



# Uganda

**Conserve Biodiversity for  
Sustainable Development**

**COBS Support  
Project  
Final Report**

**November 2002**

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*Submitted by:*  
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Chief of Party  
ARD, Inc.



**Conserve Biodiversity for Sustainable Development** is a collaborative initiative between USAID and the Government of the Republic of Uganda. The COBS Support Project is implemented by ARD, Inc., the institutional contractor, under Contract Number OUT-LAG-I-800-99-00013-00, Task Order 800, Biodiversity and Sustainable Forestry Indefinite Quantity Contract.

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## ACRONYMS AND ABBREVIATIONS

AOP	Annual operations plan (for a protected area)
ARD-COBS	ARD COBS-Support Project (implemented under ARD's institutional contract)
CBOs	Community-based organizations
COBS	Conserve Biodiversity for Sustainable Development (USAID SO2 Program)
DEAP	District environment action plan
DTF	District task force
EA	Environmental assessment
EAP	Environment action plan
ECOTRUST	Environmental Conservation Trust of Uganda
EIA	Environmental impact assessment
ENRM	Environment and natural resource management
EPED	Environmental Protection and Economic Development Project
GMP	General management plan (for a PA)
GMU	Grants Management Unit
GoU	Government of the Republic of Uganda
IR	Intermediate Result
ISP	Integrate Strategic Plan (of USAID)
KCCL	Kasese Cobalt Company, Limited
NEAP	National environment action plan
NEMA	National Environment Management Authority
NGO	Nongovernment organization
NP	National park
PA	Protected area
PEAP	Parish environment action plan
PIE	Public information and education
PMP	Performance monitoring plan
QEPA	Queen Elizabeth Protected Area
RM	Results Module
SEAP	Subcounty environment action plan
SO	Strategic Objective (as in SO2 of USAID's Uganda Program)
SoW	Statement of Work
TA	Technical Advisor
TO	Task Order
USAID	United States Agency for International Development
UWA	Uganda Wildlife Authority
UWAPU	UWA Planning Unit

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## PREFACE

The Uganda Conserve Biodiversity for Sustainable Development (COBS) Program continues United States Agency for International Development (USAID) assistance to the Government of the Republic of Uganda (GoU) in biodiversity conservation and environmental management. COBS is the second strategic objective (SO2) of the USAID Mission to Uganda.

Several aspects of COBS, including the subject of this report, were implemented by ARD, Inc., under a 36-month institutional contract issued on 30 September 1999. This contract is Task Order (TO) No. 800 under the umbrella USAID–ARD Biodiversity and Sustainable Forestry Indefinite Quantity Contract, OUT-LAG-I-800-99-00013-00. A TO modification was completed in February 2001, which refocused the project Statement of Work, and incorporated a budget reduction.

The TO covers support to the Uganda Wildlife Authority, the National Environment Management Authority, administrative Districts, and other government and nongovernment bodies in:

- Protected areas (PA) planning and management.
- District environmental planning and management.
- Interagency coordination in environmental management.



- Capacity-building in environmental assessment and impact assessment.
- Other support activities for biodiversity conservation to be defined as needed.
- Program management and coordination.

These elements are integrated through a landscape approach to environmental management in critical ecosystems, and by the theme of biodiversity conservation in and around PAs, linked to potential economic development in local communities.

The TO is implemented by a Project Management Unit based in Kampala, supported by ARD's head office in Burlington, Vermont. CARE–Uganda is the major subcontractor to ARD under the TO, providing staff and support to a field-based team working in the designated PAs and Districts.

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## EXECUTIVE SUMMARY

The Conserve Biodiversity for Sustainable Development (COBS) Support Project was a three-year activity under the United States Agency for International Development (USAID) Uganda program's Second Strategic Objective (SO2): *Critical ecosystems conserved to sustain biological diversity and to enhance benefits to society.*

This final report summarizes Project history and achievements. An objective final evaluation was conducted toward the end of the Project (September 2002). The reader is encouraged to consult the evaluation report for an independent view of project performance.

The COBS Support Project was implemented by ARD, Inc., with CARE-Uganda as a major subcontractor. ARD's approach to implementation was modified several times at the request of USAID, as the Mission's strategic focus shifted. A comprehensive contract amendment was completed early in 2002, which incorporated a 26% budget cut. The Executive Summary focuses on achievements with respect to this modified contract.

Four Results Modules (RMs) subdivide the project into focal areas. A fifth module defines program management. The four "activity" modules are:

1. *RM1. Management of Biodiversity Conservation in Protected Areas.* The primary partner was the Uganda Wildlife Authority (UWA). Activities focused on preparation and implementation of Protected Area (PA) general management plans (GMPs).
2. *RM2. Environmental Planning and Management in Biodiverse Landscapes/ Districts.* The National Environmental Management Authority (NEMA) was the primary national partner, but most activities were implemented with District local government in Bushenyi, Kanungu, Kisoro, and Rukungiri in southwest Uganda.
3. *RM3. Capacity-Building and Institutional Support: Environmental Assessment and Environmental Review.* NEMA was the major national beneficiary and partner. Field activities focused on the same four Districts as in RM2.



4. *RM4. Special Biodiversity Support Activities.* Initially, the ARD contract included substantial unallocated funding that was to support emerging needs of the COBS Support Project, or other aspects of SO2. A major beneficiary was the Environmental Conservation Trust of Uganda (ECOTRUST).

### Achievement of Results

Under each RM, ARD's Statement of Work (SoW) listed a series of expected "results." Table E1 describes the extent to which results were achieved; results are paraphrased for brevity. Result statements in full are presented in the body of the report. Although results in RMs 1 and 2 were largely achieved, RM3 was less successful in contractual terms. This RM was subjected to the largest changes as a result of USAID's changing its focus to concentrating on local government capacity-building rather than on interventions at the national level. The reduced contract budget also affected this RM more than the others. As a result, achieving the national-level results (Numbers 1 and 2 under RM3 below) was no longer feasible in ARD's view.

**Table E1. ARD’s SoW Results Modules, Planned and Achieved**

RESULT	COMMENTS
<p><b>RM1</b></p> <ol style="list-style-type: none"> <li>1. UWA Planning Unit develops management plans for two National Parks and two Wildlife Reserves.</li> <li>2. Procedure for the annual operations plan in place at UWA.</li> </ol>	<p>Completed (second Park plan awaits Board approval). Operational for two years.</p>
<p><b>RM2</b></p> <ol style="list-style-type: none"> <li>1. District environment action plans (DEAPs) in four Districts.</li> <li>2. Environment action plans under implementation in 10 Subcounties.</li> <li>3. System and capacity in place for monitoring and evaluation of DEAP implementation.</li> <li>4. Public information and education campaign to promote conservation and sustainable use of resources—and institutionalized.</li> <li>5. Interdistrict landscape group established and acting as advocacy group.</li> </ol>	<p>Completed Pilot projects underway in 12 Subcounties. System in place and staff trained.  Limited campaign completed; institutional home uncertain. Landscape task force established; limited advocacy role.</p>
<p><b>RM3</b></p> <ol style="list-style-type: none"> <li>1. Increased use of environmental impact assessment (EIA) in local development.</li> <li>2. Increase in EIAs compliant with NEMA’s guidelines.</li> <li>3. At least 80 local government officers trained in EIA.</li> <li>4. EIA guidelines approved for wildlife sector.</li> </ol>	<p>Increased awareness and demand evident.  Not achieved or monitored. Eighty-four completed training. UWA guidelines developed; awaiting NEMA approval.</p>
<p><b>RM4</b></p> <p>No stated results.</p>	

■ **RM1** helped UWA develop an improved GMP system, as well as the GMPs themselves, which is now UWA’s adopted standard. Annual operation plans (AOPs) are leading to improved PA operations in several respects. Annual planning and budgeting are activity-based, and PA and UWA officer performance is judged against AOP expectations. Previously, field operations were often ad hoc and budgets simple line-item lists, unconnected to activities or achievements. COBS Support also worked with UWA and ECOTRUST to design and develop UWA’s first interpretative visitor information center in Queen Elizabeth PA. The center is not yet constructed, but ARD has prepared 80 interpretative panels that will be mounted when the center is finished. The projected date for opening the center is January 2003.

■ **RM2** has developed what many observers believe is a ground-breaking approach to participatory, bottom-up planning through the local government system—from Parish to District. Environmental conservation is now being integrated into implementation of District development plans in the COBS Districts. Capacity for planning and environmental management has been built in more than 150 government officials and 15,000 citizens. Implementation of District environment action plans (DEAPs) is underway through a series of Project-supported pilot activities, and through a variety of locally active partners, including ECOTRUST, CARE, and UWA. A successful public information and education (PIE) campaign accompanied the COBS Support pilots, but a wider PIE effort was curtailed as a result of the budget cut.

- **RM3** developed an innovative case-study approach to environmental impact assessment (EIA) training. The 84 local government officials and partners who received the training clearly benefited; many subsequently applied the knowledge gained in their daily work. Other outputs of this module included:
  - An environmental management awareness training at the Parish level that reached more than 11,000 people.
  - An EIA manual published as a desk reference for public sector officials.
- **RM4** provided critical and timely assistance to ECOTRUST during its early development. COBS Support provided institutional support and capacity-building in a range of activities. Outputs included a strategic plan, a business plan, operational systems, and a much improved perspective on its Land Trust program. The USAID Mission requested and received support for other aspects of SO2 on four occasions.
- **Module 5**, project management, was overseen by a Kampala office, with subsidiary offices in focal Districts. The core project team remained together throughout. All contractual deliverables were completed. Changes in USAID program and COBS Support project focus lacked a forum for communication with local partners, leading to several delays and misunderstandings.

### Synthesis and Conclusions

A three-year project inevitably generates a plethora of information and conclusions, many of which are relevant to future programming. Among the major conclusions of the COBS Support team are the following:

- Although impressive numerical results may be achieved (as in Table E1), institutional change is equally important for sustainable results.
- The DEAP process has moved environmental management to a priority issue and helped integrate environment into local government sectoral plans.
- UWA, NEMA, and local government are the owners of the various plans and processes developed—not a transient project or its donor.
- There is a large gap between national planning and policy agendas and the needs and capacity of local government.
- Working with local government—political, technical, and administrative—is highly productive, provided the engagement is one of genuine mutual benefit.
- Local government is an integral component of society at local levels and is crucial when looking for landscape-level results through mobilizing community groups and private sector interests.
- Changes of focus in Project implementation should be guided by consultative processes and open communications.

The report concludes by reviewing COBS Support's contribution to achieving USAID's SO2 and anticipating the new SO7, which replaces it. Significant contributions were made to all SO2 Intermediate Results, but national-level impact was reduced as a result of a change in USAID's focus for the Project. The COBS Support Project lays a foundation for several activities envisaged for SO7.

## I.0 INTRODUCTION

The Uganda Conserve Biodiversity for Sustainable Development (COBS) Program is a collaborative effort of the United States Agency for International Development (USAID) and the Government of the Republic of Uganda (GoU). An intergovernment, program-specific, bilateral Strategic Objective Grant Agreement governs broad aspects of program implementation. ARD, Inc. is contracted by USAID-Uganda to help implement COBS (the COBS Support Project, or ARD-COBS). ARD's subcontractor for the Task Order (TO) is CARE-Uganda.

The overall COBS program coincides with the USAID-Kampala Second Strategic Objective (SO2): *Critical ecosystems conserved to sustain biological diversity and to enhance benefits to society* (see Section 2.0). In addition to the USAID Mission, and ARD as an institutional contractor, many other organizations are involved in attaining SO2. Notable among these is the Environmental Conservation Trust of Uganda (ECOTRUST), which was operational from late 2001. ECOTRUST manages a series of grants, mainly to GoU and nongovernment organizations (NGOs), carrying out activities related to SO2. USAID's new Integrated Strategic Plan (ISP), 2002–2007. Environment, natural resources, and biodiversity activities are within a new SO7: *Expanded sustainable economic opportunities for rural sector growth*. Although COBS remained under the SO2 umbrella, USAID expects SO2 activities to lead toward achievement of SO7 as well.

In GoU, the main ARD-COBS partners are the Uganda Wildlife Authority (UWA), the National Environment Management Authority (NEMA), and local government. However, the ultimate beneficiaries are expected to be the flora, fauna, and ecological processes of Uganda, and communities living in and around critical ecosystems. Figure 1 shows the location of COBS Districts and PAs.

