



## Illegal Wildlife Trade (IWT) Challenge Fund Annual Report

To be completed with reference to the “Writing a Darwin Report” guidance: (<http://www.darwininitiative.org.uk/resources-for-projects/reporting-forms>). It is expected that this report will be a **maximum** of 20 pages in length, excluding annexes)

**Submission Deadline: 30<sup>th</sup> April 2018**

### IWT Challenge Fund Project Information

Project reference	IWT 036
Project title	Implementing park action plans for community engagement to tackle IWT
Country/ies	Uganda
Contract holder Institution	IIED
Partner institution(s)	Uganda Wildlife Authority, Wildlife Conservation Society, Village Enterprise, Uganda Conservation Foundation
IWT grant value	£459,896
Start/end dates of project	1.4.17 – 31.3.21
Reporting period (e.g. April 2017-Mar 2018) and number (e.g. Annual Report 1,2,3)	Apr 2017 – March 2018, Annual Report 1
Project leader name	Dilys Roe
Project website/blog/social media	<a href="https://www.iied.org/park-action-plans-increasing-community-engagement-tackling-wildlife-crime">https://www.iied.org/park-action-plans-increasing-community-engagement-tackling-wildlife-crime</a>
Report author(s) and date	Dilys Roe, Henry Travers, Julia Baker, Simon Nampindo, Geoffrey Mwedde, Peter Dema, Maz Robertson, Shivan Kamugisha, Fiona Roberts. April 2018

### 1. Project rationale

A previous IIED-led IWT Fund project (IWT001) showed that, at Uganda’s two largest national parks (Queen Elizabeth and Murchison Falls), poaching affects a wide range of species. The bulk of species caught are destined for national and cross-border bushmeat markets, but there is also evidence of opportunistic poaching of high value species for international trade including elephants, lions and pangolins. Our research showed that while poverty is one driver of poaching many people poach because they are angry about human wildlife conflict or because there are no other income earning opportunities available. The Uganda Wildlife Authority (UWA) has a community conservation programme to address such problems, but it is hampered by weak capacity, poor resources and limited commitment and support from UWA HQ. There is also limited coordination by UWA with NGO efforts to support community-based interventions to tackle IWT. This combination of factors exacerbates poor UWA – community relationships.

This project, which focusses on Murchison Falls Protected Area (Figure 1) is intended to address this problem by: 1) implementing community engagement programmes based on a 5-year, multi-stakeholder action plan for Murchison Falls Protected Area that was developed as a final output of IWT001; and 2) building capacity of UWA’s Community Conservation Unit to support the plan and increase its recognition within UWA HQ as an effective, strategic and necessary complement to law enforcement efforts.

Figure 1: Location of Murchison Falls Protected Area in Uganda



**2. Project partnerships**

The project builds on partnerships established in IWT 001 (IIED, WCS - Uganda, UWA), while drawing in additional partners that have engaged with IWT 001 (Uganda Conservation Foundation) or have previously worked with IIED via the Poverty and Conservation Learning Group (Village Enterprise).

The project emerged directly from the findings of IWT 001 in response to demand from UWA for support to pilot the action plans that had been developed as final outputs. In particular, the staff of the community conservation unit, who attended various workshops during the course of IWT 001 were very enthusiastic to be involved in a project that was specifically targeted at them rather than at the law enforcement rangers or park managers.

WCS-Uganda, as well as being a partner on IWT 001, are a long-term supporter to UWA on a wide range of other initiatives and so a natural choice to continue our successful partnership into this new project. Their role is to coordinate one of the community engagement activities at the park – establishing community wildlife scouts to mitigate human wildlife conflict and to report on illegal activities.

Uganda Conservation Foundation (UCF) has also previously presented and participated in IWT 001 workshops and have another IWT Fund project also focussing on Murchison Falls (for which IIED is a Technical Advisor). It was therefore a natural progression to work directly with them on this project and to coordinate with their existing work. UCF's role in the project is to convene a "Murchison Falls Coordination Forum" bringing together different conservation and development actors working in the area in order to share information and ensure coordination of efforts in support of the park action plan.

Village Enterprise (VE) is the only completely new addition to the partnership. VE has, however, previously collaborated with IIED through its involvement in the Uganda Poverty and Conservation Learning Group. VE's role in the project is to support the establishment of small enterprises as a means to generate alternative sources of income, and to link these enterprises to the wildlife scouts programme led by WCS.

The partners all benefitted from an inception meeting at the start of the project in June 2017 which allowed some of them to meet in person for the first time, to better understand each others' roles in the project and to jointly review and amend the project workplan and logframe. The agenda, presentations and notes from the meeting are attached as evidence (Annexes 01, 02, 03).

A key component of the project – as noted in Section 1 – is to build the capacity of UWA's Community Conservation Unit to better engage with local communities living around Uganda's protected areas, including at Murchison Falls as part of the implementation of the park action plan. To this end, on the recommendation of Adonia Bintooro (who leads UWA's Community Conservation (CC) Unit and Pamela Anying (Adonia's Deputy), we also engaged with two technical specialists this year – Agripinnah Namara and Eunice Duli who are both Ugandan social scientists – to develop and deliver training. Agripinnah is a long-term collaborator of IIED and member of UPCLG. Eunice was a Senior Manager of UWA's CC Unit and is now a specialist consultant.

### **3. Project progress**

#### **3.1 Progress in carrying out project Activities**

Year 1 activities are largely on track despite a delayed start to the project. Although the project officially was due to start on 1<sup>st</sup> April, budget negotiations with DEFRA meant that we were only sent our grant paper work on 26<sup>th</sup> May. The grant then went through internal checks, so the project got underway in June.

#### **Output 1: Existing wildlife scouts programmes in human wildlife conflict and IWT hotspots around Murchison Falls National Park are improved**

##### *1.1 Complete review of existing wildlife scout programmes around the park and determine selection criteria for inclusion within the enterprise scheme (feeding into activity 2.3)*

Completed. Geoffrey Mwedde (WCS Uganda) completed a review of existing scout programmes. The review established that various wildlife scout programmes have been implemented around MFNP for the last five years (including by UWA as well as by NGOs) and there has been a very mixed level of support to each scout group. Scouts in the northern part of the park had received more support than any other group probably due to the high levels of HWC in this area. Wildlife scouts in Kiryandongo district (adjacent to Karuma Wildlife Reserve) received the least support – making them a likely candidate for inclusion within our programme. Full details are provided in an internal report (Annex 04).

