



Illegal Wildlife Trade (IWT) Challenge Fund Final Report

IWT Challenge Fund Project Information

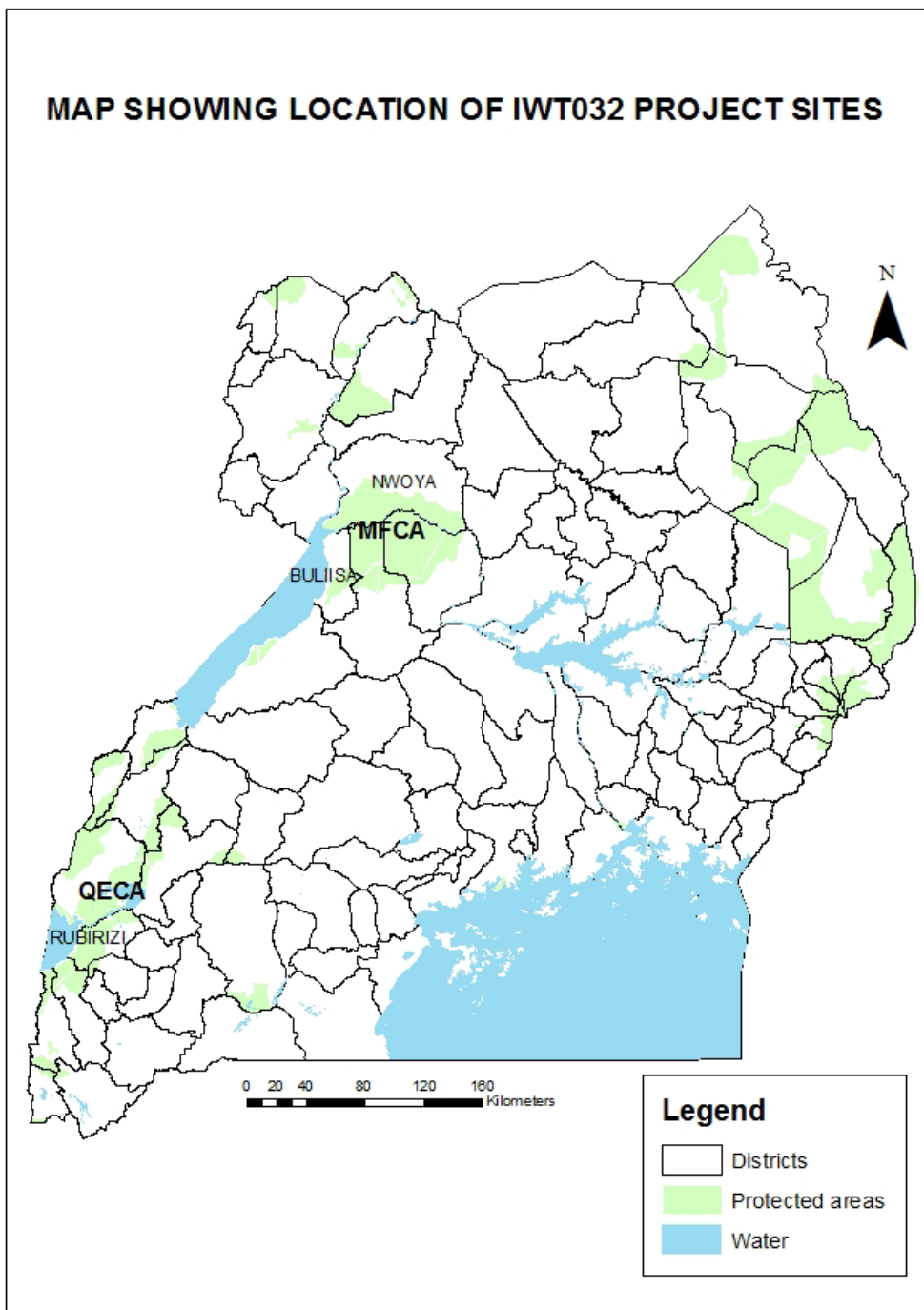
Project reference	IWT032
Project title	Countering Wildlife Crime: Livelihoods, Intelligence & Prosecution Capacity Building in Uganda
Country(ies)	Uganda
Contract holder institution	Tusk Trust
Partner institution(s)	Uganda Conservation Foundation, Soft Power Education, Uganda Wildlife Authority, Natural Resource Conservation Network, International Institute of Environment and Development.
Total IWT grant value	£488,651
Start/end dates of project	01/04/2016 – 31/03/2018
Project leader's name	Dan Bucknell
Project website/blog/social media	https://www.tusk.org/combating-wildlife-crime-in-uganda https://ucfoundation.wpengine.com/projects/257/ Please note that the new UCF website is to be launched in July 2018. The above link is to the page on the temporary staging site.
Report author(s) and date	Marion Robertson, Dan Bucknell, and Shivan Kamugisha, June 2018

1. Project Summary

This project's aim was to contribute towards overcoming Uganda's role as a major transit hub for illegal wildlife trade, and to tackle poaching within its protected areas. Tusk and Uganda Conservation Foundation (UCF) designed a project aimed at reducing the factors that push people into wildlife crime – a lack of alternative livelihood options and resentment generated from severe human-wildlife conflict – while also building capacity in legal and intelligence sectors to tackle high-value wildlife trafficking at a national level.

Species in focus for this project include the African elephant, and to a lesser extent black and white rhino, the poaching of which across Africa remains at the unsustainable rates of 25,000 per year for elephant, and more than 1,000 rhino (both white and black). The project worked to support Uganda Wildlife Authority (UWA) in redressing the specific areas still identified as “unclear” or “challenging” within the Uganda National Ivory Action Plan. While the poaching of Uganda's elephants is very low (and the country only has a small population of semi-captive rhino), both species are trafficked extensively through Uganda, particularly from central Africa en route to airports or the East African sea ports. While seizures of rhino horn peaked in 2014-15, actions contributed to by this project and others have meant that there has only been one seizure of rhino horn at Entebbe airport between 2016-18.

Meanwhile the poaching of numerous herbivore species, and also pangolins, had become a big problem for Uganda’s national parks. UWA have reported that *“There is no doubt that Murchison Falls and Queen Elizabeth are the flagship national parks in Uganda: a few years ago, the two parks were at the verge of collapsing, with very low wildlife populations, neighbouring communities that were very hostile to UWA staff and therefore encouraging illegal activities in the parks”*. Activities implemented under this project have sought to contribute to the reduction in the number of illegal activities taking place within the parks and arrests from the pilot communities. An unpublished animal census reports that numbers of Uganda kob are up from 30,000 in 2010 to 118,000 in Murchison Falls, and over the course of the project 47 dealers in live pangolins or scales have been arrested and convicted.



The project’s ultimate goal has been to reduce wildlife crime at a national level and to contribute to poverty alleviation in two of Uganda’s most recognised national parks: Murchison Falls and Queen Elizabeth. Working in partnership with UWA and Soft Power Education (SPE), park-adjacent communities – among the poorest in Uganda – have been the primary beneficiaries of the project’s community outputs. They have been supported with measures to prevent human-wildlife conflict, and through the development of community

permaculture food gardens to promote alternative sustainable livelihoods. These pilot schemes have built on IIED research into the drivers of wildlife crime in Uganda, which provide evidence that supporting local communities can reduce illegal wildlife activity.

To complement community-focused measures, the project included a number of activities to provide Uganda's nascent wildlife crime fighters, within both UWA and the National Resource Conservation Network (NRCN), with the skills and equipment they need to detect, combat and prosecute IWT crimes to the fullest extent of the law. Training was provided in information management and data collection and human intelligence skills, and officers have been supported with a variety of equipment to conduct their work. Under the project's legal outputs, new guidelines for sentencing wildlife and forestry crimes have been approved by the Uganda judiciary sentencing committee and are pending sign off from the chief magistrate. Scholarships, training and support for legal personnel at UWA and NRCN have meanwhile resulted in improved prosecutions over the course of this project, up from approximately 68% in 2015 to on average 93% over 2016-2018.

2. Project Partnerships

The partnership is formed of institutions with national and international experience in wildlife conservation, law enforcement, research and community development. Partner roles were as follows:

- Tusk: lead responsibility for grant management, reporting, monitoring and evaluation.
- UCF: coordination of the implementation and management of the project in Uganda, including leading on delivery of law enforcement capacity building (output 4), livelihoods (Rubirizi District) and human-wildlife conflict (Nwoya and Rubirizi districts) outputs (2 and 3).
- Soft Power Education (SPE): implementation of livelihoods (output 2) in Buliisa District.
- Natural Resource Conservation Network (NRCN): supporting UWA in investigation and prosecution of wildlife crime; participation in intelligence and legal outputs (output 4).
- Uganda Wildlife Authority (UWA): a key partner, participant or stakeholder in all outputs.
- International Institute for Environment and Development (IIED): prior academic research provided the basis for the project's design. They provided evaluation expertise and advice, and conducted an assessment of the lessons learnt from the scouts programme towards the end of the project.

While Tusk has taken the lead responsibility for grant management, reporting and monitoring and evaluation, this has been undertaken entirely in collaboration with UCF, with whom there is a long-standing relationship and who are building their own in-house capacity to manage large governmental grants. An example of this is the joint writing of this report by the projects coordinator at UCF and the project leader at Tusk. UCF, in turn, as the lead organisation on the ground in Uganda, has included other project partners in project design and decision-making.

SPE has been directly involved in implementation, and regular meetings and discussions were held with them to discuss best practice and lessons learnt in implementing the alternative livelihoods aspect of this project. They have contributed to discussion on the livelihoods output of this report and have highlighted some key lessons learnt.

NRCN were the recipients of training, equipment and operational support under this project, and as such were involved in the design, and have provided information for this report, for example IWT case record data, see annex 13. The intention remains for the partnership to continue working with and supporting NRCN in their activities on further projects.

As the primary beneficiary and key stakeholder in counter wildlife crime, UWA have been involved at all levels and in all aspects of the implementation of this project. On the ground, UWA contributed resources in-kind and trainers to train Rubirizi community scouts on problem animal management and HWC mitigation measures. Meanwhile, at a national level the deputy director for field operations and the head of the intelligence and investigations unit and intelligence teams leader contributed heavily to the design of the senior management intelligence training seminar and the human intelligence modules. The partners, through UCF, have maintained a close relationship with UWA for over a decade, which is on track to leverage further funds to sustain joint initiatives as identified by UWA and implemented with support from UCF.

The project was based on the research conducted by IIED under a previous IWT Challenge Fund grant (IWT001), and the recommendations from their report (see additional material referenced) state that

more evidence is required to prove that alternative livelihoods and human-wildlife conflict mitigation strategies can have an impact on reducing wildlife crime. As such IIED were instrumental in consulting on the project's design, and they were to have continued as technical advisors to the project, including writing a lessons learnt report on the community scouts output; see annex 18 for this report. Ultimately they were required less in this capacity than originally anticipated, but communications were maintained throughout, and towards the end of the project were enlisted to conduct an assessment of the lessons learnt from the community scouts programme, with important recommendations for the project's sustainability.

UCF was meanwhile quick to recognise potential for synergy between this and other projects in this area, including IWT Challenge Fund supported activities from Royal United Services Institute (RUSI), Space for Giants and Wildlife Conservation Society (WCS). Consequently, some activities under output 4 were changed, with full donor agreement.

3. Project Achievements

3.1 Outputs

Output 1: Identifying the two most vulnerable park-adjacent communities to be used as pilot sites (one neighbouring QECA, and another MFCA).

Pilot sites for community livelihood and human-wildlife conflict (HWC) interventions were established in Buliisa and Nwoya districts in MFCA and Rubirizi District in QECA following the analysis of UWA data on wildlife crime and human-wildlife conflict (HWC). This met the target of one baseline geo-spatial report per focus area, as evidenced in the pilot site selection report (see annex 7).

Annual geo-spatial reports per focus area and one final report per focus area were completed and are provided in annex 4. Local level wildlife crime data from UWA was monitored for these areas using these reports, which indicate a decrease in wildlife crime in MFCA as a whole, and in QECA in the area bordering Rubirizi District, where interventions took place. For further discussion of the outcome of these outputs see section 3.2.

Output 2: The creation of women-led food gardens as sustainable livelihood options for members of the two pilot sites.

Four 25-member women-led food garden groups established irrigation systems and planted crops based on permaculture designs. All gardens are now producing a variety of yields not previously available in the areas – and grown based on a market survey, see annex 8 - and have been able to generate income from initial harvests, through local markets and supplying tourist lodges (see section 3.2 below for income figures). Some loose agreements have been formed with lodges in each pilot site rather than formal agreements, this being for reasons of not stifling other local innovators. An example of a “gentleman’s agreement” between a lodge in MFCA and SPE is provided as additional evidence in annex 9. Success has been found in retailing a variety of nutritious produce not usually available in some of these areas to the local markets. This in itself indicates that this is a sustainable initiative.

More difficult challenges were met in maintaining groups in Buliisa (MFCA), where people faced greater challenges in terms of mitigating the impact of human-wildlife conflict on their gardens. This led to the initial group disbanding after their second harvest was destroyed by baboons, and although a new group has taken up the garden plot, progress is further behind than anticipated in the work plan and no meaningful end-line data could be gathered.

The project has also achieved its target of livelihood diversification, as village savings groups have facilitated the taking of loans to establish other small business activities, as evidenced from the socio-economic surveys (provided in annex 16a-c), and household assets have increased across the board (see section 3.2 below).

Output 3: Mitigation of HWC and improvement of park relations via the formation of a community scout team, implementation and monitoring of HWC interventions and reinstatement of community-park committees in the focus areas.

The strategy employed under this output was strongly supported by – and supported - IIED’s community scouts best practice guide, *What do wildlife scout programmes need to succeed?* (IIED, 2017). Fifty scouts across two villages, Latoro and Purongo, in Nwoya (MFCA), and five x five-member groups in Rubirizi (QECA) were formed, exceeding the original target of scouts by 25.

