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USAID/UGANDA TOURISM FOR BIODIVERSITY PROGRAM

African Wildlife Foundation (AWF)

Quarterly Report – January to March 2013

April 16th 2013

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AFRICAN WILDLIFE FOUNDATION®

USAID/Uganda Tourism for Biodiversity Program

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Implementing Partners

The following organizations comprise the USAID/Uganda Tourism for Biodiversity implementation Team:

African Wildlife Foundation (AWF): The prime leader of the implementation team. AWF is an international non-governmental organization committed to conserving Africa's natural resources while leveraging the continent's tremendous natural endowment for economic growth and improved livelihoods for its people. AWF was founded in 1961 to improve the capacity of African institutions and individuals to manage wildlife and other natural resources. AWF's program has evolved and today is based on an integrated landscape-scale approach that conserves critical habitat, enables sustainable natural resource management, and improves livelihoods. AWF's mission is to *work with the people of Africa to ensure the wildlife and wild lands of Africa endure forever*. With over 51 years of experience in conservation and enterprise development in Africa, AWF brings relevant and needed lessons learned to the USAID/Uganda Tourism for Biodiversity program.

AWF's work in Uganda has also entailed over two decades of support to national parks including Lake Mburo, Bwindi, and Mgahinga, in partnership with USAID. Since 2002, AWF and USAID Uganda partnership explicitly yielded the conception and creation of the Visitor Center at the Mgahinga Mountain Gorilla Park and the world-class Clouds Mountain Gorilla Lodge in Nkuringo outside of Bwindi. We have improved ecological monitoring and patrolling in the gorilla parks including support to the 2003 and 2011 censuses, and we have built capacity and supported alternative livelihoods projects in Uganda.

US Forest Service: Responsible for managing over 76 million hectares of national forests and grasslands, the U.S. Forest Service (USFS) is one of the largest land management agencies in the United States. The ultimate objective in managing these lands in the context of these different benefits and uses is to ensure sustainable healthy ecosystems for future generations via multiple-use policy. The Forest Service deals with a broad array of stakeholders, and must balance the need for resource use with competing interests including extraction, biodiversity protection, and local subsistence resource use, among others.

The Jane Goodall Institute (JGI): Founded in 1977, the Jane Goodall Institute (JGI) continues Dr. Goodall's pioneering research on chimpanzee behavior—research that transformed scientific perceptions of the relationship between humans and animals. JGI's work in Uganda's focuses on four major forested areas that are home to more than 75% of the country's estimated population of 5000 chimpanzees: Budongo Forest Reserve, Bugoma Forest Reserve, Kalinzu Forest Reserve, and Kibale National Park.

Uganda Community Tourism Association (UCOTA): UCOTA exists to empower poor communities to improve their lives through community based tourism products (accommodations, guiding, crafts and cultural performances). It spearheads community-based tourism development in Uganda in an attempt to ensure that the benefits of tourism stay as much as possible in the local community. UCOTA supports its members through capacity building and marketing of community tourism products.

Nature Uganda (NU): NU's mission is "*Promoting the understanding, appreciation, and conservation of nature*". In pursuit of this mission, NU strives to create a nature-friendly public, enhance knowledge of Uganda's natural history, advocate for policies favorable to the environment, and take action to conserve priority species, sites and habitats for the benefit of people.

USAID/Uganda Tourism for Biodiversity is working with the following partner organizations:

Uganda Wildlife Authority (UWA): UWA is governed by a Board of Trustees appointed by the Minister of Tourism Wildlife and Antiquities to manage 10 National Parks, 12 Wildlife Reserves, and 14 Wildlife Sanctuaries. It also provides guidance for 5 Community Wildlife Areas. UWA's mission is to conserve and sustainably manage the wildlife in and outside protected areas of Uganda in partnership with neighboring communities and stakeholders for the benefit of the people of Uganda and the global community. It is committed to adhere to the international conventions and protocols for which Uganda is a party.

National Forestry Authority (NFA): NFA manages the central forest reserves on a sustainable basis to supply high quality forestry-related products to government, local communities and private sector. NFA mission is a *sufficiently forested, ecologically stable and economically prosperous Uganda*. Their policy is to broaden NFA revenue base in terms of new products, services, development assistance and other innovative sources of funding as well as better marketing strategies of the already existing products are a way forward to addressing some of the challenges of capacity and limited funding.

Ministry of Tourism, Wildlife and Antiquities: The mandate of the Ministry of Tourism, Wildlife and Antiquities (MTWA) is "To formulate and implement policies, strategies, plans and programs that promote tourism, wildlife and cultural heritage conservation for socio-economic development and transformation of the country". The **Vision is to have** "Sustainable tourism, wildlife and cultural heritage contributing to the transformation of the Ugandan society from a peasant to a modern and prosperous one" and the **Mission is** "To develop and promote tourism, wildlife and cultural heritage resources for enhancement of Uganda as a preferred tourist destination, with accelerated sector contribution to the national economy".

Ministry of Water and Environment: The ministry is responsible for setting national policies and standards, managing and regulating both environment and natural resources and supervises the autonomous agencies like National Forestry Authority (NFA), National Environmental Management Authority (NEMA), National Water and Sewage Corporation (NWSC) and the Climate Change Unit (CCU).

Acronyms

AWF	African Wildlife Foundation
AMPRO	American Procurement Company
CBO	Community Based Organization
GLS	Great Lakes Safaris
GMP	General Management Plans (UWA)
JGI	Jane Goodall Institute
PMP	Performance Monitoring Plan
MTWA	Ministry of Tourism, Wildlife and Antiquities
NFA	National Forest Authority (Uganda)
NU	Nature Uganda
UCOTA	Uganda Community Tourism Association
USAID	United States Agency for International Development
USFS	United States Forest Service
UWA	Uganda Wildlife Authority

Target High Biodiversity Areas (Protected Areas and Forest Reserves)

MFPA	Murchison Falls Protected Area
KVNP	Kidepo Valley National Park
LMNP	Lake Mburo National Park
BFR	Budongo Forest Reserve
KFR	Kalinzu Forest Reserve

Summary

It is during this reporting period when our program workplan and budget got final USAID approval and therefore it is the quarter when we started together with our partners' finalization of the first year Work Plan and Budget as well as Program Management Plan. After the Mission approval, the USAID/Uganda Tourism for Biodiversity undertook inception meetings in the various program sites to raise the awareness among the partners and stakeholders on the proposed activities and life of the program objectives.