##### *1.2 Hold wildlife scout consultation meetings, collect scout records on their activity and HWC levels*

Completed. 50 scouts have been identified in the 9 project villages spread out in two parishes of Kyankende and Kichwabugingo both in Kiryandongo district – our target area. The majority were existing scouts (37) with an additional 13 recruited by UWA to join the programme. The scouts are not evenly distributed within the villages, but this is partly based on higher levels of

threat. UWA have provided historic records of reports from the scouts on HWC incidences in an excel spreadsheet (available to view on request, but not attached to this report). A meeting was held with the scouts in the two parishes as well as with the MFPA UWA's Community Conservation Department staff to get preliminary information necessary for smooth implementation of scout programmes. During the consultations jointly conducted by UWA and WCS, the scouts identified the key factors that would enhance the programme as well the basic requirements. These are:

- Increased cooperation between UWA and the frontline communities
- Bringing a sufficient number of community members on board to increase the effectiveness of the scouts
- Establishing a rewards payment system to motivate scouts
- Providing first aid training and field kits
- Availing sufficient (in quality and quantity) tools and equipment to repel animals
- Back up support from UWA during raids
- Giving adequate and refresher trainings to the scouts

### *1.3 Establish UWA ranger-based SMART patrols in project sites and control sites; collect historical ranger-based monitoring data adjacent to areas where all wildlife scout programmes have been established; analyse data*

Ahead of schedule. This activity was not due to start until year 2. However as part of the first phase of the project where we have been preparing for on the ground implementation, Henry Travers (IIED) has also developed the methodology for monitoring IWT activities. We had planned to use snare surveys for this, but have now decided to use ranger patrol data for all illegal activities encountered while on patrol. This decision was taken because snares are difficult to detect within the wooded areas of Karuma, which border parts of the project site, and assessing all illegal activities will increase our statistical power to detect change. In addition, this will cause minimum disruption to UWA's planned patrols (i.e. the snare patrol would be an additional activity). Baseline ranger patrol data on illegal activities inside the park is available in UWA's SMART database and we have submitted a request to UWA to allow us access and use this information.

### *1.4 Train scouts in reporting and UWA Community Conservation staff to collect and analyse scout reports*

Not yet started. This activity is scheduled for year 2 and will start in May 2018, however, templates have been developed to collect information on mobile phones in collaboration with UCF and have been trialled in the two protected areas where UCF has been supporting scouts. This has enabled us to learn from their implementation and make improvements to the forms to increase ease of use.

### *1.5 Conduct before/after analysis of scouts attitudes to conservation and working relationship with UWA*

On track. We have developed a questionnaire for assessing changes in scouts attitudes to conservation and relationship with UWA (Annex 05) This will be integrated into Village Enterprise's standard baseline survey assessment that they conduct at the start of all small enterprise initiatives. The baseline survey was originally timed for year 1 of the project but due to the delayed start date this will now take place at the start of year 2 and will be conducted by Village Enterprise at the same time that they start the enterprise programme with the scouts' households (see Output 2).

### *1.6 Host annual lessons learnt reviews*

This activity is erroneously listed under Output 1 and is actually part of our M and E activities. Please see M and E section for a report on this. We will update the logframe and Gantt chart accordingly.

### *1.7 Meet with UWA senior management and Community Conservation staff to review scouts programme and agree long-term future*

Not yet started - this activity is planned for the final year of the project

### *1.8 Establish and run Coordination Forum*

This activity is also erroneously listed under Output 1. In a Change Request agreed in November 2017 it was agreed that the Coordination Forum meetings should actually be indicators of progress under Output 4. We will update the logframe and Gantt chart accordingly. Nevertheless, work against this activity is delayed due to the delayed start to the project. The first Forum meeting is planned to be held in June 2018.

## **Output 2: Small enterprises are developed in HWC / IWT hotspots for existing wildlife scout programmes as an alternative income source to poaching**

### *2.1 Assess microenterprises opportunities based on current, local economic and conservation landscape around Murchison Falls National Park*

On track. Village Enterprise have conducted interviews with UWA, WCS and the scouts to understand their experience to date on small enterprises. UWA are keen to promote chilli growing and bee keeping because they see these are contributing to HWC mitigation as well as generating income, but scouts are reluctant as they report these enterprises have not been successful in the past. Village Enterprise has already engaged the various stakeholders (*District commercial and community development departments, UWA, Scouts*) in identifying viable enterprises that do not promote the HWC, the following enterprises have been suggested Sunflower, Cabbages, Onion, Simsim, tomatoes. The next step now is to conduct a thorough market research aimed at identifying the market actors and buyers in the district. This will be completed in May 2018.

### *2.2 Create implementation plan for microenterprise development programme at the park*

Delayed. The implementation plan has not yet been created due to the delayed start to the project. As soon as the enterprise opportunities research has been conducted and all the participants selected the implementation plan will be developed.

### *2.3 Identify target locations and beneficiaries at the park using wildlife scout review findings (linking with activity 1.1)*

Largely completed. Henry Travers (IIED) conducted a review to explore various possible options for the location of the pilot scouts and enterprise programmes – based on location of HWC hotspots and IWT hotspots identified in our previous project (IWT 001), location of existing scout programmes (Activity 1.1); potential for monitoring changes in levels of IWT (Activity 1.3) and accessibility for Village Enterprise support staff. An internal report setting out the different options and the selection criteria is provided (Annex 06). The final selection was agreed as Kiryandongo district, adjacent to Karuma Wildlife Reserve. This area is a hotspot for HWC and IWT and is also located close enough to a ranger patrol post for monitoring the project's impact on illegal activity inside the park. The target beneficiaries will include the households of the 50 scouts, plus a further 130 households which will be identified through VE's standard targeting approach (Annex 07) which includes participatory wealth ranking (PWR) and followed by probability poverty index (PPI). This exercise is due for completion by 20th April 2018.

### *2.4 Deliver training on business skills, financial literacy and wildlife and natural resource sustainability to 180 enterprise programme participants*

Not yet started – scheduled for Year 2.

### *2.5. Form 6 Business Savings Groups of 30 participants, 10 business groups*

Not yet started – scheduled for Year 2.

## *2.6. Agree and establish (with micro grants) 60 small enterprises*

Not yet started – scheduled for Year 2.

## *2.7. Provide technical support for scale up and roll out to other locations*

Not yet started – scheduled for Year 2.

## *2.8 Develop survey instruments for M&E of enterprise programme impacts*

Completed. Questionnaire for changes in attitudes has been reported on under 1.5. Economic impacts will be measured using VE's standard Consumption and Expenditure survey instrument (Annex 08).

## *2.9 Conduct baseline and endline socio-economic and conservation measurement surveys (3 cycles/year)*

Delayed due to delayed start to project. The baseline survey will be conducted as soon as the full set of participants has been identified (see Activity 2.3). It is anticipated that it will be completed by end May 2018.

### **Output 3: The capacity and profile of the UWA community conservation unit is developed**

#### *3.1 Organise and run 3-day workshop for Community Conservation staff including: baseline capacity assessment; training on key skills e.g. conflict resolution; training of trainers; reviewing strengths and weaknesses of the CC monthly reporting form; and reviewing community conservation policy*

Completed. The training workshop was held in March 2018 at UWA's Queen Elizabeth National Park (QENP) training centre and was attended by the 23 Community Conservation Wardens (CCWs) from all protected areas within Uganda, as well as 4 staff from the CC Unit based at UWA HQ. UWA HQ were really enthusiastic about the training and made a substantial financial contribution including: the Human Resource unit funded an extra two days of training so it became a full 5-day training programme; each Park provided the travel costs for their Wardens to attend; QENP provided the training centre without charge and covered 50% of the accommodation costs. The training programme was designed by two Ugandan consultants – Agrippinah Namara and Eunice Duli, working with Julia Baker (IIED consultant researcher) – and was based on a survey of the CCWs' training priorities conducted at the beginning of the project (an internal report is attached). The training covered: Effective communication; Community meeting facilitation; Community mobilisation; Gender assessment; Conflict management and Intervention / project planning. The training also included a session by UWA's Head of Human Resources on personal development reviews, and a session by UWA's Head of Monitoring and Evaluation on undertaking monitoring of CC interventions and on quarterly reporting.