Scouts in both locations participated in a series of training sessions that determined the design of the HWC interventions implemented in their areas. Targets were exceeded, with more than two area-specific HWC interventions implemented in each pilot site. In Rubirizi, scouts conducted maintenance on the existing elephant trench, dug in 2003 but poorly maintained and rendered ineffective since then, and utilised this method in conjunction with beehive fences (see photos in annex 5) and noise-making to protect their crops. A partnership with UWA and the sub-county local government saw the re-establishment of a 9km stretch of Mauritius thorn hedge, to be maintained by the community with monitoring from UWA.

In Nwoya, beehive fences were also implemented in key elephant crossing points from the national park into the community, and a second intervention was the development and production of a locally innovated “organic elephant repellent” solution, created out of locally-available ingredients. The repellent, sprayed onto crops or hung in bottles from a fence line, achieved almost 100% effectiveness in deterring elephants from raiding crops and is a key output of this project. Further funding has been secured to further test this potentially game-changing crop-raiding mitigation measure. See annex 10 for a video of a farmer’s experience of using the repellent.

The target of training all scouts in monitoring of HWC incidents and data collection was met, though early on it became apparent that not all scouts had the interest or aptitude to be data enumerators. Therefore, this output was adapted to identify ten scouts from each set of 25 (equalling thirty scouts in total) to collect data using the WILD COMMS smart phone system. Consequently, in MFCA nine UWA community conservation (CC) rangers from around the park as a whole were also trained in WILD COMMS and data collection devices provided.

This output has led to a dramatic increase in the number of HWC incidents being recorded, as the expansion of the data collection network in Nwoya increased from one UWA CC ranger occasionally verifying data, to a team of twenty scouts and two CC rangers doing so, and in Rubirizi from one CC ranger to ten scouts. In Rubirizi, double the number of HWC incidents were recorded using WILD COMMS data than the baseline captured: 33 in the UWA baseline data from 2015 versus 66 incidents captured by scout teams during the project. In Nwoya, almost three times the number of incidents was recorded under this project; the UWA baseline from 2015 captured 60 incidents in the district, whereas scouts collected 174 records over the project period. This data is provided for reference in annex 17. This gives challenges in adequately assessing the contribution that mitigation measures have made to reducing HWC, however, community scouts report a decline in serious crop raids on their own farms, mirrored by increases in overall household wealth as measured by proxy indicators (see outcomes section 3.2).

Substantial progress has been made towards improving relations between park-adjacent communities and UWA. As reported in the independent evaluation report, “Although committees were not formally reinstated, interviewees felt that the project had helped to bring them closer to UWA”. (See annex 11 for the full report.) As the policy regarding formal community-park committees was undergoing review at UWA and within the new Wildlife Bill 2017 at the time of this project, steps were taken to ensure that UWA community conservation personnel were involved in decision-making and in regular field monitoring in conjunction with the UCF team. This is evidenced for example in the use of UWA trainers for the Rubirizi scouts training, (see annex 12) which took place inside the park using UWA facilities. This is echoed in thoughts from the UWA project lead, who agrees that:

“Thanks to the funding support from IWT, our relationship with communities especially around MFCA has greatly improved. We are seeing more communities reporting and participating in

controlling illegal activities and crop raiding especially through the community scouts programme. They have been a key innovation that UWA is now adopting for duplication across the protected area network”

Charles Tumwesigye, Deputy Director Field Operations, UWA, Jun 2018

Output 4: Increase of prosecutions of IWT suspects via capacity building within the intelligence and legal sectors of Ugandan law enforcement.

The project exceeded its target of one “high value” case per quarter. Between April 2016 and March 2018, NRCN worked ten such cases, two ahead of target for the project, and there has been a significant increase in prosecutions from before the project (see figures in section 3.2 below). These have resulted in arrests within a major West African syndicate operating across Africa. The trials of these suspects, and investigations into the wider network, are ongoing. Overall, NRCN report a significant increase in the number of cases featuring high value species (Fig. 1), with exception of rhino (due to relative scarcity of rhino horn in the region).

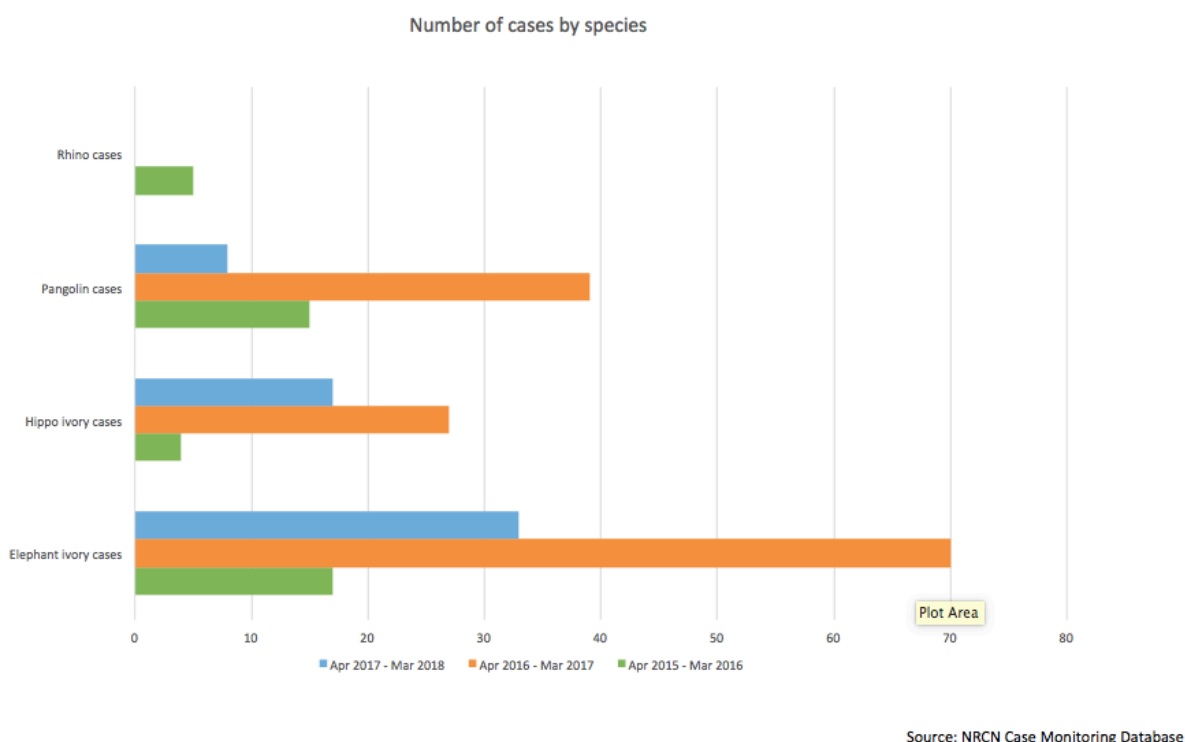


Figure 1: NRCN Wildlife crime cases per species Apr 2015 – Mar 2018

Fifty UWA intelligence officers (IOs) were trained in human intelligence techniques through contractor Maisha Consulting. This is two IOs fewer than originally proposed due to staff availability during the course, but means that between this grant and WCS’ IWT Challenge Fund round two project, all available members of the intelligence unit were trained by the same contractor in this module. The HUMINT (human intelligence) training covered how to safely manage informants and their networks, motivate sources of information, and report intelligence. As reported by the UWA intelligence team manager:

“We are seeing an improvement in storage of information, proper record keeping of information on sources and impact their information is making, assessment of validity and accuracy of information received using clear standard documentation formats which were developed during HUMINT. This has helped management to assess individual performance of intelligence staff and profile crime and criminal networks. As a result of the above checks... we have a wide informant network that has helped us to penetrate areas that were initially not covered like exit and entry points and wildlife trafficking routes.”

Anon, UWA intelligence team manager, Apr 2018

Nine UWA IOs from MFCA (5) and QECA (4) were given advanced motorcycle rider training (see annex 5), with all graduating the course and ten motorcycles being donated to UWA (nine from the IWT

Challenge Fund grant, and one from co-financing). Alongside the four personnel trained and two motorcycles donated to NRCN, this output has improved wildlife crime units' surveillance capacity, strengthening information gathering. The provision of this and other equipment support alongside staff training has greatly improved the capacity of both organisations to conduct intelligence and investigative work, as is evidenced by the increase in number of elephant ivory suspects arrested by UWA and NRCN from 17 in 2015-16 to 103 over the course of the project (Apr 2017 – Mar 2018).

A seminar for senior UWA management trained 36 law enforcement wardens and sector supervisors, six chief wardens and 11 managers and directors from headquarters over the course of five days (see annex 5). The training seminar filled a critical need; beforehand park and headquarters level managers had minimal understanding of the role of the intelligence teams, and indeed some managers reported believing that the role of the UWA intelligence was "to spy on us" (Anon, UWA, Aug 2017). The seminar has enabled supervisors to effectively task, manage, report, manage risk and make strategic decisions for the intelligence unit, and as reported by an intelligence team manager:

- *After the seminar, UWA management started a process of formulating Intelligence Standard Operating Procedures (SOPs), now before the Board of Trustees for approval*
- *The unit has seen a total separation of Intelligence and Investigations; the two are now independent units with different mandates and new leadership for each unit for proper guidance and direction*
- *Operational commanders are now able to evaluate information and action Intelligence received from Intelligence personnel. This has solved the situations where Intelligence unit was operating in a non-supportive environment with commanders who could not provide oversight or manage intelligence properly.*

Through the support of scholarships for the UWA legal department, five staff have completed their law diplomas (see annexes 14a-b) and one member of staff his postgraduate bar diploma course. This has increased UWA's legal capacity from 10 to 15 prosecutors across the country, and ensures that each protected area has their own dedicated prosecutor. Three Bachelor of Laws (LLB) and one Master of Laws (LLM) courses are ongoing, with co-financing secured from the UCF WILD LEO Ranger Education Fund for the completion of these courses. NRCN were supported in their prosecution capacity in the form of assistance with travel and court costs in FY2Q4. This change was requested in early 2018 after NRCN's major donor funding ended, leaving their capacity to prosecute cases lacking. This support enabled the prosecution of 24 cases during this period, 15 of which are concluded (nine are ongoing) and resulted in 100% custodial sentences.

Outputs to support the legal sector were changed to reflect better synergy with other projects, with a change request being made to support the attendance of staff from UWA, NRCN, the Office of the Department of Public Prosecutions and Uganda Revenue Authority at the RUSI *Following the Money* training (funded under their IWT Challenge Fund project) in February 2017. This was highly valued by the attendees who saw it as an excellent opportunity to network with staff in the public and private sectors and create contacts to support their work. In year two, the project built on work conducted by Space for Giants (SfG), who facilitated the development of draft guidelines for wildlife and forestry crime sentencing with input from UWA and NRCN among others. In conjunction with SfG, the project supported an off-site validation workshop in MFCA for the Uganda judiciary sentencing committee, who concluded by approving the draft guidelines for incorporation into the national sentencing guidelines for non-capital offences, see annex 15, pages 81-83). An additional benefit of holding the workshop off-site was that the judiciary sentencing committee, many of whom had never visited a national park before, were able to appreciate first hand the importance of wildlife to the Uganda economy and heritage. As one committee member stated:

"Wow, this is the first time I have been able to see ivory on an elephant... it is really important that we protect these creatures using the law, as they are worth so much more to Uganda when they are alive"

Judiciary sentencing committee member, Mar 2018

3.2 Outcome

Improved livelihood opportunities, human-wildlife conflict mitigation and enhanced park-community relations for the most vulnerable park-adjacent communities, supported by increased IWT convictions via law enforcement capacity building.

The project made substantial progress towards demonstrating alternative livelihood options in the pilot sites. In Rubirizi District, an area dominated by small-scale food (primarily staples) farming, this comprised demonstrating that alternative crops and produce have a market. In Buliisa District, this meant proving that produce can be grown in seemingly infertile areas and that a wider variety of produce than was believed can be cultivated. In both areas, the project showed people that year-round cultivation is possible with the use of irrigation, and that yields can be obtained without the use of herbicides, pesticides and artificial fertilisers. This can be substantiated with photos of harvests and evidence from record books kept by the groups (see annex 5 and from the permaculture consultant’s field report, in annex 19).

The income generated from the sale of garden produce has been modest in the first few harvests, but the gardens have demonstrated the strong potential to generate greatly increased incomes, if the effort in maintaining them is sustained.

Indicator 1. 20% uplift in household income of food garden participants and community scouts.

It is still too early to measure a significant sustained uplift in livelihoods of project participants, yet qualitative interviews with food garden participants demonstrated anticipated economic benefits from participation, both from group profits and by applying training to increase productivity on their own smallholdings. Group records (see annex 5) from the two Rubirizi food garden groups indicate that:

- Kafuro Tweyambe group made a profit of 5,855,000 UGX (£1,171) over two seasons, which when divided by 25 members is 234,200 UGX (£47) per member. Each group member put 60,000 UGX (£12) back into the group savings box, for reinvestment into the garden, leaving each member with 174,200 UGX (£35) profit.
- Bazigaba Kweterana group made a total profit of 5,012,000 UGX (£1,002), divided between the 25 group members is 200,400 UGX (£40).

When compared with the baseline real monthly income of 185,000 UGX (£31) for the mid-western region (UNBOS), this represents a 27% increment for the Kafuro group before savings, and an 8% increase for the Bazigaba group, giving an average increase of 18%.