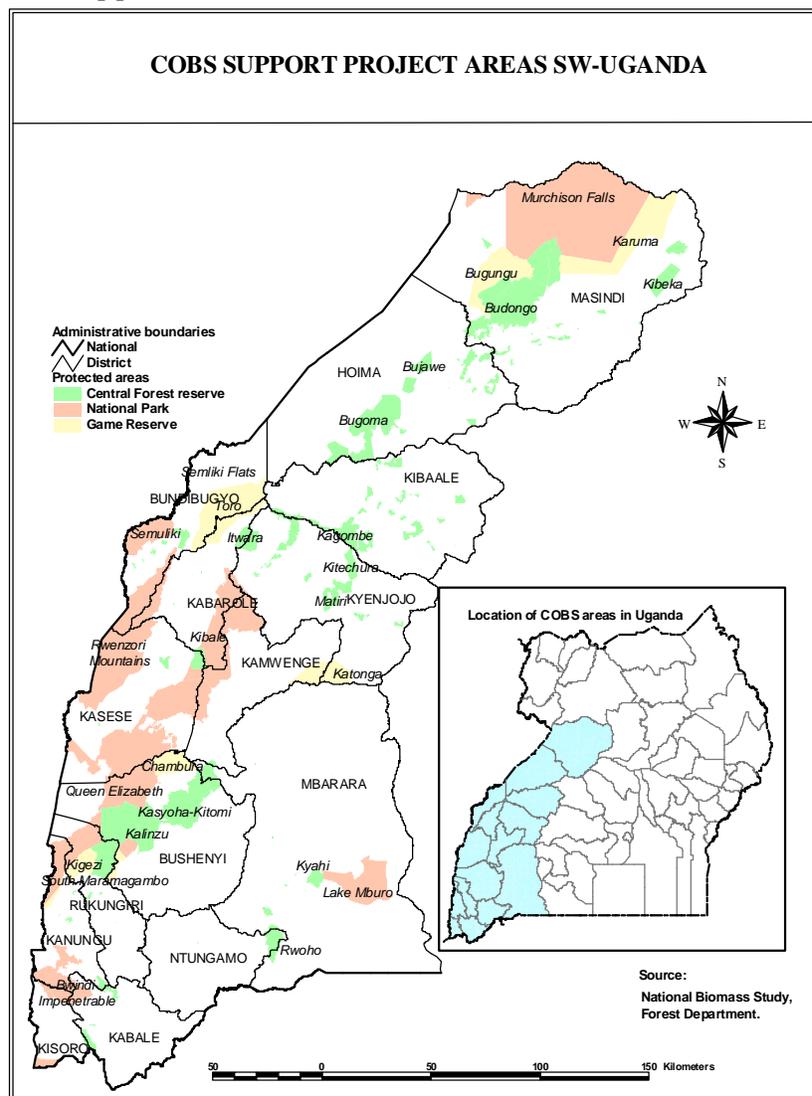


Figure 1. Location of Districts and PAs. COBS Support worked mainly in Queen Elizabeth and Murchison Falls PAs and in Lake Mburo National Park. Focal Districts were Bushenyi, Kanungu, Kisoro, and Rukungiri.

## 1.0 INTRODUCTION

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This final report summarizes Project achievements in the context of contractual requirements and wider issues and perspectives, where appropriate. The TO was awarded on 30 September 1999, and the Project ceased its operations in Uganda on 30 September 2002. Quarterly reports (First to Eleventh) provide details of Project activities in relationship to annual work plans (First to Third). A mid-Project report (June 2001) provides a review of Project activities up to that date, and a final evaluation (November 2002) gives an independent assessment of Project achievements and “lessons learned.”

The TO as originally contracted was adjusted significantly, twice, to better meet evolving USAID needs. A refocusing was requested by the Mission early in implementation (January 2000), which led to a Statement of Work (SoW) revision that remained in draft form. In October 2001, ARD was advised of a budget cut from \$7 million to \$5.2, which was incorporated into an approved TO amendment (including further SoW changes) in March 2002. These changes are briefly discussed in Section 3.0, Module 5 (p. 22).

### Report Format

Section 2.0 briefly presents relevant aspects of USAID–Uganda’s Results Framework as additional background information. The TO divides Project activities into five *modules*: four related to Project results, and a fifth comprising Project management. Section 3.0 describes what was accomplished in each module. Section 4.0, Synthesis and Conclusions, provides perspective on ARD–COBS as a whole, and its contribution to improved environmental management and USAID–Uganda’s Results Framework.

At the beginning of each Results Module (RM) subsection is a *Module Goal Statement* and a box with *Results* and *Outputs* expected that are as stated in the TO SoW. The following narrative also draws attention to these *results* and *outputs* in bold italics, and describes the extent to which they were achieved. Quality of results expectations versus achievements are independently assessed in a Project evaluation report (Sowers, Kapingiri, and Muherez).

There are two appendices. Appendix A lists all Project reports and products. Appendix B is an update of pilot implementation projects with local government that are not reported elsewhere in Project documentation.

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## 2.0 USAID RESULTS FRAMEWORK

**A**RD as an institutional contractor contributes to USAID's overall environmental program articulated under the Uganda Mission's SO2: *Critical ecosystems conserved to sustain biological diversity and to enhance benefits to society*. Under ARD's SoW, the contractor contributes to three primary Intermediate Results (IRs), each with several second-level IRs, as follows.

- IR 2.1 *Critical ecosystems managed to ensure biological integrity.*
  - IR 2.1.1 PA management plans implemented.
  - IR 2.1.2 Community-level resource use agreements implemented.
  - IR 2.1.3 Ecologically sound private sector investments undertaken.
- IR 2.2 *Pressure on critical ecosystems reduced.*
  - IR 2.2.1 Dependence on sustainable resource use systems increased.
  - IR 2.2.2 Population pressure on environment mitigated.
- IR 2.3 *Supportive framework for conservation and sustainable development maintained.*
  - IR 2.3.1 NEAP (National environment action plan) objectives strategically important for conservation of critical ecosystems implemented.
  - IR 2.3.2 Knowledge base to better guide natural resources management policy decisions improved.
  - IR 2.3.3 Role of civil society in natural resources management policy formulation increased.
  - IR 2.3.4 Sectoral laws in consultation with lead agencies enacted.
  - IR 2.3.5 Political leadership in support of environmental management mobilized.
  - IR 2.3.2–5.1 Public awareness in support of conservation and sustainable development increased.

At the level of USAID's country program, each IR has a series of indicators measuring success toward achieving SO2. It is important to note that other projects and organizations are involved in implementing the COBS/SO2 program, and they contribute to achievement of the IRs, in addition to ARD–COBS.

During 2001 USAID–Uganda developed a *new Integrated Strategic Plan*. New environment and natural resources activities fall under SO7: *Expanded sustainable economic opportunities for rural sector growth*. Although COBS remains under the SO2 umbrella, the Project addresses several SO7 IRs, most notably:

- IR 7.2.1 Improved use of selected critical landscapes.
- IR 7.2.3 Increased provision of private and public sector support services.
- IR 7.3.1 Increased capacity of local producer and community-based organizations (CBOs) to manage and market productive assets.
- IR 7.4.3 Effective advocacy for environmental and natural resource policies.

ARD–COBS' contribution to achieving these results is discussed in Section 4.0.



### 3.0 ACHIEVEMENT OF RESULTS AND OUTPUTS

**U**nder each Module the *Goal Statement, Results, and Outputs* are stated as in the TO SoW for the COBS Support Project. Each *result* and *output*

(highlighted in bold italics) is reviewed in the following narrative. For a detailed time line of technical assistance inputs, see Figure 2 (p. 26). Consultant reports and other Project products are listed in Appendix A.

#### 3.1 RMI. MANAGEMENT OF BIODIVERSITY CONSERVATION IN PAs

*Module Goal Statement: Increase UWA's long-term planning and management capabilities through assistance to develop and implement General Management Plans (GMPs) for selected PAs.*

##### Results to Be Achieved

ARD will achieve results under two broad headings: (1) Management Planning and 2) Management Plan Implementation.

##### Results

1. A Planning Unit develops GMPs for four priority PAs: Murchison Falls NP, Bugungu and Karuma Wildlife Reserves, and Lake Mburo NP.
2. A procedure for an annual operations plan (AOP) is developed, tested, and used to guide management decisions and allocations of resources in PAs with and without GMPs.

##### Outputs

- Wildlife sectoral guidelines for EIA.
- Revised PA management planning process and manual actively applied by UWA.
- A cadre of UWA planning staff capable of defining, leading, and managing the PA management planning process.
- Revised PA management planning process and format manual, including standardized costing procedures and design standards actively applied by UWA.
- AOP formats to guide the allocation, monitoring, and reporting of resources used in managing selected PAs.

##### 3.1.1 Management planning

The UWA Planning Unit (UWAPU) is the headquarters unit responsible for preparation of PA GMPs in the UWA estate of National Parks (NPs) and Wildlife Reserves. During the latter part of USAID's Action Program for Environ-



*U.S. Ambassador Martin Brennan reviews the Queen Elizabeth GMP with PA staff.*

ment, which preceded COBS, support to UWAPU included a full-time technical advisor (TA) for preparation of a GMP for Queen Elizabeth Protected Area (QEPA), which comprises Queen Elizabeth NP and Kyambura and Kigezi Wildlife Reserves. In addition to the GMP itself, a PA planning method (and manual) was devised, and substantial capacity-built in UWAPU and QEPA staff.

ARD-COBS supported continuation and streamlining of the GMP process, as well as further capacity-building. The QEPA GMP was shepherded through the approval process with UWA's Board of Trustees, edited, and printed. In addition, *GMPs for Murchison Falls PA (comprising the National Park and Karuma and Bugungu Wildlife Reserves) and Lake Mburo NP* were completed. The Lake Mburo GMP could not be taken through the final stages because a Board to formally approve the plan was absent during the first half of 2002.

Early in the Project, the GMP *planning process was revised*, and a second version of the *planning manual* produced. This activity was coordinated by ARD TA Bart Young, who had been GMP TA during the Action Program for Environment. The main revisions included reduction in time and cost of GMP preparation and improved mechanisms for involving local government in the process.

These modifications were used in Murchison PA and Lake Mburo NP, with ARD-COBS support. With support largely from other sources, the process was also used to prepare GMPs in Bwindi, Mgahinga, and Kibale NPs, although the CARE-COBS Community Conservation Planner assisted with the Bwindi and Mgahinga plans. Experience gained in Murchison Falls PA, primarily, led to proposals for further changes in the manual following an ARD-COBS sponsored workshop in mid-2001. UWA intends to finalize a manual later in 2002 that incorporates experience from the more recent planning efforts. As part of the Murchison process, a set of *standardized costs* for management activities was prepared, which are part of planning TA Richard Lamprey's final report. These costs ease budgeting processes at UWA, but also increase transparency and accountability when expenditures are made, provided they are updated regularly. In addition, as a result of the Murchison experience, a consistent and more PA-manager-friendly format was adopted for this and future GMPs.

In a similar exercise, TA Andrew Roberts, who also assisted in the Murchison planning process, prepared *design standards* for PA infrastructure, which were adopted by UWA. In addition, he worked with UWAPU and PA staff on an environmental assessment (EA) of the new PA headquarters site at Murchison.



UWAPU has three core staff, two of whom were ARD staff for two years working full time at UWA. On 1 July 2002, UWA took over these two staff to ensure that the Planning Unit has *staff capable of defining, leading, and managing the GMP process* in the future. This team has learned largely "on the job," since ARD-COBS technical support has gradually reduced. QEPA had a full-time lead TA throughout, whereas Murchison Falls PA had approximately half-time lead TA. UWAPU managed all aspects of the Lake Mburo NP Plan itself. Under its COBS subcontract, CARE provided a Community Conservation Planner for both plans who also assisted the Planning Unit in the Bwindi and Mgahinga GMP. Supported by CARE-Uganda staff, she was instrumental in systematizing the community consultation elements within the planning process, encompassing improved liaison with local government. She also took the lead in analysis of community issues and drafting of community conservation elements of the plans. ARD provided specialized short-term Landscape Architecture TA, Andy Roberts, for Murchison in site planning and EA; C.D. Langoya prepared development recommendations for an ecotourism site in Lake Mburo NP. UWA recognizes that all specialized skills cannot be contained in a small planning unit and that a specialized TA, such as C.D. or Andy, is necessary from time to time during the GMP process. Nevertheless, the process is now under firm control and management of UWAPU.

ARD-COBS supported *specialized short-term training* for three members of UWAPU. Planning Coordinator Moses Mapesa attended a "Sustainable Tourism Development" seminar for PAs in South Africa in March 2000, prior to being promoted to Deputy Director, Field Operations, where his training remains applicable.

His successor, Sam Mwandha, received training in “Management Plans and Ecological Sustainability” at the same venue in July 2000. In August 2001, Planning Officer Jane Bemigisha attended a course in Germany on land use planning for PA systems. In all cases, the training was directly relevant to building GMP capacity at UWA, and the UWA staff were able to use and spread their Ugandan experience among the multinational participants in case-study settings.

In conclusion, UWAPU now has capacity to fully support PAs in development of GMPs. *Support* is a key word here. PA staff must feel genuine ownership in their GMPs if they are to be implemented successfully. The GMP approach adopted ensures that PA staff play a leadership role, with the headquarters Planning Unit, in plan development.

### 3.1.2 Management plan implementation

A frequent criticism of GMPs for PAs is that they are rarely referred to or implemented. Several factors lead to this situation—specifically, a lack of:

- An institutional culture of using plans.
- Involvement and ownership in development of the plans by PA staff.
- A system of field operations that incorporates GMP implementation.
- Resources to undertake implementation, especially of capital projects.

UWA has undergone significant institutional reform in the last three–four years. A key aspect of these changes is to integrate planning and accountability for implementing plans in all types of operation at all levels. UWA has a five-year Strategic Plan (see below), is developing GMPs for all PAs, and, with ARD–COBS assistance, introduced and *institutionalized a system of AOPs*.

TA Dan Taylor worked for two periods in 2000 to develop and test the AOP system. He worked first with staff in QEPA, since its new GMP was complete and could be used as a basis for developing a first AOP for its imple-

mentation. During the second period, as progress at QEPA was assessed, the AOP system was refined, with input from headquarters’ top management and all PA wardens in charge. The refined system was tested again in Ajai’s Wildlife Reserve in West Nile to ensure applicability to PAs that do not yet have a GMP. A manual was prepared describing the AOP preparation process and format. Important features of the AOP system are:

- Activity-driven.
- Prepared by PA wardens.
- Linked to the annual UWA budget process.
- Uniformly formatted, simple to prepare.
- Easy to understand.
- Practical in preparation and content.

