

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: 30th April 2020

IWT Challenge Fund Project Information

Project reference	IWT036
Project title	Implementing park action plans for community engagement to tackle IWT
Country/ies	Uganda
Lead organisation	IIED
Partner institution(s)	Uganda Wildlife Authority, Wildlife Conservation Society, Village Enterprise, Uganda Conservation Foundation
IWT grant value	£457,502
Start/end dates of project	1 st June 2017 to 31 st March 2021
Reporting period (e.g. April 2019-Mar 2020) and number (e.g. Annual Report 1, 2, 3)	1 st April 2019 to 31 st March 2020 Annual Report 3
Project Leader name	Dilys Roe
Project website/blog/social media	https://www.iied.org/park-action-plans-increasing-community-engagement-tackling-wildlife-crime
Report author(s) and date	Julia Baker and Dilys Roe, May 2020

1. Project summary

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 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 the lack of support over 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) and draws in an additional partner that previously worked with IIED via the Poverty and Conservation Learning Group (Village Enterprise).

The project emerged directly from the findings of IWT 001 and in response to demand from UWA (a partner on IWT 001) for support to pilot the action plans that had been developed as final outputs. In particular, the staff of UWA's 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 their work, rather than at the law enforcement rangers or park managers. On this basis, UWA is both a target beneficiary of the project and a partner in its implementation – in particular the Community Conservation Unit led by George Owoyesigire (who came into post as Deputy Director Community Conservation during Year One of this IWT project and who has been extremely supportive and involved with our activities), and Dr Adonia Bintooro (who has been involved with this project from the start) at UWA Headquarters, as well as the Community Conservation staff at Murchison Falls National Park.

IIED is project lead. Julia Baker (IIED consultant) took over from Dilys Roe on the day-to-day management of the project partners. This included running team meetings, hosting 1-2-1

progress meetings with individual partners and following-up on actions. IIED is also leading on Output 4, which includes communication activities.

WCS-Uganda, as well as being a partner on IWT 001, is a long-term supporter to UWA on a wide range of other initiatives. So it was a natural choice to continue our successful partnership as part of this new project. Their role is to lead one of the community engagement activities at the park – establishing community wildlife scouts to mitigate human wildlife conflict and engaging UWA park staff with the Scout programme.

Village Enterprise (VE) has been a new collaboration for the IWT 001 team, although has previously collaborated with IIED through its involvement in the Uganda Poverty and Conservation Learning Group. VE's role in this 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.

Uganda Conservation Foundation (UCF) had previously presented and participated in IWT 001 workshops. UCF's role in this project was to convene a "Murchison Falls Coordination Forum" with the aim to bring together different conservation and development organisations working around the Park in order to share information and lessons learnt, and to facilitate coordination of their various programmes in support of the park action plan. However during Year Three, key UCF staff who were involved with this project left UCF and the remaining staff had not been involved with this project or the Coordination Forum. In discussion with UCF, IIED decided to close its grant agreement with UCF on the basis that the named key personnel had moved on. VE agreed to lead the additional Coordination Forum we held at Murchison Falls in March 2020 (described for Output 4) and we are discussing with VE this continuation so that they also lead the Year Four Forum.

During Year Three, we continued our collaboration with Michelle Anagnostou, a former Masters student from the Durrell Institute for Conservation and Ecology (DICE) at the University of Kent. During Year Two, Michelle conducted her Master thesis research on the reporting of intelligence by local communities to UWA staff at Murchison Falls NP. During Year Three, our team provided technical advice and support as Michelle submitted a manuscript of her research findings for journal publication. Note: Michelle is not a formal partner of this project, although noted here as part of our collaboration.

3. Project progress

3.1 Progress in carrying out project Activities

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 by WCS-Uganda in Year 1.

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

Completed by UWS-Uganda in Year 1.

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

In previous reports we described how there was very little collection of law enforcement data through UWA's 'SMART' monitoring system by rangers stationed at Karuma Wildlife Reserve, which is adjacent to our project villages and borders Murchison Falls National Park. At the start of this project, WCS-Uganda hosted training for 22 rangers in

the use of SMART and Cyber Tracker applications for collecting data on illegal activities. WCS-Uganda then continually engaged the rangers on law enforcement data collection, answering any queries they have especially on uploading the data through smartphones. This continued during Year Three and has ensured continuity of data collection for our project, as well as benefitting UWA by improving the rangers' ability to collect law enforcement data. At the end of Year Three, communication from the rangers indicated that law enforcement data collection and uploading was continuing. Also UWA shared with WCS-Uganda the law enforcement data for both Murchison Falls National Park and Karuma Wildlife Reserve from 2013 onwards, which has formed our baseline analysis (see Activity 2.9).

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

WCS-Uganda began this activity during Year Two, as reported previously. During Year Three, UWA Park staff funded and ran their own training for the 50 Scouts involved with our project, which illustrates both the value UWA places on the Scouts and the Scouts' achievements in their work (we reported details on this training by UWA in our Year Three half year report). During this training, WCS-Uganda ran a refresher session on the collection of HWC data using the ODK collect application on Smartphones, and the 'pace factor' method for the Scouts to measure the area of crop damage by wild animals. This pace factor method was to address an issue that IIED identified when analysing the HWC baseline data, namely that the measurement of crop damage seemed exaggerated when compared to photographs of the area.

Also during Year Three, WCS-Uganda continued working with the Scouts to gather all of their HWC data from the start of their work to January 2020. There were a few incidences of data loss because of errors when Scouts uploaded their data or when phones malfunctioned, although overall IIED's review of the HWC baseline dataset is that it is sufficient for analysis (see Activity 2.9).

From the start of the project and during Year Three, WCS-Uganda has engaged UWA Park Community Conservation staff to collect and analyse the HWC data recorded by Scouts, especially so that, after our project, this data analysis and monitoring of HWC continues. However, the staff have been reluctant to undertake the data analysis despite being very engaged with the Scouts. WCS-Uganda planned a training day on data analysis for the staff, although unfortunately this did not occur because the staff were suddenly called to attend a meeting at the park headquarters. Nonetheless, WCS-Uganda shared the prepared PowerPoint presentations and an easy-to-use ODK briefcase user guide with the staff, and planned to rearrange the training to occur during Year Four (please note this is now subject to restrictions under Covid19).

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

VE collected baseline data on Scouts attitudes in May 2018 during Year Two (the attitude survey was also conducted on the non-Scout households involved with the Enterprises). While the formal "after project" attitude survey is planned for Year Four, VE conducted a mid-line attitude survey in May 2019 to monitor progress towards our logframe outputs and the outcome. The analysis of the baseline and mid-line attitudes is described under Activity 2.9 and throughout this report we describe how we have used the results to inform decisions for both the original Scout and Enterprise programme, as well as our scaling up of the Enterprises. Please note that the "after project" attitude survey planned for Year Four is now subject to Covid19 restrictions.

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

While this activity is planned for Year Four, in preparation, during Year Three IIED and WCS-Uganda began engaging UWA Senior Management and the Community Conservation Unit on our Scout and Enterprise programme. This included raising the profile of our Scout and Enterprise programme during the CC Unit's consultation events on their first national HWC Strategy and on their revision to the Revenue Sharing guidelines (the revision includes targeting funds to help address HWC). Also at the Park, WCS-Uganda continued to facilitate engagement between Park Community Conservation Wardens and Rangers and the Scouts. This led to UWA Park staff running their own training for the Scouts, which has already been fed back to UWA Headquarters and is anticipated to greatly help in securing formal support for the Scouts from UWA Headquarters.

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

This activity started in Year One when VE interviewed UWA, WCS-Uganda and the Scouts to understand their experiences with small enterprises, especially enterprises that generate income and help address HWC such as chilli growing and bee keeping. While UWA was keen to promote chilling growing and bee keeping, the Scouts were reluctant because they felt that these enterprises had not generated much income in the past. Instead they preferred crops that they believed had greater income potential including sunflower, cabbage, onions and simsim. In Year Two, VE undertook market research of these crops to identify market opportunities and buyers, and then linked the Enterprises to commercial buyers (e.g. mukwano company who are the sole promoter and buyer of sunflower in Kiryandongo district).

2.2 Create implementation plan for microenterprise development programme at the park

This activity was completed during Year Two for the 50 Scout households and the additional 130 non-scout households.

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

This activity was completed in Year Two. To identify target locations for the Scouts and Enterprise programmes, IIED first matched HWC and IWT hotspots (as identified from our previous research for IWT 001) with locations of existing Scout programmes (which WCS-Uganda identified for this project). Then IIED together with VE and WCS-Uganda considered areas that were accessible for VE field staff and had potential for monitoring IWT activities within the Park from UWA's law enforcement data. The final location was agreed as Kiryandongo district, adjacent to Karuma Wildlife Reserve, which borders Murchison Falls National Park. Within Kiryandongo district, the following nine villages were selected: Kisweka, Buyama, Karungu 2, Kiyogoma 2, Chopelwo, Nyinga, Kahara, Kibimbya and Kihura (Figure 1). The beneficiaries were all the 50 Scout households included in the Scout programme by WCS-Uganda. VE then identified an additional 130 non-scout households through their standard approach, which includes Participatory Wealth Ranking and a Probability Poverty Index. Note: VE adopted a similar approach to identify locations for the scaling up of the Enterprises activities (see Activity 2.7).