This quarter, the US Ambassador to Uganda formally launched the Program at Kaniyo Pabidi, Budongo Forest Reserve (BFR) in the presence of the various partners and stakeholders. Implementation of activities also kicked off in earnest. Working with US Forest Service, new trails were identified and old ones needing improvements planned in Lake Mburo (LMNP), Kidepo Valley (KVNP) and Murchison Falls (MFNP) National Parks as well as Budongo Forest Reserve were marked. USAID/Uganda Tourism for Biodiversity in partnership with UWA and NFA will start implementation of the trail network in the next quarter.



The reporting period also saw the advertising and selection of various consultants and contractors to undertake assignment on web design for the Uganda Tourism Press Association, Monitoring and evaluation baseline data collection and renovation of Kidepo Valley Program office. Some contracts have now been signed and some work will begin next quarter.

This quarter, we also got the USAID approval of the PMP, and the program has been able to upload on the Mission evaluation website the program indicators but relevant data to be collected under baseline information survey that will be done in the coming quarter. Data collection tools have also been developed and are in use such as the capacity building attendance sheets. AWF and partner staff responsible for collection of the data has been given a one-on-one training to ensure accuracy on data collection.

The mainly challenges this quarter has been the delay in hitting the ground activities due to long due process in getting approval of program Workplan, Budget, PMP, and the consultancies.

1 Table showing the progress of activities during this quarter

Activity	Progress	Remarks
General		
Establishment of field offices	Partly done	Lake Mbuoro completed; renovation of offices to start April for Kidepo; meanwhile sharing offices with UWA
Program Inception	Done	Inception done for all sites. National launch by US Ambassador in Budongo FR on March 14, 2013
Ecological Monitoring	Equipment ordered	Working using UWA equipment where available. Delivery of ordered equipment in April
Program work in Lake Mbuoro		
Tourism Product Development for LMNP	Partly done	Design undertaken, construction and placement of signage in next quarter; potential of 15 km of trail to be developed
Secure returns for communities from Wildlife conservation	Initial assessment for wildlife management on going;	Further work in the coming quarters; potential of 30 km ² for wildlife ranching (conservancy)
	training of community tourism enterprises on going	13 groups underwent the first 2 modules; 9 groups trained in Module 3
Marketing Campaigns to increase tourism and park revenue	Process to hire consultant started	Advert and selection of marketing and tourism consultant done. Awaiting Mission approval to sign contract and commission consultant
Participatory land use plans and zoning	Initiation meetings started.	Planning negotiations start next quarter
Program work in Kidepo Valley National Park		
Improving tourism connectivity between MFNP and KVNP	Process to hire consultant started	Advert and selection of marketing and tourism consultant done. Awaiting Mission approval to sign contract and commission consultant
Develop tourism Mini-guide for Northern Uganda route to Kidepo	Process to hire consultant commenced	Advert and selection of marketing and tourism consultant done. Awaiting Mission approval to sign contract and commission consultant
Improving tourism in KVNP	Birding and other trails identified.	Design undertaken, construction and placement of signage in next quarter; potential of over 20 km of trail to be developed

Support Karenga community in landuse planning to secure community wildlife area (conservancy)	Partly done	To be continued into the following quarters
Renovation of Kidepo Valley house for Program Office	Contract with contractor signed	Renovate starts in April to last 6 weeks
Apoka Village Redevelopment Plan	USFS did a preliminary assessment. Awaits further discussions with UWA	To be done next quarter
Program work in Budongo Central Forest Reserve		
Increase benefits and livelihoods for communities using ecotourism	Initial discussions commenced	JGI leading activity. Community Forest Management plans to be reviewed to include tourism in the next quarters
Improve tourism infrastructure	Started	30 km of trail being improved. Work commenced, to be completed next quarter
Build NFA capacity in tourism concessions, guiding and community forest management	Started	Mapping of ecological features being done. Training and relevant manual to be developed in the coming quarters
Program work in Kalinzu Central Forest Reserve		
Diversify tourism products	Process to hire consultant commenced	Advert and selection of marketing and tourism consultant done. Awaiting Mission approval to sign contract and commission consultant
Explore potential for canopy walk	Started	Three potential areas for canopy identified. Consultant to be sought in the next quarter to determine viability
Staff capacity building	Process to hire consultant commenced	Advert and selection of marketing and tourism consultant done. Awaiting Mission approval to sign contract and commission consultant
Program work in Murchison Falls National Park		
Expand both youth ranger and UWA mentoring program	Started	Assessment undertaken and areas for support identified.
Tourism product development within MFNP	On course	Working with USFS, Top of Falls design reviewed. Additional trails identified. Construction to begin next quarter
Tourism marketing support	Process to hire consultant commenced	Advert and selection of marketing and tourism consultant done. Awaiting Mission approval to sign contract and commission consultant
National Cross Cutting		
Improve NFA capacity to effectively manage tourism	Process to hire consultant commenced	Advert and selection of marketing and tourism consultant done. Awaiting Mission approval to sign contract and commission consultant

Tourism promotion/ marketing and development for protected areas to increase tourism and park revenue	Process to hire consultant commenced	Advert and selection of marketing and tourism consultant done. Awaiting Mission approval to sign contract and commission consultant
Media engagement		
Engagement	On going	Various media articles and report made (audio-visual and print)
Media Capacity Improvement	Started	Working with Uganda Tourism Press Association to improve quality of their website through consultant. Waiting Mission approval of selected consultant.
Partners' engagement	On going	Working with various partners including local governments, UWA, NFA and other NGOs
Women Leadership		
Development of women conservation leadership program within UWA and NFA	Preliminary discussions done and on going	To be continued in next quarter
Monitoring and Evaluation		
Establishing a monitoring and evaluation system and plan	Completed	
Establishing program baseline	Contract signed with consultant	Advert and selection of marketing and tourism consultant done. Contract signed at end of quarter. Baseline survey to be done in April
Designing of data collection tools and training of program partners and stakeholders in their use	Started and ongoing	Data being collected using tools developed
Collection of program monitoring data	Started and ongoing	On going
Program support to USAID/Uganda AMPROC initiative		
Start AMPROC activities	On going	Contract signed and first batch of funds released to AMPROC. Activities initiated.

1.1 Challenges encountered

1.1.1 Delayed office set up

The startup of the office (recruitment, sorting out bank issues and obtaining office space for the field sites) was slower than anticipated due to various unexpected delays. However by February most of the challenges were resolved. In Kidepo, despite the office provided by UWA requiring renovation, UWA graciously provided temporal office space as we work on the renovations.

1.1.2 Late approval of 1st year program workplan, Budget and PMP

Though the program was approved in August to start in September 2012, it was not until the end of January 2013 that the work plan was approved. The PMP was approved in February. This meant that activities have generally started late and deliverables will also take a while to be achieved. The USAID/Uganda Tourism for Biodiversity program is already working round the clock to ensure catch up on the deliverables expected.

