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Rwenzori Mountains Conservation and Environmental Management Project, Uganda
Phase II (2010-2012)

Project Nos.:
WWF-International: UG0023
WWF-Norway: 5009
Norad: GLO-08/449-24

FINAL EVALUATION REPORT

18 December 2012

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Commissioned by

WWF Uganda Country Office in collaboration with WWF Norway

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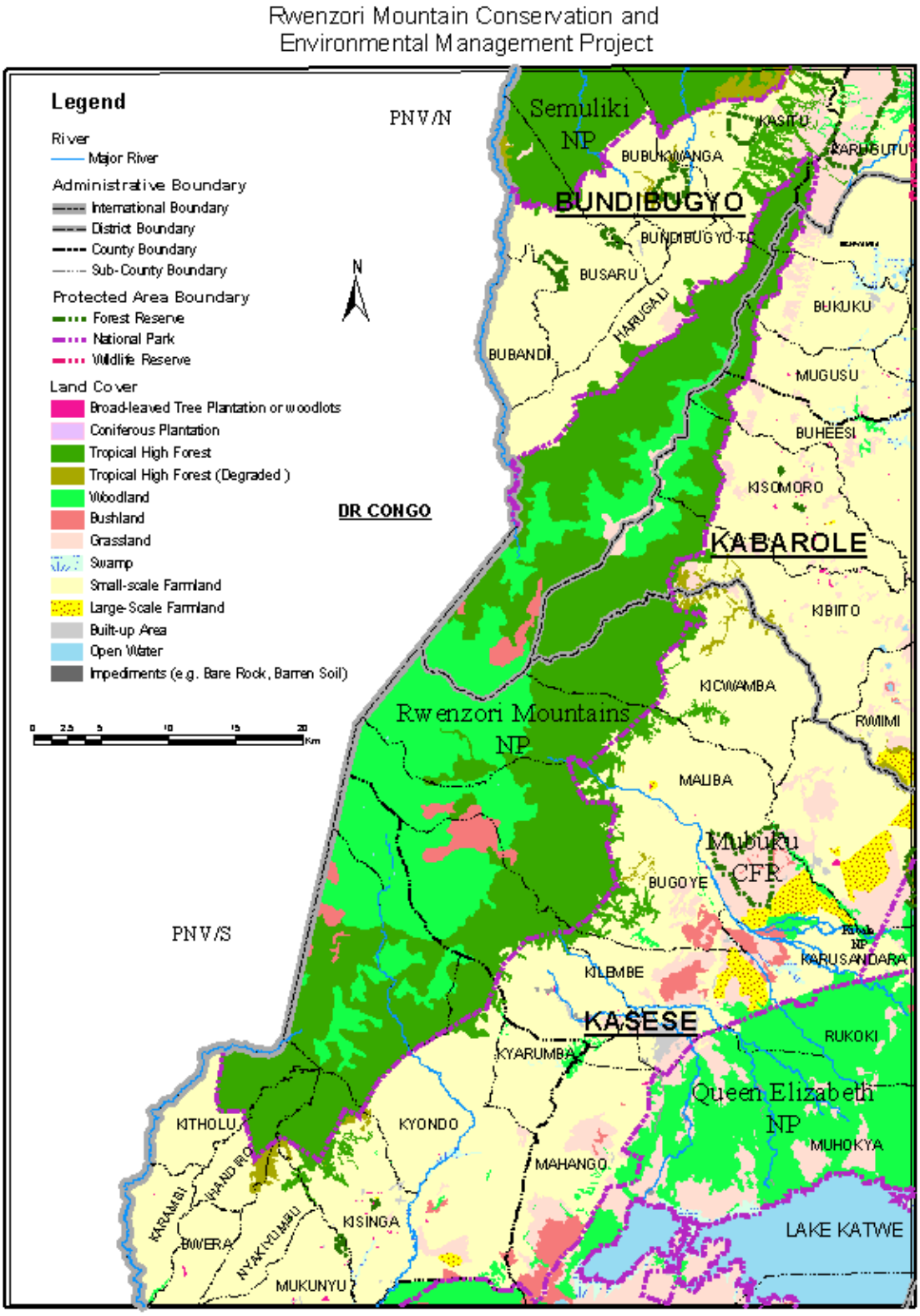
MAP OF THE PROJECT AREA



Note: The project area covers the Rwenzori Mountains National Park and sub-counties adjacent to the national park in the three districts indicated on the map (Kasese, Kabarole and Bundibugyo). The new district of Ntoroko was split off from Bundibugyo district in 2010, and is not shown on the above map. Some of the sub-counties indicated on the map have also been split since the map was prepared.

ACRONYMS AND ABBREVIATIONS

AOP	Annual Operations Plan (of RMNP)
BBC	Bunyangabo Beekeepers Cooperative
BTC	Belgian Technical Cooperation
CBARFP	Conservation of Biodiversity in the Albertine Rift Forests of Uganda
CBO	Community-based Organization
CC	Climate Change
DDP	District Development Plan
DEAP:	District Environment Action Plan
DLG	District Local Government
EMP	Ecological Monitoring Plan (of RMNP)
ENR	Environment and natural resources (sector)
EOP	End of Project
ESARP	Eastern and Southern Africa Regional Programme (of WWF)
GMP	General Management Plan (of RMNP)
ICCN	Institut Congolais pour la Conservacion de la Nature
ITFC	Institute of Tropical Forest Conservation
LFA	Logical framework
METT	Management Effectiveness Tracking Tool
MOA	Memorandum of Agreement
MTR	Mid-term review (of the RMCEMP)
MUBFS	Makerere University Biological Field station
NAADS	National Agriculture Advisory Services
NEMA	National Environment Management Authority
NOK	Norwegian kronor (USD1 = NOK 5.70)
NORAD	Norwegian Agency for Development Cooperation
PES	Payment for Environmental Services
PMU	Project Management Unit
ProDoc	Project Document
PSP	Permanent Sample Plot
REDD	Reduced Emissions from Deforestation and Degradation
RMCEMP	Rwenzori Mountains Conservation and Environmental Management Project
RMNP	Rwenzori Mountains National Park
RUA	Resource Use Agreement
SEAP	Sub-county Environment Action Plan
SLOGIN	Strengthening Local Governance in Natural Resources project (of CARE)
TAC	Technical Advisory Committee
TORs	Terms of Reference
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UShs	Uganda Shillings (USD1 = UShs 2,600)
UWA	Uganda Wildlife Authority
WWF	World Wide Fund for Nature
WWF UCO	World Wide Fund for Nature - Uganda Country Office

EXECUTIVE SUMMARY

This report presents findings of the final evaluation of Phase II (2010–2012) of the Rwenzori Mountains Conservation and Environmental Management Project (RMCEMP). The project is located in Kasese, Kabarole, Ntoroko (new district created in 2010) and Bundibugyo districts in south-western Uganda – but is implemented in only a small number of sub-counties neighboring the Rwenzori Mountains National Park (RMNP) within those districts and in the RMNP itself.

The Project has been supported by the Norwegian Agency for Development Cooperation (Norad) through WWF-Norway and is implemented by the WWF Uganda Country Office (UCO) in close cooperation with Government and non-government partners. The Project has been implemented in two phases, with Phase I starting field implementation in early 2005 and ending in December 2009. Phase II commenced 01 January 2010 and will end on 31 December 2012.

The final evaluation took place from 01-22 November 2012, at a time when most project activities were expected to be completed (although in fact a number were on-going). The evaluation report was completed during 10-12 December 2012, when most of the remaining outputs were available in at least draft form: these were all taken into account such that the report is as complete as possible.

Brief project description

The RMNP (996 km^2) is located in south-western Uganda and was established in 1991. It was designated as a UNESCO World Heritage Site (natural heritage) in 1994. The high altitude wetlands (224 km^2) were further enlisted as a Ramsar site (wetland of international importance) in 2009. The Park is managed by the Uganda Wildlife Authority (UWA). The RMNP is part of a trans-boundary ecosystem that includes diverse natural habitats for endangered species and is an important area for biodiversity at the global level.

According to 2012 population estimates there are 805,000 people in the 22 sub-counties adjacent to the RMNP. The population is growing at a rate of around 3.8% per year. 90% of the people are poor according to the World Bank definition (averaging and income of <$3/day). 95% are dependent on the forests on upper slopes outside the park for fuel wood and other resources: as these resources are becoming exhausted more and more are collecting these resources inside the park, either legally through resource use agreements or illegally.

The RMCEMP was initially designed as a response to threats and gaps in management efficiency identified in the General Management Plan for the RMNP. The project contributes to Government and stakeholder efforts to strengthen the conservation of the RMNP and build sustainable livelihoods in its adjacent human populations. Thus the design of the RMCEMP also considers the needs of other partners, particularly the District Local Governments of Kasese, Ntoroko, Kabarole and Bundibugyo, and specifically the under-resourced environment and natural resources departments within the districts. Implicit in the project design is the recognition that the project will contribute to the improvement of local livelihoods of communities adjacent to the park, at least in target areas, through provision of direct and indirect benefits. The intent has been to support UWA in developing a good relationship between the land- and resource-stressed populations around the park and the park authority, in effect to gain buy-in of local people to the conservation of the park

Phase I of RMCEMP (2005–2009) delivered multiple and important achievements, and developed approaches and ways of working that had value beyond the areas and communities originally targeted by the project. Phase II had a stronger focus on documentation of results, impacts and lessons for the purpose of learning and sharing as well as ensuring sustainability of work undertaken under Phase I. Field level implementation of activities in Phase II was scaled down, despite the successes of Phase I and the numerous demands from several partners. WWF's limited resources were insufficient to cover the entire Park and adjacent areas and it was considered more important to document and share lessons for scaling up and replication by other partners as funds became available.

The project purpose of RMCEMP II is '*Biodiversity conservation strengthened through improved management of the Rwenzori Mountains National Park, increased benefits to local communities and*

sharing of documented impacts and lessons by the end of 2012.' Phase II has three outputs: Management of the Rwenzori Mountains National Park further strengthened, Conservation benefits to park-adjacent communities increased, and Results, impacts and lessons of the project documented and shared. These outputs are expected to be delivered through a total of 15 main activities.

Purpose of the final evaluation

The purpose of the final evaluation is to assess and review the relevance, effectiveness, efficiency, impact and sustainability of Phase II of the RMCEMP to determine if the project has delivered its intended benefits and impacts and ultimately provided value for money. The evaluation also serves to guide the design of similar projects in the future and generally contribute to organizational learning and lessons to the network and other stakeholders.

The main target audiences of the Final Evaluation Report are WWF-Norway and WWF UCO, and main project partners such as UWA, District Local Governments, and CBOs involved in the project.

Main findings and conclusions

Relevance: The design of Phase II remains relevant to the core rationale for the creation and conservation of the RMNP by the Ugandan Government, its justification for a World Heritage Site listing by UNESCO, and its justification as a Ramsar site, all of which are focused on biodiversity and water catchment values. Community development aspects of the project are highly relevant to district environmental sector priorities: results are essential information for District Environment Action Plans (DEAPs) and District Production and Environment Ordinances, are a priority for uptake into District Development Plans (DDPs), and are broadly aligned with the goals of Government programmes such as the National Agricultural Advisory Services (NAADS) and overall goals of the National Development Plan (2011/12 – 2014/15). Project design thus did not change significantly during the lifetime of Phase II, except for some minor changes to the logframe necessitated by a lack of baselines.

Effectiveness: The project achieved targets under purpose level indicators P1 (improved METT score) and P3 (improved livelihoods). Indicator P2 (populations of selected species maintained or increased) was dropped at mid-term as not measurable due to a lack of baselines. The project achieved, or will achieve by the end of project (EOP), targets under output level indicators 1.1 (increase in ecological data collection), 1.3a (increased patrol coverage), 2.1 (increased financial benefits to households), 2.2 (increased non-financial benefits to households), and 3.1 (documentation of lessons learned). Targets under output level indicator 1.2 (management oriented research documented and taken up into management decision making) will be mostly achieved by EOP with uptake in 2013. Targets under output level indicator 1.3b (mammal population baselines) will not be achieved by EOP as the data will not be analysed until 2013, but a baselines will be put into place after project closure. Targets under output level indicator 3.2 (policy change) will be partly achieved by EOP in that a policy brief will be prepared but discussion and endorsement buy UWA will be post-project. In summary, 9 out of 10 main targets will be achieved by or shortly after EOP.

Financial efficiency: Availability and flow of funds was generally good with few significant delays in funds reaching WWF UCO, RMCEMP Project Management Unit (PMU) or RMNP, although there were consistent delays in procurement that resulted on poor flows of funds to some sub-contracted activities. Allocation of budgets was in some cases not efficient, with some expenditure lines consistently over-budgeted, and sometimes poor estimation of costs of consultancies. Adaptive management in terms of budget reallocations was done to some extent, but procurement delays into the last part of the year in 2010 and 2011 meant that activities could not be completed before the annual closure of accounts, such that funds that could have supported under-budgeted activities were not spent. Cost efficiency (conversion of resources into outputs) was generally good: by EOP it is expected that 70% of outputs will be achieved with around 81% expenditure (assuming 90% expenditure in 2012). A further two outputs are expected to be achieved post-project with this same expenditure. However, there are considerable differences in efficiency between years – it was very low in 2010 but has been improved greatly in 2011 and 2012.

Implementation efficiency: During 2010 there was minimal project progress and repeated delays in implementation. An urgent action plan developed in October 2010 was delivered only to a very

limited extent. Delivery at the time of the Mid-term review in August 2011 was minimal, but it was noted that the new project team fully understood the work plan and both they and partners were actively implementing it. At the time of the final evaluation in November 2012, 9 of the 30 activities listed in the annual work plan were running late (30%), with the remainder completed or on-going. It was expected that most of the remaining 9 activities would be completed by EOP, but several appear rushed and the quality of final outputs may not be high.

