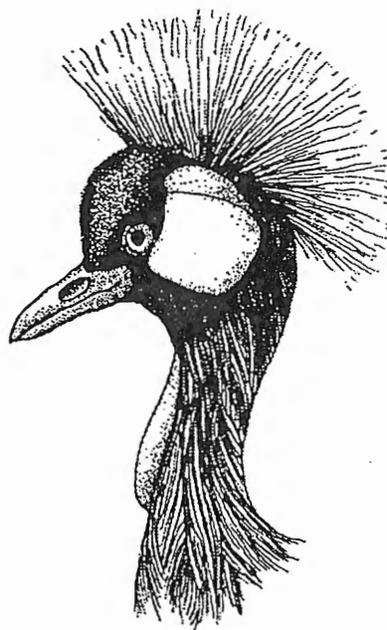

Uganda Action Program for the Environment Project
(617-0124)

Semiannual Report
Report of Eleventh and Twelfth Project Quarters
May 1995–October 1995



Submitted to
United States Agency for International Development, Uganda
under contract no. 623-0124-C-00-2049-00

Submitted by
Tropical Research and Development, Inc.
Gainesville, Florida, U.S.A.
December 1995



Uganda Action Program for the Environment Project

**Quarterly Performance Report
Fourth Quarterly Report, Third Project Year
July 1, 1995 to September 30, 1995**

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Acronyms

ACDI	Agricultural Cooperative Development International
AFRENA	Agroforestry Research Network for Africa
AWF	African Wildlife Foundation
CCA	Community Conservation Advisor
CFA	Chief Financial Advisor
COP	Chief of Party
DEAP	District Environment Action Plan
DEC	District Environmental Committee
DEP	Department of Environmental Protection
DRC	District Resistance Council
EMCBP	Environmental Management Capacity Building Project
ESAMI	Eastern and Southern Africa Management Institute
IUCN	International Union for the Conservation of Nature
MISR	Makerere Institute of Social Research
MNR	Ministry of Natural Resources
MTWA	Ministry of Tourism, Wildlife and Antiquities
MUIENR	Makerere University Institute of Environment and Natural Resources
NEAP	National Environmental Action Plan
NEIC	National Environmental Information Center
NEMA	National Environmental Management Authority
NRC	National Resistance Council
TR&D	Tropical Research and Development
USAID	United States Agency for International Development
WRI	World Resources Institute
WWF	World Wide Fund for Nature

1. Introduction

During this reporting period, Tropical Research and Development (TR&D) prepared to capitalize on the project's success to date. The field team is completing the objectives of the last half of the third year work plan and organizing follow-on fourth year activities. The TR&D contract was extended with a no-cost extension through December 31, 1995, and a subsequent bridging extension which ends in April, 1996.

In September, the team orchestrated a smooth transition from one chief of party to another. Chief Technical Advisor, James Seyler, completed his contract on September 1, having assisted in the completion of the National Environmental Action Plan (NEAP) process—from the drafting of the legislation through the passage of Uganda's environmental bill. By the time Dr. Seyler departed Uganda, the National Environmental Management Authority (NEMA) board was established and all positions advertised, and mechanisms were already in place to ensure the smooth launching of NEMA in early 1996 with operational support from the World Bank. Prior to his departure, Dr. Seyler worked with grants management unit coordinator Ray Victurine to assure a smooth assumption of the chief-of-party responsibilities by Mr. Victurine.

Community conservation advisor Pete Trenchard successfully continued his efforts toward increasing the district's environmental management capacity. The main emphasis for this period was assisting district authorities, politicians, nongovernmental organizations, and communities in Kasese District to formulate a unique district development plan (DDP) that incorporated a district environment action plan (DEAP). Mr. Trenchard also worked toward development of a district natural resource training program, compilation of an environmental information manual for district authorities, formulation of guidelines for developing district-level environmental education, and provision of routine guidance to NEAP pilot districts.

Another successful team transition occurred during this period with the departure of Chief Financial Advisor, Ted Hazard, and the assumption of his role by Mr. Larry Hastings at the request of the Uganda National Parks Director.

Mr. Hastings and his counterpart, the chief accountant, have been successful in making improvements in the financial management operations of Uganda National Parks. Many sustainable improvements occurred during the last six-month reporting period, all led by Uganda National Parks staffers with minimal involvement from Mr. Hastings. The chief accountant developed Uganda National Parks budgets for the fiscal year 1995-96; the cashier developed a computer program in Lotus for monthly payroll; the senior accountant developed an inventory for headquarters; and the internal auditor began the process of reviewing Uganda National Parks internal books to make recommendations for improvements.

In his role as grants management unit coordinator, Mr. Victurine worked closely with Government of Uganda counterparts and USAID to consolidate the project review and approval process. All pending projects were approved by the grants management unit and all but one was forwarded to USAID for final approval. The remaining project will be for-

warded to USAID in November. Also during this reporting period, each of the grants management unit projects received funding either through a cooperative agreement or through a project implementation letter. Several of the projects have had funds since July, 1995, and operations have commenced. In addition, the grants management unit continued to review projects and provide technical assistance and training to nongovernmental organizations working in conservation and rural development.

Moreover, the grants management unit developed a monitoring and evaluation system to measure the people-level impacts of Action Program for the Environment subgrants. The system was accepted and ratified by the various nongovernmental organizations and its implementation is underway. This system will permit the grants management unit to report on core indicators established for each project and to establish standardized reporting procedures. Training for 28 community-level tourism operators was launched in year three to respond to the need to improve tourism services around Uganda's national parks. The training received praise from both the participants and the Government of Uganda, and the team plans to continue to build upon this success.

The following report provides: (i) a detailed description of progress in achieving key activities in the Action Program for the Environment, NEAP, and grants management unit work plans for the reporting period; (ii) description of short-term technical assistance in support of Action Program for the Environment, NEAP, 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 the National Environmental Action Plan–National Environmental 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 planning process for the National Environmental Action Plan in Uganda is 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 National Environmental Action Plan itself, have been finalized.

The Environment Statute, 1995 passed by the National Resistance Council (NRC) in April 1995, provides the framework for sustainable environmental and natural resource management in Uganda and authorizes the establishment of the National Environmental Management Authority (NEMA) to be the coordinating, monitoring, and supervisory body for environmental management in Uganda. All of the groundwork for establishment of the NEMA, including advertising for staff, has been completed.

The specifics of these accomplishments are presented below.

2.1.1.1. Completion of the National Environmental Action Plan

Objective 1

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

Accomplishments: Completed. All NEAP documents have been revised and will be published and distributed during the official launching of the National Environmental Action Plan.

Issues and constraints: None.

2.1.1.2. Bridging funds for National Environmental Action Plan–National Environmental Management Authority

Objective 2:

To assist the NEAP Secretariat to develop a proposal for submission to USAID to provide bridging funds to NEAP–NEMA 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 and USAID funding has been received. The second proposal covers the period from June to November 1995 for which International Development Agency (IDA) funds were made available from the World Bank’s Environmental Management Capacity Building Project (EMCBP). USAID approved both bridging proposals.

During the week of June 19, 1995, the Government of Uganda also completed negotiations with the World Bank on the EMCBP in Washington, D.C. All conditions for the Environmental Management Capacity Building Project have been met by the Government of Uganda, and the project was presented to the World Bank’s board for final approval in early September.

Issues and constraints: None.

2.1.1.3. Finalize key National Environmental Management Authority documents

Objective 3:

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

Activities: Completed. The “Office, Financial, Equipment and Stores Administration Manual for the National Environmental Management Authority,” the “National Environmental Management Authority: Internal Organizations and Functions,” and the “Policies, Regulations and Conditions of Service for the National Environmental Management Authority” have been finalized. Additionally, a “NEMA Operations Manual” has been prepared, which combines these documents into a single publication for eventual distribution to and use by NEMA staff. This manual has been presented to and approved by the Permanent Secretary and was given to the NEMA Board of Directors for final review and approval in August 1995.

Issues and constraints: None.

2.1.1.4. National Environmental Management Authority staff recruitment

Objective 4:

To assist the Ministry of Natural Resources in the recruitment of NEMA core staff.

Accomplishments: Completed.

National Environmental Management Authority Board of Directors. As stated in the last semiannual report, the Minister of Natural Resources asked the chief technical advisor to suggest suitable candidates for NEMA'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 minister nominated the board in early July 1995, and policy committee approval of the nominations was secured in early August. The members of the NEMA board are presented in appendix IV.

The board was formally inaugurated by the Minister of Natural Resources on August 22, 1995. Present were board members, donors, senior government officials, and the chief technical advisor. After the ceremony, the board began the serious work of reviewing their terms of reference, determining subcommittees for various tasks, receiving briefings on ongoing NEAP and NEMA activities, and so on.

A second board meeting was held on August 30 at which time the chief technical advisor was asked to present a brief history of USAID support to the NEAP process and a review of decentralization activities undertaken under the Action Program for the Environment and the National Environmental Action Plan. Additionally he was asked to present, to the board, some of the issues which may hamper the future success of the National Environmental Management Authority. Topics discussed included sustainability, accountability, the coexistence of NEMA with the Department of the Environment, selection of pilot districts, NEMA's level of authority, and the necessity for a coordinated protected areas system in Uganda.

National Environmental Management Authority staff recruitment. A vacancy announcement for all of NEMA's technical and support staff positions 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 ran on June 22, 1995 with a closing date of July 7, 1995. Over 1000 applications were received for forty-eight technical and administrative positions. Originally, the short listing of candidates was to be done by the Ministry of Natural Resources with the chief technical advisor on the selection committee. However, the policy committee felt that it would be better if NEMA's board created its own short "list," and the board has now constituted a subcommittee to review curricula vitae for NEMA's key positions. The team is very supportive of this action as it eliminates potential interference from the ministry in candidate selection and indicates that the policy committee is taking their role seriously.

Selection criteria: Selection criteria for NEMA staff positions have been finalized and were submitted to the board in August 1995.

Issues and constraints: None.

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

Objective 5:

To assess NEMA training needs and develop a training program for technical personnel.

Accomplishments: None.

Issues and constraints: This activity was placed on hold pending passage of the bill. Now that the bill has passed, it is expected that NEMA will be fully staffed by January 1996. Thus, the training needs assessment has been rescheduled for that period and the training plan will be developed before the end of February 1996. Short-term technical assistance will be used to assist in achieving this objective, which will be discussed in detail in the extension work plan.

2.1.1.6. National Environmental Management Authority management training and team building

Objective 6:

To increase the management skills of NEMA core staff and form a more cohesive environmental unit.

Accomplishments: None

Issues and constraints: The NEMA will be fully staffed by late February. Thus, the NEMA team-building workshop is now rescheduled for late March 1996. The TR&D team, in collaboration with USAID, will explore the possibility of using TR&D short-term technical assistance for this activity. Plans will be finalized and terms of reference developed for this activity during January 1996 and will form an integral part of the extension work plan.

2.1.1.7. Environmental Liaison Units

Objective 7:

To assist NEMA 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 in and outside the NEAP.