1.1.3 Fuel for Kidepo

Kidepo Valley National Park is about 140 km from the nearest fuel station that provides the use of smart card. This means fuel needs to either be stocked or alternative methods be found to provide the fuel within the work area. After discussion with UWA, it has been agreed that AWF will use the KVNP tanks for its fuel that will be supplied by Shell. Agreement on the record keeping and procedure for requisitioning for the fuel has also been reached.

1.1.4 Approvals for various consultancies

Some of the work USAID/Uganda Tourism for Biodiversity is undertaking require specialized technical expertise. This is especially so for the marketing and interpretative signage development. Unfortunately there has been an expected delay in getting approval for this crucial consultancy for which neither the agencies (NFA and UWA) nor AWF have. USAID/Uganda Tourism for Biodiversity program will continue to liaise with the Mission for the final decision on this consultancy.

Program Activity Report

2 General Activities

2.1 Establishment of field offices

On approval of the work plan and budget, the field offices for Lake Mburo (LMNP) and Kidepo Valley (KVNP) National Parks were established, each with two staff. An office for LMNP has been rented at Biharwe near the park.



In KVNP; UWA has provided a disused building below which the USAID/Uganda Tourism for Biodiversity program is renovating for the office.



The program entered into a memorandum of understanding with UWA to renovate and use the building but hand it over to UWA at the end of the program (in four years). For the time being AWF staff in Kidepo is sharing office space and accommodation with UWA field staff at their headquarters at Geremech.

In Budongo, Jane Goodall Institute, our implementing partner has its staff on site using existing facilities while we directly work with UWA staff in MFNP.

2.2 Program Inception

To ensure all partners are aware of the program activities and engage them in implementation, inception meetings were organized in the program sites and the program was launched.

During the inception meetings, program staffs were able to present the planned USAID/Uganda Tourism for Biodiversity program, sharing with partners the objectives and planned activities. This was done for LMNP, KVNP, MFNP and BFR. The launch in BFR coincided with the official launch of the entire program by the US Ambassador to Uganda. During the inception meetings and launch, the program was welcomed and the partners, including district leaders and community members pledged to work with USAID/Uganda Tourism for Biodiversity in the implementation of the field activities.

2.3 Ecological Monitoring

Discussions with UWA Monitoring wardens has been ongoing regarding the data they need for decision making and therefore what needs to be collected. Training in data collection is planned for next quarter. USAID/Uganda Tourism for Biodiversity has ordered some of the equipment: computers, GPS, rangefinders and cameras which will be handed over to UWA for use in data collection.

3 Program work in Lake Mbuo



3.1 Tourism Product Development for LMNP

With support of the US Forest Service staff and working closely with UWA to build staff capacity; a trail, track and recreation facility assessment was undertaken.

The following tracks and trails have been recommended for development and/or improvements: The Kigarama Hill Trail improvements (6 km) for quad biking & hiking, The Rubanga Forest trail improvement, ideal for birders, New Lakeside Trail (4 km), potential for being most popular because of great view of the lake and wildlife. Warukiri trail (5 km): starts at Rwonyo park Headquarters and passes the old Visitor information Centre and the salt leak to the lake where a variety of wildlife can be viewed.



Program technical staff and USFS discussing trail designs and development with UWA rangers and wardens in LMNP

3.2 Secure returns for Communities from Wildlife Conservation

Twenty two (22) land owners around LMNP have been identified and engaged in a discussion regarding wildlife conservation on their land. The total area for the owners engaged is around 29 sq. miles (75 km²). Of these only 12 sq. miles (31 km²) in Rurambira area are consolidated (neighboring each other). Meetings and land use planning activities are planned in the next quarter to lead to developed of wildlife ranching (conservancy) in the area.



LMNP Stakeholders - mostly landowners and concessioners at program inception meeting

The program is supporting Uganda Community Tourism Association (UCOTA), with the guidance of the Uganda Wildlife Authority, to engage twenty (20) community groups, neighboring Lake Mbuho National Park, in the three districts of Kiruhura, Isingiro and Mbarara. Thorough discussions were held with the groups regarding various issues ranging from group governance, membership, and current and future plans.



Community members during the Module 1 training undertaken by UCOTA

Data collected during the visits was analyzed and thirteen (13) groups were selected to undergo the five-module community tourism product development and management trainings. The thirteen are

- Rurambira community (Eastern part of the park) with wildlife on community land and with plans to be a community conservation group;
- Rwabarata (near Sanga gate) for crafts and music, dance and drama
- Rwenjeru campsite with various small community enterprises including accommodation, village walk, agro processing and a grand community tourism plan.
- Kiribwa (ex-poachers near Sanga gate).The group is involved in Bee keeping with over 100 bee hives with individual farmers and the group is in the process of securing an MOU with the park to put the hives in the buffer area.
- Kabirakenjeye women dancing group located in Isingiro district.
- Kanyariyeru group with a traditional Ankole handcraft shop enterprise
- Ankole Cow Conservation Association (ACCA) is located within the park and is supported by Flora and Fauna International (FFI) and UWA. The group objective is the conservation of the indigenous Ankole cow and culture
- Akayanja women Handicraft groups
- Ssanga women handicrafts group
- Rwetango women; making traditional handcrafts called Omugamba for introduction ceremonies
- Rubare fish landing site
- Igongo cultural foundation
- Rwenjeru community tourism village

Three trainings (modules 1, 2 & 3)¹ were carried out by the UCOTA field staff and these include Community Tourism Enterprises Concept Development (Module 1); Business Plan Development (Module 2) and the operations planning (Module 3). At the end of every training module, each group was provided a workbook to go with, fill according to products on the ground and hand in at the next module training. To effectively evaluate the trainings, assessments were done both before and after the each module trainings.



Presentation of group operation plans during module 3 and the community members during the Module 1 training undertaken by UCOTA

Prior to each of the trainings, Modules 2 and 3, follow-up site visits were made to assist the groups further relate the acquired knowledge to the identified and agreed on tourism products on the ground. During the same visits, the groups were also guided on filling the workbooks provided during the preceding training.

Final training (Modules 4 and 5) will be undertaken in the next quarter.

¹ Training Modules are based on successful kits developed by UCOTA under the USAID-STAR Project with modifications by AWF experiences and lessons from other Africa wide programs.

4 Program work in Kidepo Valley National Park



4.1 Improving tourism connectivity between MFNP and KVNP

Terms of reference for a tourism development and marketing consultant who would support USAID/Uganda Tourism for Biodiversity with this activity were developed and advertisements made in local newspapers and AWF website – Feb 15th 2013. Evaluation for the best firm to undertake this activity was also concluded and approval for contracting the best evaluated bidder sought from USAID Mission, March 18th 2013. The program is waiting for the approval of the consultant by the Mission.