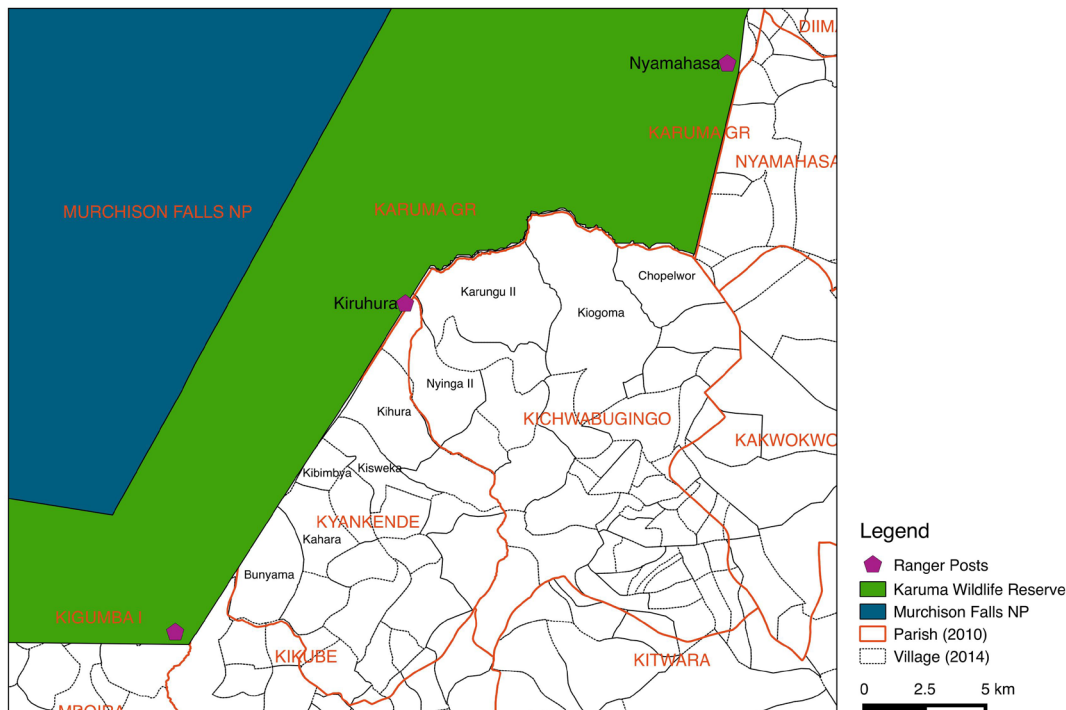


Figure 1. Map of the project villages

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

Completed by VE during Year Two for the 50 Scout households and 130 non-scout households. The training comprised 15 modules that included business skills, group dynamics and conservation.

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

This activity was completed during Year Two when VE formed the six Business Savings Groups (BSG). During Year Three, VE continued to support the BSGs with a once-monthly visit by their field business mentors. VE's midline survey of May 2019 showed promising results: there had been a 19% increase in household savings from the baseline (2018) and the average savings by each BSG was \$. However, some households were initially reluctant to save their income given what is a significant change for communities in how they manage cash. The monthly visits by the business mentors helped to overcome this reluctance, and VE used the learning to adapt their BSG approach when scaling up the Enterprises (which is described for Activity 2.7). It was also extremely positive when, at the Coordination Forum held at the Park in March 2020 (see Output 4) the Enterprises described the benefits of the BSG and how saving had helped them to grow their businesses. Finally, before this project started, in some communities, villagers distrusted the Scouts because they saw Scouts as spies for UWA, providing information on households undertaking illegal activities in the Park. Whereas VE field staff have observed that the BSGs are helping to build trust between Scouts and other households, as the BSGs provide a neutral forum for both to work together on a shared goal.

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

This was completed during Year Two when VE established 60 Enterprises that focused on growing sunflower, simsim, cabbage and onions with some investing in piggeries. During Year Three, VE continued to support the enterprises, especially to

adapt to changing conditions, for example intermittent rainfall that affected crop yield and livestock disease that affected some of the piggeries.

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

In our Year Three Half Year Report, we described how project partners were setting criteria for scaling up the Enterprises. Based on these criteria, VE developed a proposal for a Model Conservation Village with clear links between the Enterprises, Scouts and Park conservation (see Appendix A). VE established the Model Conservation Village with matched funding and their activities during Year Three were:

Selecting the location

VE hosted an inception meeting with WCS-Uganda and UWA Park Staff to identify suitable locations for the Model Conservation Village within HWC and IWT hotspots. The Nanda village in Nyamahasa parish Mutunda sub-county was selected based on UWA's data and knowledge of HWC within the area, as well as illegal activities in adjacent park areas. In addition, UWA Park Staff were already working with a Scout group at Nanda village and were extremely keen to roll-out the model of linking Enterprises directly with Scouts to motivate the Scouts to continue their HWC mitigation activities. Once Nanda village was identified, VE conducted a targeting and ranking exercise using their participatory wealth ranking and the poverty probability index. They covered a total of 334 households and the results revealed that 43% of households were ranked as very poor, while 44% were ranked poor, 8% were ranked as moderate and 5% as high-moderate. They used these findings to identify 180 households to invite to participate within the Model Conservation Village. The households accepted and 143 (79%) female and 37 (21%) male participants. Of these, 18 were Scouts involved with UWA's Scout group (and of the Scouts, 3 were female).

We identified a potential issue – while there was an existing Scout group at Nanda village, our support only regarded Enterprises and did not involve supporting Scouts with HWC training or equipment. From our experience with the original Scout programme, HWC training and equipment are equally important motivations as the Enterprises. To address this issue with the Model Conservation Village, VE and WCS-Uganda engaged UWA Park Staff to secure their commitment to continue supporting the Scouts and, in January 2020, UWA Park staff ran training for the Scouts. Note: future support by UWA Park Staff for the Scouts is now at risk because of the financial impact on UWA from Covid 19, although we will continue supporting the Enterprises.

We also identified that WCS-Uganda has another IWT-funded project within the same community (IWT073), which involves training and equipping Scouts to respond to HWC. Approximately 8 Scouts were involved (and benefitting from) both projects. After much discussion about how to maximise synergies between the two projects but ensure that we can undertake M&E of this project, we decided that Scouts benefitting from this project would not be the same Scouts benefitting from WCS-Uganda's other project. We also decided to align conservation messages from both projects and to work together in the field where possible.

Selecting the Enterprises

With our original Scout programme, we aimed for the Enterprises to generate income in ways that directly link to HWC, such as crops that are non-palatable to wild animals and beehives that deter crop raiding. However, the Scouts preferred other crops that they felt would earn more income. While supporting Scouts' preferences for the Enterprises was important, one of our lessons learnt was a disconnect between the Enterprises and

Park conservation, and the importance for our project team to clearly communicate the Enterprises as being linked to efforts to address HWC and support Park conservation. We used this learning for the Model Conservation Village, especially to select Enterprises that could address HWC, had good income potential and market linkages. Chili growing is proven to help secure crops from wildlife damage especially elephants which are a problem animal for Nanda village. VE's market research showed that, globally, demand for high-quality African bird's eye (ABE) chillies outstrips supply, but market inefficiencies and supply constraints impede Ugandan smallholders from accessing these markets. To address this, VE approached Manji Commodities Limited (MCL), who are a renowned exporter of bird's chili in Uganda. They established an agreement with MCL to secure their support for the Enterprises and to purchase chili crops from the Enterprises.

Undertaking training for the Enterprises

Based on learning from the original Enterprises, VE revised their standard training to focus this training on the following key thematic areas: Group Dynamics, Financial Literacy and Business Development. They reduce the modules from 15 to 9 in order to focus on Community Interest Meeting & Family Support; Group Formation; Financial Progress; Enterprise Selection and Development. The 180 participants also received two training sessions by MCL on chili growing, which included nursery bed establishment and management; how and when to transplant; and, general practices such as weeding, spraying and spacing. MCL had planned to deliver training on post-harvest handling and harvesting although this is on hold because of Covid19.

Administering grants to the Enterprises

VE administered the first grant to the Enterprises of \$to launch their chili businesses. The aim for all Enterprises to produce chili is for volumes to be aggregated, enabling a stronger bargaining power when selling to market. By the end of Year Three:

- 60 nursery beds were at the stage of transplanting
- MCL had signed producer out-grower contracts with all 4 BSG.

Establishing BSG

VE formed and trained 4 BSG for Enterprises of the Model Conservation Village. While the BSG of the original Enterprises had 10 members, the size for these BSG was increased to 15 members so that the two VE Business Mentors assigned to the Model Conservation Village could run the BSG effectively. Learning lessons from the original BSG whereby members were initially reluctant to save their income, VE changed the approach to be "Savings with Purpose". Here, each BSG member identifies a specific purpose for their saving, such as paying school fees or reinvesting in their business (or a mixture of both), and a period of time for saving. This gives greater meaning and structure to their saving than before, backed-up by VE's support on flexible and alternative saving modes, so BSG members can more easily allocate resources where they need them the most. Feedback so far has been positive with a widespread adoption of savings by the BSG, and also by other community members who learnt about the approach. By the end of Year Three, the 4 BSG have a cumulative saving of Uganda shillings.

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

This activity was completed by VE in Year 1 for the original Enterprises, and the baseline and midline M&E surveys have been undertaken (see Activity 2.9). VE also collected 'Stories of Change' of a few individuals involved with the Enterprises, to illustrate how these individuals have found the project as complementary information to

the M&E surveys. These Stories of Change will be published as part of our Year Four communications and are presented in draft in Appendix B.

In February 2020 VE developed M&E surveys for the Model Conservation Village of their standard Attitudes Survey, Household Entry/Exit Survey, and Consumption and Expenditure Survey. While these are not required under our logframe, we aim to assess impacts of the Enterprises for the Model Conservation Village although acknowledge the limitations given the short timeframe (ie one year remaining of the project). VE collected 'Stories of Change' of the 4 BSG to document how individual women and men were finding the early stages of the BSG, with the aim to follow-up at the end of the project (this now depends on the Covid19 situation). The Stories of Change will be published as part of our Year Four communications and are presented in draft in Appendix C.

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

The main strands to our baseline data for M&E are: socio-economic and attitude surveys of the Scouts and Enterprises; HWC data collected by the Scouts; law enforcement data collected by UWA; and, tip-off reporting by local communities to UWA. This regards the original Scout and Enterprise programme.