Issues and 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 environmental liaison unit establishment. With passage of the bill, however, nearly all Secretariat staff are focussing their efforts on NEMA establishment. Moreover, now that the bill has passed, the Secretariat believes, and the team agrees, that this activity would be best accomplished under NEMA rather than NEAP auspices. Thus, the workshop has been rescheduled for early February 1996. Short-term technical assistance will be used to assist in achieving this objective.

2.1.1.8. National Environmental Management Authority publications and publicity

Objective 8:

To develop NEMA capacity to produce quality newsletters on NEAP activities in particular and on environmental awareness in general.

Accomplishments: None.

Issues and constraints: This activity was also placed on hold pending passage of the bill. However, one of the first tasks of NEMA 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 NEMA and staff profiles. Publication of this issue has been rescheduled for March–April 1996. Short-term technical assistance will be used to assist in achieving this objective, which will be discussed in detail in the extension work plan.

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

National Environmental Management Authority

Objective 9:

To assist the National Environmental Management Authority in establishing an office and operations procedures for a district coordination unit.

Accomplishments: This has been delayed pending recruitment of NEMA core staff. 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 NEMA begins work in a new district and will be part of the district coordination unit's operations procedures. Actual procedures will be developed during the start-up of NEMA to ensure that unit activities are fully integrated with other NEMA divisions and units.

Issues and constraints: None.

2.1.2. Assistance to subnational activities

The chief conservation advisor continued his efforts toward increasing the district's capacity for environmental management. The main emphasis for this reporting period was assisting Kasese District to develop a development plan that included an environmental action plan. Other work included continued development of a district natural resource training program, compilation of an environmental information manual for district authorities, formulation of guidelines for environmental education, and provision of routine guidance to NEAP pilot districts.

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

The team continued to assist the NEAP and the NEMA 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 Ministry of Local Government's district review and restructuring report.

Accomplishments: Completed. The guidelines for the decentralization of natural resource management were revised to incorporate changes in the forestry sector and to include more detailed information from the bylaw and gender studies. The next and final revision will occur by December 1995—to incorporate changes to the local government system made by the new national constitution. Once these changes are made, the final guidelines will be redistributed to all districts and collaborating projects.

Issues and constraints: None.

B. Gender guidelines

Objective 2:

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

Accomplishments: Completed last reporting period.

C. District environmental education guidelines

Objective 3:

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

Accomplishments: Completed. Through short-term technical assistance, guidelines for developing district environmental education strategies were developed. The guidelines were developed in consultation with the districts and were well received. Draft guidelines were presented to the district officials in a short training session, which was designed to solicit input on the guidelines and to demonstrate methods of developing a district environmental education strategy.

Issues and constraints: None.

D. Local Environmental Committees

Objective 4:

To continue developing procedures for local environment committees at the subcounty level in selected districts.

Accomplishments: District guidelines for natural resource management, gender equity, bylaws, and information systems continue to be edited for subcounty distribution. During this quarter, the team also provided assistance to the Kasese Town Council in developing a five-year development plan to be incorporated in the Kasese district development plan. Members of the Kasese district rural appraisal team, trained by the project last quarter, assisted the town council in the conduct of a participatory rural appraisal. While much work remains in developing subcounty planning capacity, the participatory rural appraisal exercise—continued by the Kasese District Technical Planning Committee in Katwe and Kasese Town—has continued to assist in further defining procedures for gathering information for subcounty plans. A development plan and environment action plan for the Kasese Town Council has been completed and submitted to the Kasese District Resistance Council for approval.

Issues and constraints: None.

E. Environmental regulations and procedures

Objective 5:

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

Accomplishments: Information and guidelines on the district environmental management system have been distributed to Tororo, Bushenyi, Mbarara, Mbale, and Kasese districts. Work has continued on assembling an information package for all the districts as indicated in last quarter's report. With the passage of the Environment Bill, NEAP documents have been finalized and can be included in the package. Final editing of all district guidelines to be included in the package is underway. The "Guidelines for Decentralizing Natural Resource Management" have been revised to reflect the recentralization of forestry and to incorporate gender issues and environmental education.

Issues and constraints: None.

F. Bylaws

Objective 6:

Assist the districts to develop bylaws based on community-identified problems to be regulated.

Accomplishments: None as yet. Kasese District will be assisted to formulate local policies and bylaws in support of its district development plan.

Issues and constraints: None.

2.1.2.2. Provide district training on appropriate environmental management processes

Specific district training objectives include:

A. Finalize district training program

Objective 1:

To finalize the district environmental committee, the technical planning committee, and the environmental officer training program.

Accomplishments: A draft district training module, for which a manual has been developed, is near completion. The module is based on actual training experiences in the districts including recent and very successful training sessions used for developing Kasese development plans. The training module includes a manual comprised of the detailed training sessions necessary to build district capacity to the point where they are able to implement NEAP recommendations. This manual includes sessions for management team building, village-level interactive planning, establishing information systems, gender integration, and project design among others. This manual will serve as a guideline for future NEMA training sessions in the districts. The district training module was completed in December 1995.

Issues and 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 National Environmental Management Authority staff are recruited.

Issues and constraints: None.

C. Participatory rural appraisal training

Objective 3:

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

Accomplishments: Completed in Kasese District last reporting period. Additional districts will be trained in participatory rural appraisal methodologies during yearthe extension period.

Issues and 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. Initiated in November 1995.

Issues and constraints: Identifying and soliciting agreement among sectors on minimum data requirements for the district information system remains problematic. To push this forward, the team and the NEAP Secretariat will hire a local information specialist to visit selected districts in November 1995. The purpose of these visits will be to: 1) achieve consensus among sectors on data requirements and who will collect the information; and 2) develop forms to gather the data. Based on this work, training will commence in NEAP–NEMA pilot districts in January 1996.

2.1.2.3. Provide assistance to the districts to develop district development plans and district environment action plans

Specific district development and district environment action plan objectives include:

A. District environment action and district development plan development

Objective 1:

To assist selected districts to develop district environment action and district development plans.

Accomplishments: The team continued to assist the NEAP and Kasese District in developing a district environment action plan and a district development plan. Most community conservation activities this reporting period concentrated on this effort. Two workshops, focused on developing the plans, were held in Kasese. The first was a two-day brainstorming session with politicians from the district and subcounties. Based on data collected from the communities and sectors, elected representatives from each subcounty were given the opportunity to set long-term goals (20 years) for the district. In the process of defining long-term goals, representatives further defined the major problems facing the

district. Moreover, current policies and activities that were considered successful were identified to ensure that they be continued. This representative input increased political support and interest in the planning exercise.

As a precursor to the actual planning exercise, the team trained all sectoral departments and the larger nongovernmental organizations in planning methodologies. Representatives from the Ministry of Local Government and the Ministry of Finance and Economic Planning were invited to assist in the workshops. Their participation ensured that NEAP district planning activities are integrated into other national programs.

Immediately following the training, sectoral departments developed objectives and activities for the first five-year period, based on the long-term vision of the representatives and data already collected. Local nongovernmental organizations assisted their parent departments in developing the plans.

Not only does the plan identify five-year objectives, but it also includes indicators so that progress can be monitored over time. More importantly, potential impacts on the environment, the economy, and social issues (with special emphasis on gender) were identified.

The last step before submission of the plan to the district council was to ensure it was integrated and to reduce overlapping activities. The District Technical Planning Committee, with assistance from the team, revised the plan to ensure that areas of sectoral overlap were minimized or integrated, there were no conflicting activities, impacts were adequately considered, and the plan adhered to the planning framework established by local and representative input.

The final draft of the Kasese District development plan, including an environmental action plan, was completed, published, and distributed to Kasese councilors and department heads. The District Resistance Council met to discuss the plan on October 2, 1995. The plan was passed with minor amendments. The team will assist the district in the final draft of the plan.

These activities were viewed as highly successful by district officials. The success of the process was attributed to the high level of cooperation between district staff and nongovernmental organizations and a willingness to base the plan on ideas generated by grassroots communities.

The potential effects of the plan are numerous. The presence of the plan will facilitate coordination with nongovernmental organizations and requests for additional government or donor funding. Financial resources will be spent on strategic development objectives instead of crisis management. It establishes a framework from which local policies and bylaws may be set and a method to monitor their impact. For protected area managers, it provides an equal partner in addressing buffer zone issues.

Most importantly, these activities have shown that the mix of current environmental and local governance policies can lead to communities taking responsibility for their natural resources.

In cash-strapped areas, a responsible, results-oriented local government, working in unison with other nongovernmental organizations, is the best partner for community-based natural resource management.

The Kasese effort is considered to be a pilot exercise, which will be refined and replicated in other districts. Drawing on the Kasese experience, other districts will be assisted in developing district environment action plans once NEMA staff are recruited.

Issues and constraints: None.

2.1.2.4. Support to district environmental officers

Because the district environmental offices are the major link between the NEAP and NEMA and the districts, sufficient support for the officers and their operations will be necessary to ensure efficient implementation of the NEAP. Specific district environmental offices objectives include:

A. District environmental officer orientation

Objective 1:

To 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. All have received informal orientation to the NEAP during team field visits and invitations extended to the district environmental officers to visit the NEAP offices. A formal orientation for environmental officers from all districts will occur when NEMA staff are recruited and have completed an orientation program. District environmental officer orientation should occur in March 1996.

Issues and constraints: Because districts are responsible for recruiting their own personnel, the NEAP Secretariat has no way of knowing which districts have already recruited an environmental officer. When district environmental officer orientation is scheduled, the National Environmental Management Authority will have to advertise it in the newspapers instead of by invitation.

B. District environmental office establishment

Objective 2:

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

Accomplishments: None as yet.

Issues and 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 offices in the pilot districts. Computers were made available to the districts in December 1995.

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 officers.

Accomplishments: Incorporated into the training program discussed in section 2.1.2.2 (a).

Issues and 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 district environmental officers recruited to date. The Kasese environmental officer has received considerable support in the development of a district environment action plan as discussed above. Mbarara District hired a new officer who has received basic orientation by the team on NEAP decentralization activities. District environmental officers in Mbale and Kasese continue to be supported by Peace Corps volunteers. However, the Peace Corps volunteer from Kabale terminated her contract for personal reasons, and the Peace Corps has delayed recruitment of additional volunteers until September 1996, when funding for district activities will be more certain.

Issues and constraints: None.

2.1.2.5. Establish and maintain strong links among the district environment committees and the NEAP, the Department of Environmental Protection, the grants management unit, field projects, other government departments, and nongovernmental organizations

Linkages with the districts complete the information circuit needed by the NEAP, the NEMA, and the National Environmental Information Center (NEIC) for determining environmental policy impact and coordination of actions. Effective links with the subnational level will ensure 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 upflow of resource-use data needed for 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:

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 participated in a research planning workshop for Uganda National Parks to strengthen links between Uganda National Parks activities and the districts. Assistance was rendered to World Learning's Support for Natural Resource Management (SUNREM) project and the Natural Resource Management Forum in establishing stronger linkages between local nongovernmental organizations and the districts.