Monitoring: A monitoring plan was developed in 2011 based on the LFA, and has been followed, but the plan focused entirely on output monitoring rather than on establishing a system of baselines and milestones. His has led to quite poor collection of monitoring data and difficulties experienced in the final evaluation in evaluating impacts, in particular. There was no evidence of monitoring of risks or assumptions. There was, however, evidence of adaptive management, with the project responding to issues raised in monitoring reports

Back-stopping by WWF UCO: The delivery of funds has mostly been on time. Procurement services have been poor and caused substantial delays. The delivery of technical reports from WWF to the donor has been mostly on time, whereas delivery of financial reports has mostly been late. Support in financial management has been problematic due to difficulties experienced by the PMU in the use of WWF UCOs web-based accounting system (ACCPAC). Technical backstopping (quality assurance) has been compromised by insufficient staff to respond in a timely fashion

Impacts: UWA RMNP management effectiveness as recorded by the METT improved by 7% over the course of Phase II. The increased values recorded in the METT have to some extent reflected project inputs, but some result from GOU direct support. The increased effectiveness score appears very positive in terms of contributing to project goal and purpose and is backed up by data from ranger-based monitoring which indicate increased sightings of key animal species and reducing illegal activities. However, field work undertaken by mammal survey teams away from the usual patrol routes record an average of 37 times the level of illegal activities reported by the rangers. This indicates action on improved patrolling is needed, regardless of the METT score: patrolling may need a sharper focus on problem areas (off-trail) and to be more clandestine.

The project has supported RMNP in improving relationships with community groups, primarily through Resource Use Agreements (RUAs) and to some extent through the collaborative boundary management agreements, delivery of bee hives associated with these agreements, etc. RUAs provide some financial benefits through the issuing of permits. An unexpected result is that 8.2% of people extracting resources legally under the RUAs subsequently sold some of these resources to realize some small level of income. The development of tree nurseries has been a further economic benefit, particularly to those people working in the nurseries. Communities are expecting to benefit financially from revenue sharing with the RMNP ($19,000 is about to be shared, representing the share from the 2011-12 financial year).

Non-financial benefits were received by 2,284 out of the 2,898 households signing Resource Use Agreements who subsequently extracted resources from the park. There are no monitoring data available to asses to what extent the implementation of the Sub-county Environment Action Plans (SEAPs) - planting trees in agro-forestry systems and soil-water conservation techniques - have provided real benefits in terms of improved productivity.

Sustainability: The project paid due attention to an exit strategy, ensuring ownership by partners and thus obtaining both interest and commitment in continuing most project interventions after EOP – although to a very large extent this was noted by partners as being possible only to a limited extent unless they succeeded in raising additional funds. Partners can clearly see the benefits, but must succeed in convincing higher authorities responsible for providing funds to them. The low priority attached to the environment and natural resources sector in Uganda when it comes to Government funding is clearly a key factor in influencing sustainability. However, the enhanced capacity of RMNP in particular places it is a better position to lobby for increased funding from Government and donors.

The implementation of the Ecological Monitoring Plan (EMP), which is a key output of Phase II, is facilitated by well trained and motivated rangers, and an institutional link is being established with Makerere University and its field station to continue to provide technical support to RMNP post-project. Problem animal control appears to be working where fences are maintained, but the

commitment of people to maintaining the boundary appears rather poor, despite provision of beehives as additional incentives. Planting chilli pepper as an alternative problem animal control, and also as a cash crop, has been started up too late to yield results before EOP and thus may not be maintained by communities unless supported by district technical officers. The sustainability of SEAP implementation is in doubt due to funding constraints, except that NAADS service providers have in some districts have had their TORs revised such that they will be responsible for incorporating project interventions in their overall delivery (and they will not be paid without evidence that this has been done). The sustainability of tree nurseries is on the whole promising as markets for seedlings exist post-project.

Replicability: There are several cases of project interventions being taken on by new donors coming into the area, such as Belgian Technical Cooperation (BTC), CARE and Ecotrust. There is a lot of interest among communities in replicating tree nurseries and bee-keeping initiatives, although neither is likely to happen on a large scale without further external financial assistance.

Lessons learned

The project had a major emphasis on documentation of lessons learned and identified six specific areas for documentation: forest landscape restoration, environmental action planning, resource use agreements, collaborative boundary management, ecological monitoring and problem animal control. The observation was made that the strategic shift in Phase II actually helped stakeholders to focus on key issues and think more carefully about sustainability and uptake, which has made it easier for the project to develop a coherent exit strategy. Other points noted included the relative cost-efficiency of RUAs, where many people benefitted, over bee-keeping, where only a few people benefitted (although these also needs to be considered in terms of why the incentives are delivered and whether they support better park management), inherent deficiencies of the METT in actually judging what is happening inside a protected area, and the need for more careful attention to project impact monitoring.

Conclusions

The project will achieve 7 of its expected 10 targets (output indicators) by EOP, with the achievement of 2 others likely in early 2013. The final target (policy change) may not be fully achieved as it is dependent on UWA moving forward with the provided documentation and developing and endorsing a new policy document. The opinion of stakeholders is that the project has in general been effectively implemented and results are useful to them. It is clear that the project has substantially built capacities of CBOs involved in implementing project activities, although some of the CBOs express concerns over sustainability post-project. RMNP considered that their capacity to negotiate with communities had been increased, although there are issues here in terms of the extent to which communities are actually on the side of the park.

On overall assessment the project is rated as having delivered well against its targets and with no significant deviation from the LFA beyond what was agreed at mid-term. This is a good achievement, particularly in consideration of the short time frame under which the project was actually delivered (not effectively commencing field activities until early 2011). The project team performed well under constraints of time and sometimes a lower level of administrative support that might be expected (particularly in terms of procurement undertaken by WWF UCO).

The project contribution to the purpose has been considerable in terms of its outputs, but has been compromised by continuing illegal activities within the RMNP and the fact that these activities are not being picked up or effectively addressed by the RMNP itself. Also, the focus of documenting and sharing lessons that is preeminent in the project purpose did not start up until close to the end of the project lifetime, such that much of the impact will be post-project.

Recommendations

Key recommendations addressed to the RMNP are to review the patrolling and enforcement strategy as a matter of extreme urgency to find ways to deal with the high incidence of illegal activities and the divergence between information resulting from ranger-based monitoring and that recorded away from ranger patrol routes, to strengthen the RUAs so as to continue to build relations with communities

(which may also help address the first point), and to foster relations with academic institutions to support the ecological monitoring plan.

Key recommendations addressed to districts are to continue to provide technical support to CSOs through NAADS and associated extension services, to help the CSOs find new markets for products, to pursue the drafting of DEAPS and their uptake into DDPs, and to lobby for more funds for the ENR sector from the (admittedly limited) district budgets.

Key recommendations addressed to Technical Advisory Committee members and WWF UCO are to support the districts in lobbying Government for a higher priority for funding the ENR sector, to support the RMNP in finding partners to meet gaps in its operational budgets, to disseminate the results of the project (even if late), including dissemination in local languages, and, in the case of WWF UCO specifically, to look for ways to improve technical backstopping, administration and procurement processes.

ACKNOWLEDGEMENTS

The consultant is grateful to all stakeholders who contributed to this review through a frank and open exchange of ideas. Stakeholders may not agree with all the points raised in this review, or the conclusions reached, but they have nonetheless helped in reaching these conclusions. While the consultant has endeavored to obtain a balanced consensus between differing views of different stakeholders, the views finally expressed are those of the consultant.

The consultant expresses his appreciation in particular to staff of WWF UCO who invited his participation in the study and provided an informative early briefing, to the project team in Rwakingi who supported the evaluation at all stages to the detriment of their own work schedules, and to the Uganda Wildlife Authority's Rwenzori Mountains National Park (RMNP) staff at Rwakingi in Kasese district who devoted a great deal of their time to the review process.

The consultant also notes and appreciates the views expressed by TAC members at the presentation of initial findings and at the subsequent review of the project Exit Strategy.

Appreciation is extended to Svein-Erik Harklau for useful comments at various stages of the evaluation delivered on behalf of WWF Norway.

1. INTRODUCTION AND PURPOSE OF THE PROJECT EVALUATION

This report presents findings of the Final Evaluation of Phase II (2010–2012) of the Rwenzori Mountains Conservation and Environmental Management Project (RMCEMP). The project is located in Kasese, Kabarole, Ntoroko (new district created in 2010) and Bundibugyo districts in south-western Uganda – but is implemented in only a small number of sub-counties neighboring the Rwenzori Mountains National Park (RMNP) within those districts and in the RMNP itself. The Project has been supported by the Norwegian Agency for Development Cooperation (Norad) through WWF-Norway and is implemented by the WWF Uganda Country Office (UCO) in close cooperation with Government and non-government partners. The Project has been implemented in two phases, with phase I starting field implementation in early 2005 and ending in December 2009.

The project's second phase commenced (nominally) on 01 January 2010. Discussions on the design and implementation structures of Phase II started up in 2009 and it was agreed at that time that a Phase II would be more strategic, focusing on the consolidation of particular project gains, leaving WWF UCO to search for other partners to fund the scaling up recommended by the team and later endorsed by the Phase I end of project evaluation. The then project team was reluctant to embrace this approach and it became clear towards the end of 2009 that a proper exit strategy for Phase I was not in place, and in particular that there was a lack of documentation on project lessons. Discussions on the Phase II project document occupied a large part of 2010 such that virtually no field activities took place and there was a considerable under-expenditure on the annual budget. An urgent action plan was finally developed with the assistance of a WWF Norway consultant in October 2010, and ther proDoc was finally approved. However, project activities really started up in earnest only in about March 2011 after the replacement of most of the field team.

The mid-term review took place in August 2011[1] after only 5-6 months of field implementation. At that time progress in output 1 was considered minimal and a lot of impetus from RMCEMP I was judged to have been lost (perhaps not surprisingly). The (reconstituted) project team was expected to act quickly to rectify this. Progress towards output 2 was considered moderate to good, with increasing numbers of park-adjacent households benefiting from project activities. Progress towards output 3 was marginal with most activities still at the planning stage. There was thus considerable onus placed on the project team to speed up delivery during the remainder of the project lifetime.

Specific recommendations made to the Project Management Unit (PMU) at mid-term were:

a) Pay attention to documentation work that was intended as a focus area for phase II.
b) Implement the critical ecological studies that were expected to be undertaken by phase II (noting that this was a priority area for UWA for which they were unable to find the funding).
c) Tidy up the monitoring processes, including establishing baselines that were still missing from the start of the project and thus hindering evaluation.
d) Get sustainability mechanisms into place such that the project develops a proper exit strategy and does not simply fizzle out (as many do) – implicit in this recommendation in an understanding that there will not be a phase III.
e) Initiate policy work in support of sustainability.

A further recommendation was made in respect to back-stopping provided by WWF UCO, which was considered in need of improvement. No recommendations were addressed to partners or the donor.

The starting point for the final evaluation is the on-the-ground assessment of the extent to which the project has addressed the above issues and reached the targets and achieved the impacts set out in the LFA. This is the bottom line – whether the project has or has not delivered (project performance). Beyond that, however, the evaluation needs to ask a large number of questions to determine if the implementation has been effective and cost-efficient, and if not why not. Ultimately, while the mid-term review focused on progress, the final evaluation focuses on results and on determining to what extent the project has contributed towards its overall goal and purpose - the conservation of biodiversity and the Rwenzori water tower and the values these confer to park-adjacent populations.

[1] Harklau, S. E., (2011), RMCEMP Uganda Phase II (2010-12) Mid-term Review., WWF Norway and WWF UCO

The TORs for the Final Evaluation are included as **Annex A**.

The target audiences of this Final Evaluation Report are WWF-Norway and WWF UCO, and main project partners such as UWA, District Local Governments, and CBOs involved in the project. The report will be disseminated among these audiences by WWF UCO as well as made available to other interested parties (including posted on the global WWF intranet (Connect) as part of the internal learning and sharing system within WWF.

2. METHODOLOGY

The final evaluation took place in November 2012, at a time when most project activities were expected to be completed (although in fact a number were on-going). The schedule of the final evaluation is given in **Annex B**.

The final evaluation was conducted in a participatory manner, working on the basis that the purpose of the evaluation is to analyze effectiveness, efficiency and impacts of the project implementation, and the potential for sustainability of the project in a positive and forward-thinking way. The final evaluation aimed to identify factors that have affected project implementation and facilitated or impeded the achievement of the objectives and attainment of results, such that we can learn from these. Particular attention is paid at final evaluation stage to lessons learned and how this informs WWF Norway and WWF UCO strategy (how the project contributes to WWFs regional and country conservation strategies), and how it informs Uganda's development and biodiversity conservation goals and strategies.

Document review and development of an Inception Report: The first stage of the evaluation involved extensive review of project documentation, including evaluation reports of Phase I, and the ProDoc, work plans and implementation reports of Phase II, the Mid-term review report of phase II and previous METT assessments.

Inception meetings: On arrival in Uganda, meetings were held with WWF UCO staff in Kampala and with PMU staff to define a work plan and schedule of meetings with partners.

Stakeholder consultation: Field trips were undertaken over a period of four days in the four involved districts (7, 8, 9 and 12 November). Partners were consulted using semi-structured questionnaires: specific questionnaires were tailored for the main consultation groups (UWA, district political and technical officers, sub-county level staff and community groups) and ad hoc interview formats used for others – such as scientists involved in the ecological survey work and NGO partners.

Field checks: Visits were made to sites where the project was being implemented on-the-ground where practical (there were special challenges here as many project activities were located around the borders of the park, which were very long walks from the nearest access road and thus not practical to access by vehicle). Some individual discussions were held with farmers and nursery operators. A translator was used in discussions with community groups and individual beneficiaries, most of whom were only comfortable in local language. Partners and stakeholders consulted during the field visits and during subsequent meetings are listed in **Annex C**.

Self-evaluation exercise: This exercise was held at the RMCEMP PMU on 13 November, involving PMU, RMNP and key district technical staff, and looked specifically at the project success as measured against indicators and the sustainability of results (the evaluation included an element specifically to explore partners' ability to understand issues faced by different partners).

Management Effectiveness Tracking Tool (METT) re-run: Staff of the RMNP conducted a re-run of the METT on 15 November, aimed at updating management information for the RMNP (the last METT was run at the time of the Mid-term Review in August 2011).

Stakeholder workshop: A workshop was held at Fort Portal on 20 November to present the initial results and conclusions of the final evaluation to WWF UCO staff, political and technical staff of the involved districts, and other partners and stakeholders (workshop participants are listed in **Annex D**).

The final workshop was combined with a presentation of the project exit strategy, in order to reinforce sustainability aspects.

The role of the consultant in all the above activities was to provide technical input and experience to the review, and to act as facilitator to ascertain the stakeholders' view of the project, the level to which it has attained its objectives, and reasons for successes or failures. This evaluation report aims to present a consensus of views of the stakeholders consulted and the evaluator's interpretation of these views.