Proxy wealth indicators (see annex 16) were utilised as a measure for this outcome as group members had difficulty in stating their average monthly or annual incomes. The proxy indicators demonstrate a significant increase in asset ownership in Rubirizi, as follows:

FOOD GARDENS GROUP	Bazigaba (F)	Bazigaba (M)	Kafuro (F)	Kafuro (M)
INDICATOR	% increase	% increase	% increase	% increase
Do you own a bicycle?	150	400	0	63
Do you own a motorcycle?	+1	33	+1	0
Do you own a mobile phone?	9	43	17	0
Do you own a radio?	29	0	0	17
Do you have any power source in your home?	-17	67	0	67

Measurable uplift has been more difficult to ascertain in MFCA, as one group disbanded after their first harvest following a raid on the garden by baboons, and the other garden was delayed in starting. A number of lessons were learnt by the implementing partner for the MFCA gardens, SPE, and they are committed to continue working with their groups for a minimum of one year beyond the scope of this project, learning from their own lessons and from the UCF implementation of the project in QECA.

Although these are modest increases, garden participants report that they are significantly encouraged to continue with the group garden project.

"We are confident that the group will remain... we had challenges but now we have seen benefits we want to continue... we have also learned skills that we are using at our own gardens to enhance our yields there, like growing different types of crops, using organic pesticides that we make ourselves and irrigating"
Food garden participant, April 2018, Buliisa, MFCA

A real positive from the project is that livelihood diversification amongst food garden participants has increased in Buliisa by 133% amongst both men and women and by 117% and 54% amongst women and men respectively in Rubirizi, increasing resilience through having more options and strategies. This data is provided in annex 20.

For community scout groups, modest increases in household wealth indicators were registered across the board in both Nwoya and Rubirizi:

SCOUT GROUP	Rubirizi (F)	Rubirizi (M)	Nwoya (F)	Nwoya (M)
INDICATOR	% increase	% increase	% increase	% increase
Do you own a motorcycle?	0	0	+1	500
Do you own a mobile phone?	100	8	200	16
Do you own a radio?	67	9	0	0
Do you have any power source in your home?	0	50	50	5

In conclusion, where data is solid, the project has secured a measurable uplift in household income. However, in some places this is not quantifiable due to the use of proxy indicators. Due to delays in starting some of the gardens, and partly because more than two years is required to realise the full potential of livelihoods projects, we are not able to confidently say that a 20% uplift has been achieved. Nevertheless, the project has established the preconditions required and has the very real potential to do so, if the initiatives are maintained.

Indicator 2. 20% reduction in poaching/ criminal activity within the immediate area of the protected area pilot sites.

Food garden and scouting projects are designed to provide local people with viable alternatives to wildlife poaching, so this indicator measures the reduction in wildlife crime at a local level. Our analysis of UWA SMART² data shows that either this indicator may have been overly ambitious, or that there are other variables over-riding the effects of the project, as percentage changes in total recorded illegal activities per patrol are generally increasing year on year.

For FY1, Rubirizi area showed +14% vs. +13% at a park level, whereas figures for FY2 show a moderate decline of -5% for Rubirizi vs. a decline of -10% for the park as a whole. Whilst this appears encouraging, it must be considered that due to the closure of seven ranger posts in QECA and the law enforcement ranger unit being at just 30% of its intended staffing capacity, patrols are not being conducted to the same extent as they were during the baseline period.

For MFCA during FY1, the Buliisa area showed a +25% uplift, and the Nwoya area a -3% decline, vs. a park-wide increase of +23%. The same overall trend across the park is seen in FY2, with a +13% increase in total recorded illegal activities per patrol on FY1. In contrast to the situation in QE, the increasing animal numbers (Uganda kob up from 30,000 in 2010 to 118,000 in 2017) indicate that ranger patrols are becoming more effective at finding snares, traps and other poaching implements. This is also visible in the reduction in fresh snare wounds seen on animals in MFCA.

² SMART (Spatial Monitoring and Reporting Tool) is the system utilised by UWA to measure, evaluate and improve effectiveness of enforcement patrols and site-based conservation activities.

Data indicates that although traps and snares are still being utilised to a large extent, numbers of arrests are decreasing. Figure 2, below, and geo-spatial maps in annex 4, show this trend.

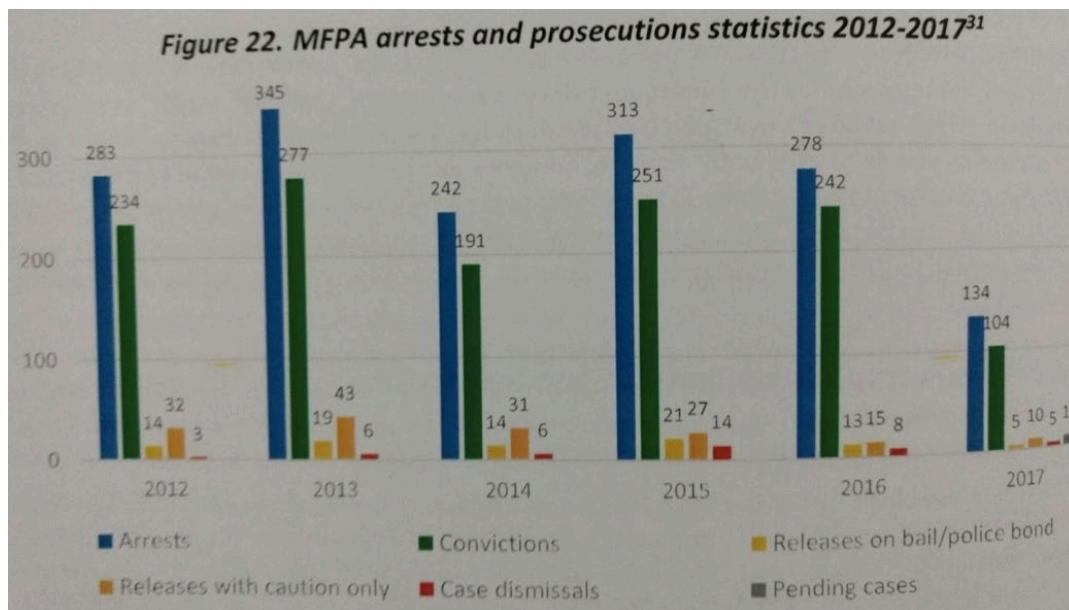


Figure 2: UWA SMART data for MFCA 2012-2017 as presented in D’Urđine, F. and R. Malpas, 2017, Murchison Falls National Park Recovery Programme 2010 – 2017: Progress and Performance Assessment

Indicator 3. 50% less frequent and lower impact human-wildlife conflict (HWC), with improved data on monitoring HWC.

Data monitoring on HWC has vastly improved because of this project, with a minimum 100% increase in the number of incidents being recorded (see annex 17) over the course of this project. UWA data on HWC monitoring is collected by community conservation rangers, who are stationed at ranger posts inside the parks, and the majority of whom do not have transport to move to the community to record incidents. When the UWA 2015 baseline data is compared with data collected over the course of the implementation of the scout project, records appear to show that HWC incidents have increased:

Source/ Pilot area	Nwoya	Rubirizi
UWA baseline 2015	60	33
WILD COMMS data Apr 2017-Mar 2018	174	66

This improvement in HWC data collection – and community members’ involvement in its collection – is one of the great successes of this project, and coupled with the interventions has improved the perception of HWC through giving people agency to solve their own challenges. This has been reported verbally by scouts and community members in both pilot site locations:

“These beehives have really helped us in protecting our crops from the elephants. Last year by this time we had really suffered, but this year no elephant has reached my garden... I can’t believe that elephants are afraid of bees!”
Edith, community member in Buhingo village, Rubirizi, MFCA, Apr 2018

“Now that we have beehives and we are maintaining the trench, we are sure that our crops can survive. We no longer have to sleep outside every night to guard for the elephants but can stay with our families and take it in turns for one person to guard... When an elephant comes, he blows the vuvuzela and it alerts the rest of us... Our lives have really changed”
Brian, community scout leader in Kafuro village, Rubirizi, MFCA, Apr 2018

“The organic [elephant] repellent has really helped us... I have witnessed the elephants smelling it [the repellent] and turning back, instead of enjoying the sweet crops as they used to”
Okech, community scout in Purongo village, Nwoya, MFCA, Apr 2018

“We entered [this place] last year... here has been the exit and the entrance for the elephants... at the start it has not been easy, but when we started using the repellent the elephants started going away. So I could say the repellent is working... for them, when they smell from a distance, they don’t come here”
James, community member in Latoro village, Nwoya, MFCA, Aug 2017

While the project has been unable to conclusively gather quantitative data to prove that the mitigation measures implemented have contributed towards less frequent and lower impact HWC, we are able to conclude that this is highly likely to be due to the vast improvement in the HWC incident data gathering network and system. It is also important to note that crop raiding only occurs during the time when crops are maturing and nearing harvesting, so the timeline of this project meant that only two seasons were captured. Some interventions, such as the beehive fences, were only established latterly, so little data has been available to properly assess the interventions’ impact. Anecdotally, pilot communities are reporting that incidents have decreased following the implementation of the interventions, and data for 2018 onwards should be able to show this. UCF have secured funding to continue working with the scouts in Nwoya on the organic elephant repellent project, and so data is certain to continue to be collected.

Indicator 4. 20% increase in IWT conviction rates, and high-profile arrests and convictions.

The project made great progress towards increased arrests and convictions for wildlife trafficking in Uganda. The latest data from NRCN indicates a steep increase in the overall number of their cases (Fig. 3) and their increased conviction rate has exceeded target, jumping from 68% in 2015-16 to 93% on average over the course of the project (Fig. 4).

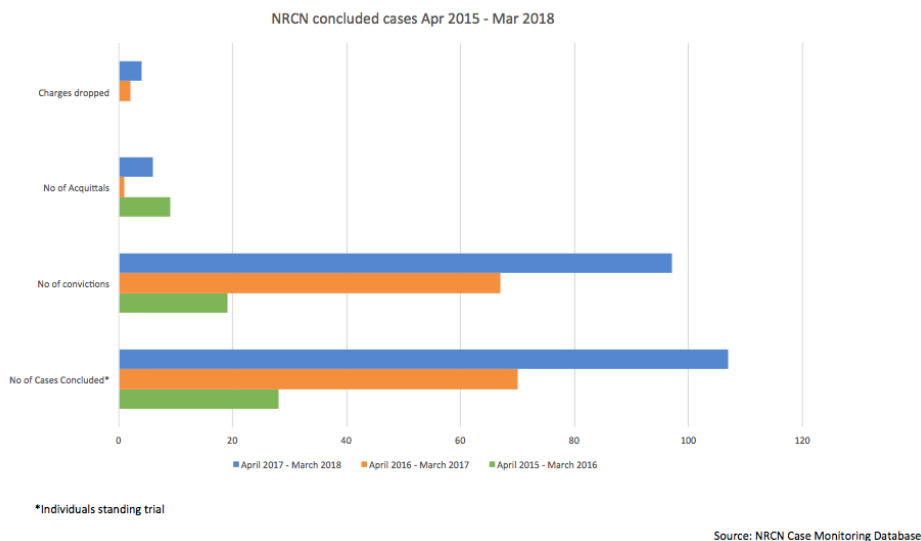
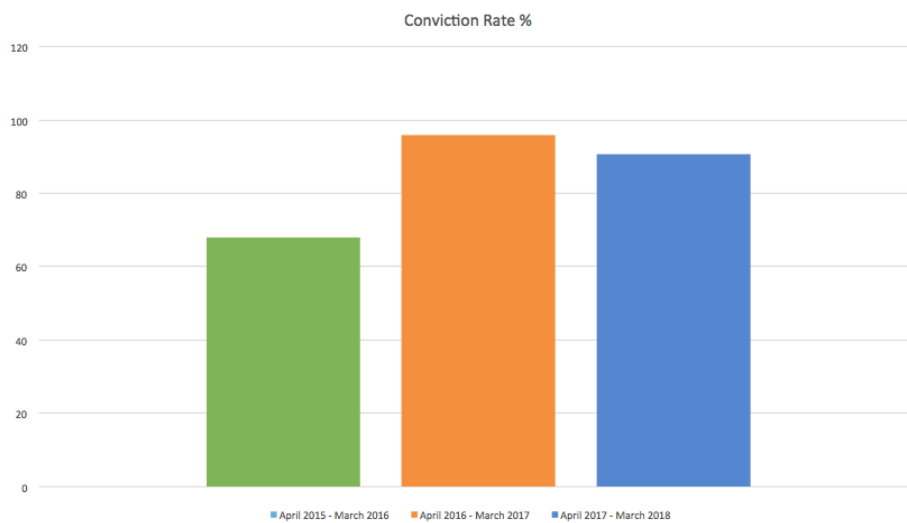


Figure 3: NRCN concluded cases Apr 2015- Mar 2018

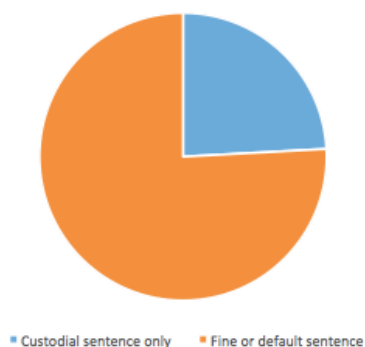


Source: NRCN Case Monitoring Database

Figure 4: NRCN conviction rates Apr 2015 – Mar 2018

Despite this success, certain challenges remain, including weak legislation, low awareness of the significance of wildlife crime amongst police and judiciary, and, on occasion, corruption or state interference. There is certainly evidence that these are improving, and the passing of the new sentencing guidelines on wildlife crime offences will have a great impact on convictions and sentences going forward. Over the course of the project, the proportion of custodial only sentences has greatly increased, from 24% custodial only to 67% custodial only between 2016 and 2018 (see fig. 5)

2016: Proportion of sentences custodial only



2017 (to date): Proportion of custodial only sentences

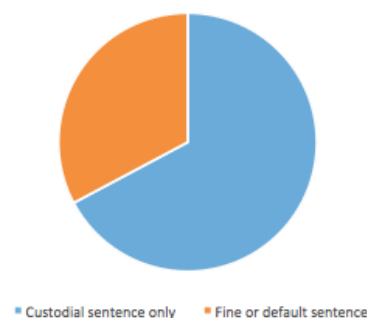


Figure 5: NRCN proportion of custodial vs. fine sentences, 2016 and 2017 – date

3.3 Impact: achievement of positive impact on illegal wildlife trade and poverty alleviation

The stated impact was ‘poverty alleviation and a reduction in wildlife crime/IWT in Uganda.’ Through the legal outputs (output 4) in particular, the project has made a significant contribution to reducing wildlife crime in Uganda: a contribution that will be sustained for further impact into the future. Capacity has been built within two indigenous institutions, UWA and NRCN, who will continue the work that they are doing on disrupting and dismantling wildlife crime networks.

