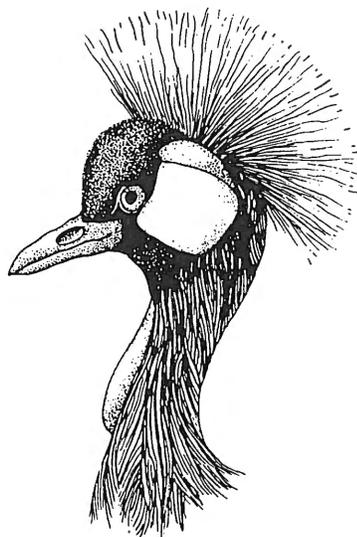

Uganda Action Program for the Environment National Environment Action Plan

Semiannual Report
November 1994 to April 1995



Submitted to
United States Agency for International Development Uganda
under contract number 623-0124-C-00-2049-00

Submitted by
Tropical Research & Development, Inc.
Gainesville, Florida, U.S.A.

August 1995



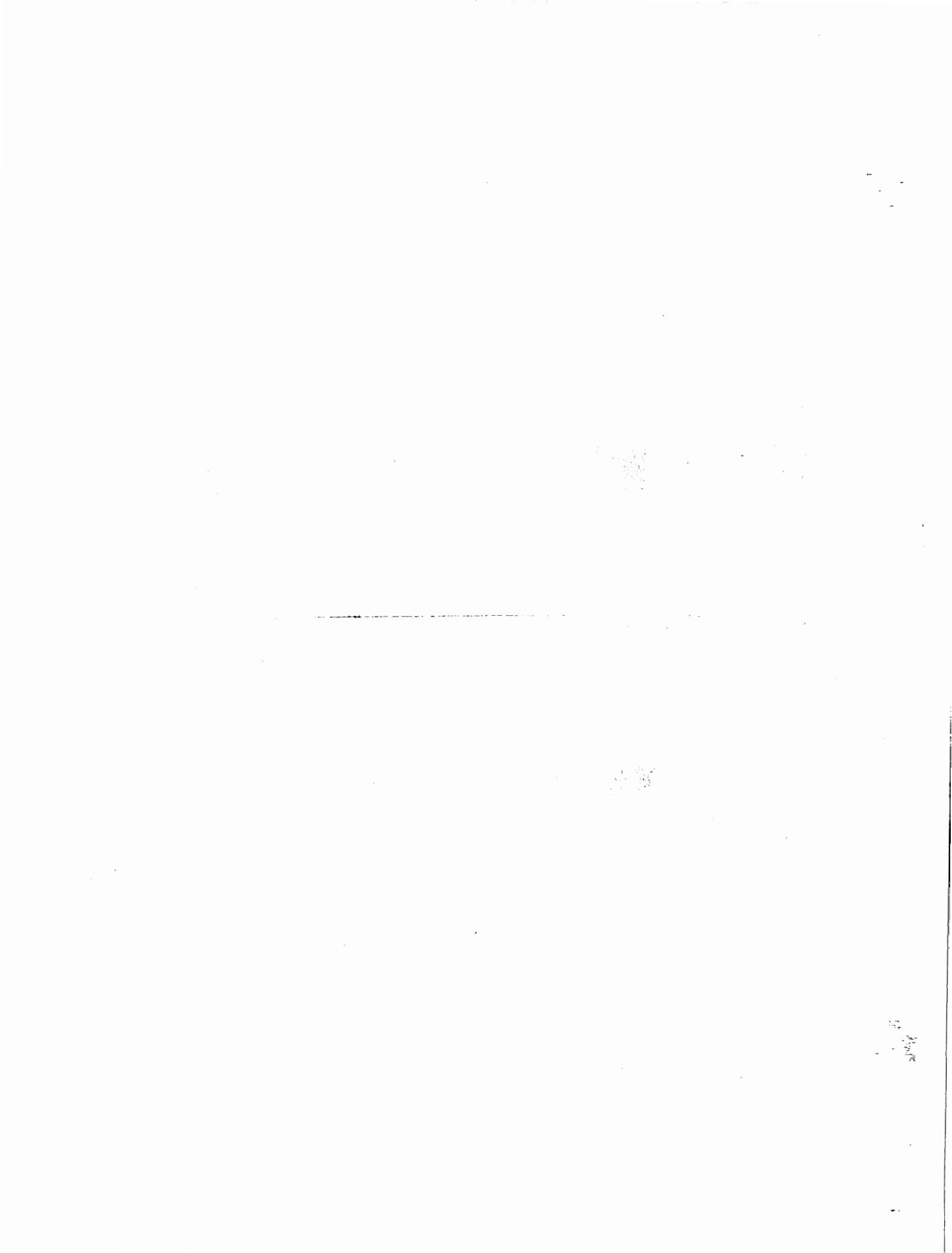
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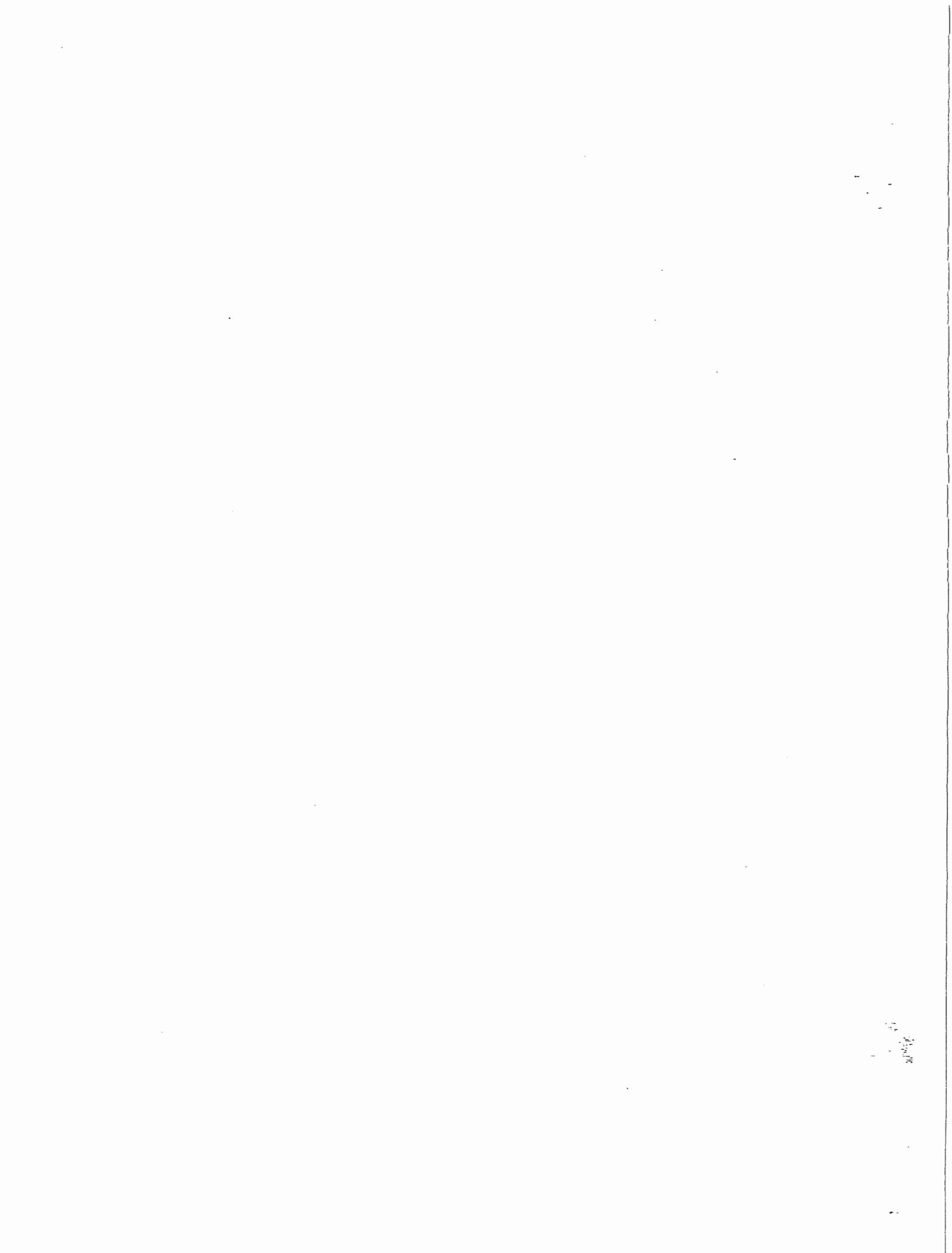
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Acronyms

APE	Action Program for the Environment
DEAP	District Environment Action Plan
EMCBP	World Bank's Environmental Management Capacity Building Project
ESAMI	Eastern and Southern Africa management Institute
IUCN	International Union for the Conservation of Nature
MUBFS	Makerere University Biological Field Station
MUIENR	Makerere University Institute of Environment and Natural Resources
NEAP	National Environment Action Plan
TR&D	Tropical Research and Development, Inc.
USAID	United States Agency for International Development
WRI	World Resources Institute
WWF	World Wide Fund for Nature



1. Introduction

Tropical Research and Development's (TR&D's) activities during this reporting period focussed on completing the objectives of the first half of the third year work plan.

In terms of the National Environmental Action Planning (NEAP) process, Uganda's Environmental Bill 1995, which provides the framework for sustainable environmental and natural resource management in Uganda, was passed by the National Resistance Council on April 27, 1995. With the passage of the Bill, the NEAP process is all but completed. All major analytical and planning documents resulting from the NEAP process, including the State of the Environment Report, the Environmental Investment Program, the National Environmental Management Policy, the Environmental Management Institutional Framework and the NEAP itself, have been revised and finalized to reflect some minor National Resistance Council changes to the Bill. The NEAP itself is expected to be approved by Cabinet in late May early June 1995. In sum, the transition from national and district level assessment and planning activities to actual implementation of the NEAP and consolidation of NEAP and Action Program for the Environment outputs has begun in earnest. The establishment of the National Environment Management Authority as provided for in the Bill, will be the first major step in this transition.

The community conservation advisor continued his efforts toward increasing the district's capacity for environmental management. The main emphasis for this period was training the district environment officer and other officers in Kasese district on participatory rural appraisal with the view of gathering information for the formulation of a District Development Plan in the next quarter. Other work during the reporting period continued—development of a district natural resource training program, compilation of an environmental information manual for district authorities, formulation of guidelines to include gender in district environmental plans, and provision of routine guidance to NEAP's pilot districts.

At Uganda National Parks the chief financial advisor and his counterpart the chief accountant have continued the work to improve the financial operations of Uganda National Parks. Major accomplishments included hiring an internal auditor; extensive training including a workshop for gate and accounts clerks; USAID approval of funding for seven Uganda National Parks finance staff members to attend training at the Eastern and Southern Africa Management Institute (ESAMI); development of a Uganda National Parks Financial Management Procedures Manual; and some improvements in concession activities.

During this period, the grants management unit coordinator worked closely with USAID to finalize the project approval process at the Mission level for projects recommended for approval by the grants management unit. Agreement was reached in February and formalized through a project implementation letter. The approved process establishes a USAID review committee and provides it one week to review the project and make comments. After the week period, the project is either approved or returned to the grants management unit to solicit responses to specific questions from the organization. Once the committee is satisfied with all responses, the Mission approves the project. In the period from February 1 to April 30, 1995, four projects received USAID approval. An additional three projects were pending submission to the review committee and were expected to be reviewed in May. The grants management unit continued to review projects and provide technical assistance and training to nongovernmental organizations working in conservation and rural development.

The following report provides

- (i) a detailed status description of progress in achieving key activities in the Action Program for the Environment, NEAP, and grants management unit work plan for the reporting period;

- (ii) short-term technical assistance in support of the Action Program for the Environment, NEAP, and grants management unit;
- (iii) an analysis of implementation constraints with recommendations for resolution; and
- (iv) proposed activities for the next quarter.

As always, team assistance to the Government of Uganda and the NEAP process continues to be based on a participatory planning approach.

2. Key accomplishments during the present reporting period

2.1. Assistance to NEAP and the National Environment Management Authority

Team efforts during this reporting period continued to focus on the consolidation of NEAP outputs at both the national and subnational levels.

2.1.1. Assistance at the national level

The passage of the Environmental Bill by the National Resistance Council on April 27, 1995, essentially completes the NEAP process and lays the groundwork for actual implementation of the NEAP, including the establishment of the National Environment Management Authority. All major analytical and planning documents resulting from the NEAP process, including the State of the Environment Report, the Environmental Investment Program, the National Environmental Management Policy, the Environmental Management Institutional Framework, and the NEAP itself have been revised and finalized to reflect National Resistance Council and NEAP negotiations on the Environmental Bill. The action plan itself is expected to be approved by the Cabinet in June 1995. These documents will form the basis for sustainable environmental and natural resource management in Uganda.

2.1.1.1. Completion of the NEAP

Objective 1:

- To assist the NEAP Secretariat to incorporate National Resistance Council comments on the National Environment Management Authority governance and organization into major NEAP documents, including the Environmental Investment Program, the National Environmental Management Policy, the Environmental Management Institutional Framework, and the NEAP.