4.2 Develop tourism Mini-guide for Northern Uganda route to Kidepo

Terms of reference for a tourism development and marketing consultant to support AWF with this activity were developed and advertisements made. Evaluation for the best firm to undertake this activity was also concluded and approval for contracting the best evaluated bidder sought from USAID Mission, March 18th 2013. AWF awaits the approval of the consultant by the Mission.

4.3 Improving tourism in KVNP

Inventory of the physical tourism infrastructure and inspection in KVNP was undertaken including trails, tracks, signage and drifts. Thirty three (33) signage points identified (directional, information and warning) and to be developed in the next quarter.

Seven (7) birding trails were identified for development: Abodia trail (5km); Kidepo river trail (15km), Lopirpir valley (6km), Boma trail (7km), Moru aropion trail (9km), Katurum trail (6.4km), Kaleroki trail (2km). The USAID/Uganda Tourism for Biodiversity program is working with UWA to determine the priority trails for which it will support development in the next quarter.

Three sites for telescope installation have been identified i.e. Mapuas, Kaleroki and Kalabe rocks with great views for sight-seeing. Procurement of the telescope is being undertaken and they will be fixed with the necessary interpretative information in the next quarter. In addition, the program will improve visitor experience at priority campsites and provision of interpretative information at the Kanangorok hotspots.

Working with the USFS team and UWA, the Morungole trail (on Mt. Murongole through the Ik community villages) was also evaluated. It was observed that this is a spectacular trail with great views into the park and in the community area. However for its success, there is need to bring the people on board in terms of the services they are to offer to visitors and ensuring the security of those who use the trail. A plan for sensitization and training of selected Ik community members is being drawn including the development of necessary camping sites business plan before the trail can start being used.

4.4 Support Karenga community in landuse planning to secure community wildlife area (conservancy)

After the inception meeting at Kaabong district headquarters, the communities in Karenga have been engaged and discussions on developing a wildlife management area (conservancy) initiated. The community is in support of the plans and is willing to take charge of the planned wildlife management. A land use planning session is planned for the next quarter which will seek to gain full commitment from the community and develop the required steps to secure the community wildlife area.

4.5 Renovation of Kidepo Valley house for Program Office

On the request of AWF, UWA accepted to offer a disused but in good structural condition building at Apoka for use by program staff in Kidepo. The program will use the building for office and accommodation for its staff during the life of the program after which it will be handed over to UWA for use as tourist accommodation.



Disused UWA building to be renovated for Program office in Kidepo; right is impression of renovated building

After a site visit, terms of reference for renovation and improvements of the building were developed and the advertisements placed in the newspapers. Four bids were evaluated and Pegasus International Ltd. was selected to undertake renovations. A contract has been signed and works begin in April to end in May 2013.

5 Program work in Budongo Central Forest Reserve

5.1 Increase benefits and livelihoods for communities using ecotourism

The programs work and activities in Budongo is led by the Jane Goodall Institute (JGI). The program held consultative meetings with NFA range office and Director of Natural Forests to

start the process of application to NFA for review of Community Forest Management (CFM) management plans. The CFM groups will expand their forest management plans to include new tourism products and conservation activities to enhance community participation in tourism. The review of the management plans will be undertaken in the next quarter, with support from both JGI and UCOTA.

5.2 Improve tourism infrastructure

Program partnered with NFA and 3 CFM community groups including BUNCA, NOBUFOCA and KICODA to undertake the first phase of trail opening. 30 km of trail was opened and geo-referenced.



The trail clearing exercise involves slashing of bushes that had grown in certain sections, and cutting of logs that had fallen across the road. It is anticipated that a total 50 km biking and hiking trail will be established in the next quarter. Other products will include rest sites, interpretive and directional signage and amenities between Busingiro and Kichumbanyobo gate.

On the other hand, a review of secondary data from the habituation guides and GIS mapping of the trail system at Kaniyo Pabidi has been done. Mapping of additional chimp trails to be developed and in-forest tourism sites will be undertaken in the next quarter as well as additional training of guides to help enhance visitor experience.

6 Program work in Kalinzu Central Forest Reserve

6.1 Explore potential for canopy walk

In partnership with the NFA Range Office, the program conducted an exercise which identified three possible areas for development of canopy walks in Kalinzu CFR. A consultant will be sought in the coming quarter to evaluate these areas and also determine the viability of the canopy walk in Kalinzu.

7 Program work in Murchison Falls National Park



7.1 Expand both youth ranger and UWA mentoring program

The program carried out an assessment of the UWA ranger scouts program dealing with the problem animal challenges in Nwoya district. Despite the training provided, it was observed that there was need for more training and support of the communities in provision of basic equipment and clothing to ensure this team of volunteers is motivated to continue supporting UWA and the communities address the problem animal issues.

The program is supporting UWA to expand a youth ranger program presently being tested in the north of the park to increase the number of youth involved in conservation efforts and link this activity to sustainable funding mechanisms through travel philanthropy and mentoring programs in the nearby lodges. This will be a model that can be expanded to the south as well as other parks, once established.

The ranger program is voluntary and no payments by UWA or the local government and the communities have to mobilize their own resources to contribute especially towards food ratio when on patrol.



MFNP has now submitted a proposal to USAID/Uganda Tourism for Biodiversity for support with training, trench maintenance equipment and problem animal scaring implements that AWF will procure to contribute to engaging the youth in conservation and reduce the impact of problem animals on community livelihoods.

7.2 Tourism product development within MFNP

With the support of the USFS team, the program reviewed and assessed tourism activities at the Top of Falls and new products identified. The first objective was to evaluate previous UWA planning for trails, campsites, and other recreation facilities on both sides of the Murchison Falls and look for new, viable opportunities that can provide income for the park and raise its status as a visitor destination. Second objectives were to analyze a new game drive track on the north side across the Nyamsika River, and a new elevated wildlife viewing platform at the delta.

