemented across the PA system (degree of implementation measured by achievement of objectives)	Near complete Above 70% of sites	Early stages Below 25% of sites within the system
Business plans for PAs contribute to system level planning and budgeting	Near complete Above 70% of sites	Early stages Below 25% of sites within the system

Assessment criteria	Uganda Wildlife Authority	National Forestry Authority
Costs of implementing management and business plans are monitored and contributes to cost-effective guidance and financial performance reporting	Near complete Above 70% of sites	Early stages Below 25% of sites within the system
There is a transparent and coordinated cost (operational and investment) accounting system functioning for the PA system	Partial	Partial
Revenue tracking systems for each PA in place and operational	Near complete	Partial
There is a system so that the accounting data contributes to system level planning and budgeting	Fully completed	Partial
All PA revenues and expenditures are fully and accurately reported by PA authorities to stakeholders	Complete and operational	Near complete
Financial returns on tourism related investments are measured and reported, where possible (eg track increase in visitor revenues before and after establishment of a visitor centre)	Complete and operational	Near complete
A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority	Complete and operational	Partial
A reporting and evaluation system is in place to show how effectively PAs use their available finances (ie disbursement rate and cost-effectiveness) to achieve management objectives	Complete and operational	Partial
National PA budget is allocated to sites based on agreed and appropriate criteria (eg size, threats, needs, performance)	Yes	Yes
Funds raised by co-managed PAs do not reduce government budget allocations where funding gaps still exist	Yes	No
Guidance on cost-effective management developed and being used by PA managers	Partially done	Absent
Inter-PA site level network exist for PA managers to share information with each other on their costs, practices and impacts	Fully	Absent

Assessment criteria	Uganda Wildlife Authority	National Forestry Authority
Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance	Fully	Absent
Monitoring and learning systems of cost-effectiveness are in place and feed into system management policy and planning	Almost done	Partially done
PA site managers are trained in financial management and cost-effective management	Almost done	Partially done
PA financing system facilitates PAs to share costs of common practices with each other and with PA headquarters	Fully	Partially done
Total Score for Component 2:		
Actual score	47	21
Total Possible	59	59
% achieved	79.60%	35.6
Component 3 – Tools for revenue generation by PAs		
An up-to-date analysis of revenue options for the country complete and available including feasibility studies	Partially	None
There is a diverse set of sources and mechanisms, generating funds for the PA system	Partially	Partially
PAs are operating revenue mechanisms that generate positive net revenues (greater than annual operating costs and over long-term payback initial investment cost)	Partially	Partially
PAs enable local communities to generate revenues, resulting in reduced threats to the PAs	Partially	None
A system wide strategy and action plan for user fees is complete and adopted by government	Fully	Partially
The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programmes	Fully	Partially

Assessment criteria	Uganda Wildlife Authority	National Forestry Authority
Tourism related infrastructure investment is proposed and developed for PA sites across the network based on analysis of revenue potential and return on investment	Satisfactory	Partially
Where tourism is promoted PA managers can demonstrate maximum revenue whilst not threatening PA conservation objectives	Partially	Partially
Non tourism user fees are applied and generate additional revenue	Satisfactory	Satisfactory
System wide guidelines for fee collection are complete and approved by PA authorities	Operational	Operational
Fee collection systems are being implemented at PA sites in a cost-effective manner	Partially	Partially
Fee collection systems are monitored, evaluated and acted upon	Operational	Partially
PA visitors are satisfied with the professionalism of fee collection and the services provided	Completely	Partially
Communication campaigns for the public about tourism fees, conservation taxes etc are widespread and high profile at national level	None	None
Communication campaigns for the public about PA fees are in place at PA site level	Partially	Partially
A system wide strategy and action plan for PES is complete and adopted by government	Progressing	None
Pilot PES schemes at select PA sites developed	Partially	None
Operational performance of pilots is monitored, evaluated and reported	Partially	None
Scale up of PES across the PA system is underway	None	None
A system wide strategy and implementation action plan is complete and adopted by government for concessions	Fully	Progressing