After the trial AOPs in 2000, UWA adopted the model throughout its PA system during financial years 2001/2 and 2002/3. The Acting Director Field Operations conducted an internal review of the AOP system in August 2002. Among his conclusions are:

- Staff appreciate the guidelines for AOPs that stress activity-based planning.
- 2002/3 AOPs are much improved compared with those of 2001/2. They are more realistic and practical and based on available inputs as opposed to guess work.
- Staff now understand that they are responsible for specific activities, and AOPs help streamline responsibilities and make job descriptions clearer.
- AOPs lead to more rational use of funds and logistics because anybody can now be put to task to explain omissions. Staff performance appraisal is now based largely on accomplishment of AOPs activities.
- AOPs improve transparency and accountability of funds, and savings at the PA level arise that have been used to complete other activities previously unfunded.
- AOPs are derived from GMPs, so a link between the GMPs and actual implementation requirements is now realized by most of staff.

## Achievement of Results and Output

- There is a clear improvement in day-to-day implementation and ease of supervision.
- Financial resources are better used. For example, if additional funds are received midyear, UWA knows where to allocate them most effectively.
- Staff are now confident in coming up with proposals instead of waiting to be told what to do either by headquarters or donors.

These conclusions demonstrate that the AOP system is a core feature of UWA's field operations, and the support provided by ARD-COBS has contributed to a fundamental improvement in PA management systems at UWA.

The COBS Support refocusing exercise in early 2000 added an emphasis on support for direct *implementation of GMPs/AOPs*. As a result, Dan Taylor and PA staff began a process of identifying AOP activities in QEPA that need external assistance. In mid-2001, TA Karen Menczer, in collaboration with UWA, elaborated a set of proposals suitable for funding by ARD-COBS and ECOTRUST from the 2001/2 AOP. A range of activities was planned in natural resources management, community conservation, visitor services, and PA staff training. Shortly afterwards, USAID cut the ARD-COBS budget, eliminating most implementation activities (see Module 5).

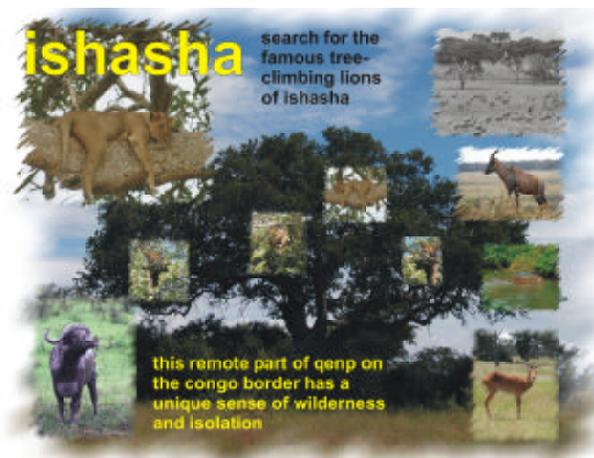
Ultimately, only design of a Visitor Information Center and its exhibits and production of a series of flat-panel exhibits were possible within the reduced TO budget. The Information Center themes and concepts were prepared by Interpretations Specialist TA Jim Massey, assisted by Andy Roberts. The two consultants, working with UWA PA and headquarters staff, developed a comprehensive concept for all exhibits and layout and operation of the center. Andy Roberts went on to research the themes and write and illustrate them, culminating in production of 80 panels covering such themes as:

- Landscape features and evolution (focusing on the Albertine Rift and associated land forms and water bodies).

- Biodiversity and adaptations of QEPA biota.
- Parks and people.
- Research activities.
- Other UWA PAs.

In addition, there are orientation and PA regulations panels. All panels are fixed to low-weight plastic board ready for mounting. The panels are colorful, and the brief written materials easy to understand.

Construction work on the Center is funded through ECOTRUST's grant to UWA, but was not completed when ARD-COBS closed. The flat panels were delivered to UWA for eventual mounting in the Center. As this report was being finalized, in November, construction of the Center is making good progress, with a projected opening in January 2003.



*Mweya Visitor Information Center panel for Ishasha Sector of Queen Elizabeth NP.*

### 3.1.3 Other support to UWA

ARD-COBS supported UWA in many other initiatives related to planning and the planning unit.

#### Review of the UWA Strategic Plan

Through a largely internal process, UWA staff developed a five-year strategic plan (2001–2006). After one year of implementation, the new executive director wished to expose the plan and its implementation so far to a broad array of part-

ners and obtain their input on any revisions needed. ARD-COBS funded two workshops in April and May 2002 for this purpose. Both workshops were facilitated by CARE-COBS Environmental Planning TA. Participants were impressed and pleased with UWA's openness and candor. UWA promised to review all proposals in developing their revised strategic plan for submission to the Board of Trustees.<sup>1</sup>

### **Wildlife Sectoral Guidelines for Environmental Impact Assessment**

The Planning Unit is also the Environmental Impact Assessment (EIA) unit for UWA. ARD's original SoW (prior to refocusing) included development of sectoral EIA guidelines with several lead agencies. This activity was among those removed at USAID's request. However, because UWA, and the Planning Unit in particular, remained a major COBS partner, it was agreed that development of *wildlife sectoral guidelines* should remain. ARD-COBS consultant Yakobo Moyini worked closely with the Planning Unit to undertake broad consultations in the field and in Kampala (including a participatory workshop) and draft guidelines in 2001. The document was further refined by UWA and the ARD Chief of Party, in consultation with NEMA in the first half of 2002. As the project ended, the guidelines awaited NEMA's final seal of approval prior to publication and distribution. The guidelines delegate certain EIA responsibilities from NEMA to UWA, a development both institutions support. NEMA's legal officers are ensuring that this delegation complies fully with statutory instruments.

### **Workshop on Energy and Mineral Exploration and Exploitation in PAs**

A widely recognized flaw in Uganda's Wildlife Statute allows an open-ended set of "other economic activities" in NPs. Such a clause is inconsistent with international definitions of a National Park. As a result, numerous mineral and energy prospecting activities are un-

derway or under discussion in the NPs. Although UWA does not preclude such exploratory activities, it felt that a dialogue and common understanding with the relevant agencies are vital to conservation interests. ARD-COBS funded and participated in a workshop to explore these issues in mid-2000. The dialogue has continued during the GMP processes in Murchison Falls PA and Lake Mburo NP. The EIA guideline development process also addressed this issue and consulted the relevant agencies.

### **UWA Library Organization**

Maintenance of documentation is vital to the GMP process, as well as other UWA functions. In a joint effort, German and European Union aid projects combined with ARD-COBS to establish and organize a library at UWA headquarters. ARD-COBS contribution was a professional library consultant, David Kalyango, who classified materials and developed operating systems for use of the library.

#### **3.1.4 RMI—Pending or uncompleted activities and remedy**

1. A 2002 revised GMP manual was not completed. UWAPU justifiably preferred to complete GMPs. Nevertheless, the GMP process is firmly established, and UWA will produce the manual itself in late 2002.
2. The draft of the Lake Mburo GMP is complete, but awaits approval by the UWA Board and final touches prior to printing and distribution. Absence of a Board in the first half of 2002 precluded these final steps. ARD-COBS financed publication of the Bwindi/Mgahinga GMP, thereby enabling UWA to self-finance the Lake Mburo GMP publication, which is expected in the final quarter of 2002.
3. The wildlife EIA guidelines await approval by NEMA, which is seeking final legal agreement to assigning key responsibilities to UWA as a lead agency. Subject to approval, UWA will finalize, publish, and distribute the guidelines.

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<sup>1</sup>At the time of the workshops, there was no Board, so its direct involvement was not possible.

4. Construction of the Visitor Information Center at Mweya is behind schedule, and is not expected to be completed until the end of 2002. ARD-COBS inputs are complete. UWA and ECOTRUST are committed to completing this activity.

### 3.2 RM2. ENVIRONMENTAL PLANNING AND MANAGEMENT IN BIODIVERSE LANDSCAPES/DISTRICTS

*Module Goal Statement: Increase capacity of local District councils and rural communities to develop and implement environment action plans (EAPs) to conserve and protect natural resources as an integral part of District-level development.*

#### Results to Be Achieved

ARD will achieve results under three broad headings: (1) Review and streamline the DEAP process, (2) Prepare DEAPs, and (3) Implement EAPs in critical ecosystems. In particular, this TO notes the following key results/targets as desired outcomes.

#### Results

1. DEAPs developed in four Districts.
2. EAP implementation active in at least four Districts, with activities of at least 10 Subcounty environment action plans (SEAPs) under implementation.
3. System in place and capacity built in local government for monitoring and evaluation of DEAP implementation.
4. Public information and education (PIE) campaign in environment and natural resource management (ENRM). This will promote conservation and sustainable use of Uganda's diverse natural endowments to stem their rapid deterioration evident throughout the country. Initial targeting, design, and dissemination of awareness materials will be focused in the DEAP Districts, with links to the relevant ENRM campaigns of appropriate government and private sector trade organizations that depend on and promote improved environmental management (e.g., UWA, Wetlands Program, Forestry Authority, Fisheries Department, NEMA, Uganda Fish Processors and Exporters Association, Association of Uganda Tour Operators). The strategy will provide a long-term sustainability plan for the PIE activity.
5. An interdistrict ("landscape") grouping is established of local government officials and partners representing the four COBS Support target Districts, which exchanges experience and information and acts as an advocacy group in environment and natural resources issues in southwest Uganda.

#### Outputs

- Revised DEAP process manual that includes relevant local council (e.g., Subcounty) action planning guidelines.
- Parish environment action plans (PEAPs), SEAPs, and DEAPs produced and submitted for approval in all target Districts.
- Linkages established and local capacity built to enable local authorities responsible for EAP implementation to connect with potential sources of support such as "internally" generated revenue (local taxes), PMA non-sectoral conditional grants, and other donor/NGO development funds.
- A series of lessons-learned documents and capacity-building sessions developed and delivered in collaboration with the USAID-funded Environmental Protection and Economic Development Project that explain and extend the participatory EAP process, including the demonstration of results.
- A pilot process for developing and enforcing agreements for the management of natural resources held under control of local authorities.

#### 3.2.1 Review and streamlining of the DEAP process

ARD-COBS helped NEMA convene a national task force to review the DEAP process. A wider participatory workshop convened a range of interested parties and DEAP practitioners early in 2000. In addition to NEMA and ARD-COBS, USAID's Environmental Protection and Eco-

nomics Development Project (EPED) and the World Conservation Union participated because of their experience in DEAP preparation in various parts of Uganda. The task force used the material from that workshop to develop a "state-of-the-art" draft DEAP development manual, which ARD-COBS and others used as a basis for preparing DEAPs in several parts

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of the country. ARD consultant Alex Muhweezi compiled the draft, in consultation with and on behalf of the task force.

In September 2002, the national task force met again to review and revise the manual in the light of more than two years' additional experience. The CARE-COBS Environmental Planning Technical Advisor prepared a working draft for the meeting. Recognizing the intensive and iterative process that ARD-COBS used to refine planning methods with local government staff, participants at the meeting agreed to adopt the Project's approach to EAP preparation. The *revised manual was published* and distributed in September 2002. EPED finished in June 2002, so was not directly involved in manual revision. Nevertheless, several aspects of EPED experience were integrated into the ARD-COBS approach to DEAP formulation, as documented elsewhere.

### 3.2.2 Preparation of DEAPs

Initially, ARD-COBS worked with three Districts: Bushenyi, Kisoro, and Rukungiri. In 2001, part of Rukungiri became Kanungu, adding a fourth District. These Districts were chosen because their inclusion of key UWA PAs and forest reserves makes them crucial to biodiversity conservation in southwest Uganda.

The DEAP process is reviewed comprehensively in a recent project report by J.R. Kamugisha (September 2002), "Bridging the Gap Between Theory and Practice. Participatory Bottom-up Planning for Management of Environment under Decentralized Governance." A sequential account of the process is found in Project quarterly progress reports. As a result of this prior documentation, only major issues and outcomes are reported here.

*DEAPs were completed for the four Districts* and approved by District councils as indicated in the TO. The bottom-up process involved consultations and EAP formulation in

more than 300 Parishes and 60 Subcounties. More than 15,000 people participated at the three local government levels, of whom approximately 30% were women. The proportion of women was highest at the Parish level (44%). As one moves to higher levels of government, it is clear that local government representatives and other community leaders are increasingly male.



*The beginning: First Parish planning session in Bushenyi District.*

The Project DEAP team was established in the field in August 2000. Until the end of that year, the focus was on sensitization and capacity-building of the political and technical leadership at all levels. Where necessary, local environment committees, as specified in the National Environment Statute, were initiated. PEAPs were completed between January and April 2001 using a Participatory Rural Appraisal approach. At Subcounty level, vision-based planning was introduced by CARE-COBS TA Clive Lightfoot and Simon Okalebo, and subsequently adapted and applied to all Subcounties during April-July 2001. A similar approach was used at the District level during November-December 2001. At each step District and COBS staff worked together on refining and testing methods and training Subcounty extension staff to act as facilitators during EAP consultations.

The main lessons learned from the DEAP process are outlined in Box 1.