3. PROJECT BACKGROUND AND CONTEXT

3.1 SUMMARY OF PROJECT INFORMATON

Project Name	Rwenzori Mountains Conservation and Environmental Management Project Phase II
Project Location	Kasese, Kabarole, Ntoroko and Bundibugyo districts, south-western Uganda
Project reference numbers: WWF WWF-Norway Norad	 UG0023 5009 GLO-08/449-24[2]
Project budget	2010: NOK 2,102,570 2011: NOK 3,100,428 2012: NOK 2,199,576 *The rate use was USD 1 = NOK 5.70*
Donor(s)/ funding sources	Norwegian Agency for Development Cooperation (Norad) through WWF-Norway.
implementing agency and partners	WWF Norway through WWF Uganda Country Office and Uganda Wildlife Authority
Contact person	Thomas Otim, Conservation Manager, WWF UCO (totim@wwfuganda.org); David Duli, Country Director WWF UCO (dduli@wwfuganda.org) ; Polycarp M. Mwima, Project Manager, RMCEMP II, (pmwima@wwfuganda.org); Executive Director, Uganda Wildlife Authority (UWA), Box 3530, Kampala, Uganda Fredrick Kizza, Senior Warden-in-charge, Rwenzori Mountains National Park, Uganda Wildlife Authority, P.O. Box 188 Kasese, Uganda (kiizafredric@yahoo.com) Andrew Fitzgibbon, Conservation Director International Programmes, WWF-Norway (afitzgibbon@wwf.no)

Start Date:	*January 2010 (phase II)*	**Expected End Date:**	*December 2012 (phase II)*

Network Initiative / Ecoregion Programme / Priority Place(s)
African Rift Lakes Priority Place

[2] Norad's project number has changed during the two phases and also between years: UGA-04/185, GLO-05/312-4, GLO-08/449-1, GLO-08/449-24 (2010–2012).

3.2 PROJECT BACKGROUND

The Rwenzori Mountains National Park (RMNP) in south-western Uganda (996 km^2) was established in 1991 and was designated as a UNESCO World Heritage Site (natural heritage) in 1994; the high altitude wetlands (224 km^2) were further enlisted as a Ramsar site (wetland of international importance) in 2009. The Park is managed by the Uganda Wildlife Authority (UWA). The RMNP is part of a trans-boundary ecosystem that includes diverse natural habitats for endangered species and is an important area for biodiversity at the global level.

Rwenzori is beginning to experience quite marked changes in local climate, which are occurring as a result of global changes but which are to some extent exacerbated by ineffective management. Climate change impacts on some elements of the Rwenzori Mountain landscape are already clearly visible: the glaciers have retreated by perhaps 90% over the last 100 years. A 2-4 degree Celsius rise in annual average temperatures is expected during the 21st Century. The unique alpine vegetation of the high Rwenzori, dominated by giant lobelias and senecios, is shifting upwards from its former minimum altitude of 3,800m as the high areas become warmer. The high altitude wetlands, which act as natural reservoirs, have a gazetted area of 224 km^2 (Ramsar Site) but are reported by park staff as noticeably shrinking.

Three of the four CC vulnerable wildlife species noted in the Uganda National Adaptation Plan of Action (NAPA) occur at Rwenzori and their habitats are shrinking (Rwenzori leopard, Rwenzori red duiker and three-horned chameleon)[3]. The alpine vegetation characterised by giant lobelias and groundsels is unique to high Afromontane peaks, and has associated range-restricted bird species including 19 Albertine Rift endemics[4]. The Afromontane forests on lower slopes also support significant populations of chimpanzees and African elephant: these were resurveyed in 2012 and information on species trends are included in this report.

According to 2012 population estimates there are 805,000 people in the 22 sub-counties adjacent to the RMNP. The population is growing at a rate of around 3.8% per year. 90% of the people are poor according to the World Bank definition (averaging and income of <$3/day). 95% are dependent on the forests on upper slopes outside the park for fuel wood and other resources: as these resources are becoming exhausted more and more are collecting these resources inside the park, either legally through resource use agreements or illegally. Vulnerability to natural disasters is increasing as greater fluctuation in water discharge from the mountains is causing an increase in water-related conflict (impacting particularly on women who have to travel further to reach safe water sources)[5]. Forest clearance outside the park is leading to increased incidence of floods and landslides which are not yet reaching the disastrous levels of Mt Elgon, but which will soon do so and which are even now disrupting water supplies for populations and local industries.

Temperature rise allows crops to be planted at altitudes 400 metres higher than a decade ago[6], and this coupled with the expanding population has caused an upwards expansion of agriculture that has cleared almost all forest below the boundary of the 995 km^2 Rwenzori Mountains National Park and threatens 599 km^2 of Afromontane forest within the park representing 17.6 mt of sequestered $CO2$[7]. The loss of forest outside the park and increasing pressure on the forests inside the park may be interpreted as threats not only to the park itself, but to the livelihoods and well being of the people around the park and to the 2 million downstream water users and numerous industrial concerns which rely on the Rwenzori water tower.

The RMNP Management Authority (and UWA in general) has for a long time been poorly resourced by government and not able effectively to discharge their duties and manage the protected area. During the period of rebel incursions into the area from 1997 the park was extremely difficult to manage, and was in fact closed completely from 1999 to 2002. It was listed as a World Heritage Site in danger from 1999 to 2004. Control was reasserted after that time and a General Management Plan 2004-14

[3] Government of Uganda (2007), Climate Change: Uganda National Adaptation Programmes of Action.
[4] Pumptre, A.J. et al. (2003), The biodiversity of the Albertine Rift, Wildlife Conservation Society, New York, USA.
[5] Discharge rates are recorded by water monitoring undertaken by the park and by district water monitoring stations; an increase in water related conflicts has been reported by RMCEMP project staff.
[6] Observation of RMCEMP staff.
[7] Calculation by the evaluation consultant based on results of the National Biomass Survey.

(GMP) was prepared. However, the GMP typically receives very little support from Government. The RMCEMP was conceived and delivered against a general background of poor financing of the park and insignificant benefit sharing with the surrounding communities, but has nonetheless assisted the RMNP in raising its status from one of the most endangered sites in Uganda to one of the more effectively managed (as reported in METTs). The revenue earned from visitors has increased considerably over the lifetime of RMCEMP, and in the last financial year reached $106,000 (of which $18,933 is to be shared with communities) although this still falls far short of the total needed to implement the GMP (the planned budget for recurring expenses plus required capital investment was $308,000).

The RMCEMP was initially designed to address various gaps and threats identified in the GMP[8]. However, the project is not as a substitute for the GMP – i.e. the results of the project should be at least to some extent incremental and contribute to an overall Government and stakeholder effort to strengthen the conservation of the RMNP and build sustainable livelihoods in its adjacent human populations. Thus the design of RMCEMP also considered the needs of other partners, particularly the District Local Governments of Kasese, Ntoroko, Kabarole and Bundibugyo, and specifically the under-resourced environment and natural resources departments within the districts. Implicit in the project design is the recognition that the project will contribute to the improvement of local livelihoods of communities adjacent to the park, at least in target areas, through provision of direct benefits (support for nature-based enterprises such as bee-keeping) and provision of improved access rights (for sustainable harvesting of park resources such as fuel wood, medicinal plants and dry bamboo). The intent has been to support UWA in developing a good relationship between the land- and resource-stressed populations around the park and the park authority, in effect to gain buy-in of local people to the conservation of the park.

3.3 PROJECT CONTEXT

RMCEMP Phase I (2005-2009) project purpose was *Integrity and conservation status of Rwenzori Mountains National Park (RMNP) reinforced*. The Project Document (ProDoc) for Phase II notes that the project carried out numerous activities under nine outputs and developed approaches and ways of working that have value beyond the areas and communities of project interventions. Key achievements under Phase I were noted as:

- Strengthening of the RMNP management through support to the purchase of park headquarters, ranger post, transport and various trainings and equipment in line with the GMP (2004–2014). RMNP's protected area management effectiveness score more than doubled since the insurgency and re-opening of the Park (2001) and 2008.
- Signing of two resource use agreements between the RMNP and communities for access to resources within the Park by two groups comprising of 790 households in Kazingo and Nsuura Parishes, Kabarole District.
- Facilitation of eight agreements between UWA and parish traditional footpath committees for the formalised use of a short-cut footpath through the Park between Kabarole and Bundibugyo Districts.
- Facilitation of the first payments of revenue sharing funds from park entry fees in the Park's history, covering about UGS 68 million disbursed for about 91 community projects and groups in 52 parishes along the park boundary.
- 13 km of live fence (Mauritius thorn *Caesalpinia decapetala*) planted along the boundary to control problem animals/ vermin.
- 130 km of national park boundary came under the collaborative boundary management system with support from the Project.
- A total of 11 tree nurseries established and about 780,000 seedlings planted (with an estimated survival rate of 70 %) covering about 270 ha.

[8] Key gaps were: i) inadequate capacity of RMNP, including limited facilities, equipment and staff training, ii) illegal activities in the park especially for timber and game meat, iii) increased pressure on and demand for land, iv) lack of a clear and respected park boundary, v) poorly developed tourism facilities and activities, vi) the need for strengthened involvement of local communities in the management of the Park and increased benefits to these communities and vii) weak trans-boundary cooperation.

- Designation of RMNP as a Ramsar site, a wetland of international importance, as a result of the joint expedition organized by WWF and including UWA, Institut Congolais pour la conservation de la nature (ICCN) and Uganda Wetlands Department, which raised the profile of the Park at international level.

To which might be added:

- Formulation and approval by District Councils of 13 Sub-county Environment Action Plans (SEAPs) and their distribution. The project also leveraged support for development of a further 9 SEAPs financed by BTC, thereby covering all 22 sub-counties adjacent to the RMNP.
- Formulation of a draft production and environment ordinance for Bundibugyo district. The district subsequently took responsibility to complete the document and present it to the District Council for ratification before forwarding to the Attorney General.
- Development of an Ecological Monitoring Plan (EMP) for the RMCEMP.
- Support for the RMCEMP community conservation programme to raise awareness on the importance of the park and its biodiversity.

The recommendations of the Phase 1 Terminal Evaluation[9] were essentially 'full steam ahead' on all fronts, with the following key areas highlighted:

1. Management of RMNP strengthened. UWA and WWF still needed to work together to further improve security of the Park. The following result areas were proposed: a) support to infrastructure development, b) ecological monitoring, including the finalisation and implementation of the Ecological Monitoring Plan (EMP), c) regional cooperation strengthened and institutionalised.
2. Buffer zone restoration and management. By concentrating on the surroundings of the Park, pressure on the Park could continue to be reduced, alternatives to in-park resources developed, and soil, water and biodiversity sources improved to provide a buffer zone to the Park. The following result areas were proposed: a) facilitation of implementation of SEAPs in Sub-counties/parishes adjacent to Park, b) tree planting / forest landscape restoration on ridges adjacent to Park, c) facilitation of access to short term funding from e.g. private sector for tree planting activities, or from the WWF network for school campaigns.
3. Community awareness and access to alternatives strengthened. There was still a lack of understanding at all levels of society about the importance of biodiversity conservation, and behaviour change was still minimal. The following result areas were proposed: a) facilitation of access to environmentally friendly income alternatives, thus lessening dependency on in-park resources, b) continued facilitation of a good relationship between park management and local communities, c) enhancement of awareness / sensitization of local population at all levels.

The generally successful implementation of Phase I[10] led to an expectation among partners that the above recommendations would be taken up and that a Phase II would be developed (although it was not originally planned that there would be a phase II). Recommendations of the Phase I end of project review for scaling up and the involvement of more parishes and sub-counties to extend project coverage over the 22 sub-counties adjacent to the RMNP were happily received by stakeholders. Although a Phase II was agreed by Norad and WWF Norway, the funds made available to Phase II were considerable less than in Phase I and were strategically designed to follow up some key issues only. The fact that not all the recommendations made in Phase I would be adopted and in general there was to be a 'scaling down' rather than 'scaling up' came as something of a shock to partners. However, protracted discussions during 2010 led to a general consensus that Phase II would continue to provide some support to the management of the RMNP (recommendations 1a and 1b) – with funds

[9] Borner, M. & Ogwang, B. 2010. Rwenzori Mountains Conservation and Environmental Management Project, Uganda. Final report. WWF Uganda Country Office and WWF-Norway, Kampala and Oslo.

[10] Phase I originally had outputs focused on developing a sustainable financing/tourism plan, development of an integrated watershed management plan, and development of trans-boundary management processes. The development of a sustainable financing/tourism plan was determined to be too complex and expensive for a project with limited funding, so at the MTR this was removed and a recommendation made that a new project be developed to address this: a concept was subsequently developed but was not funded. The development of an integrated watershed management plan was also removed at MTR and taken up by the sister Semuliki project. A Strategic Plan for the trans-boundary region was developed and published in 2006 but the project evaluation made no reference to it.

being managed directly by the RMNP as a contribution to the implementation of their GMP, other funds would be made available to support improved livelihoods of a small number of target communities (parishes) through implementation of priorities of the SEAPs (recommendation 2a and to a limited extent 2b), and that considerable effort would be placed on documenting achievement and approaches in detail for dissemination to stakeholders, thus ensuring that the mandated institutions and partners have reference points from where to continue even without WWF support (the last point not given as a recommendation in phase I although it had been expected, particularly since Phase I had failed to provide adequate documentation of lessons).

4. PROJECT GOAL, PURPOSE AND EXPECTED OUTPUTS

The long term goal of Phase II, which is not substantively different to that of Phase I, is *The Rwenzori Mountains ecosystem, including its biodiversity and water catchment values, is conserved for the benefit of neighbouring and the international communities*.'

Rather than retaining the same purpose as Phase I, as recommended by the Phase I Terminal Evaluation, the project purpose of RMCEMP II was altered to reflect the rather different approach, which aimed to highlight particular aspects of Phase I. The newly worked purpose was: '*Biodiversity conservation strengthened through improved management of the Rwenzori Mountains National Park, increased benefits to local communities and sharing of documented impacts and lessons by the end of 2012*.'

The purpose of Phase II was expected to be achieved through the following three outputs:

- Management of the Rwenzori Mountains National Park further strengthened.
- Conservation benefits to park-adjacent communities increased.
- Results, impacts and lessons of the project documented and shared.

The project document contains a total of 15 main activities under these three outputs. The project revised logframe is included as **Annex E**.