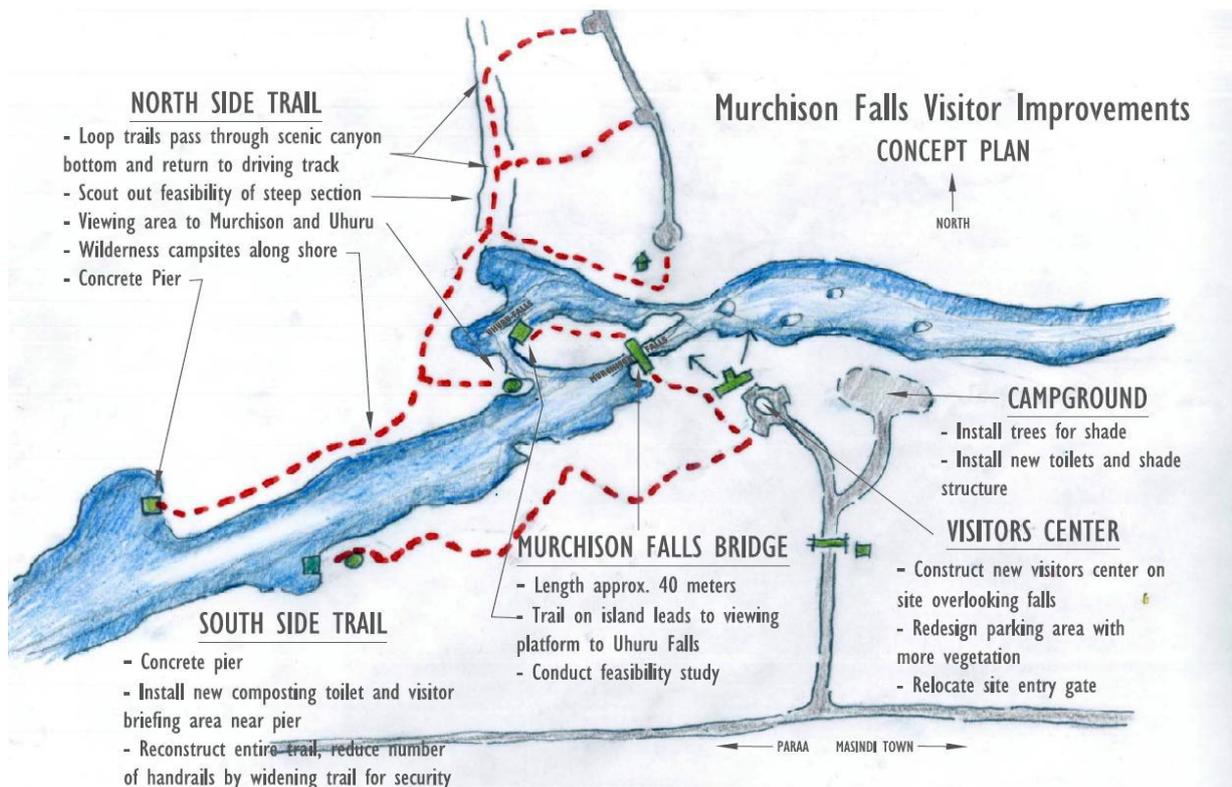
Previous planning around the south side of Murchison Falls entitled *Architectural Services for Designing a Tourism Facility at the Top of Murchison Falls* was prepared in 2011. This plan presented conceptual designs for a boat landing, trail improvements, picnic area improvements, and a design for an interpretive center. While this plan has much useful information, according to USFS specialists, it falls short in some important areas: The designs for structures are very modern and out of character with the natural character of the site and the existing buildings. Also, in many places, the installation of expensive and prone-to-failure pipe handrails can be eliminated by simply widening the trail on the uphill side to a generous width to reassure hikers. Another example is the design for the boat landing that have a post supported structure that would be difficult to install and may present maintenance problems.

Among the USAID/Uganda Tourism for Biodiversity program's proposals in MFNP include improving the camping sites, parking area, trail, guard rails and resting places at the top of falls as well as the boat docking area, introduction of a briefing area, widening of the trail from the bottom of falls as well as overall improvement in the signage to ensure the safety of visitors and enhance visit experience while at the top of falls.

On the northern bank new trails allowing visitors coming by boat, to get off and walk to the top of falls on the northern bank, including provision of Uhuru falls view point and some canyon walks. The track from Te Bito will also be made into a loop to provide for additional areas to visit yet reducing the total area to be travelled.



USAID/UGANDA TOURISM FOR BIODIVERSITY PROGRAM



Concept plan of facilities and trails at the Top of Falls (adapted from the USFS report 2013)

8 National Cross Cutting

8.1 Tourism promotion/marketing and development for protected areas to increase tourism and park revenue

Terms of reference for a tourism development and marketing consultant who would support AWF with this activity were developed and advertisements made – Feb 15th 2013. Evaluation for the best firm to undertake this activity was also concluded and approval for contracting the best evaluated bidder sought from USAID Mission – March 18th 2013. AWF awaits the approval of the consultant by the Mission.

8.2 Media Engagement

8.2.1 Engagement

To communicate USAID/Uganda intervention through formal channels, we have been engaging mainstream media through field trip visits and interviews. By this, several articles on USAID/Uganda Tourism for Biodiversity Program, USAID Mission and US Embassy have been published both on Television and print media (New Vision, Daily Monitor, East African Business Week and The Observer. Chief of Party has appeared on several TV channels' tourism and conservation related news commentary and discussions.



US Ambassador and the USAID Mission Director addressing Press after official Launch of USAID/Uganda Tourism for Biodiversity Program at Kaniyo Pabidi- Budongo Forest Reserve

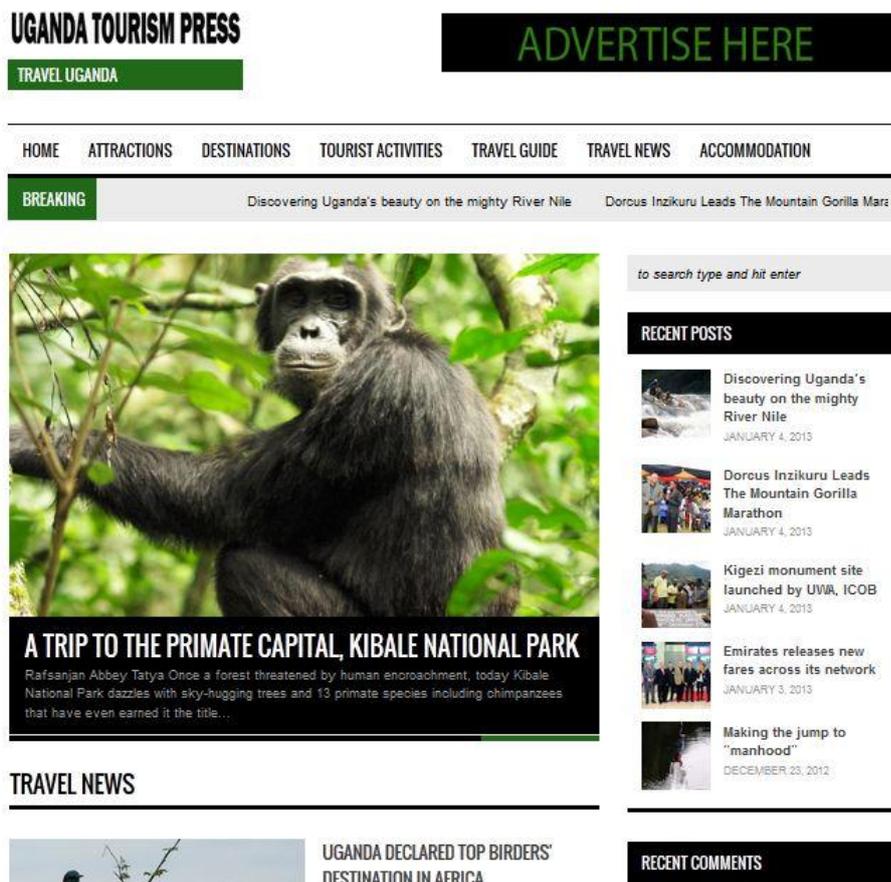
Some of the stories that have been published include;