Issues and constraints: None.

2.1.3. Action Program for the Environment, the National Environmental Action Plan, and grants management unit monitoring and evaluation

Accomplishments: The Action Program for the Environment, the National Environmental Action Plan, and grants management unit monitoring and evaluation system is still in the embryonic stage but beginning to come together. A revised grants management unit system to measure people-level impacts was designed in collaboration with the nongovernmental organizations, and the system was adopted by all the subgrantees in August, 1995. This system was finalized in conjunction with the participation of the NEIC and USAID Kampala staff as well as district planners and environmental officers from districts where Action Program for the Environment subgrantees are working. The process yielded various core indicators and consistent methodologies for collecting data, which will allow each subgrantee to collect and report on data in a standardized fashion. With this information, the grants management unit will be able to report to USAID and the NEIC on progress toward those indicators and, thereby, overall impact of grants management unit projects. Unfortunately practically no progress was made in developing an in-park monitoring system that could be linked to the other two systems due to coordination problems at Uganda National Parks. (See Section 2.3.4 for additional details.)

Concurrently with the grants management unit program, the NEAP and NEMA 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 the district planner to conduct initial training in one of the

pilot subcounties. These activities have been delayed until consensus is reached among the sectors on the minimum data requirements.

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 (the NEMA, the NEIC, the grants management unit, and the districts) and fine tuning them under the NEMA and the NEIC to begin to assess policy impact. Integration of data from in-park monitoring will be attempted once such a system is in place.

Issues and constraints: At this time the major constraint is the development and implementation of the in-park monitoring system. In addition the NEIC district-level system requires further development during the extension period.

2.1.4. Local capacity building

2.1.4.1. Key areas

A. Microeconomics and investment analysis

For reasons stated in the last semiannual report, implementation of this activity continues to be problematic. The activity was placed on hold pending the appointment of the NEMA's full-time resource economist in October 1995. At this time, the continued viability of this activity is being mutually assessed by the NEMA and the team, and a decision will be made on whether to conduct this study or not. This issue will be discussed in greater detail in the extension work plan.

B. Environmental impact assessment process and standards development

This activity is also somewhat delayed due to delays in passage of the bill. TR&D was to contract with an external environmental impact assessment–environmental standards development specialist to provide additional training in assessment processes and procedures and environmental standards setting to environmental liaison units and NEMA 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, was expected to be in Kampala during the month of June 1995, at which time training plans were to be finalized. However, his trip had to be cancelled for personal reasons. Eric Lokin, Regional Economic Development Services Office for Eastern and Southern Africa's (REDSO–ESA) Agriculture and Natural Resources Division Chief, will be in Kampala during early November, and as part of his duties (terms of reference) he is to assist the team and MUIENR in finalizing this key activity. Details will be presented in the extension work plan.

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

The objective of this activity—originally scheduled for April–May 1994—was to assist Government of Uganda line ministries in incorporating provisions for macroeconomic incentives into sector-specific legislation and regulations. To provide additional training to selected Government of Uganda personnel, TR&D was to contract with an external expert on environmental natural resource macroeconomic policy and legislation. An approved Environmental Bill (the enabling legislative framework) was to provide the basis for the consultancy. Given delays in passage of the bill, the relevance and timing of this activity will be evaluated with NEMA policy and planning division staff, and the activity will be modified and rescheduled accordingly.

D. Decentralization of forest and game reserves

As stated in the last semiannual report, TR&D was 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.

Implementation of this activity continues to be problematic. 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 NEMA established has precluded the chief technical advisor from assisting the forestry department in developing the terms of reference. This activity may occur during the extension period, prior to April 30, 1996. However, any support provided to the forest department will depend on the results of an USAID audit, conducted before the end of 1995, the availability of remaining level of effort in the current TR&D contract, identified priority uses, and the motivation of the forest department to move forward on this activity.

E. Forestry extension training

As stated in the third annual work plan, the forestry department had requested Volunteers in Overseas Cooperative Assistance (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. Actual implementation of the training has been deleted from the extension work plan given the problems in the forest department, the current audit, and other Action Program for the Environment priorities.

2.1.4.2. Other local training opportunities

There were no NEAP or NEMA local training activities undertaken during this reporting period.

2.1.4.3. Overseas and third-country training opportunities

There were no NEAP or NEMA overseas and third-country training activities undertaken during this reporting period.

2.2. Assistance to Uganda National Parks

2.2.1. Improved financial systems

2.2.1.1. 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 Parks's financial resources.

Activities: Work continued to improve the financial management operations of Uganda National Parks. The following are the major areas of activity and accomplishment, which occurred during this six-month period.

The chief financial advisor and the chief accountant made recommendations concerning major changes for Uganda National Parks tariffs for the period beginning January 1, 1996. Key features included: listing the tariffs only in shillings; differential pricing of entrance fees based on individual parks and market conditions; charging entrance fees on a 24-hour basis. The Uganda National Parks Board of Trustees approved the recommendations with slight modifications.

The chief financial advisor and the chief accountant prepared a paper for the finance committee concerning the survey and standardization of salary top-ups for Uganda National Parks employees. The scope of work has been finalized, but the study has been placed on hold pending a decision to between USAID and Uganda National Parks on whether to go ahead.

Chemonics' short-term technical assistance consultant finalized the report "Donations of Capital Assets to the Uganda National Parks: A Question of Sustainability," with copies distributed to Uganda National Parks.

The senior accountant, working on recommendations developed by the chief financial advisor, designed and developed a fixed assets inventory listing for headquarters. The senior accountant plans to expand the work to the field.

The newly hired Uganda National Parks internal auditor began reviewing and making recommendations concerning the financial records and accounts of Uganda National Parks field and headquarters operations.

Issues and constraints: None.

2.2.1.2. 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.

Activities: The financial management procedures manual was completed and forty copies were distributed to appropriate Uganda National Parks staff and board members. A draft copy was sent to the USAID controller's office.

On July 25–27, a training workshop on the new Uganda National Parks financial management procedures manual was held at Mweya in Queen Elizabeth National Park. The workshop was very successful with an attendance of 27 people, which was three more than were invited. The audience included the finance staff from headquarters, all field warden-accountants from the ten national parks, the Uganda Institute of Ecology, five accountants from the game department, and the accountant from the Wildlife Clubs of Uganda. The primary subjects discussed concerned the new procedures manual.

Now that Uganda National Parks and the game department have written financial procedures, it will be much easier to standardize activities in the field.

Issues and constraints: None.

2.2.1.3. 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.

Activities: On May 29, during the Uganda National Parks General Assembly in Kibale National Park, the chief financial advisor led a discussion on whether Uganda National Parks revenue-sharing program should be reexamined. A great deal of information was gathered during the recent study tour which indicated the Uganda National Parks program might be incorrectly designed.

The chief financial advisor brought up potential problems with the current Uganda National Parks program in the following areas: a high percentage of park revenue is going to the

program; the program is cash based instead of based on technical assistance; and it is based on revenues earned at each park instead nationally. Members of the general assembly conceded that there may be problems with the current program, however, they decided that the process was too far along and that changes should not be made for one to three years.

Issues and constraints: It will probably be necessary for 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.

2.2.1.4. 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.

Activities: During this six-month period the chief accountant and a Uganda National Parks staff accountant attended a five-week Eastern and Southern Africa Management Institute (ESAMI) class titled “Financial Management Programme” in Harare. In addition the Internal Auditor began the ESAMI class in Windhoek on “Auditing for Internal Auditors.”

Four additional Uganda National Parks finance staff members will attend the ESAMI workshop “Advanced Financial Accounting” in Nairobi, starting in October 1995.

A training workshop on the new Uganda National Parks Financial management procedures manual was held on July 25–27 at Queen Elizabeth National Park (section 2.2.1.2).

Issues and constraints: None.

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

Objective 5:

To ensure that the financial management components of the concessions agreements adequately represent the interests of Uganda National Parks.

Activities: The chief financial advisor and the chief accountant recommended four specific changes in the standardized Uganda National Parks concession agreement. These changes were approved by the Uganda National Parks finance committee in April 1995. The major changes include increasing the franchise fee from 5 to 10 percent; having chief wardens identify new concession sites; and bidding new concessions publicly.

Two new concession agreements were signed, including one at Lake Nyamusingiri in Queen Elizabeth National Park and a logging agreement in Mt. Elgon National Park.

In June the Minister of Tourism, Wildlife and Antiquities held a meeting with Uganda National Parks and the concessionaires. The minister is now requiring the concessionaires, whose agreements were signed in 1993, to become serious or lose their concession sites. This was a significant step.

Issues and constraints: The older set of concession agreements is still causing difficulties for Uganda National Parks, and the minister's new directives need to be enforced. Delinquent accounts are still a problem.

2.2.1.6. Provide assistance in the revenue-sharing program concerning the Park Management Advisor Committees (PMACs) and the local communities

Objective 6:

To help ensure the financial integrity of the revenue funds that Uganda National Parks turns over to the local communities.

Activities: At this time there are no specific results in the area because the program will not begin to disburse funds until January 1, 1996. Trust accounts for the revenue-sharing funds have been set up in the individual parks.

Issues and constraints: The chief financial advisor believes there may be significant problems with the design of Uganda National Parks's revenue-sharing program (section 2.2.1.3).

2.2.1.7. 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 national parks.

Activities: The Uganda National Parks chief accountant finalized budgets for the fiscal year 1995-96. In June the chief wardens agreed to a proposal by the chief financial advisor and the chief accountant to make changes in collection accounts. Effective September 1, 1995, all funds collected were to be deposited into field collection accounts, and all of those funds will be transferred to headquarters. Headquarters would then send bimonthly expenditure allocations to each park.

These actions would tighten financial controls in the field and implement the last piece of the budgeting system, thereby, locking all of the other modules into place. However, the amount of subvention that Uganda National Parks receives from the Government of Uganda was cut in July from Shs. 38.9 to Shs. 12.7 million. Due to the uncertainty in the amount of funds and budget figures, it was recommended that this phase of the implementation be delayed until the figure stabilizes.

Issues and constraints: Budgets for the game department will have to be developed when it is determined how the Government of Uganda will provide subvention to Uganda National Parks for the management of the game department.

2.2.1.8. 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 Uganda National Parks and the game department.

Activities: The chief financial advisor and the Uganda National Parks Chief accountant believe the merger is beginning to have problems. On July 1, 1995, the first phase of the merger occurred with the game department falling under the management control of Uganda National Parks, but key financial issues have still not been addressed.

The chief of party requested that the chief financial advisor write a position paper on the financial issues concerning the merger. This was completed, and in August the chief of party circulated the paper to a number of appropriate Government of Uganda and nongovernmental organization officials. The paper addressed the lack of subvention, the need to prioritize and reduce the size of the new Uganda Wildlife Authority, and the risks of using donor funds for recurrent activities.

The chief accountant and the chief financial advisor have spent considerable time trying to obtain information from the game department concerning details of their staff salaries and expenses. To date the Government of Uganda has provided no subvention to Uganda National Parks to pay game department expenses.