Socio-economic and attitude surveys of the Scouts and Enterprises

In May 2018, VE collected the baseline attitude and socio-economic surveys of the original Enterprises (50 Scouts and 180 non-Scout households of which 59% are male and 41% are female). While our "after project" surveys are planned for Year Four, in May 2019, VE collected midline surveys to check the status after one year of implementation of the Enterprises and for the team to use the results to inform ongoing project decisions. These results are presented in Appendix D (this is an internal project team report). In summary, socio-economic indicators showed a positive trend for households involved with the Enterprises. For example household meal consumption and household savings increased, while the likelihood that individual households will fall below the poverty line decreased. However, the attitude survey showed mixed results, with some expressing negative attitudes towards the Park despite extremely positive one-to-one feedback received from participants and the WCS-Uganda and VE field staff (which was reinforced at the Park Forum when Scouts and Enterprises described the benefits to their households from this project). We discussed this in detail and, following IIED's baseline analysis (see Appendix E), felt that these results reflected the following issues. Firstly, at the start of the project and for the baseline survey, participants might have given responses that they thought would be positively received in order to secure their involvement with the project (even though the survey team emphasised the importance of giving honest responses). Then during project implementation, WCS-Uganda and VE developed good, trusted relationships with participants. So by the midline survey, participants were likely to have felt more able to express frustration about issues they face living next to the Park. This closely relates to the second issue: UWA's Revenue Sharing scheme. While the scheme is positively received, many people believe that the distribution of revenue is unfair with those suffering the most from living next to the Park (especially through HWC) not receiving the most benefits. We fully recognise that Revenue Sharing is a long-standing, deep-rooted issue and expect such issues to emerge from our attitude surveys. In our logframe, we assumed that the combined benefits of the Scouts and Enterprises would outweigh other negative influences on Park – community relations such as the perceived unfairness of Revenue Sharing. While we still believe that this assumption will hold true, the midline attitude results have been incredibly helpful to improve our messages when implementing the

Scout and Enterprise programme to more closely link these to Park conservation, and to design the Model Conservation Village. The third issue reflects challenges to the Enterprises. There was frustration amongst Enterprises who invested in sunflower and simsin crops because a prolonged drought affected their yields, which in turn affected their profits. We discussed improving our communications in the field, especially for participants to start with realistic expectations about the challenges to such Enterprises, and for the business mentors to emphasise a greater diversification so that Enterprises are more resilient to such events.

Baseline data of HWC and law enforcement

UWS-Uganda facilitated the collection of the baseline data: HWC data by Scouts and law enforcement patrol data by UWA Park Rangers. They also gathered historical HWC data collected by UWA between August 2015 and July 2016. IIED completed an assessment of these baseline data (see Appendix E). In summary:

HWC baseline data

- The HWC baseline data was collected by Scouts from August 2018 to July 2019. Over this period 229 separate incidents of HWC were recorded in the nine project villages.
- The baseline HWC data shows a peak in HWC incidents in June, which was also evident from the historical HWC data from UWA. However, the Scout-collected data also shows a peak in November. Both June and November correspond to timings of maize cultivation, which is the primary staple crop grown in the area
- Most of the baseline HWC incidents recorded were crop raiding by elephants, although this might reflect a preferential bias towards reporting such incidents.

Law enforcement patrol data

- We are using the illegal activities that rangers encounter on patrol to assess the project's impact on wildlife crime (catch per unit effort).
- We obtained law enforcement patrol data from UWA for 2013 to 2018, meaning that we can create a six-year baseline from before we started this project.
- However, there are issues with the data:
 - There were fewer patrols in Karuma Wildlife Reserve (adjacent to our project villages) than other areas within Murchison Falls National Park, especially during 2014 and 2015 during the Ebola virus epidemic, although patrol effort within Karuma Wildlife Reserve did increase from 2016
 - There is much variation in Catch per Unit Effort between baseline years
- At this stage, we envisage that we can control for these data issues to have reasonable confidence in the analysis, although these issues will be a limitation. However, as patrol data are the only source of information on illegal activities that can be reliably tracked over time, it continues to be the best indicator available.

Tip-off reporting

Our research for IWT001 predicted that, as relations between local people and UWA improve, local people would be more likely to report information about illegal activities to UWA i.e. tip off reports that are anecdotal reports by local people (not formal informants arranged by UWA). These tip-off reports are most likely to be made to UWA's Community Conservation staff, however the staff do not systematically record tip-offs but pass the information to their law enforcement colleagues. We designed a digital form for Community Conservation staff to record the number and content of tip-offs they receive, or do not receive, every time they visit a village participating in our project or in non-

project villages. We planned to use the data to assess the impact of our project on tip-off reports, thereby also testing the prediction from IWT001 research. However, despite regular engagement with Park Community Conservation staff, only one used our tip-off reporting form. He recorded 24 tip offs during the four-month period from October 2018 and January 2019, but was then transferred to another Park under UWA's staff reassignment programme. With no adequate baseline and the issue of trying to persuade the newly transferred Community Conservation staff to use the tipoff reporting form, we decided that a qualitative indicator would be a more reliable insight into any change in tipoff reporting. In December 2019, we submitted a Change Request for this logframe indicator and associated means of verification, which was accepted.

The change in the indicator is: *By the end of the project, ~~the number of tip-offs regarding illegal activities received by UWA~~ **staff stationed at Karuma Wildlife Reserve report receiving more tip offs regarding illegal activities in participating villages than similar increases by 20% relative to control villages.***

The change in the means of verification is:

~~UWA records of tip-offs received by law enforcement staff or~~ **Interviews with UWA community rangers stationed at Karuma Wildlife Reserve.**

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 in Year 1. As an additional output not planned in our logframe, IIED edited and compiled the training materials from this workshop to publish this resource for UWA. We then decided to combine the materials from the training held in Year Two and include additional resources, in order to have a fully comprehensive resource. We have nine modules that include conflict resolution, gender assessments and communication. We are currently finalising the style and format of the slides to publish these on the IIED project webpage, and we will share the link within our PCLG Newsletters to promote the compilation to a wider audience.

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

This activity is in progress: as reported previously, the head of UWA's Monitoring and Evaluation Unit (Mrs Susan Namuli) ran specific sessions on M&E and Reporting to the CC Wardens for both the training in Year One and in Year Two. This included sessions on revising and updating the CC monthly reporting form and, during Year Three, IIED worked with Mrs Namuli on updating the reporting forms. This stalled during Year Three because of the formalities of going through formal procedures within UWA to update their forms. Personal feedback from Mrs Namuli has been how much she has valued the opportunity to be part of this training, especially to speak directly with the CC Wardens and the opportunity to refine the reporting forms (Box 1).

During the CC Wardens Training for Year Two, IIED held sessions on revising the CC reporting forms especially to record the intelligence that CC staff receive. The digital tip-off reporting form developed by the project team for CC Staff at KWR was given as an example. This sparked much debate which continued during Year Three: CC staff are more likely to receive anecdotal tip-offs from local communities about illegal activities than their law enforcement colleagues. However, CC staff pass the information to law

enforcement. They do not systematically record the number or type of tip-off reports that they receive. Consequently, UWA Senior Management has no sight or understanding of this valuable contribution the CC staff make to tackling IWT, which in turn undermines the critical role of the CC Unit within UWA's efforts to address IWT. The CC Wardens agreed that this was an important area for the CC Unit to work on, although there were concerns about the identity of the CC Unit if they start reporting illegal activities, and what their law enforcement colleagues might perceive as unwelcome confusion between the two departments. We discussed an alternative solution whereby the SMART law enforcement data collection used by law enforcement staff captures data on whether tip-off reports were received by CC or LE staff, which is a possibility being looked into. Supporting these discussions, we recognise that this is more than just updating the CC reporting forms but an organisational change and one that the project team will continue to support.

Box 1. Email from Mrs Susan Namuli regarding the M&E training for the CC Wardens

From: Susan Lillian Namuli
Sent: 16 April 2019 08:59
To: Baker, Julia (02)
Subject: Re: UWA CC Training March 2019 -

Greetings Julia,
Hope you are doing well. Thank you for all the hard work and support to UWA Community Conservation programs.
I really appreciate the opportunity to always give me to train the CC staff in M&E aspects, it is indeed a great thing for me. I always want to do that for all staff in other departments as well but get limited by funds.

I have attached for you the presentation as you requested. Sorry for the delay, just got a bit busy and had forgotten to send, Accept my apologies.
I promise to keep following up on CC program implementation, monitoring and reporting processes.
Thank you
Best regards

Conserving for generations!

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

The training for Year Two was completed and the report (which includes feedback from CC Wardens on the Year One training) is posted on IIED's webpage:

<https://pubs.iied.org/G04432/>

To prepare for the training in Year Three, IIED prepared a feedback form to ask the CC Wardens the following questions:

- Please describe the most useful components of the training?
- Please describe how the training can be improved?
- Please list the three most important topics for you for the 2020 training

Adonia Bintoora of the CC Unit sent the form to 14 CC Wardens in Parks across Uganda who included their feedback along with feedback from their CC Rangers, and all 14 returned the forms. We present an example of the feedback in Appendix F.

IIED then drafted a programme for the Year Three training (Appendix G) with the plan that Mrs Eunice Duli (former head of UWA's CC Unit) would continue to give the training as in previous years. Unfortunately the date of the training was postponed from late January 2020 to the end of March because of UWA's staff re-assignment programme when Park staff were moved to different Parks during January. The CC Unit planned the training to be at the Kavumba recreational centre in Wakiso District. The UWA team was determined that the training should go ahead as planned, but this changed on 23rd March when the Ugandan government announced strict restrictions on gatherings and movements. We submitted a Change Request to carry over the budget for the CC Wardens Training into Year Four, which was approved.

3.4 Produce revised draft community conservation policy (UWA)

Completed. This activity started in Year One when the CC Unit at UWA HQ drafted a revised CC policy based initially on feedback within UWA. In Year Two, they updated the policy in response to feedback from the regional and national consultation workshops. The revised policy was submitted to UWA Senior Management on 23rd January 2019. In Year Three, the policy proceeded through the formal review process by UWA's Senior Directors and Board and was finalised for publication. While the policy has been issued internally, by the end of Year Three the CC Unit was preparing to publish the CC Policy on the UWA website. They had also agreed that the CC Policy could be published on the IIED project webpage, together with the leaflet that IIED had prepared to promote the CC Policy and the Q&A (which are described for our progress update on Output 4 Communications).