- a) Lake Mburo: A destination for domestic tourists Published in New Vision on March 08, 2013 (<http://www.newvision.co.ug/news/640476-lake-mburo-a-destination-for-domestic-tourists.html>)
- b) Journey to save Budongo Forest published in Observer on http://www.observer.ug/index.php?option=com_content&view=article&id=24565:journey-to-saving-budongo-forest&catid=38:business&Itemid=68

- c) Communities to Earn Money from Wildlife Published in Daily Monitor on February 05 2013
<http://www.monitor.co.ug/News/National/Communities-to-earn-money-from-wildlife/-/688334/1684576/-/oakth3/-/index.html>
- d) US Gives 27bn for Conservation Published in New Vision on February 05 2013
<http://www.newvision.co.ug/news/639555-us-gives-uganda-sh27bn-for-conservation.html>
- e) US Gives Us\$10 to Uganda for Nature Conservation Published in East African Business Week
<http://allafrica.com/stories/201303042326.html>

8.2.2 Media Capacity Improvement

USAID/Uganda Tourism for Biodiversity has engaged the Uganda Tourism Press Association, a group of professional journalists that cover tourism, conservation and environmental issues in Uganda. We have established a good partnership with this association. We have had several meetings this reporting period assessing their needs and strength. In the coming quarter, we plan to support them to build and maintain their website and support them in strengthen their capacity through training. Terms of reference for a website development consultant who would support AWF with this activity were developed and advertisements made – Feb 15th 2013. Evaluation for the best firm to undertake this activity was also concluded and approval for contracting the best evaluated bidder sought from USAID Mission – March 18th 2013. AWF awaits the approval of the consultant by the Mission.



A screen shot of the existing website for Uganda Tourism Press Association USAID/Uganda is improving

8.2.3 Partners' Engagement

To socialize program activities with partners and stakeholders, we have had several meetings both at national and field levels to gain full support for program activities' implementation. We have had several engagement meetings with Uganda Wildlife Authority and National Forestry Authority headquarters; Local district leaders, and the program associated line ministries.



The LC Five Chairman Mbarara District, Mr. Tumusime Deus, addressing AWF/UWA community landowners meeting at LMNP

As mentioned earlier we have also had inception meetings in our field focus areas (Lake Mburo, Murchison Falls and Kidepo Valley National Parks and Budongo Forest Reserve) which were attended by different stakeholders including community members and local government leadership. This has eased local buy-in of program activities and local ownership.

9 Monitoring and Evaluation

In the first year program workplan, activities to be accomplished under monitoring and evaluation included among others; the establishment of a monitoring and evaluation system and plan, that would provide the basis for monitoring and evaluation within the program, establishment of a baseline upon which progress and impact would be measured, designing of data collection tools and related training of program staff and partners in their use, kick starting the data collection process, holding performance review workshops to provide an avenue for program officers and partners to learn from implementation and reporting of program performance and progress to program partners and to USAID. The table below provides an overview of progress on each of these actions while the details follow in the proceeding bullets.

Activity	Progress
1. Establishing a monitoring and evaluation system and plan	Completed
2. Establishing program baseline	Consultancy approved by USAID. Work starts in April
3. Designing of data collection tools and training of program partners and stakeholders in their use	Started and ongoing
4. Collection of program monitoring data	Started and ongoing
5. Performance review workshops	Not started but scheduled
6. Reporting	Started and ongoing

9.1 Establishing a monitoring and evaluation system and plan

Through a consultative process that aimed at ensuring a good fit with partners' existing systems and lessening the data collection burden, the program established a monitoring and evaluation system as well as a plan to guide its operation. The system is a two tiered system; i) it is an indicator-based system driven by a results framework and seeks to rest the logic of this framework by linking program activities to the overall results in order to test the hypothesis based on which the program was designed. ii) It is also an evidence-based system aiming at providing the best available evidence from implementation to guide and inform decision making. The system is structured to capture both positive and negative outcomes whether intended or unintended, as well as document contributing factors for all. This way, the program will be able to differentiate what works from what doesn't while amassing a wealth of information that will be useful for future decision making.

Implementation of the performance management plan is participatory and involves all program staff including the technical personnel and management, as well as program partners and stakeholders, and is closely monitored to ensure that the plan continues to correct and capture the evidence required for judging progress and making decisions. The goal is to promote ownership and provide immediate feedback to the technical team from their implementation activities and also ensure efficiency as the team learns from their monitoring efforts. Therefore, collaboration,

both internally within the program team and externally with these program partners and stakeholders is recognized as a key element in this system, if credible and vital feedback on program implementation is to be received. This does not only feed new learning and innovations back into the program strategy, it also provides opportunities for adjustment to ensure that the set goals are achieved. This underscores the program understanding of monitoring and evaluation as a management tool for systematically reviewing program progress and troubleshooting problems in order to identify what works, what doesn't and why.

9.2 Establishing program baseline

In order to capture the before and after situations, as a means of measuring program impact, the program Terms of reference for a baseline survey consultant who would support USAID/Uganda Tourism for Biodiversity with this activity were developed and advertisements made in local newspapers and AWF website – Feb 15th 2013. Evaluation for the best firm to undertake this activity was also concluded and approval for contracting the best evaluated bidder sought from USAID Mission, March 18th 2013. The program is waiting for the approval of the consultant by the Mission. This baseline data is to comprise initial information on program indicators outlined in the program performance management plan and will be the basis for setting program targets and measuring the performance of the USAID/Uganda Tourism for Biodiversity Program. While several baseline values could and will be drawn from all available sources, a baseline survey is deemed crucial to validate the existing known baselines and generate baseline values for other indicators from primary data.