Co-financed support of investigations has resulted in profiles of seven major Uganda-based ivory and/or pangolin networks. Significant arrests within these networks include five from a West African syndicate

with connections to multiple African and Asian countries. This network is currently the subject of a major trans-boundary UWA/NRCN investigation and has generated seizures of over 2.7 tonnes of ivory (250kg, September 2016; 1,303kg, February 2017; 1,200kg, August 2017) and six tonnes of pangolin scales (seized in Tanzania, January 2017). Further international seizures have been identified as having connections to this network.

Through reducing human-wildlife conflict and specifically crop loss (output 3), the project has made a marked difference in securing livelihoods for the target beneficiaries, while the food gardens (output 2) have demonstrated the strong potential for enhancing livelihoods, if sustained. These are benefiting 175 of the poorest households living around MFCA and QECA. As such, while it would be an over-statement to claim that project has alleviated poverty over the two years, it has nevertheless created the pre-conditions for poverty alleviation. In turn, these will result in a positive impact on local level wildlife crime. As described by one food garden member:

“We want good yields and then we can sell crops to the lodges for cash... We will use this for pay school fees and as start-up cash for other businesses..... People won’t go to the park (to hunt) if they have a good income.”

Food garden member, Rubirizi, QECA, March 2017

4. Monitoring of assumptions

Our initial assumptions largely held true throughout the programme, including on the additional factors that had emerged and the assumptions that were added after the first year.

Assumption 1: UWA receive continued and improved commitment and support from the Ministry of Tourism, Wildlife and Antiquities (MoTWA) and other government agencies in conducting their mandate to conserve and protect the wildlife of Uganda, and the political climate remains broadly stable

Despite evidence of state interference in isolated cases, the political will to tackle wildlife crime in Uganda is stronger than ever. A presidential directive issued in February 2017 tasked key enforcement agencies, including UWA, with ensuring the challenge was met, and the conception of a national wildlife crime task force will hopefully ensure that momentum is maintained and relevant agencies involved. The partnership is hoping to capitalise on current interest to maximise impact against project objectives.

That said, what emerged very clearly over the course of the project – and which had not been fully appreciated beforehand – is that due to a variety of challenges, the management and protection of Queen Elizabeth National Park was in fact very poor. However, UCF and UWA have committed to working in partnership to address all the challenges through a comprehensive strategic plan for the park, supported by the CITES MIKES project, into which the impact of this project can be integrated.

Assumption 2: Any industrial or mineral development of MFCA or QECA is carried out with the requisite environmental sensitivity to the status of these PAs

As oil activity ramps up in MFCA this remains extremely relevant. Insensitive infrastructure development could drive elephants out into community areas, exacerbating HWC, and can lead to increased demand for bushmeat or high value wildlife products.

Assumption 3: The majority of poaching in our focus areas remains driven by demand for domestic and/or commercial bushmeat, and Uganda is not subjected to a sudden escalation of arms-based ivory poaching

Whilst Uganda is a transit hub for large-scale wildlife trafficking, there are limited arms-based ivory poaching incidents recorded in-country. However, intelligence-based investigations have revealed a significant increase in pangolin poaching within Uganda (NRCN pangolin cases increased 160% year on year in FY1, all of which involve pangolins sourced in Uganda).

Assumption 4: Local weather patterns remain consistent and climate change does not rapidly accelerate

Uganda is affected by extreme weather patterns and climate change, and drought (linked to El Niño) has been occurring in East Africa this past year. This presents a threat to communities, where harvests may have failed due to drought, and compounded by crop raiding. The food gardens (output 2) component of the project has sought to increase resilience by demonstrating replicable irrigation methods.

The following assumptions were added after the first year of project implementation:

Assumption 5: There would be no other projects offering similar interventions.

Some duplication between this project and others in the intelligence and legal spheres was detected early on in the grant, especially with another IWT Challenge Fund supported initiative of the Wildlife Conservation Society. However, we were able to modify our project, resulting in a synergising of activities that maximise value for money, although the process did delay some activities.

Assumption 6: The grant notification award would be received in January 2016, allowing recruitment of the project team to deliver activities within the outlined timeframes.

Delays to grant notification and underestimation of recruitment timeframes and training requirements for new staff led to significant delays in outputs 2 and 3.

Assumption 7: Permission to utilise land for food gardens would be easily obtained.

Different land ownership challenges were faced in the pilot sites, which affected the location, tenure and timing of the food gardens component. Permission to use the two existing food garden sites has subsequently been gained for the life of the project, with MoUs in place.

5. Project support to the IWT Challenge Fund Objectives and commitments under the London Declaration and Kasane Statement

Through the intelligence and legal output (output 4) the project has most directly and tangibly contributed to objectives 2 and 3, both strengthening law enforcement and ensuring effective legal frameworks, by developing the capacity of both NRCN and the UWA law enforcement unit, as reported above.

Through the support of NRCN prosecutors and the training of the judiciary sentencing committee, the project has supported Commitment X of the London Declaration, while the training and capacity building that has secured successful prosecutions meets Commitment XI and XIII, and Commitment 5 from Kasane.

By bringing in external, international expertise (e.g. from Maisha Consulting and IIED) and developing partnerships and the sharing of information with other partners, the project has contributed to commitment XV concerning international co-operation and the sharing of expertise.

The work in identifying the target communities and their needs, increasing their capacity to pursue sustainable livelihood options (through the food gardens and HWC mitigation) meanwhile contribute to objective 1, and help fulfil commitments XVII and XVIII, and commitment 11 from Kasane.

The communities aren't directly involved in law enforcement networks, and therefore don't directly contribute to Commitment XX (and Kasane Commitments 12 and 13), although indirectly, the improvement of community-UWA relations and the monitoring of HWC by the scouts, will enhance the informal reporting from the communities on IWT issues to UWA.

6. Impact on species in focus

This project specifically targets commercial wildlife crime focused mainly on elephants, pangolins and rhinos, as well as various species targeted for bushmeat. Of these, elephants are the main mammalian beneficiaries and the project is already demonstrating results in terms of network disruption, increased arrests and raised convictions.

Co-financed support of investigations has resulted in profiles of seven major Uganda-based ivory and/or pangolin networks. Significant arrests within these networks include five from a West African syndicate

with connections to multiple African and Asian countries. This network is currently the subject of a major trans-boundary UWA/NRCN investigation and has generated seizures of over 2.7 tonnes of ivory (250kg, September 2016; 1,303kg, February 2017; 1,200kg, August 2017) and six tonnes of pangolin scales (seized in Tanzania, January 2017). Further international seizures have been identified as having connections to this network.

This case is providing UWA and NRCN opportunities to rapidly assimilate new capabilities and partnerships between agencies and partners at a national and transnational level. The project has not only provided training and equipment, but has also delivered practical support to investigations, such as facilitating the visit of an expert witness for testimony, or coordinating law enforcement support from international or trans-boundary partners.

Whilst the project has supported similar disruptive arrests and convictions in pangolin trafficking, this species is impacted by other factors. Two large-scale seizures during FY1 demonstrate the sheer volume of pangolins being trafficked from or through Uganda (875kg in Kampala, August 2016; 6 tonnes in Tanzania after crossing the Ugandan border, Jan 2017). Uganda has been targeted by Chinese-owned pangolin farms exploiting previous loopholes in legislation, and two such facilities were shut down by UWA during FY1. In parallel, Uganda has seen an increase in cases involving communities trading in live pangolins, and UWA and NRCN report a worrying rise in prices, with lower level traders selling live giant pangolins for over £1,000 per specimen (March 2017). Recent CITES legislation changes will support increased enforcement, but it is clear Uganda's pangolins are under severe threat. UCF is therefore fundraising for a dedicated pangolin project.

There is little evidence of rhino horn trafficking in Uganda, likely due to their relative scarcity in the area, and a zero poaching rate for Uganda's rhinos since their reintroduction in 2006. A single rhino case in FY1 saw charges dropped when the horn was discovered to be a fake.

In summary, this project is contributing very positively to the reduction of the threat to most species identified at its outset, but its potential impact on pangolins, despite considerable efforts to disrupt networks, may not be fully realised due to legislation lags and rising demand.

7. Project support to poverty alleviation

The project has made a contribution towards poverty reduction in the pilot communities. The Buliisa, Nwoya and Rubirizi sites typify subsistence agriculture or fishing communities neighbouring major conservation areas, vulnerable to involvement in wildlife crime due to economic pressures, human-wildlife conflict, and demand from higher-level traders. The project's focus on alternative livelihoods has had impacts in those communities involved in the food gardens, with socio-economic data showing a moderate increase in household wealth over the course of the project, and as the gardens are sustained into the future, this will grow. An indirect result of the project that has alleviated one of the impacts of poverty is that in all communities where food gardens were implemented, the variety of produce available to the local market has increased. In Rubirizi District, the demand from the local community for cauliflowers grown through the project's gardens could not match the demand. In Buliisa District, far less produce than was anticipated entered the lodge markets, as these vegetables – cabbages, cauliflowers, eggplants and carrots – were quickly purchased by local market traders who previously only sold tomatoes and onions, and those only seasonally. Linking gardens to tourism lodges will enhance local communities' participation in sharing the benefits of protected areas. These steps are expected to deliver long-term economic benefits for those involved, and provide best practice examples to inspire other communities.

Crop raiding mitigation by scouts has reduced economic loss to the scouts, who are vulnerable farmers along the boundary of the protected area. In addition to the reduction of such losses, the implementation of beehive fences as mitigation measures provided a further economic boost to these groups, although due to the project timeframe and slow colonisation rates of the beehives, this additional income is not expected to be represented by the data collected. However, communities were sure that honey from the beehives was a marketable commodity (as well as being useful at a household level, particularly medicinally for scouts' children) and were positive that it will provide a significant income generation stream. The improvement of household wealth indicators for community scouts in Nwoya and Rubirizi, is evidenced by socio-economic surveys, detailed above in section 3.2.

We recognise that poverty is about more than just measures of income, with the following contributing towards the alleviation of poverty in other ways:

Factor	Activity/intervention
Finance	Villages savings and loans groups, record keeping training
Access to services and markets	Provision of bicycles to scouts
Empowerment and agency	Being involved in decision-making in relation to natural resource management
Climate change	Building resilience; savings schemes, irrigation projects
Nutrition	Access to other types of fruit and vegetables, honey from beehive fences

8. Consideration of gender equality issues

Although hunting is traditionally a male activity, women play a crucial role in preparation and marketing of bushmeat; their refusal to cooperate in the industry is a key factor to reducing demand (WCS 2009). Subsequently, women are key change makers in developing positive conservation attitudes and practices. The project includes women-led food gardens; 2011 research from the UN Food and Agriculture Organization shows that providing women with the same access to productive resources and technologies as men could increase yields by between 20 and 30%.

The project aimed to deliver a 60% women-led food garden component, however this target would have been more realistic at 50%; 52% of current food garden members are women, despite initial sign-ups standing at 60% female. Challenges were felt in keeping women in the food garden groups, as initial work was hard, and women have multiple other daily tasks keeping them occupied. An unintended consequence of this was that more men were engaged in the gardens activities, and as one member put it:

“Men are the ones who go hunting, so it is good that there are more men than women because it is keeping them out of trouble”
Food garden member, Buliisa, MFCA, Apr 2018

Efforts were made to include female scouts within the project, although scouting activities in these areas are generally conducted by men, while women remain around the homestead. 24% of scouts in Rubirizi but just 6% of scouts in Nwoya are women; this illustrates the cultural differences between the two pilot sites, and the difficulty in changing cultural norms. However, large efforts were made by the scout groups in Nwoya to ensure that female-headed households benefited from the organic elephant repellent, to protect their crops.

The gender challenge is also represented in the UWA intelligence unit training, where just 11/50 trainees (22%) were women. This project supports UWA’s policy to “promote gender equality in the development and management of wildlife resources” (UWA 2014).

9. Lessons learnt

In retrospect, the scheduling of year one activities was ambitious. A delayed notification and disbursement of the grant resulted in late recruitment, which subsequently delayed implementation. Furthermore, more time was required for staff training than originally anticipated which meant that activities got going 7-8 months later than projected. Future projects will include a minimum three-month period for staff recruitment and training, assuming these are new staff who have not previously worked with any of the partners.

Secondly, any such future project would ensure that senior project staff are recruited before field staff so that the project management team can be involved in the recruitment of the team. Thirdly, a dedicated period should have been set aside during the launch phase for the collection of data and completion of a comprehensive baseline report, written up in a report style. This would have provided a reference to return to, rather than relying on looking back on databases for the raw baseline data.

In terms of project management, a key recommendation to others would be for the lead implementing partner to have one member of staff dedicated to the project management of the grant; where project team staff are undertaking other activities, which are often very varied in nature and different from the project's thematic area, this can distract from the project. In the case of this particular project, the number and variety of different strands of the project – community outputs, intelligence outputs, legal interventions – were so broad that it required a dedicated resource to pull them all together.

A key lesson learned was that our commitment to reducing HWC incidents whilst simultaneously drastically improving monitoring was unrealistic. Baseline data from UWA was patchy, and was not available for MFCA in 2016. Following the implementation of the WILD COMMS data collection system and training of community scouts and UWA community rangers in its use, the number of recorded incidents increased three-fold between the baseline and end-line.