5. STAKEHOLDERS

Key stakeholders of the project were:

- UWA, particularly the RMNP Management Authority.
- District Local Governments of Kasese, Kabarole, Bundibugyo and Ntoroko districts (Ntoroko being split off from Bundibugyo in 2010), political leadership and technical officers. Sub-county level political leadership and technical staff.
- Community groups and local CBOs involved in natural resources use, such as Resource User Associations (e.g. those entering into an agreement with the RMNP Management Authority for fuel wood and bamboo collection from the park, tourism associations), associations concerned with implementing soil and water conservation measures, tree nurseries, etc., and collaborative boundary management groups (who were also provided with beehives and became bee-keeper groups.
- Local communities and households in target areas adjacent to the RMNP.
- Other projects operating in the target areas, such as CARE Uganda (the project was a member of the Technical Advisory Committee for the SLOGIN project), Ecotrust and BTC.
- Private sector (industrial and tourism interests). Although mentioned in the ProDoc and again in the report of the MTR, the project did not engage sustantially with local industrial water users. Some attempts were made to establish these linkages, particularly in Phase I, but were not very successful, although WWF is working with Hima Cement (LaFarge) in a coffee certification initiative. Attempts to engage industrial users in PES-type approaches was been taken up by the Norad-funded Semuliki sister project, which is dealing more specifically with water management issues.

6. RELEVANCE AND QUALITY OF PROJECT DESIGN

Although the strategic intentions of Phase II were being discussed in 2009, there appears to have been a lack of communication of this intent to stakeholders during 2009, such that expectations for Phase II were high (and this was reinforced by the recommendations for scaling up given in the end of project review). As the rationale for the design of Phase II was not clearly explained to stakeholders as Phase I was ending (it would have been if there had been proper attention to the Phase I exit strategy) the design of Phase II did not meet stakeholder expectations. It was not viewed as an adequate response to the successes and recommendations of Phase I. However, stakeholders indicated that once the changed approach (reducing geographical scope, narrowing thematic scope and changing to an emphasis on documentation and lessons learned) had been explained to them during 2010, including reasons for inadequate resources available to WWF and partners, then they were able to accept the strategic shift. Partners expressed satisfaction that they had been consulted during the preparation and agreement of the Phase II ProDoc in 2010, that an appropriate implementation strategy was adopted, and that it met stakeholder needs and priorities as far as it was able.

The design of Phase II remains relevant to the core rationale for the creation and conservation of the RMNP by the Ugandan Government, its justification for a World Heritage Site listing by UNESCO, and its justification as a Ramsar site, all of which are focused on biodiversity and water catchment values. Community development aspects of the project are highly relevant to district environmental sector priorities: results are taken up in DEAPs and District Production and Environment Ordinances, are a priority for uptake into District Development Plans, and are broadly aligned with goals of the National Development Plan (2011/12 – 2014/15). As such the project design was also aligned with the goals of Government programmes such as NAADS, although it was noted that district NAADS implementing officers were not actually much involved at the design stage. Despite that, there was evidence of a two-way flow of knowledge between the project and these Government programmes.

With respect to WWF's priorities, the project falls under the Africa Rift Lakes Priority Place, one of WWF's 35 global conservation priority places, and contributes to the ESARP Strategic Plan 2011-2015. The project is located in the Albertine Rift Montane Forest Ecoregion.

With respect to WWF Norway, the project design was in line with its four strategic objectives (improved governance through CBO engagement, capacity building for management entities of biodiversity rich areas, low carbon development, improved WWF delivery – and a cross-cutting objective for gender equity). With respect to Norad the project contributes to strategic area 'Climate Change and the Environment' and it is hoped that WWF Norway will ensure this contribution is communicated. The project falls under the responsibility of Norad in Oslo rather than the Norwegian Embassy in Kampala. It appears that the project falls outside the main areas of the portfolio of projects managed by the Norwegian Embassy in Uganda (and is thus marginally relevant) although the Norwegian Ambassador accompanied by staff of Norad visited the project in 2010.

Project design as given in the LFA did not change significantly during the lifetime of Phase II, except that one purpose level indicator (P2) was decided at the time of the MTR to be unachievable due to a lack of baselines and should be replaced by an output-level indicator (a revision of indicator 1.3 which amounts to a baseline for P2). There was an argument that the original indicator 1.3 should be removed as patrol coverage was not directly related to project interventions: however, it is considered by UWA that the project's construction of the Nyakalengijo ranger post did contribute to patrol coverage in that sector, and since coverage is measurable the indicator is retained. The need for reorganization of the LFA is probably due to limited attention in the original LFA to milestones and baselines, and subsequently an equal lack of attention to these elements in the project monitoring and evaluation plan. The quality of the original LFA, which is a key element of design, could have been improved by more attention to these key elements. A further comment on the LFA design is that indicator P3 is an amalgamation of two output level indicators and combining outputs is not necessarily a good expression of impact.

There was little evidence of adaptive design in the implementation of the project, probably due to lessons learned in how to implement the various activities having been gained in Phase I such that

there were no new, untried field activities. Changes to the targets (such as reduction in the number of ranger posts to be constructed from an expected two to one) were due to delays in implementation and a period of high inflation in Uganda that led to insufficient funds being available fully to complete even one ranger post.

7. EFFECTIVENESS (ACHIEVEMENT OF PURPOSE)

7.1 ACHIEVEMENT OF THE PROJECT PURPOSE

The Phase II project purpose is *'Biodiversity conservation strengthened through improved management of the Rwenzori Mountains National Park, increased benefits to local communities and sharing of documented impacts and lessons by the end of 2012.'* The achievement of purpose is addressed through three impact indicators (see **Annex F** for documentation of indicators, including notes of progress at mid term, management response and end-of-project status).

Indicator P1 (*PA management effectiveness increased by 5% per cent by the end of 2012*) is measured using the METT, which is now a ubiquitous tool for assessing protected area capacity and capability although it has shortcomings, the main one being that it relies on purely subjective responses by the management agency and partners to leading questions, with no field verification[11]. The METT score made a remarkable jump from 50 in 2004 to 71 in 2010 (the baseline for this assessment[12]) and to 74 at the time of the mid-term review in September 2011. In the re-run of the METT conducted during this assignment in November 2012, the score increased again to 78. This 7% increase since 2010 exceeded the expected target of a 5% increase. The notes on the METT assessment indicate, however, that the high score now achieved by the park may not be sustainable due to post-project funding constraints: gains made particularly in the ability to meet GMP objectives, and to maintain research and monitoring programmes may be temporary. Park staff are concerned that the level of direct funding to the park has fallen markedly since 2010, and that the completion of the project leaves an even greater funding gap. (The METT Assessment is included as **Annex G**.)
Target achieved

Indicator P2 (*Population of selected species e.g. Chimpanzee, Mahogany, Prunus africana maintained or increased by the end of 2012*) is problematic in that there is a lack of baselines against which the indicator can be measured. Project design expected that baseline data would be pre-existing, but any data dating back to the mid 1990s (when extensive surveys were undertaken with EU support) or more recent surveys of selected species (mostly chimpanzees) were reported by the researchers conducting the mammal surveys as not replicable and thus not usable in the construction of baselines. For this reason, the MTR determined that this indicator should be dropped and replaced with an output level indicator (see indicator 3.1b). Available data on species populations and trends documented during the evaluation is considered under Impacts (section 9.1).

Indicator P3 (*450 households have improved their livelihoods through financial or non-financial conservation based sources by the end of 2012*) is an accumulation of the targets of output indicators 2.1 and 2.2 and is comfortably achieved (see details below). Of 2,898 households that signed Resource Use Agreements, 215 households reported that they reduced costs on transport due to accessing traditional footpaths, 322 households collected firewood for domestic cooking, 806 households improved their houses using materials like dry bamboo, 215 households collected mushrooms as food for their families, 457 households benefited from treatment of diseases at low cost using medicinal plants collected from the park, and 187 households earned money from sale of

[11] PA managers tend to adjust responses to their own agendas. If they think that a low score and evidence of desperate circumstances will help them to access funding they will score low; if they think a high score and evidence of a well-performing PA will help them to access funding they will score high. (Personal observations of the evaluator during a project in Vietnam where METTs were run for 40 protected areas.)

[12] Unfortunately there is no actual METT baseline available for 2010. It has been suggested (Svein-Erik Harklau, pers. comm. to the evaluator) that a baseline can be extrapolated if we make an assumption that the increase in management effectiveness has been a steady and gradual process (if the available figures for 2004, 2011 and 2012 are plotted they fall on a straight line). The score for 2010 would be around 71. The increase from 2010 to 2012 is thus 7%. However, some of the increased scores (from score 2 to 3) may have been overestimated by UWA and not all of the increase can be attributed to project impact.

park resources. Five tree nurseries provided direct financial benefits to at least 41 CBO members working in the nurseries, who have retained some of funds received from selling seedlings to compensate their efforts (the remainder of funds from selling tree seedlings benefits the whole group – a total of about 175 persons). The distributed tree seedlings which are used in forest landscape restoration or in establishing agro-forestry systems provide short-term soil and water conservation benefits and longer term benefits from sale of poles and timber, for an unknown number of farmers, certainly several 1000s. 39 farmers received bee hives and, while the production of honey has been slow, they expect to begin earning money from the sale of honey in 2013.
Target achieved

7.2 ACHIEVEMENT OF THE PROJECT OUTPUTS

There are three identified outputs with eight indicators, retaining the original phase II indicator 1.3 (henceforth referred to as indicator 1.3a) as well as including the revised indicator 1.3b (see **Annex F).**

Indicator 1.1 *(Frequency in ecological data collection increased by 20% and is stored in accessible database by the end of 2012*) has been with an Ecological Monitoring Plan (EMP) in place and under implementation. The EMP focuses on a) water quality and volume, b) vegetation (through Permanent Sample Plots - PSPs), c) large mammal censuses in defined line transects (the key target species selected being chimpanzees, elephants and red duiker, but all mammals encountered being recorded). Water sampling was initiated under MacArthur funding to RMNP in 2009, staff were trained to conduct the work and equipment was provided at that time – the sampling has expanded to nine sampling sites on three rivers, inside and outside the park, and also now includes invertebrate sampling. PSPs were not previously in place: the plots established by ITFC in the alpine zone (part of the GLORIA network of plots[13]) were not demarcated and marked only by GPS points (but their locations are known and they remain useful in recording climate-induced overall changes to vegetation). A total of 11 properly demarcated PSPs covering all vegetation zones in the park have been established. RMNP staff have been trained to maintain them as well as to collect, input and analyze the data. Mammal censuses are being carried out along 42 transects totaling 117.7 km, located in the high forest and bamboo zones in the park. A total of six replications were expected, all of which were carried out but only four of which are expected to yield usable data (due to delays in implementation requiring re-cutting of transects). RMNP considers that the volume of monitoring data collection has increased by 65% (although staff were not able to clearly define how they arrived at this figure).

Following consultation between Makerere University experts and RMNP staff a database has been designed in Microsoft Access that complements the MIST-GIS database already in use at RMNP. The original intent was to integrate ecological monitoring within the MIST-GIS, but this was found to be not practical since the MIST-GIS is focused on the analysis of data collected from ranger-based monitoring, particularly on recording and mapping illegal activities. The preference of the RMNP management team was thus to keep the databases separate. The Access database is designed to be relatively user-friendly, with data entry done by rangers, whereas the MIST-GIS requires considerable expertise to operate. The new database was installed in late November and training in its use was delivered at that time. Data collected on PSPs up to the end of November was entered into the database at the time of the training, and final data from the PSPs in Bundibugyo which is being collected in early December will be entered by EOP. Other data will be entered as it becomes available (e.g. the mammal census data).
Target will be achieved by EOP

Indicator 1.2 (*Management oriented research in at least three additional areas analyzed and used in management decision making by the end of 2012 - including e.g. climate change vulnerability, problem animal control, resource. use agreements, revenue sharing*) was well advanced at the time of the final evaluation, although it was expected to be achieved by the end of the project.

A study of the efficiency of Mauritius thorn planting along boundaries as a problem animal control was the only one completed, analyzed and reported to RMNP management for uptake in planning. The conclusion was that this can be effective, but UWA was recommended to follow-up through a

[13] Global observation research initiative in alpine environments (GLORIA). The purpose of GLORIA is to establish and maintain a world-wide long-term observation network in alpine environments.

'contingency plan' to fund the maintenance of the hedge and replant gaps (where original plantings failed). UWA, however, expects that this will be carried out by the collaborative boundary management groups as one of their duties: it is not clear that this has been done (no seedlings have been provided for replanting gaps). Sub-county leaders remarked in several cases that the communities were not showing much commitment in managing the Mauritius thorn or keeping the boundaries clear, even suggesting that they needed to be paid to do so. This probably arises from a need for the employment of so-called 'vermin guards' at sub-county level, which should be routine practice in areas where human-animal conflicts exist but which rarely happens due to limited funding being available to the sub-counties to do this. Communities may feel that the sub-counties are required to pay them as guards, even though it is in their own interests in terms of protecting crops.

A study of the effectiveness of planting red chilli pepper along the boundary is in progress: plantings have been done but it is too early to judge any impacts (and no report has yet been produced). The plantings are expected to work as a deterrent, based on evidence of effectiveness of this measure at Kibale National Park (a lowland forest park to the east of the RMNP). However, the interest of the community (which has not yet seen the deterrent abilities of chilli pepper in action) is mainly in growing chilli pepper as a cash crop. As the local market is unstable (only one current buyer) RMNP is not promoting further planting of chili pepper, although certainly there are other buyers that could be contacted to make the market more competitive.

The proposed study on CC vulnerability assessment was not undertaken due to budgeting deficiencies (see section 8.1). This is actually quite a crucial issue for Rwenzori, and the lack of the vulnerability assessment is perhaps disappointing. Due to the long-term nature of climate change impacts, the information gap is not considered important at this time by the RMNP managers. This is arguable, however, given the need to start thinking strategically, particularly during the revision of the GMP which is due to commence in 2013 and will not be able to include specific climate change adaptation measures as a result of the cancellation of the vulnerability assessment.