3.5 Organise and run 4 regional and 1 national stakeholder consultation meetings on the revised policy

Completed in Year Two.

3.6 Finalise and print revised policy

3.7 Policy launch event (s)

Both the printing and launch event were originally scheduled for Year Four, but then moved earlier because of the work by the CC Unit to finalise the CC Policy ahead of our project schedule. We planned to host the launch event at the same time as the Year Three training for the CC Wardens, so that the Wardens could attend the event as well. Unfortunately as for the training, the event could not take place because of Covid 19. Our Change Request to carry over the funds for the event into Year Four was approved.

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

4.1 Develop and produce project website and flyer

Completed in Year 1. 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/>.

4.2 Develop project communications strategy

A communications strategy has been developed and is included in Appendix H. The communications strategy is a live document, which we continually update as we seek new opportunities to present the project findings internationally, nationally and locally. During Year Three, our attention has been on how we can help UWA to launch their revised Community Conservation Policy and gain attention from a national and

international audience. To support this, we drafted a leaflet on the Community Conservation Policy that summarises the detail of the policy and, in particular, how the new policy addresses issues related to poaching and IWT. The draft leaflet is in Appendix I and this is currently being reviewed by UWA Senior Management. We have also prepared a Q&A interview for George Owoyesigire (who leads UWA's CC Unit), with questions that include:

- Could you describe Uganda's history of community conservation approaches to protected area management?
- The Uganda Wildlife Authority has recently revised its Community Conservation Policy, could you explain why the old Community Conservation Policy has been updated?
- Could you describe the aims of the new Community Conservation Policy and why it is important for Uganda?
- Tell us about how the new Community Conservation Policy will inform Uganda Wildlife Authority's approach to tackling poaching and the illegal wildlife trade in Uganda?
- The Community Conservation Policy talks about creating Wildlife Crime Prevention Action Plan. How does this relate to the Community-based Wildlife Crime Prevention Action Plans created for Murchison Falls and Queen Elizabeth NP? Does it replace them or build on them?
- Do you think the Community Conservation policy could inspire other countries, regionally in East Africa, or internationally? If so, why – what features of the CC Policy can other countries learn from?
- We greatly appreciate the situation Uganda is facing with Covid19, how has this affected the work of the Community Conservation staff with local communities? And will this impact on your efforts to tackle poaching and wildlife crime?

Our WCS-Uganda colleague Geoffrey Mwedde will host the interview, which is planned for May 2020. IIED will publish the interview on the project website and share this with our international audience via our social media and newsletter channels.

4.3 Organise and hold annual meetings of Uganda Poverty and Conservation Learning Group (U-PCLG)

Unfortunately, the Uganda-PCLG network ceases to exist as a functional network and so we took the decision not to support U-PCLG meetings in 2019-20.

4.4 Establish and run Coordination Forum

The first Forum was held in November 2018 (the report is available [here](#)). The next Forum is planned for Year Four. With the Uganda-PCLG network ceasing to exist, our project team discussed how best to use the funding for Uganda-PCLG activities, especially for raising awareness of the combined Scout and Enterprise programme to mitigate HWC and thereby reduce IWT. We decided to allocated funding from U-PCLG's activities to support a Coordination Forum at Murchison Falls National Park, given the extremely positive feedback about the 2018 forum. We also decided that the Forum shall be for the Scouts and Enterprises to share their experiences and lessons, giving them a voice and opportunity to share their views with UWA, local leaders and NGOs. The Forum was held on the 17th March 2020 and was attended by all of the 180 participants of the original Scout and Enterprise programme, as well as UWA, the District Government, the Sub-County Chief and Counsellors, and Fauna and Flora International. The Forum discussions are described in the Forum report, which is available on the IIED project website: <https://pubs.iied.org/>

4.4 Dissemination of project updates via PCLG network and project partner networks

Project updates have been shared via the PCLG twitter page which has a growing readership currently totalling 900 followers on Twitter and 1100 followers on Facebook. Examples of tweets shared on Twitter and Facebook are:



People and Conservation Learning Group
Published by Buffer [?] · 24 March at 15:58 · 🌐

The Uganda Wildlife Authority in partnership with International Institute for Environment and Development (IIED) have been delivering training to their Community Conservation Wardens on Human Wildlife Conflict, Wildlife Crime, Conflict Management and Monitoring and Evaluation (M&E). Find out more in our new training report!
This is an IWT Challenge Fund (UK Aid) supported project.

PUBS.IIED.ORG ⓘ

G04432 - Community conservation training for the Uganda Wildlife Authority. Training report 2019 - pubs.iied.org.

The four-year project 'Implementing park action plans for community engagement to tackle illegal wildlife trade', Uganda, includes an annual training course for the Uganda Wildlife Authority's (UWA's) Community...

63 People reached 7 Engagements Boost Post

👍 2

👍 Like 💬 Comment ➦ Share 📁 Buffer ⚙️

Comment as People and Conservation Learning ... 🗿 📷 GIF 🗿

IIED is finalising the Stories of Change collected by VE for people involved with the original and new Enterprises (Appendices B and C). These will be published as part of our project communications during Year Four, and shared with an international national audience via PCLG social media and the PCLG Newsletter. They will also be shared with a national audience in Uganda via WCS and VE networks, as well as WhatsApp networks. Increasingly, we are finding that a good way to share information within Uganda is via regional WhatsApp groups, for example the Community Conservation Wardens are part of one WhatsApp group that they use to share information.

4.5 Prepare, publish and print final project report

Not yet started; scheduled for Year Four.

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

Not yet started; scheduled for Year Four.

4.7 Prepare and submit 1 journal article highlighting project findings

Not yet started – scheduled for Year Four.

The project team collaborated with Michelle Anagnostou on her thesis regarding the rangers' perceptions of who within local communities report illegal activities, and why they do so, working with rangers at Murchison Falls National Park. The team also worked with Michelle on the manuscript of her research, which was published as an open access paper in April 2020: 'Ranger perceptions of the role of local communities in providing actionable information on wildlife crime' (<https://doi.org/10.1111/csp2.202>).

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

Not yet started – scheduled for Year Four.

Note: we may experience some challenges with this activity depending on how the situation with Covid19 develops over the next year in Uganda and internationally. For example, we are already seeing many international conferences being postponed to 2021. One opportunity is to hold a webinar to showcase the results of the project internationally - a recent IIED held webinar hosted some 250 people from across the world and in the first few days of publishing the webinar online has been viewed by 65 people. Nationally, we may have to look for opportunities using a series of recorded short presentations and/or interviews and using social media channels such as WhatsApp and Facebook to share the research findings and lessons learned.

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

This output has been achieved. Our review of Scout programmes around Murchison Falls National Park during Year One found that there were 712 scouts spread across 20 parishes in four districts around the Park, and that some were receiving support from UWA or NGOs (namely African Wildlife Foundation and the Uganda Conservation Foundation). When we started the project, the Scouts selected for our programme were not receiving support from UWA or NGOs and lacked essential equipment to respond to HWC incidents. Now at the end of Year Three, through on-going engagement and training, refresher training, the provision of equipment and the replacement of worn or damaged equipment, WCS-Uganda has engendered an engaged and motivated group of Scouts who are actively responding to and helping to address HWC incidents. In addition, at the Park Forum, the Scouts were evidently committed to being Scouts for their fellow community members, and hosting a Park Coordination Forum for the Scouts to speak about their experiences was in itself invaluable to show appreciation for their work. Our other evidence includes that, during Year Three, UWA ran their own training for the Scouts, illustrating the value they place on this Scout group and the Scouts' achievement in establishing themselves as an active and effective group.

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

This output is well on track. The location of our Scouts and Enterprises programme was an area of HWC and IWT hotspots and, now at the end of Year Three, all 50 Scout households involved with our project plus an additional 130 households have received support to establish Enterprises and associated BSG. To scale up the Enterprises, VE used matching funding to establish new Enterprises and BSG for 180 households within an area of HWC with an existing Scout group and opposite areas of the Park where illegal activities occur.

Our socio-economic monitoring surveys showed that, within one year, households involved with the original Enterprises had increased their average daily meal consumption and their average weekly protein consumption, and had decreased their likelihood of falling below the poverty line. However, the attitude surveys showed a mixed picture, which partly reflected frustration by the Enterprises of income losses when crop yields were affected by a prolonged drought. In response, VE continued supporting the Enterprises with emphasis on diversifying their income and being flexible to adapt to changing conditions. They have also adapted their BSG model to a 'Savings

with Purpose' approach to help the Enterprises to save their income and, by doing so, be more resilient to external pressures.

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

This output is on track. Feedback from the CC Wardens regarding the training has been extremely positive, and UWA provided funds to extend the duration of the training and for more CC staff to attend. Also we are already seeing the CC Unit gain more and more momentum within UWA. For example, the recruitment of new CC rangers was approved by UWA Senior Management and, building on consultations on the revised CC policy, the CC Unit held a series of consultations on several new and updated strategies and guidelines including its first national HWC strategy and its revised Revenue Sharing guidelines. Unfortunately because of Covid19, the Year Three training could not proceed. Our request to carry over the funds was approved and we aim to plan the training with UWA when possible, depending on the Covid19 situation.

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

This output is on track: most of the project's communications are planned for Year Four, when we have the results of the data analysis. However, we have already started to build in additional communications such as the Stories of Change to bring to life how the project benefitted individual households, as well as dedicated comms for the revised Community Conservation Policy. We are also discussing alternative means of our planned communication activities depending on the Covid19 situation.

3.3 Progress towards the project Outcome

Our anticipated Project outcome is "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"

Are the logframe indicators adequate for measuring the intended outcome of this project?

We have continually reviewed our logframe indicators during project team meetings and as part of our lesson learnt reviews to check whether the indicators are adequate for measuring our intended outcome. In December 2019, we submitted a Change Request to amend indicators on the reporting of illegal activities by local communities to UWA park staff (ie tip off reporting), as we were unable to establish a baseline against which to monitor change. The Change request also included communications given the situation with the Uganda Conservation and Poverty Learning Group. Other than that, by the end of Year Three just before Uganda entered lockdown restrictions under Covid19, we considered that all other indicators were appropriate and valid for measuring progress towards the outcome.