The CCW Training Pack is included (Annex 09) and the course content will be made available on the project website. In order to further extend the reach of the training, five wardens were identified as internal UWA trainers who would be able to support the community conservation rangers in each park. The effectiveness of the CCW training was evaluated by pre and post-training surveys, and by feedback forms. A report is being prepared and will be available on the project website.

#### *3.2 Redesign, test and refine Monthly Community Conservation Reporting Form and agree with UWA Senior Management*

In progress. A session on reporting was included as part of the Community Conservation Warden training described under activity 3.1. The training session included discussion on the various reports that CCWs complete (quarterly reports, event reports, training reports etc) and the need to streamline the reports so that they are not onerous for CCWs to complete. It was agreed that the report formats will be revised and updated by the CC Unit working with the M&E Unit over the summer 2018, with IIED providing technical support. An additional aspect

will be to include new information on the reports where tip offs on illegal activities can be recorded (currently these are only recorded by law enforcement staff despite being gathered by the CC staff, consequently, senior management at UWA HQ have no visibility of this contribution towards tackling wildlife crime by the CC Unit). We have identified a Masters student from the Durrell Institute for Conservation and Ecology - Michelle Anagnostou - who will work with us and UWA on this. We have designed a questionnaire for CCWs to explore sources of intelligence on illegal activities and the format in which they are recorded.

*3.3 Organise and run annual training (based on needs assessed in 3 day workshop), monitoring of progress and lesson learning meetings for UWA community conservation staff*  
On track - at the end of the CCW training, IIED led a session to discuss the next training session (which is planned for quarter 4 of year two). This training covered a variety of topics, but for the refresher training, the CCWs agreed it would be most beneficial to focus on one or two core topics in detail. IIED will work with the trainers, Agrippinah and Eunice, to plan the refresher training accordingly for year two (and then for Years 3 and 4).

*3.4 Produce revised draft community conservation policy (UWA)*  
On track. This activity was scheduled to start in the last quarter of year 1 and, following a change request, will extend to the year 4. Dr Adonia Bintooro (UWA) has solicited feedback from various UWA staff at both HQ and in the field on necessary topics for the CC policy review, and preparations have commenced for the regional and national consultations to be undertaken during Year Two.

*3.5 Organise and run 4 regional and 1 national stakeholder consultation meetings on the revised policy*  
Not yet started – scheduled for year 2 however this activity needs updating as we are only planning 3 regional consultations not 4.

*3.6 Finalise and print revised policy*  
Not yet started – scheduled for Year 4.

*3.7 Policy launch event (s)*  
Not yet started – scheduled for Year 4.

#### **Output 4: The lessons learned from the project are disseminated nationally and internationally**

*4.1 Develop and produce project website and flyer*  
Completed. The project website is hosted at <https://www.iied.org/park-action-plans-increasing-community-engagement-tackling-wildlife-crime>. The flyer is available online via the project website at <http://pubs.iied.org/G04265/>. Hard copies were provided to all partners in March 2018 for local dissemination and awareness raising.

*4.2 Develop project communications strategy*  
On track. A draft communications strategy has been developed (annex 10). However further discussions are needed to review resources available for implementing the strategy and to revise it accordingly.

*4.3 Organise and hold annual meetings of Uganda Poverty and Conservation Learning Group*  
On track. A meeting of UPCLG was held in March 2018, with an update on the project included as one of the agenda items. Dilys Roe provided an overview of the project and Henry Travers presented on work completed to date. Arigippinah and Julia also gave an overview of the CCW training. Minutes and presentations will be made available on the UPCLG website in due course.

*4.4 Dissemination of project updates via PCLG network and project partner networks*  
Delayed. We will start to disseminate updates about the project once on-the-ground implementation has commenced in earnest in Year 2.

#### *4.5 Prepare, publish and print final project report*

Not yet started – scheduled for Year 4.

#### *4.6 Prepare 1 X national and 1 X international briefing papers highlighting project findings*

Not yet started – scheduled for Year 4.

#### *4.7 Prepare and submit 1 journal article highlighting project findings*

Not yet started – scheduled for Year 4.

#### *4.8 Present project findings and lessons learned to national and international conferences*

Not yet started beyond a presentation to a Ugandan audience at the UPCLG meeting in March.

### **3.2 Progress towards project Outputs**

#### **Output 1: Existing wildlife scouts programmes in human wildlife conflict and IWT hotspots around Murchison Falls National Park are improved**

Progress towards the output is overall on track, but slightly delayed due to the delay to the start of the project. The review of existing wildlife scouts programmes has been completed (indicator 1.1) as discussed under Activity 1.1 and an internal report is attached (MoV 1.1).

Historic reporting data from scouts (indicator 1.2) has been provided by UWA (although not yet analysed and reported on (MoV 1.2)) and assessment of attitudes towards conservation will be included in the baseline survey to be conducted by Village Enterprise at the start of the enterprise development programme. As reported above, the questions on attitudes to be included in the baseline survey have been developed (MoV 1.2).

#### **Output 2: Small enterprises are developed in HWC / IWT hotspots for existing wildlife scout programmes as an alternative income source to poaching**

Progress towards the output is overall on track but, again, slightly delayed due to the delay to the start of the project. As reported under activities 2.1, 2.2 and 2.3 the site for the pilot work has been agreed (site selection report submitted as evidence) but the market research for small enterprise opportunities will not be completed until the end of April and agreed with the target participants by the end of May 2018.

#### **Output 3: The capacity and profile of the UWA community conservation unit is developed**

This output is on track. For Indicator 3.1, as reported above, the CCW training included a session by UWA's Head of Monitoring and Evaluation. Discussions during the session led to the CC Unit now working with UWA's M&E Unit to review all CCW reports, which will be supported by technical input from IIED. This requires modifications to the timeline for the UWAs Community Conservation reporting protocols to be redesigned and implemented by the end of the project. This is to accommodate UWA's internal processes, as this is an UWA-led activity to ensure it is sustainable in the long term.

Revision of the community conservation policy (indicator 3.2) is on track, as reported above, as is building the knowledge and capacity of UWA's CC Unit (indicator 3.4). The MoV for indicator 3.4 are not all yet available since the first training event was only held in March but the training report will be available on IIED's project website by end of May 2018.

Indicator 3.3 (improved joint working by UWA's law enforcement and community conservation teams) is also on track. The CCW Training included practical sessions on using law enforcement information to plan and design CC interventions, and brain-storming sessions on how CCWs can work more effectively with their law enforcement counterparts.



## **Output 4: The lessons learned from the project are disseminated nationally and internationally**

Output 4 is largely on track with the draft communications strategy agreed (Indicator 4.1) and the project website and flyer having been produced (MoV 4.1). Further discussion is needed however to ensure other elements in the communications strategy are feasible with the project resources. UPCLG had its first meeting in March 2018 (indicator 4.2) although the minutes are not yet available (MoV 4.2). They will be posted on the UPCLG website once they are completed. Dissemination of updates via PCLG monthly news (indicator 4.3) has not yet happened since the project is in early stages and not yet generating updates of interest to an external, international audience.