Although known at the commencement of the project through previous community projects implemented, the importance of savings groups to any community activity became very clear. By utilising savings group as a lynchpin of the project, group members turn up for activities, meet regularly unsupervised, talk to each other and address challenges together. It is almost a pleasant by-product that people save and can take out small loans to diversify and increase resilience. We would recommend this to any project working with community groups in future.

The importance of greater synergy among local stakeholders was another key lesson. Time-consuming negotiation of roles and activities to avoid duplication with the WCS IWT project led to delays, yet the process has resulted in both greater synergy for IWT-funded interventions in Uganda and closer relationships and improved trust amongst local actors for the long term. As a direct result of this challenge, a working group for organisations in Uganda working in the IWT field has been established, and now meets quarterly to discuss ongoing projects, future plans and areas of synergy and collaboration.

9.1 Monitoring and evaluation

Looking back on the project lifespan, the M&E system as outlined in the original application appears to have been ambitious and complex, with many and varied means of verification. Although this was difficult to avoid with so many different strands to the project, it is deemed that the inclusion of multiple indicators in the original log frame could have been consolidated into one or two key indicators means of verification. This is a valuable lesson learnt for future projects.

Progress has been made towards analysing raw baseline data that were previously identified, although there remained some challenges with data sources that were expected to be used but have not been possible to utilise, largely due to administrative challenges within local institutions, such as the Uganda National Bureau for Statistics, upon which we were relying for baseline socio-economic data. Wildlife crime and HWC data was expected from UWA for analysis per protected area on a biannual basis, however due to new data restrictions, we were only able to receive aggregated annual data. Our own HWC monitoring data in the pilot sites and socio-economic surveys of participating households provided a useful supplement to the UWA data and helped fill gaps in national level data that it was not possible to access.

A field visit from the Tusk project leader took place June 2016 to strengthen relations and guide project implementation. To improve project monitoring and evaluation, a short-term consultant was hired to manage this key area. The consultant undertook field visits and conducted interviews with staff from partner organisations and participants in order to complete this report.

A comprehensive evaluation was commissioned by an independent evaluator – Ruth Malleson – at the end of the project period. The final evaluation was conducted in April 2018, with the aim of assessing the project's relevance, effectiveness, efficiency, sustainability and impact in relation to a series of specific questions. The final evaluation report has been shared with this report in annex 11.

9.2 Actions taken in response to annual report reviews

- i. *Was a thorough stakeholder analysis/mapping conducted before the project was designed, as this would have identified possible duplications with other stakeholder activities?*

Following this advice, UCF took the initiative to set up a counter wildlife trade/ illegal wildlife trade working group that includes WCS, NRCN and AWF, and includes participation from Uganda Wildlife Authority; a clause is included to allow other stakeholders to come on board in future. This working group now meets quarterly and is chaired and hosted rotationally. This is aimed at sharing information on ongoing and upcoming projects and exchanging ideas, ensuring that such duplications as was experienced on this project are avoided in future. The agreed guidelines for the working group are included here as supporting evidence, see annex 21.

- ii. *Whilst the exit strategy has been thought out and looks fine, the biggest challenge will be keeping the communities engaged with their new activities should the support from the project end. In addition, the maintenance of equipment donated by donors is usually a challenge for government agencies after the withdrawal of support, which can lead to the reduction/cessation of law enforcement activities. How does the project intend to address this?*

- i. Communities:

- i. Nwoya – further funding has been secured from WildAid to extend the HWC work begun under this project, in the form of further trials into the elephant crop raiding solution that this project was able to begin.
 - ii. Buliisa - SPE are continuing their work in this area engaging communities on sustainable livelihoods projects.
 - iii. Rubirizi – the field office has been kept open and our staff continues to man the office. Further discussions are ongoing between Tusk and UCF in relation to the benefits of continuing to fund community work in this area as part of a broader recovery strategy around QECA.
- ii. Equipment to NRCN and UWA – prior to the identification of equipment to be donated, discussions were held with partners to ensure that sustainability was considered. This included ensuring that operational budgets included running costs for equipment, e.g. insurance and fuel for motorcycles. Nothing was donated that was not already on the “wish list” of the recipients.

10. Other comments on achievements not covered elsewhere

Tackling high-value wildlife crime is extremely complex, and achievements in this area are not without a corresponding increase in risk. UCF are working with UWA and NRCN to constantly review and assess risk management and practical interventions for technical, personal and operational security are being implemented.

Finally, this project has created a foundation for other positive interventions: a major new community conservancy project north of MFCA; a pangolin protection project; and a demand reduction campaign from WildAid, “Poaching Steals From Us All”. UCF has also been invited by UWA to provide training and operational support for the National Wildlife Crime Taskforce.

11. Sustainability and legacy

At the institutional level Tusk's long-term partnership with UCF will continue beyond this project, providing further support for their work in Uganda. Similarly, UCF will continue working with UWA and other partners to build capacity in community conservation and law enforcement, integrating findings from this project into UWA policies and management plans for protected areas. UCF will continue to support the building of NRCN and UWA capacity and key infrastructure at a field level to tackle wildlife crime.

NRCN has been successful in securing funding (from Space for Giants among others) for a judiciary sensitisation project. A future project for the partnership includes taking forward a discussion on academic course content creation for the Law Development Centre, to ensure that future generations of

law students and enforcement professionals can be trained to effectively tackle wildlife crime through the courts.

HWC mitigation interventions will deliver lasting social and economic benefits for local farmers, with closer dialogue between communities and park authorities sustaining their upkeep. The use of permaculture principles in gardens ensures environmental sustainability and ease of replication (utilising locally available natural resources). Training participants ensures sustainable agriculture capabilities benefit both the gardens and participants' own smallholdings and enterprises for the long term. Both scout and food garden pilot initiatives have strong replication potential and UCF is in discussions with Tusk and other donors regarding the continuation of this community work. Funding has already been secured from WildAid for the continuation of one particular HWC mitigation method developed by the community in Nwoya District. After the many challenges and consequent slow start to the food gardens in Buliisa, SPE have committed to continue working with and supporting the food garden groups with monitoring and advice for a minimum of one further year, and should funding be secured, will roll this out further in Buliisa to improve data on its viability.

12. IWT Challenge Fund Identity

The project has publicised the IWT Challenge Fund in multiple ways and in every facet has acknowledged this as a UK Government funding stream. In the legal workshop for judiciary sentencing committee and RUSI's workshop on the role of financial investigation in tackling the illegal wildlife trade this was part of a larger programme, but in all other activities it was a stand-alone project. Those likely to be familiar with the fund include all of the partners – UWA, NRCN, Soft Power Education, Uganda Judiciary Sentencing Committee and levels of local government at the district level. Should be some degree of understanding amongst the beneficiary communities.

The partners have taken the following actions to promote the project, acknowledging publically the support of the IWT Challenge Fund and UK Government:

- A news item was posted on Tusk's website following announcement of the grant (UK Government Invests in Tusk's Anti-Poaching Efforts: <https://www.tusk.org/news/3-mar-2016-uk-government-invests-in-tuskas-anti-poaching-efforts>);
- Branded presentations to key stakeholders, including annual Tusk Talk at the annual Tusk Conservation Lecture in London in Oct 2017, which was on the recovery of Murchison Falls National Park;
- Promoted on Twitter and Facebook and in e-shots to all email subscribers;
- News items on UCF website and social media, and coverage in local Uganda press;
- Update on the project in Tusk's March 2017 newsletter, sent to all Tusk's supporters;
- Article in *Tusk Talk* (Tusk's Annual Magazine) 2018 (page 29): <https://issuu.com/tusktrust/docs/tt18-issuu-all>
- Frequent updates on activities on UCF and SPE social media;
- Branding of equipment donated under the project by all partners;
- Branded t-shirts given out during UWA senior management seminar for visibility within key stakeholder organisation;
- Branding of field offices for visibility in the community.

13. OPTIONAL: Outstanding achievements of your project during the (300-400 words maximum). This section may be used for publicity purposes

I agree for the IWT Secretariat to publish the content of this section:

"Countering Wildlife Crime: Livelihoods, Intelligence & Prosecution Capacity Building in Uganda" has played a significant role in tackling the illegal wildlife trade in Uganda. The project combined community initiatives – including food gardens and community scouts, to provide alternative incomes to wildlife crime at a park level – with building capacity in the legal and intelligence sectors tackling high-value wildlife trafficking at a national level. It helped tackle the higher-value beneficiaries of the crime, whilst providing local communities with genuine alternatives. The project was implemented by a best of breed partnership between Tusk Trust, Uganda Conservation Foundation (UCF), Uganda Wildlife Authority

(UWA), Natural Resource Conservation Network (NRCN), Soft Power Education and the International Institute for Environment and Development.

As part of wider efforts tackling wildlife crime in Uganda – which includes funding from Save The Elephants in investigations and prosecutions as well as support from the British High Commission Kampala and USAID in training – UWA and NRCN have received training in evidence collection and management, investigation techniques, scene of crime management, as well as vital equipment and legal scholarships.

In recent months, UWA and NRCN have demonstrated their rapid assimilation of these new skills, with arrests and convictions of increasingly high value suspects, including those arrested during a recent house search which led to a seizure of 1.3 tons of ivory, hundreds of documents, and various cutting tools and packaging paraphernalia. Investigations are still ongoing into this wider network, which is known to be connected to multiple countries across Africa and Asia, but the writing is on the wall for criminal networks trading in illegal wildlife products in Uganda – their illicit trafficking of Africa's elephants and pangolins will no longer be tolerated.

14. Finance and administration

14.1 Project expenditure

Project spend (indicative) since last annual report	2017/18 Grant (£)	2017/18 Total actual IWT Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
TOTAL				

Staff employed (Name and position)	Cost (£)
Dan Bucknell – Tusk Project Leader	
Marion Robertson - UCF Projects Coordinator all outputs	
Patrick Agaba - UCF Projects Manager All outputs	
Ruth Apusan - UCF Project Officer & Data Analyst	
Shivan Kamugisha - UCF Projects Manager All outputs (taking over from Patrick Agaba)	
Anne-Marie Weeden (since left) - UCF General Manager - All outputs	
Robert Okello (role subsequently covered by Sharon Webb & Robert Kidaga) - SPE Projects Manager - Output 2 Lead	
SPE Field Officer - Output 2 - MFCA	
Crispus Muhindo Project Officer (replaced by Judith Amanyanya) - Output 2/3 - QECA	
Ernest Oniba - Project Officer - Output 3 - MFCA	
Morris Hangi - Project Assistant (replaced by Osbert Mugaiga) - Output 2/3 - QECA	
TOTAL	

Capital items – description <i>Please detail what items were purchased with fund money, and where these will remain once the project finishes</i>	Capital items – cost (£)
Output 3: 50 x Wild Comms Tablets/Smartphones for CSs, plus 20 x Android smart phones for NRCN operatives – To remain with NRCN	
Output 4: Wild Leo and other intel devices (phones - including secure phones, - covert surveillance equipment, technical gear etc) for 80 UWA Intelligence Officers & 5 NRCN Officers; Desktop computer and laptop for UWA and NRCN Data Analysis respectively, plus data back up system for NRCN – To remain with UWA and NRCN	

Output 4: 10 x Motorcycles for Intelligence/Investigation Operatives (11 x UWA Teams & 1 x NRCN - second-hand Bajaj 100cc or similar) – To remain with UWA and NRCN	
TOTAL	

Other items – description <i>Please provide a detailed breakdown for any single item over £1000</i>	Other items – cost (£)
Independent Final Evaluation	
TOTAL	

14.2 Additional funds or in-kind contributions secured

Source of funding for project lifetime	Total (£)
Elephant Crisis Fund	
British High Commission (UK Conflict Stability & Security Fund)	
Samworth Foundation	
Wildlife Tech Challenge Fund	
Private Individual Donor	
Space for Giants (in-kind support – organisation of workshop, est. £28,000)	
TOTAL	

Source of funding for additional work after project lifetime	Total (£)
WildAid	
TOTAL	0

14.3 Value for Money

The inherent structure of the partnerships to this project has ensured that maximum value has been achieved. The implementation and project management has been conducted at a national level in Uganda and has built the capacity of local organisations, with minimal overheads expended on project management at the UK level. The Tusk/UCF partnership has been established over many levels and we are confident in the partnership's ability to deliver high impact results on a lean profile.

UCF and other Ugandan partners have conducted all activities possible themselves and have undertaken their own procurement, so as not to incur unnecessary charges. Co-financing has meant that a significant amount more has been achieved through this project than the budget belies.

Annex 1 Project's original (or most recently approved) logframe, including indicators, means of verification and assumptions.

Note: Insert your full logframe. If your logframe was changed since your application and was approved by a Change Request the newest approved version should be inserted here, otherwise insert application logframe.