Accomplishments: Completed. All NEAP documents have been revised and will be officially published in June 1995.

Issues or constraints: None.

2.1.1.2 Bridging funds for the NEAP and the National Environment Management Authority

Objective 2:

- To assist the NEAP Secretariat to develop a proposal for submission to USAID to provide bridging funds to the NEAP and the National Environment Management Authority pending other donor support.

Accomplishments: Completed. Two bridging proposals were prepared and submitted to USAID. The first proposal covered the period from January to May 1995. The second proposal covers the period from June to October 1995, at which time IDA funds from the World Bank's Environmental Management Capacity Building Project (EMCBP) are expected to become available.

Issues or constraints: None as yet. The Government of Uganda is expected to negotiate the EMCBP in

Washington, D.C., during the week of June 19, 1995. Conditions for the project are expected to be met by the end of July 1995, at which time the project will be presented to the World Bank's Board for approval. If the conditions are met and the Board approves the project as expected, then the IDA credit should be available in September or October 1995. While no problems are foreseen at this point, there is a chance that conditions will not be met by July and presentation to the Board would be delayed until September. In this case, funds would not be available until December 1995 or January 1996. Should this latter scenario prove to be the case, USAID Kampala should be prepared to continue to provide local currency support to the National Environment Management Authority until such time as IDA credit funds become available.

2.1.1.3. Finalize key National Environment Management Authority documents

Objective 3:

- To assist the NEAP Secretariat in finalizing key documents for the establishment and running of the National Environment Management Authority.

Activities: Completed. The "Office, Financial, Equipment and Stores Administration Manual for the National Environment Management Authority," "National Environment Management Authority: Internal Organizations and Functions," and "Policies, Regulations and Conditions of Service for the National Environment Management Agency" have all been finalized. Additionally, a "National Environment Management Authority Operations Manual" has been prepared which combines these documents into a single publication for eventual distribution to and use by the National Environment Management Authority staff. This manual has been presented to the Permanent Secretary for initial review and approval and will be provided to the National Environment Management Authority's Board of Directors for final review and approval in July or August 1995.

Issues or constraints: None.

2.1.1.4. National Environment Management Authority staff recruitment

Objective 4:

- To assist the Ministry of Natural Resources in the recruitment of the National Environment Management Authority core staff.

Accomplishments: The Minister of Natural Resources asked the chief technical advisor to suggest suitable candidates for the National Environment Management Authority's Board of Directors. (The Environment Statute stipulates that the Board be appointed by the Minister with approval of the Policy Committee.) The chief technical advisor provided the requested input. The Board is expected to be established and in place by early July 1995.

A vacancy announcement for all of the National Environment Management Authority's technical and support staff was prepared for placement in the local and regional newspaper (*The New Vision* and *The East African*, respectively). The advertisement was approved by the Permanent Secretary and is expected to run during the second week of June 1995. Selection criteria for the National Environment Management Authority staff are currently being prepared and should be finalized by the end of June 1995.

Issues or constraints: Establishment of the Board is a conditionality of the EMCBP Project. Per item

2.1.1.3 above, delays in establishing the Board could result in delays in obtaining IDA credit.

2.1.1.5. Training needs assessment and core staff training program for the National Environment Management Authority

Objective 5:

- To assess the National Environment Management Authority training needs and develop a training program for the National Environment Management Authority technical personnel.

Accomplishments: None.

Issues or constraints: This activity was placed on hold pending passage of the Bill. Now that the Bill has passed, it is expected that the National Environment Management Authority will be fully staffed by September or October 1995. Thus, the training needs assessment has been rescheduled for that period and the training plan will be developed before the end of November 1995.

2.1.1.6. National Environment Management Authority management training and team building

Objective 6:

- To increase the management skills of the National Environment Management Authority core staff and form a more cohesive environmental unit.

Accomplishments: None

Issues or constraints: This activity was also placed on hold pending passage of the Bill. Per item 2.1.1.5 above, it is expected that the National Environment Management Authority will be fully staff by September or October 1995. Thus, the National Environment Management Authority team building workshop is now rescheduled for late October 1995. The TR&D team, in collaboration with USAID, will explore the possibility of using an external training organization for this activity. Plans will be finalized and terms of reference developed by August 1995.

2.1.1.7. Environmental liaison units

Objective 7:

- To assist the National Environment Management Authority in establishing environmental liaison units in up to four key line ministries.

Accomplishments: A concept paper on the role and responsibilities of the environmental liaison units has been developed by the Secretariat and is currently being reviewed both inside and outside NEAP.

Issues or constraints: The NEAP Secretariat was to hold a workshop in early May 1995 for key ministries to review the concept paper and agree upon modalities for the establishment of environmental liaison units. With passage of the Bill, however, nearly all Secretariat staff are focussing their efforts on the National Environment Management Authority establishment. Moreover, now that the Bill has passed, the

Secretariat believes and the team agrees, that this activity would be best accomplished under the National Environment Management Authority rather than NEAP auspices. Thus, the workshop has been rescheduled for early October 1995.

2.1.1.8. National Environment Management Authority publications and publicity

Objective 8:

- To develop the National Environment Management Authority capacity to produce quality newsletters on both NEAP activities and on environmental awareness in general.

Accomplishments: None.

Issues or constraints: This activity was also placed on hold pending passage of the Bill. However, one of the first tasks of the National Environment Management Authority staff will be to produce the third issue of *Focus on Environment*. This issue will highlight key elements of the Environment Statute, including the role of the National Environment Management Authority, staff profiles, etc. Publication of this issue has been rescheduled for October 1995.

2.1.1.9. Establishment of a District Coordination Unit within the National Environment Management Authority

Objective 9:

- To assist the National Environment Management Authority in establishing an office and operations procedures for a District Coordination Unit with the National Environment Management Authority.

Accomplishments: The District Coordination Unit office will be established when the National Environment Management Authority becomes fully staffed. Nevertheless, work has begun on developing operations procedures for the District Coordination Unit once created. The District Training Program, discussed below, constitutes a program for training and technical interventions when the National Environment Management Authority starts work in a new district and will be part of the District Coordination Unit's operations procedures.

Issues or constraints: None.

2.1.2. Assistance to subnational activities

The community conservation advisor continued his efforts toward increasing the district's capacity for environmental management. The main emphasis for this reporting period included team-building exercises in three focus districts and training Kasese district officials on participatory rural appraisal with the view of gathering information for the formulation of a District Environment Action Plan and a District Development Plan. Other work included continued development of a district natural resource training program training, compilation of an environmental information manual for district authorities, formulation of guidelines to include gender in district environmental plans, and provision of routine guidance to NEAP's pilot districts.

2.1.2.1. Further development of procedures for the district environmental management system

The team continued to assist the NEAP and National Environment Management Authority to provide guidelines and technical support to the districts. Activities on developing district guidelines include the following:

A. Revised decentralization guidelines

Objective 1:

- To revise decentralization guidelines to reflect the MLG's District Review and Restructuring Report.

Accomplishments: Revisions on gender, municipal, and wetlands have been drafted. Since all the district reviews have not been completed, these will be incorporated in August or September 1995. The forestry section of the guidelines will also be revised to reflect the recent recentralization of forest reserves.

Issues or constraints: None.

B. Gender guidelines

Objective 2:

- To develop guidelines for the districts to consider gender in their environmental planning.

Accomplishments: Completed. A short-term advisor worked with the NEAP Secretariat and a representative from the Ministry of Gender and Community Development to establish guidelines for incorporating gender into the district environmental management system. The guidelines focus on: (i) methods to increase women's participation in the planning process; and (ii) ways to disaggregate by gender the environmental information system. The guidelines also provide additional methodologies to ensure that women's role in natural resource management are properly analyzed in formulating the District Development Plan and the District Environment Action Plan. Two workshops were held in Kasese and Tororo to sensitize district officials on gender issues and to solicit their input on the gender guidelines.

Issues or constraints: None.

C. District environmental education guidelines

Objectives 3:

- To develop district guidelines for developing environmental education strategies to address key environmental problems within the district.

Accomplishments: None as yet. This activity is scheduled for late June 1995.

Constraints or issues: None.

D. Local environmental committees

Objective 4:

- Continue developing procedures for local environment committees at the subcounty in selected districts.

Accomplishments: Work on developing guidelines for subcounty has commenced. District guidelines for natural resource management, gender, by-laws, and information systems are being edited for subcounty distribution. While much work remains in developing subcounty planning capacity, the participatory rural appraisal exercise in Kasese has assisted five subcounties in developing procedures for gathering information for subcounty plans. Moreover, NEAP supported Peace Corps volunteers in Mbale, Kabale, and Kasese are concentrating their efforts on pilot subcounties within their districts. Activities to date include starting an environmental education program in Kasese, and preliminary efforts toward the development of subcounty development plans in Mbale and Kabale.

Issues or constraints: None.

E. Environmental regulations and procedures

Objective 5:

- To assure that national environmental regulations and procedures are transferred and linked into the district environmental management system.

Accomplishments: In addition to routine guidance provided by the community conservation advisor and his counterpart, NEAP is compiling an information manual to be distributed to the districts. The information manual is divided into three volumes with a separate volume for environmental background information, environmental guidelines, and lastly environmental policies and legislation. The information manual will be completed by July 1995.

Issues or constraints: None.

F. By-laws

Objective 6:

- Assist the districts to develop by-laws based on community identified problems to be regulated

Accomplishments: None as yet. Kasese District will be assisted to develop by-laws supporting it's community develop District Development Plan after the plan is established in late August 1995.

Issues or constraints: None.

2.1.2.2. Provide district training on appropriate environmental management processes

Specific district training objectives include the following:

A. Finalize district training program

Objectives 1:

- To finalize training program for the District Environmental Committee, District Technical Planning Committee, and the district environmental officer.

Accomplishments: A considerable amount of effort this reporting period has been placed on the development of a District Training Program based on actual training experiences in the districts. The training program comprises detailed training sessions necessary to build district capacity to the point where they are able to implement NEAP's recommendations. It includes sessions for management team building, interactive planning at the village level, establishing information systems, gender integration and project design among others, and will serve as a manual for future National Environment Management Authority training sessions in the districts. The District Training Program will be completed in July 1995.

Issues or constraints: None.

B. Team-building workshops

Objective 2:

- To continue team-building workshops in selected districts.

Accomplishments: Team-building workshops have been delayed until the key districts (Mbarara and Tororo) hire district environmental officers. This is expected to occur in June and team-building workshops for these districts are currently scheduled for July or August 1995. Scheduling of the Arua workshop remains a problem because of the continued security situation in the area.

Issues or constraints: None.

C. Participatory rural appraisal training

Objective 3:

- To train selected districts in the use of participatory rural appraisal.

Accomplishments: The NEAP Secretariat and the project team are assisting Kasese district to develop a District Environment Action Plan and District Development Plan. As part of this process, training in participatory rural appraisals was conducted in that district. The three-week training program consisted of one week of training in the theory and tools of participatory rural appraisal, a one-week field exercise in which selected participants conducted a subcounty participatory rural appraisal with the trainer, and an additional week where district officials conducted two more subcounty participatory rural appraisals on their own. The three-week training session was followed by a two-day wrap-up session to discuss the results of the participatory rural appraisals and provide participants with additional training on the use of the methodologies. Twenty-six district officials were trained in participatory rural appraisal techniques for a total of 45 training hours. Of these, ten participants were chosen to comprise two district participatory rural appraisal teams of five members each. Five participatory rural appraisals were conducted at the village level in five different subcounties.

Issues or constraints: None.

D. Environment information system training

Objective 4:

- To conduct a training program for relevant district officials in the operations and maintenance of the environmental information system.

Accomplishments: None as yet. To commence in July or August 1995.

Issues or constraints: None foreseen.

2.1.2.3. Provide assistance to the districts to develop District Development Plans and District Environment Action Plans

Specific District Development Plan and District Environment Action Plan objectives include the following:

A. District Environment Action Plan and District Development Plan development

Objective 1:

- To assist selected districts to develop District Environment Action Plans and District Development Plans.

Accomplishments: As stated above, the team is assisting Kasese in developing a District Development Plan and DEAP. A planning session to develop the planning framework for the District Development Plan and DEAP is scheduled for June 1995. The participatory rural appraisal training is the first step toward development of the plans as it will provide information and input from communities in various regions of the districts. Twenty percent of the subcounties will have been sampled in five participatory rural appraisals expected to be completed by April 1995. In addition to the participatory rural appraisal exercise, the team has liaised with representatives from the Ministries of Finance and Economic Planning and local government for their input into the process of developing district development plans.