Issues and 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. The chief financial advisor and the chief accountant feel there are insufficient funds to provide for existing staff and expenses. Also, concern has been expressed about the pitfalls of using donor funds for recurrent expenditures.

2.2.1.9. 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 the Government of Uganda and USAID under AID project agreement numbers 617-0123 and 617-0124.

Activities: In May the chief accountant submitted the new Action Program for the Environment local currency request in the total amount of Shs. 211,364,500; 32 percent of

the funds are for recurrent costs and 68 percent for capital and construction. USAID asked for additional information concerning the request submitted by Uganda National Parks.

In August the chief financial advisor wrote the USAID Action Program for the Environment project officer and requested an update on the amount of Action Program for the Environment local currency funds that remained.

Issues and constraints: Uganda National Parks received the current requested funds from USAID in September 1995.

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 two new national parks—Mt. Elgon and Semliki. Part of the problem in implementing this study has been Uganda National Parks delays 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 Uganda National Parks headquarters and field staff in both parks. The study has been placed on hold and will be included as part of the larger World Bank tourism development project starting in 1996.

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: The grants management unit reached complete staffing during this reporting semester. From April 7, 1995 and until September 1, 1995, the grants management unit operated without the services of a deputy coordinator. The long search for a deputy coordinator ended successfully when Mr. Isaac Kapalaga was hired to begin work on the first of September. Mr. Kapalaga worked for many years for the Forest Department and at one time had been stationed at Kibale Forest. He brings excellent management and monitoring skills to the position and will be a welcome addition to the staff. He will help ease the management burden under which both the coordinator and the financial administrator were forced to operate over the past several months and can begin to focus on the integration issues related to grants management unit projects and the districts.

At the same time that the deputy coordinator was hired, the grants management unit coordinator took on additional management responsibilities as chief of party for the Action Program for the Environment project. The assumption of chief-of-party duties became effective on the first of September with the departure of the previous chief of party, thus

making the hiring of the grants management unit deputy coordinator rather timely. The grants management unit coordinator now divides his time between grants management unit-related issues and overall Action Program for the Environment management. In addition the grants management unit financial administrator has taken on more responsibility in managing the local Action Program for the Environment account.

Staffing changes also occurred within the grants management unit's monitoring and evaluation department. Based on a review of the level of effort required to implement the grants management unit monitoring and evaluation system for measuring people-level impacts and recommendations from the monitoring and evaluation consultant hired in April, the grants management unit decided to hire a monitoring and evaluation expert to assist in launching the program. In essence she replaces the monitoring and evaluation specialist who died in March. The monitoring and evaluation specialist began work in early June on a one-year contract. She will take the lead in helping projects identify indicators and in providing field assistance for data collection and analysis. She reports directly to the head of the training and monitoring and evaluation division of the grants management unit.

This reporting period also saw a major staff retrenchment within the grants management unit. The grants management unit coordinator, in consultation with the Action Program for the Environment chief of party, looked at the management needs and the resources available to the unit to develop a workable organizational chart. Based on the revised needs of grants management unit staffing, the following decisions were made:

The position of training coordinator was eliminated and this position subsumed under the roles of the deputy coordinator and the monitoring and evaluation specialist.

The role of administrative assistant and bookkeeper was combined into one position, and a person with the requisite skills was hired.

One driver position was eliminated. Efforts will be made to operate the grants management unit with one full-time driver (also a mechanic) and utilize, on a part-time basis, the services of the NEAP and TR&D driver.

A more skilled receptionist (also a secretary) was hired, replacing the person serving as a receptionist.

The grants management unit retrenched five staff and replaced them with only two, leading to a net loss of three positions and subsequent savings in salaries and benefits. The retrenched staff received their notices on August 15, 1995 and received their entire August pay as well as a thirty-day severance payment.

The grants management unit is now operating at full staffing levels. The only remaining question is whether the grants management unit can function with the services of one full-time and one part-time driver. The grants management unit will attempt to operate in this way until that time when travel demands and other activities indicate the need to contract an

additional person. Figure 1 represents the new organizational chart for the grants management unit.

Issues and constraints: The major issue affecting the grants management unit staffing was the October announcement by the financial administrator of his resignation to take position with a World Bank project. He will remain with the grants management unit until December and will assist in recruiting a suitable replacement.

2.3.1.2 Administration

Objective 2:

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

Accomplishments: All financial and personnel systems have been put in place. The grants management unit coordinators have focused on the development of financial management policies to ensure sound fiscal management from the inception of the unit. The grants management unit established written policies and procedures that must be followed in the use of unit funds and hired a financial administrator in September, 1994. In August, Coopers and Lybrand conducted a financial audit of these grants management unit systems. The excellent draft audit confirmed the success of the unit's procedures. After an entirely favorable report, the auditors offered two minor suggestions. These were:

- The grants management unit should find off-site storage for financial data. Currently the data is backed up on computer diskette and stored at the office. The auditors recommended off-site storage in case of fire or other calamity.
- The auditors recommended that the grants management unit eliminate the practice of writing checks to staff for cash to permit the cash purchases of certain small office-related items.

The grants management unit responded to the audit recommendations indicating that suitable storage of financial data would be accomplished after consultation with USAID Kampala, which has indicated that storage in the grants management unit safe would be adequate. The grants management unit also indicated that the practice of cashing checks has been eliminated in all but special cases. The grants management unit currently writes checks for staff to make small purchases from vendors who cannot receive checks. The checks are written against a requisition and all receipts provided. Amounts are generally small. The grants management unit also provides funds to its mechanic to purchase items for servicing the vehicles. Again receipts are provided for all purchases. Checks generally do not exceed Ushs. 200,000. Self servicing of grants management unit cars through this system has resulted in savings of up to 30 percent compared to fees charged by garages.

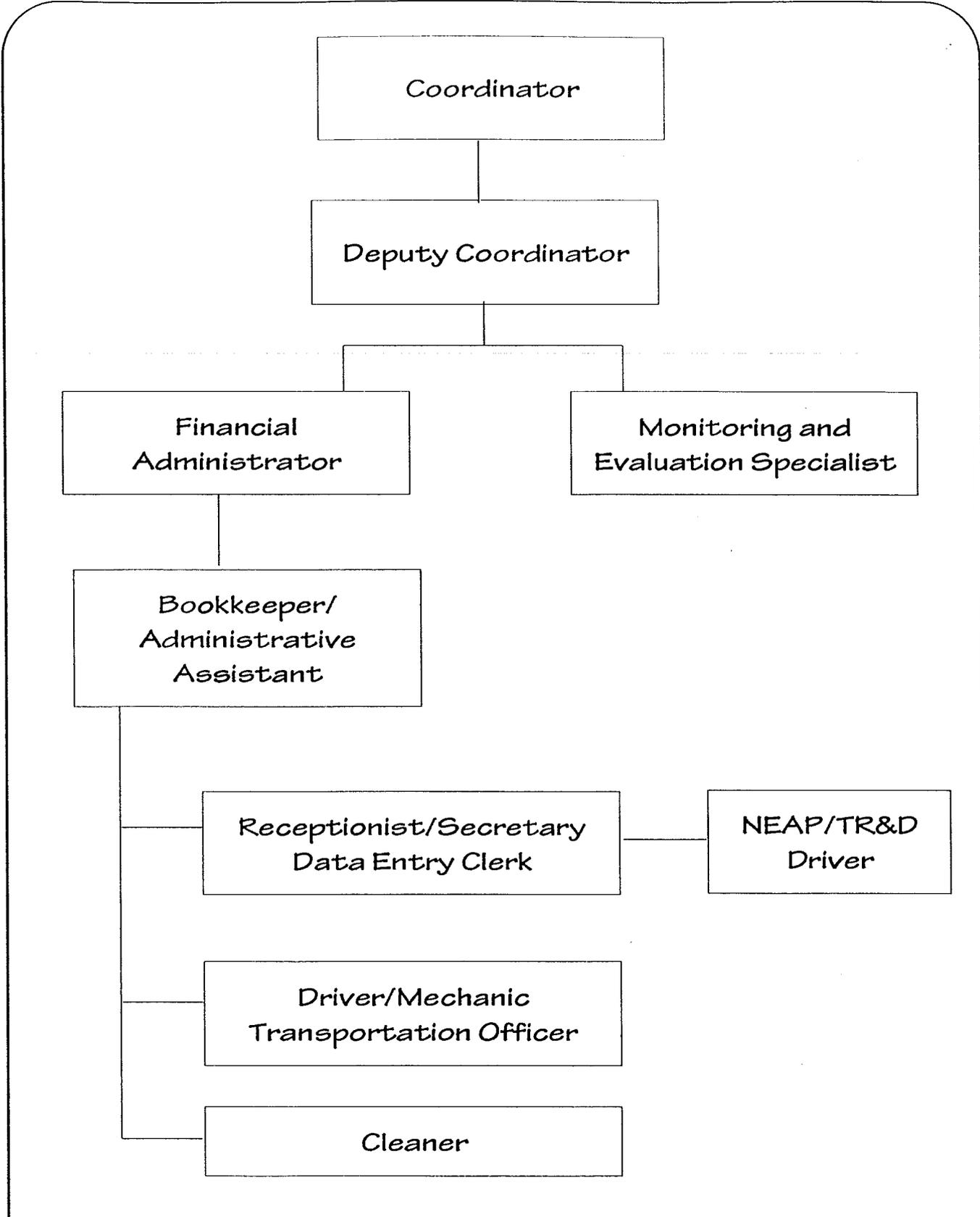


Figure 1. Grants Management Unit Organizational Chart

Currently the grants management unit has a large local currency account balance. This large balance contributed to an attempted forgery problem. Consequently the grants management unit requested and received permission to place local currency held in its checking account into interest-earning instruments. The funds earned from the interest could be utilized to provide microgrants, help launch a new loan program, or support research. Looking at the various investment options and the cash flow needs of the grants management unit, it was decided, after discussions with Barclays Bank, to invest in Ugandan treasury bills. Barclays would make the investment for the grants management unit and hold the money in a time deposit. This time deposit would be paid the rate of interest at which Barclays purchased the treasury bill less a one percentage point commission.

Accordingly, the grants management unit made investments equaling Ushs. 170 million, and these were divided among the various instruments as outlined below:

Instrument	Grants Management Unit Investment in Shillings	Interest Rate Paid on Time Deposit	Total Income in Shillings
Three-Month Bill	50,000,000	8.8%	1,100,000
Six-Month Bill	70,000,000	10.5%	3,640,000
Nine-Month Bill	50,000,000	14.5 %	5,437,500
Total	170,000,000		10,177,500

As shown above, the grants management unit expects to earn slightly more than Ushs. 10 million from the investment and will develop a plan through the grants management unit project review committee to utilize these additional funds.

Issues and 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 3:

To develop a more agile proposal review process.