Is the project likely to achieve the Outcome by end of funding? If not, what action will you take to ensure the situation can be improved?

By the end of Year Three just before Uganda entered lockdown restrictions under Covid19, we had identified and acted on potential issues to achieving the project's outcome as follows:

HWC issues fuelling local resentment

Supporting Scout groups to more effectively respond to HWC, and motivating the Scouts to continue their work, is a fundamental step towards improving local attitudes towards Park conservation and UWA, thereby over-turning the local resentment that drives illegal activities. While our project has improved our Scout group, during our lessons learnt reviews, we identified HWC issues that could still fuel local resentment towards the Park. Firstly, while the Scouts are actively responding to HWC incidents, they cannot prevent all HWC incidents. Secondly, if wild animals enter community land and the Scouts chase the animals back to the Park before crop raiding occurs, the fact that wild animals have entered farmland is enough to cause fear within the communities - and this fear can perpetuate poor relations between UWA and local communities. Thirdly, since our project started, UWA Park staff have instigated the digging of trenches around Murchison Falls National Park to prevent elephant crop raiding. It is now evident that communities around the Park, including those within our project villages, believe that trenches are the “best” way to protect their crops and livestock from elephants. Not all of our project villages have an elephant trench from UWA and anecdotal reports from field staff is that this could fuel resentment. In recognition of these issues, we took the following actions: improving our communication to closely link the Scouts, Enterprises and Park conservation; for VE and WCS-Uganda to undertake joint visits especially to reinforce these links; hosting a Park Forum for the Scouts and Enterprises to share their experiences with UWA and local leaders thereby giving them a platform to raise their profile and have a voice; and, engaging UWA Headquarters to secure their formal support for the Scouts.

Scout equipment

Our provision of HWC training and equipment has mainly been to enable the Scouts to respond to HWC incidents effectively, with the Enterprises being the Scouts’ primary motivation. We now have a greater appreciation that ongoing training and provision of equipment, especially to replace worn or damaged equipment, are equally important motivations for the Scouts to undertake what is hard and sometimes dangerous work. While we have budget for Scout equipment per year, we re-allocated funds to supply more equipment to the Scouts (as noted in our half year report) and WCS-Uganda ran refresher training for the Scouts. Also, we are extremely pleased at already gaining the support of UWA Park staff for the Scouts and that UWA has undertaken their own training for the Scouts.

The dual role of the Enterprises

While the Enterprises are to motivate the Scouts to continue their work, they are also to provide a non-poaching income source for other local community members. In our logframe, we assumed that benefits to communities from both an effective Scout group and the Enterprises, plus an improved relationship with UWA, would outweigh other negative influences on Park – community relations such as the long-standing issue of UWA’s Revenue Sharing. We still believe that this assumption will hold true. We also acted on the results of our midline attitude survey that highlighted issues still undermining Park – community relations. We have improved our messages when implementing the Scout and Enterprise programme to more closely link these to Park conservation, and designed the Model Conservation Village based on close links between the Scouts, Enterprises and the Park.

3.4 Monitoring of assumptions

The following is completed for the end of Year Three just before Uganda entered lockdown restrictions under Covid19:

Outcome assumptions

The only assumption we have re-assessed has been: *the benefits that local people receive from the Wildlife Crime Action Plans (less HWC; new/improved livelihood benefits) in combination with a better relationship with UWA are sufficient for them to refrain from poaching.* Despite improvements in the Scout group and establishment of the Enterprises, there are HWC issues that potentially undermine local people's relations with UWA. There are also long-standing issues between local people and UWA outside the remit of this project that likely continue to undermine Park – community relations, especially UWA's Revenue Sharing. Nonetheless, with our revised communication and the way we have facilitated engagement between UWA Park staff and the Scout / Enterprise households, we believe that this assumption will hold true. We also believe that other assumptions underpinning our project outcome hold true.

Output 1 Scouts: assumptions

All but one assumptions of Output 1 have held true. Examples of the assumptions holding true are: an existing local Scout group was willing to participate in this project, UWA Park Staff have been extremely supportive of the Scouts (to the extent that they have run their own training for the Scouts), and at the Park Forum, the Scouts expressed the benefits they have receive from being involved with this project. The only assumption that did not hold true was "engagement of women in this programme is possible". As reported in previous years, women are culturally excluded from taking on wildlife scout roles (and receiving the enhanced social status that accompanies the role) and this was not appropriate for our project to challenge.

Output 2 Enterprises: assumptions

All assumptions of Output 2 have held true, including the engagement of women with 40% (72 out of 180) of the project participants being women.

Output 3 UWA Community Conservation Unit: assumptions

Overall, assumptions of Output 3 have held true. Of particular relevance for Year Three has been:

UWA continue its support to update its Community Conservation Policy: during Year Three, the revised Community Conservation Policy went through the formal review process by the UWA Senior Management and Board.

UWA's Community Conservation staff have the capabilities to benefit from the training: in preparation for the Year Three training, the Community Conservation staff submitted feedback that included how they have used learning from the training to date to improve their work.

The only assumption that continues to be challenging is: *UWA's law enforcement teams continue their support for joint-working with the community conservation teams.* Our project has supported this joint-working, for example Law Enforcement Wardens attended and actively participated in the Year Two training for Community Conservation staff, which included a long session on the role of CC staff in receiving information on illegal activities from local community. Also the revised Community Conservation Policy

contains clear links between law enforcement and community conservation teams. However, for a long time, park operations for law enforcement and community conservation have been planned separately and we appreciate that changing this is a long process. Anecdotal feedback from some CC staff is this is slowly starting to happen whereas for others it is taking longer.

Output 4 Communications: assumptions

Two of the three assumptions continue to hold true. However, given the situation with the Uganda Poverty and Conservation Learning Group, our Change Request included the deletion of this assumption: *Uganda Poverty and Conservation Learning Group, and the international Poverty and Conservation Learning Group, continue their current activities and membership base.*

3.5 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.” As reported in previous years, while it is too early to judge our contribution towards this impact, we know from IWT 001 that local resentment over HWC and a lack of alternative income generation options both drive IWT. This project is addressing both issues and, during Year Three, we have acted on potential barriers to achieving our anticipated impact. By the end of Year Three before Uganda entered lockdown in response to Covid 19, we believed that implementing the community engagement activities within the park action plan for Murchison Falls National Park (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

4. Project support to the IWT Challenge Fund Objectives and commitments under the London Declarations and Kasane Statement

This project is contributing to developing sustainable livelihoods for people living in IWT and HWC hotspots around 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) establishing enterprises and business saving groups as motivation for the scouts, and an means to generate income thereby reducing reliance on income from IWT. The project is also seeking to build the capacity of UWA’s Community Conservation Unit to engage and support communities more effectively, and to raise their profile within UWA as a necessary and vital complement to law enforcement efforts (any by doing so, strengthening law enforcement efforts).

This pilot is also a pilot, testing the community engagement elements within park action plans to tackle IWT. The lessons learnt and insights gained will be collated in ways that support the roll-out of this approach in other parks in Uganda, for example in Queen Elizabeth Protected Area for which a park action plan was developed under IWT 001, and elsewhere.

5. Impact on species in focus

Our indicators for impact on IWT are changes in the number and type of illegal activities detected by rangers in the project area. While the illegal activities include poaching for bushmeat and for trophy species, our M&E was not designed to assess impacts on specific species. We have established our baseline of illegal activities from before this project started, and this will be used to measure change against when we finalise the analyses in Year Four.

6. Project support to poverty alleviation

Original Scouts and Enterprises

The immediate beneficiaries of this project are the people living in Kiryandongo district at Murchison Falls Protected Area, where the project activities are focussed within nine villages. The project has benefited 50 Scouts who have received training and equipment to help their efforts to tackle HWC. As the Scouts improve their work, reports from our field staff is that their fellow community members are noticing benefits from reduced HWC and wider benefits from an active Scout group. For example, our project distributed bicycles to the Scouts, and the Scouts have been using these to transport sick people to hospitals and help others in need.

The Scouts have also benefitted from support to establish Enterprises and this support included training, business mentoring, grants to start the Enterprises and being part of a BSG. An additional 130 households have benefitted from this Enterprise programme, and these were identified from participatory wealth assessments aimed at registering the most vulnerable and poorest households. We collected socio-economic data of all households involved with the Enterprises in May 2018 to establish our baseline. One year later, in May 2019 our midline socio-economic showed promising results including:

- 19.3% increase in average household savings
- 14.7% reduction in the likelihood than an individual household will fall below the poverty line
- 13% average increase in per capita consumption and expenditure
- 87% increase in weekly protein consumption
- 56% increase in households that save

However, while these results are promising, prolonged drought and African swine fever affected crop yields and livestock, which in turn affected income for the Enterprises. So during Year Four, VE will continue providing support in the form of a mentoring visit every quarter that focuses on business diversification and adaptable savings regimes so that the Enterprises become more resilient to external pressures.

Scaling up the Enterprises

In Year Three, VE established a new Enterprise programme for 180 households in Nanda village, Nyamahasa parish, Mutunda sub-county in Kiryandongo District. The 180 households were identified by VE using their participatory wealth ranking (PWR) and the poverty probability index (PPI) assessments of 334 households (so that the 180 households for inclusion in the Enterprises were the poorest). These 180 households have received training, business mentoring and a cash grant of \$100. They are also now part of BSGs (who by the end of Year Three had saved a total of Uganda Schillings 4,903,000) and have formal links with a commercial buyer for their chili crops. These Enterprises are part of a Model Conservation Village that was founded on clear links between the support for the Enterprises and Park conservation.

Anecdotal feedback from field staff is that, at both the original Enterprises and Model Conservation Village, households not involved with the Enterprises have adopted the BSG approach, thereby indicating wider benefits from this project.

7. Consideration of gender equality issues

In general in Uganda, women are culturally excluded from taking on wildlife scout roles (and receiving the enhanced social status that accompanies the role). We have therefore sought to target women in the complementary Enterprise programme. We aimed for 50% female and 50% male beneficiaries for the original Enterprises, although could only reach a maximum of 41% female participants. However, for the new Enterprises in the Model Conservation Village, 79% of the participants are female. Also interestingly, 3 of the 18 Scout participants are female.