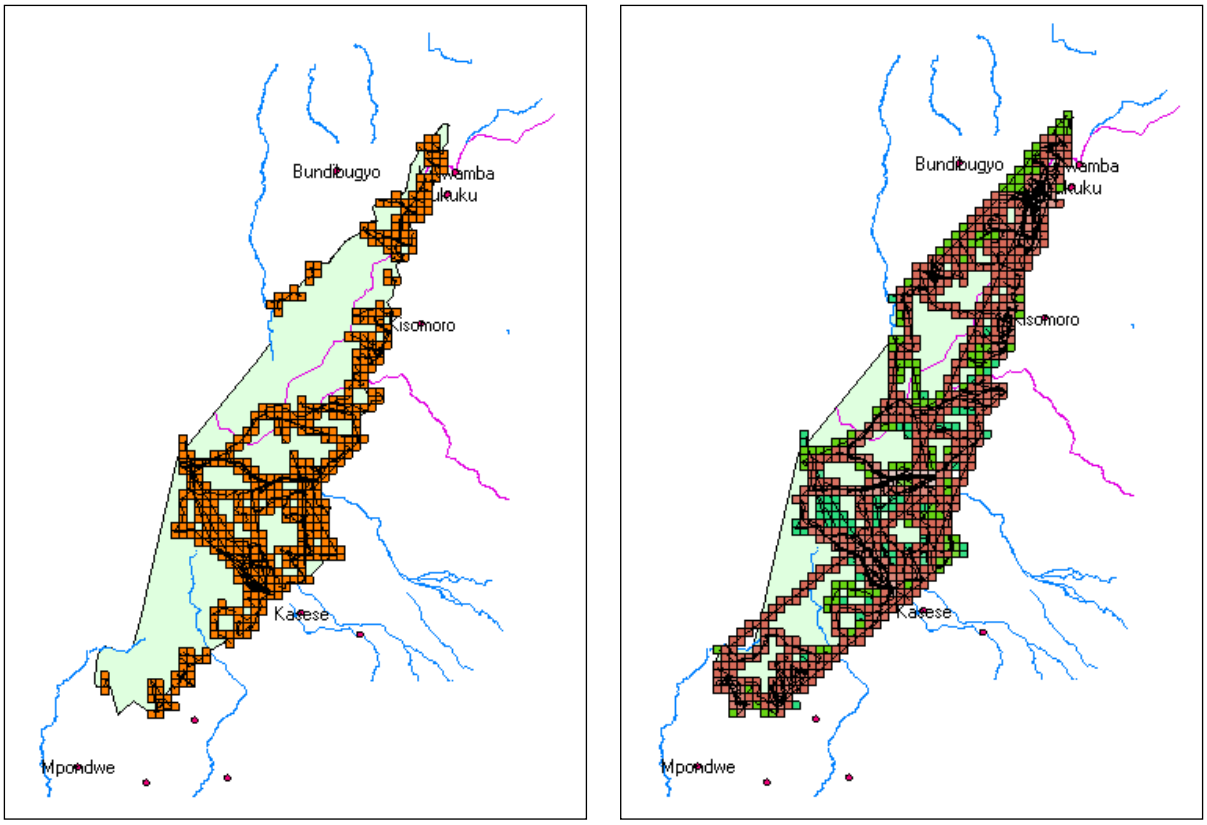
Additional studies of resource use (documentation of in-park resource use agreements and collaborative boundary management) and documentation of forest landscape restoration are more in the nature of lessons learned and are in progress under output 3.1., and a policy study has been initiated under output 3.2.

Target will be mostly achieved by EOP (up-take into management decision making will not occur until after EOP)

Indicator 1.3a (*Increase in patrol coverage by 20% and intensity by 30% in area with low patrol intensity by the end of 2012*) was dropped after the MTR as it was considered that any changes against the indicator would not be due to project influence – the new ranger post constructed at the park entrance would not assist the extension of ranger patrols in poorly covered areas of the park, as that region of the park was already covered. The RMNP managers have insisted, however, that in fact the new post has increased the number of rangers/UPDF located in that area which has got more people into the field and increased coverage. UWA has also emphasized improved motivation of rangers due to the major improvement in facilities from the very poor previous standard and also efficiency gains due to some rangers previously choosing to rent accommodation at the Nyakalengija village and having to travel back and forth between the village and the ranger post. Overall, even if not due wholly to project influence, data from the MIST-GIS indicate a substantial increase in patrol coverage (>50%) (**Figure 1**). According to data entered in the database there was a 20% increase in the number of patrols, and the distance covered per patrol appears to have increased by 46%. However, patrol distance data extracted from the MIST-GIS database appears unreliable: the distances used in the calculation are those verified by the project.[14]

Target was achieved (with significant contribution from the project)

[14] Ochen Ochen, I & Galabuzi, C. Baseline survey report. October 2011.



2009
Number of day patrols: 110
Number of night patrols: 191
Total:301
Total distance covered:1,137 km

2010 - Q3 2012 (cumulative)
Number of day patrols:471
Number of night patrols:606
Total: 1,077
Total distance covered: 2,142 km (2010),1,565 km (2011), 1,882 km (2012)

Figure 1: Coverage of patrols in the RMNP before and during the project implementation

Indicator 1.3b (*Population of chimpanzees, elephants and Rwenzori duikers determined by end of 2012*) is a baseline for Indicator P2 that was created after the MTR as achievable during the project lifetime. Data collection to enable the calculation of baselines was on-going at the time of the final evaluation, with researchers working on the fifth of six survey replications. Researchers undertaking the mammal census have noted, however, that delays in implementation have caused severe problems in collecting sufficient data to achieve good estimates: estimates are expected to have large confidence limits, and estimates will not be able to take into account effects of seasonality due to loss of one or possible both dry-season samples. A full analysis of the data will not be possible during 2012 (although they are committed to completing the analysis and publishing results in 2013).
Target will not be achieved by EOP (preliminary data will be available but the full analysis resulting in population figures with confidence limits is expected in early 2013)

Indicator 2.1 (*100 households receiving financial benefits from conservation activities by the end of 2012*) has been addressed primarily through two expected income-generating activities, tree nursery development and bee-keeping. Five tree nurseries managed by CBOs (three developed for forest landscape restoration and two developed to supply seedlings for more general SEAP implementation) have provided direct benefits to at least 41 CBO members working in the nurseries, who have retained some of funds received from selling seedlings to compensate their efforts (the remainder of funds goes into Association accounts and benefits the whole group – a total of about 175 persons). 39 farmers were allocated 390 bee hives and it was expected that these farmers would be harvesting honey and benefitting financially by EOP. There were originally problems in siting the hives: this was corrected and colonization had reached 70% by the time of the final evaluation. However, the colonies were still building stocks of honey and no harvesting was taking place. A final evaluation report from BBC is expected by EOP that will clarify when benefits can be expected to start flowing,

but this will be after EOP). As an estimate, each of the 39 farmers owning 10 hives with a 70% colonization rate each can expect to produce around 70 kg of honey per year and earn UShs 315,000 (around $121).

A study of the impact of resource access on livelihoods of park adjacent communities produced in November 2011[15] determined, interestingly, that 8.2% of households in parishes implementing Resource Use Agreements had earned money from sale of park resources they collected from the park, such as mushrooms, dry bamboo, fibres and medicinal plants (amounting to 187 households out of the total of 2,898 households that had signed the agreement at the time of the evaluation). This is not actually allowed under the RUAs (no agreement has been made with the RMNP outside of the Resource Use Agreements to allow selling of products), but it seems to be small scale (selling a few things to neighbours, etc.). Providing resource extraction remains within quotas and does not impact on the park ecosystem, this should not be regarded as a serious breach of the agreement.

Phase II of the project has no direct link with UWA benefit sharing from park entry fees as the RMCEMP facilitated RMNP's operationalization of the mechanism in phase I, but projects to benefit from a share of almost $19,000 of the park entry revenue from 2011-12 have been approved and >100 households are expected to benefit by the end of 2012.

Target achieved

Indicator 2.2 (*350 households receiving non-financial benefits from conservation activities by the end of 2012*) has been addressed through park resource use agreements and through tree planting and soil and water conservation measures undertaken as a part of SEAP implementation initiatives – admitted at small scale in six target parishes, but with notable if localised impacts. Six Resource Use Agreements are in place facilitated by RMCEMP which initially involved around 252 households, but by November 2012 the number of households that had signed up had reached 2,898. By November 2012, 78.8% of the signed-up people in the target parishes were accessing resources under the agreements (2,284 households out of the total of 2,898 households).

240 persons were trained in soil and water conservation techniques as the priority area for action under SEAPs and most subsequently applied the skills on their farms. There are no data to show if this has significantly improved soil productivity (and thus coffee yields or yields of other crops within the agro-forestry system) but farmers report that stabilization of soils has reduced losses of coffee and crops which previously were washed out during heavy rains and associated mud slips. Others have copied the technology (although numbers of replicating households are not documented).

Target achieved

Indicator 3.1 (*Impacts and lessons of the thematic areas credibly researched and documented and shared for learning and replication by the end of 2012*) was on-going at the time of the final evaluation. No lessons learned report had yet been fully completed, but six were under development covering forest landscape restoration, environment action planning, resource use agreements, collaborative boundary management, problem animal control and ecological monitoring. The reports are expected to be disseminated by WWF before the end of the project.

Target expected to be achieved by EOP

Indicator 3.2 (*Project documentation has informed policy change in at least one area by the end of 2012*) was on-going at the time of the final evaluation due to delays in implementation. The study will look at challenges and lessons learned to support the development by UWA of a policy on resource use agreements (building on the recent review of revenue sharing policy led by CARE in which the project participated). However, it is not possible for this study to be fully reviewed, with inputs from UWA received and incorporated during the time available. It may be a useful resource for UWA to build on in terms of informing policy change post project.

Target will not be achieved by EOP

[15] Ochen Ochen, I., 2012, Protected areas' resource access strategy and local communities livelihoods: a study on the impact of access to selected resources from Rwenzori Mountains National Park on livelihoods of park adjacent communities, draft report to RMCEMP.

The enabling environment for project implementation has been generally good, with no apparent conflicts between project implementation approaches and programmes of UWA and government: on the contrary these have been closely linked. Project activities have also been effectively meshed with those of other donors operating in the same area (such as BTC) which has benefits in terms of replication.

Issues of cost-effectiveness (cost-efficiency) are dealt with in section 8, below.

7.3 SUMMARY OF ACHIEVEMENTS

The project has achieved targets under purpose level indicators P1 (improved METT score) and P3 (improved livelihoods). Indicator P2 (populations of selected species maintained or increased) was dropped at mid-term as not measurable due to a lack of baselines.

The project has already achieved, or will achieve by EOP, targets under output level indicators 1.1 (increase in ecological data collection), 1.3a (increased patrol coverage), 2.1 (increased financial benefits to households), 2.2 (increased non-financial benefits to households), and 3.1 (documentation of lessons learned).

Targets under output level indicator 1.2 (management oriented research documented and taken up into management decision making) will be mostly achieved by EOP with uptake in 2013. Targets under output level indicator 1.3b (mammal population baselines) will not be achieved by EOP as the data will not be analysed until 2013, but a baselines will be put into place after project closure. Targets under output level indicator 3.2 (policy change) will be partly achieved by EOP in that a policy brief will be prepared but discussion and endorsement buy UWA will be post-project.

The project will this achieve 7 of its expected 10 outputs by EOP, with the achievement of 2 others likely in early 2013. The final output (policy change) may not be fully achieved as it is dependent on UWA moving forward with the provided documentation and developing and endorsing a new policy document.

8. EFFICIENCY OF PLANNING AND MANAGEMENT

8.1 FINANCIAL

Annual budgets are calculated using WWF network standards (to some extent) and otherwise by project staff making estimates of the amounts of funds needed to implement particular activities, being guided by overall budgets in the ProDoc. A summary of the expenditure of the project over its three year implementation period is given in **Table 1**. Details are not given in this report but changes made to budgets during the years of implementation due to delays and changes in the implementation conditions in the field are captured in the annual audit reports.

Expenditure in 2010 was substantially lower than planned (73% of the budget was expended). This was due to an extended process for approving the Phase II ProDoc. The PMU felt that they could not commence implementing field activities until the document had been approved, which meant that virtually all expenditure during 2010 was in recurring costs and few activities were implemented. Most of the PMU team was changed at the end of 2010 and a new team took over.

Performance improved in 2011 although there was still an under-expenditure of 19%, mainly in the areas of staff salaries, which were over-estimated, and some third-party fees (technical sub-contracts, which were not implemented or delayed such that some payments were carried into 2012). There was a minor 10% over-expenditure in field activities (grants and agreements) conducted directly by the PMU and a more serious 37% over-spend in office running costs (but this was attributable in part to high inflation and in part to idiosyncracies of the posting system within ACCPAC, WWFs accounting software).

Table 1: Summary of main budget lines, expenditures and deviations during the project (up to Q3 2012) – in NOKs

Budget items	***2010***			***2011***			***2012 to end Q3***		
	Budget	***Expenditure***	***Deviation (%)***	***Budget***	***Expenditure***	***Deviation (%)***	***Budget***	***Expenditure***	***Deviation (%)***
Staff costs	653,291	634,067	3%	596,883	480,124	20%	596,612	403,071	32%
Third party fees	142,065	72,911	49%	664,640	249,557	62%	608,400	122,051	80%
Other grants and agreements	131,229	28,515	78%	439,587	485,703	(10%)	113,094	74,000	35%
Travel, meetings and training costs	75,600	88,684	(17%)	80,340	85,423	(6%)	117,197	73,321	37%
Communication and fund-raising costs	47,250	15,942	66%	58,575	33,600	43%	72,906	4,392	94%
Office running costs	105,298	95,528	9%	105,718	144,691	(37%)	80,520	54,845	32%
Field running costs	173,363	167,763	3%	492,005	494,533	(1%)	366,450	224,086	39%
Capital asset costs	540,855	262,563	51%	305,588	245,509	20%	0	0	
Sub-total	**1,868,951**	**1,365,973**	**27%**	**2,755,936**	**2,231,633**	**19%**	**1,955,178**	**955,767**	**51%**
WWF management fee (12.5%)	233,619	170,746	27%	344,492	278,954	19%	244,397	119,471	51%
Total	**2,102,570**	**1,536,719**	**27%**	**3,100,428**	**2,510,587**	**19%**	**2,199,576**	**1,075,237**	**51%**

NB. These are adjusted budget figures reported in the annual work plans for each year (figures provided by RMCEMP Finance Officer).

Performance in 2012 has been difficult to assess. At the end of Q3 the project remained 51% under-spent, but most funds for field activities were committed under contracts already under operation. There were recurring under-expenditures, for example in communications and fund raising costs, and to some extent in staff salaries, where an expected cost of living adjustment was not implemented. PMU undertook a reallocation of funds in late November to free up some of these funds to contribute to the completion of other activities.

Audit reports raised some questions of referral of funds across financial years (mostly due to problems with the UWA financial year being different to the project financial year[16]) and other minor issues, but these appear to have been adequately dealt with by WWF UCO and the project.