Accomplishments: The project review process, as developed in December, 1994, continues to work smoothly. Projects are reviewed by the project review committee whose comments help to improve the design of projects funded under the Action Program for the Environment. The one-week review in USAID Kampala also operates efficiently. Most projects approved by the grants management unit have also been approved at USAID with minor comments and questions. All potential grantees are aware of the grants management

unit committee meeting schedule (the first Thursday of the month) and can plan their submissions accordingly.

Issues and constraints: Minor. The biggest delay results from the negotiations of cooperative agreements between the nongovernmental organizations and the USAID contracting office in Nairobi. Most subgrantees have suffered some delays which resulted in money becoming available for their activities much later than planned.

2.3.2.2. Review Committee meetings

Objective 4:

To eliminate the ad hoc nature of project review committee meetings.

Accomplishments: This point was explained in Sections 2.3.2.1. By meeting on the first Thursday of each month committee members are able to commit to a schedule, and subgrantees can plan for submissions to the grants management unit. Planning is thereby enhanced. Meetings have been held regularly, to the satisfaction of all parties concerned for almost one year, and committee members place a priority on attending grants management unit meetings.

During the semester, the committee decided to expand the voting membership of the grants management unit. Originally the grants management unit functioned with four voting members, the grants management unit, USAID, the Ministry of Natural Resources, and the Ministry of Finance and Economic Planning. Generally the Ministry of Local Government, the Ministry of Tourism, Wildlife and Antiquities, and Uganda National Parks attended as nonvoting members. The committee moved to include these latter three representatives as voting members, which served to formalize this as a *de facto* situation. The grants management unit coordinator sent letters to the permanent secretaries of the ministries involved and to the National Parks director requesting whether they would like to participate on the committee as voting members. All accepted, and these representatives began serving as voting members in July, 1995.

Issues and constraints: None.

2.3.2.3. Project Approval and management

A. Approval of priority projects

Objective 5:

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

Accomplishments: All projects that had been reviewed and approved by the grants management unit and passed through the USAID review process, with minor issues raised by the reviewers. By the end of June all grants management unit-approved projects had received USAID approval, and efforts were underway to complete the necessary contracts and/or

project implementation letters so that implementation could begin. The first project approved by the grants management unit, the Mgahinga and Bwindi Impenetrable Forest Conservation Trust, began on July 1, 1995, and other projects should initiate activities during July and August. Table 1 provides an outline of the status of the various projects that have gone through the grants management unit process.

During the period the grants management unit received a revised project proposal from Agricultural Cooperative Development International (ACDI) to undertake a buffer zone development project in Masindi District. This project was reviewed for the first time by the committee during its June meeting, and subsequent revisions were analyzed in July and August. The agreement reached by the committee in its September meeting was to approve the project if ACDI was willing to move the project's emphasis away from resettlement toward the promotion of economic development away from the park boundaries. The grants management unit committee as well as the Permanent Secretary of the Ministry of Tourism, Wildlife and Antiquities felt that resettlement had become a too contentious issue and that resettlement of only 100 families might cause future problems once the final status of the people settled in the game reserve was determined. This issue was communicated to ACDI and they agreed to the proposed modification. The project, with the proposed modification, was presented to the grants management unit for review during the October 5, 1995 project review committee meeting and approved.

The other project under review during this period was a proposal from World Learning to provide management and advocacy training and technical assistance to the Natural Resource Management (NARM) Forum. The purpose of the project is to help develop the capability of the forum so that it can function on its own as a reputable natural resource management and advocacy nongovernmental organization throughout the country. The NARM Forum will serve as an umbrella organization for local nongovernmental organizations operating in the various districts throughout Uganda. It will provide technical assistance, help support advocacy at the national, regional, and local levels, and assist organizations in seeking financial support. Unfortunately the project, as presented by World Learning, shows some design deficiencies, and the committee has not approved it after three separate reviews during this quarter. Comments were provided directly to the World Learning director and feedback will be obtained from the NARM Forum members during a mid-October general assembly. A revised proposal is expected by November.

The grants management unit continues to receive requests for funding from Ugandan nongovernmental organizations, which are undertaking natural resource management and conservation-related programs throughout the country. Still no mechanism exists for funding local nongovernmental organizations through the grants management unit. However, efforts are underway to identify a source of local currency that will be dedicated to small grants for natural resources management and conservation. The establishment of the small grant program is expected in early 1996.

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

Issues and constraints: The major constraint continues to be the limited funding remaining in Action Program for the Environment 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 6:

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

Accomplishments: A policy statement entitled “The Grants Management Unit Role in the Coordination of Action Program for the Environment-funded subgrants” was developed by the grants management unit and submitted to USAID for review. This statement has been approved by USAID and was approved by the grants management unit project review committee in June. Once approved, the policy statement was submitted to the various institutions and nongovernmental organizations that have received grants through the grants management unit process and/or will ultimately be supervised by the grants management unit.

Issues and 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 organization financial management capabilities

Objective 7:

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

Accomplishments: At the request of the Makerere University Biological Field Station, the grants management unit carried out a user fee structure study of the station to help it chart a course toward future financial sustainability. The study included an analysis of costs and revenue, both current and expected, with the intent of arriving at appropriate user rates. A draft report was prepared and shared with the station for comment. It is hoped that once completed, the study can serve as a strategic planning document that can assist the station advance toward financial sustainability.

Issues and constraints: None.

B. Environmental Assessment

Objective 8:

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

Accomplishments: The major focus of environmental assessment support will be carried out through the NEAP and the NEMA in coordination with the World Bank and Uganda National Parks. Some training in environmental impact assessment for nongovernmental organizations will be provided by MUIENR.

Issues and constraints: Environmental impact assessment experts from REDSO Nairobi are scheduled to visit Uganda in early 1996. At that time it will be determined whether a grants management unit course, for nongovernmental organizations, on environmental impact assessment should be developed and through which mechanisms. If agreed, the unit will sponsor an environmental impact assessment course sometime in 1996, otherwise such training will be addressed by the NEMA.

C. Community Tourism

Objective 9:

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

Accomplishments: The grants management unit sponsored a community tourism workshop in which 28 people from various regions of the country participated. The course was aimed at local entrepreneurs, local nongovernmental organizations, and community-based organizations, which have established tourist services and facilities contiguous to national parks. Phase one of the training was held at the Katatumba Resort Hotel from May 7 to 13, 1995. Phase two began in August and involves on-site visits of the trainers to the various May workshop participants. Professor Elissa Williams made field visits to groups in and around Kisoro and Mgahinga Gorilla National Park, Buhoma and Bwindi Impenetrable National Park, Budongo Forest and Murchison Falls National Park. By the end of December, 1995, Professor Williams and her staff expect to complete the site visits and discussions will be held to determine if any follow-up training is warranted to support these activities.

Comments from the participants indicate a high degree of satisfaction with the training program and the support provided, and word has spread. The grants management unit has received many letters from people who would like to go through similar training. The participants have also requested information from the grants management unit about the possibility of receiving small business loans to support their community tourism ventures. The feasibility of providing small loans and the mechanisms for making these loans available should be explored and considered as a viable and sustainable option for the promotion of ecotourism.

Issues and constraints: None.

D. District organization

Objective 10:

To improve grantee understanding of district organization under the decentralization policy and the Environment Statute.

Accomplishments: This process continued through provision of short workshops with project personnel. The grants management unit has worked closely with subgrantees in the creation of project steering committees to ensure the participation of relevant district personnel, especially district environmental officers, on those committees. The first project steering committee meetings for the subgrantees will occur late in 1995 and early 1996.

In addition, the terms of reference for the deputy grants management unit coordinator assign him the responsibility for fostering greater coordination between the districts and the projects.

Issues and constraints: The only constraint has been grants management unit's inability to fill this position adequately. Now that the position is filled and projects have money to begin implementation, the task of coordination can move forward.

E. Grants management unit staff training

Objective 11:

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 Action Program for the Environment program.

Accomplishments: Staff members received three weeks of training in the use of Excel spreadsheets in July, 1995. The training was open to all staff members and was carried out at the grants management unit. No other training was provided during the period.

Issues and constraints: Most training was placed on hold due to the large turnover in staff and overall staff problems suffered during the past six months.

2.3.4. Refine the monitoring system of impact indicators for grants

Objective 12:

To refine the grants management unit's project monitoring and evaluation system to measure people level impacts and provide input into the USAID annual program indicators.

Accomplishments: The grants management unit monitoring and evaluation specialist took important steps to advance the grants management unit system for monitoring people-level impacts. In preparation for an August workshop, a site visit was made to the World Wildlife Fund in Fort Portal to assist that project with the development of the indicators that would

go into the final monitoring and evaluation plan and with the establishment of processes for collecting the information that will be required under the monitoring and evaluation system.

In August the grants management unit held a monitoring and evaluation workshop. An external consultant, Daniel Ticehurst, was hired to work with the grants management unit monitoring and evaluation specialist to design and implement the workshop. Representatives from projects receiving support under the grants management unit as well as district planners and economists from districts where projects are operating were invited to attend. The workshop resulted in several important outcomes:

- The identification of core indicators. Each project will report on this set of indicators so that the grants management unit has similar information on each project and can report on the overall progress of projects funded under the grants management unit; and
- An agreement regarding methodologies for collection of information was reached. These involved:

adoption rate surveys that will measure the rate of adoption and spread of project interventions among direct and indirect contacts throughout the project areas;

case studies that will measure the benefits beginning to emerge at the household level as a result of adoption; and

diagnostic surveys that will involve informal meetings between beneficiaries and project and district staff to analyze the results of the adoption rate surveys.

The grants management unit agreed to hire a programmer to design a management information system for projects' monthly reports, for organizing data from the different surveys suggested during the workshop, and to enable the grants management unit to collate the information received from the projects more easily. The final product will be a system that produces standardized data on the core indicators, which will be fed into the USAID data requirements for the program-impact assessment report.

The grants management unit agreed to invite the participants to a workshop on data collection methods, which was held in Kabale in October. This workshop was aimed at those people within projects and districts directly involved in the collection of monitoring and evaluation data.

As a direct result of the workshop, the monitoring and evaluation specialist and the deputy coordinator traveled to Lake Mburo to work with the park representative who attended the workshop and African Wildlife Foundation (AWF) staff to assist in the refinement of AWF's indicators and monitoring and evaluation plan. The meetings were very successful and the

African Wildlife Foundation team is enthusiastic about implementation of the plan. Similar assistance was provided to COVOL and the World Wide Fund for Nature Rwenzori project, when their staff visited Kampala in September.

In October the grants management unit monitoring and evaluation specialist conducted a training workshop in Kabale on data collection within the framework of the new grants management unit monitoring and evaluation system. Project and district staff attended the four-day workshop which included a component to demonstrate data collection techniques in the field.

Issues and constraints: The most serious constraint is the lack of monitoring and evaluation skills of project staff. Significant effort by the grants management unit will be required to ensure that project possesses the appropriate data collection and analysis skills to provide worthwhile reports on people-level impact indicators to the grants management unit.