During Year Three, we supported UWA's Community Conservation Unit to finalise their revised Community Conservation Policy. We worked with the CC Unit to integrate gender equality within the policy, which has included the strategy to mainstream gender into CC Programmes. This closely links with the dedicated training on Gender Assessments given to the CC Wardens as part of their annual training sessions. This training covered the concept of gender, why gender is important to park conservation programmes and how to integrate gender equality into CC programmes. During Year Three, we revised the layout and structure of all the training modules given in Year One and Year Two so that the CC Unit has a fully comprehensive training resource. By the end of Year Three, we were in the process of uploading these onto the project website. As most of the female staff within UWA work in the CC unit, this work is benefitting UWA's female employees.

8. Monitoring and evaluation

We aim for the M&E component of the project to demonstrate that community engagement interventions (especially those supported by this project) can increase local support for conservation and, importantly, reduce wildlife crime. During Year Three, we collated data collected during Years One and Two, to establish a baseline of key indicators. We will measure change against these indicators at the end of the project.

The indicators are: i) the number of illegal activities encountered by ranger patrols per unit effort, ii) reported incidents of human wildlife conflict, iii) participant/beneficiary attitudes to the project and conservation, and iv) the number of tip-offs regarding illegal activities received by UWA from local people.

For the most part, these indicators are performing sufficiently well that the project team is confident that contributions from project activities and outputs on the project outcome will be detected (please see earlier sections of this report, which include updates on the baseline data). However, there have been issues with UWA staff not recording the tip offs they receive, despite repeated requests from the project team. Given that the tip off form was not being consistently used, the data collected was insufficient to provide a baseline against which to compare at the end of the project. So we proposed a qualitative measure be used instead, which was that UWA staff report that people in participating villages are more likely to provide tip offs about illegal activities than other villagers. However, this has been complicated by staff reassignments, as the new staff stationed at Karuma Wildlife Reserve (adjacent to our project villages) have no personal experience of the rate of information provided around KWR before their reassignment. Similarly, levels of tip off reporting appear to be influenced by whether villagers have a good relationship with UWA staff, whereas the new staff will not have had time to build that level of trust. To control for these issues, we will interview the new staff at the end of the project implementation period and asked them to compare likelihood of receiving information in project

villages with similar villages neighbouring KWR but located outside the project area. We will select these other 'control' villages with the assistance of the previous community conservation warden at KWR. As noted, we have submitted a change request for this indicator and means of verification in our logframe which was accepted and was:

<p>Outcome: 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>0.5 By the end of the project, the number of tip-offs regarding illegal activities received by UWA staff stationed at Karuma Wildlife Reserve report that the people in participating villages are more likely to provide tip offs about illegal activities than similar increases by 20% relative to control villages.</p>	<p>0.5 UWA records of tip-offs received by law enforcement staff or Interviews with UWA community rangers stationed at Karuma Wildlife Reserve.</p>	
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------	--

Our M&E approach is to use data collected by law enforcement rangers and data collected by Scout groups. Such data can be subject to criticism for not being of a sufficient quality for analysis. In addition to the M&E of our project impacts at the park, we will also evaluate the use of such data in these types of analyses, especially to share lessons so that future projects can benefit.

Our other approaches to M&E include regular reviews of progress against our project logframe during team meetings, and the additional midline socio economic and attitude survey of the original Scouts and Enterprises. While not formally required as part of our logframe, the midline surveys have given invaluable insights that we have acted on.

To plan for the Year Three training for the CC Wardens, we submitted a feedback form asking the Wardens for their thoughts on what has worked well with the training to date, and what could be improved. We then used this feedback to plan and develop our training for Year Four (see the progress update for Output 3).

Finally, every year we undertake annual lessons learnt reviews as a project team, collecting thoughts from each team member on what has worked well and what hasn't, and where changes need to be made. We describe this review for Year Three in the next section.

9. Lessons learnt

During our team meetings, we touch on any lessons learnt to keep track of these as the project progresses. Towards the end of each year, each team member completes our internal lessons learnt review form on what went well and why, and what could have been improved for that year. The report is presented in Appendix J. In summary:

What went well and why

- The Scout training given by UWA Park staff in recognition of the value of the Scout group
- The Park Coordination Forum especially for the Scouts and Enterprises to speak directly to UWA and local leaders about their experiences

- Adapting the BSG to focus on ‘savings with purpose’ which helped to overcome reluctance by local people to save their income gained by the Enterprises
- Collaborating with UWA Park staff on the location and format of the Model Conservation Village

What could have been improved

- Failures of data uploading by Scouts because of failures with the mobile phones (to try a different phone)
- Reluctance of UWA Park Staff to become involved with HWC data analysis despite being offered training (will continue to engage the staff as far as possible)
- UWA Park staff not recording the information they receive from local communities (changed our indicator in response)
- While we responded to replacing Scout equipment, this could have been better managed as part of an adaptive management

10. Actions taken in response to previous reviews (if applicable)

The actions from our last annual report were:

- *Ensure that future reporting follows the activity numbering in the revised logframe*

Addressed in this report.

- *It would be useful to see a revised project timeline (Activity Gantt Chart)*

The revised project timeline submitted for our Change Request in December 2019 is included in the accompanying documents in this report (Appendix K).

- *Provide more details on the partnership with DICE (i.e. is it more than the Masters research mentioned?)*

In the section on partnerships, we explain that DICE is not a formal project partner. Rather, the project team collaborated with a Master student at DICE who undertook her research at Murchison Falls National Park, interviewing UWA park staff to understand their perceptions on why local communities report illegal activities.

- *In general comment on the management of the various partnerships*

In the section on partnerships, we explain that Julia Baker (IIED consultant) took over from Dilys Roe on the day-to-day management of the project partners. This included running team meetings (for example see Box 3), hosting 1-2-1 progress meetings with individual partners and following-up on actions.

Box 3. Example of project team management

From: Baker, Julia (02)

Sent: 23 March 2020 08:36

To: geoffrey mwedde, Henry Travers; Zach Hoins; Winnie Auma; Francesca Booker

Cc: Dilys Roe; Fiona Roberts

Subject: PAP - ZOOM call - finishing Year 3 and planning Year 4

Dear all,

As we come to the end of Year three and begin to plan Year 4, please let me know your availability for a Skype/Zoom Progress Meeting on the following:

- **Friday 27th March 11am or 12pm London time**
- **Monday 30th March 10.30am or 11am or 12pm London time**
- **Friday 3rd April 10.30am or 11am London time**
- **Wed 8th April 10.30am or 11am or 12pm London time**

Please find below notes to discuss at our Progress Meeting. It would be great if you can add comments to these in advance of our call. I also attach our Gantt Chart and Logframe (with revisions accepted by IWT).

Lessons learnt from Year three

Everyone - please complete the attached form with your thoughts on what has worked well during Year three, and what we can improve for year four. Please return it to me by end of day on Friday 27th March.

Park Forum March 2019

Thank you for hosting the forum! I hope it went well, especially to have the Scouts there, and that interesting lessons and feedback were gathered. It would be great to discuss your feedback during the meeting, and well as the timescales for drafting the report. Could you send the presentations so we can host these on the project webpage?

Stories of Change

- Scouts stories and consent forms from Geoffrey
- Consent forms from VE for the first Stories with the original Enterprises
- Consent forms and consent forms from VE for the second Stories with the new Enterprise from the Model Village

Existing Scouts

- Any updates from Geoffrey?
- HWC data collection?
- Continuing engagement with Park UWA staff (given the new CC staff)
- Activities for Year 4 and contingency plans given Covid 19

Existing enterprises

- Any updates from VE on their 'light touch' support?
- Activities for Year 4 and contingency plans given Covid 19

Henry's data analysis

- Plans for Year 4 and contingency plans given Covid 19

VE Model Conservation Village: Nanda

- Update on activities, especially links with the private sector?
- You mentioned that UWA and WCS would provide training for the Scouts, was this training undertaken or has it been planned?
- Theory of Change on track?
- M&E undertaken and plans
- All activities for Year 4 and contingency plans given Covid 19

Engaging UWA at HQ for their ongoing support for the MFNP Scouts and Enterprises

- Opportunities to link with the new CC Policy (which mentions Park Action Plans)
- Other opportunities?

Park Forum Year 4

As UCF have left the project, could we discuss who could lead on the Forum (Covid 19 permitting).

Comms

- Stories of Change when these are issued
- CC policy postcards or leaflet
- CC policy article follow-up
- Project webpage
 - o Link to the UCF report of the first park forum
 - o Upload the Park Forum 2019 report when issued
 - o CCW Training modules online

Year 4 is your year! Let's plan the Comms activities and a Plan B if disrupted by Covid 19

Check the logframe

- Please check your sections of the logframe to check whether everything is on track or whether any risks and/or changes might be required

Covid 19

Anything else to discuss not covered by the above? It is such a fast moving situation that the best thing is to prepare for increasing restrictions as governments try and reduce the spread of the virus. For PAP, let's plan contingencies and 'Plan B' for our year four activities and then see what happens.

AOB and next progress meeting

AOB?

Next progress meeting will be end of May

- *Include a tabulated summary of how the Business Enterprise and Savings groups are faring (in terms of profit / accumulated savings) in the main body of the report. Set these in the context of median household income*

In the progress update for Output 2, we present the main findings of the midline socioeconomic surveys as percentage changes from the baseline, as percentage change is how the M&E surveys were designed. We also include the internal report by VE on the baseline and midline survey results (Appendix D). Please note that the surveys had already been designed before we received this comment. The indicators are: meal and protein consumption; annual per capita consumption & expenditure; Household Poverty Likelihood; savings by the BSG; and, business value.

11. Other comments on progress not covered elsewhere

Covered by other sections of the report.