This activity will continue throughout year three. The team will assist NEAP's National Environment Management Authority in developing a District Environment Action Plan and District Development Plan for Kasese district as district officials have already expressed interest in working with NEAP/National Environment Management Authority to develop a comprehensive development plan that incorporates environmental concerns. The Kasese effort is considered to be a pilot exercise, to be refined, and be replicated in other districts. A planning workshop will be conducted in Kasese in May or June 1995 to develop the framework for the District Development Plan and District Environment Action Plan. The final District Development Plan and District Environment Action Plan will be completed by June 1995 following sectoral input into the plan. The final plan will be submitted to the Kasese District Resistance Council for approval and funding in September 1995. Drawing on the Kasese experience, Mbale and Kabale districts will also be assisted in developing a District Environment Action Plan beginning in May 1995. The level of NEAP's National Environment Management Authority input into the development of

District Development Plans in these districts will depend on the level of interest of the districts, to be assessed over the next two months.

Issues or constraints: None.

2.1.2.4. Support to district environmental officers

As the district environmental officers are the major link between NEAP's National Environment Management Authority and the districts, sufficient support for the district environmental officers and their operations will be necessary to ensure efficient implementation of the NEAP. Team efforts during the reporting period concentrated on the provision of adequate training and technical support to the district environmental officers as well as assistance in establishing their offices.

Specific district environmental officer objectives include the following:

A. District environmental officer orientation

Objective 1:

- Provide a basic orientation to new district environmental officers on Uganda's environmental initiatives.

Accomplishments: Three (Kasese, Kabale, and Mbarara) out of six NEAP pilot districts have hired an environmental officer. When more environmental officers are hired, an orientation seminar will be held for them in Kampala to acquaint them with the various government and nongovernment agencies involved with the environment. This will likely occur in August 1995.

Issues or constraints: None.

B. District environmental officer office establishment

Objective 2:

- To assist pilot districts to establish offices for the district environmental officers.

Accomplishments: None as yet.

Issues or constraints: Funding delays and the short-term bridging periods have slowed this activity down. However, the new bridging proposal will provide resources to assist in establishing district environmental officer offices in the pilot districts.

C. District environmental officer training program

Objective 3:

- To assure that the district environmental officer training program is on-target and meets the

training needs of the district environmental officers.

Accomplishments: Consultations and a training needs assessment questionnaire have been distributed to selected district officials. These have been collected and analyzed. The district environmental officer training program will be incorporated into the district training program, to be finalized by July 1995.

Issues or constraints: None.

D. Technical support to district environmental officers

Objective 4:

- To provide sufficient technical support to the district environmental officers.

Accomplishments: Considerable technical support has been given to the first district environmental officer recruited (Kasese). In addition to the participatory rural appraisal training, routine guidance has been provided to the Kasese district environmental officer in establishing his office and in the development of a first-year work plan. Kabale and Mbarara have just recently recruited district environmental officers in April 1995. Before they were hired the team worked closely with the district planners to develop district environmental work plans.

In addition, three Peace Corps volunteers have been posted to the districts to assist the work of district environment officers.

Issues or constraints: None.

2.1.2.5. Establish and maintain strong links between the District Environmental Committee, and NEAP's Department of Environmental Protection, grants management unit, field projects, and other government departments and nongovernmental organizations

Links with the districts complete the information circuit needed by NEAP's National Environment Management Authority's National Environment Information Center for determining environmental policy impact and coordination of actions. Effective links with the subnational level will assure local input and participation in the identification, design, and implementation of investment projects and provide data or information needed to fulfill the coordination function. Equally important is the up-flow of data on resource use needed for the national level analysis, planning, and eventual impact assessment and for policy fine tuning.

Finally the evaluation of existing community conservation and participation activities—including recommendations for approaches to enable the Government of Uganda and nongovernmental organizations to choose priority interventions and community participation techniques—will help complete the information loop and lead to a more integrated Action Program for the Environment program.

Specific linkage objectives include the following:

A. Coordination, liaison, and collaboration

Objective 1:

- To assist the grants management unit, field projects, nongovernmental organizations, and other government departments to coordinate, liaise, and collaborate with the district environmental management system.

Accomplishments: The community conservation advisor held a meeting with the staff of the World Wide Fund for Nature Rwenzori Conservation and Development Project to discuss the National Environment Management Policy and the Guidelines for Decentralizing Natural Resource Management. The purpose of the meeting was to identify opportunities for the project to link its activities with the mandate of local governments to manage their natural resources. Additional meetings will be held in the next quarter for other grants management unit projects.

Issues or constraints: None.

2.1.3. Action Program for the Environment, NEAP, and grants management unit monitoring and evaluation

Accomplishments: The Action Program for the Environment, NEAP, and grants management unit monitoring and evaluation monitoring and evaluation system is beginning to come together. The grants management unit monitoring and evaluation system was revised with input from the various nongovernmental organizations and mechanisms were established for developing indicators and for collecting data to measure progress toward those indicators and, thereby, overall impact of grants management unit projects. The revised monitoring and evaluation program was shared with the National Environment Information Center, NEAP, and the various projects for comment. These comments are expected by mid-May and the program will be finalized by June 1995 (See section 2.3.4 for additional details).

Concurrent with the grants management unit program, the NEAP's National Environment Management Authority bridging proposal includes funds for training in the subnational environment monitoring and information system. The team will assist district authorities to train selected subcounty officials in the environmental information system. Kasese, Mbale, and Kabale districts will each choose three pilot subcounties to start the information system. The team will assist the district environmental officer and district planner to conduct the first training in one of the pilot subcounties. The district environmental officer and planner, with assistance from the Peace Corps volunteer, will continue the training sessions in the rest of the pilot subcounties. The first training session for the subcounties will occur in July-August 1995.

Subsequent TR&D assistance for the remainder of the Action Program for the Environment will focus on institutionalizing and linking the components of the monitoring and evaluation system (National Environment Management Authority, National Environment Information Center, grants management unit, and subnational) and fine tuning them under the National Environment Management Authority/National Environment Information Center to begin to assess policy impact.

Issues or constraints: The biggest constraint will be the willingness of the nongovernmental organizations to accept the grants management unit system and undertake the monitoring and evaluation activities defined by the grants management unit (See section 2.3.4).

2.1.4. Local capacity building

2.1.4.1. Key areas

A. Microeconomics and investment analysis

Implementation of this activity has been problematic for several reasons. First, NEAP's economist was retrenched due to funding considerations and lack of work for a full-time economist position. Second, the original proposal was revised by NEAP's economist and the World Bank to such an extent that it was no longer acceptable to CARE and the chief technical advisor. (Basically, the revised proposal—contingency valuation of gorillas in Bwindi— was beyond the capacity of the Government of Uganda to implement.) This was discussed with the NEAP coordinator and it was agreed to postpone this activity until the National Environment Management Authority's full-time resource economist was on board. It was further agreed that the original proposal, as proposed by TR&D's short-term consultant Dr. Jan Laarman, should be maintained. The study, subject to funds availability, has now been tentatively scheduled to begin January 1996.

B. Environmental impact assessment process and standards development

This activity is also somewhat delayed due to delays in the passage of the Bill. TR&D was to contract with an external environmental impact assessment and environmental standards development specialist to provide additional training in environmental impact assessment process and procedures and environmental standards setting to environmental liaison unit and the National Environment Management Authority personnel. Now that the Bill has passed, however, TR&D and MUIENR are exploring the possibility of conducting this exercise in collaboration with the U.S. Environmental Protection Agency. Walter Knausenberger, USAID's Africa Bureau Environmental Specialist, will be in Kampala during June 1995, at which time training plans will be finalized.

Additionally, Uganda National Parks requested the assistance of TR&D to provide a consultant to assist Parks in developing environmental impact assessment guidelines and procedures for concessions and other Uganda National Parks development activities. This activity took place in January 1995 and helped considerably in building Uganda National Parks' organizational capacity in the environmental impact assessment process (see section 2.2.2.3.) .

C. Macroeconomics, policy, and the National Environment Action Plan

The objective of this activity—originally scheduled for April and May 1994—was to assist Government of Uganda line ministries in incorporating provisions for macroeconomic incentives into sector-specific legislation and regulations. TR&D was to contract with an external environment and natural resource macroeconomic policy and legislative specialist to provide additional training to selected Government of Uganda personnel. An approved Environmental Bill (the enabling legislative framework) was to form the basis for the consultancy. Given delays in passage of the Bill, this activity has been rescheduled for early 1996 once the National Environment Management Authority is firmly established and the Policy, Planning, and Legal Division is in place.

D. Decentralization of forest and game reserves

TR&D was to contract with an external protected area specialist to study the protected area system (forest and game reserves) and act as a facilitator between the Forestry and Game Departments and the Districts to: (i) determine criteria for determining which reserves should be under national protection and which under district or local community protection; and (ii) guidelines for decentralized management (community participation) of these reserves. This activity was originally scheduled for April-May 1995.

This activity has been postponed until Fall 1995 for two reasons. First, the Forestry Department has been slow in developing initial terms of reference for the study. Second, passage of the Bill and the urgency to get the National Environment Management Authority established has precluded the chief technical advisor from assisting the Forestry Department in developing the terms of reference. Once the initial groundwork has been laid for the National Environment Management Authority's establishment (by August 1995), the chief technical advisor will have sufficient time to work with the Forestry Department more closely on this activity.

E. Forestry extension training

As stated in the Third Annual Work Plan, the Forestry Department had requested VOCA and team assistance in conducting a forestry extension needs assessment to develop a forestry extension training program. VOCA was to provide technical assistance for this effort while the team was to assist in proposal development, securing Action Program for the Environment local currency funds for in-country expenses, and in developing terms of reference for the VOCA consultant. While the technical elements of the proposal have been finalized and the terms of reference for the consultant drafted, the Forestry Department has been slow in preparing a local currency cost proposal for the actual training. The chief technical advisor and the grants management unit's financial analyst will assist the Forestry Department in finalizing the proposal by June. Actual implementation of the training is dependent on VOCA's recruiting timetable.

2.1.4.2. Other local training opportunities

There were no NEAP's National Environment Management Authority local training activities undertaken during this reporting period.

2.1.4.3. Overseas and third-country training opportunities

There were no NEAP's National Environment Management Authority overseas and third-country training activities undertaken during this reporting period.

2.2. Assistance to Uganda National Parks

2.2.1. Improved financial systems

At Uganda National Parks, the chief financial advisor and his counterpart, the chief accountant, have continued the work to improve the financial operations of Uganda National Parks. This six-month period was both busy and extremely productive. Major accomplishments include the hiring of an internal auditor; extensive training including a workshop for gate and accounts clerks; USAID approval of funding for seven

Uganda National Parks finance staff members to attend training at ESAMI; development of a Uganda National Parks Financial Management Procedures Manual; and some improvements in concession activities.

A. To continue developing a financial monitoring and evaluation system for Uganda National Parks

Objective 1:

- To implement improvements to the financial management system to permit increased management, planning, and control of Uganda National Park's financial resources.

Accomplishments: Work is continuing on the improvement of Uganda National Park's financial management operations. One of the most critical achievements for this period was the hiring of an internal auditor. This position was recommended for creation last year and the individual began work in February 1995. The internal auditor will spend most of his time in the field reviewing accounts and financial activities to ensure they comply with Uganda National Park's procedures and to identify problems before they become serious.

Also in February 1995, the comparative analysis of financial operations at parks in Kenya and Tanzania was completed through a two-week study tour by the chief financial advisor and four members of Uganda National Parks staff. A detailed report was sent to the director of Uganda National Parks outlining recommendations for changes. A number of these recommendations have already started to be put into place.

A copy of the draft report "Donations of Capital Assets to Uganda National Parks: A Question of Sustainability" was received in April. The report was circulated both inside and outside of Uganda National Parks, comments provided, and the final report is expected in June 1995.

Finally, the issue of top-up allowances at Uganda National Parks continues to pose problems for improved financial management. Basically, Uganda National Parks currently has no policy in this area. Thus, it is proposed, and Uganda National Park's Board has agreed, that short-term technical assistance be used to conduct a study of Uganda National Parks top-up allowances and help establish guidelines for Uganda National Parks for eventual distribution to donors.

Issues or constraints: None

B. Complete the Operations Manual for Uganda National Parks and park accounting staff

Objective 2:

- To develop a comprehensive financial management policy and procedures manual for use at both Uganda National Parks headquarters and at the individual parks.

Accomplishments: Chemonics consultant Robert Rabatsky arrived in Kampala on March 14, 1995, and began work on the Financial Management Procedures Manual for Uganda National Parks. He interviewed and gathered data from key staff at Uganda National Parks headquarters. Also, he and the chief financial advisor traveled to Queen Elizabeth National Park and Uganda Institute of Ecology to review field financial operations. The draft manual was reviewed and approved by the Uganda National Parks Finance Committee in May 1995. Chemonics will make the revisions and publish the final version in June 1995.

During the week of July 24, 1995, the chief financial advisor and the chief accountant will hold a training workshop on the Financial Management Procedures Manual. The workshop will be for all accounting related staff (both Uganda National Parks and Game Department) at Queen Elizabeth National Park. The workshop will provide training in the manual and lead to increased use and sustainability.

Issues or constraints: None. Forty copies of the manual should arrive in late June 1995. Preparation for the July workshop has already begun.