Fund availability has been generally good. Under the system operated by Norad and WWF Norway, unexpended funds are retained by the partner (WWF UCO) at the end of the financial year and the corresponding amount is deducted from the annual budget of that year. Since there has been under-expenditure each year in Phase II, funds have always been available for project implementation from 01 January each year. There have been some delays, not significant, in release of the first tranche of funds from Norad each year, but these should not have held up field work since WWF Norway was (if asked) able to issue a letter to authorize pre-financing by WWF UCO while Norad fund were being cleared. Providing WWF UCO actually had funds available for pre-financing, there should have been no delays in WWF UCO releasing funds to the PMU at any point. WWF UCO releases funds to PMU on the basis of quarterly requests and, given the above there have generally not been significant delays in releasing the first quarters request to PMU (late March in 2011, but improved to early February in 2012), and no significant delays in subsequent quarters. Releases from WWF UCO to RMNP are also reported by RMNP as being delivered without significant delays, despite difficulties with differing budget years.

Procurement processes for consultants have, however, not been handled efficiently. Procurements take an unnecessary length of time to pass through the stages of developing TORs, advertising, selection, discussion with the preferred bidder and in some cases reworking the budget, contracting and release of funds against the contract. In the case of mammal surveys, reworked budgets had to be reconfirmed with the donor, unauthorized expenses delayed release of funds and these late releases compromised the first two census replications such that transects twice had to be re-cleared when they should have been open and available for survey work: this succession of problems had the effect of compromising the development of mammal population baselines. Similarly, delays in the procurement process for the policy study under output 3.2 mean that it will not be possible to complete the activity (to the level of endorsement by UWA) by end of project. The main causes for procurement delays seem to be misunderstandings and/or long turnaround times between the PMU and WWF UCO, which may need to be addressed through improved training of field staff in procurement or a more proactive role of UCO in assisting field staff with procurement.

Efficiency of release of funds by UWA under sub-contracts has also been problematic in some cases. Although UWA has maintained a separate account for project funds, consultants have noted that releases for activities funded through this account have sometimes been held up, reducing efficiency of consultant inputs as they may wait for several days at the RMNP HQ for funds before being able to proceed to the field. The issue is reported as arising to some extent from poor communication between different staff within RMNP, with the Senior Warden-in-charge (the signatory for the funds) not always being aware of consultant plans. This issue has been discussed between the PMU and Senior Warden-in-charge and it has been clarified that all correspondence in regard to sub-contracts must be between these two parties rather than consultants approaching UWA staff with whom they are working directly.

Allocation of resources in budget plans has not been efficient. WWF network standards and UCO norms have led to consistent over-budgeting in some lines (e.g. staff salaries which have been negotiated lower than the norms and non-application of the expected cost of living increments). Cost calculations in some cases lacked the required technical information and led to completely wrong

[16] UWA has a financial year running from July to June. As the project has to report in December any funds released to UWA and not spent by that time should be returned. This does not fit well with UWA planning, and has resulted in apparent under-spends by UWA, although funds were in fact committed across the WWF financial year (as noted by the audit reports).

budget calculation (e.g. the climate vulnerability assessment where $10,000 was budgeted but the lowest bid was $28,000; unit costs developed for the mammal survey work were affected by inflationary increases and some underestimates of real costs, and were not able to be adjusted after award of the contract). Adaptive management in terms of budget reallocations was done to some extent, but procurement delays into the last part of the year in 2010 and 2011 meant that activities could not be completed before the annual closure of accounts, such that funds that could have supported under-budgeted activities ended up being returned.

Cost efficiency (conversion of resources into outputs) is difficult to assess in many cases as outputs are not complete at the time of the final evaluation. By EOP it is expected that 70% of outputs will be achieved with around 81% expenditure (assuming 90% expenditure in 2012). A further two outputs are expected to be achieved post-project with this same expenditure. In summary, therefore, the conversion of funds to outputs has been good. However, viewed in terms of annual expenditure there are considerable differences in efficiency. In 2010, 73% of funds were spent but was converted into outputs to a very minimal extent, giving an unacceptably low cost-effectiveness. During 2011-2012 this was much improved with 70% of targets reached in a reduced time and, in real terms, with two-thirds of the budget. However, it is also a question of quality and some activities have been compressed into a short time towards the end of the project (such as mammal surveys, lessons learned documentation, policy study) such that quality may not be as good value for money as it might have been if longer times were allocated to complete the work. Cost-efficiency was compromised in some cases through organizational difficulties (both at WWF PMU and within UWA, as noted previously) – in particular a NOK 216,000 contract for mammal survey work has faced implementation difficulties that have reduced the expectation of the scientists concerned that they will be able to provide baseline population estimates with reasonable confidence limits.

Inflation in Uganda was extremely high during 2011 particularly and resulted in some budget reallocation: the only area where this caused a significant problem was in regard to the construction of the ranger post, where insufficient funds remained to enable construction of a kitchen facility.

Project assets such as vehicles appear to have been managed effectively and no issues were raised by stakeholders. Post-project distribution of assets was still at the preliminary stage at the time of the final evaluation: equipment for continuation of monitoring was to be transferred to RMNP while most assets were to be retained by the WWF Office at Rwakingi for use in a Norad-funded clean energy project also implemented by WWF.

Transparency of project financing was apparent, with all partners aware of the budget plans (although some suggested that they should have had more input into developing them). No issues relating to a lack of transparency in sub-contracting or in agreeing budgets and releasing funds to UWA were noted by the audits. WWF UCO operates a clear anti-corruption policy that was visible (on display) in the PMU.

8.2 IMPLEMENTATION

During 2010 there was minimal project progress and repeated delays in implementation; an urgent action plan developed on approval of the ProDoc in October 2010 was delivered only to a very limited extent. At the time of the MTR in August 2011, 76% of the 58 expected activities were underway although the completion rate was only 42% of that planned under the 2011 work plan. However, the MTR noted that the new project team fully understood the work plan and both they and partners were actively implementing it. At the time of the final evaluation in November 2012, 9 of the 30 activities listed in the annual work plan were running late (30%), with the remainder completed or on-going; at the end of Q3 the completion rate was 33% of that planned (**Table 2**). PMU has a considerable task in completing activities by the expected close of field operations on or around 15 December 2012 (leaving time for final reporting).

Table 2: Timeliness of implementation of activities as compared to the annual work plans
Shading indicates planned time for the action. X indicates time the activity was executed. Status of activities planned for or pushed into 2012 at the time of the final evaluation is listed as C (completed), OT (on-time) or L (late)

Activity and sub-activity	**2011**				**2012**				**Status**
	Q1	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	
Output 1: Management of the RMNP further strengthened									
Activity 1.1 Support implementation of the EMP and management oriented research									
Define parameters for monitoring of three thematic issues in dialogue with UWA		X							
Develop monitoring protocols (methods, sites, frequency, duration etc.) in dialogue with UWA		X	X						
Commission consultant(s) / institutions to assist in defining monitoring protocols and carry out training								X	L
Train UWA staff in data collection, data entry and analysis								X	L
Buy equipment for monitoring			X	X	X				C
Commission consultants / institutions to work with UWA and carry out monitoring				X	X	X	X		C
Analysis and feedback to RMNP management (reports, meetings)								X	L
Activity 1.2 Support construction of at least one ranger post in strategic site(s) around RMNP									
Design and procurement of contractor(s) for ranger post construction		X	X						
Support construction of at least one UWA ranger post (at Nyakalengijo gate and / or Ihandiro/border)			X	X	X				C
Activity 1.3: Carry out assessment of vulnerability to climate change of Rwenzori Mountains National Park and adjacent communities.									
Determine assessment scope and methodology in cooperation with UWA, develop TORs			X	X					
(Remainder of sub-activities cancelled)									
Activity 1.4: Study environmental impacts as well as effectiveness of problem animal and vermin management measures.									
Identify sites and design assessment methodology for Mauritius thorn pilots				X					
Carry out assessment				X	X				C
Consider feasibility of pepper as a buffer crop and, if feasible, pilot in park adjacent communities				X	X				C
Potential piloting of pepper by WWF and UWA with support from Toro Botanical Garden						X	X	X	L
Monitor and document performance of potential pepper piloting						X	X	X	L
Output 2: Conservation benefits to park-adjacent communities increased									
Activity 2.1: Support beekeeping activities among collaborative boundary management groups									
Establish relationship between the Project and credible beekeeping association		X							

Activity and sub-activity	2011				2012				Status
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Joint survey with beekeeping association along the collaborative management groups to consider feasibility of beekeeping		X							
Select collaborative boundary management groups / suitable sites for interventions		X	X						
Support training of members of collaborative boundary management groups			X	X					
Procure and provide beekeeping equipment (beehives, honey harvesting equipment)			X	X					
Facilitate long-term links between collaborative boundary management groups and credible beekeeping association			X	X	X	X	X		C[17]
Monitor and document efforts				X	X	X	X		C
Activity 2.2: Support RMNP to extend the in-park resource use programme to additional six park adjacent parishes									
Identify and contract consultant / institution to carry out resource inventory training	x	X							
Train UWA / RMNP staff in resource inventory techniques		X	X						
Identify six parishes and groups within the framework of the RMNP GMP		X							
Support resource inventory in at least four identified parishes			X	X	X				C
Support negotiation and signing of resource use agreements between RMNP and communities			X	X	X				C
Monitor and document implementation of old and new resource use agreements			X	X	X	X	X	X	OT
Activity 2.3: Carry out concentrated FLR activities in two sites									
Signposts for sites in phase I (ref. recommendation in audit)	X								
Identify the two sites	X								
Develop restoration plans for selected sites	X								
Support existing nurseries to raise seedlings	X	X	X						
Recruit and train farmers		X	X		X				C
Support planting and maintenance		X		X		X			C
Monitor and document impacts and lessons			X	X	X	X	X	X	OT
Activity 2.4: Support implementation of EAPs in support of RMNP management targets in three parishes									
Select three parishes for interventions in consultation with UWA, district environment officers and sub-county extension officers		X							
Prioritise activities to be implemented in the three parishes		X							
Identify CBOs to implement EAP activities in consultation with sub-county officers		X							
Develop implementation guidelines for partners		X	X						

[17] Links have been established with one organization, BBC, but some issues have arisen over non-competitive market for the honey such that beekeepers are requesting links with more than one organization.

Activity and sub-activity	2011				2012				Status
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Raise awareness, carry out training (e.g. proposal writing, organizational development) and call for proposals from CBOs			X						
Evaluate proposals, prepare contracts and disburse grants			X						
CBOs implement EAP activities				X	X	X	X	X	OT
Build capacity and link CBOs to potential funding organizations for similar work					X	X	X	X	L
Monitor and document progress, impacts and lessons				X	X	X	X	X	OT
Output 3: Results, impacts and lessons of the Project documented and shared									
Activity 3.1: Define the purposes of monitoring and documentation for various thematic areas									
Agree with partners on the thematic areas	X	X							
Define purpose for each thematic area		X	X						
Develop key areas for documentation under each thematic area		X	X						
Agree on how the next activities follow		X	X						
Undertake a learning visit to Mara and other projects with successful documentation experiences[18]									
Activity 3.2: Develop approaches and methodology for the various thematic areas									
Identify data gaps in relation to thematic areas		X							
Agree on data collection methods		X	X						
Define capacities needed for data collection		X	X						
Agree on the parties to undertake data collection		X	X	X					
Activity 3.3: Contract consultants to undertake credible documentation									
Develop terms of reference		X							
Call for proposals		X	X						
Evaluate the proposals			X						
Award and commission the consultancy				X					
Activity 3.4: Carry out monitoring, analysis and reporting									
Review the monitoring plan		X							
Mentor project partners to comply with the monitoring plan		X							
Undertake routine project monitoring and reporting		X	X	X	X	X	X		C

[18] Activity not conducted.

Activity and sub-activity	2011				2012				Status
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Undertake mid-term review and final evaluation			X					X	OT
Activity 3.5: Analysis and presentation of results, impacts and lessons									
Compile information from consultancy and project reports					X	X			C
Undertake analysis						X	X	X	L
Identify target audiences						X			C
Publish and disseminate the results, impacts and lessons								X	L
Activity 3.6: Publication and dissemination of documentation on results, impacts and lessons									
As above									
Activity 3.7: Provide input to policy review processes based on project experiences.									
Identify ongoing policy reviews and timelines (WWF and UWA)		X	X						
Identify policy gaps or inadequacies as compared to project experiences					X	X	X		C
Document and summarise project experiences in areas of policies under review								X	L
Feed experiences into policy processes (dependent upon the actual milestones of processes concerned)								X	L

A monitoring plan was developed in 2011 based on the LFA and has been followed. The plan focused entirely on output monitoring, including documenting of responsibilities for monitoring field activities, rather than on establishing a system of baselines and milestones. This was an omission, and more attention to baselines and milestones would have made the project much easier to monitor in terms of progress towards targets[19]. There was no evidence of monitoring of risks or assumptions. There was, however, evidence of adaptive management, with the project responding to issues raised in monitoring reports (an example given by PMU was the introduction of peer learning processes to control fungal infections among seedlings in some tree nurseries that were picked up during monitoring of the tree nurseries). The engagement of partners at district and sub-county level in monitoring has been good and appreciated by them – this has gone a long way to strengthening local ownership of project interventions. There was a suggestion from the Technical Advisory Committee (TAC) that the line Ministry should also have had a role in monitoring the project to help establish ownership at national level, but experience from other projects is that this is generally difficult to organize even where funds are specifically allocated for this[20]. The quality of the projects internal monitoring reports was adequate, although the final monitoring report (which was expected to document overall effectiveness and efficiency of project interventions) was available only in draft at the time of the final evaluation and covered only the impacts of resource use agreements (leaving out impacts of interventions in SEAP implementation, collaborative boundary management, etc.). This made it difficult to evaluate project impacts in objective terms – although indications are that the project more than exceeded its targets.

Implementation was in general quite straightforward, with no particular innovations, building on actions from Phase I. Stakeholders noted that suggestions they made during the MTR had been noted and in some cases implementation had been adjusted accordingly (example). In relation to the three key recommendations of the MTR Report (section 3.3), the project has duly commissioned documentation and lessons learned reports, although these have not yet been delivered, implemented baseline ecological studies (although the complete set of PSPs and the mammal population baselines are not yet completed), and developed a brief exit strategy which has been discussed with stakeholders. There were some gaps and deficiencies of the monitoring plan (especially definition of baselines and milestones) that were not noted and thus not corrected, and delays in policy work relating to the implementation of resource use agreements that might have identified adjustments that would improve sustainability of these interventions.