12. Sustainability and legacy

As noted in earlier sections, we have started engaging UWA Headquarters on our Scouts and Enterprises, with the aim to secure their formal support for the Scouts as part of our exit strategy. We are also continuing business support for the original Enterprises to help them to diversify their businesses and better respond to external pressures, and we established the new Model Conservation Village with UWA Park staff support for the Scouts and with formal agreements with a commercial buyer, to have a strong foundation for the village to continue when this project finishes. Finally, we are collating all training materials for the CC Wardens so they have a comprehensive resource by the end of this project, and are planning various communications to raise the profile of (and gain wider support for) UWA's revised CC policy.

Just before the end of Year Three, both the UK and Uganda entered lockdown in response to Covid19. We immediately held a project team to discuss the situation, and team members are currently preparing a Covid19 contingency plan for each project output based on the following scenarios:

Scenario 1 – lock down for 3 months (April to end June 2020)	Scenario 2: lock down for 6 months (April to end Sept 2020)	Scenario 3: lock down for 12 months (April 2020 to end March 2021)
---------------------------------------------------------------------	--------------------------------------------------------------------	---------------------------------------------------------------------------

We have a team meeting in June 2020 to discuss these contingency plans and review our project Exit Strategy. At this stage, we anticipate that the main impacts of Covid19 on our project will from the duration of lock down, how long it takes for UWA's activities to resume and the financial impact on Uganda. For example, our original intention was that UWA Headquarters would formally support the Scout group of our project and include provision for the Scouts in the park operational budget. With the sudden and severe loss of income that UWA is facing from Covid19, an option could be to continue aiming for support from UWA Headquarters but also approaching other organisations working with Scouts and communities around Murchison Falls National Park for the Scouts to have a support network.

13. 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.

14. Safeguarding

IIED has the following policies relevant to safeguarding, which have been included in Appendix L:

- Anti-Fraud and Bribery Policy
- Anti-Harassment and Anti-Bullying Policy
- Complaints Policy
- IIED Disciplinary Procedure
- Safeguarding Policy
- Staff Code of Conduct 2020
- Whistleblowing Policy.

These policies guide our approaches to zero tolerance for bullying, harassment, sexual exploitation and abuse, protection for whistleblowing, safeguarding and the code of conduct staff are obliged to uphold to ensure high quality work and partnerships. The policies also detail the process of how to register, investigate and respond appropriately and sensibly to issues raised that are related to safeguarding, disciplinary procedures, and whistleblowing.

In particular for this project, a potential safeguarding issue has been the Scouts' fear of retaliation from poachers and we have been aware that, before our project started, some within the community saw the Scouts as spies for UWA. In response, our fieldwork has been based on careful communications regarding our support for Scouts to address HWC only – as a wider benefit for the communities. Also as noted above, the BSG appears to have helped forged greater links between the Scouts and communities.

15. Project expenditure

Table 1: Project expenditure during the reporting period (April 2019-March 2020)

	19/20	19/20	Var	Var
Project spend since last annual report	Grant (£)	Total Darwin Costs (£)	(£)	%
Staff costs (see below)				
Dilys Roe - project oversight IIED				
Francesca Booker – research and dissemination IIED				
Fiona Roberts - project management IIED				
IIED Communications team				
Jack Lloyd - project and communications support IIED				
Carole Bogdanovscky - Budget officer WCS				
Natalie Ingle - Programme manager WCS				
Simon Nampindo - Uganda Director WCS				
Scovia Kobusingye - Project finance manager WCS				
Benedict Beinimugisha - Project logistics WCS				
Geoffrey Mwedde - Technical project manger Uganda WCS				
Joshua Mabonga - SMART specialist WCS				
Bosco Kirama - Driver WCS				
Country Director - Winnie Auma VE				
Assistant Country Director - Peter Dema VE				
Business Mentor VE				
Field Coordinator - Geoffrey Kajuma VE				
Monitoring and Evaluation Director VE				
Chief Operating Officer				
TA Manager				
Consultancy costs				

Overhead Costs				
Travel and subsistence				
Operating Costs				
Others (see below)				
Bank charges on project transfers - IIED				
Office costs and bank fees - WCS				
Enterprise licensing fees and M&E expenses - VE				
TOTAL				

We have no significant variance on spend to budget this year. We understand that we will surrender our £29 underspend.

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)

Originally we planned to scale up the Enterprises, but had no detail plan or programme as what that would be because we wanted to be able to respond as the project developed. During Year Three, VE secured matched funding to establish a Model Conservation Village in collaboration with UWA Park staff, based on our approach to combine the Scouts and Enterprises to reduce HWC, improve Park – community relations and, ultimately, help to tackle IWT. By the end of Year Three, 180 households had received the full training package and had a formal agreement with a commercial buyer for their chili crops.

Annex 1: Report of progress and achievements against Logical Framework for Financial Year 2019-2020

Project summary	Measurable Indicators	Progress and Achievements April 2019 - March 2020	Actions required/planned for next period
Impact Poaching is reduced and wildlife populations increase as a result of improved livelihoods around protected areas in Uganda		It is too early to fully assess the project's impact, although our midline socio-economic survey showed positive trends in household socioeconomic indicators. In addition, we have taken action to address possible issues that have arisen during the course of this project.	
Outcome 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	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. 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.	Too early to assess progress towards outcome – baseline data has been collected against which a comparison will be made at the end of the project	Dependent on the Covid19 situation. Our original plans were to continue supporting the Scouts and Enterprises and finalise data collection for the analysis.

<p>implementing Wildlife Crime Action Plans that focus on mitigating the costs of living near wildlife and generating new local livelihood opportunities.</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 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>Output 1.</p> <p>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 to continue working with UWA as wildlife scouts.</p> <p>1.5 By the end of the project, UWA commit to long-term</p>	<p>1.1 Completed in previous years.</p> <p>1.2 Completed: baseline data for our key indicators established.</p> <p>1.3 On track. Wildlife scouts are collecting HWC data and uploading the data.</p> <p>1.4 Will be measured at the end of the project as part of the final attitude surveys.</p> <p>1.5 Will be measured at the end of the project</p>	

	support for the wildlife scout programme at the national park.		
Activity 1			
Activity 1.1 Complete review of existing wildlife scout programmes around the park and determine selection criteria for inclusion within the enterprise scheme		Completed	n/a
Activity 1.2 Hold wildlife scout consultation meetings, collect scout records on their activity and HWC levels		Completed	n/a
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		Completed	Continue to support the LE rangers to collect and upload data (subject to Covid 19 restrictions)
Activity 1.4 Train wildlife scouts in reporting, and UWA Community Conservation Staff to collect and analyse scout data		Completed.	Continue to support the Scouts to collect and upload data (subject to Covid 19 restrictions)
Activity 1.5 Conduct before/after analysis of scouts attitudes to conservation and working relationship with UWA		Baseline analysis completed. Analysis of the 'after project' will take place at end of project	Undertake 'after project' attitude survey (subject to Covid 19 restrictions)
Activity 1.6 Host annual lessons learnt reviews		Completed for each project year to date	Continue to host internal team lessons learnt review towards the end of Year Four
Activity 1.7 Meet with UWA senior management and Community Conservation staff to review scouts programme and agree long-term future		Early engagement commenced to raise the profile of the combined Scouts and Enterprises model	Will continue the engagement and host the meeting subject to Covid 19 restrictions
Activity 1.8 Establish and run Coordination Forum		First Forum held in 2018, an additional (not planned) Forum was held in March 2020	To host the final Forum towards the end of Year Four, subject to Covid 19 restrictions
Output 2.			
Small enterprises are developed in HWC / IWT hotspots for existing wildlife scout programmes as an alternative	<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</p>	<p>2.1 Completed in previous years.</p> <p>2.2 Completed in previous years.</p> <p>2.3 Completed: Model Conservation Village established in collaboration with UWA Park Staff in an IWT and HWC hotspot. 180 households (including those already working as Scouts) have received training and the seed grant to start their Enterprises with formal links to a</p>	

<p>income source to poaching</p>	<p>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>commercial buyer, and with BSG established based on the 'savings with purpose' approach.</p> <p>2.4 Will be measured at end of project, subject to Covid 19 restrictions</p>	
<p>Activity 2</p>			
<p>Activity 2.1 Assess microenterprises opportunities based on current, local economic and conservation landscape around Murchison Falls National Park</p>		<p>Completed</p>	<p>n/a</p>
<p>Activity 2.2 Create implementation plan for microenterprise development programme at the park</p>		<p>Completed</p>	<p>n/a</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>Completed</p>	<p>n/a</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>Completed</p>	<p>VE will continue to support the original Enterprises and BSG with a monthly visit by the Business mentor to support the Enterprises to diversify and be more resilient to external pressures, subject to Covid 19 restrictions</p>
<p>Activity 2.5 Form 6 Business Savings Groups of 30 participants, 10 business groups</p>		<p>Completed</p>	<p>VE will continue to support the original Enterprises and BSG with a monthly visit by the Business mentor to support the Enterprises to diversify and be more resilient to</p>

		external pressures, subject to Covid 19 restrictions
Activity 2.6. Agree and establish (with micro grants) 60 small enterprises	Completed	n/a
Activity 2.7. Provide technical support for scale up and roll out to other locations	In progress	VE will continue supporting the Enterprises of the Model Conservation Village, subject to Covid 19 restrictions
Activity 2.8 Develop survey instruments for M&E of enterprise programme impacts	Completed.	n/a
Activity 2.9 Conduct baseline and endline socio-economic and conservation measurement surveys (3 cycles/year)	Baseline surveys completed	After project surveys planned for Year four, subject to Covid19 restrictions
<p>Output 3. 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 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</p>	<p>3.1 In progress, stalled during Year Three because of internal UWA procedures on updating their forms.</p> <p>3.2 Completed: UWA Board approved the revised CC Policy.</p> <p>3.3 In progress – we continued supporting the CC Unit to work with their LE colleagues on joint-planning. At the Park level, some CC Staff were receiving push back about this, and we were discussing options to overcome concerns raised by LE staff (which partly reflected the organisational change that this joint working represents). Also, we ensured that the revised CC Policy contains clear statements on this joined up approach and we planned to raise this during the Year Three training for the CC Wardens although the training was postponed because of Covid19.</p> <p>3.4 On track, year one and year two training completed with support given to the 5 wardens identified as trainers. Despite the year three training was postponed because of Covid 19, some CC Wardens reported how they had used the learning gained in their feedback forms.</p> <p>3.5 This is already evident from the UWA Senior Management approval of matched funds for the CC Policy consultations and for the CCW training, and their approval to recruit new CC staff. Also building on the consultations for the revised CC policy, the CC Unit held a series of consultations on new strategies and guidelines including their first national HWC strategy. While our project started a momentum for the CC Unit, they are now leading the way and creating a new direction for the Unit within UWA.</p> <p>3.6 Progress is being made: as reported for Year Two, UWA Senior Management approved a new budget for the CC Unit to address Human</p>	