- C. Monitor the recently developed revenue sharing policy and make recommendations for modifications when appropriate

Objective 3:

- To provide technical financial management advice to the director and Board of Trustees concerning the proposed Uganda National Parks revenue sharing program.

Accomplishments: Information gathered during the study tour of the national parks of Kenya and Tanzania indicates that Uganda National Parks may be proceeding in the wrong direction concerning the current design of its Revenue Sharing Program.

At the Uganda National Parks General Assembly on May 28 and 29, the chief financial advisor gave a presentation concerning whether Uganda National Park's revenue sharing program should be revisited. The chief financial advisor expressed the view that the current program may be flawed in the following areas: Uganda National Park's percentage of revenue is 12 percent, while KWS and TANAPA are between 2 percent and 5 percent; Uganda National Park's program is case based, while the other countries provide technical assistance; and Uganda National Park's revenue sharing distributions are based on what individual parks earn, while other countries are pooled nationally and then prioritized. Many of the Uganda National Parks staff agreed the program may be flawed, but felt they had made too many commitments to the surrounding communities to change directions now.

Issues or constraints: It will probably be necessary for the Uganda National Parks to work with the current revenue sharing program for one to two years before they are ready to consider substantive changes in the program.

- D. Develop scopes of work and coordinate all financial and accounting training activities for Uganda National Parks personnel

Objective 4:

- To continue the implementation and modification of the training plan for Uganda National Parks financial management and accounting staff.

Accomplishments: During this six-month period USAID approved Uganda National Park's request to send seven Uganda National Parks financial staff members to the Eastern and Southern African Management Institute (ESAMI). Included in this list will be a class for the new internal auditor. These classes are scheduled for calendar 1995 with the first class occurring in June.

In January, the chief financial advisor and the chief accountant held a three-day training workshop in

Paraa, Murchison Falls, for the accounting staff and gate clerks of Murchison Falls National Park and Kidepo Valley National Park. Twenty-five participants attended and the topics covered included gate receipts, accounting records, service to customers, etc.

Issues or constraints: None.

E. Review and comment on all Uganda National Parks concession agreements

Objective 5:

- To insure that the financial management components of the concessions agreements adequately represent the interest of Uganda National Parks.

Accomplishments: Significant progress has been made in this area including the drafting of three additional concession agreements scheduled to be signed in April 1995; a reduction of delinquent accounts with Mweya Lodge and Rwenzori Mountaineering Services; and a comparison of key standard agreements with Kenya and Tanzania.

Four specific changes in Uganda National Parks concession procedures have been recommended to the Uganda National Parks' director for improvements. These include the following: (1) having the chief wardens identify future concession sites rather than the concessionaires themselves; (2) bidding out concessions; (3) increasing the franchise fee from 5 percent to 10 percent; and (4) Uganda National Parks is no longer required to reimburse concessionaires for the market value of the property at the end of the concession agreement. These recommendations were reviewed and approved at the Uganda National Parks Finance Committee meeting in April 1995, which represents a significant step in concession reform.

Issues or constraints: The older set of concession agreements are still causing difficulties to Uganda National Parks, primarily due to the lack of progress being made by the concessionaires. Changes can only be made slowly over time and the chief financial advisor and the chief accountant will continue to make recommendations for improvements.

F. Provide assistance in the Revenue Sharing program concerning the Park Management Advisor Committees and the local communities

Objective 6:

- To help insure the financial integrity of the revenue funds which Uganda National Parks turns over to the local communities.

Accomplishments: At this time there are no specific results in the area, although Chemonics International has been asked to draft some guidelines for local communities to ensure the financial integrity of the funds distributed.

Issues or constraints: The chief financial advisor believes there may be significant problems with the design of Uganda National Park's revenue sharing program, see section 2.2.1.3 above.

G. Expand current pilot park budgeting exercise to the remaining national parks.

Objective 7:

- To increase the planning, monitoring and evaluation, and control of Uganda National Parks operating funds through the establishment of a recurrent budget for all of Uganda National Parks.

Accomplishments: After soliciting input from the field, the chief accountant has finalized the Uganda National Parks budgets for fiscal year 1995-96. The budgets were approved by the Uganda National Parks' Finance Committee and are effective July 1, 1995.

This project was developed along a sustainable basis, which has now proved to be successful. Last year's budget was developed with considerable input and assistance from the chief financial advisor. This year's budget is being developed almost entirely by the Uganda National Parks chief accountant.

Issues or constraints: Budgets for the Game Department will have to be developed when they are merged with Uganda National Parks.

H. Assess the financial issues in relation to the upcoming merger of Uganda National Parks and the Game Department

Objective 8:

- To identify, analyze, and provide to management financial issues which relate or impact the proposed merger of the Uganda National Parks and Game Department.

Accomplishments: The chief financial advisor and the Uganda National Parks chief accountant have attended numerous meetings with the EC consultant working on the merger and with the general merger committee.

Issues or constraints: At the merger meetings, the chief financial advisor has frequently raised the issue of finances. It is believed that the merger groups need to take into account the financial limitations of the two organizations and the limited earning capacity of the Game Department. Presently, plans are being made to add an additional 200 to 300 people to the merged unit. The chief financial advisor and the chief accountant feel there are insufficient funds to provide for the existing staff and expenses, let alone new staff. Also the concern has been expressed about the pitfalls of using donor funds for recurrent expenditures. The chief financial advisor and the chief accountant will continue to attempt to make these points with people involved in the merger process, but the danger of creating an unsustainable institution remains.

I. Review and monitoring of local currency for Uganda National Parks.

Objective 9:

- To review and monitor disbursement of local currency counterpart funds for project related activities which have been mutually agreed upon by Government of Uganda and USAID under AID Project Grant Agreement No. 617-0124.

Accomplishments: Over the last year the chief financial advisor has submitted two suggestions to USAID concerning the review and monitor of APE local currency. A final decision has not yet been made as to exactly what the chief financial advisor's role should be. The issue is complex because of the distribution of funds to eleven field stations where it is more difficult to monitor expenditures.

In June 1995, Uganda National Parks submitted its next APE local currency request for Shs. 211 million.

Issues or constraints: USAID has requested that 75 percent of the APE local currency funds be used in construction projects, under the control and direction of the assistant parks manager. The chief financial advisor is concerned about the ability to preserve the financial integrity of those funds given the weak conceptual plan of implementation which has been presented by the assistant parks manager. The field wardens are also concerned about the practicality of the plan.

2.2.2. Other support to Uganda National Parks

2.2.2.1. Assistant parks manager

Collaboration and coordination with the assistant parks manager at Uganda National Parks continues to be problematic. As stated in the last report, coordination is difficult when direct supervision of the assistant parks manager by the chief of party is not possible. The assistant parks manager continues to operate independently. As a result, the chief of party finds that little progress is being made at Uganda National Parks in terms of achieving APE objectives and this feeling is shared by the Uganda National Parks' director, the EC Uganda National Park-Game Department merger consultant, the Director of Environment at the Ministry of Natural Resources and the chief planner at the Ministry of Tourism, Wildlife and Antiquities among others. Thus, the chief of party strongly supports the evaluation team's recommendation that the assistant parks manager position be brought under the institutional contract as soon as possible.

Pending a decision by USAID Kampala on the assistant parks manager position, TR&D will collaborate with the EC, IUCN and Uganda National Parks and use short-term technical assistance (EC, TR&D, IUCN or VOCA) to attempt to "catch up" on such critical activities as in-park monitoring and evaluation, creation of a planning unit in the merged Uganda National Park-Game Department parastatal, technical training, and determination of research priorities.

2.2.2.2. Tourism study for Mt. Elgon and Semliki National Parks

As stated in the last semiannual report, the Minister of Tourism, Wildlife and Antiquities asked USAID to supply a tourism development consultant for Uganda National Park's two new national parks, Mt. Elgon and Semliki. Part of the problem in implementing this study has been Uganda National Parks delay in providing draft terms of reference. Thus, in February 1995 the chief of party asked the assistant parks manager to help coordinate this study with both Uganda National Parks headquarters and field staff in both parks. To date, there has been no response.

2.2.2.3. Development of Uganda National Parks guidelines for an Environmental Impact Assessment

Uganda National Parks requested assistance from TR&D to provide a short-term environmental impact assessment consultant to assist Uganda National Parks in developing environmental impact assessment guidelines and procedures. The consultant, Lane Krahl, arrived in January. Working with Uganda National

Parks headquarters and field staff, Mr. Krahl produced a report entitled "Uganda National Parks: Environmental Impact Assessment Policy and Guidelines." The report was well-received among Uganda National Parks staff and has been submitted to Uganda National Park's Board of Trustees for review, approval and eventual incorporation into a Uganda National Parks policy manual.

2.3. The grants management unit

2.3.1. Complete the organizational and administrative development of the grants management unit

2.3.1.1. Staffing

Objective 1:

- To complete the hiring of staff

Accomplishments: During most of reporting the period, the grants management unit was functioning with a full staff thanks to the addition of a receptionist and a deputy coordinator. However, two events occurred which threw staffing into disarray. First, the monitoring and evaluation specialist died after an extended illness. Her illness and subsequent death diminished the grants management unit's capacity to carry out its monitoring and evaluation activities during the period. In order to fill the void, the grants management unit made the decision to combine the duties of the training specialist and the monitoring and evaluation specialist to create a training and monitoring and evaluation unit at the grants management unit. The current grants management unit training specialist will be promoted to head this unit and develop a revised monitoring and evaluation system for grantees of the grants management unit. The grants management unit was fortunate that the training specialist had some project monitoring and evaluation experience and could incorporate the additional tasks into his work plan. However, given the workload, the training specialist won't be able to undertake both training and implementation of the monitoring and evaluation system alone. Therefore, the grants management unit's in the process of recruiting an assistant to head this unit to ensure the implementation of the grants management unit monitoring and evaluation program with the grantees.

Under this revised system each nongovernmental organization will be reporting to the grants management unit on a standard set of core indicators which would be collected by the nongovernmental organizations and given to the grants management unit monitoring and evaluation unit for analysis and archiving. The formats for this data collection task will be designed by the grants management unit in coordination with the grantees. In this task, the monitoring and evaluation unit would be guided by the deputy coordinator and, to a lesser extent, the grants management unit coordinator. In an effort to assist in the transition, the grants management unit contracted a consultant for two weeks in April to work with the training specialist. The consultant assisted in the development of the grants management unit monitoring and evaluation framework on monitoring people level impacts as well as a work plan that will guide the system's implementation.

The second event affecting staffing was the resignation of the deputy coordinator for personal reasons. His resignation was effective April 7, 1995. The grants management unit is thus forced to seek a qualified person to fill this important position. The major concern is that it may prove difficult to find a person with similar skills and capabilities as the current deputy. Previous advertisements for natural resource management specialists indicated a dearth of qualified people in the country. Recruitment to fill the position will continue during the next reporting period and the goal will be to have the position filled as soon as possible.

Issues or constraints: The major issue affecting the grants management unit was the resignation of the deputy coordinator. This has placed greater management burdens on the staff. Recruitment of a well qualified replacement poses the greatest constraint given the dearth of well qualified people in Uganda.

2.3.1.2. Administration

Objective 1:

- To establish financial controls and personnel policies for the grants management unit

Accomplishments: Financial systems and controls were finalized during the reporting period and the grants management unit now has an operational financial and administrative system in place. An audit of the grants management unit is scheduled later in the year to review these financial systems and the improvements put in place since September of last year. The grants management unit hopes to use recommendations from the audit to institute other improvements.

During the period, the grants management unit drafted a "Manual on Policies, Regulations, and Conditions of Service for the Grants Management Unit." Currently the document is in draft form and under review and discussion by staff. Once staff input is acquired, the grants management unit financial analyst will finalize the document and distribute it to the staff. Completion of the manual is expected in June.

Issues or constraints: None.

2.3.2. Improve proposal review process and management of projects funded through the grants management unit process

2.3.2.1. The review process

Objective 1:

- To develop a more agile proposal review process

Accomplishments: Beginning in December 1994, the grants management unit project review committee began to hold monthly project review meetings. The grants management unit instituted monthly meetings to ensure timeliness in the review of projects and to provide time frames for the various nongovernmental organizations wishing to submit projects, responses to committee queries, and requests for workshop funding. With the establishment of the monthly meetings, the ad hoc nature of proposal review was eliminated. Another intention of the monthly meetings was to ensure a consistent forum to discuss project implementation and policy issues related to the management of the projects and to the natural resources sector in general. This has been achieved as members view the meetings as a forum to discuss various issues related to the grants management unit as well as the APE project in general.

The institution of the monthly meetings has been successful with most members attending all meetings or sending their apologies when out of town. Meetings are now held on the first Thursday of each month and members plan their schedules accordingly. Request of dates changes are made in advance and agreed to by consensus. The general consensus is that the monthly meeting format will continue into the foreseeable future.

Issues or constraints: Minor. The committee successfully argued for the payment of a sitting fee for each monthly meeting. A fee of Ush. 20,000 per meeting was agreed to by the members. Members argued that they would not have as much incentive to attend these meetings if no sitting allowance was paid, especially if they could earn an allowance from some other meeting that conflicted.