### **3.3 Progress towards the project Outcome**

The anticipated outcome of this project is that “poaching by local people in Uganda’s largest and oldest national park is reduced as a result of increased capacity to engage local communities as partners in tackling IWT, by implementing Wildlife Crime Action Plans that focus on mitigating the costs of living near wildlife and generating new local livelihood opportunities.” It is somewhat early to show concrete progress towards this outcome but we have no reason to think that the outcome is not realistic. We do, however need to update indicator 0.1 and MoV 0.1 as we are no longer planning to use snare surveys to monitor changes in illegal activities. As discussed in the activities section, this is because the pilot site we have decided to focus on is wooded and snares are difficult to detect, and also because using ranger patrol data will mean that UWA are more able to incorporate this activity into their routine work.

### **3.4 Monitoring of assumptions**

We reviewed the logframe assumptions at our last team meeting and concluded that there were no major changes required with the exception of the second assumption under Output 1, that engagement of women in the scouts programme is possible. All of the existing scouts are male and culturally scouting is perceived - both by UWA and by the communities themselves - as a male job. We asked about female scouts in our initial consultations with the scouts and indeed participants held the view that it is inappropriate for women to do scout work. Two reasons were given: 1) that they need to keep the home and the children while the men go out to chase animals, 2) the fear of them being abused by men at night. We don’t think this cultural perception is likely to change within the scope of this project – especially if not actually demanded by women. We do, however, think that the same assumption under Output 2 does hold true. The enterprise programme will thus specifically target women as far as possible in order to balance the focus of the scouts programme on men.

There are two assumptions that we are closely monitoring. Firstly, for Output 2: “intelligence on IWT gathered from UWA’s Ranger Based Monitoring contains the information needed to strategically plan community-based interventions”. The CCW training included a practical session for the CCWs to design CC interventions based on the IWT intelligence they receive. The session went well and, from the CCWs discussions, indicated it is possible to use intelligence to strategically plan community-based interventions. However, our core activities related to this assumption are planned for Year Two and include our Masters student interviewing both law enforcement and CC staff about intelligence reporting. During Year Two we will be able to review this assumption in detail.

Secondly, also for Output 2: “UWA’s law enforcement teams continue their support for joint-working with the community conservation teams”. While this support is evident at HQ, discussions with CCWs revealed that, in some parks, such joint working can be problematic. This is related to perceptions by some UWA staff that law enforcement is the primary intervention to tackle wildlife crime, rather than seeing community conservation as a necessary and effective complement to law enforcement. We will continue to support the CCWs to progress joint-working with their law enforcement colleagues, as well as working with the law enforcement teams to change perceptions of the CC Unit.

#### **4. Impact: achievement of positive impact on illegal wildlife trade and poverty alleviation**

The anticipated impact of this project is that “Poaching is reduced and wildlife populations increase as a result of improved livelihoods around protected areas in Uganda.” Again it is too early to judge our contribution towards this impact, but we know from IWT 001 that one of the drivers of local involvement in, or support for, IWT is a lack of alternative income generation options, and frustration at lack of attention to the costs of living with wildlife. We remain confident, therefore, that implementation of the community engagement activities as set out in the park action plan developed under IWT 001 will help to complement the efforts that Uganda is making to increasing law enforcement against IWT, while at the same time contributing to poverty alleviation.

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

This project is contributing to developing sustainable livelihoods and economic development of people living in IWT hotspots at Murchison Falls National Park through 1) reducing the costs of living with wildlife by improving the mitigation of human wildlife conflict through a community-based wildlife scouts programme; and 2) introducing feasible, market-driven enterprise development schemes as a means to generate income and hence reduce temptation to engage in IWT. The project is also seeking to reduce conflict between local people and park officials, by building the capacity of UWA’s Community Conservation Unit to engage and support communities more sympathetically and more effectively.

The project is also making a contribution to strengthening law enforcement (albeit less direct) since the community conservation staff will be trained to better report tip-offs, rather than assuming this is just the business of the law enforcement staff.

Although the project is only focussing on one pilot site in one park, the experience gained from this project could be replicated elsewhere at Murchison Falls and in other parks in Uganda and elsewhere, most immediately in Queen Elizabeth Protected Area for which a park level action plan was also developed under IWT 001.

#### **6. Impact on species in focus**

It is too early to assess impact on target species and our research design does not allow for species-specific impacts to be assessed. Our indicators for impact on IWT are changes in the numbers of illegal activities detected by rangers in the project area, which we will start to measure on a regular basis from year 2 onwards, and changes attitudes to conservation (a key driver of illegal activities inside the park), which will be assessed at the end of the project.

#### **7. Project support to poverty alleviation**

The immediate beneficiaries of this project are the people living in Kiryandongo district at Murchison Falls Protected Area, where the project activities will be focussed (however as noted above, if the approach is deemed to be successful following piloting in this project it could be rolled out elsewhere and hence benefit a much wider group of people).

As discussed in the activities section, the project will benefit 50 individuals who will work as wildlife scouts - who will gain status within the community. The households of the 50 scouts will also benefit by being automatically included in a small enterprise programme which will provide them with seed grants and business mentoring to establish successful and sustainable small enterprises. A further 130 households will be selected (based on participatory wealth assessments to target the poorest households) to participate in, and benefit from, the enterprise programme. But beyond these immediate beneficiaries who are directly involved in the project the wider community in the nine villages of Kiryandongo district will benefit because,

assuming the wildlife scouts are effective, there will be a reduction in human wildlife conflict and a reduction in crop losses as a result of wildlife damage.

We haven't started on the ground implementation of the project yet so it is too early to provide any evidence of these benefits being received.

## **8. Consideration of gender equality issues**

As discussed above, our project explicitly seeks to address gender inequality by recognising that women are culturally excluded from taking on wildlife scout roles (and receiving the enhanced social status that accompanies the role) and thus targeting women in the complementary programme like the microenterprise development model which VE is implementing.

For the UWA capacity enhancement element of the project, the training was designed and delivered by an all-female team - the Ugandan trainers were two prominent social scientists (with one being a former senior manager of UWA's CC Unit), supported by the IIED lead Julia Baker. The two additional UWA-led sessions were also by women – UWA's Head of Human Resources Mrs Philomena Gumikiriza, and UWA's Head of Monitoring and Evaluation Mrs Susan Namuli. Most of the female staff within UWA work in the CC unit and so, by focussing on the CC Unit, this project benefits UWA's female employees. The training was attended by 10 women and 13 men.

## **9. Monitoring and evaluation**

Our main approach to M and E at the project level (ie monitoring progress against outputs and outcomes) is a regular review against the logframe. We have developed an excel based workplan which lists not only key activities as itemised in the logframe and Gantt chart, but also activities that need to be taken for measure progress against the logframe indicators. We developed this at the inception workshop and each activity has a member of the project team allocated as the key person responsible for delivery. At our project team meetings we are able to thus quickly review the planned activities and check everything is on track.

We have also planned an annual lessons learned review – again an internal process for collecting thoughts from each team member on what has worked well and what hasn't and where changes need to be made (see below under Lessons Learned for a summary of findings from our first year review).

In terms of monitoring progress on the ground, many of our project activities are M and E activities, so, for example, we will be conducting baseline and endline assessments of changes in illegal activities (using UWA ranger patrol data); changes in attitudes of scouts towards UWA (using a questionnaire based survey); changes in household consumption and expenditure as a result of involvement in the enterprise programme (using VE's bespoke methodology) and so on.

We are monitoring the effectiveness of the CC Unit training by pre- and post-training surveys against the learning objectives, and by feedback forms for participants; the findings of both will be in training report. We will continue this assessment as part of the annual refresher training.