Backstopping by WWF UCO has been variable:

- Delivery of funds has generally been good and timely.
- Procurement services have been poor and caused substantial delays (see section 8.1).
- Delivery of technical reports from WWF to the donor has been mostly on time; delivery of financial reports has mostly been late.
- Support in financial management has been problematic due to difficulties experienced by the PMU in the use of WWF UCOs web-based accounting system (ACCPAC). Quarterly financial reports from the field office had to be produced by hand. There is some disagreement as to whether there is actually an inherent inability of ACCPAC to generate financial reports in an appropriate format, or whether this is a reflection on the capacity of PMU staff to understand and operate the system (which, if the case, indicates insufficient training in its use and subsequent follow up).
- Technical backstopping (quality assurance) by WWF UCO has been compromised by insufficient staffing to respond in a timely fashion. Most technical back-stopping has been provided by the consultant working with WWF Norway as part of the quality assurance system supplied by WWF Norway. The very proactive role of the WWF Norway consultant (which was much appreciated by PMU and others) was not, however, intended to be a substitute for technical backstopping from WWF UCO, which is a normal part of project delivery. This is an issue that WWF UCO needs to address: it is not a reflection on the ability of the (very capable) UCO managers concerned but more an issue of manpower available to do an effective job in backstopping

[19] It is noted by Svein-Erik Harklau (pers. comm. to the evaluator) that a draft monitoring plan was developed in October 2010 as part of the urgent action plan and revised project document, and that this recognized the urgent need to establish baselines and monitoring protocols. It is not clear why these recommendations were not carried through to the monitoring plan itself, developed in February 2011.

[20] WWFs CBARF Project provided budget lines for line Ministry / Steering Committee monitoring during 2010-12 but these funds were never used.

projects. PMU in particular felt that WWF UCO simply lacked sufficient staff to respond effectively to issues arising.
- PMU noted a high level of motivational support from the WWF UCO Country Director, who was able to help with pushing urgent issues when needed.

Value for money in terms of how well WWF UCO delivered and earned its 12.5% management fee is difficult to assessed objectively, but in general terms there is a complete or near delivery of 89% of the expected outputs of the project with 80% expenditure in 2011 and a predicted 90% expenditure in 2012– which suggests delivery was mostly on track and value for money. However, there are needs of the WWF PMU to improve administrative and procurement back-up, and the technical back-up if there is no external consultant responsible for this. Equally, since some deficiencies may result from lack of capacity of field staff to provide information required for procurement, etc., there may be a need to re-invest management fees in staff capacity training to meet WWF network standards. WWF UCO is aware of this and already considering how this can best be achieved as part of WWF UCO strategy development.

8.3 MANAGEMENT FACTORS

The organization of the project was appropriate, and the implementation modality (sub-contracting activities supporting the RMNP GMP directly to the park, and engaging district technical officers in the monitoring system for PMU-led activities outside the par) was wholly supported by stakeholders (the organizational chart is given in **Annex H**). The project team was thereby kept small and the ownership by partners of the activities and results was optimized. Capacity of the PMU team was sufficient to manage this arrangement efficiently.

There are some weaknesses in this form of implementation in that it introduces another layer of bureaucracy between PMU and delivery of activities. RMNP has to have plans and budgets approved and checked by UWA in Kampala to ensure both that UWA HQ is in the know, and that there is transparency of budgets (there is also a need to keep the management of the Queen Elizabeth Conservation Area - of which Rwenzori is a part) - informed but this seemed to handled directly by the Senior Warden-in-charge). Funding for monitoring activities by districts are handled through general accounts that then require supplementary budget requests and allocations, which can take time to be approved. There is a trade-off between short-term efficiency and ensuring ownership by partners and long-term sustainability. On balance, however, the approach seemed to work well and there were o reported issues of funds being misspent. All partners were highly complementary concerning this arrangement and its management by the PMU team, and recommend the same arrangement be used for any other WWF projects.

Communication between the project and partners has been handled through the Technical Advisory Committee and regular meetings between and involvement of stakeholders in on-going activities. The project has no overall communications strategy and has not had an education and awareness component in Phase II, although dissemination of messages through the resource user groups and soil and water conservation groups seems to have worked well (if localized). Messages are clearly spreading on an informal basis, as the groups working with the project all report that they have had many visits from people in neighbouring parishes who come to learn from what they are doing.

9. IMPACTS

9.1 ON BIODIVERSITY, ECOSYSTEMS AND CLIMATE

The RMNP management effectiveness as recorded by the METT has improved from an estimated score of 71 at the start of the project in 2010 to a score of 78 in November 2012. The increased values recorded in the METT have to some extent reflected project inputs (contributions to resource inventory, management-oriented research, and improving links with local communities). Other increases in METT scores resulted from GOU direct support in deploying of a new cohort of law enforcement staff (with Government funding). The increased effectiveness score appears very positive in terms of contributing to project goal and purpose. The recording of threats by the RMNP

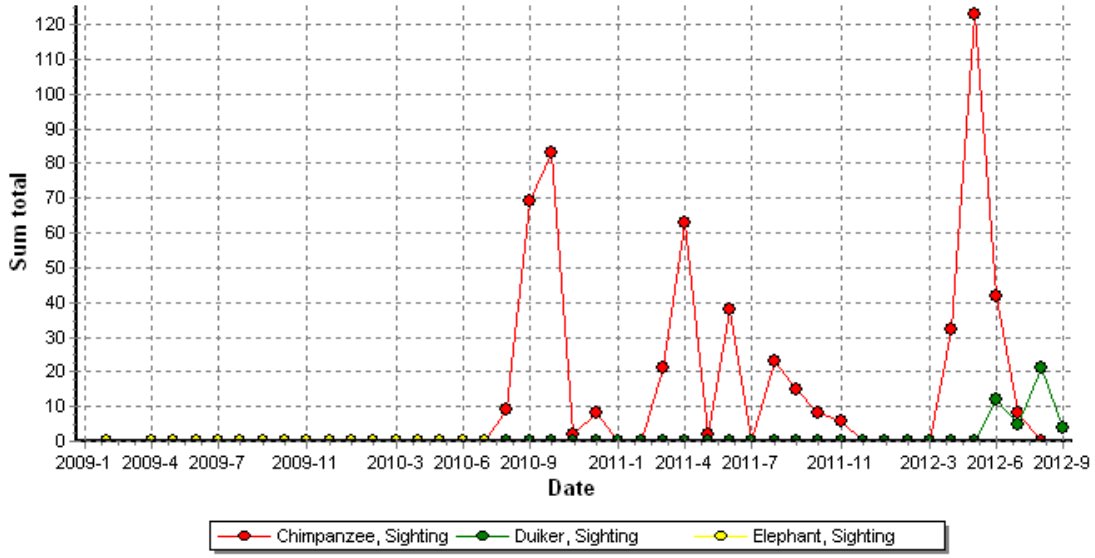
during both the October 2011 and the November 2012 METT exercises did not rank any threat as medium or high: threats from illegal activities were all ranked low.

The only available data that give an indication of trends during the lifetime of the project are the results of ranger-based monitoring data entered into the RMNPs MIST-GIS database (developed by the PAMSU project of the World Bank) (**Figure 2**). There are some issues with this data – it may be that increase in patrol coverage during the project lifetime began to extend patrols into chimpanzee habitat, for example. RMNP managers' opinion, backed up by impressions of their field staff, is that these monitoring data reflect real trends in increased sightings of key species and reducing illegal activities.

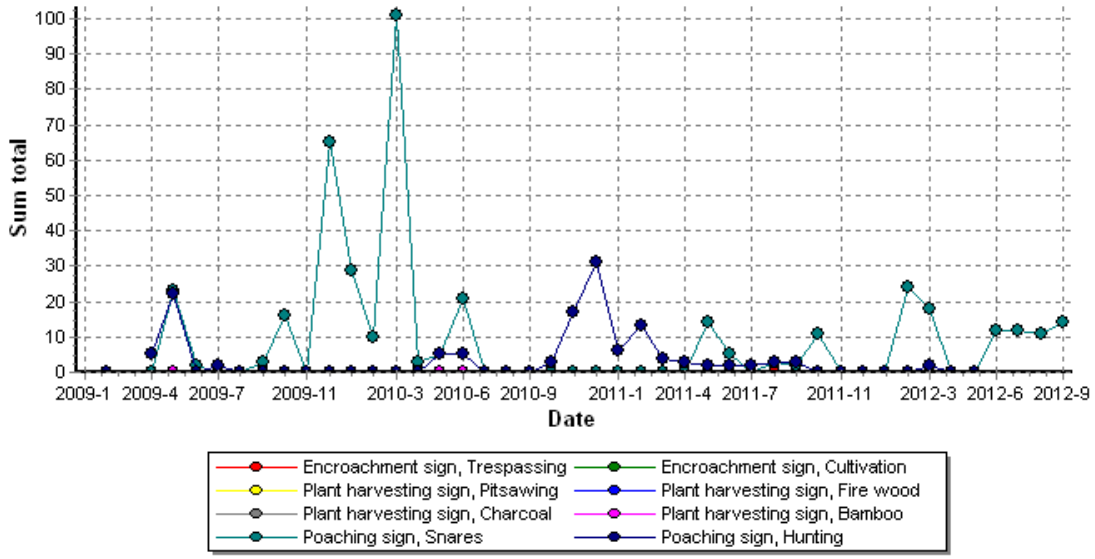
However, scoring of threats caused by illegal activities in the METT was at odds with reports coming in from survey teams in the field, particularly but not exclusively the mammal survey team. Trends data are not available from the mammal census teams since the data only began to be collected in mid-2012. While initial field data indicate the presence of quite substantial populations of some species, notably chimpanzees (**Table 3**), the surveys also provided data on human use, which show high levels of illegal activities (**Table 4**). The site-specific data of the mammal census teams record around 1.85 signs of illegal activity per km; the more extensive ranger-based monitoring records 0.05 signs of illegal activity per km during the same time period. In effect the mammal survey teams record an average of 37 times the level of illegal activities reported by the rangers. These differences are probably due in large part to the survey teams working off-trail – poachers and others illegally collecting resources from the park do not normally leave evidence along the established trails used by rangers for patrolling and there is probably an information network that informs them by mobile phone when the rangers are heading their way such that they keep off the trails themselves. This information can be used by RMNP in reorganizing its patrolling activities to be more responsive to threats: patrolling may need a sharper focus on problem areas (off-trail)[21] and to be more clandestine (see recommendations).

[21] There is no clear correlation between the abundance of mammal populations and the incidence of poachers in the different sectors: probably accessibility is the main factor. Areas that are quite accessible will almost certainly have lower mammal populations. Kilembe sector which has the highest density of mammals has a very low incidence of illegal activities, suggesting it is not very accessible; on the other hand, Katebwa sector has a high incidence of mammals but also has a high incidence of poaching, which might mean something has changed, perhaps a new road or trail has been constructed close to the park boundary. These type of factors need to be analysed by UWA in determining their patrolling patterns

A. Trends in encounters with key mammal species (number of encounters per month)



B. Trends in discovery of signs of illegal human activities (number of signs recorded per month)



C. Patrol effort (distance patrolled in km)

2009	2010	2011	2012 (up to Q3
1,137	2,142	1,565	1,882

RMNP staff noted probably errors reported through the MIST-GIS on patrol distances. The data used for 2009-2011 are recalculated by PMU[22]; the figure for 2012 is the MIST-GIS database figure up to end of Q3.

Figure 2: Trends in encounter rates with key species and with evidence of illegal activities, with matching data on field effort
(Data from UWAs MIST-GIS database at RMNP HQ, extracted by Warden Research and Monitoring, Pabious Otiki)

[22] Ochen Ochen, I & Galabuzi, C. Baseline survey report. October 2011.

Table 3: Encounter rate with mammal species at different sites (all signs combined)

	Encounter rate per km					
Species	***Bugoye***	***Harugali***	***Kasangali***	***Katebwa***	***Kilembe***	***Nsenyi***
Black and white colobus	0.12	0.09	0.06	0.21	0.00	0.00
Blue monkey	0.30	0.26	0.39	0.52	0.40	0.47
Bush pig	0.24	0.26	0.23	0.00	2.79	0.57
Chimpanzee	3.52	6.24	2.38	6.6	5.04	3.49
Civets (all species)	0.06	0.00	0.06	0.10	0.00	0.00
Elephant	0.54	0.00	0.00	0.00	0.13	0.00
Red duiker	0.24	0.09	0.06	0.00	0.07	0.00
Total	**5.02**	**6.94**	**3.18**	**7.43**	**8.43**	**4.53**

Source: Preliminary data from the mammal census team reported in November 2012

Table 4: Encounter rates for different signs of human activities at different sites
(Note: survey sites are not within areas of Resources Use Agreements and all signs of human activities are therefore not sanctioned by the park)

	Encounter rate per km					
Human Activity	***Bugoye***	***Harugali***	***Kasangali***	***Katebwa***	***Kilembe***	***Nsenyi***
Bamboo cutting	0.06	0.00	0.11	0.10	0.20	0.09
Fire place	0.00	0.00	0.33	0.00	0.00	0.00
Foot path	0.30	0.00	0.00	0.00	0.07	0.09
Honey harvesting	0.00	0.17	0.28	0.10	0.00	0.00
Human foot paths (Poachers trail)	0.73	0.26	1.10	2.37	0.20	0.94
Pole cutting	0.00	0.09	0.77	0.52	0.20	0.09
Roasting place	0.06	0.00	0.00	0.00	0.00	0.00
Snares	0.43	0.17	0.61	0.00	0.00	0.00
Traps	0.12	0.09	0.00	0.00	0.33	0.00
Tree cutting	0.06	0.00	0.00	0.00	0.00	0.00
Tree debarking	0.00	0.00	0.06	0.00	0.00	0.00
Total	**1.76**	**0.78**	**3.26**	**3.09**	**1.00**	**1.21**

Source: Preliminary data from the mammal census team reported in November 2012

The project has clearly supported RMNP in improving relationships with community groups, primarily through Resource Use Agreements and to some extent through the collaborative boundary management agreements (although the extent to which these are working was not checked), delivery of bee hives associated with these agreements, etc. Local groups, and especially women, are appreciative of the rights given them under the RUAs, and a high percentage of eligible people are taking advantage of them (78.8% of households who have signed up to the agreements are collecting resources from the park, although the volumes collected are still not reaching the maximum extraction levels identified as sustainable in the resource inventories). Resource User Groups have in some cases turned in people found undertaking illegal activities to RMNP staff. However, there is little evidence of the community at large as having bought into the protection of the park, as noted by the extent of illegal activities still underway. A baseline KAP survey conducted in 2005[23] reported 24% of people as obtaining poached meat from the forest – this level of poaching may be continuing (although unreported by communities). It is not clear to what extent project and partner activities supporting communities may have resulting in a reduction in the level of illegal activities, although the level has almost certainly decreased from the rampant illegal activities that were prevalent in the early 2000s. There does seem to have been a clear reduction in illegal timber cutting, which is probably

[23] EAGO Socio Economic Research and Development Consultants Ltd., 2005, Baseline Study of Knowledge, Attitudes and Practices of Communities Living around the Rwenzori Mountains National Park

due to timber being more difficult to get past the rangers than bushmeat – and this certainly has a positive impact on ecosystems and biodiversity. However, levels of poaching are still unacceptable high and it is critical for RMNP to address this if the populations of key species are to be maintained in the long term.