Assessment criteria	Uganda Wildlife Authority	National Forestry Authority
Concession opportunities are operational at pilot PA sites	Fully	Partially
Operational performance (environmental and financial) of pilots is monitored, evaluated, reported and acted upon	Fully	Partially
Scale up of concessions across the PA system is underway	Fully	Partially
Training courses run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration	Limited	Limited
Total Score for Component 3:		
Actual score	42	21
Total Possible	71	71
% achieved	59%	29.60%
FINANCIAL SCORECARD – SCORING AND MEASURING PROGRESS ANNUAL STARTING IN 2012		
Total Score for the PA System	158	87
Total Possible Score	220	220
Actual score as a percentage of the total possible score	72%	39.5
Percentage scored in previous year the score card was applied (N/A this year)	-	-

ANNEX VI: CAPACITY DEVELOPMENT SCORECARD SUMMARY

Detailed Capacity Development Scorecards can be found in a separate annex (Annex IX) but are summarised here. Project Name: Conservation and Sustainable Use of the Threatened Savannah Woodland in the Kidepo Critical Landscape in North Eastern Uganda
Project Phase: Project Preparatory Grant

Date: 21 September 2012

Table 30. Capacity Development Scorecard Summary (2012)

Capacity Result/Indicator	Status of Indicator	Comments	Next steps
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	Key organizations for this project are NEMA, UWA & NFA	Both institutions will coordinate and monitor project implementation
Indicator 2 – Existence of operational co-management mechanisms	Some co-management mechanisms are in place and operational	Through the Technical Committee on Biodiversity Conservation	Results of the two project components will be reported to this committee to ensure synergy
Indicator 3 – Existence of cooperation with stakeholder groups	Stakeholders are identified and regular consultations mechanisms are established	Through regular meetings of a National Task Force and District Technocrats	Regular consultations at these level and other levels will be undertaken to ensure project effectiveness
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	Government institutions and NGOs are active	Results from this project e.g. on PA management will be reported to relevant global for a
Indicator 5 – Access and sharing of environmental information by stakeholders	Comprehensive environmental information is available and shared through an adequate information management infrastructure	Through regular state of environment reports and other stakeholder reports	NEMA should be supported to produce Regular State of Environment Reports as required by national law

Capacity Result/Indicator	Status of Indicator	Comments	Next steps
Indicator 6 – Existence of environmental education programmes	Environmental education programmes are fully developed but only partially delivered	Very comprehensive at formal level but only partial at informal level	Environmental education and awareness programmes should be part of Local Government and community activities in the project areas
Indicator 7 – Extent of the linkage between environmental research/science and policy development	Generally there is no linkage exist between environmental policy development and science/research strategies and programmes	Not aware of any ongoing policy related research	The Faculty of Forestry at Makerere University should initiate research during project implementation
Indicator 8 – Extent of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	Has been spearheaded by National Council for Science and Technology	Indigenous knowledge, technology and practices should be integrated into project activities
Indicator 9 – Extent of the environmental planning and strategy development process	Adequate environmental plans and strategies are produced but they are only partially implemented because of funding constraints and/or other problems	A good example is the National Biodiversity Strategy and Action Plan	The project should support the implementation of some of the forest management plans in the project area
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	A comprehensive system of policies, laws and regulations are in place but enforcement is a big problem	The project should support capacity building of local leaders to promote enforcement; should also support implementation of by-laws and ordinances e.g. for charcoal trade
Indicator 11 – Adequacy of the environmental information available for decision-making	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	-	Relevant information from project outputs should be compiled and produced in form of pamphlets and brochures for wider distribution

Capacity Result/Indicator	Status of Indicator	Comments	Next steps
Indicator 12 – Existence and mobilization of resources	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	-	-
Indicator 13 – Availability of required technical skills and technology transfer	The required skills and technologies needs are identified as well as their sources	-	-
Indicator 14 – Adequacy of the project/programme monitoring process	Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action	This has been the case with many projects	Monitoring and evaluation frameworks should be developed early in the project cycle
Indicator 15 – Adequacy of the project/programme evaluation process	Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities	This has been the case with many projects	Mid-term and Terminal evaluations will be undertaken as part of project monitoring
Total Score	31		