	<p>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>wildlife conflict and the recruitment of 100 CC rangers. In Year Three, the CC Unit were given budget to host consultations on their new strategies and guidelines including the revised Revenue Sharing guidelines.</p>
Activity 3		
<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.</p>	<p>n/a</p>
<p>Activity 3.2 Redesign, test and refine Monthly Community Conservation Reporting Form and agree with UWA Senior Management</p>	<p>In progress: draft form tested and CC Unit is now working with the UWA M&E Unit on the revisions, although this stalled during Year Three because of the formal procedures within UWA for updating their forms. Also we continued to support discussions as to whether CC staff should record the information they receive from local communities on illegal activities. These discussions are in progress and reflect the change for the CC Unit to play a more prominent role in tackling IWT, but also the organisational change that underpins this.</p>	<p>Originally we planned to continue to support the CC Unit to revise their monthly reporting forms, but this is now subject to the CC Unit's priorities given the Covid19 situation.</p>
<p>Activity 3.3 Organise and run annual training (based on needs</p>	<p>On track – year two training completed although the training for year three was postponed because of Covid 19.</p>	<p>Our Change Request to carry over the year three training budget was approved and we will arrange the training when possible given Covid 19</p>

assessed in 3 day workshop), monitoring of progress and lesson learning meetings for UWA community conservation staff		
Activity 3.4 Produce revised draft community conservation policy (UWA)	Completed and various Comms activities are underway	We will work with the CC Unit at UWA to promote the revised CC Policy within Uganda and internationally
Activity 3.5 Organise and run 4 regional and 1 national stakeholder consultation meetings on the revised policy	Completed	n/a
Activity 3.6 Finalise and print revised policy	We brought both activities forward because of the work by the CC Unit to revise the CC Policy ahead of schedule, and planned to host the event at the same time as the CC Wardens training so that the Wardens could attend and celebrate their new policy. But both the training and policy launch event were postponed because of Covid19	Our Change Request to carry over the funds was approved and we will arrange the printing and event when possible given Covid 19
Activity 3.7 Policy launch event (s)		
Output 4. The lessons learned from the project are disseminated nationally and internationally	<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>4.1 In progress: communication strategy is being implemented and, as a live document, regularly updated.</p> <p>4.2 One UPCLG meeting was held but then the UPCLG ceased to be an active, functional network. So we reallocated the funds to host an additional Park Coordination Forum for the Scouts and Enterprises to speak about their experiences directly to UWA and to local leaders.</p> <p>4.3 Project updates disseminated through PCLG's social feeds.</p> <p>4.4 Planned for Year Four</p> <p>4.5 First coordination forum meeting was held in 2018. An additional Forum was held in March 2020 and the final Forum is planned for Year Four (subject to Covid19 restrictions)</p>

	4.5 By end of project at least 2 coordination forum meetings have been held	
Activity 4		
Activity 4.1 Develop and produce project website and flyer	Completed. Project webpage is at https://www.iied.org/park-action-plans-increasing-community-engagement-tackling-wildlife-crime ; flyer can be downloaded at http://pubs.iied.org/G04265/	n/a
Activity 4.2 Develop project communications strategy	Strategy completed	Will continually update as a live working document
Activity 4.3 Organise and hold annual meetings of Uganda Poverty and Conservation Learning Group	First meeting held but then UCPLG cease to operate as an active functional network	Reallocate funds to an activity that serves to disseminate the project findings within Uganda
Activity 4.4 Dissemination of project updates via PCLG network and project partner networks	In progress: posts about the project updates made on the PCLG media feeds	To continue to post project updates on PCLG social media feeds
Activity 4.5 Prepare, publish and print final project report	Not yet started	Planned for Year Four
Activity 4.6 Prepare 1 X national and 1 X international briefing papers highlighting project findings	Not yet started	Planned for Year 4
Activity 4.7 Prepare and submit 1 journal article highlighting project findings	Not yet started	Planned for Year 4
Activity 4.8 Present project findings and lessons learned to national and international conferences	Not yet started	Planned for Year 4, subject to Covid 19 restrictions

Annex 2: Project's full current logframe as presented in the application form (unless changes have been agreed)

N.B. if your application's logframe is presented in a different format in your application, please transpose into the below template. Please feel free to contact IWT-Fund@ltsi.co.uk if you have any questions regarding this.

This is our updated logframe that was approved as part of our Change Request submitted in December 2019 (changes from our previous log frame are highlighted)

Project Summary	Measurable Indicators	Means of Verification	Important Assumptions
Impact: (Max 30 words) Poaching is reduced and wildlife populations increase as a result of improved livelihoods around protected areas in Uganda			

<p>Outcome: (Max 50 words) 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 illegal activities 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 endorsed by UWA, enterprises are established and self sustaining)</p> <p>0.5 By the end of the project UWA staff stationed at Karuma Wildlife Reserve report receiving more tip offs regarding illegal activities from participating villages relative to control villages.</p>	<p>0.1 Matched before/after comparisons of illegal activities encountered during patrols conducted by UWA law enforcement staff within 3km of participating and control villages.</p> <p>0.2 Surveys of elephant crop-raids conducted by wildlife scouts in the second and final years of the project.</p> <p>0.3 Attitudes survey of households living in participating villages.</p> <p>0.4 Memo from UWA supporting wildlife scouts programme; existence of and profitability of enterprises</p> <p>0.5 Interviews with UWA community rangers stationed at Karuma Wildlife Reserve.</p>	<p>Local people are willing to engage with UWA to combat IWT, and to be involved with activities of the Wildlife Crime Action Plans.</p> <p>UWA continue its support to implement and monitor the Wildlife Crime Action Plan at the national park.</p> <p>The benefits that local people receive from the Wildlife Crime Action Plans (less HWC; new/improved livelihood benefits) in combination with a better relationship with UWA are sufficient for them to refrain from poaching.</p> <p>No extreme event outside the control of this project results in increased poaching (for example local people suffer substantial losses of livestock because of an extreme drought; sudden escalation of arms-based large-scale wildlife poaching)</p> <p>Research findings on the motivations of local people to poach (2015 IWT 001) hold true</p>
<p>Outputs: 1. Existing wildlife scouts programmes in human wildlife conflict and IWT hotspots around</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,</p>	<p>1.1 Project reports documenting the review process and findings.</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>Murchison Falls National Park are improved.</p>	<p>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 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>1.2 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 Quarterly reports by UWA's Community Conservation Wardens documenting data received from scouts</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 Management and the UWA chief warden of Murchison Falls national park.</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>
<p>2. Small enterprises are developed in HWC / IWT hotspots for existing wildlife scout programmes as an alternative</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 Scoping reports detailing potentially intervention locations, existing enterprises, market opportunities, community capacity and preference</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</p>

<p>income source to poaching</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>2.2 Small Business Plan, training attendance surveys, enterprise inventories, enterprise book keeping records</p> <p>2.3 Enterprise inventories, enterprise book keeping records</p> <p>2.4 Before/after consumption and expenditure surveys, attitudinal surveys.</p>	<p>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>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>3.1 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 protocols; training feedback form and reports of the CCU Annual Meetings documenting refresher training and skill development of CC staff in SMART reporting. Monitoring</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>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</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 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>reports by Community Conservation Wardens from before the project to the end of the project (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 and Rangers. Meeting</p>	<p>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>
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

	<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>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 the end of the project national-level forums/networks in Uganda have held at least three meetings to disseminate lessons learned within Uganda, and the project team has shared the findings via social media.</p> <p>4.3 By end of the project the international Poverty</p>	<p>4.1 Comms strategy document, project website established, project flyer produced and disseminated</p> <p>4.2 Meeting minutes or slides and screen shots of social media posts</p> <p>4.3 PCLG newsletters and other social media outlets</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>and Conservation Learning Group has disseminated the findings of the project via various newsletter and social media outlets at least eight times</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>4.4 Final project report, confirmation of journal article submission, conference presentations, workshop reports</p> <p>4.5 Forum participant lists</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)

- 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)
- 1.2 Hold wildlife scout consultation meetings, collect scout records on their activity and HWC levels
- 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
- 1.4 Train wildlife scouts in reporting, and UWA Community Conservation Staff to collect and analyse scout data
- 1.5 Conduct before/after analysis of scouts attitudes to conservation and working relationship with UWA
- 1.6 Meet with UWA senior management and Community Conservation staff to review scouts programme and agree long-term future

- 2.1 Assess microenterprises opportunities based on current, local economic and conservation landscape around Murchison Falls National Park
- 2.2 Create implementation plan for microenterprise development programme at the park
- 2.3 Identify target locations and beneficiaries at the park using wildlife scout review findings (linking with activity 1.1)
- 2.4 Deliver training on business skills, financial literacy and wildlife and natural resource sustainability to 180 enterprise programme participants
- 2.5. Form 6 Business Savings Groups of 30 participants, 10 business groups
- 2.6. Agree and establish (with micro grants) 60 small enterprises
- 2.7. Provide technical support for scale up and roll out to other locations
- 2.8 Develop survey instruments for M&E of enterprise programme impacts
- 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 3 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 at least three national dissemination events

4.4 Dissemination of project updates via PCLG international 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

4.9 Establish and run Coordination Forum

4.10 Annual lessons learnt review

Annex 3 Standard Measures

n/a

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.	x
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.	
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.	x
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. However, we would expect that most material will now be electronic.	
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.	