9.3 Designing of data collection tools and training of program staff and partners

Most of the selected program indicators require non-survey data and as such a number of tools have been designed to capture data on these. As of this reporting period, a total of 14 data collection tools (please see annex) out of the 20 that are required for data collection have already been designed. These include among others; tools for capturing training and direct participation, leverage, partnerships, educational and promotional materials, signs and interpretative material installed as well as enterprise revenue. Tools for capturing training and participation have already been shared with the program team and partners and one-on-one trainings offered, as these are the immediate set of activities that are being undertaken and for which data needed to be collected.

10 Program support to USAID/Uganda AMPROC initiative

During the preparation of the first year work plan USAID Mission approached USAID/Uganda Tourism for Biodiversity program and requested it to help support to oversee the provision of funds and supervision of American Procurement Company Inc. (AMPROC) in implementing their proposal which they had earlier sent to and received approval from USAID under the Public-Private-Alliance mechanism. AMPROC intends to implement a wildlife recreation and eco-tourism business and will receive USD 735,000 (Seven Hundred Thirty Five Thousand US Dollars) from USAID to support its activities. The business is based in Kibega, Kiruhura District and will involve partnering with the local communities, Mburo Production Association of Sanga, Kiruhura district, NGOs and Government institutions.

AWF has negotiated and signed a contract with AMPROC and already the first disbursement of funds has been received by AMPROC. AMPROC has mobilized its own resources and work of opening access into the business area commenced in the last week of March 2013. In the coming quarter, the program will work closely with AMPROC in implementation and ensure conservation results as well as project sustainability.

11 Other Programing visits and support

11.1 Staffing

- Richard Lonya Lotuk, joined the Uganda AWF team as Driver-Kidepo
- Interviews for the junior positions of Tourism and Marketing Officer, and Community Development Officer were done and best candidates selected, reference checked and to start work in the coming quarter.

11.2 Visits

- Tyrene Haralson, AWF Finance Director and Brittini Parris, Grants Manager, both from AWF Washington DC, were in Uganda to assess and review financial management systems and functions.
- James Mithamo - IT Director, from AWF Nairobi, was in Uganda to complete the CISCO phone configuration test, trained Staff on share point access, information posting and updates insertion, review of IT systems and functions.
- Daudi Sumba, AWF Vice President, Program Operations AWF Nairobi, visited to review program operations, meeting with partners and participate in the inception of the national program in Budongo Forest Reserve.

12 Next Quarter Work Plan April - June 2013

Conservation result	Four year life intended intervention	April – June 2013 Activity
Lake Mburo National Park (LMNP)		
Tourism product development for LMNP	Plan, design and implement park-related tourism infrastructure (signage, interpretation and tracks/trails)	Consultancy: Conduct tourism infrastructure assessment with UWA and develop an inventory
		Planning meetings with UWA staff & other tourism operators
		Develop 4 trails as recommended by the USFS team
	Build capacity of UWA staff in tourism related skills	Train UWA staff in tourism, infrastructure planning, interpretation and guiding
		Start a partnership of tourism stakeholders to support branding plan implementation

Conservation result	Four year life intended intervention	April – June 2013 Activity
Secure returns for communities from wildlife conservation	Community tourism enterprise (CTE) development training to develop sustainable tourism business and conservation plans	Complete training of community groups (modules 4 & 5 on interpretative guiding and sales and marketing) Support the development of community conservation plans
Marketing campaigns to increase tourism and park revenue.	Develop a marketing campaign for LMNP to increase visitation	Prioritize tourism products and services for domestic and international markets Develop and print informational materials about park tourism activities and sample itineraries Run a domestic promotional campaign with UWA to attract visitors to the park
Participatory land use plans and zoning	Work with UWA and land owners around LMNP to conduct a land use plan and feasibility of a community wildlife area (conservancy)	Support AMPROC in developing a community wildlife area (conservancy) at Kabega Identify legal landowners in Rurambira area and support the development of a wildlife ranching cooperative Identify legal landowners around ranch 33 and support of a wildlife ranching cooperative
Ecological monitoring	Support LMNP Monitoring Unit to update their data collection and analysis system for monitoring biodiversity and ecosystem dynamics within LMNP	Establish baseline for selected species, habitats and threats Develop a user friendly information management system with relevant protocols for data collection and analysis Supply relevant equipment such as GPS, cameras, computer for monitoring Work with UWA to ensure regular monitoring
Kidepo Valley National Park (KVNP)		
Improve tourism connectivity between MFNP and KVNP	Develop a northern circuit investment plan in partnership with competitiveness and investment climate secretariat (CICS) from the ministry of finance, UWA and related stakeholders.	Assess, review tourism information, materials and investment opportunities along northern Uganda Tourism Circuit linking Kidepo to the market and develop tourism investment plan (consultancy) Hold stakeholders event to review and provide feedback on the plan

Conservation result	Four year life intended intervention	April – June 2013 Activity
		Engage the CICS, UWA and related stakeholders in the north to host northern Circuit investment forum
Develop Tourism Mini-Guide for Northern Uganda Route to Kidepo	Create mini-guide to northern Uganda that will support travel to KVNP, building on information about market ready products from Northern Circuit Investment Plan	In-depth survey looking at market interests and tourism ready products on the circuit.
		Based on market priorities, develop descriptive and photographic content on each market ready products.
Improving tourism in KVNP	Support UWA to implement KVNP GMP by developing a tourism development plan	Develop selected trails for tourism in KVNP
		Design and place signage along trails and game tracks in the park
		Procure and install three telescopes for tourism purposes at vantage points in KVNP
		Support development of 10km trail to Morungole hill for community tourism through engaging the community, supporting development of a community tourism organization for the Ik and a community tourism plan
Apoka Village Redevelopment Plan	Work with UWA to prepare Apoka park village Redevelopment Plan as defined in the KVNP GMP	Work with UWA to assess redevelopment options as per the GMP.
		Renovate UWA house for use as program office
Support Karenga community in landuse planning to secure community wildlife area (conservancy)	Support UWA, Karenga and other stakeholders to identify and document planning issues, opportunities to set conservation, sustainable tourism and LUP framework.	Undertake wildlife inventory for Karenga community wildlife area and surroundings
		Conduct awareness and sensitization meetings with Karenga community about opportunities for wildlife management in the area
		Undertake a SWOT analysis and determine key planning issues for the land use plan including zoning
Ecological monitoring	Support UWA Monitoring Unit to undertake biodiversity and ecosystem dynamics monitoring within KVNP	Establish baseline for selected species, habitats, threats and monitoring protocol
		Supply monitoring equipment such as computer, GPS, camera, etc. for KVNP
		Support UWA to undertake regular monitoring