Project summary	Measurable Indicators	Means of verification	Important Assumptions
Impact: Poverty alleviation and a reduction in wildlife crime / IWT in Uganda.			
<p>Outcome: Improved livelihood opportunities, human-wildlife conflict mitigation and enhanced park-community relations for the most vulnerable park-adjacent communities, supported by increased IWT convictions via law enforcement capacity building; these activities will deliver reduced drivers of wildlife crime at the community level, and a meaningful deterrent among financial beneficiaries of IWT.</p>	<ol style="list-style-type: none"> 1. Measurable uplift in household income of food garden participants and community scouts. Target = 20% increase. 2. Reduction in poaching / criminal activity within the immediate area of the protected area pilot sites. Target = 20% reduction in poaching. 3. Less frequent and lower impact human-wildlife conflicts (HWCs), with improved data on monitoring HWCs. Target = 50% reduction in HWC incidents. 4. Increased IWT conviction rates, and high-profile arrests and convictions. Target = 20% increase in convictions. 	<ol style="list-style-type: none"> 1. Wealth indicators will be verified via a baseline study followed by bi-annual household reports from our park-adjacent pilot sites. These will be conducted using quantitative survey questionnaires and qualitative video interviews collected via the WILD COMMS devices by PFOs in their pilot study areas. 2. Criminal activity indicators will be monitored via quarterly UWA law enforcement data from their WILD LEO and SMART reports, as well as dedicated spatial analysis of the number of poaching convictions from our pilot site areas using data from the UWA Offender Database as source. 3. HWC incident rates will be recorded via the Community Scouts in key boundary areas, with data transmitted in real time and mapped using WILD COMMS techniques in UCF quarterly reports. UWA HWC data will also be referenced. These reports will include photos or video of evidence of HWC, as well as analysis of location, type, frequency and extent of damage. 	<ol style="list-style-type: none"> 1 - UWA receive continued and improved commitment and support from the MoTWA and other government agencies in conducting their mandate to conserve and protect the wildlife of Uganda, and the political climate remains broadly stable. 2 - Any industrial or mineral development of MFCA or QECA is carried out with the requisite environmental sensitivity to the status of these Pas. 3 - The majority of poaching in our focus areas remains driven by demand for domestic and/or commercial bushmeat, and Uganda is not subjected to a sudden escalation of arms-based ivory poaching. 4 - Local weather patterns remain consistent and climate change does not rapidly accelerate.

		4. Increased IWT conviction rates will be monitored by aggregated reports incorporating court results from UWA, NRCN and State prosecutions of IWT suspects, supported by newspaper reports.	
Outputs: 1. Identifying the 2 most vulnerable park-adjacent communities to be used as pilot sites (one neighbouring QECA, and another MFCA).	1.1 1x baseline study and a WILD COMMS geo-spatial report per focus area representing a cluster analysis of criminal convictions by community while also identifying other factors (historical HWC patterns, proximity to local lodges, organisational footprints, etc.). 2 total, Q1 FY1 1.2 3x biannual WILD COMMS geo-spatial reports per focus area showing cluster analysis of criminal convictions by community and other indicators as measured by FPOs and CS. 6 total, Q3 FY1, Q1 & Q3 FY2 1.3 1x final WILD COMMS geo-spatial report per focus area showing analysis of all indicators. 2 in total, Q4 FY2.	1.1 UWA Law enforcement data; 1.2 WILD LEO reports; 1.3 UWA Community monitoring of HWC patterns; 1.4 Historical project data from UCF and other stakeholders; 1.5 Baseline and end-line interviews with community members.	Timely and willing participation of UWA field teams is received, and that wildlife crime and HWC data is accurate and available in both QECA and MFCA.
2. The creation of women led food gardens as sustainable livelihood options for members of the 2 pilot sites.	2.1 50 community members (minimum 60% women) per pilot site recruited and trained on sustainable agriculture techniques. 30 women, Q2-FY1. 2.2 First crop sown in 2 community food gardens (1 per pilot site), by Q3-FY1. 2.3 Signed supplier agreements with at least 3 lodges located less than 30km by road from each pilot site. Q4-FY1 2.4 Measurable uplift in HHI of participants and increased diversity of income sources. Q1-FY2 onwards.	2.1 Baseline and end-line household surveys; 2.2 SPE project reports; 2.3 follow up surveys conducted using WILD COMMS; 2.4 video interviews with subjects; 2.5 Interviews with Tourism providers; sales records; 2.6 copies of supplier agreements.	Communities are willing to designate land and participate in the food garden initiatives. Tourism lodges are willing to purchase locally produce.
3. Mitigation of HWC and improvement of park relations via the formation of a Community Scout Team (CS), implementation and	3.1 50 Community Scouts (25 per pilot site) recruited and commencing basic training. Q4 FY1.	3.1 Project Reports; 3.2 community scout interviews and photographs;	Local people are willing and able to participate in the community scouts scheme and HWC programmes. Local communities are not hostile to

<p>monitoring of HWC interventions and reinstatement of the Community Park Committees in the focus areas.</p>	<p>3.2 Training in data collection and monitoring of HWC incidents and other indicators, provision of 50 WILD COMMS smartphone/tablet devices. Q1, FY2.</p> <p>3.3 Community training workshops on HWC methods by Q1 FY2 for Rubirizi scout groups, and implementation of at least 2 area-specific HWC interventions by pilot site (i.e. elephant trenches, noisemakers, beehive fence, vermin control or livestock bomas) by Q3 FY2</p>	<p>3.3 records of trainings;</p> <p>3.4 WILD COMMS data monitoring and reports;</p> <p>3.5 UWA HWC data for comparison;</p> <p>3.6 monitoring of interventions & results;</p> <p>3.7 KAB surveys.</p>	<p>UCF/UWA.</p> <p>Community scouts have adequate literacy and numeracy skills to be able to accurately record and monitor HWC using tablet devices.</p>
<p>4. Increase of prosecutions of IWT suspects via capacity building within the intelligence and legal sectors of Ugandan Law enforcement.</p>	<p>4.1 Complete the training of 57 UWA Intelligence Officers in HUMINT in partnership with Maisha Consulting, and subsequently to conduct a Senior Management Intelligence Training for UWA management, both from Headquarters and 7 x Conservation Areas.</p> <p>4.2 Complete WILD LEO spatial crime analysis training and provision of smartphone/covert devices as appropriate for 80 UWA Intelligence Unit officers and 5 NRCN operatives. Q1-FY2.</p> <p>4.3 Complete advance motorcycle rider training for 9 UWA Intelligence officers and 4 NRCN operatives; provision of 10 used motorcycles for road surveillance across Uganda. Q1 FY2.</p> <p>4.4 Kingpin investigation support for NRCN on specific high level IWT cases-average of 1 case per quarter (8 cases in total). Q1-Y1 until Q4-Y2.</p> <p>4.5 Provision of nine legal scholarships for UWA rangers to build capacity in prosecution and legal skills</p> <p>4.6 Facilitate attendance and provision of legal capacity-building workshops and</p>	<p>4.1 Training records;</p> <p>4.2 project reports;</p> <p>4.3 academic transcripts;</p> <p>4.4 course certifications;</p> <p>4.5 UWA annual reports;</p> <p>4.6 arrest records;</p> <p>4.7 seizure records.</p>	<p>That the Government of Uganda will empower UWA to detect and combat wildlife crime with a timely review of the legislation, including any amendments to their executive powers.</p> <p>Representatives of partner organisations are willing and able to participate in training, scholarships and events.</p>

	<p>trainings, supporting other organisations on financial investigations/ prosecutions skills development, roll out of Standard Operating Procedures and Sentencing Guidelines of wildlife crime, and other key content as required by Uganda-based wildlife crime legal sector.</p>		
<p>Activities (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)</p> <p>1.1 Obtain and clean the data from the historical UWA Offender Database for MFCA & QECA, as well as any "big data" from Uganda Bureau of Statistics, i.e. local populations by community, number of households etc. (Activity 1.1 and 1.2 merged)</p> <p>1.3 Conduct spatial analysis using QGIS to create cluster analysis maps of poaching convictions by local communities, on a quarterly basis.</p> <p>1.4 Combine above data with Livelihoods, HWC and Anti-trafficking reporting from other outputs into bi-annual Management Reports and final Project Report.</p> <p>1.5 Recruit 50 community members (min. 60% women) per pilot site, and conduct participatory analysis to develop Food Garden concept and identify land to be designated for its use (30 women, Q2-FY1).</p> <p>2.2 Provide WILD COMMS devices/apps to 2 x PFOs and train on data collection and transmission</p> <p>2.3 Design and conduct baseline Household Study and Subject Video Interviews using WILD COMMS</p> <p>2.4 Conduct stakeholder meetings including Food Garden group, UWA Community Conservation Officers and Lodge Representatives, to develop crop ideas and agree supplier agreements.</p> <p>2.5 Train participants in small business skills and sustainable agricultural practices; provides seeds, equipment etc.</p> <p>2.6 Installation of a water catchment irrigation system at each site.</p> <p>2.7 Encourage peer selection of Food Garden Team Leaders to take on key roles (Client Management; Sales; Book-keeping; Stock Control)</p> <p>2.8 Monitor and support agricultural output and market linkages with tourism providers, and help Groups identify any new opportunities (new high value opportunities, e.g. industrial/engineering project camps etc)</p> <p>2.9 Compile bi-annual reports from follow up Household Surveys and Subject Interviews</p> <p>3.1 Identify candidates and conduct recruitment of 25 Community Scouts in QECA and 50 scouts in MFCA</p> <p>3.2 Conduct Community Scout training in monitoring HWC incidents and interventions, as well as natural resource sharing, recording and transmitting this data using WILD COMMS devices (where required).</p> <p>3.3 Hold community training workshops on HWC mitigation methods with communities in focus areas.</p> <p>3.4 Agree and implement at least 2 area-specific HWC interventions at pilot sites.</p> <p>3.5 Where possible employ people from the pilot sites to conduct the work (e.g. trench digging, boma construction, vermin control).</p> <p>3.6 Co-ordinate and monitor the reinstatement of Community-Park Committees (CPCs) between UWA and communities (represented by CSs and Local Councils): to assist conflict resolution, maximise impact of revenue sharing and improve communications.</p>			

- 3.7 Produce quarterly HWC reports incorporating incident monitoring, PFO reports on CPCs, and monitoring of any intervention activities.
- 4.1 Contract experienced Security Sector training professionals to conduct core competency workshops on intelligence, investigation, defensive driving skills for UWA Intelligence/NRCN.
- 4.2 Procure and provide suitable covert GPS tracking and audio/visual (AV) surveillance equipment for use as WILD LEO data collection devices for UWA Intelligence/NRCN
- 4.3 Procure two high capacity photocopier/printer/scanners for UWA and NRCN, as well as a colour laserjet for UWA and other office equipment, to aid investigations productivity and data security.
- 4.4 Prepare materials and conduct training on WILD LEO evidence collection and crime analysis for UWA/NRCN.
- 4.5 Schedule and complete all trainings in a strategic sequence to allow creation and management of discrete intelligence cells.
- 4.6 Identify and select 9 UWA rangers for legal scholarships
- 4.7 Procure and provide 10 x motorcycles for road surveillance purposes (9 to UWA, 1 to NRCN) with any necessary licenses required by operatives
- 4.8 Identify targets for Kingpin cases with NRCN and schedule investigation support
- 4.9 Magnify media exposure of Kingpin cases convictions and any other IWT convictions via Press Releases to key media and conservation partners around the world, thereby increasing the deterrent.
- 4.10 Facilitate attendance of and/or host Wildlife Crime workshops, identifying host experts, offering training and materials to help legal professionals, investigators and law students improve their techniques for maximising convictions and sentencing of IWT cases.

Annex 2 Report of progress and achievements against final project logframe for the life of the project

Project summary	Measurable Indicators	Progress and Achievements
<p>Impact</p> <p>Poverty alleviation and a reduction in wildlife crime / IWT in Uganda.</p>		<p>The project has begun to improve the livelihoods of some of the poorest households living around MFCA and QECA through the food gardens and human-wildlife conflict community scouts initiatives. Food garden groups have reported a 100% increase in livelihood diversification and measurable uplift in food garden participant income across both sites stands at an average of 14%. Community scouts report an uplift in income due to both diversified livelihood activities and protection of existing livelihood crops.</p> <p>In terms of wildlife crime, the project has invested heavily in building the capacity of law enforcement, intelligence and monitoring personnel, prosecution support, networks and systems - strengthening wildlife crime prevention at strategic and field levels. This is yielding positive results. There is a demonstrable steep increase in the number of cases featuring high value species:</p> <ul style="list-style-type: none"> • 76 elephant ivory cases in 2016-18 with 103 suspects on trial, vs. 8 cases in 2015/16 with 17 suspects • 29 hippo ivory cases in 2016-18 with 44 suspects on trial, vs. 3 cases in 2015/16 with 4 suspects • 32 pangolin cases in 2016-18 with 54 suspects on trial, vs. 6 cases in 2015/16 with 15 suspects • The average weight of a seizure has doubled for elephant and hippo ivory cases, whereas the average weight of a pangolin seizure is in decline; • The number of concluded cases in 2016-18 is more than double that of the previous year, and the conviction rate has leapt from 68% to 93% over the project period; • The average sentence in month per kg of elephant ivory has increased from 2.93 months per kg to 6.09 months per kg during this timeframe (+108%), but the average fine per kg (in GBP) has increased from £17.62 to £23.77 (+35%) <p>The proportion of custodial <i>only</i> sentences has increased from 24% to 67% over the course of the project.</p>
<p>Outcome</p> <p>Improved livelihood opportunities, human-wildlife conflict mitigation and enhanced park-community relations for</p>	<p>1. Measurable uplift in household income of food garden participants and community scouts. Target = 20%</p>	<p>1: Completed. Despite 18 months of meaningful livelihood activities being recognised as a very short time in which to realise material benefits, real uplift in household income indicators is visible from this project. Across the QECA project</p>