2.3.2.2. Review committee meetings

Objective 1:

- To eliminate the ad hoc nature of Project Review Committee meetings

Accomplishments: This point was explained in section 2.3.2.1. By eliminating the ad hoc nature of the committee meetings, the project review system became more agile as established dates for meetings allowed members to plan accordingly. The organized nature of the meetings also permitted grantees to plan their project submissions to meet grants management unit deadlines knowing that a meeting would take place. Meetings are now occurring with regularity to the satisfaction of all parties concerned, and committee members appear to put a priority on attendance of grants management unit meetings.

Issues or constraints: None.

2.3.2.3. Project approval and management

A. Approval of priority projects.

Objective 1:

- To approve all priority projects in the pipeline by the end of 1995

Accomplishments: The grants management unit has endorsed eight of ten projects that were submitted. Of these, six were submitted to USAID and two are awaiting budget revisions. The grants management unit expects that all current projects will be approved for funding by USAID by August 1995. Two of the projects which were originally submitted to the grants management unit were returned to the institutions for revisions based on a review and field visits to the sites where the projects are to be implemented. One project has been rewritten based on the results of a grants management unit sponsored evaluation. These two projects will be submitted to the grants management unit committee in June to begin the next phase of review. If the committee endorses these projects for USAID approval, final Mission approval is not expected before September or October.

An additional project for the Kibale Forest and the Makerere University Biological Field Station has been submitted directly to USAID in direct response to an invitation for bids. This project will not be reviewed by the grants management unit, but the grants management unit will supervise the project activities after USAID makes the final approval.

The status of the projects that were endorsed by the grants management unit and submitted for final approval to USAID appear in Appendix III.

Issues or constraints: The major constraint at this time is the limited funding remaining in the APE for

subproject activities. As a result, the grants management unit committee is attempting to establish strict priorities for the review of new projects and work with potential grantees to ensure that proposed budgets are consistent with the scope of activities and the realistically achievable outputs.

B. The role of the grants management unit

Objective 2:

- To define the role of the grants management unit in the management and the monitoring and evaluation of grants management unit funded projects.

Accomplishments: A policy statement entitled "The Grants Management Unit Role in the Coordination of APE-Funded Subgrants" was developed by the grants management unit and submitted to USAID for review. This statement has been approved in principle by USAID and will be presented to the grants management unit project review committee in May for review. If approved at that forum, USAID will officially approve the statement and it will then be submitted to the various institutions and nongovernmental organizations which have received grants through the grants management unit process and/or which ultimately will be supervised by the grants management unit.

Issues or constraints: None.

2.3.3. Establish a viable grants management unit training program that responds to the needs of nongovernmental organizations in Uganda

2.3.3.1. Financial Planning

A. Improved nongovernmental organizations financial management capabilities

Objective 1:

- To improve the financial management capabilities of grants management unit-funded nongovernmental organizations and Ugandan nongovernmental organizations

Accomplishments: The grants management unit sponsored a basic accounting and bookkeeping principles and practices course at Makerere University Biological Field Station, Kibale Forest National Park in February 1995. The course was attended by twenty-four participants including personnel from grants management unit-funded projects, Uganda National Parks, both head office and various parks, Uganda community-based organizations and nongovernmental organizations. The grants management unit developed a basic accounting manual which the participants could refer to during the course and take home as a reference after the course was completed. The participants expressed a high degree of satisfaction with the course contents.

The venue of the course was the Kibale National Park. The grants management unit will attempt to hold as many training programs in the national parks as possible to take advantage of the facilities and to expose as many groups and organizations as possible to the various protected areas in the country.

Issues or constraints: None.

B. Environmental Assessment

Objective 2:

- Create awareness and basic capability within nongovernmental organizations and the districts in conducting environmental assessments of project activities.

Accomplishments: No progress has been made in the development of an environmental assessment training course and it is unlikely that the course will be developed during 1995. The grants management unit has determined that training will have to be focused on monitoring and evaluation if the grants management unit projects are to have functioning monitoring and evaluation systems in place by the end of the year. The grants management unit will need to focus its workshops this year on the identification of indicators, baseline surveys, and data collection and analysis to ensure that the project are reporting information that will permit reporting on people level impacts. No efforts will be made in 1995 to undertake an environmental assessment workshop, and the need for such a workshop will be assessed again in 1996 for possible future support.

Issues or constraints: Given the higher priorities of developing the grants management unit monitoring and evaluation system and the limited staff and financial resources for developing training workshops, the grants management unit decided to postpone the environmental assessment workshop. The need for the workshop will be reassessed and programmed at a later time if deemed appropriate.

C. Community tourism

Objective 3:

- To improve the capacity of community groups to undertake successful tourism services.

Accomplishments: A five-day workshop entitled "Community Tourism Management" will be held in May 1995 for community-based tourist operators inside and around Uganda National Parks. The course will be conducted by Professor Elissa Williams of Katatumba Resort Hotel—Uganda Tourism Management Institute in Mbarara.

The course is organized and scheduled to occur from May 7 to 13, 1995. The week-long workshop represents phase one of a two-phase training program. Phase two will involve visits by the trainers to each of the participants to provide on-site training and advice and review of progress toward objectives established in phase one. Phase two is expected to begin in August or September.

Issues or constraints: None.

D. District organization

Objective 4:

- To improve grantee understanding of district organization under the decentralization policy and the environment statute.

Accomplishments: This will occur through short workshops with project personnel. Already the

community conservation advisor provided a short workshop to the project staff of the WWF Rwenzori Mountain Conservation and Development Project in Fort Portal. The presentation will be continued with other nongovernmental organizations during the remainder of the year. It is expected that the community conservation advisor and the grants management unit will be able to take advantage of the project steering committee meetings organized for each project twice a year to make presentations to project personnel, district officials, and members of the park management advisory committees.

Issues or constraints: The only constraint is that projects have yet to receive funding through the grants management unit. Once projects are funded and steering committee meetings begin, this aspect of the program can move forward. The grants management unit coordinator and the community conservation advisor will need to begin to actively plan more field trips together to promote the desired levels of collaboration between projects and the districts. The terms of reference for the deputy grants management unit coordinator assigns the deputy with the responsibility for fostering greater coordination between the districts and the projects. Coordination efforts have suffered from the grant management unit's inability to fill this position adequately. Making greater progress in coordination is another reason that the grants management unit needs to move quickly to fill this important position.

E. Grants management unit staff training

Objective 5:

- To improve the overall skills of the grants management unit staff in order to improve their contribution to the management of the grants management unit component of the APE program.

Accomplishments: Staff members identified areas in which they felt training was warranted and requested support through the grants management unit training specialist. These requests were reviewed by the coordinator, training specialist, and the financial analyst. The specific training courses approved include the following:

- The administrative assistant/secretary was trained in Basic Supervisory Management at the Management Training and Advisory Center, Kampala, in January 1995.
- The accountant is pursuing a course toward the award of a diploma in Accounting in Business and Management by correspondence with the Cambridge Tutorial College, London. She has finished three parts and submitted work for the fourth and final part.
- Staff are encouraged to attend courses organized by the grants management unit that are relevant to their work. The driver/mechanic/transport officer has benefitted from this arrangement by attending the Kibale basic accounting course.

2.3.4. Refine the monitoring system of impact indicators for grants

Objective 1:

- To refine the grant management unit's project monitoring and evaluation system to measure people level impacts and provide input into the USAID Annual Program Indicators.

Accomplishments: In April, the grants management unit contracted a consultant, Daniel Ticehurst, to assist

in the refining the grant management unit's monitoring and evaluation system for measuring people-level impacts in grants management unit projects. The refined system places less emphasis on "pure" economic indicators and more on other "intermediate" indicators. As part of his terms of reference, he also trained the grants management unit's training officer to implement the revised system and to head a new monitoring and evaluation unit within the grants management unit. This actions was precipitated in part by the death of the previous grants management unit monitoring and evaluation officer.

The revised grants management unit monitoring and evaluation system was developed by the consultant with input from the various nongovernmental organizations and established mechanisms for developing indicators and for collecting data to measure progress toward those indicators and, thereby, overall impact of the project. The draft monitoring and evaluation program was completed and shared with the National Environment Information Center, the National Environment Action Plan, and the various projects for comment. These comments are expected by mid-May and the program will be finalized by June. The grants management unit will then organize a workshop with the nongovernmental organizations to develop joint identification of indicators to provide a measure against which the grants management unit can compare impacts of the various projects. This workshop is scheduled for August and will include participation by the nongovernmental organizations, district officials, and the National Environment Information Center, who will be working to establish policy indicators for national environmental policy.

Issues or constraints: The biggest constraint will be the willingness of the nongovernmental organizations to accept the system and undertake the monitoring and evaluation activities defined by the grants management unit. The grants management unit has sought to ensure compliance with the system by involving nongovernmental organizations in the design of the monitoring and evaluation framework. However, past experience in Uganda and elsewhere suggests that this is no guarantee in terms of system implementation. The August workshop will be used as a forum to assess nongovernmental organizations interest and commitment to the system.

2.3.5. Technical assistance to nongovernmental organizations

2.3.5.1. Information

Objective 1:

- To provide technical information to nongovernmental organizations

Accomplishments: The grants management unit has increased the number of volumes in its small technical library and all titles are accessible to community-based organizations and nongovernmental organizations. The grants management unit has also provided technical information to community-based organizations and nongovernmental organizations throughout Uganda. The information exchange occurs through direct requests to the grants management unit from the field, as well as through responses to needs identified by the grants management unit during field trips. Information is either sent through the mail or by fax depending on the destination and the amount of information requested. The grants management unit also has established contacts with several international research and training institutions and centers. They are supplying us with literature in the form of newsletters, technical reports, and occasional papers. Notable among them are the following:

USDA—Forestry Support Program (FSP), Washington, USA
Food and Agricultural Organization (FAO), Rome
International Institute of Tropical Agriculture (IITA), Ibadan, Nigeria

International Development Research Center (IDRC), Nairobi, Kenya
International Center for International Research (ICIR), Nairobi, Kenya
Center for International Forestry Research (CIFR), Jakarta, Indonesia
International Center for Conservation Education (ICCE), United Kingdom
International Tropical Timber Organization (ITTO), Yokohama, Japan
IUCN The World Conservation Union, Gland, Switzerland
The Futures Group, Washington, USA
Mokolodi Nature Reserve, Gaborone, Botswana
North Carolina State University, Raleigh, USA
Environmental and Natural Resources Policy and Training Project (EPAT/MUCIA)

Issues or constraints: None.

2.3.5.2. Short-term technical assistance

Objective 2:

- To assist nongovernmental organizations in meeting technical assistance needs through contracted short-term technical assistance and/or through direct staff support to the nongovernmental organizations on topics in which the grants management unit has expertise.

Accomplishments: Technical assistance has been provided to various institutions and nongovernmental organizations primarily through three mechanisms: (a) field trips, (b) studies, and (c) workshops. The training carried out by the grants management unit through its workshops was discussed previously in the section dealing with training. The grants management unit also provided assistance and support to the following organizations:

- A grants management unit team traveled with ACDI to Masindi to review the issues surrounding resettlement and encroachment in game reserves. As a result of grants management unit input, ACDI modified its proposal to focus on voluntary resettlement, and the Government of Uganda will be establishing a resettlement and boundary delimitation policy for Murchison Falls National Park with input from the grants management unit.
- The grants management unit staff, with support from local consultants, carried out the evaluation of the World Learning managed private volunteer organization/nongovernmental organization Natural Resources Management Support project and made recommendations regarding the future of that project.
- The grants management unit staff traveled to Lira to provide input into the implementation of the Shea Nut Project to be undertaken by COVOL.
- Visits were made to CARE/DTC in the Kabale area to visit activities and offer assistance regarding the management of that project.
- The grants management unit team made several visits to Kibale National Park to assist in the design and later the implementation of the interim Kibale Forest Project that Uganda National Parks and MUIENR currently manage. The grants management unit initiated a cost analysis and pricing study for MUBFS to assist in establishing realistic fees for

service and to move the field station to greater degrees of financial sustainability. The study will be completed sometime after July.

- A trip was made to the WWF Rwenzori Mountain Conservation and Development project to observe and provide input into the joint forest management initiative, as well as discuss issues related to community tourism.
- The grants management unit financial analyst completed a study of the finances of the East African Wildlife Society to assist this organization with its effort to gain registration as a private volunteer organization with USAID.
- The grants management unit coordinator participated in the review and selection of candidates for the director of the Mgahinga and Bwindi Impenetrable Forest Conservation Trust. The process included the review of short-listed candidates, participation in reference checks, and interview of the top candidates with a final recommendation made to the Board of Trustees.

Issues or constraints: None. This activity will continue to be important for the grants management unit and for its outreach efforts. As mentioned earlier, a great deal of time will be spent during the next four to five months to ensure the establishment and implementation of the grants management unit monitoring and evaluation system.