2.3.5. Technical assistance to nongovernmental organizations

2.3.5.1. Information

Objective 13:

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 continued providing technical information to community-based and nongovernmental organizations located 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 provide literature in the form of newsletters, technical reports, and occasional papers. Notable among them are:

- USDA—Forestry Support Program (FSP), Washington, United States
- 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 and constraints: None.

2.3.5.2. Short-term technical assistance

Objective 15:

To assist nongovernmental organizations to meet 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 has been discussed above in the section dealing with training. The grants management unit also provided assistance and support to the following organizations:

The grants management unit finalized the World Learning SUNREM evaluation after receiving comments from interested parties. The final document will be distributed in early July.

The grants management unit coordinator was appointed to the Board of Trustees of the Mgahinga and Bwindi Impenetrable Forest Conservation Trust and began to attend trust board meetings to provide input into the management of that project.

The grants management unit coordinator and the European Community (EC) institutional development advisor convened a meeting for various participants to discuss Uganda National Parks training and workshop priorities.

The grants management unit facilitated the hiring of Dr. Tom Kangwagye as the Uganda consultant on the Action Program for the Environment evaluation team. Dr. Kangwagye was funded by the grants management unit but was integrated directly into the Action Program for the Environment evaluation team.

At the request of the Makerere University Biological Field Station, the grants management unit carried out a user fee structure study of the station in an effort to help it chart a course toward future financial sustainability. The study included an analysis of costs and revenue, both current and expected, with the intent of arriving at appropriate user rates. A draft report was prepared and shared with the station for comment. It is hoped that once completed, the study can serve as a strategic planning document that can assist the station achieve financial sustainability.

The grants management unit coordinator was invited to participate on the committee to review research proposals for Kibale National Park and Makerere University Biological Field Station. Three meetings were held during this past semester and ten projects were approved for research. In addition the committee began drafting guidelines for conducting research at the station and in the national park.

The grants management unit coordinator completed the terms of reference for an evaluation of the Rwenzori mountaineering service. These were finalized in September and approved by the Uganda National Parks Director. The evaluation is set to begin later in the year, most likely in November. The World Wildlife Fund (U.S. based) will provide technical assistance at no salary cost to the grants management unit.

The grants management unit coordinator led a team of four people to carry out an environmental impact assessment of a proposed road between Kisoro and Rukungiri Districts through the Bwindi Impenetrable National Park. The field work for the study was completed in September, and a final report is expected by early November. The study represented a response to a request for technical assistance made to the grants management unit by Dr. Eric Edroma, Director of Uganda National Parks

The grants management unit coordinator prepared a briefing paper for the Permanent Secretary of the Ministry of Tourism, Wildlife and Antiquities regarding the issue of resettlement around Murchison Falls National Park and the implications for the Agricultural Cooperative Development International project. In meetings held to discuss the paper, it was agreed to develop a project in the zone but to deemphasize resettlement until a final decision regarding resettlement and the status of the families living within the game reserve could be made—after completion of the surveys currently underway.

The grants management unit coordinator worked closely with the Peace Corps Director and the Natural Resources Program Officer of USAID to develop a proposal to the Partnership in Biodiversity Program sponsored by the Peace Corps, the USAID Global Bureau, and the Department of the Interior. The work involved proposal development and responses to questions posed by the reviewers. As a result of the effort, the reviewers will make an assessment trip to determine if funding will be provided to the Uganda program and in what areas. The assessment trip is scheduled for November, 1995.

The grants management unit coordinator participated actively in the Uganda Wildlife Authority Policy workshop and made comments on the proposed legislation prior to submission to the cabinet.

Grants management unit staff attended a workshop in Entebbe to discuss the future of Action Program for the Environment. Government officials, project and USAID representatives, and members of the Action Program for the Environment team met to discuss the program's future role and discuss issues of mutual interest and concern. The meeting served as important background to the Action Program for the Environment project and helped participants gain a better understanding of how the program fits together.

Issues and 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 unit's monitoring and evaluation system.

2.4. Related activities

2.4.1. USAID

There was initial discussion concerning the possible extension of the TR&D contract to continue implementation of Action Program for the Environment activities. However, the USAID contracts office in Nairobi ruled that an Action Program for the Environment continuation would be rebid. In September, TR&D was given a no-cost extension until December 31, 1995 and will receive a bridging extension to carry activities through until April 30, 1996.

During this reporting period, the grants management unit coordinator worked closely with the USAID natural resources project officer in drafting a proposal for Uganda to participate in the USAID–Peace Corps–Department of the Interior Partnership in Biodiversity project. An itinerary was drawn up for an assessment visit by a joint team from the United States in November.

2.4.2. World Resources Institute

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

- how to use the remaining funds in the current World Resources Institute buy-in;
- World Resources Institute 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;
- collaboration among the World Resources Institute, TR&D, and the World Bank in a study of the Batwa; and
- collaboration between the World Resources Institute and TR&D in the development of environmental legislation and bylaws in the region.

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

As a result of a recommendation in the midterm evaluation, an Action Program for the Environment project steering committee was formed including a representative from USAID, the Ministry of Finance and Economic Planning, the Ministry of Tourism Wildlife and Antiquities, and the Ministry of Natural Resources. The Action Program for the Environment chief of party will serve as a nonvoting member. The first meeting of the Action Program for the Environment steering committee took place in September, 1995. Subsequent meetings will be held on an as needed basis.

2.4.4. Support to Makerere University Institute of Environment and Natural Resources

Primary support to the Makerere University Institute of Environment and Natural Resources (MUIENR) continued under the Kibale Forest “Bridge” project that provides operating expenses for the MUIENR to cover the costs of managing and running the Makerere University Biological Field Station. Section 2.4.9 provides a detailed explanation of activities under this project.

During September the MUIENR received Action Program for the Environment funds to organize and implement two workshops as part of the planning process for the new Uganda Wildlife Authority. In September the MUIENR carried out a Strategic Planning and Research workshop using Action Program for the Environment and European Union (EU) funds. The workshop aimed to establish a strategy and program for conducting research in protected areas throughout the country. The venue was Mweya Lodge in Queen Elizabeth National Park.

In October, again with Action Program for the Environment and EU funding, as well as support from IUCN, the MUIENR carried out a workshop on collaborative management for protected areas. The workshop was held in Mbale and was attended by park and district staff as well as nongovernmental organizations working in protected areas. The workshop yielded a series of recommendations aimed at guiding the participation of various collaborators, including local communities, in the management of wildlife areas. Collaborative management will be recognized as a viable alternative for protected area management in the new wildlife policy and the workshop prompted further discussions regarding implementation of this policy aspect.

2.4.5. Support for environmental education and communications

In July TR&D contracted the services of an environmental education specialist, Mr. David Wood, to develop environmental education guidelines for the districts. Given current Action Program for the Environment budget constraints, it is unlikely that the project will be able to take advantage of GREENCOM support for environmental education initiatives.

2.4.6. Completion of buffer zone land-use studies

In spite of some additional delays, including the unanticipated slow work progress of the students, this activity is expected to be completed by December 31, 1995. During the reporting period, TR&D’s Dr. Jutta Breyer:

- Assisted one of the students in the completion of her thesis. Authorization from the Director of MUIENR is awaited before final submission to Action Program for the Environment.
- Continued to provide thesis guidance to the second student who, unfortunately, has not been able to produce an acceptable draft.

The Natural Resource Appraisal for Buffer Zone Management (NRABM) project methodology report will be finalized by the end of the year, even though one of the students has not been able to complete her research. The report will be based on the completion of one of the research projects (Lake Mburo) and preliminary findings of the student's work in Bwindi.

2.4.7. World Bank collaboration

The team spent a good deal of time this reporting period assisting the World Bank in finalizing the Environment Management Capacity Building Project.

The team also participated in the 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 the ministry.

The team also has a continuing dialogue with the two World Bank–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 Makerere Institute of Social Research

No support to Makerere Institute of Social Research (MISR) was provided during this period. Given current Action Program for the Environment budget constraints, it is unlikely that any support will be provided to MISR prior to the April 30 completion of TR&D's contract. USAID will evaluate the Land Tenure Center–MISR project sometime either in late 1995 or early 1996.

2.4.9. Support to Kibale Forest Project

The Action Program for the Environment program continued to provide technical assistance to the Makerere University Biological Field Station located at Kibale National Park in western Uganda. TR&D made available an executive director for the station to provide research and management expertise to the 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 the technical assistance that will be provided by the Consortium for International Development. Originally the executive director was scheduled to serve only until October 31, 1995 to permit a one-month overlap with the new project. However, Makerere University has requested an extension of his contract until December 31. This extension has been approved by USAID.

Objectives and accomplishments for the reporting period follow.

Objective 1:

To assist Kibale National Park in developing a management and monitoring plan.

Accomplishments: Uganda National Parks, the International Union for the Conservation of Nature (IUCN), and the Makerere University Biological Field Station have participated in the creation of a park management plan for Kibale National Park. The executive director has been an integral part of this process which will continue throughout his tenure at the station.

Station management has also been working closely with Kibale National Park staff to improve communication between park and station personnel regarding research efforts in the forest. The parties reached an agreement to coordinate the collection and dissemination of information on the size and distribution of critical animal populations as well as illegal human activities encountered by the researchers in the park.

Issues and constraints: None.

Objective 2:

To support and improve existing programs.

Accomplishments:

Improvement of Library. The station updated and augmented its journal collection and made extensive contacts with various publishing organizations and suppliers throughout the world.

Expand dormitory facilities. A new dormitory containing eight rooms with a capacity of up to thirty-two people is near completion, requiring only the fitting of the doors and windows, which are being built in Kampala.

Establish radio communications. The purchase of radio equipment has been arranged with the appropriate personnel at USAID and Uganda National Parks. However, this has been delayed and will not take place until the next quarter.

Expand shower facilities. Six new shower stalls have been added to the existing block, and the block has been replumbed to accommodate the additional stalls.

Construction of facilities at Ngogo. Work has progressed at Ngogo, and some of the structures are now in place. Work in that area will continue.

Installation of electricity and water supply for Kanyawara. The Makerere University Biological Field Station received approval from grants management unit and USAID to extend electrical power from the grid to the station. That effort should be completed by the end of next quarter. The water system installation has been delayed and will be discussed as a possible funding priority under the Consortium for International Development contract.

Objective 3:

To conduct field courses.

Accomplishments: Since April numerous researchers and field courses have been accommodated at the station. These include:

Courses:

University of Florida Field Course. Two Tropical Biology Association courses, each lasting a month with the participation of 28 students.

Wildlife Training College, Lake Katwe conducted a week-long field course for students in training for the National Park Service.

Makerere University course in forest ecology and wildlife biology.

Researchers:

Kibale Chimpanzee Project.—Dr. Richard Wrangham, Director. Six researchers studied various aspects of the Kibale primates during this period at the station.

Kibale Fish and Seed Project.—Drs. Colin and Lauren Chapman. In addition to the six-week field course, five student researchers from the university conducted studies on fish, frogs, and primates. The Chapmans also continued their long-term work on fish ecology, tree phenology, gap regeneration, and water quality.