## **10. Lessons learnt**

As discussed above, part of our M and E strategy includes an annual lessons learned review. Key lessons that emerged included:

### *What went well*

All team members thought that the Inception Meeting went extremely well, notably the detailed review on roles and responsibilities of each partner, the discussion and clarity on key activities

and the logframe, and responsibilities regarding M&E. Team members also thought that project management by IIED struck the right balance in terms of keeping all members engaged while not incurring too many emails or onerous reporting requirements. Other team members highlighted the good working relations with UWA that have meant that UWA has fully engaged with the project at both the Park and HQ, and the way that team members shared their wider experiences to support the implementation of specific activities at both the Park and HQ.

#### *What could be improved?*

Many team members described how final discussions on the project proposal and budget should have been better planned and organised, but acknowledged that this was a result of the unexpected change to focus only on one Park (the original proposal was for two Parks). Some pointed to the need for a more formalised structure for how the team engaged on specific issues, rather than responding as and when issues were raised (for example reviewing the CCW training priority survey and attending skype calls on the scout locations). Some thought that such a structure could have helped programme the project activities, especially given the delay to the start of the project.

#### *How can we improve?*

All team members felt that greater coordination as a team was essential, especially to link the various activities at both the Park and with UWA's CC Unit. IIED took an action to provide regular email updates to the team, to arrange quarterly team skype calls and to host skype calls on specific topics for technical debates and the sharing of experiences. The Ugandan-based team members agreed that more regular face-to-face meetings would be beneficial, especially given the relatively new working relations (for example with VE). The team also discussed how additional funds would greatly add value to their work, especially given the enthusiasm and engagement by UWA at both the Park and HQ, and agreed to develop proposals for key activities that can be tweaked when applying for specific funding opportunities.

### **11. Actions taken in response to previous reviews (if applicable)**

This is the first year report so we have no issues to respond to. When our project was funded we were asked to cut back on the budget wherever possible. We are noticing the squeeze on resources, and have been actively applying for additional funding this year (although sadly with no success to date) to bolster some of our activities.

### **12. Other comments on progress not covered elsewhere**

As mentioned above, we are engaging with a Masters student at DICE to support our work with UWA to develop a better understanding of the intelligence reports that UWA park staff receive, especially the CC staff. This is key to raising the profile of the CC Unit, as CC staff often receive intelligence reports on wildlife crime but then pass these to law enforcement staff who report them to HQ (and the outcomes e.g. arrests or collection of snares). Consequently, UWA HQ has no visibility of this contribution toward tackling wildlife crime by the CC staff. Our aim is to change that, and feed into the UWA-led activity of updating the CC reporting. Working with a Masters student will greatly enhance this aspect of the project, especially within UWA as the organisation often stipulates the need for research evidence.

Updating the CC reporting is now an UWA-led activity with technical support from IIED. This is anticipated to ensure the revised CC reporting protocols are sustainable and embedded within UWA, although the timeframe has been adjusted to reflect internal UWA processes.

As noted throughout this report a number of changes are required to the logframe indicators and activities. We will submit a change request with the revised logframe.

### **13. Sustainability and legacy**

Again, it is somewhat early to comment on the sustainability and legacy of the project. However, certainly in terms of the UWA capacity development component of the project (output

3) the enthusiasm UWA have shown for the project (demonstrated by extending the training on a self-funded basis, covering transport costs, providing a subsidised venue, sessions by Human Resources and the M&E lead etc) leads us to believe that UWA consider this a very valuable project and have a sense of ownership and investment in it – this bodes well for the future. In particular, the training involved ‘work plan’ sessions throughout the 5 days where CCWs developed their own work plans documenting their key learning from each session, and how they will apply their learning in their work. They now have these work plans to support them over the course of the next year and will report on applying their work plans (successes, challenges, limitations etc) during the refresher training for feedback and support from our trainers.

In terms of the scouts programme, IIED has recently worked with UCF to review the lessons learned from the scouts programme under IWT032. All the scouts involved in that project said they would continue working as scouts after the UCF project finishes but all highlighted the need for financial rewards – not necessarily salaries but some mechanism for generating income. Our approach of coupling the scouts programme with the small enterprise programme therefore bodes well in terms of future sustainability of the scouts work. And Village Enterprise have an unprecedented track record in developing sustainable enterprise programmes.

#### 14. IWT Challenge Fund Identity

We have publicised the IWT Challenge Fund as the sponsor of this project in all communications and in all outputs to date. We have only generated a limited number of external outputs at this point (the flyer and the webpage) and only held one public presentation (at the UPCLG meeting in March) but as the project progresses and we generate more outputs we will continue to acknowledge the support of the UK government.

#### 15. Project expenditure

**Table 1: Project expenditure during the reporting period (April 2017-March 2018)**

Project spend (indicative) since last annual report	2017/18 Grant (£)	2017/18 Total actual IWT Costs (£)	Variance %	Comments (please explain significant variances)
<b>Staff costs (see below)</b>				
IIED Dilys Roe - Project leader				
IIED Francesca Booker - researcher				
IIED Fiona Roberts - project coordinator				
IIED Communications specialist				
UCF Marion (Maz) Robertson				
UCF Shivan Kamugisha				
WCS Carole Bogdanovscky budget officer				
WCS Natalie Ingle / Michelle Cordray program manager				
WCS Scovia Kobusingye finance manager				
WCS Benedict Beinimugisha				

WCS Geoffrey Mwedde project manager	
WCS Joshua Mabonga / Mustafa Nsubuga SMART specialist	
WCS Bosco Kirama	
VE Business Mentor	
VE Field Coordinator - Geoffrey Kajuma	
VE Assistant Country Director - Peter Dema	
VE Country Director - Winnie Auma	
VE Technical Assistance (TA)	
VE Monitoring and Evaluation	
VE Chief Operating Officer - Zach Hoins	
Consultancy costs	
Overhead Costs	
Travel and subsistence	
Operating Costs	
Capital items (see below)	
Others (see below)	
IIED Bank charges on partner payments	
IIED Production costs - publicity materials	
WCS consumables	
WCS bank fees	
VE Licensing fees	
UCF Office Costs	
<b>TOTAL</b>	

**16. OPTIONAL: Outstanding achievements of your project during the reporting period (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 (please leave this line in to indicate your agreement to use any material you provide here)

Part of this project is to raise the profile of UWA's CC Unit as a necessary and strategic complement to law enforcement efforts, as currently the Unit receives limited commitment and support from UWA HQ. UWA HQ made a substantial financial contribution to the training of the CC Unit. This is a significant achievement, as this signalled a step-change in the organisation's view of the CC Unit at this early stage of the project.