2.4. Related activities

2.4.1. USAID

Much of the team's time during April and May 1995 concentrated on preparing for and participating in the midterm evaluation of the Action Program for the Environment (APE). All in all, APE received a very positive evaluation, and the final version is expected to be available in June 1995. At this time, modalities for implementation of evaluation recommendations will be worked out with USAID Kampala. Also, during this reporting period, the team spent some time assisting USAID Kampala in drafting the documentation required for a possible extension to APE and the TR&D contract.

2.4.2. World Resources Institute (WRI)

Several meetings were held with the staff of World Resources Institute during the course of the reporting period. Discussions focussed on

- how to use the remaining funds in the current WRI buy-in;
- WRI and TR&D collaboration in developing terms of reference for and conducting a study on district private sector environmental initiatives to be implemented under the buy-in in June 1995;
- collaboration between WRI and TR&D with the World Bank in a study of the Batwa; and
- collaboration between WRI and TR&D in development of environmental legislation and by-laws in the region.

2.4.3. Formation of an Action Program for the Environment project coordinating committee

It was mutually agreed by the team and USAID to delete this activity from year three work plan objectives. However, the issue may need to be rethought in the context of a possible extension to APE and TR&D and the location of the chief of party within APE. Should the chief of party responsibilities be assigned to the grants management unit coordinator (who is not attached to a ministry), then the concept of an APE coordinating committee may have merit. This issue will be discussed with USAID during the course of the next reporting period and finalized before any extension.

2.4.4. Support to MUIENR

Discussions continued between the Missouri Botanical Garden (MBG), Utah State University, USAID, MUIENR, and the team regarding a possible joint MBG-Utah-MUIENR activity to be funded under the auspices of the grants management unit. The chief of party/chief technical advisor presented an outline of support from APE to MUIENR to date and a copy of Derrick Thom's consultancy report to the grants management unit proposal review committee as background/rationale for support to MUIENR. The committee agreed that

- MUIENR is worthy of and requires support;
- the committee would be favorably disposed to review and support a joint MBG-Utah State-MUIENR proposal, and given the shortage of funds, the sooner it was received the better;
- any proposal would have to finish by December 1998 and should be considered a pilot activity; and
- any proposal should be kept small and provide for the efficient use of funds.

This information was communicated to Peter Lowry, MBG Paris for action.

2.4.5. Support for environmental education and communications

The team is continuing to explore the possibility of a follow-on mission by GREENCOM to assist in the development of a publicity campaign for the National Environment Management Authority and to finalize environmental education and communications activities in collaboration with APE and SUPER. While USAID Kampala is generally supportive of the concept of a GREENCOM activity in Uganda, the problem is one of funding. Thus, this activity will be placed temporarily on hold pending an APE amendment, additional funding, and further discussions.

2.4.6. Completion of buffer zone land-use studies

In spite of some additional delays, including unanticipated slow work progress of the students, this activity is expected to be completed by June 1995. During the reporting period, TR&D's consultant Dr. Jutta Breyer

- assisted Ernst and Young in the reconciliation of project expenditures, adjusting the

summary accounts format from the computerized project database;

- met with the students on a regular basis to discuss data analysis issues;
- provided computer, software, printing, and back-up facilities to speed up student progress;
- wrote a first draft of the Natural Resource Appraisal for Buffer Zone Management methodology report.

The Natural Resource Appraisal for Buffer Zone Management methodology report will be finalized upon receipt of the student materials and research findings; a final draft is expected to be available by mid-June.

2.4.7. World Bank collaboration

The team spent a good deal of time during this reporting period assisting the World Bank in finalizing the Environment Management Capacity Building Project. The project is expected to be negotiated in June 1995 and submitted to the Bank's Board in July 1995. IDA credit for the project is expected to be available in September or October.

The team also participated in the World Bank's preappraisal mission for a tourism project within the Ministry of Tourism, Wildlife and Antiquities, and will continue to follow up on this activity with future appraisal missions. The team also has a continuing dialogue with the two World Bank and Ministry of Tourism, Wildlife and Antiquities consultants conducting a study of the Batwa in and around Bwindi Impenetrable National Park.

2.4.8. Support to the Makerere Institute of Social Research

As a follow-on to the tax incentives for improved land stewardship consultancy conducted during year two, TR&D has agreed with the Makere Institute of Social Research to provide the external short-term technical assistance to actually implement the Makere Institute of Social Research's Land Tenure Center property tax study (who also will cover the costs). However, implementation of the study has been delayed because the Institute was not be able to obtain funding. Currently, the Institute's funding is contingent on the termination of Uganda's constitutional debate and the presence of a clear government policy with respect to land tenure. Since the constitutional debate has been prolonged until at least June or July 1995, the property tax study will hopefully occur during the next reporting period. TR&D will contract with an external local tax specialist to assist the Institute implement the study. The terms of reference for the property tax study will be completed by the team in May or June 1995.

2.4.9. Support to Kibale Forest Project

The Action Program for the Environment program provided technical assistance to the Makerere University Biological Field Station (MUBFS) located at Kibale National Park in western Uganda. APE funds were used to contract an executive director for MUBFS to provide research and management expertise to MUIENR in its efforts to effectively run the station during the interim period between implementation of the Kibale Forest Project by Wildlife Conservation International and a new project for Kibale to begin in fiscal year 1996. The executive director arrived in mid-February and will serve in the post for approximately eight months.

Objectives and accomplishments for the reporting period follow.

Objective 1:

- To assist the Kibale National Park develop a management and monitoring plan.

Accomplishments: Uganda National Parks (Uganda National Parks), International Union for the Conservation of Nature and the Makerere University Biological Field Station have participated in discussions toward development of the management and monitoring plan. Plans include the development of databases for large mammals, trees (vegetation type), insects, soils, water, and abiotic factors including climatological data. Geographic Information System capabilities are also being developed.

The executive director was also involved in revitalizing the research proposal review committee. The committee held its first meeting in April and approved ten proposals. The committee will be developing guidelines for research so that specific activities that contribute to monitoring and management of Kibale National Park can be included in the research agenda and receive the necessary priority attention by researchers.

Constraints or issues: None.

Objective 2:

- To support and improve existing programs.

Accomplishments:

- *Improvement of Library.* The entire journal collection of the library collection has been surveyed and organized, and contacts with external sources made.
- *Expand dormitory facilities.* Plans have been drawn up and material and labor costs have been estimated to expand dormitory facilities. Funds presently in that budget line will be augmented according to USAID financial regulations and construction is expected to begin sometime in mid- to late-June.
- *Establish radio communications.* The purchase of radio equipment has been arranged with the appropriate personnel at USAID and arranged with Uganda National Parks.
- *Expand shower facilities.* Shower facilities are not in proper working order. The company that constructed the facility conducted a site visit for final adjustments and repairs during the week of April 17, 1995.
- *Construction of facilities at Ngogo.* Work has now begun on the restoration of facilities which are expected to be ready in May when the researchers arrive.
- *Installation of electricity and water supply for Kanyawara.* Makerere University Biological Field Station has applied to the grants management unit for funding to complete installation prior to the initiation of field courses. This request has been placed on the agenda for the May grants management unit meeting and a response is expected at that time.

Objective 3:

- To conduct field courses.

Accomplishments: A list of courses conducted at the station during this period is given below.

Department/Inst.	Type of Course	No. of Students	Dates
a. MUIENR MSc.1	Field Training	6	23 Feb–28 Feb
b. Bot/Geog/Zoo BSc 111	Undergraduate	45	March 1995

Constraints or issues: None.

Objective 4:

- To establish new programs at Makerere University Biological Field Station

Accomplishments:

- *Establish a Health Station.* Notices have been posted with an advertisement for a full-time nurse. A space to house this facility at Makerere University Biological Field Station has also been identified.

Constraints or issues: None.

Objective 5:

- To improve Makerere University Biological Field Station's administrative and financial structure.

Accomplishments:

- *Administration.* Weekly meetings have been held at the station throughout the period with the administrative staff of Makerere University Biological Field Station as well as a representative from Uganda National Parks. A document proposing a new administrative structure has been prepared by the recently appointed head of administration. The revised version will be passed on MUIENR and other relevant institutions in Kampala for further comment.
- *Finance.* Makerere University Biological Field Station staff prepared a document proposing comprehensive guidelines for financial management. Copies of this document have been passed to MUIENR and to the grants management unit for comment. It is expected that further discussions with these institutions will lead to guidelines that will make future financial management of MUBFS more efficient. In addition, MUBFS instituted a voucher-based system of financial control and secured computer software and hardware to establish a computer-based system of record keeping.
- *Coordination.* Coordination among MUBFS staff has improved and the greater

coordination with Uganda National Parks has been achieved, including with the International Union for the Conservation of Nature project that is providing support to Kibale National Park.

Constraints or issues: None.

2.5. Project management and administration

Objective 1:

- To continue to maintain appropriate systems and procedures for project implementation

Accomplishments: Systems for property management and inventory, financial management and control, and staff and personnel management are in place and operational. Only routine maintenance for these systems was required during this reporting period. In particular, the annual project inventory was updated and submitted to USAID in April 1995.

Also, the team participated in reviewing the Mission's proposed policy with regard to the use of project vehicles and made recommendations for some modifications. The vehicle policy was finalized in March 1995 and now provides clear rules and regulations for team use of project vehicles.

Issues or constraints: None.

Objective 2:

- To maintain relations and coordination with the Government of Uganda and donors

Accomplishments: Relations and coordination with the Government of Uganda and donors continues to be good (see List of Contacts presented in Appendix I and Field Trips undertaken in Appendix II.) In addition to much collaborative work with the World Bank, the team also met with a number of other donor delegations, including the Irish Embassy on a possible natural resource decentralization program in Kibale District; GTZ and the German Development Service on possible collaboration in Murchison Falls National Park; UNHCR on refugees and environmental problems; the EC on joint collaboration at Uganda National Parks and the midterm evaluation of the EC Forestry Rehabilitation project; and the Dutch Embassy on decentralization activities.

Issues or constraints: None.

3. Summary of short-term technical assistance in support of the Action Program for the Environment institutional contract

3.1. Current reporting period

3.1.1. NEAP's National Environment Management Authority short-term technical assistance

District Gender Guidelines and Training

Section: 2.1.2.1, Objective 2

Requirements: External gender and natural resource specialist to assist the National Environment Management Authority and districts to develop district guidelines for incorporating gender issues in local natural resource planning.

Source: TR&D

LOE: 35 days (including five travel days); March and April 1995.

Status: Completed. Report "Integration of Gender into Environmental Planning at the District Level in Uganda" produced.

Participatory Rural Appraisal training

Section: 2.1.2.2, Objective 3

Requirements: External and local participatory rural appraisal specialists to conduct training in participatory rural appraisal for pilot districts.

Source: Local currency contract under the National Environment Action Plan.

LOE: 41 days (including five travel days) in April 1995

Status: Completed. Report "COVOL-NEAP-Kasese District Administration Participatory Rural Appraisal Training: A Report to NEAP" produced.

3.1.2. Uganda National Parks

Uganda National Parks—Concessions and Environmental Impact Assessments

Section: 2.2.2.3

Requirements: External environmental impact assessment consultant to assist Uganda National Parks in developing guidelines for siting of concessions

Source: TR&D

LOE: 41 days (including five travel days) in January or February 1995.

Status: Completed. Report "Uganda National Parks: Environmental Impact Assessment Policy and Guidelines" produced and submitted to Uganda National Park's Board of Trustees for review and approval.

Uganda National Park-Sustainability of Capital Assets

Section: 2.2.1.1

Requirements: Capital budgeting expertise

Source: Chemonics

LOE: 19 days (including five days travel)

Timing: November 2-21, 1994

Status: Draft report "Donations of Capital Assets to Uganda National Parks: A Question of Sustainability" produced. Comments provided and final report is expected in June 1995.

Uganda National Park—Procedures Manual

Section: 2.2.1.2

Requirements: Certified Public Accountant

Source: Chemonics

LOE: 29 days (including five days travel) in March and April 1995

Status: Completed. Draft Uganda National Parks Procedures Manual produced and submitted to Uganda National Park's Board of Trustees for review and comment.

3.1.3. Grants management unit

Grants Management Unit Monitoring and Evaluation System Development

Section 2.3.4, Objective 1

Requirements: External consultant required for two weeks in April to work with the grants management unit monitoring and evaluation specialist. Another ten days in August or September to serve as the facilitator and organizer of the monitoring and evaluation workshop with the nongovernmental organizations and districts.

Source: April: Direct grants management unit financing. August and September: TR&D

LOE: approximately 28 days including two travel days

Status: On-going. Draft report "Determining People Level Impacts: Monitoring and Evaluation System Guidelines for Grants Management Unit Funded Projects" produced to be finalized in August.

3.2. Next reporting period

3.2.1. NEAP's National Environment Management Authority

District Environmental Education Guidelines and Training

Section: 2.1.2.1, Objective 3

Requirements: External environmental education specialist to assist in developing strategies for environmental education in NEAP pilot districts.

Source: TR&D

LOE: 41 days (including five travel days)

Timing: June 1995.