### Box 1. DEAP Process; Key Conclusions from ARD-COBS Experience

- **Process and product are equally important.** Sensitization, awareness, and capacity-building lead to internalization of environmental thinking from peasant to District Chairperson.
- **Avoid creation of parallel structures.** Local government structures have the personnel and skill-base to build on for effective environmental management. Project support is best applied to mobilizing and facilitating existing structures.
- **Engage political, administrative, and technical local government structures throughout.** Although technical and administrative officers provide the workforce for conducting EAPs District-wide, political ownership, involvement, and commitment at every level are vital.
- **ENRM are livelihood issues.** At the grass roots, survival production, environmental health, and sustainable use of natural resources are widely recognized as fundamental to improving quality of life, though the local conceptual vocabulary may differ from that of technocrats.
- **Assign roles and responsibilities in EAPs to the proper level.** Parish, Subcounty, and District plans are not repetitions and accumulations from lower levels. Each level has its relevant capacity and ability to implement EAPs. For example, community action is at the Parish level; extension services are based in Subcounties; coordination, financial control, and representation to central government are District functions.
- **Mainstream EAPs into District Development Plans for implementation.** Without creating new procedures, most EAP actions may be divided between sectoral and administrative departments for annual planning, budgeting, and implementation.

See J.R. Kamugisha's Report (listed in Appendix A) for a comprehensive account of DEAP lessons.

### 3.2.3 Implementation of EAPs in critical ecosystems

Implementation of DEAPs in target Districts is proceeding in several ways:

- **Mainstreaming** of DEAPs into sectoral departments in annual review and roll over of District Development Plans. DEAP activities are integrated into annual work plans and budgets of all relevant departments. This development, initiated by the chief administration officers of the four Districts, is a significant breakthrough in mainstreaming environmental management in local government. In this way, local government revenues and central government funding are directed toward environmental activities on a broad front.
- Using EAPs to direct funding from various types of “donors” with programs that may encompass EAPs. Several such mechanisms are already in place:
  - ECOTRUST is using USAID funds in subgrants to Africare and community-based institutions to implement natural resources management activities identified in SEAPs in focal Districts.
  - UWA has undertaken to fund projects derived from EAPs in its statutory revenue-sharing scheme, which assists wildlife-sensitive community initiatives around PAs. This system has begun operations around QEPA. In November 2002, QEPA was preparing to disburse about 160,000 Uganda shillings (US \$85,000) through its revenue-sharing program, much of it allocated to EAP implementation.
  - CARE-Uganda, through its QEPA Community Conservation project, uses EAPs to define activities undertaken. For example, problem animal control activities in Kicwamba Subcounty (Bushenyi) evolved from the EAP.
  - The Mgahinga and Bwindi Impenetrable Forest Conservation Trust has undertaken to use EAPs as a basis for project identification in its current round of grants.

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These important initiatives illustrate how ARD–COBS activities are *helping local government to leverage substantial funds* and technical support for environmental conservation. All the organizations listed actively participated in EAP formulation in the relevant Districts.

- **Direct support** for SEAP implementation activities by ARD–COBS and ECOTRUST are underway in *12 Subcounties*, thereby exceeding the TO target by 30%. ARD–COBS supported SEAP pilot projects in all four target Districts, which cover 9 Subcounties (Appendix B). The ARD–COBS pilots began late in the project and were incomplete because of other duties that made local government staff unavailable at crucial times. Following these earlier delays, seasonal factors (mainly related to tree planting) also impinged. We are most fortunate to have a COBS and USAID partner, ECOTRUST, that has agreed to shepherd local government in completion of the ARD–COBS pilots.

ECOTRUST is separately funding projects in three Subcounties (one each in Bushenyi, Kisoro, and Rukungiri Districts), which began in 2001.

- **Fund-raising** is crucial for some types of activities. A meeting was organized at the national level, where a range of *grant providers* advised senior staff from target Districts on criteria and procedures for grant applications. Subsequently, ARD's Senior Administrator/Program Coordinator compiled a manual on 10 granting bodies who have funds suitable for different types of EAP implementation activity. Included are grants to local government from the Poverty Alleviation Fund and Plan for Modernization of Agriculture and UWA's revenue-sharing, bilateral and multilateral donor grant programs, and specialized organizations such as ECOTRUST, which provide grants to nongovernment organizations (NGOs) and CBOs.

When all the mechanisms listed above are taken into account, one sees that a firm foundation is laid for EAP implementation over the coming years.

A DEAP *monitoring and evaluation system was institutionalized* at the District and Subcounty levels. ARD TA John Ogwang worked with and trained District staff in devising a suitable system that was integrated into the DEAPs. A simple reporting format, consistent with local government practice, targets *actions* and *stakeholder responses* at the Subcounty level and (*desired*) *future changes* and *stakeholder responses* at the District level as key components of, and potential obstacles to, EAP implementation.



*The end (of the planning process): Kanungu District Council approves the DEAP.*

A comprehensive **PIE program** was drawn up and planned during two visits by communications specialist Darryl Kuhnle in April–August 2001. Unfortunately, the subsequent budget cut severely curtailed funding for this program. As a result, PIE activities focused on supporting the pilot DEAP implementation activities (see above). A part-time TA, Marion Kyomuhendo, spearheaded this program throughout the final year of the Project. The PIE program (RM2) was closely linked to the Environmental Management Public Awareness Program (RM3, below), on which Marion also worked. Unfortunately, the late start to this program and the TO budget cut restricted the effectiveness of

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this program. Rather than applying PIE across the range of Project activities, it eventually became restricted to support of the pilot DEAP implementation projects.

A PIE task force was formed in each District, which overlapped in membership with the DEAP task forces. Marion provided orientation and training in communications program development for task force members. The training manual—a simple step-by-step guide to PIE programming—is a Project document available for future use by NEMA or other organizations.

Tying PIE to the DEAP implementation pilots meant that a clear target audience could be identified in each District (see Appendix B). Appropriate media and messages were designed, pretested, refined, and delivered accordingly. Given the limited time and resources, the same three media were chosen in all Districts: local radio, posters, and local theater/song groups. The applicability of these media is well known in the region, and ARD-COBS was able to build on partners' experience with existing theater groups. CARE's "sister projects" in the region were particularly helpful in this respect. Each District had its own communications objective, radio spots, theater group activities, and posters, depending on the pilot project theme.

A major communications event in each District was a pilot project launch in the relevant Subcounties. These were colorful events that combined all the media noted above. District chairpersons and other leading local politicians and local government staff were guests of honor. These launches served vital public awareness and mobilization purposes.

Because the PIE program was implemented late in ARD-COBS, it is difficult to ascertain whether it will have long-term impact. TA Marion Kyomuhendo made a final visit to the four Districts in late August 2002. She concluded in her final report that the penetration and immediate impact of most messages/media were good. Most people she interviewed had heard the radio spots and enjoyed the the-



PIE event: Launch of pilot EAP implementation in Bushenyi District.

ater groups. Posters were well liked, but in some cases were not very visible because of lack of public display space.

Working in four Districts simultaneously, but on similar issues, required coordination. A *landscape task force* was formed for this purpose, with enthusiastic support from local government. The group met on several occasions and undertook the following roles:

- Exchange of information about the environment and other issues.
- Review of and determination of improved EAP methods.
- Mainstreaming of EAPs into development plans.
- Meeting with potential grant-funding bodies for EAP implementation.
- Referral of "matters arising" from DEAPs to central government.

There was a final task force meeting in Kampala in mid-September 2002, which reviewed lessons learned from the DEAP process. This meeting was scheduled earlier to include a substantive discussion with central government bodies on how government policies affect preparation and implementation of DEAPs. Task force members and the ARD-COBS team felt that there is a large gap between policy formulation (mostly) in Kampala and its implementation by local government. Regrettably, the meeting had to be canceled because of local government staff participation in the national census, and there was insufficient time to reschedule before project closure.

### 3.2.4 RM2—Pending or uncompleted activities and remedy

EAPs were successfully completed. Owing to several factors, EAP pilot implementation began late and was not completed prior to Project closure. Fortunately, ECOTRUST has agreed to support District government in completion of these activities in the next few months. ARD commends ECOTRUST for providing a sustainable exit strategy, and the USAID Mission for its support to ECOTRUST.

As the final evaluation report notes, the PIE program does not have a solid institutional home. Many environmental organizations are undertaking environmental PIE activities—notably, NEMA, the Wetlands Inspectorate Division, and numerous programs and projects. Given the vital role of PIE in all programs, we hope that these organizations and future USAID programs will be able to use and build on the ARD–COBS PIE experience and materials.

Similarly, the landscape task force has no clear institutional basis beyond ARD–COBS, though the Local Government Act clearly recognizes a role for Districts to form collaborative institutions. Both the ARD–COBS team and the District governments believe that the task force (or similar body) has great value for exchanging ideas, developing, and implement-

ing programs, and, as a body, can make representations to central government more effectively than individual local governments. What is lacking with the exit of ARD–COBS is the modest funding base required and a neutral party to facilitate the relationship. USAID’s new SO7 (and other) programs may wish to look at supporting this type of body when looking for landscape-level impacts that transcend administrative boundaries.

The final TO output (resource use agreements for use of local government natural resources) in RM4 was not achieved in a direct sense. However, during the DEAP process, by-laws and other regulations were recognized as important mechanisms for environmental management. Soil and wetland conservation by-laws were formulated and enforced in pilot DEAP implementation activities in Bushenyi and Kisoro, respectively, as noted in the Project final evaluation. ARD–COBS also played a catalytic role with the Community-PA Institution between QEPA and local government. One role of this institution is to agree on sustainable community use of PA resources where appropriate. USAID’s planned SO7 program in the southwest could be instrumental in developing public/private/community partnerships for resource use on public and communal lands and water bodies.



### 3.3 RM3. CAPACITY-BUILDING AND INSTITUTIONAL SUPPORT: ENVIRONMENTAL ASSESSMENT AND ENVIRONMENTAL REVIEW

*Module Goal Statement: The intent of this Results Module is to ensure that environmental review and assessment are mainstreamed in sectoral and local development. Two goals are specific to RM3.*

1. *Increased institutional capacity of selected Districts to incorporate EA, review, and monitoring in development plans, policies, and actions.*
2. *Increased capacity and effectiveness of EA/EIA training and education delivery mechanisms in support of EA and its incorporation into District and national management agendas.*

#### Results to Be Achieved

ARD will achieve results under three broad headings: (1) Formal EA/EIA training program, (2) Environmental management public awareness, and (3) other EA/EIA support activities. In particular, this TO notes the following key results/targets as desired outcomes.

#### Results

1. Increased use of environmental review and assessment in the local development process.
2. Increased number of EIAs that comply with NEMA's approved national EIA guidelines and any appropriate sectoral guidelines.
3. At least 80 local government officials and officers (a combination of representatives from District Executive Committees; Production & Environment Secretaries; District technical officers representing such fields as environment, agriculture, forestry, fisheries, planners, water, sanitation, and engineering; and extension advisors, and local representatives of UWA, local NGOs, and other appropriate private sector organizations) who can evaluate development activities for their environmental soundness and for their compliance with the National Environment Statute. This requires a working knowledge of the National Environment Statute and with EIA guidelines and regulations. Further, these officials must be able to conduct environmental screening, evaluate proposed developments for their environmental impacts, and judge the effectiveness of proposed mitigation measures.
4. EIA guidelines developed and approved for implementation in the wildlife sector. This will include the management of wildlife inside and outside the UWA estate and UWA's management activities within its PA estate.

#### Outputs

- In-service EIA training program for local government officials using a comprehensive case study approach to provide an understanding of national environmental regulations and standards, environmental impacts, monitoring and mitigation, and their application to local rural development. The training will transfer sufficient EIA skills and knowledge to enable trainees to monitor the conduct of EIAs and to review the environmental impact statements.
- A training-of-trainers program, whereby a rudimentary understanding of basic environmental processes that sustain rural economies and the importance of environmental management are transmitted to ordinary rural producers and community members.
- An environmental manual for public sector officers that will serve as a ready EIA reference.
- A framework for testing and certifying private sector EIA practitioners established and approved by NEMA.

Of those finally implemented, RM3 was the most affected by USAID's requests to modify the TO (see Module 5, below). A closely inter-related RM was deferred, then deleted, which led to significant changes in the EIA program.

A Scoping Mission by TA Dr. Sandra Cooper in March–May 2000 produced a detailed capacity-building plan to be implemented dur-

ing Years 2 and 3 of the Project. USAID requested that several of these activities, when presented in the draft Second-Annual Work Plan, be removed or deferred.

The 2002 budget cut led to further removal of a range of planned activities, especially at the national level. Dr. Cooper went on to lead design and implementation of all aspects of

the program described below in three subsequent visits in 2001 and 2002.

### 3.3.1 Formal EA/EIA training program

As lead agencies, District local governments have important roles in EIA oversight in their jurisdictions. Formally, the District environment officer is responsible, but a broad-based understanding across the sectors is vital if EIA is to be institutionalized as required in the National Environment Statute. With this role in mind, Dr. Cooper devised an eight-and-a-half-day training course in conjunction with NEMA that targeted senior technical and administrative staff in the ARD–COBS focal Districts. Although focused on EIA, the course was careful to introduce and explain basic principles of environmental management to ensure that EIA understanding was not merely superficial. In a significant departure from previous EIA training activities in Uganda, a comprehensive EIA case study was developed and used as a tool in a combined classroom and field program. Kasese Cobalt Company Limited (KCCL) was chosen as the case-study. KCCL is reprocessing old copper mine tailings to extract cobalt. Although this may seem an esoteric project within typical Ugandan experience, it amply demonstrates not only preparation of an EIA, but also implementation of monitoring and mitigation measures. As supporting activities to cobalt extraction, the project involves hydro-power generation and limestone quarrying and is adjacent to a national park and internationally recognized wetland. This complexity illustrates all the principles and practices involved in EIA preparation and implementation better than any other project in Uganda. ARD–COBS is greatly indebted to KCCL for its active support and participation in the training course.<sup>2</sup>

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<sup>2</sup>Shortly before ARD–COBS ended, KCCL suspended production activities because the low international price of cobalt makes operations uneconomical. The plant remains in maintenance mode, with most environment and community programs continuing.