## Annex 1: Report of progress and achievements against Logical Framework for Financial Year 2017-2018

Project summary	Measurable Indicators	Progress and Achievements April 2017 - March 2018	Actions required/planned for next period
<p><b>Impact:</b> Poaching is reduced and wildlife populations increase as a result of improved livelihoods around protected areas in Uganda</p>		<p>Too early to assess contribution to impact at this stage but we have no reason to doubt the project will contribute over the next few years (see section 4).</p>	
<p><b>Outcome</b> Poaching by local people in Uganda’s largest and oldest national park is reduced as a result of increased capacity to engage local communities as partners in tackling IWT, by implementing Wildlife Crime Action Plans that focus on mitigating the costs of living near wildlife and generating new local livelihood opportunities.</p>	<p>0.1 By the end of the project, the number of snares set within areas of the park adjacent to participating villages is reduced by at least 30% relative to control villages.</p> <p>0.2 By the end of the project, the number of elephant crop-raiding incidents in participating communities is reduced by at least 40% against a baseline determined at start of project.</p> <p>0.3 By the end of the project, at least 50% of households interviewed in participating communities report benefits from the wildlife scout and enterprise programmes and improved relations with conservation authorities.</p> <p>0.4 By the end of the project, key elements of the Wildlife Crime Action Plan have been implemented and are sustainable (Wildlife scouts programme is operational and</p>	<p>Too early to assess progress towards outcome – we have not yet started on-the-ground implementation and established clear baselines. This will happen at the start of Year 2 (see section 3.3) (Report against the indicators on progress towards achieving the project outcome)</p>	<p>Indicator 0.1 to be updated to reflect that we will be using ranger patrol data rather than snare surveys to assess changes in illegal activities. Baselines to be established at start of year 2 Scout programme and enterprise programme to be operationalised Tip off reporting format to be agreed with community conservation staff</p>

	<p>endorsed by UWA, enterprises are established and self sustaining)</p> <p>0.5 By the end of the project the number of tip-offs regarding illegal activities received by UWA from participating villages increases by 20% relative to control villages.</p>		
<p><b>Output 1.</b> Existing wildlife scouts programmes in human wildlife conflict and IWT hotspots around Murchison Falls National Park are improved.</p>	<p>1.1 By December 2017, a review is completed of existing wildlife scout programmes around the national park to assess their status, type and frequency of reporting, external support, whether or not linked to a livelihood scheme, and the extent to which they are in both human wildlife conflict and IWT hotspots (as identified by IWT001 research).</p> <p>1.2 By March 2018, activity/reporting levels established, and attitudes towards conservation assessed, for all wildlife scouts to be involved with the enterprise schemes</p> <p>1.3 By December 2018, all wildlife scouts involved with the enterprise schemes are submitting monthly reports on number of incidences of human wildlife conflict and their responses to mitigate the cost of these incidences to local people.</p> <p>1.4 By the end of the project, at least 80% of wildlife scouts report benefits from being involved with the programme and make a commitment</p>	<p>1.1 Achieved. Review of scout programmes completed and internal report attached</p> <p>1.2 In progress. Data on activity reporting obtained from UWA but not yet analysed; questionnaire to assess attitudes developed (attached) and will be integrated into baseline assessment to be implemented by Village Enterprise</p> <p>1.3 Not yet started but reporting template has been developed for collecting information on mobile phones</p> <p>1.4 Will be measured at the end of the project</p> <p>1.5 Will be measured at the end of the project</p>	



	<p>to continue working with UWA as wildlife scouts.</p> <p>1.5 By the end of the project, UWA commit to long-term support for the wildlife scout programme at the national park.</p>	
Activity 1.1 Complete review of existing wildlife scout programmes around the park and determine selection criteria for inclusion within the enterprise scheme		Completed
Activity 1.2 Hold wildlife scout consultation meetings, collect scout records on their activity and HWC levels		Completed
Activity 1.3 Establish UWA ranger-based SMART patrols in project sites and control sites; collect historical ranger-based monitoring data adjacent to areas where all wildlife scout programmes have been established; analyse data		Ranger based patrols already active in project sites. Request to use historic data submitted to UWA. Baseline to be established at start of Year 2
Activity 1.4 Train wildlife scouts in reporting, and UWA Community Conservation Staff to collect and analyse scout data		Reporting forms developed in user-friendly (pictorial) format for mobile phones. Scout training will take place in May 2018.
Activity 1.5 Conduct before/after analysis of scouts attitudes to conservation and working relationship with UWA		Baseline analysis to be completed at the same time as registering new enterprises – planned for May 2018. After analysis will take place at end of project
Activity 1.6 Host annual lessons learnt reviews		Review conducted as part of team meeting - summary of lessons learned provided in Section 10
Activity 1.7 Meet with UWA senior management and Community Conservation staff to review scouts programme and agree long-term future		Not yet started
Activity 1.8 Establish and run Coordination Forum		First meeting scheduled for June 2018
<p><b>Output 2.</b> Small enterprises are developed in HWC / IWT hotspots for existing wildlife scout programmes as an alternative income source to poaching</p>	<p>2.1 By end of year 1, potential small enterprise opportunities have been scoped at the national park based on potential market linkages (e.g. proximity to tourist lodges) and community preferences.</p>	<p>2.1 Nearly complete – market analysis to be concluded May 2018</p> <p>2.2 Identification of participant households to be concluded May 2018</p> <p>2.3 Will be measured in Year 3</p> <p>2.4 Will be measured at end of project</p>

	<p>2.2 By end of year 2, 180 poor people have been trained on business skills, financial literacy and conservation, and 60 enterprises involving at least 180 people (half of whom are women) have been established and are generating marketable products.</p> <p>2.3 By end of year 3 potential for scaling up enterprises to more households and/or more locations has been assessed and roll-out implemented where potential highlighted.</p> <p>2.4 By the end of the project at least 80% of participating individuals interviewed – of whom at least 50% are women – are reporting increased hh income as a result of small enterprise development and improved attitude to conservation (against baseline set in IWT001 project)</p>	
<p>Activity 2.1 Assess microenterprises opportunities based on current, local economic and conservation landscape around Murchison Falls National Park</p>		<p>On track – previous experience assessed, market research to be completed by end April 2018</p>
<p>Activity 2.2 Create implementation plan for microentreprise development programme at the park</p>		<p>Delayed – will be developed in Q1 of year 2</p>
<p>Activity 2.3 Identify target locations and beneficiaries at the park using wildlife scout review findings (linking with activity 1.1)</p>		<p>Largely completed – site selection report attached. 50 scouts identified. Remaining 130 participant households to be identified in April 2018</p>
<p>Activity 2.4 Deliver training on business skills, financial literacy and wildlife and natural resource sustainability to 180 enterprise programme participants</p>		<p>Not yet started – will commence in Q1 year 2</p>

Activity 2.5 Form 6 Business Savings Groups of 30 participants, 10 business groups	Not yet started - will commence in Q1 year 2
Activity 2.6. Agree and establish (with micro grants) 60 small enterprises	Not yet started - will commence in Q1 year 2
Activity 2.7. Provide technical support for scale up and roll out to other locations	Not yet started – will commence in Year 4
Activity 2.8 Develop survey instruments for M&E of enterprise programme impacts	On track – questionnaire for changes in attitude developed, VE standard survey instrument will be used to assess economic impacts.
Activity 2.9 Conduct baseline and endline socio-economic and conservation measurement surveys (3 cycles/year)	Delayed - baseline survey to be completed in May 2018
<p><b>Output 3.</b> The capacity and profile of the UWA community conservation unit is developed</p>	<p>3.1 By the end of the project, quarterly reporting protocols by UWA’s Community Conservation Wardens are redesigned for ‘SMART’ reporting of progress towards planned targets and outcomes, and are implemented.</p> <p>3.2 By the end of the project UWA’s updated Community Conservation Policy is published that includes a focus on gender issues and equity, and on engaging with local communities to tackle IWT.</p> <p>3.3 By the end of year two, UWA’s law enforcement and community conservation teams demonstrate improved strategic and joint planning of their interventions based on IWT intelligence, at UWA HQ and at Murchison Falls National Parks.</p> <p>3.4 By the end of the project, UWA’s Community Conservation Wardens and Rangers demonstrate improved knowledge and skills in community conservation with a minimum of 5</p>