Independent researchers conducted research on predatory bird nesting behavior, primate bone chemistry, epiphyte surveys, and behavioral ecology and the Ngogo chimpanzees.

Resident research on fruit and leaf phenology as well as wild coffee production continued.

Issues and constraints: None.

Objective 4:

To establish new programs at Makerere University Biological Field Station.

Accomplishments: Establishment of a clinic. The clinic has been in operation since June and it is stocked with materials purchased under the bridging grant. Patients do pay fees and these funds are collected and placed in a separate account for the clinic operations. The goal is to have a self-sustaining clinic at the station. A financial analysis of the clinic's operations is scheduled for next quarter.

Issues and constraints: None.

Objective 5:

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

Accomplishments:

Administration. Systems are now in place for regulating fuel use, coordinating vehicle operations, purchasing, reimbursements, etc. All systems have appropriate records to trace transactions. The administrative regulations for the station are in the process of final editing and will be passed to Makerere University for final approval once completed.

Finance. The financial management system is now in place and awaits computerization. The accounting software has just been installed and the transition from a manual to the computerized system is currently underway. During the period the grants management unit conducted a financial analysis of the station. The station is now keeping more precise records on operation expenditures and revenue in order to allow an update of the grants management unit study.

Coordination. Coordination among Makerere University Biological Field Station staff has improved and the greater coordination with Uganda National Parks has been achieved, including with the IUCN project which is providing support to Kibale National Park. The station is also coordinating with Makerere University to support student research. Six students from Makerere have been conducting research over the past six months.

Issues and constraints: 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.

Issues and 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 United Nations Development Programme regarding technical assistance support to the NEMA; Netherlands Embassy

regarding decentralization efforts; GTZ and the German Development Service on possible collaboration in Murchison Falls National Park and buffer zone communities; the EC on joint collaboration at Uganda National Parks–Uganda Wildlife Agency and for joint funding to MUIENR for two workshops; IUCN on funding operations and programs in and around Kibale National Park; and the Dutch Embassy issues related to funding of the Mgahinga and Bwindi Impenetrable Forest Conservation Trust and CARE-DTC.

Issues and 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/NEMA short-term technical assistance

District Environmental Education Guidelines/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

Level of effort: 41 days (including 5 travel days)

Timing: June 1995.

Status: Completed, report produced.

3.1.2. Uganda National Parks

None

3.1.3. Grants management unit

Grants management unit monitoring and evaluation system development

Section 2.3.4

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

Source: May—direct grants management unit financing; August—TR&D

Level of effort: approximately 28 days including 2 travel days

Status: Completed. Report on guidelines for measuring people-level impacts developed and adopted by nongovernmental organizations. Workshop in August identified core indicators and standard methodologies for collecting data.

3.2. Next reporting period

3.2.1. National Environmental Action Plan and National Environmental Management Authority

NEMA institutional specialist

Section: 3.1.1. through 3.1.6.

Requirements: External environmental management and institutional development specialist to work closely with NEMA to build up managerial capacity and launch the organization.

Source: TR&D

Level of effort: approximately 3 months

Timing: January–February 1996.

Development of a National Environmental Fund

Section: 3.1.4.1.

Requirements: External environment and natural resource economist or public finance expert with experience in working with environmental funds and public finance of environmental activities, including knowledge of investment banking

Source: TR&D

Level of effort: 30 days (including 5 travel days) February/March 1996

Timing: to begin early February 1996

Environmental impact assessment process and standards development

Section: 3.1.4.1

Requirements: External environmental impact assessment and environmental standards specialist to conduct further training in environmental impact assessment process and standards development.

Source: TR&D

Level of effort: 35 days (including 5 travel days)

Timing: February–March 1996

Development of Environmental Bylaws

Section: 3.1.2.1, Objective 6

Requirements: External and local environmental lawyer to assist the NEMA and districts to further develop bylaws that adhere to national environmental policy but which are based on district development goals.

Source: TR&D

Level of effort: 29 days (including 5 travel days)

Timing: mid-November, 1995

Decentralization of forests and game reserves

Section: 3.1.4.1

Requirements: External protected areas management specialist

Source: TR&D

Level of effort: 41 days (including 5 travel days)

Timing: February, 1996.

3.2.2. Development of an In-Park Monitoring System for Uganda National Parks

Section 3.2.2.2

Requirements: External consultant with skills in developing monitoring programs for national parks.

Source: TR&D

Level of effort: 24 days

Timing: November–December, 1995.

3.2.3. Grants management unit

Community Tourism Training

Section: 3.3.4.2

Requirements: Local tourism specialist from university tourism institute (Elissa Williams).

Source: Grants management unit local funds.

Level of effort: 20 days

Timing: October–December, 1995.

Computer Programming to develop monitoring and evaluation reporting formats

Section 3.3.3.

Requirements: Locally available computer programmer with skills in working with nongovernmental organization programs.

Source: Local grants management unit funds or grants management unit training funds.

Level of effort: 1 month

Timing: November–December, 1995.

Evaluation of Rwenzori Mountaineering Services

Section 3.3.5.2.

Requirements: International expert in ecotourism (will be provided by World Wildlife Fund [U.S. based] at a low cost) and possible hiring of local conservation and development expert.

Source: Local grants management unit funds.

Level of effort: Three weeks.

Timing: November–December, 1995.

3.2.4. Makerere University Institute of Environment and Natural Resources

Kibale Forest Bridging/Management Support

Section: 3.6.6

Requirements: Biological research center manager to serve as executive director of Makerere University Biological Field Station (Richard Malenky).

Source: TR&D

Level of effort: 2 months

Timing: November 1–December 31, 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 which need to be addressed during this reporting period.

5. Summary of Proposed Activities for next Reporting Period

5.1. NEAP/NEMA

National-level activities.—During the next reporting period TR&D will provide short-term technical assistance to the NEMA to undertake the following activities:

- Assist the NEMA to organize a national workshop to launch the World Bank-funded Environment Management Capacity Building Project
- Assist the NEMA to establish operation procedures and work plans for its units and divisions
- Produce the third NEAP and first NEMA newsletter—Focus on Environment
- Assess NEMA training needs and develop a training program for NEMA technical personnel
- Increase the management skills of NEMA core staff and form a more cohesive environmental unit
- Establish environmental liaison units in up to four, key line ministries

District-level activities

- Finalize all district guidelines and distribute to all districts
- Simplify all district guidelines and distribute to all subcounties in the focus districts
- Develop operations and reporting procedures for the district technical planning committees
- Ensure that national environmental regulations and procedures are transferred and linked into the district environmental management system
- Finalize training manual for district environmental committee, district technical planning committee, and district environmental officer
- Continue team-building workshops in selected districts
- Train selected districts in the use of participatory rural appraisal
- Conduct a training program for relevant district officials in the operations and maintenance of the environmental information system

- Provide new environment officers with a basic orientation to NEMA, other environmental agencies, and national environmental laws and policies
- Assist selected districts to develop district environment action plans and district development plans
- Assist Kasese District to develop local policies and bylaws to support the district development plan
- Assist pilot districts to establish offices for the district environmental officers
- Assist the grants management unit, field projects, nongovernmental organizations, and other government departments to coordinate, liaise, and collaborate with the district environmental management system

5.2. Uganda National Parks

- Assist the chief accountant and the accounting department to update the basic accounts of Uganda National Parks and prepare these accounts for audit
- Assist the chief accountant and the accounting department to develop and implement a financial structure and budgets for Uganda Wildlife Agency
- Assist the chief accountant to provide technical financial management advice to the director and board concerning the proposed Uganda National Parks revenue-sharing program
- Assist the chief accountant to ensure that the financial management components of the concessions agreements adequately represent the interests of Uganda National Parks.
- 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 Grant Agreements 617-0123 and 617-0124.
- Continue the implementation of the training plan for Uganda National Parks financial management and accounting staff

5.3. Grants Management Unit

- Obtain funding to provide small grants and loans to Ugandan nongovernmental and community-based organizations to foster sustainable development, improve the management of the environment, and improve incomes.
- Create criteria for the review and selection of projects for funding under the small grants program

- Establish a contractual agreement between the grants management unit and organizations receiving small grants, including the establishment financial reporting guidelines for all small grants to local nongovernmental organizations
- Create guidelines for all projects either directly or indirectly funded by the grants management unit to ensure compliance with USAID environmental regulations
- Establish a database of Ugandan nongovernmental organizations and community-based organizations which have requested funds from the grants management unit
- Establish a system to oversee the implementation of the various Action Program for the Environment subgrants.
- Ensure submission of monthly technical reports from each Action Program for the Environment subgrant activity
- Establish a standardized system for collecting and reporting on data collected by the projects
- Begin to fuse the grants management unit people-level impact monitoring system with the Uganda National Parks in-park monitoring system
- Ensure that information collected by Action Program for the Environment subgrantee activities is linked to the district-based environmental management information system established by the National Environmental Information Center
- Improve the financial management capabilities of small community-based tourism ventures
- Continue Phase II of the community-based tourism training project through field visits
- Ensure the standardization of data collection and the provision of data on people-level impacts for meeting USAID reporting requirements as well as assist in overall planning
- Support the development of an in-park monitoring system.

6. Financial Report

Administrative Information

Contract Date: 31 December 1995

Contract Data:	Total level of effort:	191.3 person months
	Total estimated cost:	\$4,594,530.00

1. Level of effort:
1 May 1995 to 31 October 1995 29.4 person months
2. Cumulative level of effort:
31 October 1995 184.1 person months
3. Remaining level of effort: 7.2 person months
4. Expenditures:
1 May 1995 to 31 October 1995 \$680,933.80
5. Cumulative Expenditures to date:
31 October 1995 \$3,936,779.48
6. Remaining unexpended balance: \$657,749.52

Appendix I. Partial List of Contacts

David Abura-Ogwang	Chief Planner, MTWA
Beatrice Adongo	Paraa Rest Camp
Rwetsiba Aggrey	Warden, Kibale Forest National Park
James Aitken	LTS International Ltd.
Annet Akello	Paraa Rest Camp
Zahid Alam	Director, Alam Group
Alan C. Alemian	Regional Director, PHS, Washington
John Aluma	Director, NARO
Ndyakira Amooti	Environment Reporter, <i>New Vision</i>
Dan Aronson	World Bank
Mugisha Arthur	Chief Warden, Kibale National Park
Brian Atwood	AID Administrator
Roz Aveling	AWF Nairobi
M.R. Azori	Mts. of the Moon Camp, Fort Portal
Jonathan Baranga	ITFC, Ruhija, Bwindi Impenetrable Forest
Dr. Isabirye-Basuuta	MUBFS
William Bazeyo	Occ. Health Specialist, Makerere
Hans-Joachim Becker	German Development Service
Sauda Birungi	Kaniyo Pabidi, Budongo Forest
Muzamilt Kigera-Bisanga	ECCDO Soft Tourism, Katunguru QENP
Sandra Blanchard	ACDI/Uganda
Grazia Borrini-Feyerabend	IUCN
Eric Brusberg	ACDI/Uganda
Levi Busingye	Buhoma Community Campground, Bwindi
Judy Butterman	PAO, USIS, Kampala
Steve Cavell	MBICT