Implementation of Local Tax Modifications

Section: 2.4.8

Requirements: External and local environmental economist and tax specialist to assist the National Environment Management Authority and Uganda Revenue Authority to implement local tax modifications study to provide incentives for better natural resource management.

Source: TR&D and MUIENR

LOE: 29 days (including five travel days)

Timing: September 1995

3.2.2. Uganda National Parks

Uganda National Park-Top Up Allowances

Section: 2.2.1.1

Requirements: Analyst with expertise in personnel and salary systems

Source: Chemonics
LOE: 30 days
Timing: July and August 1995

3.2.3. Grants management unit

Grants management unit Monitoring and Evaluation System Development

Section 2.3.4, Objective 1

Requirements: External consultant required for two weeks in April to work with the grants management unit monitoring and evaluation specialist. Another ten days in August or September to serve as the facilitator and organizer of the monitoring and evaluation workshop with the nongovernmental organizations and districts.

Source: April: Direct grants management unit financing. August and September: TR&D

LOE: approximately 28 days including two travel days.

Community Tourism Training

Section: 2.3.3.1, Objective 3

Requirements: local tourism training organization

Source: grants management unit local currency contract

LOE: 23 days (including five travel days)

Timing: May and June 1995

4. Analysis of Constraints: Problems and Recommendations

TR&D is pleased to report that other than delays in achieving some objectives as a result of delayed passage of the Environmental Bill, there are no major constraints or issues that need to be addressed during this reporting period.

5. Summary of Proposed Activities for next Reporting Period

5.1. NEAP's National Environment Management Authority

National level activities

The chief of party/chief technical advisor will concentrate his efforts on assisting the Government of Uganda in the establishment and staffing of the National Environment Management Authority. Specific activities will include

- assistance in the publishing of all NEAP documents;
- finalization and publication of the National Environment Management Authority operations manual;
- drafting criteria for the National Environment Management Authority candidate selection;
- assistance in the National Environment Management Authority staff recruitment - participate in short listing of candidates for all positions;
- review and finalization environmental liaison unit concept paper; and
- assistance in the preparation of a national workshop to launch the World Bank's Environmental Management Capacity Building Workshop.

District level activities

- Development of environmental education guidelines for the districts.
- Conduct workshop for the development of Kasese District Development Plan and District Environment Action Plan.
- Commence training on establishing information systems in Kasese and Mbale.
- Conduct participatory rural appraisal training in Mbale and Kabale districts.
- Finalize district training program.
- Finalize all district guidelines to be distributed to the districts in an information packet.
- Develop district coordination unit operations procedures.
- Provide technical assistance and advice as needed to the National Environment Management Authority and the districts.

5.2. Uganda National Parks

- Continue work as the counterpart to the Uganda National Parks chief accountant..
- Conduct training workshop on Financial Management Procedures Manual on July 25–27, 1994.
- Facilitate short-term technical assistance on top-up allowances for Uganda National Parks August 1995.
- Provide recommendations to Uganda National Parks concerning changes in the revenue sharing program.
- Finalize Uganda National Parks budgets for 1995–96.
- Identify the financial implications of the proposed merger between Uganda National Parks and the Game Department.
- Recommend improvements to the Uganda National Parks Standard Concession Agreement.
- Assist Uganda National Parks in reducing delinquent concession accounts.
- Provide financial analysis and recommendation to the Uganda National Parks' director and the Finance Committee board members on requested topics.

5.3. Grants management unit

- Finalize the grants management unit monitoring and evaluation system, including the identification of core indicators to be measured across the various projects. In addition, this process will finalize training needs in data collection and management for the nongovernmental organizations and permit the grants management unit to plan its training activities to respond to those needs.
- Carry-out phase II of the community tourism workshop whereby the trainers provide on-site technical assistance to the participants of phase I, assisting them in meeting their action plan objectives.
- Complete the review of at least two additional projects and forward recommendations regarding approval to USAID.
- Complete the cost study for Makerere University Biological Field Station.
- Continue field visits to the various on-going projects and to those awaiting final contracts from USAID.
- Participate in board meetings of the Bwindi Trust.
- Provide technical assistance and advice as needed to the various projects.

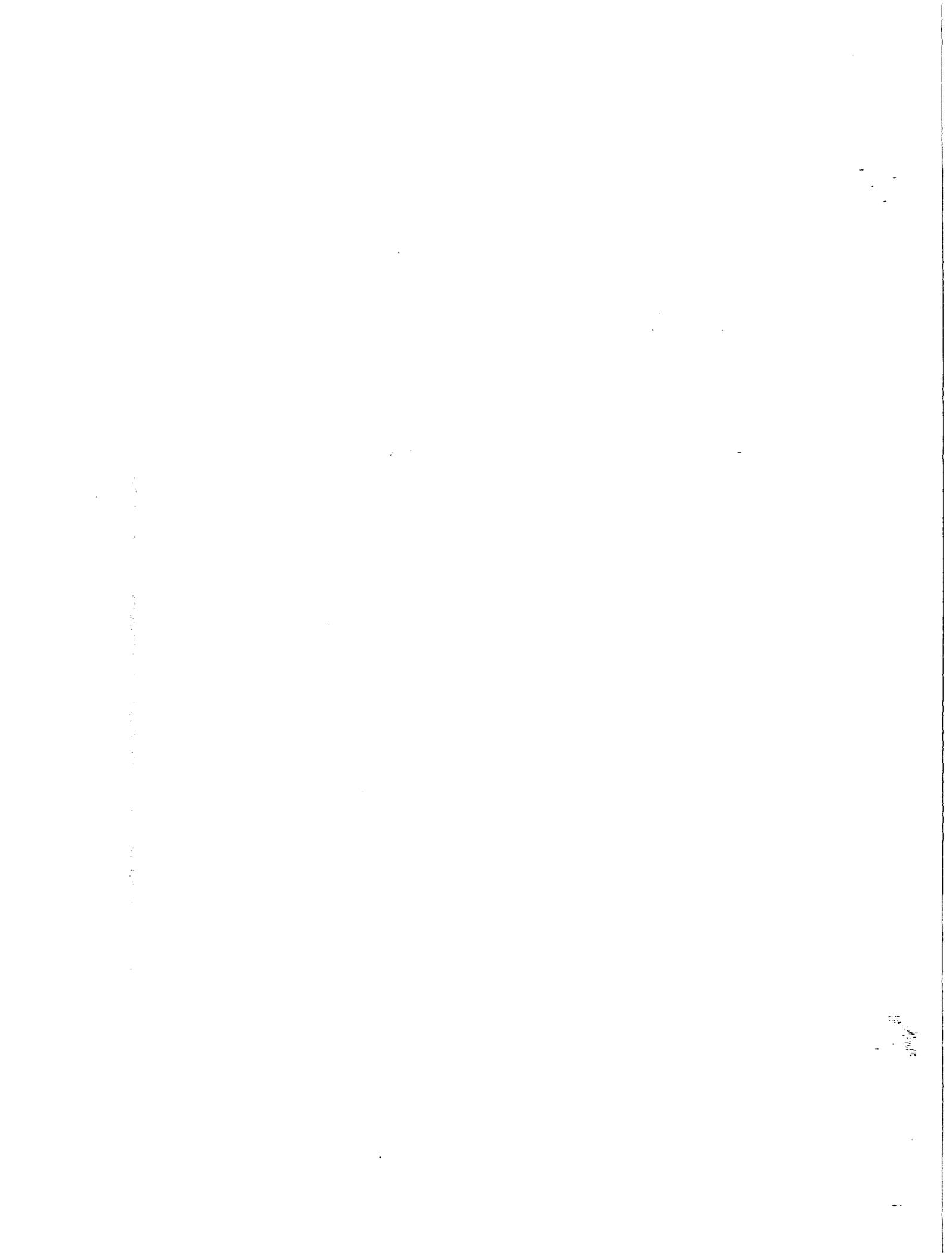
- Review various requests for funding for workshops and training from various Ugandan nongovernmental organizations and provide funding for those approved by the project review committee.
- Begin to implement the recommendations included in the Action Program for the Environment midterm evaluation, especially with regard to the awarding of mini-grants directly to Ugandan nongovernmental organizations and community-based organizations.
- Undertake an audit of the grants management unit using the audit firm Coopers and Lybrand.
- Continue the search for a deputy coordinator for the grants management unit and hire a successful candidate.
- Develop the terms of reference for the evaluation of the Rwenzori Mountaineering Services.
- Assist the Ministry of Tourism, Wildlife and Antiquities in the recruitment of staff of the MBIFCT Trust administration unit.
- Assist the Wildlife Clubs of Uganda in their efforts to gain registration as a private, volunteer organization with USAID.

6. Financial report

Administrative Information
Contract Date: 20 September 1995

Total Value of Contract	\$4,837,950.00
Expenditures:	
1 November 1994 to 30 April 1995	\$ 688,948.00
Cumulative Expenditures to date	
30 April 1995	\$3,255,845.00
Remaining Unexpended Balance	\$1,582,102.00

Appendices



Appendix I

Partial List of Contacts

David Abura-Ogwang	Chief Planner, MTWA
Rwetsiba Aggrey	Warden, Kibale Forest National Park
James Aitken	LTS International Ltd.
John Aluma	Director, NARO
Ndyakira Amooti	Environment Reporter, New Vision
Mugisha Arthur	Chief Warden, Kibale National Park
Jonathan Baranga	ITFC, Ruhija, Bwindi Impenetrable Forest
Dr. Isabirye-Basuuta	MUBFS
William Bazeyo	Occ. Health Specialist, Makerere
Hans-Joachim Becker	German Development Service
Sandra Blanchard	ACDI Uganda
Eric Brusberg	ACDI Uganda
Lorna Butler	Action Program for the Environment Evaluation Team
Judy Butterman	PAO, USIS, Kampala
Steve Cavell	Save the Children
John Clarke	Action Program for the Environment Evaluation Team
Vivian Craddock Williams	Tricontinental Development Consultants
Richard Edwards	Kibale Evaluation Team
Jim Else	EEC Consultant (Uganda National Park-Game merger)
Sam Emorut-Erongot	Economist, Ministry of Local Government
Alex Forbes	IUCN
Peter Frumhoff	Kibale Evaluation Team
Michael Harrison	LTS International Limited (EC for. eval.).
Andrew Hayman	World Bank
Calle Hedberg	National Biomass Study. Forestry Dept.
Peter Howard	EEC Consultant (Forestry Dept.)
John T. Hoy	RD Env. Advisor, For. Affairs, Dublin
Kathryn Hunter	IUCN Kibale-Semiliki
Herman J. Ketel	Sustain. Develop. Advisor, UNHCR.
Owen J. Lynch	Senior Associate, World Resources Institute (legislation)
Dr. John Kasenene	Makerere University Biological Field Station
Nathalie Johnson	World Bank (Tourism Project)
Violet Kajubiri Froelich	Director, Wildlife Clubs of Uganda
Daudi Kaliisa	VOCA Country Rep.
Godfrey Kalikabyo	Grants management unit Review Committee
Irene Kamau	World Wide Fund for Nature/US
Tom Kangwagye	Action Program for the Environment Evaluation Team
Ed Karch	Action Program for the Environment Evaluation Team
Sula Kibira	District Environment Officer, Mbarara
Patty Larson	World Wide Fund for Nature/US
Lysa Leyland	Kibale Forest Project
Dr. Max Linner	Chief Park Warden, Murchison Falls
Erick R. Loken	USAID Nairobi
Peter P. Lowry II	Missouri Botanical Garden
Deo Lubega	Luxury Tours & Travel Ltd.

Deanna J. Madvin	Research Assistant, World Resources Institute (legislation)
Lisa M. Matt	Leader, APE External Evaluation Team
Ellen A. Maurer	University of Wisconsin, Madison, USA
Shaun Mann	Nile Safari Camp
Moses Mapesa	Park Warden, Mount Elgon National Park
David Mayanja	Save the Children
Theresa McDonnell	Program Officer, Irish Aid
Judy Mello	World Learning
Manfred Moechel	Ministry of Finance and Economic Planning
Alan Moore	Kibale Evaluation Team
Alex Muchwezi	Country Director, IUCN
Miranda Munro	World Bank (Tourism Project)
Davd Mutekanga	East African Wildlife Society
Bijan Navabi	Raleigh International
Julie Nenon	MSI
John Otekot	Deputy Director, Uganda National Parks
Don Peden	ICRAF
Derrick Pomeroy	MUIENR
Rolf Posthauer	IUCN Kibale—Semilki
T.R. Ramanathan	Kibale Evaluation Team
Linda G. Rothen	EC Commission, Kampala
Kweronda Ruhemba	Presidential Special Asst. for Return. Prof.
Professor David Ruyooka	Forestry Dept. Makerere University
Rose Ssebatindira	PCV Coordinator, Kampala
Charles Sebukeera	NEIC
Paul Senyonga	Ministry Finance and Economic Planning
Livingstone Serwadda Luboobi	Makerere University
Henry Shaun	Program Officer, Embassy of Ireland, Ug.
Deborah Snelson	AWF, Nairobi
J.K. Ssewanyana	Grants Management Unit Review Committee
David Straley	AID Consultant (Kibale Forest)
Dr. Hilda Tadria	Hilkon Technical Services Limited
Daniel Ticehurst	Consultant
Moses Turyaho	Warden, Lake Mburo National Park
Happy James Tumwebaze	Environment Desk Officer, MFEP
Sam Turyatamba	NEIC
Dembe-Wairama	Ministry of Local Government
Bill Weber	Wildlife Conservation Society
Samson Werikhye	Public Relations Officer, Uganda National Parks
Elissa Williams	Principal, Uganda Tourism Train. Inst.
Michael Wright	Executive Director, AWF
Godfrey Zabbo	Sunshine Tours and Travel Ltd.