The first two Districts were scheduled for training in March–April 2001. Unfortunately, a rebel attack on Kasese town on the first day of the first training caused further training to be postponed for security reasons. The program was resumed later in 2001 for Kisoro, Bushenyi, and Rukungiri. Kanungu was added to the program after its creation in July 2001. This final training was conducted in the first quarter of 2002, after the District had recruited sufficient technical staff to make the training worthwhile. All Districts were encouraged to invite local partners to the training, which led to staff from UWA, local projects, and NGOs benefiting from the program. USAID and ECOTRUST staff also attended the course. NEMA provided staff for specific sections of course delivery, and the NEMA executive director was active in opening and closing several of the sessions. In all, *84 officials and partners completed the training.*

Course evaluations (at the time of training) indicated that the course was very well received and that participants left with significantly improved knowledge and understanding of environmental management in general and EIA in particular. A follow-up evaluation survey at the end of the project indicated that 50% of participants had been able to directly apply the knowledge gained, though none had been directly involved in the conduct of a formal EIA. Other results from the survey were more ambiguous, which may have more to do with the survey design than the participants' responses (see Post-EIA Survey Report, by Christina Sempebwa).

As noted below, local government officers are receiving many queries about EIA from the general public as a result of other Project activities. The training and reference materials provided clearly help these officers to respond constructively.

The EIA capacity-building plan included support for establishment of a Center for Environmental Management Training, which would provide an institutional home for fu-

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ture training of this type. ARD–COBS was unable to contribute to such a Center after USAID’s refocusing of the project and subsequent budget cut. All training materials were handed over to the NEMA, but it is uncertain whether this excellent training event will be repeated in the future.

### 3.3.2 Environmental management public awareness

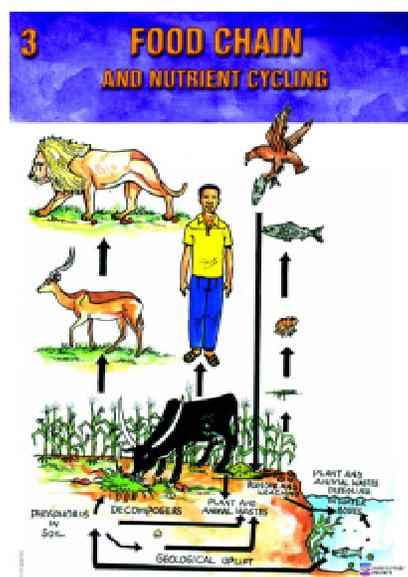
This element of RM3 was delivered to all Parishes in ARD–COBS target Districts in July and August 2002. Although not originally designed as such, the activity was closely tied to PEAP and PIE elements of RM2. The *Parish awareness training* had the following characteristics:

- Address ecological fundamentals such as photosynthesis, food chains, and nutrient cycles and how they are disrupted by poor environmental management, rather than exhorting people to “plant trees” or “conserve wetlands.” In this sense, the program was educational, rather than merely raising awareness.
- Explain the public role in two principal environmental management tools under the National Environment Statute—DEAPs and EIA. The occasion of the Parish awareness meeting was used to formally present the PEAP (see RM2), and its contents were used to provide local examples in the awareness session. EIA is poorly understood by the public, yet it plays a vital role in ensuring that the process is carried out and monitored properly.



- Use a cascading *training-of-trainers approach* for delivery across the landscape. “Master trainers” from District staff helped Dr. Cooper develop a training approach and manual, themes, and a program for delivery. These master trainers then trained Subcounty extension staff, most of whom had served as PEAP facilitators, to deliver the training at the Parish level. Forty-two teams, each with two trainers, delivered the awareness sessions to all 316 Parishes. Because it was Parish leaders who attended the Parish sessions, it was hoped that they would, in turn, convey their new knowledge to family, friends, and neighbors. To encourage this final step, each Parish participant took home a set of nine posters that formed the visual aids for the training.

The ARD–COBS team recognized that the Project was taking a gamble in this presentation of ecological fundamentals to villagers. Dr. Cooper’s arguments convinced us of the value of this approach; she was vindicated by the response. The training sessions of around 4 hours each were well attended and elicited excellent responses, issues, and questions from the audience. Overall, the trainers rated responsiveness and interest at 4 (*very good*) on a 5-point scale.



Examples of Parish environmental awareness posters: left, the EAP process; above, ecological principles.

The results of this exercise are summarized in a Project report by ARD's Senior Administrator/Program Coordinator, "Parish Environmental Awareness Raising, Educational Campaign." Of the approximately 45 people who were invited to each Parish, 80% attended. Of the more than 11,000 attendees, 30% were women. Although this activity was too late in the Project to properly evaluate, anecdotal evidence suggests a notable interest in environmental issues (see Project final evaluation and the final report on this activity cited above). One result of the training is a large increase of citizen queries about EIA (or lack thereof) related to local activities being forwarded to District environment offices.

### 3.3.3 Other EA/EIA support activities

A major Project output was a production, on NEMA's behalf, of a comprehensive 300-page *EIA Reference Manual* for public sector officials. Dr. Cooper modeled this Ugandan manual on one she had prepared earlier in Swaziland, and used the KCCL case study extensively. Appended to the manual are all the Ugandan legal and regulatory documents, plus numerous sectoral internationally recognized checklists for use during various stages in the EIA process. Five hundred copies of the manual were delivered to NEMA.

Uganda has good legislation, regulations, and guidelines for EIA. However, implementation of the EIA system is weak, in part because there is no way of authenticating whether people who conduct EIAs on behalf of developers are competent. ARD-COBS helped NEMA devise an *EIA certification system for private sector practitioners*. Dr. Cooper advised a NEMA working group that comprised government, academic, NGO, and private sector participants. An agreed-on system was devised, but stalled due to lack of a competent, independent body to administer the system. The system involves a review of professional qualifications, references, and practical experience, and a formal written examination.

Dr. Cooper had earlier advocated project support for establishing a Center for Environmental Management Training (see above), which would take on the certification role. The Center was dropped from the ARD-COBS Project, however, leaving the certification issue unresolved until a suitable body is established.

*EIA Sectoral Guidelines for Wildlife* were drafted as described under RM1, because the activity was largely implemented with UWA.

### 3.3.4 RM3—Pending or uncompleted activities and remedy

All activities finally scheduled were completed. Nevertheless, the original TO had more ambitious expectations prior to refocusing. The budget cut and final TO led to elimination of important activities with respect to institutionalizing training and a certification system for private sector EIA practitioners. As a result, the broad national-level results (1 and 2, above) were not achieved and were unrealistic in view of changes to the TO and time available. Nevertheless, EIA awareness among the population and capacity of local officials are markedly improved (Outputs Bullet 2). Results 1 and 2 remain crucial to effective environmental management in Uganda. Future support to improved implementation of EIA is an area worthy of support by USAID and other donors.

NEMA has all the ARD-COBS capacity-building outputs and materials, and hopes to build on them in the future.

## 3.4 RM4. SPECIAL BIODIVERSITY SUPPORT ACTIVITIES

*Module Goal Statement: Provide technical and program support to activities that support results defined under the SO2 Program (and not otherwise provided for as part of other results modules or SO2 Program activities).*

### Results to Be Achieved

Given the flexibility inherent in this module, no results are provided. Actual results to be achieved will be targeted as SO2/COBS Program needs are identified.

## Achievement of Results and Output

The TO initially included substantial unallocated funding to enable the Mission to address emerging needs relevant to SO2 through its contractor, ARD. One such need that was foreseen was support for ECOTRUST, which continued throughout the Project. Following the refocusing exercise early in the project (see Module 5), some of this unallocated funding shifted to implementation of GMPs and DEAPs. When the TO budget was reduced by more than 25% in late 2001, the scope for unallocated funding was eliminated, as was much of the GMP and DEAP implementation envisaged.

### 3.4.1 ECOTRUST

An assumption of the TO was that USAID's Grant's Management Unit (GMU) would have closed, and its functions be taken over by an Environmental Conservation Trust of Uganda. ECOTRUST was formed, with a Board of Trustees and a Trust Deed, shortly before ARD-COBS commenced. But GMU continued in parallel with staff and assets that were expected to form the core of the ECOTRUST secretariat until late in 2000. In the meantime, GMU/ECOTRUST lost all its program staff to positions with a more certain future at that time. As a consequence, ARD-COBS role changed from technical assistance in some specific areas to broader core support for capacity-building. The sequence of events and resulting Project support for ECOTRUST up to July 2001 are described in the Mid-Project report.

In addition, the ARD Chief of Party was a member of a transitional task force at ECOTRUST in the first half of 2001. This task

force comprised the acting executive director, chairman of the board, and one board member, and was formed to help the acting executive director bridge the gap until new program staff and a substantive executive director were on board.

Almost one year of technical assistance, plus support from other COBS staff, clearly helped ECOTRUST become a functioning entity. Most of the support was aimed at capacity-building and institutional strengthening. Although the Land Trust consultancy continued this trend, it also provided crucial technical input in an area poorly understood in Uganda. By good fortune, John Burton also provides a potentially enduring link to an international body whose main purpose is development of conservation Land Trust programs.

ECOTRUST was not only a recipient of ARD-COBS support, but a partner in GMP implementation (RM1) and EAP implementation (RM2). As ARD-COBS terminates, ECOTRUST has taken on the responsibility to see that these activities are completed.

Despite all this, ECOTRUST faces many challenges before becoming a self-sustaining entity rather than a USAID-granting body. Although everyone recognizes that ECOTRUST must have income sources besides USAID, mechanisms for realizing that end are not clear. Unfortunately, USAID funds cannot be used for self-promotion or marketing of ECOTRUST through its cooperative agreement. Nor was ARD-COBS allowed to use its USAID funds for that purpose.

#### ARD technical assistance inputs to ECOTRUST consisted of the following:

Consultant	Level of Effort (months)	Output
Terry Bergdall	1.5	GMU/ECOTRUST transition plan; strategic plan
Robert Russell	7	Institutional support/operational systems and capacity-building
Isaac Kapalaga	1	Continuity, GMU to ECOTRUST
George Ayee	1.5	Business plan and prospectus
John Burton	1	Improved understanding, capacity, and linkages for Land Trust Program

### 3.4.2 USAID Mission

At the USAID Mission's request, ARD-COBS funded the following activities in support of SO2.

1. Early in 2001, ARD TA Rob Clausen integrated environmental concerns into the Plan for the Modernization of Agriculture's nonsectoral conditional grants to Subcounties. He joined a multidonor team that devised the modalities for this new system of grants. These grants are quite relevant to ARD-COBS RM2, for they may be applied to EAP implementation activities.
2. In May 2001, ARD TA Karen Menczer completed the obligatory Environmental Threats and Opportunities Analysis for the new USAID-Uganda ISP.
3. During the second half of 2001, the International Institute for Tropical Agriculture's FoodNet program in Uganda completed a market study on shea nut products. This activity was a follow-up to an SO2 activity in northern Uganda that was suspended. The market study revealed considerable potential for shea products, as a sustainable use of natural resources, locally and internationally.
4. In April 2001, the Project financed Paul Isabirye's (Ministry of Lands, Water and Environment Senior Meteorologist) attendance at training workshop in South Africa on host country (Uganda) program development related to global climate change.

### 3.4.3 RM4—Pending or uncompleted activities and remedy

ECOTRUST remains a fragile organization. As ARD-COBS ends, the organization has existed in its current form for less than one year. USAID and ECOTRUST recognize that other funding sources must be in place before ECOTRUST achieves a sustainable future. Yet a "Catch-22" situation exists, which means that USAID restrictions allow neither ARD-COBS nor ECOTRUST itself to mount a marketing drive

to enable ECOTRUST to secure new donors. Although some progress was made in opening discussions with potential donors, the organization is still seen as an "extension" of USAID. ECOTRUST's ultimate goal is to establish an endowment to allow itself a degree of independence from donors. Little progress has been made to date on this issue.

## 3.5 MODULE 5. ACTIVITY COORDINATION AND ADMINISTRATION

*This is not an RM in the sense of 1-4 above. Rather, it addresses project management functions. ARD's Project Management Unit (PMU) will administer the project and provide technical input to deliver the results desired under this modified TO.*

### 3.5.1 Outline contract history

ARD was awarded the contract as a TO under the Biodiversity and Sustainable Forestry Indefinite Quantity Contract on 30 September 1999. The Chief of Party arrived in mid-October to initiate the Project. As required in the TO, a *First-Annual Work Plan* was drafted, with broad stakeholder input in December, with its implementation to coincide with the calendar year 2000. The work plan was in line with the TO SoW, which incorporated ARD's technical proposal as a binding annex.

Prior to anticipated approval, this work plan was described in a presentation to top management of the USAID Mission in mid-January. The Mission leadership requested that ARD *refocus the work plan*, which resulted in (1) changed emphasis from planning as an end to planning as a means to supporting subsequent implementation of plans (both DEAPs and GMPs); (2) reduced number of DEAPs, but focused on the southwest; and (3) suspension of the original RM3, which supported Environmental Liaison Units in national-level lead agencies. This last item led to reduced scope for original RM4 (EIA capacity-building).