<p>the most vulnerable park-adjacent communities, supported by increased IWT convictions via law enforcement capacity building; these activities will deliver reduced drivers of wildlife crime at the community level, and a meaningful deterrent among financial beneficiaries of IWT.</p>	<p>increase.</p> <p>2. Reduction in poaching / criminal activity within the immediate area of the protected area pilot sites. Target = 20% reduction in poaching.</p> <p>3. Less frequent and lower impact human-wildlife conflicts (HWC), with improved data on monitoring HWC. Target = 50% reduction in HWC incidents.</p> <p>4. Increased IWT conviction rates, and high-profile arrests and convictions. Target = 20% increase in convictions.</p>	<p>sites, an 18% increase is visible amongst both food garden and community scout participants, as illustrated from socio-economic survey analysis. Progress for the MFCA sites has been slower, with one garden in particular suffering from baboon destruction of their garden. This is a firm foundation from which further progress can be made, as the project has worked to ensure that activities are sustainable and replicable and that appropriate structures are in place to carry activities forward.</p> <p>2: Completed. UWA baseline data on poaching/wildlife crime is seen in the Site Selection report. Analysis of the change in wildlife crime activities in the pilot sites shows an increase in signs of poaching around MFCA (+13%) and a decline in QECA (-10%). Arrests have reduced in all pilot site areas. Significant challenges exist with this data, as we may attribute increasing figures in MFCA to improved patrolling, and decreases in QECA to the management and staffing challenges that the park is currently experiencing.</p> <p>3. Completed. A baseline of HWC data from UWA for 2015/16 (at park level and locally) in comparison with end-line data collected for Apr 2017-Mar 2018 indicates an increase in number of HWC incidents in the pilot site areas. This data presents significant challenges as many more records were captured than in the baseline. No baseline existed regarding intensity of incidents.</p> <p>4. Completed. Conviction rate and arrest data has been compiled in conjunction with NRCN. The conviction rate of 68% for April 2015-March 2016, has increased to 93% in the period April 2016-March 2018, a total increase of 25% over the lifespan of this project.</p>
<p>Output 1.</p> <p>Identifying the 2 most vulnerable park-adjacent communities to be used as pilot sites (one neighbouring QECA, and another MFCA).</p>	<p>O1.IND1. 1x baseline study and a WILD COMMS geo-spatial report per focus area representing a cluster analysis of criminal convictions by community while also identifying other factors (historical HWC patterns, proximity to local lodges, organisational footprints, etc.). 2 total, Q1 FY1</p> <p>O1.IND2. 3x biannual WILD COMMS geo-spatial reports per focus area</p>	<p>O1.IND1. Completed. Baseline geospatial report was been completed, which presents statistics on HWC and wildlife crime for MFCA and QECA. Analysis of this data facilitated selection of the target locations for this project. This information is annexed to this annual report within the Pilot Site Selection report.</p> <p>O1.IND 2. Completed. Biannual geo-spatial reports for MFCA demonstrate a reduction of poaching indicators and arrest of suspects over time. MIKE (Monitoring Illegal Killing of Elephants) was used as a substitute for WILD</p>

	<p>showing cluster analysis of criminal convictions by community and other indicators as measured by FPOs and CS. 6 total, Q3 FY1, Q1 & Q3 FY2</p> <p>O1.IND3. 1x final WILD COMMS geo-spatial report per focus area showing analysis of all indicators. 2 in total, Q4 FY2.</p>	<p>LEO/COMMS data for QECA the initial site selection report, with subsequent biannual reports showing an increase in poaching indicators. Due to management challenges within UWA at QECA, data for FY2 was not available by quarter and is represented as an annual report.</p> <p>O1.IND3. Completed. Presented in annex 4.</p>
<p>Activity 1.1</p> <p>1.1 Obtain and clean the data from the historical UWA Offender Database for MFCA & QECA, as well as any "big data" from Uganda Bureau of Statistics, i.e. local populations by community, number of households etc. (Activity 1.1 and 1.2 merged)</p>		<p>Partially completed. Data from the UWA Offender Database was obtained and included within the Pilot Site Selection report and subsequent biannual wildlife crime maps. It was not possible to obtain UNBOS data analysis, which was still not forthcoming following administrative changes at government level (changing political boundaries has created a dataset that requires further analysis).</p>
<p>Activity 1.3 Conduct spatial analysis using QGIS to create cluster analysis maps of poaching convictions by local communities, on a quarterly basis.</p>		<p>Completed. Spatial analysis maps were produced present baseline data for MFCA, with maps for QECA using data collected by the MIKE (Monitoring the Illegal Killing of Elephants) project. Quarterly analysis completed for FY1 and for MFCA for FY2, however data from QECA for FY2 was not available from UWA with dates attached due to new data restrictions, therefore the final year's maps for QECA are aggregated. See annex for these maps.</p>
<p>Activity 1.4 Combine above data with Livelihoods, HWC and Anti-trafficking reporting from other outputs into bi-annual Management Reports and final Project Report.</p>		<p>Completed. Bi-annual management reports were completed, however due to delays in implementing the food gardens activities and the time required for livelihoods projects to demonstrate meaningful impact, and the timeline for the HWC data collection rollout, data for these outputs was not substantial in earlier reports.</p>
<p>Output 2.</p> <p>The creation of women led food gardens as sustainable livelihood options for members of the 2 pilot sites.</p>	<p>O2.IND1. 50 community members (minimum 60% women) per pilot site recruited and trained on sustainable agriculture techniques. 30 women, Q2-FY1.</p>	<p>O2.IND1. Partially completed. Implementing partners UCF and SPE successfully recruited 100 gardening participants in QECA and MFCA combined. In Buliisa (MFCA) Bedo Yo Mungu Neno group with 25 members (15 women) was formed following consultation with local authorities, site identification, and self-selection procedures, with permission obtained from the landowner to use the site in Kisomere for a minimum of 2 years. A second group, Kwer Konyo (14 women, 9 men) was formed and selected and land secured from the area MP in Kilyango for the purposes of this project and beyond. Group members underwent training from SPE in group dynamics, constitution development and conflict resolution; group savings schemes; record keeping; deforestation issues; permaculture principles and practical gardening techniques such as mapping contours, digging</p>

	<p>O2.IND2. First crop sown in 2 community food gardens (1 per pilot site), by Q3-FY1.</p> <p>O2.IND3. Signed supplier agreements with at least 3 lodges located less than 30km by road from each pilot site. Q4-FY1</p> <p>O2.IND4. Measurable uplift in HHI of participants and increased diversity of income sources. Q1-FY2 onwards.</p>	<p>swales, producing grow beds and composting.</p> <p>In Rubirizi (QECA), UCF field staff selected a group, Bazigaba Kweterana, with 25 (17 women) members in Nyakarambi village, following a competitive recruitment exercise that attracted the interest of several self-selecting groups. Land has been secured from a private landowner for a period of 2 years minimum, and strong local relationships have been developed. A second group, Kafuro Katweyambe (17 men, 8 women) formed and rented land. The groups received the same programme of training and support as the groups in Buliisa, with support from UCF field staff and the permaculture consultant. Participants in this area were are existing smallholder farmers, which helped with training</p> <p>O2.IND2. Behind schedule. Due to the significant efforts required to establish community gardens and recruit participants, crops were not planted in line with the anticipated timeline. At the project's end, all groups are growing crops on their gardens, see photographic evidence provided in annex and produce has been harvested and sold, see group record books in annex 5.</p> <p>O2.IND3. Partially completed. Commitments secured from a total of 6 lodges (3 per site) to support the project by buying fruit and vegetables from the community gardens. However, formal supplier agreements have been deemed unsuitable, as we want to avoid stifling other local producers. Field teams devised workable systems and processes that match supply with demand for fresh produce in conjunction with the group members and following training from Agribusiness Management Associates.</p> <p>O2.IND4. Completed. Socio-economic survey data is provided in annex 16.</p>
<p>Activity O2.A1. Recruit 50 community members (min. 60% women) per pilot site, and conduct participatory analysis to develop Food Garden concept and identify land to be designated for its use (30 women, Q2-FY1).</p>		<p>Completed. 52% of the 100 recruited food gardens participants are women. Participatory approaches were used to recruit participants, select garden sites and develop the food garden concept, in accordance with permaculture principles. Agreements were signed with landowners for the use of the garden sites for this project.</p>
<p>Activity O2.A2. Provide WILD COMMS devices/apps to 2 x PFOs and train on data collection and transmission</p>		<p>Completed. Devices issued to 3 project field officers, training received and data collection completed.</p>
<p>Activity O2.A3. Design and conduct baseline Household Study and Subject Video Interviews using WILD COMMS</p>		<p>Completed. 100 baseline household surveys completed in Buliisa and Rubirizi. Video interviews were deemed unsuitable due to language barriers and were replaced with less formal interviews between project staff and participants.</p>
<p>Activity O2.A4. Conduct stakeholder meetings including Food Garden group, UWA Community Conservation Officers and Lodge Representatives, to develop</p>		<p>Completed. Stakeholder meetings were conducted and market surveys completed to establish appropriate crop types and quantities, see annex A need</p>

crop ideas and agree supplier agreements.	for more flexible supplier arrangements and the need to remain fair to other local producers meant that formal agreements were not signed, though verbal agreements exist.
Activity O2.A5. Train participants in small business skills and sustainable agricultural practices; provides seeds, equipment etc.	Completed. 100 participants (50 in each location) received training in group dynamics, constitution development and conflict resolution; group savings schemes; record keeping; environmental stewardship; permaculture principles and practical gardening techniques. See further supporting documentation for the training manual utilised. Planting regimens were made with participation of the groups, the permaculture consultant and the field staff, and tools and seeds were purchased accordingly. See annex for handover documents for tools and seeds
Activity O2.A6. Installation of a water catchment irrigation system at each site.	Completed. Irrigation systems were installed at all 4 sites. 3 of these utilised local, sustainable and replicable technology based on permaculture methods and a network of 'swales' established to ensure soil moisture was maximised. Photographic evidence is provided.
Activity O2.A7. Encourage peer selection of Food Garden Team Leaders to take on key roles (Client Management; Sales; Book-keeping; Stock Control)	Completed. Each garden established a leadership structure and elected their chairperson, treasurer, secretary and sales representatives. 2 sales representatives from each group were trained in business and marketing skills by Agribusiness Management Associates.
Activity O2.A8. Monitor and support agricultural output and market linkages with tourism providers, and help Groups identify any new opportunities (new high value opportunities, e.g. industrial/engineering project camps etc).	Partially completed. Concrete agreements are in place with 2 tourism lodges in MFCA, however due to the existence of local markets to supply the tourism sector in QECA, such formal agreements were not deemed suitable for Rubirizi District. A external body, Agribusiness Management Associates, conducted business skills and access to markets training in FY2 Q3 to ensure improve groups' capacity to sustainably manage access to markets. Encouragingly, a high volume of produced grown on the gardens was sold into the local markets, improving local nutrition levels as well as reducing poverty.
Activity O2.A9. Compile bi-annual reports from follow up Household Surveys and Subject Interviews	Completed. This activity was modified, as it is felt that meaningful changes in household income and livelihoods diversification would not be felt until Q3 FY2. Hence, a final comparison of household income was undertaken at the end of FY2, see socio economic survey data analysis.
Output 3. Mitigation of HWC and improvement of park relations via the formation of a Community Scout Team (CS), implementation and monitoring of HWC interventions and reinstatement of the Community Park Committees in the focus areas.	O3.IND1. 50 Community Scouts (25 per pilot site) recruited and commencing basic training. Q4 FY1. O3.IND1: Completed. 50 community scouts were recruited - 25 in the community of Latoro village in Nwoya District (MFCA), 25 in the community of Purongo village in Nwoya District (MFCA) and a further 25 scouts across 5 villages in Rubirizi District (QECA). Due to early success, existing scouting UWA networks and enthusiasm at local level, the partnership put in change request to add another 25 scouts in Nwoya – these were selected from Purongo village. The recruited scouts participated in a varied series of training workshops including capacity building in group dynamics and conflict resolution, group savings, environmental stewardship, alternative livelihoods (e.g. beekeeping), and

	<p>O3.IND2. Training in data collection and monitoring of HWC incidents and other indicators, provision of 50 WILD COMMS smartphone/tablet devices. Q1, FY2.</p> <p>O3.IND3. Community training workshops on HWC methods by Q1 FY2 for Rubirizi scout groups, and implementation of at least 2 area-specific HWC interventions by pilot site (i.e. elephant trenches, noisemakers, beehive fence, vermin control or livestock bomas) by Q3 FY2</p>	<p>reducing HWC (e.g. making elephant repellents, planting non-palatable crops). This livelihoods training as well received by scouts, who during focus group meetings expressed their enthusiasm for the group saving scheme and beekeeping schemes in particular. Participants stated that the group saving scheme will generate capital to buy seeds, send children to school and provide emergency funds (e.g. for sickness); whilst seeing strong potential in beekeeping as a both an alternative income stream and a known elephant deterrent.</p> <p>The partnership piloted different scouting models in the 2 sites – favouring a high-volume of scouts in Latoro village aimed at reducing HWC with crop-raiding elephants from neighbouring MFCA; whilst in Rubirizi district in QECA the approach engaged small teams of 5 scouts per village in a cluster of 5 neighbouring communities. This responds to the different HWC issues and measures that exist in each location.</p> <p>O3.IND2. Completed. We trained 50 participants from Nwoya in data collection methods, and from these selected 20 who received smart phones and training on using the WILD COMMS data collection tool. In Rubirizi, 10 data collectors were identified and trained from the wider pool of scouts and also received smart phones for data collection. This makes 30 data collectors in total – a realistic reduction from the original target as challenges were met in terms of scouts’ numeracy and literacy skills to collect data. In addition, 9 extra smart phones were procured and installed with WILD COMMS software and the 9 UWA MFCA community conservation rangers were trained on data collecting using this method to further improve HWC data collection in community around the entire park.</p> <p>O3.IND3. Completed. Community HWC training workshops held in QECA in conjunction with UWA and subsequent interventions implemented including facilitating the maintenance of existing elephant trenches, installation of five sections of beehive fences and training scouts in noisemaking as an HWC mitigation method. In MFCA community scouts implemented beehive fences in two areas known to be crossing points for elephants out of the protected area, and scouts produced their own locally designed elephant “repellent” which successfully prevented crop raids on c. 50 farms. Non-palatable crops were trialled as a livelihood option in MFCA, including planting ginger, garlic and sunflowers.</p>
<p>Activity O3.A1. Identify candidates and conduct recruitment of 25 Community Scouts in QECA and 50 scouts in MFCA.</p>		<p>Completed. 25 community scouts recruited in QECA, 50 community scouts recruited in MFCA. This represents an increase in the target number of scouts from our initial target of 50 (25 per site), reflecting our confidence in this component of the project. The existence of UWA scouting networks in Nwoya</p>