Appendix II

Field Trips Undertaken During the Reporting Period

*Chief of Party/
Chief Technical Advisor*

December Bwindi Impenetrable National Park—IGCP and ITFC review.
Concessions review.

Ishasa—Uganda National Parks Concessions development/progress

January Masindi and Murchison Falls National Park. ACDI proposal review and
resettlement issues from Karuma Game Reserve.

February Queen Elizabeth National Park – Kasese
Site visit with Peter Downs

Community Conservation Advisor

November Team-Building Workshop in Kabale
Team-Building Workshop in Mbale

December Team-Building Workshop in Kasese

January Mbale—discussions with district authorities on environmental work plan

February Queen Elizabeth National Park—Kasese
Site visit with Peter Downs

March Kasese—Participatory Rural Appraisal and Gender training
Tororo—Gender training
Fort Portal—Discussions with World Wide Fund for Nature Rwenzori
project on decentralization guidelines
Kasese—Participatory rural appraisal wrap-up meeting

Chief Financial Advisor

January Uganda National Parks senior staff meeting held at Lake Mburo National
Park.
Gate Clerks and Account Workshop held in Paraa at Murchison Falls
National Park.

February and March Study Tour to Kenya Wildlife Services and Tanzania National Park,
meeting with the following people:

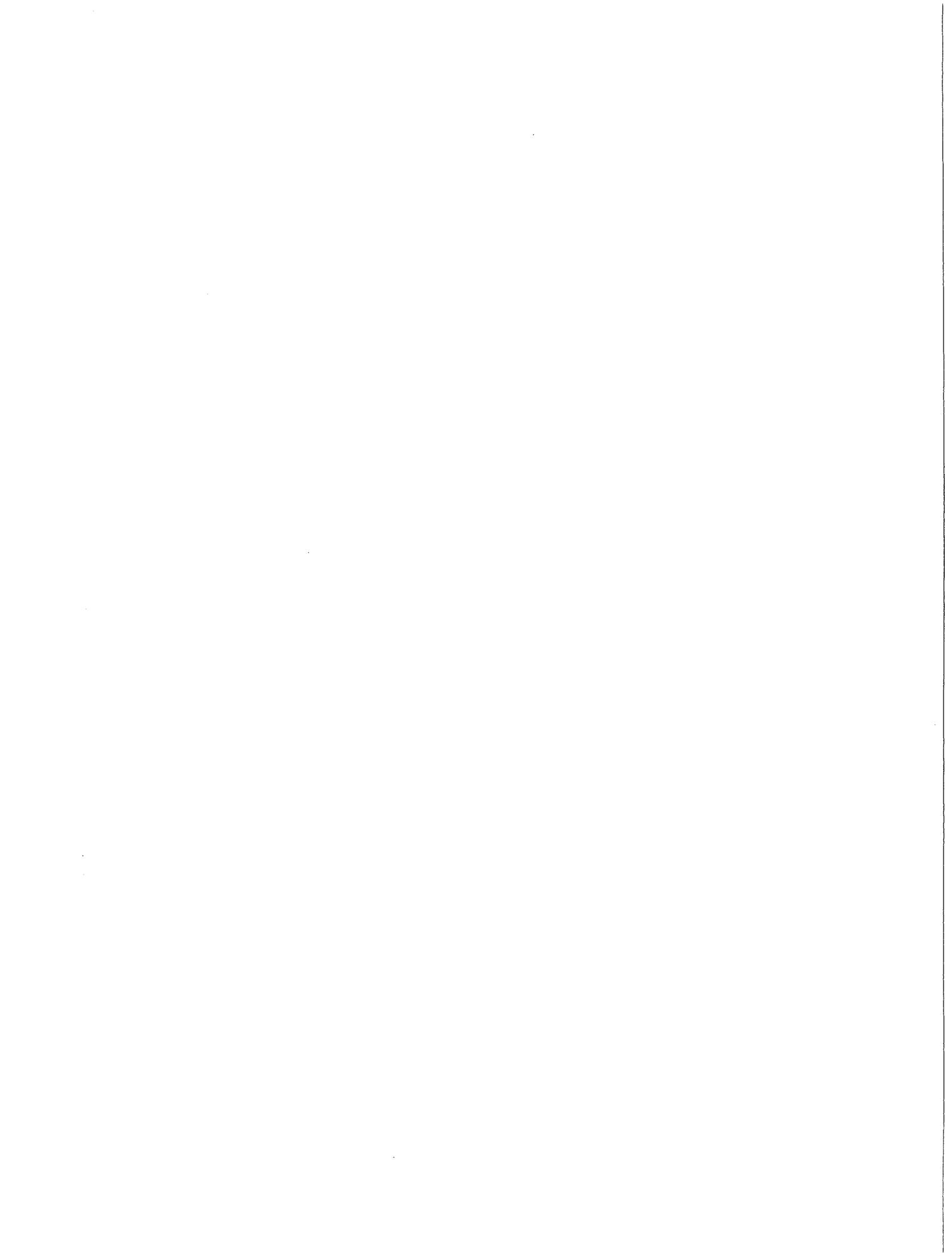
- David Western, Director General, KWS
- Andrew Brass, Finance, KWS
- Michael Kibinge, Commercial Unit, KWS
- Nigel Carpenter, Commercial Unit, KWS
- Patrick Mwititi, Legal Advisor, KWS
- Lota Melamari, Director General, TANAPA
- Gerald Bigurubi, Deputy Director, TANAPA

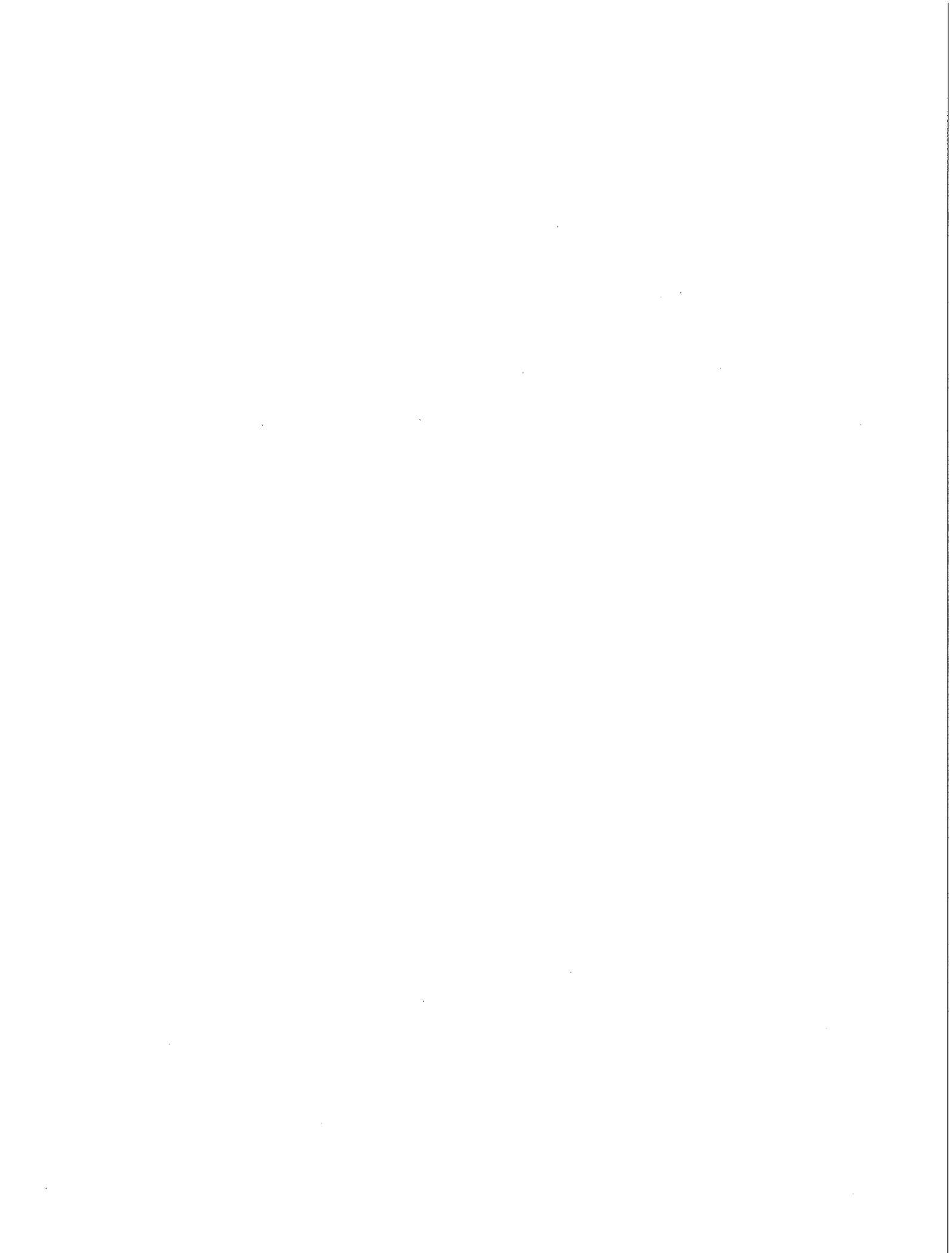
Grants management unit Coordinator and Staff

- November to Kibale Forest Project with the external evaluation team and the consultant carrying out the bridging design (Coordinator).
- to Kabale, Buhoma and Kisoro to visit the CARE-DTC and the International Gorilla Conservation Program (Coordinator).
- NARM Forum in Mbarara (Training Officer).
- December Kibale Forest to work out the close-out of the WCS Kibale Forest Project (Coordinator)
- Tto Kasese and Mbale to attend the District Environmental Management Team Building Workshops (Training Officer).
- January To Masindi and Murchison Falls Park to discuss issues related to the design of the ACDI proposal (Coordinator).
- To Lira to visit the COVOL project site (Deputy Coordinator).
- February To Kibale Forest National Park to attend the Basic Accounting Workshop organized by the grants management unit (grants management unit Staff).
- To Mbarara to evaluation the valley dam scheme funded by World Learning (Coordinator).
- The grants management unit evaluation team (Deputy Coordinator) traveled to Mbale, Masaka, Apac, Lira, Soroti, Iganga, Kasese, and Tororo to carry out the World Learning, private volunteer organization/NRMS final evaluation.
- March To Fort Portal and Kasese to visit the World Wide Fund for Nature Rwenzori Mountain Conservation and Development Project (Coordinator).
- To Masindi for a joint meeting with District Officials, ACDI and German development organizations working in the region to discuss coordination and the scope of the ACDI project planned for that region (Coordinator).
- To Mount Elgon and Murchison Falls Parks as part of the organization required for the Community Tourism Course scheduled for May (Training Officer).
- April To Kabale and to Buhoma to meet with CARE/DTC regarding their proposed amendment and to finalize the participation of people from the region in the Community Tourism Workshop (Coordinator).

Appendix III
Status of Grants Management Unit Grants

Project	Amount	Status
Kibale Bridge	\$500,000	Approved by USAID through PIL, 1994.
Bwindi Trust	\$880,700	Reviewed by grants management unit and approved by USAID. Funding will be through a PIL expected in late May or June.
Lake Mburo Community Conservation: AWF	\$1,671,405	Reviewed by grants management unit and approved by USAID. Grant agreement will be completed by USAID regional office in Nairobi with the African Wildlife Foundation.
Rwenzori Mountains: Conservation and Development: World Wide Fund for Nature	\$1,831,508	Reviewed by grants management unit and approved by USAID. Grant agreement will be completed by USAID regional office in Nairobi with World Wide Fund for Nature.
Entebbe Zoo: Uganda Wildlife Education Center	\$1,167,512	Reviewed by grants management unit and approved by USAID. Funds will be authorized through a PIL and are awaiting additional funds for the Action Program for the Environment program.
Ecotourism Development: International Gorilla Conservation Program	\$1,565,482	Reviewed by grants management unit and sent to USAID for approval. USAID review is expected to be completed sometime in early June and the project will be sent the Contracts office in Nairobi for negotiation of the grant agreement.
Shea Nut Project: COVOL	\$272,095	Reviewed by grants management unit and approved by USAID. Documentation is in the Contracts office and negotiation is pending confirmation from USAID Washington regarding COVOL private volunteer organization registration.
CARE/DTC	449,989	Reviewed by grants management unit and approved by USAID. The amendment has been signed by CARE and USAID.







TR&D

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