	<p>Community Wardens receiving ‘train the trainers’ training so that they can train new CC staff and roll-out community training to law enforcement staff.</p> <p>3.5 By the end of the project, senior management within UWA formally acknowledge the Community Conservation Unit as being essential to its efforts to tackle IWT.</p> <p>3.6 By the end of the project, senior management within UWA formally commit to increasing budget allocations to community conservation, and support more recruitment of community conservation staff.</p>	
<p>Activity 3.1 Organise and run 3-day workshop for Community Conservation staff including: baseline capacity assessment; training on key skills eg conflict resolution; training of trainers; reviewing strengths and weaknesses of the CC monthly reporting form; and reviewing community conservation policy</p>	<p>Completed – 5 day training held in March 2018. See section 3.1 for details and attached CCW Training Pack. Training report and materials will be available on project website in Q1 year 2</p>	
<p>Activity 3.2 Redesign, test and refine Monthly Community Conservation Reporting Form and agree with UWA Senior Management</p>	<p>On track – explored at training workshop and will be taken forward by UWA staff</p>	
<p>Activity 3.3 Organise and run annual training (based on needs assessed in 3 day workshop), monitoring of progress and lesson learning meetings for UWA community conservation staff</p>	<p>On track – next annual workshop will build on feedback gathered from the first training in March 2018</p>	
<p>Activity 3.4 Produce revised draft community conservation policy (UWA)</p>	<p>On track – consultation plans underway</p>	
<p>Activity 3.5 Organise and run 4 regional and 1 national stakeholder consultation meetings on the revised policy</p>	<p>On track – consultation plans underway</p>	
<p>Activity 3.6 Finalise and print revised policy</p>	<p>Not yet started as planned for final year</p>	
<p>Activity 3.7 Policy launch event (s)</p>	<p>Not yet started as planned for final year</p>	

<p><b>Output 4.</b> The lessons learned from the project are disseminated nationally and internationally</p>	<p>4.1 By Dec 2017 IIED has developed and started to implement and project communications strategy</p> <p>4.2 By end of each year of the project Uganda Poverty and Conservation Learning Group has held at least one meeting to disseminate lessons learned within Uganda</p> <p>4.3 By end of each year of the project the international Poverty and Conservation Learning Group has disseminated the findings of the project at least twice per year</p> <p>4.4 By end of project, final report posted on the project website, one journal article submitted and a minimum of two briefings and two presentations to a range of international audiences.</p> <p>4.5 By end of project at least 2 coordination forum meetings have been held</p>	<p>4.1 Draft comms strategy developed (attached), some activities implemented, others need further review against available resources</p> <p>4.2 On track – year one UPCLG meeting held in March 2018. Minutes not yet available but will be posted on UPCLG website together with presentations providing update on project</p> <p>4.3 No progress to date – updates will start once on-the-ground progress has been made and updates of interest to an international audience are available</p> <p>4.4 Not yet started</p> <p>4.5 First coordination forum meeting planned for June 2018</p>
<p>Activity 4.1 Develop and produce project website and flyer</p>	<p>Completed. Project webpage is at <a href="https://www.iied.org/park-action-plans-increasing-community-engagement-tackling-wildlife-crime">https://www.iied.org/park-action-plans-increasing-community-engagement-tackling-wildlife-crime</a> ; flyer can be downloaded at <a href="http://pubs.iied.org/G04265/">http://pubs.iied.org/G04265/</a></p>	
<p>Activity 4.2 Develop project communications strategy</p>	<p>Partially completed – draft available (attached) but needs reviewing and updating</p>	
<p>Activity 4.3 Organise and hold annual meetings of Uganda Poverty and Conservation Learning Group</p>	<p>On track – first annual meeting held in March 2018</p>	
<p>Activity 4.4 Dissemination of project updates via PCLG network and project partner networks</p>	<p>Not yet started</p>	
<p>Activity 4.5 Prepare, publish and print final project report</p>	<p>Not yet started</p>	

Activity 4.6 Prepare 1 X national and 1 X international briefing papers highlighting project findings	Not yet started
Activity 4.7 Prepare and submit 1 journal article highlighting project findings	Not yet started
Activity 4.8 Present project findings and lessons learned to national and international conferences	Not yet started



	0.5 By the end of the project the number of tip-offs regarding illegal activities received by UWA from participating villages increases by 20% relative to control villages.	0.5 UWA records of tip-offs received by law enforcement staff or community rangers.	Research findings on the motivations of local people to poach (2015 IWT 001) hold true
<b>Outputs:</b> <b>1.</b> Existing wildlife scouts programmes in human wildlife conflict and IWT hotspots around Murchison Falls National Park are improved.	<p>1.1 By December 2017, a review is completed of existing wildlife scout programmes around the national park to [REDACTED], and the extent to which they are in both human wildlife conflict and IWT hotspots (as identified by IWT001 research).</p> <p>1.2 By March 2018, activity/reporting levels established, and attitudes towards conservation assessed, for all wildlife scouts to be involved with the enterprise schemes</p> <p>1.3 By December 2018, all wildlife scouts involved with the enterprise schemes are submitting monthly reports on number of incidences of human wildlife conflict and their responses to mitigate the cost of these incidences to local people.</p> <p>1.4 By the end of the project, at least 80% of wildlife scouts report benefits from being involved with the programme and make a commitment to continue working with UWA as wildlife scouts.</p> <p>1.5 By the end of the project, UWA commit to long-term support for the wildlife scout programme at the national park.</p>	<p>1.1 Project reports documenting the review process and findings.</p> <p>1.2 Project reports documenting existing scout activity and reporting (i.e. baseline of effectiveness of the scout programme). Attitudes survey of individual wildlife scouts selected for the enterprise scheme (i.e. baseline attitudes).</p> <p>1.3 [REDACTED] reports by UWA's Community Conservation Wardens [REDACTED]</p> <p>1.4 Attitudes survey of individuals participating in the wildlife scout programme.</p> <p>1.5 Letter confirming the long-term support signed by UWA Senior</p>	<p>Existing local wildlife scouts are willing to participate in the project.</p> <p>Engagement of women in this programme is possible.</p> <p>Research from IWT 001 (2015) on the poorer households around the national parks holds true.</p> <p>UWA park-staff and at HQ continue to support the wildlife scout programme.</p> <p>The wildlife scout programme improves relations between local people and UWA.</p> <p>Local people recruited as wildlife scouts feel that the programme is beneficial.</p>