	has proved an advantage for the partnership, and UCF has been careful to ensure that the scouts groups build on the existing roles and expertise rather than duplicate UWA/AWF's past engagement. During a focus group with participants in Latoro village, scouts reported that this project offers different training (with a focus on livelihoods), monitoring procedures and ongoing support compared to UWA's scouting interventions, with participants enthusiastic about the livelihoods training, coordination and HWC reduction training offered by the partnership.
Activity O3.A2. Conduct Community Scout training in monitoring HWC incidents and interventions, as well as natural resource sharing, recording and transmitting this data using WILD COMMS devices (where required).	Completed. Initial paper HWC monitoring forms were developed by the partnership and scouts trained on data collection by UCF project officers. Through this process 10 scouts from each group (30 in total) were selected, based on their aptitude, to receive smart phones and training on data collection using the ODK tool. The ODK tool was designed in conjunction with IIED under their IWT228 project. In addition, following a gap analysis of the capacity of the UWA Community Conservation (CC) department to collect HWC data, 9 extra smart phones were procured and training delivered to all 9 UWA CC rangers at MFCA.
Activity O3.A3. Hold community training workshops on HWC mitigation methods with communities in focus areas.	Completed. 7 community training workshops on animal behaviour (QECA), and HWC mitigation methods including establishing beehive fences (QECA and MFCA) and making elephant repellent (MFCA) were conducted. See training reports for information, in annex 12.
Activity O3.A4. Agree and implement at least 2 area-specific HWC interventions at pilot sites.	Completed. In Rubirizi, beehive fences, replanting of a section of Mauritius thorn hedge and trench maintenance were implemented; in Nwoya beehive fences and a locally-developed elephant repellent solution were implemented.
Activity O3.A5. Where possible employ people from the pilot sites to conduct the work (e.g. trench digging, boma construction, vermin control).	Completed. Items required for interventions such as beehives for beehive fences were all sourced locally and training on beekeeping, animal behaviour and HWC mitigation was all conducted by local contractors.
Activity O3.A6. Co-ordinate and monitor the reinstatement of Community-Park Committees (CPCs) between UWA and communities (represented by CSs and Local Councils): to assist conflict resolution, maximise impact of revenue sharing and improve communications.	Partially completed. This activity was scheduled for FY2, once target communities and participants had been identified. Adaptations to the form and formality of the CPCs were made following in-depth discussions with UWA, which led to an adapted version of this output as the CPC principle is currently undergoing a strategy review by UWA. However, following conversations with UWA it was not deemed appropriate or sustainable to re-institute the CPCs, leaving limited progress towards this output.
Activity O3.A7. Produce quarterly HWC reports incorporating incident monitoring, PFO reports on CPCs, and monitoring of any intervention activities.	Partially completed. Ambitions to produce quarterly HWC reports in Y1 were excessively ambitious given the time taken to establish the field offices, scouts groups and monitoring systems and therefore the output is incomplete. HWC reporting commenced in FY2 though many and varied challenges were

		encountered with data collection. Baseline and end-line reports have been produced for this output.
<p>Output 4. Increase of prosecutions of IWT suspects via capacity building within the intelligence and legal sectors of Ugandan Law enforcement.</p> <p>NB: Having identified areas of potential overlap between our project and those of other stakeholders in activities proposed under Output 4, we reviewed our proposed legal capacity-building activities and made changes to the original indicators and activities. These were confirmed in a change request. The changes to the project will maximise the impact of the IWT Challenge Fund in Uganda, minimising duplication with other projects and promoting synergy between different organisations engaged on these themes (e.g. Space for Giants, WCS, Maisha Consulting).</p>	<p>O4.IND1. Complete the training of 57 UWA Intelligence Officers in HUMINT in partnership with Maisha Consulting, and subsequently to conduct a Senior Management Intelligence Training for UWA management, both from Headquarters and 7 x Conservation Areas.</p> <p>O4.IND2. Complete WILD LEO spatial crime analysis training and provision of smartphone/covert devices as appropriate for 80 UWA Intelligence Unit officers and 5 NRCN operatives. Q1-FY2.</p> <p>O4.IND3. Complete advanced motorcycle rider training for 9 UWA intelligence officers and 4 NRCN operatives; provision of 10 used motorcycles for road surveillance across Uganda. Q1 FY2.</p> <p>O4.IND4. Kingpin investigation support for NRCN on specific high level IWT cases- average of 1 case per quarter (8 cases in total). Q1-Y1 until Q4-Y2.</p>	<p>O4.IND1. Completed. Changes to this deliverable were documented in change request CR4; this changed in order to work in coordination with fellow IWT grantees WCS. The number of training participants was reduced to 52 (responding to decline in UWA intelligence officer numbers), however due to job commitments only 50 were able to attend the course. A 5-day residential seminar for UWA senior management took place in FY2, resulting in 56 UWA staff improving their knowledge of and capacity to make management decisions for intelligence teams. Reference is made to the end of training reports (HIGHLY CONFIDENTIAL) provided as additional supporting material.</p> <p>O4.IND2. Completed. 40 people (34 UWA and 6 NRCN) were trained in information gathering for intelligence using WILD LEO, and the project has procured and distributed 34 smartphones, one laptop and one desktop computer to NRCN and UWA respectively. The objective of this training was to provide participants with information management and database training to enable improved management of intelligence data on suspects and trafficking. No further training took place under this project, as this was done in the workplace via Maisha Consulting as part of the WCS IWT project. A change request was submitted to take into account this alteration to the project. Covert and overt equipment was provided as detailed in O4 A2. Reference is made to</p> <p>O4.IND3 Completed. Advanced motorcycle training was completed by 4 NRCN staff and 9 UWA staff. NRCN received two used motorcycles and UWA received 10 brand new motorcycles, 2 more than originally planned. The NRCN and 7 UWA motorcycles have been deployed for field surveillance.</p> <p>O4.IND4. Completed. Between Jan-Dec 2016 NRCN arrested over 50 ivory traffickers nationwide, at least 20 of which were supported by the kingpin investigation. The 20 people arrested with support from UCF come from 5 major trafficking networks that have both local and nationwide relevance. Between March 2016 and Feb 2017, there were 6 convictions in total – 2 ahead of the target for Y1. As examples, 1 case from Easter 2016 involved 6 senior 'level 3' wildlife criminals, including 2 army officers, found with 22.5 kg ivory. This case led to 2 convictions, although the criminals were given 4,000,000 UGX fine,</p>

	<p>O4.IND5. Provision of nine legal scholarships for UWA rangers to build capacity in prosecution and legal skills</p> <p>O4.IND6. Facilitate attendance and provision of legal capacity-building workshops and trainings, supporting other organisations on financial investigations/ prosecutions skills development, roll out of Standard Operating Procedures and Sentencing Guidelines of wildlife crime, and other key content as required by Uganda-based wildlife crime legal sector.</p>	<p>which they paid and were released from custody. Another 3 men were arrested in May 2016 with 30kg raw ivory and laundered money, and were handed over to military custody and later acquitted. Another significant arrest involved a major West African trafficking network operating across East Africa, who were found with 1300 kg of ivory, carving equipment and fake documentation. These suspects are awaiting charges. Overall, whilst progress is being made there remain challenges relating to getting convictions - as many cases involve suspects skipping police bail or being acquitted from military custody.</p> <p>O4.IND5. Completed. All 9 targeted scholarships were granted. 8 of these were awarded in September 2016 and enabled 5 UWA staff to do a one-year law diploma at Law Development Centre. All 5 scholars graduated (see annex 14a-b) in 2018 and have been deployed to various national parks, increasing UWA's capacity to prosecute wildlife crimes. Reference is made to the graduation photograph and scholars' report in annex. Of the other 4 scholars, 1 student completed a Master's of Law and another completed a Postgraduate Bar Diploma. 1 person is undertaking a Bachelors of Law funded for 2 years under this project, and the ninth scholarship was granted in March 2017 (but started in September 2016) to enable a Bachelors of Law. Both of these scholars will be supported to finish their studies through co-financing from the WILD LEO Ranger Education Fund.</p> <p>O4IND6. Completed. A change request was approved in March 2017. The change request resulted in an additional 6 senior participants from NRCN, UWA, ODPP, and LDC attending the RUSI international financial flow financial investigation and prosecution training in Kampala. A further workshop for the Uganda judiciary sentencing committee supported the approval and adoption of sentencing guidelines for wildlife and forestry crimes into the national sentencing guidelines for non-capital offences for Uganda. A copy of the submitted guidelines is provided in annex 15.</p>
<p>Activity O4.A1. Contract experienced Security Sector training professionals to conduct core competency workshops on intelligence, investigation, and defensive driving skills for UWA Intelligence/NCRN.</p>		<p>Completed. A Uganda-based ex-SAS security consultant performed a gap analysis of UWA's intelligence needs. This resulted in Maisha Consulting delivering HUMINT training for 50 intelligence officers, and senior management training to 56 UWA management staff. 9 UWA intelligence staff and 4 NRCN investigators were trained in advanced motorcycle riding by On Course 4WD.</p>

<p>Activity O4.A2. Procure and provide suitable covert GPS tracking and audio/visual (AV) surveillance equipment for use as WILD LEO data collection devices for UWA Intelligence/NRCN.</p>	<p>Completed. 30 covert devices were supplied to UWA and 8 to NRCN. 45 digital voice recorders and telephone pick up cables were supplied to UWA and 5 DVRs and pick up cables to NRCN. 14 secure encrypted phones were distributed to UWA (9), NRCN (4) and UCF (1), 21 smart phones for operations to NRCN and with 45 personal GPS trackers (35 UWA, 10 NRCN).</p>
<p>New activity O4.A3. Procure two high capacity photocopier/printer/scanners for UWA and NRCN, as well as a colour Laserjet for UWA and other office equipment, to aid investigations productivity and data security.</p>	<p>Completed. 2 Canon photocopier/printer/scanners and 2 fireproof document/equipment safes were procured and donated to UWA and NRCN. UWA also received a heavy-duty shredder, colour Laserjet printer and 3 Lenovo laptops to support intelligence operations, and NRCN received one laptop. NRCN were provided with a back-up system and office internal communication system for data security.</p>
<p>Activity O4.A4. Prepare materials and conduct training on WILD LEO evidence collection and crime analysis for UWA/NRCN.</p>	<p>Completed. This training took place for 3 weeks in FY1, involving 40 UWA staff (including a small number from Semliki and Mt Elgon NPs). The training involved a week in each of UWA HQ, MFCA and QECA.</p>
<p>Activity O4.A5. Schedule and complete all trainings in a strategic sequence to allow creation and management of discrete intelligence cells.</p>	<p>Completed. A gap analysis was completed in November/December 2016 and the partnership subsequently worked with other stakeholders to ensure appropriate sequencing of training and capacity building.</p>
<p>Activity O4.A6. Identify and select 9 UWA rangers for legal scholarships</p>	<p>Completed. We granted all 9 targeted scholarships that supported studies commencing September 2016. 5 UWA staff completed a one-year law diploma at Law Development Centre; 2 UWA staff received funding for Bachelor's degrees in law; 1 completed a Master's of Law; and another a postgraduate Bar Diploma. This represents a change from the original activity, which sought to recruit a legal expert to provide support to UWA.</p>
<p>Activity O4.A7. Procure and provide 10 x motorcycles for road surveillance purposes (9 to UWA, 1 to NRCN) with any necessary licenses required by operatives.</p>	<p>Completed. NRCN received 2 'used' motorcycles; UWA received 10 brand new motorcycles. Training was provided as indicated under O4. A1.</p>
<p>Activity O4.A8. Identify targets for Kingpin cases with NRCN and schedule investigation support.</p>	<p>Completed. This was a discrete co-financed activity that yielded results. Between March 2016 and Aug 2017 there were 19 high value arrests in total, including suspects operating as part of what has been termed "possibly the biggest criminal network in Africa".</p>
<p>Activity O4.A9. Magnify media exposure of Kingpin cases convictions and any other IWT convictions via Press Releases to key media and conservation partners around the world, thereby increasing the deterrent.</p>	<p>Partially completed. Press releases were handled by partner organisations UWA and NRCN. A new media strategy with NRCN and UWA seeks to play down media exposure for strategic and security reasons. This activity had significant overlap with the WCS IWT project, which trained NRCN media officers.</p>
<p>Activity O4.A10. Facilitate attendance of and/or host Wildlife Crime workshops, identifying host experts, offering training and materials to help legal professionals, investigators and law students improve their techniques for maximising convictions and sentencing of IWT cases.</p>	<p>Completed. The original activity was modified – the original biannual wildlife crime workshops were not possible. This was change requested. Instead, we enabled 6 senior participants from NRCN, UWA, DPP, and LDC to attend the RUSI IFF (international financial flow) financial investigation and prosecution training. In FY2 we hosted an offsite wildlife crime training workshop for the</p>

	Uganda judiciary sentencing committee to facilitate the adoption and incorporation of guidelines on wildlife and forestry offences into the national sentencing guidelines for non-capital offences.
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Annex 3 IWT Contacts

Ref No	IWT032
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Annex 4 Onwards – supplementary material (optional but encouraged as evidence of project achievement)

Checklist for submission

	Check
Is the report less than 10MB? If so, please email to IWT-Fund@ltsi.co.uk putting the project number in the subject line.	✓
Is your report more than 10MB? If so, please discuss with IWT-Fund@ltsi.co.uk about the best way to deliver the report, putting the project number in the subject line.	X
Have you included means of verification? You need not submit every project document, but the main outputs and a selection of the others would strengthen the report.	✓
Do you have hard copies of material you want to submit with the report? If so, please make this clear in the covering email and ensure all material is marked with the project number.	X
Have you involved your partners in preparation of the report and named the main contributors	✓
Have you completed the Project Expenditure table fully?	✓
Do not include claim forms or other communications with this report.	