Details of this refocusing exercise and its consequences are reported in relevant quarterly reports and are summarized in the Mid-Project report (see Box 2). Although operational in many respects from January, the revised First-Annual Work Plan was approved at the end of April 2000.

### Box 2. Summary of Changes to the COBS Task Order during Implementation

Value as signed, September 1999: \$7,011,330.

Value as modified, March 2002: \$5,199,702.

#### 1. Refocusing and First-Annual Work Plan

Suspension of original RM3 Environmental Liaison Units.

Need to revise original RM4 (which became new RM3) because of suspension of RM3.

Concentration of DEAPs in southwest, rather than moving to other regions.

Contractor no longer expected to play large role in SO<sub>2</sub> coordination (original RM6).

#### 2. Second-Annual Work Plan

a) Cancellation of original RM3.

b) Further reduction in original RM4 (EIA) as planned during Year 1.

c) Planning GMP/AOP implementation activities in Queen Elizabeth PA.

d) Preparation for implementation of DEAPs and inclusion of Kabale and Kasese Districts for implementation support.

#### 3. Budget Reduction and Third-Annual Work Plan/TO Modification

a) Large cut in Queen Elizabeth PA GMP/AOP implementation activities (RM1).

b) Elimination of policy and business planning elements from RM1.

c) Large cut in DEAP implementation activities (RM2), including elimination of proposed assistance to Kabale and Kasese Districts.

d) Elimination of national-level EIA capacity-building activities (new RM3).

e) Reduction in support to ECOTRUST.

f) Formal elimination of contractor role in SO<sub>2</sub> coordination (old RM6, new RM5).

g) Removal of unallocated funding for "Special Biodiversity Support Activities" and SO<sub>2</sub> program support (old RM5 and 6, new RM4 and 5).

The TO SoW was not highly prescriptive, but for each RM, ARD was made "accountable for the results/targets contained" in its proposal for the TO by USAID. As a result, the refocusing necessitated a *TO modification*. A draft modification was drawn up in mid-2000, but had not been further processed by the Mission a year later. This modification was close to being finalized in October 2001, when USAID advised ARD that a substantial budget cut was required, owing to revised Mission priorities. Negotiations on the SoW and budget were completed in December 2001, and the TO amendment, incorporating a 26% budget cut, was signed in March 2002.

A similar process ensued with the *Second-Annual Work Plan*. Consultations and agreement with national and District partners in December 2000 led to submission to USAID in January, although RM1 was incomplete. During work plan preparation, UWA requested that all PA-related project funds be dedicated to capital development, especially infrastructure, in QEPA. Such a change was beyond the scope of ARD's TO, but it was only into the second quarter that an RM1 program with UWA was agreed. The Mission again requested several changes to the work plan, conclusively eliminating the original RM3 and further reducing the scope of RM4. A provisional work plan was approved in mid-March, on the understanding that a definitive version would be agreed to when the

TO modification was complete. As noted above, this modification was not finalized until one year later. Although a final Second-Annual Work Plan was submitted for approval in April and, became the operational work plan for 2001, it was never formally approved.

The final and *Third-Annual Work Plan* content was largely dictated by the draft TO modification extant at that point. The budget cut therein left little scope for any new initiatives. The work plan was submitted in January 2002 and approved in March, immediately after the TO modification was signed.

Significant consequences of the refocusing and eventual TO modification were the following.

- NEMA was no longer a major direct beneficiary of the Project. Nevertheless, ARD–COBS assisted significantly in implementing NEMAs DEAP, EIA capacity-building, and public awareness programs at the District level. Understandably, NEMA was disappointed at this reduced support, but remained a key partner throughout the Project.
- Although moving to significant implementation of GMPs and DEAPs was a primary objective of refocusing the Project, the budget cut severely reduced planned implementation activities, and eliminated any possibility of a no-cost extension of the Project to carry implementation a step further.



### 3.5.2 Project management

#### ARD Project Staff

ARD maintained a small Project management office in Kampala, with two technical staff and five support staff (including three drivers; see Table 1). Two other full-time ARD staff worked as planning officers at UWA (see RM1). No staff changes occurred throughout the Project, indicating an excellent team spirit and working conditions.

In ARD’s home office, Ed Harvey was Project Manager and Steve Dennison was Senior Technical Advisor for most of the Project. Jan Auman took over as Senior Technical Advisor for the final six months.

ARD provided the bulk of short-term technical assistance, which is detailed in Figure 2, page 26. In aggregate, more than six years of such technical assistance was provided.

**Table 1. ARD Uganda Staff, Title, and Location**

ARD Uganda Staff	Title	Location
Ian Deshmukh	Chief of Party	ARD–COBS Office
Christina Sempebwa	Senior Admin/Program Coordinator	ARD–COBS Office
Phoebe Kalazane	Senior Accountant	ARD–COBS Office
Pascalina Kabagenyi	Admin. Assistant/Secretary	ARD–COBS Office
Jane Bemigisha	Planning Officer	UWAPU
Grace Waiswa	Planning Officer	UWAPU
Moses Kamoga	Senior Driver	ARD–COBS Office
William Mbweze	Driver	ARD–COBS Office
Joshua Katiko	Driver	ARD–COBS Office

## Achievement of Results and Output

### CARE–Uganda Subcontract

CARE–International is a subcontractor to ARD on its core Biodiversity and Sustainable Forestry contract. CARE–Uganda has been active in conservation and development programs in southwest Uganda for more than a decade. As a result, CARE was ARD’s key subcontractor throughout the COBS Support Project.

CARE–Uganda’s Kampala staff provided general oversight and technical support, especially in the community conservation aspects of GMP preparation (RM1) and the DEAP program (RM2).

As with the ARD staff, the COBS–CARE team remained together throughout, with the exception of a change in administrative assistant (see below). Agrippina Namara (and the driver who worked with her) left in January 2002 after completing input to the Lake Mburo GMP. CARE also provided two short-term consultants to help develop DEAP planning methods (see RM2).

### ARD–CARE Coordination

The team functioned as a unified entity from technical and programmatic perspectives. The Chief of Party, Senior Administrator/Program Coordinator, and ARD support staff were involved in all aspects of the DEAP program, for example. Similarly, the Environmental Planning TA was Team Leader for the DEAP program, but also was involved in various aspects of RM1. The level of team integration was such that the Parish environmental awareness program (RM3) was run without problems as a joint effort of ARD and CARE staff and finance.

CARE was fully briefed and contributed to all discussions with USAID regarding refocusing and TO modification. Although occasional issues arose on administrative and financial procedures, all parties endeavored to ensure that Project implementation continued smoothly. CARE’s justifiable initial concerns about mobilizing staff in light of ongoing refocusing early in Year 1 led to disquiet at USAID and to some delay in commencing field activities, but did not significantly disrupt the program.

CARE Uganda-Field	Title	Location
<b>Field Based</b>		
Jones Ruhombe Kamugisha	Environmental Planning TA	ARD–COBS Office/Bushenyi District HQ
Robert Ocatre	DEAP Coordinator	Rukungiri District HQ/Kanungu District HQ
Paul Musamali	DEAP Coordinator	Kisoro District HQ
Patrick Musiime	DEAP Coordinator	Bushenyi District HQ
Agrippina Namara	Com. Conservation Planner	UWAPU
Claire Rwabwogo/Louise Ndaula	Administrative/Accounting Assist.	Bushenyi District HQ
Chris Tayebwa	Driver	Bushenyi District HQ
Ham Mugisha	Driver	Rukungiri District HQ
Enock Tinkasimire	Driver	Kisoro District HQ
Ali Wakiso	Driver	UWAPU
<b>Headquarters—Kampala*</b>		
Tom Blomley	ICD Coordinator	CARE Kampala
Edgar Buhanga	Environmental Advisor	CARE Kampala

\*Both part-time for COBS

### 3.5.3 Contract performance

The TO modification lists the following *deliverables*.

1. **Annual Work Plans**—See above
2. **TO Performance Monitoring Plan**—See below
3. **TA Reports**—See Appendix A
4. **Standard Monthly Financial Reports**—  
Delivered to Mission Financial Management Office
5. **Final Report**—This document

In addition a *Mid-Project report* was prepared and various other products are listed in Appendix A and/or the preceding text.

A draft preliminary *Performance Monitoring Plan* (PMP) was drawn up following consultations with Project partners by TA Kathy Parker in early April 2000. The PMP was not finalized at that point, since the refocusing exercise was defining new parameters for the project that were shortly expected to lead to a TO modification. In the event, the TO modification was delayed for almost two years, although it was regarded as a prerequisite to drawing up a binding PMP that reflected the changes brought about by refocusing. As an intermediate step, a revised draft PMP was submitted to USAID for comment in mid-2001.

The modified TO required submission of a new PMP along with the Third-Annual Work Plan. Accordingly, both documents were submitted within two weeks of signature of the modified TO in March 2002. Initially (early April) the Mission indicated that this PMP was

satisfactory. In mid-June the Mission Monitoring and Evaluation Specialist advised ARD that the PMP was not approved, but that the *final evaluation* should become the main instrument of assessing contract performance in view of the short time remaining.

This final evaluation was added to the TO as part of the modification. Although contracted and financed under the TO, this evaluation was independent of the contractor by virtue of supervision by the USAID Mission. A three-person team conducted the evaluation throughout August 2002: Team Leader, Fred Sowers; Team Members, Monica Kapiriri and Frank Muhereza. An evaluation draft final report was delivered shortly before the Project ended in September 2002. Overall, the findings were favorable and provided potentially useful input to development of SO7.

**Project close-out** was accomplished without significant problems during September. The Project office ceased operations on 30 September. All reports and other documents were completed and distributed. Project equipment (vehicles, generators, office furnishings, and equipment) were formally handed over to UWA; ECOTRUST; and Bushenyi, Kanungu, Kisoro, and Rukungiri District local governments in good working order. In all cases, recipients are committed to using the equipment to further COBS Project objectives and results.

ARD has retained the Project accountant part time to ensure that any residual financial or administrative obligations arising after 30 September are fully discharged.

Figure 2. Short-Term Technical Assistance Used during COBS Support Project

Project Quarters	1999		2000		2001		2002		LoE days			
	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep				
Q0	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	
<b>Consultants</b>		<b>Subject</b>										
<i>RM1. PA Management</i>												
Start-up												
Bart Young	GMP (QEPA)	—	—									120
Jim Allaway	PA Mgmt	—										15
Dan Taylor	PA Mgmt/AOP		—			—						110
Richard Lamprey	GMP (MFCA)			—	—	—	—	—	—	—		130
Andy Roberts	GMP (MFCA)				—	—	—	—	—	—		120
Yakobo Moyini	PA EIA						—	—	—			30
Karen Menczer	PA Mgmt (QEPA)						—	—	—			30
C.D. Langoya	GMP (LMNP)								—			25
James Massey	QEPA Visitor Center								—			16
Andy Roberts	QEPA Visitor Center								—	—	—	70
Anthony Ratter	Facilitation		GMP	AOP								12
David Kalyango	UWA Library						—	—	—	—	—	45
<i>RM2. DEAPs</i>												
Alex Muhweezi	DEAP Manual			—	—	—						8
Clive Lightfoot*	SEAP Visioning						—					10
Simons Okalebo*	SEAP Visioning						—					10
Rob Clausen	Subcounty grants						—					22
Darryl Kuhnle	PIE						—					56
Marion Kyomuhendo	PIE							—	—	—	—	200
John Ogwang	DEAP M&E							—	—	—		30
Anthony Ratter	Facilitation		DEAP NTF									5
George Ayee	Facilitation			DEAP WP				PIE		DEAP pilot		19
Simon Banga	PEAT Illustrator							—	—	—		28
<i>RM3. EIA</i>												
Sandra Cooper [Yakobo Moyini]	Capacity Building [see RM1]		—				—	—	—	—	—	267
<i>RM4. ECOTRUST</i>												
Terry Bergdall	Facilitation/Org. Dev.			—	—							38
Robert Russell	Institution Building						—	—	—	—		179
Isaac Kapalaga	Institutional Support						—					20
George Ayee	Business Plan						—	—				40
John Burton	Land Trust Program									—	—	25
<i>RM4. Others+AIO</i>												
Rob Clausen	(see RM 2)											
Karen Menczer	USAID strategy						—					27
<i>RM5. Program Support</i>												
Ramzy Kanaan	Project Start-up	—										40
JR Kamugisha	Project Planning	—										45
Lynnette Wood	WP Facilitation	—										12
Kathy Parker	PMP		—									11
Steve Dennison	Management					—						18
Fred Sowers	Evaluation Leader										—	28
Monica Kapiriri	Evaluation Member										—	20
Frak Muhereza	Evaluation Member										—	20

\*CARE consultants; others ARD LoE, Level of effort; WP, Work plan; NTF, National Task Force; others as in text — full time - - - intermittent

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#### 4.0 SYNTHESIS AND CONCLUSIONS

**R**ecognition of the word “support” in the COBS Support Project’s name is crucial to understanding the Project’s achievements and its weaknesses. ARD–COBS’ long-term success is seen through our primary partners—not through activities directly completed by Project staff and consultants.

Fundamental questions with respect to SO2 are: *Did ARD–COBS improve environmental management? Did the Project improve the prospects for improved biodiversity conservation?* The Project final evaluation concludes that there was success in both respects.