Conservation result	Four year life intended intervention	April – June 2013 Activity
Budongo Forest Reserve (BFR)		
Increase benefits and livelihoods for communities using ecotourism	Supporting CFM and UCOTA groups around Budongo CFR to enhance, or initiate, development of sustainable tourism Enterprises	Work with CFM groups to expand their forest management plans to include new tourism products and conservation activities
Improve tourism infrastructure	New non-Chimp Trails: Work with NFA to plan, map out, and develop new trail system in BFR between Busingiro, Royal Mile and Kaniyo Pabidi for bird watching, biking and hiking	Develop trail including rest sites, interpretive and directional signage and amenities, between Busingiro and Kachumbanyobo Gate for biking and hiking
		Support NFA & community to establish trail governance structures and revenue sharing mechanisms
	Existing Chimp Trails: Plan & extend the existing chimp trail network within Kaniyo Pabidi to increase sighting success rate and improve monitoring	Map chimp trail and in-forest tourism sites
		Provide technical expertise to support NFA & GLS in expansion of the trail network
		Work with NFA in development and placement of interpretative and directional signage
Support NFA in development of promotional materials that include brochures and tourist trail maps for Kaniyo Pabidi and biking trail		
Build NFA capacity in tourism concessions, guiding an community forest management	Develop & train participating CFM groups and NFA staff in tourism impact monitoring	Finalize development of Monitoring Parameters/System
		Recruit, train and equip community groups/NFA staff
	Guide training for trail management with NFA and its partners (new trail - see above). This training will form a manual for use in other NFA lands	Conduct guide training needs assessment
		Design training program building on existing content but updating to improve training methodology, tourism operations and customer relations
	Support CFM groups to access and add value to timber off-cuts	Implement training based on adapted curriculum
Conduct timber off-cuts value chain analysis		
		Facilitate CFM group concessioning for off-cut harvest
Kalinzu Forest Reserve (KFR)		
Diversify tourism products in KFR	Conduct assessment to identify the most feasible tourism investment opportunities for KFR	Conduct stakeholder consultation in and around Kalinzu, Kasyoha-Kitomi, and Maramagambo

Conservation result	Four year life intended intervention	April – June 2013 Activity
		Conduct field surveys in and around Kalinzu, Kasyoha-Kitomi, and Maramagambo to map potential tourism activities and products
2. Explore potential for a canopy walkway	Conduct assessment and feasibility study of canopy walkway in the forest (linked to above activity)	Conduct forest and market analysis of canopy walkway Develop feasibility report with recommendation for proceeding
3. Staff capacity building and interpretation and guiding	Improve staff capacity to guide and interpret for tourists	Train staff in interpretive skills and guiding in the KFR
Murchison Falls National Park (MFNP)		
Expand both youth ranger and UWA mentoring programs	Work with UWA to expand the youth ranger program	Conduct training and provide equipment for the youth ranger program in Nwoya and Kiryandongo districts
Tourism Product Development within MFNP	Tourism infrastructure improvements for selected trails/ tracks in Murchison Falls Top of falls area	Implement selected product and infrastructure developments in the MFNP top of falls area tourism development plan including a new jetty at start of the top of falls trail
Tourism marketing support to MFNP	Development of tourism marketing and informational materials for Murchison	Development of informational materials with UWA for Murchison, including content and descriptions about all activities in the region and sample itineraries to help to increase visitation and length of stay in the park Print and distribute tourism information materials for MFNP
National / Cross Cutting Activities (CC)		
Improve NFA capacity to effectively manage tourism and conservation programming	Work with NFA to review their tourism guidelines and procedures and develop a Tourism Master Plan for the organization	Review of existing tourism guidelines and procedures within NFA as well as issues and opportunities for tourism in NFA lands Work with NFA on draft Tourism Master Plan (consultancy)

Conservation result	Four year life intended intervention	April – June 2013 Activity
Tourism promotion and development for protected areas	Establish public-private support network at site level for selected protected areas in Uganda	Identify and establish a public-private support group - a multi-stakeholder group of leaders in the tourism and conservation sectors to support program activities and partners (such as UWA/NFA) based on five pillars: 1) Tourism Development, 2) Enhanced Conservation, 3) Education and Awareness, 4) Market Linkages, and 5) Community Engagement.
	Building on the public-private support group, work with UWA and NFA to review their tourism marketing plan and develop a Tourism Marketing Plan for the organization	Review of existing tourism marketing plan and marketing activities Survey of tourism stakeholders on issues and opportunities relating to tourism marketing with UWA
	In partnership with UWA and National Geographic Society, develop an online interactive map within UWA's website and mobile application to provide dynamic tourism information and help monitor wildlife in protected areas.	Work with UWA and National Geographic Society to collect data for upgrading the existing website to include an interactive map component within the site (building on work done in USAID-STAR) – (Consultancy)
Media Engagement	Increase awareness of issues regarding conservation and tourism	Work with UWA and NFA to implement media campaigns in focus areas Monitor Media Coverage of Conservation and Tourism Develop program materials and branding Compile program news and video report
Develop a women in conservation leadership program within UWA and NFA	Initiate 'Women in Conservation program within UWA and NFA	Identify women leaders within UWA and NFA, including their stories, interests and goals
Monitoring and Evaluation (M&E)		
Monitoring and Evaluation system in place	Develop program monitoring and evaluation system that fits into AWF and USAID monitoring expectations	Completed
Establish program baselines upon which to measure progress	Conduct baseline survey on household incomes, enterprise revenues (NFA, UWA etc.)	Undertake baseline survey in target program areas

Conservation result	Four year life intended intervention	April – June 2013 Activity
Program staff and partners trained in data collection protocol and procedures	Training of program staff and partners in data collection procedures and protocol	Develop of data collection manual and training of program staff and partners
		Update and dissemination of data collection tools as necessary
Activity level data collected for program reporting	Data collection on all program indicators following the USAID reporting periods (quarterly, semi-annually, annually)	Activity level data from all program sites collected and submitted by program personnel and partners
		Monitoring visits to program sites to verify data collected through periodic spot checks
		Data quality assessment using USAID DQA templates
CLA (collaboration, learning, adoption) approach implemented	Learning from monitoring information about what works, what doesn't and why	Performance review workshops where summary statistics from program monitoring is presented to partners
		Major accomplishments and setbacks highlighted as well as reasons for each
Program results reported to USAID	Fulfill program reporting to USAID	Submit quarterly reports to USAID
		Submit data into the USAID web-based reporting system