		Management and the UWA [REDACTED] of Murchison Falls national park.	
<p>2. Small enterprises are developed in HWC / IWT hotspots for existing wildlife scout programmes as an alternative income source to poaching</p>	<p>2.1 By end of year 1, potential small enterprise opportunities have been scoped at the national park based on potential market linkages (e.g. proximity to tourist lodges) and community preferences.</p> <p>2.2 By end of year 2, 180 poor people have been trained on business skills, financial literacy and conservation, and 60 enterprises involving at least 180 people (half of whom are women) have been established and are generating marketable products.</p> <p>2.3 By end of year 3 potential for scaling up enterprises to more households and/or more locations has been assessed and roll-out implemented where potential highlighted.</p> <p>2.4 By the end of the project [REDACTED] of whom at least 50% are women – are reporting increased hh income as a result of small enterprise development and improved attitude to conservation (against baseline set in IWT001 project)</p>	<p>2.1 Scoping reports detailing potentially intervention locations, existing enterprises, market opportunities, community capacity and preference</p> <p>2.2 Small Business Plan, training attendance surveys, enterprise inventories, enterprise book keeping records, [REDACTED]</p> <p>2.3 Enterprise inventories, enterprise book keeping records, [REDACTED]</p> <p>2.4 Before/after consumption and expenditure surveys, attitudinal surveys.</p>	<p>Local people are willing to be recruited for enterprise programme.</p> <p>Engagement of women in this programme is possible.</p> <p>Research from IWT 001 (2015) on the poorer households around the national parks holds true.</p> <p>The enterprise programme improves relations between local people and UWA.</p> <p>Local people recruited to the enterprise programme feel that it is beneficial</p>
<p>3. The capacity and profile of the UWA community conservation unit is developed</p>	<p>[REDACTED] reporting protocols by UWA’s Community Conservation Wardens are redesigned for ‘SMART’ reporting of progress towards planned targets and outcomes, and are implemented.</p>	<p>3.1 Project reports documenting testing of revised reporting protocol as part of the Community Engagement activities. Publication of the revised reporting protocols for UWA’s Community Conservation Wardens. Certificates of training for UWA’s community conservation wardens on the new</p>	<p>UWA continue its current openness and willingness to build the capacity and profile of its Community Conservation Unit.</p> <p>UWA continue its support to update its Community Conservation Policy.</p>

	<p>3.2 By the ██████████ year two, UWA’s updated Community Conservation Policy is published that includes a focus on gender issues and equity, and on engaging with local communities to tackle IWT.</p> <p>3.3 By the end of year two, UWA’s law enforcement and community conservation teams demonstrate improved strategic and joint planning of their interventions based on IWT intelligence, at UWA HQ and at ██████████ ██████████ Murchison Falls National Parks.</p> <p>3.4 By the end of the project, UWA’s Community Conservation Wardens and Rangers demonstrate improved knowledge and skills in community conservation with a minimum of 5 Community Wardens receiving ‘train the trainers’ training so that they can train new CC staff and roll-out community training to law enforcement staff.</p>	<p>protocols; training feedback form and reports of the CCU Annual Meetings documenting refresher training and skill development of CC staff in SMART reporting. Monitoring reports by Community Conservation Wardens from before the project to the end of year one (demonstrating the change)</p> <p>3.2 Publication of UWAs updated Community conservation policy, article on the policy launch event. Project reports documenting process of updating policy including consultations and endorsement by UWA Board of Trustees</p> <p>3.3 Minutes from joint meetings by law enforcement – community conservation teams at UWA HQ and Murchison Falls National Park. Project workshop reports</p> <p>3.4 Knowledge surveys to establish baseline knowledge of CC staff in year one and then monitor changes in knowledge on a yearly basis. Training certificates for all UWA’s Community Conservation Wardens and Rangers (by end of year one) including ‘train the trainers’ for a minimum of 5 Community Wardens. Training feedback forms. . Reports of the project ‘lessons learnt reviews’ that document feedback from Community Conservation Wardens</p>	<p>UWA’s law enforcement teams continue their support for joint-working with the community conservation teams.</p> <p>UWA’s Community Conservation staff have the capabilities to benefit from the training.</p> <p>Stakeholders are interested and willing to contribute towards updating UWA’s Community Conservation Policy.</p> <p>Intelligence on IWT gathered from UWA’s Ranger Based Monitoring contains the information needed to strategically plan community-based interventions.</p>
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	<p>3.5 By the end of the project, senior management within UWA formally acknowledge the Community Conservation Unit as being essential to its efforts to tackle IWT.</p> <p>3.6 By the end of the project, senior management within UWA formally commit to increasing budget allocations to community conservation, and support more recruitment of community conservation staff."</p>	<p>and Rangers. Meeting minutes from the annual UWA Community Conservation Unit Assembly that document refresher training and skill development of CC staff</p> <p>3.5 Internal memo by the UWA Executive Director to all UWA staff describing the essential contribution that the Community Conservation Unit makes towards its efforts to tackle IWT. Article on the launch event of UWA's new Community Conservation Policy by UWA Senior Management in Kampala.</p> <p>3.6 Minutes from meetings by UWA Senior Management and the Board of Trustees documenting the budget allocation commitment and staff recruitment.</p>	
<p>4. The lessons learned from the project are disseminated nationally and internationally</p>	<p>4.1 By Dec 2017 IIED has developed and started to implement and project communications strategy</p> <p>4.2 By end of each year of the project Uganda Poverty and Conservation Learning Group has held at least one meeting to disseminate lessons learned within Uganda</p> <p>4.3 By end of each year of the project the international Poverty and Conservation Learning Group has disseminated the findings of the project at least twice per year</p>	<p>4.1 Comms strategy document, project website established, project flyer produced and disseminated</p> <p>4.2 U-PCLG meeting minutes</p> <p>4.3 PCLG ██████████-newsletters</p>	<p>The project findings remain of relevance and interest to the conservation and development sector of Uganda.</p> <p>The project findings remain of relevance to international efforts to combat IWT.</p> <p>Uganda Poverty and Conservation Learning Group, and the international Poverty and Conservation Learning Group, continue their current activities and membership base.</p>



- 2.9 Conduct baseline and endline socio-economic and conservation measurement surveys (3 cycles/year)
- 3.1 Organise and run 3-day workshop for Community Conservation staff including: baseline capacity assessment; training on key skills eg conflict resolution; training of trainers; reviewing strengths and weaknesses of the CC monthly reporting form; and reviewing community conservation policy
- 3.2 Redesign, test and refine Monthly Community Conservation Reporting Form and agree with UWA Senior Management
- 3.3 Organise and run annual training (based on needs assessed in 3 day workshop), monitoring of progress and lesson learning meetings for UWA community conservation staff
- 3.4 Produce revised draft community conservation policy (UWA)
- 3.5 Organise and run 4 regional and 1 national stakeholder consultation meetings on the revised policy
- 3.6 Finalise and print revised policy
- 3.7 Policy launch event (s)
- 4.1 Develop and produce project website and flyer
- 4.2 Develop project communications strategy
- 4.3 Organise and hold annual meetings of Uganda Poverty and Conservation Learning Group
- 4.4 Dissemination of project updates via PCLG network and project partner networks
- 4.5 Prepare, publish and print final project report
- 4.6 Prepare 1 X national and 1 X international briefing papers highlighting project findings
- 4.7 Prepare and submit 1 journal article highlighting project findings
- 4.8 Present project findings and lessons learned to national and international conferences

### **Annex 3 Standard Measures**

In future years it is our intention to develop a series of standard measures in order to collate some of the quantitative measures of activity, input and output of IWT projects. These will not be measures of the impact or effectiveness of IWT projects but will contribute to a longer term dataset for Defra to draw upon. The collection of standard measures data will be important as it will allow us to understand the combined impact of all the UK Government funded Challenge Fund projects. This data will therefore provide useful information for the Defra Secretariat and for Defra Ministers regarding the Challenge Fund.

The standard measures for the IWT Challenge Fund are currently under development and it is therefore not necessary, at present, to complete this Annex. Further information and guidance about the IWT standard measures will follow.

## Checklist for submission

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