However, both *institutional capacity-building* and improvement in environmental conditions are complex interventions, the results of which are difficult to measure and definitively attribute. In both respects, genuinely sustainable impacts may be confirmed over the next decade. This observation presents a dilemma for donors with a long-term presence in-country but whose specific implementation activities last only a few years. If impacts and sustainability of interventions are to be measured effectively, *long-term monitoring and evaluation mechanisms need to be in place independently of the Project cycle.*

When start-up, close-out, and refocusing are taken into account, ARD–COBS was fully active in the field (outside Kampala) for less than two and a half years. Our “residential” engagement with focus Districts was for only two years. In numerical terms much was achieved:

- 4 PAs with GMPs; all UWA PAs with AOPs.
- 316 PEAPs developed with participation of 15,000 citizens.
- More than 2,000 farmers trained in EAP implementation pilots.
- 84 local government officials trained in EIA.
- A 300-page EIA manual.
- More than 11,000 participants at Parish environmental awareness sessions.

- A series of planning manuals and guidelines (GMP, AOP, Wildlife EIA, PA infrastructure, DEAP) adopted and in use as national standards.

COBS Support firmly believes that these *numerical achievements are less important than institutional changes* it helped bring about—changes in process and, we believe, in thinking. For example, the AOP inputs at UWA were quite small: about three months of technical assistance. But with a receptive organization, AOPs have profoundly affected how PAs are managed. The long-term result will surely be improved biodiversity conservation. AOPs also link GMPs directly to day-to-day PA operations, thereby preventing the latter from merely filling shelf-space (as has so often been the case in the past).

*The DEAP process, as it evolved in ARD–COBS, has moved environmental management from a desirable luxury in local government to a priority issue that is integrated into the development process to a significant degree.* Local government officials and their constituents are enthusiastic about environmental conservation as a development and livelihood issue. Improved land and water resources management in densely populated landscapes around PAs enhances biodiversity conservation. Future support should capitalize on this foundation.

The modified DEAP process is a major Project success, adopted by NEMA as the national standard. There is much rhetoric in Uganda about “bottom-up” and “participatory” planning in local government, but evidence of real success is scanty. Two major innovations were (1) the adoption of vision-based planning and (2) the assignment of proper and implementable responsibilities at Parish, Subcounty, and District levels. The plans nest into one another, recognizing the scope and limitations of actions at each level, rather than being mirror images that merely change with geographic scale. ARD–COBS believes that other hierarchical planning processes in

Uganda have much to learn from the DEAP process. Through CARE–Uganda’s membership on various national bodies, *the Project has begun to influence other planning agendas* such as those of the Local Government Development Program and the Plan for Modernization of Agriculture. Not only is the visioning approach being integrated into the Ministry of Local Government planning guidelines, but environmental issues are being better incorporated, with NEMA included in the review process. ARD–COBS EAP work with local government is currently being used as source material in a review of Uganda’s main development agenda—the Poverty Eradication Action Program.

Because of the desire to mainstream environmental issues into local government planning and operations, it has been suggested that DEAPs as a separate entity be abandoned. Such a move requires amendment to the National Environment Statute. Furthermore, the COBS Support team firmly believe that *each District should produce a first DEAP* at least. We believe that the thoroughgoing capacity-building and integration of environmental management thinking across the sectors are best achieved through the planning process. No amount of training removed from practice will achieve a similar result. However, reviews of the DEAP every three years, as required by the National Environment Statute, need not be elaborate and could be integrated into local government development plans without the need for a separate document.

An important feature of the planning processes (*GMP, AOP, EAP*) is that *they are owned by their users*. No one talks of “Richard Lamprey’s GMP for Murchison,” or “Jones Kamugisha’s DEAP process.” “COBS,” when spoken of, is an inclusive term en-



compassing our major partners. UWA, NEMA, and local government developed these systems and processes themselves with the Project providing technical, facilitation, financial, and logistical support.

ARD and CARE unreservedly conclude that the *support project mode is successful* in terms of processes, products, and sustainability. Having only a few Project staff, who often remain in the background, can achieve the numerical results noted above, if the relevant local organizations are motivated and have deep ownership in the project. Indeed, CARE is changing its implementation approach in some of its other projects to providing support to local entities, rather than having large numbers of project staff carrying out work on the ground.

Nevertheless, there are *drawbacks to the support mode* versus direct implementation when it comes to tightly timed and defined results and outputs. Collaboratively developed work plans were disrupted by elections in 2001–2002 (sequentially, presidential, parliamentary, local government). Local government officials cannot avoid being distracted and redirected at such times. Similarly, the annual budgeting and work planning associated with the “roll over” of District Development Plans takes an inordinate amount of time. Most recently, the national census consumed the time of local government officials and precluded several planned activities at the end of the COBS Support Project. One may argue that

many of these time-consuming activities are predictable. It was only through experience that we learned that, in their enthusiasm and commitment, local government officials are likely to promise more than is feasible. Indeed, one conclusion is that the *annual development*

*planning and budgetary process (which consumes at least three months) should be simplified* and more flexibly oriented to strategic issues rather than the detailed “project profiles” and budgets that dominate District Development Plans.

An observation shared by ARD–COBS staff is the *large gap between policy-making and planning at national level* and the needs of local government to adequately serve the population. Much intellectual capital is expended in development of myriad sectoral programs, with limited cross fertilization and limited participation by local government. Although local consultations are typically included in these programs, they tend to be intermittent and aimed at presenting ideas rather than obtaining genuine and continuing input. Furthermore, the plethora of programs leads to competition for local government time and duplication of effort, rather than synergies and savings between them. We feel that there is enormous capacity and interest at local government level that could be much more effectively mobilized at the national level.

ARD–COBS found *working with local government—political, technical, and administrative—highly productive at all levels*. District staff were well qualified and highly motivated. At the Subcounty level, the front-line extension staff enabled us to reach 316 Parishes twice in two years. Their roles as EAP facilitators was crucial. Administrative staff are weaker at Subcounty level, and one must question absorption capacity for the large amounts of funding flowing to Subcounties. ARD has left a cadre of more than 150 well-trained, highly motivated local government staff in the four Districts. Their potential as trainers/facilitators for local government planning elsewhere should be recognized. Furthermore, they are available, for now, for future project interventions with local government by USAID and other programs.

COBS Support argues that *local government is a vital component of society* that must be integrated into any development interventions looking for large-scale results. Structures

permeate to the lowest levels, which are accountable through the electoral process. Although working with entrepreneurs, NGOs, community organizations, church groups, and others can be highly productive in specific locales, “ramping-up” to landscape-wide impacts will be effective only if local government is constructively engaged.

The COBS Support Project experienced *successive adjustments and changes as USAID’s program focus* evolved. Change in focus from “more plans” to “plan implementation” was of great benefit in looking for impacts on the ground. However, the changes requested by USAID were confusing for Project partners and disappointing for some of them. The substantial budget cut revealed in late 2001 paradoxically nipped in the bud the very implementation activities that refocusing was supposed to support. A more consultative process to explain USAID’s thinking would have significantly benefited partner relationships. Early in the Project, a USAID SO2 Results Package Team was an active forum for such exchanges. Unfortunately, this Team fell into disuse during 2000. ARD proposed forming a COBS Support technical advisory committee, but the proposal was not taken up.

Box 3, below, indicates the *contribution that ARD–COBS made to USAID’s SO2* as a whole. The reader should bear in mind the following when reviewing this box:

- The COBS Support Project is only one of many activities involved in SO2.
- After the Project was refocused onto the field level, opportunities for national impacts were significantly reduced. SO2 was not revised to reflect this change in emphasis.

The Box concludes by *looking forward to SO7*, and foundations laid by the COBS Support Project that can be exploited in the future, especially through the Productive Resource Investments for Managing Environment project, which is currently in the bidding process. Other conclusions in this sector may also be useful pointers for that project.

### Box 3. ARD–COBS Contributions to USAID’s SO2 and SO7 Results Framework

Note: The ARD TO is expected to **contribute** to achievement of SO2, not to accomplish all IRs. Many other USAID activities and partners are involved in SO2 as a whole. ECOTRUST is one of the partners, and ARD–COBS’ efforts to assist in its sustainability will contribute to SO2 long into the future.

With regard to IR 2.3, bear in mind that USAID refocused the Project toward local environmental actions, rather than broad policy development.

SO2: *Critical ecosystems conserved to sustain biological diversity and to enhance benefits to society.*

#### **IR 2.1** *Critical ecosystems managed to ensure biological integrity.*

##### *IR 2.1.1 PA management plans implemented.*

GMPs prepared, systems for implementation developed (AOPs), and implementation activities programmed in collaboration with UWA and ECOTRUST.

##### *IR 2.1.2 Community-level resource use agreements implemented.*

These are recommended in the GMPs for specific areas and resources. Regulation of natural resource use (through by-laws and voluntary arrangements) are features of EAPs at all levels. Several EAP pilots are moving to enact such arrangements.

##### *IR 2.1.3 Ecologically sound private sector investments undertaken.*

With respect to ARD–COBS, this IR was to be realized through working with UWA on concessions and business development. As described in this report, this aspect of the project was not implemented.

#### **IR 2.2** *Pressure on critical ecosystems reduced.*

##### *IR 2.2.1 Increased dependence on sustainable resource use systems.*

PEAP issues identify, and SEAP visions/plans directly, address improved ENR sustainability. As implementation proceeds, this result will become evident. Validation of this result is possible only in the long term.

##### *IR 2.2.2 Population pressure on environment mitigated.*

ARD–COBS does not directly address population issues, except through some aspects of PIE. However, attainment of IR2.2.1 also addresses one approach to this IR.

#### **IR 2.3** *Supportive framework for conservation and sustainable development maintained.*

##### *IR 2.3.1 NEAP objectives strategically important for conservation of critical ecosystems implemented.*

Key NEAP pillars are DEAPs and EIA, and improved management of critical ecosystems such as UWAs, PAs, forests, and wetlands. ARD–COBS DEAP and GMP implementation directly addresses this IR. Cancellation of the original RM3 in ARD’s TO leaves one important aspect of NEAP implementation unresolved.

##### *IR 2.3.2 Knowledge base improved to better guide natural resource management policy decisions.*

GMPs and DEAPs increase knowledge of landscape ENR issues through increased biophysical and socioeconomic understanding, incorporating views of local population. Just as important, documentation of the local “knowledge base” through consultative processes is stimulating activities more in tune with existing policy objectives. The Parish awareness training enhanced the general public’s ability to influence policy and its implementation—but only if they are effectively consulted.

##### *IR 2.3.3 Role of civil society in natural resource management policy formulation increased.*

ARD–COBS definition of civil society is broad and not restricted to NGOs; at the District level we engaged with civil society encompassing local government, NGO, CBO, sister projects, and rural people in DEAPs and environmental awareness.

##### *IR 2.3.4 Sectoral laws enacted in consultation with lead agencies.*

Work with UWA and Ministry on improvements to Wildlife Statute and draft policy were planned but not pursued; sectoral EIA guidelines for wildlife were developed. ARD–COBS did not provide core support to other sectoral agencies but helped NEMA implement the existing National Environment Statute.

##### *IR 2.3.5 Political leadership mobilized in support of environmental management.*

Effectively achieved in target Districts and those surrounding PAs for which GMPs were developed. ARD–COBS inputs ensure a role for civil society as in IR 2.3.3.

##### *IR 2.3.2-5.1 Public awareness in support of conservation and sustainable development increased.*

Parish awareness and PIE programs reached tens of thousands of people.

**Box 3. (Continued)**

**New Integrated Strategic Plan.** New environment and natural resources activities fall under SO7: *Expanded sustainable economic opportunities for rural sector growth*. Although COBS remains under the SO2 umbrella, the project addresses several SO7 IRs, most notably:

*IR 7.2.1 Improved use of selected critical landscapes.*

Implementation of EAPs and GMP/AOPs now underway directly addresses this IR.

*IR 7.2.3 Increased provision of private and public sector support services.*

ARD–COBS has built capacity in District supervisors and Subcounty extension staff to plan and implement environmentally sound programs.

*IR 7.3.1 Increased capacity of local producer and CBOs to manage and market productive assets.*

Several pilot EAP implementation activities include income-generating activities (notably, honey production, fisheries, and tree crops).

*IR 7.4.3 Effective advocacy for environmental and natural resource policies.*

The landscape task force (RM2) has great potential as an advocacy group to central government on behalf of local government. Unfortunately, conflicting priorities at the end of the project prevented a task force/central government meeting. The PIE and Parish environmental awareness activities have created a genuine grass-roots voice for implementation of environmental policies.