Vivian Craddock Williams	Tricontinental Development Consultants
Jim Else	EU Consultant (Uganda National Parks-Game merger)
Sam Emorut-Erongot	Economist, Ministry of Local Government
Alex Forbes	IUCN
Tom Fox	WRI
Robert Gimunye	Mt. Wagagai Hotel, Mt. Elgon
Tibesigwa Gongo	Buhoma Community Campground, Bwindi
Mel Gromoley	Director, Mantana African Safaris
Sheba Hanyurwa	Amajambere Iwacu Community Campground
Calle Hedberg	National Biomass Study, Forestry Dept.
Peter Howard	EU Consultant (Forestry Dept.)
John T. Hoy	RD/Env. Advisor, For. Affairs, Dublin
Kathryn Hunter	IUCN/Kibale-Semiliki
Sam Isoke	Lake Nkuruba, Kibale
Jonathan Jenness	Resettlement Consultant, World Bank
Kassiby Joab	Lake Nkuruba, Kibale
Beatrice Kasumbein	Sipi Falls Resort, Mt. Elgon
Herman J. Ketel	Sustainable Development Advisor, UNHCR.
Tolbert Kiiza	Busingiro Tourist Site, Budongo Forest
Owen J. Lynch	Senior Associate, WRI (legislation)
Dr. John Kasenene	MUBFS
Mr. Bonney Katatumba	Association of Uganda Tour Operators
Nathalie Johnson	World Bank (Tourism Project)
Violet Kajubiri Froelich	Director, Wildlife Clubs of Uganda
James Kalema	Semiliki National Park
Daudi Kaliisa	VOCA Country Rep.
Godfrey Kalikabyo	grants management unit Review Committee
Irene Kamau	WWF/US

Tom Kangwagye	Action Program for the Environment Evaluation Team
Ed Karch	Action Program for the Environment Evaluation Team
Mwesige Kato	MUBFS, Kibale
Sula Kibira	District Environment Officer, Mbarara
Hope Kugumisiriza	H&P Canteen, Bwindi
Vincent Kwizera	Volcano Tourists' Inn
Council Dickson Langoya	Ecotourism Development Officer, Budongo Forest Ecotourism Project
Anette Langieau	AWF Nairobi
Patty Larson	WWF/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
Charles Lubega	Safari Hotel, Bigodi-Kibale
Deo Lubega	Luxury Tours & Travel Ltd.
Deanna J. Madvin	Research Assistant, WRI (legislation)
Mary Masika	Rwenzori Mountaineering Services
Francis Masola	Mt. Elgon National Park
Lisa M. Matt	Leader, Action Program for the Environment External Evaluation Team
Ellen A. Maurer	University of Wisconsin, Madison, USA
Shaun Mann	Nile Safari Camp
Moses Mapesa	Park Warden, Mount Elgon National Park
Struan McDougall	Semjiliki Game Reserve Concession Agreement
Manfred Moechel	Ministry of Finance & Economic Planning
Wilhelm Moeller	Executive Director, Uganda Wildlife Education Centre
Grant C. Mortensen	Skills Enhancer, U.S. Forest Service

Alex Muchwezi	Country Director, IUCN
Paul Mugisa	Rwenzori Mountaineering Services
Miranda Munro	World Bank (Tourism Project)
David Mutekanga	East African Wildlife Society
Haddijah Nansubuga	Uganda Institute of Ecology Hostel, QENP
Patricia Ngeri	WWF/ Nairobi
Justus Nkayarwa	Sempya Hot Springs
Michael Norton Griffiths	Consultant
Richard Samuel Ogulei	Brotherhood Salem, Kolony Mt. Elgon
John Otekot	Deputy Director, Uganda National Parks
Don Peden	ICRAF
Derrick Pomeroy	MUIENR
Rolf Posthauer	IUCN/Kibale—Semilki
Linda G. Rothen	EC Commission, Kampala
Kweronda Ruhemba	Presidential Special Assistant for Returning Professor
Professor David Ruyooka	Forestry Dept. Makerere University
Pelusi K. Ruyooka	Crater Valley Kibale Resort Beach, Kibale
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
Deborah Snelson	AWF, Nairobi
J.K. Ssewanyana	grants management unit Review Committee
Barbara Steenstrup	Price Waterhouse
Thomas T. Struhsaker	Research Scientist, North Carolina
Mary Tere-Tere	Mobuku Valley Restaurant

Daniel Ticehurst	Consultant
John Tinka	KAFRED, Bigodi–Kibale
Augustus Tuhaise	MUBFS, Kibale
Moses Turyaho	Warden, Lake Mburo National Park
Happy James Tumwebaze	Environment Desk Officer, MFEP
Sam Turyatemba	NEIC
Peter Veit	WRI
Dembe-Wairama	Ministry of Local Government
W. Paul Weatherly	Weatherly Consulting Inc., Washington
Bill Weber	WCS
Samson Werikhye	Public Relations Officer, Uganda National Parks
Elissa Williams	Principal, Uganda Tourism Training Institute
David Wood	Environmental Education Consultant
Michael Wright	Executive Director, AWF
Godfrey Zobbo	Sunshine Tours and Travel Ltd.

Appendix II. Field Trips Undertaken During the Reporting Period

COP/CTA

May	To Lake Mbuoro National Park: review concessions progress, and capital development activities
June	To Budongo forest: review ecotourism progress, use of PL 480 funding support to Budongo
August	To Kibale Forest National Park: review implementation of Kibale Bridge with Malenky To Kasese: review progress on district development plans with district officials To QENP: discuss capital development with chief warden and review construction

Community Conservation Advisor

May	Kasese with Action Program for the Environment evaluation team Kasese for district council brainstorming session
June	Kasese for ZOPP workshop Mbale discussion with district executive secretary
July	Mbarara, discussion with district executive secretary
August	Rest and Recuperation
September	Mbale, district profile meeting Kasese, edit district development plan Myeya, research workshop
October	Masindi, discussion with DES Mbale, collaborative workshop

Chief Financial Advisor

None

Grants Management Unit Coordinator and Staff

May	Mbarara and the Katatumba Resort Hotel to attend the Community Tourism Workshop.
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Kabale and Buhoma: Follow-up to the review of the CARE-DTC proposal as well as discussion with proposed candidates who would attend the Community Tourism course

- June Fort Portal and Kasese: Rwenzori Mountains Conservation Project—Field visit to the project implementation area and discussion with the project director regarding community participation in tourism in the zone.
- July To conduct a first visit to the COVOL project. Visits were made to the offices in Lira and to the project operations in Otake County.
- August Kasese: The grants management unit coordinator, deputy coordinator and monitoring and evaluation specialist attended the monitoring and evaluation workshop held at the Margherita Hotel in Kasese.
- Lake Mburo National Park. The coordinator visited Lake Mburo National Park to meet with the Technical Advisor, Mark Infield, and the President of the African Wildlife Foundation, Michael Wright, to discuss project issues. In addition the monitoring and evaluation specialist and the deputy coordinator visited the project to work on monitoring and evaluation issues.
- West Bugwe, Tororo. The grants management unit coordinator visited West Bugwe at the invitation of the East African Wildlife Society executive director. The purpose of the visit was to introduce this potential project site and discuss the society's proposed project design. In addition, the environmental education consultant attended the visit
- September Kisoro, Mgahinga National Park, Buhoma, and Bwindi. The grants management unit coordinator visited the southwestern part of the country to carry out a survey as part of the environmental impact assessment on the Buhoma-Nteko Road through the Bwindi Impenetrable National Park.
- Rwenzori Mountain Conservation and Development Project, Fort Portal. The monitoring and evaluation specialist visited this project to work with World Wide Fund for Nature staff in the finalization of the monitoring and evaluation plan for that project.
- Mweya Lodge and Queen Elizabeth National Park. The deputy coordinator attended the Uganda National Parks Strategic Planning and Research workshop held at Mweya Lodge.
- October The coordinator and deputy coordinated participated in a Collaborative Management Workshop in Mbale.

The deputy coordinator participated in a strategic planning workshop for African Wildlife Foundation's Lake Mbuoro project.

Appendix III. Status of Grants Management Unit Grants

Project	Total	Status
Kibale Bridge	\$1,671,405	Is due to finish by September 30, 1995, but a request for a no-cost extension until December 31, 1995 is pending
Bwindi Trust	\$1,831,508	Project is effective as of July 1, 1995. First disbursement of funds is underway. Some staff are already hired
Lake Mburo Support	\$1,167,512	Project was approved and the Cooperative Agreement with AWF is effective as of July 1, 1995. Project activities have been initiated and a meeting was held in mid-October to discuss project implementation and develop a work plan.
Rwenzori Mountains Conservation and Development	\$1,565,482	Project was approved and a Cooperative Agreement with WWF was signed, after some delay, in late September. The effective date of the contract is October 1, 1994 and the project will last for three years.
Entebbe Zoo: Uganda Wildlife Education Centre	\$272,095	Approved under PIL 55 making the project effective as of July 1, 1995. First tranche of funds has been provided to UWEC and project is underway.
Ecotourism Development: IGCP	\$449,989	Cooperative Agreement was signed in October and IGCP has requested a starting date of August 1, 1996.
	\$1,493,810	Approved and a cooperative agreement signed between USAID and COVOL with an effective date of August 21, 1995. First tranche of funds has been disbursed to COVOL and project activities have commenced.
CARE/DTC	n/a	Approved by USAID and grant amendment processed to make funding available to CARE. Activities are ongoing.
Makerere University Biological Field Station: CID	\$950,200	Project approved by USAID after review of proposals submitted in response to an IFA. Project began October 1, 1995 and its implementation overseen by the grants management unit.

Project	Total	Status
Support to NARM Forum: World Learning	n/a	Final review expected in early November.
Buffer Zone Management in Murchison Falls: ACIDI	\$950,200	Project was approved in October and will be forwarded for USAID review in November.

Appendix IV. NEMA Board of Directors		
Prof. Joseph Mukibi Director General NARO	Representative of academic and research institutions	Chairman
Mr. P. Kahangire Director Directorate of Water Development	Representative of the Ministry of Natural Resources	Vice Chairman
Dr. Orach-Meza Commissioner for Fisheries	Representative of the Ministry of Agriculture, Animal Industry, and Fisheries	Member
Mr. H.J. Tumwebaze	Representative of Ministry of Finance and Economic Planning	Member
Dr. Eldad Tukahirwa Director MUIENR	Representative of academic and research institutions	Member
Dr. V. Kajubiri-Froelich Secretary General Wildlife Clubs of Uganda	Representative of local nongovernmental organizations	Member
Dr. J. H. Pen-Mogi Nyeko Director African Pest and Environment Foundation	Representative of local nongovernmental organizations	Member
Dr. W. S. Kalema Director Uganda Manufactures Association	Representative of private sector	Member
Mr. James Kalibbala Chairman Small Scale Industries Association	Representative of private sector	Member



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