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**APPENDIX A:  
Substantive Consultant Technical Reports and Other Products**

<b>Author</b>	<b>Date/Period</b>	<b>Title</b>
Ian Deshmukh	1999–2002	Quarterly Reports (1 <sup>st</sup> – 11 <sup>th</sup> )
	2001	Mid-Project Report
	1999–2002	First to third Annual Work Plans
	2002	Draft Performance Monitoring Plan
	2002	COBS Support Project. Final Report
Dan Taylor	Feb.–April 2000	Queen Elizabeth Protected Area Management Implementation. First Consultancy
Dan Taylor	Oct.–Dec. 2002	Queen Elizabeth Protected Area Management Implementation. Second Consultancy
Sandra Cooper	July-Aug. 2000	Environmental Impact Assessment Scoping Mission
Sandra Cooper	March 2002	EIA Capacity-Building 2001
Sandra Cooper	July 2002	EIA Capacity-Building April – May 2002
Terry Bergdall	Aug.–Sep. 2000	ECOTRUST Board of Trustees Planning Workshop And Follow-Up
Terry Bergdall	Nov. 2000	ECOTRUST Strategic Planning And Staff Orientation
Richard Lamprey	June 00-July 01	Protected Area Management Planning
Andrew Roberts	Sep. 2000–July 2001	Murchison Falls Conservation Area General Management Plan: Landscape Architect/Site Planning Support
Clive Lightfoot & Simons Okalebo	Feb. 2001	Report On A Learning Process For Developing Guidelines On Vision Based Sub-County Environmental Action Planning
Robert Russell	Mar.–Dec. 2001	Technical Assistance, Institution Building At ECOTRUST
Isaac Kapalaga	April 2001	Institutional Support To ECOTRUST
George Ayee	July–Aug. 2001	ECOTRUST: Development Of Business Plan
Darryl Kuhnle	March–May 2001	Increasing Public Knowledge And Participation In Natural Resources Conservation
Darryl Kuhnle	Aug. 2001	Public Information And Education Action Plan
Karen Menczer	May 2001	USAID/Uganda Integrated Strategic Plan. Environmental Threats and Opportunities Assessment. Part 2 USAID Program Impact on Environmental Sustainability, Tropical Forests and Biodiversity (FAA 17/118/119)
Karen Menczer	May–July 2001	ARD Support To Queen Elizabeth Protected Area Annual Operations Plan 2001/2
Foodnet/IITA	Jan. 2002	Evaluating the Market Opportunities for Shea nut processed products in Uganda
John Ogwang	March 2002	A Monitoring And Evaluation Scheme For Environment Action Plans: Districts Of Bushenyi, Kisoro, Rukungiri And Kanungu
Yakobo Moyini	March 2002	Environmental Impact Assessment (EIA) Sectoral Guidelines for Wildlife Management in Uganda
C.D. Langoya	March 2002	Rubanga Forest, Lake Mburo National Park. Ecotourism Concept Plan
John Burton	May–June 2002	Land Trust Program at ECOTRUST
Andrew Roberts & James Massey	Sep. 2002	Mweya Visitor Information Center Design Plan And Exhibits
Marion Kyomuhendo	Sep. 2002	Environmental Public Information And Education In Bushenyi, Rukungiri, Kanungu And Kisoro Districts

## Appendix A

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### OTHER TECHNICAL DOCUMENTS AND PRODUCTS

Alex Muhweezi	September 2000	(Draft) DEAP Process Manual
	2002	DEAPs (4 Districts)
	2001	PEAPs (316) and SEAPs (62)
Bart Young	April 2000	Uganda Wildlife Authority. General Management Plan Process Manual (2000 version)
	Sep. 2000	Queen Elizabeth PA GMP
	July 2002	Murchison Falls PA GMP
	July 2002	Draft Lake Mburo GMP
Sandra Cooper	2002	EIA Manual*
	2001	EIA In-service Training materials*
	2002	PEAT Training manual and posters*
UWA	2002	Wildlife EIA Guidelines (final draft)
Marion Kyomuhendo	Jan. 2002	Making Environmental Public Information & Education Program— PIE Training Manual*
J.R. Kamugisha	Sep. 2002	Bridging the Gap Between Theory and Practice. Participatory Bottom-up Planning for Management of Environment Under Decentralised Governance
Christina Sempebwa	Sep. 2002	Parish Environmental Awareness Raising Educational Campaign
Christina Sempebwa	Sep. 2002	Environmental Impact Assessment Post-Training Evaluation Report

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\*Presented to NEMA in electronic forms for future use.

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## APPENDIX B:

### Environment Action Plan Pilot Implementation

Prepared by J.R. Kamugisha, based on information supplied by DEAP Coordinators.

#### Introduction

As the District environment action plans (DEAPs) for the 4 Districts of Bushenyi, Kanungu, Kisoro, and Rukungiri neared completion, a need was identified to demonstrate how to move from a plan to a bankable and implementable project. Accordingly, the respective District task forces (DTFs) were assisted to develop concept papers around key strategies proposed in the Subcounty environment action plans (SEAPs). Each DTF made three proposals from which one was selected for the District, subsequently leading to selection of four concept proposals for pilot implementation. The four proposals were rationalized to reflect the diversity of the dominant environmental features characterizing the landscape so that lessons learnt during each pilot implementation are directly relevant to situations prevailing in all the four Districts. The following proposals were agreed for the respective District:

- (i) *“Soil Fertility Restoration in Selected Sub-counties”* – Bushenyi District.
- (ii) *“Problem Animal/Vermin Control in Parishes Neighbouring Protected Areas”* (PAs) – Kanungu District.
- (iii) *“Chahafi-Kayumbu Lakeshore Wetlands Restoration and Management”* – Kisoro District.
- (iv) *“Restoration of Bare Hilltops Through Integration of Agroforestry and Apiary”* – Rukungiri District.

The four proposals were then referred back to the respective DTFs, who subsequently generated “objectives” and “activities” for them. Thereafter, the four DTFs held a two-day joint meeting during which the respective budgets, work plans and implementation modalities were discussed and agreed. Implementation of each of the four pilots incorporated one common sub-component for “public information and education” (PIE). The PIE content was cus-

tomized and tailored to the subject matter bias of the specific pilot. For each pilot, it had also to be ascertained that successful implementation of activities would eventually benefit conservation of biodiversity, the underlying theme for COBS Support Project. Sites for pilot implementation were, therefore, deliberately located close to known haunts of biodiversity in the landscape, which in this case are PAs.

#### Implementation

Implementation was supposed to have started in the second week of April 2002. However, this was also the period for rolling District Development Plans (DDPs) and preparing the District Annual Work Plans. This meant that the counterpart District staff members were not available to do the work. Thus, activities did not start in earnest until the last week of June 2002 and lasted up to the first week of September 2002. During the period of low activity, however, COBS staff together with a few DTF members undertook preparatory work out at the pilot sites, especially selecting the sites and mobilizing communities and their local leaders for activities. Each pilot was officially launched during World Environment Day celebrations in the each District, at respective pilot implementation sites selected for the purpose. Table 1 summarizes the work done in each District for the 11 weeks of implementation.

#### Concluding Remarks

Given the 11 weeks only that were available for implementation and the circumstances that prevailed in the Districts and the program, the progress that was made towards achieving the original intentions is remarkable. On-site visits reveal great enthusiasm by the participating communities and some results are already visible on the ground. The frontline extension staff are highly motivated and are making invaluable support to their communities with shoe-string budget of a day allowance of UGsh

6000 plus fuel and maintenance of the motorcycle for only two days a week. Their demands can be more than met by even the Sub-county budget, leave alone that of the District and it is a pity that this is not happening.

COBS has proposed that ECOTRUST inherits the four pilot projects and baby-sits them up the time when the Districts can include them in the normal District budgets. The acceptance and concurrence by, respectively, ECOTRUST and USAID are timely. They are also an indication of approval that the initia-

tive was good and right. The sustainability that comes with this development cannot be over-emphasized and the Districts must now rise to this challenge and ensure that they upscale and budget for continued implementation of the projects during the 2003/4 fiscal year. What is happening (activities and results) and how it is happening are equally important and both ECOTRUST and USAID are encouraged to track these as there could be vital lessons that could be replicated.

**Table A1: Summary of Activity Implementation in Four Districts**

Objectives/ Activities	Bushenyi District (Kyamuhunga, Nyabubaare, & Ryeru Subcounties)	Kanungu District (Kiirima, Kihiihi, & Rutenga Subcounties)	Kisoro District (Murora Subcounty)	Rukungiri District (Nyakagyeme & Nyarushanje Subcounties)	Remarks
<b>RESULTS</b>					
	Communities practicing soil fertility enhancement and maintenance measures to thwart possible encroachment on PAs.	Harmony between communities living around PAs and PA management and improved livelihoods.	Restored, conserved, and well-managed lakeshore wetlands of Lakes Chahafi and Kayumbu to avoid silting and pollution of the lake waters.	Marginal pieces of land under environmentally friendly economic activities.	<ul style="list-style-type: none"> <li>▪ Could not fully achieve results because of the short time available for implementation.</li> <li>▪ Most counterpart District staff were busy with annual planning activities and yet did not want to delegate.</li> </ul>
<b>ACTIVITIES</b>					
	<ul style="list-style-type: none"> <li>▪ Train, demonstrate construction of ditches/trenches, mulching, crop rotation, agroforestry, composting, and controlled burning.</li> <li>▪ Conduct study tours and cross-visits.</li> <li>▪ Undertake PIE activities, including audience research, materials development, and drama shows.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create awareness on problem animal control.</li> <li>▪ Train communities on how to establish tree nurseries.</li> <li>▪ Raise seedlings for agroforestry and live fencing.</li> <li>▪ Undertake PIE activities, including audience research, materials development, and drama shows.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Train target groups in beekeeping, fruit farming, buffer zoning, and tree planting and husbandry.</li> <li>▪ Mobilize communities for wetland conservation and sustainable use.</li> <li>▪ Plant trees.</li> <li>▪ Undertake PIE activities, including audience research, materials development, and drama shows.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create awareness on environmentally sound integrated land use.</li> <li>▪ Increase vegetation on hill tops.</li> <li>▪ Establish apiary demonstration sites using KTB hives and train farmers in their use and uses of bee products.</li> <li>▪ Undertake PIE activities, including audience research, materials development, and drama shows.</li> </ul>	<ul style="list-style-type: none"> <li>▪ These activities were overly ambitious in view of the available time for implementation. Districts' staff over-estimated their commitment to the pilots in terms of time and had wrongly assumed that funds would be passed on to the Districts after COBS ended.</li> <li>▪ PIE and PEAT activities were implemented at this time, out of the original schedule. This interfered with the rest of the schedules.</li> </ul>

Table A1. (Continued)

Objectives/ Activities	Bushenyi District (Kyamuhunga, Nyabubaare, & Ryeru Subcounties)	Kanungu District (Kiirima, Kihiihi, & Rutenga Subcounties)	Kisoro District (Murora Subcounty)	Rukungiri District (Nyakagyeme & Nyarushanje Subcounties)	Remarks
<b>ACHIEVEMENTS</b>					
	<ul style="list-style-type: none"> <li>▪ Audience research done involving 100 interviewees.</li> <li>▪ 1 radio spot developed and aired on Radio West for 30 days.</li> <li>▪ 3,000 posters produced and distributed.</li> <li>▪ 7 songs and 1 play produced by 1 drama group (Kanihiro Women Group), who made 3 shows—1 per Subcounty.</li> <li>▪ 474 T-shirts and caps distributed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Radio spot ran for 14 days on Radio West.</li> <li>▪ 7 radio talk shows on Radio West.</li> <li>▪ 1 drama group trained/performed once at launch.</li> <li>▪ 3,000 posters, 394 T-shirts and caps produced and distributed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Appropriate radio spot broadcast daily for 30 days on Radio Kigezi.</li> <li>▪ Baseline survey done. during Project launch attended by 1,500 people.</li> <li>▪ 273 T-shirts &amp; caps with environmental messages produced and distributed.</li> <li>▪ 2 videotapes &amp; 4 photo films donated.</li> <li>▪ 18 drama shows performed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Audience re-search done.</li> <li>▪ Radio spot produced and ran for 14 days.</li> <li>▪ 1 drama group (Karukata Women Group) oriented and performed once, at launch.</li> <li>▪ 3,000 posters distributed.</li> <li>▪ 395 T-shirts and caps distributed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ A communication failure with regard to PIE adversely affected smooth relationships with District staff. They thought they would control the PIE funds and, when this did not happen, they lost morale. This exacted a premium on performance.</li> </ul>
<b>TRAINING AND DEMONSTRATIONS</b>					
	<ul style="list-style-type: none"> <li>▪ 1,836 farmers mobilized.</li> <li>▪ 153 demonstrations carried out.</li> <li>▪ 25,000 tree seedlings, 200 hoes, 60 watering cans, and 50 kg of polythene tubing procured and distributed.</li> <li>▪ 81 farmers taken for study tours to AFRICARE &amp; AFRENA sites in Kabale District.</li> <li>▪ 20 pressmen in the zone sensitized on environment.</li> <li>▪ 45 Primary School science teachers sensitized and trained.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 105 farmers trained in tree nursery husbandry and agroforestry practices.</li> <li>▪ 7 tree nursery beds established.</li> <li>▪ 620 <i>Grevillia</i> spp seedlings and 120 kg of <i>Ceasalpania</i> spp procured and distributed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 322 farmers trained</li> <li>▪ 1 community Wetland Management Plan developed</li> <li>▪ 144 teachers trained in environmental education</li> <li>▪ 5 tree nurseries established</li> <li>▪ 31 farmers participated in study tour to ICRAF, AFRICARE, and NARO sites in Kabale District.</li> <li>▪ 26,000 seedlings, 100 kg of polythene tubing, 100 beehives, 10 spades, 20 hoes, 4 wheelburrows, 10 watering cans, 1 and 4 kg of seed, respectively, of <i>Grevillea</i> spp and <i>Calliandra</i> spp procured and distributed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ 48 farmers trained for 5 days in beekeeping.</li> <li>▪ 1 apiary demonstration site established.</li> <li>▪ 25 kg of assorted species of tree seed, 122 beehives, and 72,490 seedlings of assorted species procured and distributed.</li> <li>▪ 80 farmers trained on tree nursery management.</li> <li>▪ 4 tree nursery beds established.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Some farmers expect to be paid, even when they are called to gain knowledge as in training.</li> <li>▪ The long dry season delayed rain-fed activities.</li> <li>▪ Boundary conflict between communities and UWA and lack of a syllabus for training vermin guards hampered progress in training in Kanungu District.</li> </ul>