The proposed climate vulnerability assessment would have provided information on potential climate change impacts and mitigation measures for uptake into the revision of the RMNP GMP, which is due to start up in 2013. The fact that the assessment was cancelled means that the GMP revision will not include detailed information that would have helped clarify mitigation measures, such that an opportunity to integrate defined climate mitigation actions into planning has been lost.

Information for management decision making has been provided by the assessment of effectiveness of Mauritius thorn as a problem animal control (recommendations provided by the assessment report); information from mammal (and human impact) monitoring is not yet available to inform the park, and the introduction of chilli pepper as a further problem animal control will not yield information during the project lifetime. The RMNP has indicated that any recommendations can be taken up in their AOPs and implemented where funding is available, but there is no evidence as yet on uptake of recommendations or preliminary findings on these studies into management decision making.

9.2 SOCIAL AND ECONOMIC

All communities met during the final evaluation noted positive social and economic benefits arising from park interventions. Real impacts had been achieved particularly through the Resource Use Agreements which enables most of the community in target areas to obtain benefits from the park, both financial and non-financial (although communities also had suggestions on how these RUAs should be widened: see recommendations).

9.2.1 Financial benefits

Some groups are benefiting financially from permits issued for people to herd livestock along traditional paths maintained through the park by the group (Kabarole group noted that they had received UShs 300,000 (US$ 115) so far in 2012 from this, but as most animal traffic is westwards across the mountains into Bundibugyo the Bundibugyo group recorded making only UShs 120,000 from permits). Small scale local selling of resources extracted from the park was not documented in terms of financial gains, but 8.2% of people extracted resources legally and subsequently sold them thus had some financial gain. How much gain is not documented in the final monitoring report: it is likely to minor in terms of amount of cash but might be quite significant to the households concerned many of whom are extremely poor[24]. A large number of people were doubtlessly also extracting resources illegally, but there are no data to document how many people are involved or how much this may be worth to local populations. Groups have high financial expectations from involvement in UWA benefit sharing projects, although sharing of benefits from the 2011-2012 financial year had not happened yet and it was not clear if all or some of the groups would in fact be benefitting.

The development of tree nurseries has been a further economic benefit, particularly to those people (41 persons) working in the five tree nurseries, although a proportion of funds received from selling tree seedlings goes into the general funds of the groups thus benefitting all 175 members of the five groups: the cash has been used for buying land and coffee seedlings. As many of the seedlings have been bought in by the project this is essentially distribution of project funds, but most nurseries expect to be able to continue to sell seedlings to district (NAADS programme) and private buyers, such that these benefits can be maintained. The recipients of seedlings will likely gain some economic benefit from those trees in terms of sale of poles or timber when the trees are mature, but this is a longer term benefit.

Financial benefits accruing to collaborative boundary management groups have not been documented. Some have permission to harvest mature Eucalyptus boundary markers (in return for

[24] Unfortunately there are no financial data with which to analyze real benefits – neither baselines of average household income nor monitoring data to show to what extent income may have improved as a result of project interventions. This is part of the generic issue with the project in paying inadequate attention to baselines for monitoring (see footnote 19).

planting and maintaining new markers) and will certainly benefit from this financially. Mauritius thorn boundaries and chilli pepper growing as problem animal controls may also have longer term financial impacts in reducing losses of cash crops (and in the case of chilli pepper adding a new cash crop) but this cannot be assessed at this time.

9.2.2 Non financial benefits

Figure 3 indicates the results of interviews with households in late 2012, where 2,284 out of the 2,898 households signing Resource Use Agreements recorded receiving non-financial benefits from their implementation. Key benefits noted are the use of dry bamboo and fibres to improve their houses, savings made due to a reduced need to buy products such as fire wood, bamboos, ropes and herbs, and a healthy contribution of mushrooms to their diet. Households also noted that reopening the traditional paths across the mountains led to improvement of social exchange between relatives on different sides of the mountains.

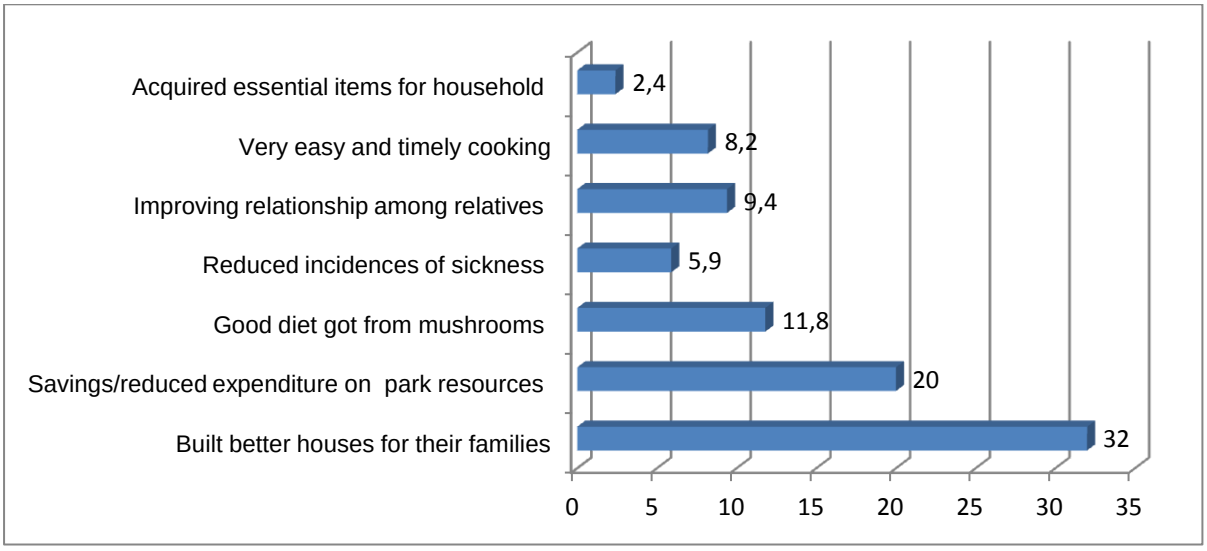


Figure 3: Percentage of households interviewed that reported various non-financial benefits arising from access to park resources under Resource Use Agreements
(Source: Ochen Ochen, November 2011 monitoring report)

While it is not apparent from the above figure, women in particular were highly appreciative of the RUAs allowing them to collect firewood, especially for use in preparing quantities of food for ceremonies. Women also noted that project interventions in establishing tree plantations will also have long term impacts in providing them with a source of fire wood in the future (from thinning, fallen branches, off-cuts, etc.) and thus reduce the number of trips made to collect fire wood from the park. At this time, however, it is perhaps surprising that only 14.1% of households reported collecting firewood under the resource use agreements. Firewood is expensive to buy (a bundle that last for one day costs UShs 7,000 - $3). Most households live far from the park boundary and it may be that there are still a few sources of firewood remaining outside the park, such as in river valleys, and these are being used first to avoid the long travel time to the park.

There are no monitoring data available to asses to what extent the SEAP implementations - planting trees in agro-forestry systems and soil-water conservation techniques - have provided real benefits in terms of improved productivity of the farmers' land (short-term or long-term). But farmers have certainly gained from stabilizing their sloping land.

Project capacity building has to some extent helped groups that have been targeted to raise their profile and become 'first in line' for incoming projects, which may be more cost efficient if implemented by groups that already have training and experience. There is evidence of this occurring, for example with a short UNEP-funded project implemented by PROTOS in Kabarole working through groups trained by the project, or through BTC working with groups already trained in raising seedlings.

However, this has the effect of focusing attention on a few groups within a very wide landscape such that impacts remain limited in terms of the project goal.

9.3 GOVERNANCE AND MANAGEMENT OF NATURAL RESOURCES

There is clear evidence of impact in terms of management effectiveness as recorded by the METT (discussed in section 9.1). The capacity of the RMNP to manage the area has certainly improved, although not all governance issues have been addressed.

The development of the Resource Use Agreements is expected to provide useful information in informing policy (although the failure to deliver output 3.2 hinders this), and all project actions were expected to contribute to the goal and purpose. Certainly there has been an improvement in relations between the park and communities (which has extended to local communities joining in fighting fires, and giving some information about illegal activities). These have contributed to some extent to improved governance at the local level. However, as noted above there is still a major problem of controlling illegal use, which an improved partnership between the RMNP and the sub-counties and communities around the park has so far not managed to do effectively.

A positive point is that the technical staff at district level have been much engaged in the project and are better informed of issues in the target areas adjacent to the park. They may be able to channel district funding to address governance issues. Kabarole district has circulated an environmental ordinance in local language, but there are no data to indicate whether this has improved natural resources management in the target areas. A need to follow this up with bye-laws related, for example to management of forests on the banks of streams and rivers on the upper slopes was noted by project partners.

There has in general been a great improvement in the level of awareness of the importance of conservation and the sustainable use of the park's resources: while a high level of illegal activities unfortunately continue, the increase in general support for the park can be regarded as a small positive step in terms of governance.

9.4 GENDER ISSUES AND DISADVANTAGED GROUPS

Resource Use Groups and groups engaged in soil and water conservation generally had around 50% membership and involvement of men and women. It was noted (by women) that men were generally given preference for training, however. The project did not specifically invoke a 50% rule for involvement in training, such that only about 30% of bee-keeping trainees were women, for example. There are no data to indicate whether uptake of training differed between men and women, but it appeared that a high percentage of trainees across gender went on to implement the expected activities. The project did not appear to have any particular impact on gender equity: Kisiina group in fact noted that it was not possible to have women in managerial roles (on the executive of the group) as "women don't have time to participate in voluntary activities as they are too busy working". This type of gender stereotyping was not seen in other groups which had active women executive members. Women group members interviewed perceived that no particular attention was paid to women in the planning and use of project funds, but this is because project interventions were not gender specific and thus benefitted both men and women (as seen from equality in group membership noted above). Similarly no particular attention was paid to disadvantaged groups, although it was noted that the Kisiina group included disabled persons.

10. SUSTAINABILITY, REPLICABILITY AND MAGNIFICATION POTENTIAL

10.1 SUSTAINABILITY

The project paid due attention to an exit strategy, ensuring ownership by partners and thus obtaining both interest and commitment in continuing most project interventions after EOP – although to a very large extent this was noted by partners as being possible only to a limited extent unless they

succeeded in raising additional funds to enable this. Partners can clearly see the benefits, but must succeed in convincing higher authorities responsible for providing funds to them. The low priority attached to the ENR sector in Uganda when it comes to Government funding is clearly a key factor in influencing sustainability. This is largely beyond the ability of both project and partners to address in terms of changing the priorities of Government: the project exit strategy needs to consider how this can be handled.

The Ecological Monitoring Plan: the most expensive activity is actually setting it up (establishing PSPs and water sampling points, establishing a system of transects for mammal and human impact surveys, and getting baselines into place). This has been done and RMNP notes that costs of continuing the monitoring will be written into their AOPs from 2013. However, it is common throughout Ugandan PAs that research and monitoring is one of the areas of AOPs that are consistently NOT funded (at all). There are four rangers who have been well trained by the project and are highly motivated, but who have in the past also been sent on other duties, compromising the continuity of their involvement in monitoring. However the RMNP has stated that it can revise their TORs to make them dedicated monitoring rangers. These rangers can be supported by others who collect data during their other, routine activities (e.g. collecting water samples when patrolling in that area). A lack of supervision and coordinating capacity at RMNP has been noted as a potential problem, particularly with the recent transfer of the Research and Monitoring Warden just as the EMP and associated database are being operationalized. This may be addressed through building an institutional link with Makerere University and its field station, which has in fact already been initiated by WWF UCO (see recommendations), but the question remains as to how the involvement of these institutions will be funded.

Problem animal control: While not checked during the final evaluation, it was reported that the Mauritius thorn boundary is not being maintained/replanted by the park staff who are relying on community groups to do this. The PAC assessment report prepared in 2012 noted that collaborative boundary management groups had not yet seen the benefits of the hedges as problem animal controls, and that additional motivation such as being given beehives and allowed to harvest (coppice) Eucalyptus live markers did not seem to be assisting in the maintenance issue. However, project staff report that by the end of 2012 at least some groups were reporting that they can now cultivate crops up to the boundary and spend less time in scaring away wild animals from their gardens (and their children now attend school). Reports appear to be mixed. Collaborative boundary management groups were generally reported to be a little de-motivated at the time of the evaluation as far as the bee-keeping was concerned as they had not yet harvested honey after putting a lot of work into maintaining the hives (and boundaries). Also, chilli pepper growing has been underway for only 5 months and benefits of this as a potential problem animal control are not appreciated – the main interest is in growing the chilli pepper as a cash crop and there are concerns over the local market. Tooro Botanical Gardens, who have provided seeds and trained farmers in growing the chilli pepper under a contact with the RMNP, reports that the initiative needs at least 1-2 years of further supervision, and it is not clear how their continued support to the farmers can be financed. RMNP is not promoting extension of the initiative because of concerns over the continued involvement of Tooro Botanical Garden and over the local market. However, there is considerable demand for chilli pepper in Europe, such that Kasese District Local Government is looking at the possibility of promoting the growing of chilli pepper as an enterprise (and may be able to task their extension services to engage with farmers to grow chilli as a cash crop and to organize buyers).

SEAPs: While SEAPs for all sub-counties adjacent to the RMNP boundary were completed during Phase I, these have not been consolidated into DEAPs, except in Kabarole district where this was financed by NEMA. Kabarole district pointed out that this is not a large job, as 80% of the work is done in compiling the SEAPs, but nonetheless other districts maintain that they need donor funding to accomplish this. The absence of DEAPs means that links between the SEAPs and DDPs are missing a step, although districts do indicate that DDPs are including some of the priority areas for action noted in the SEAPs. A further issue is that SEAPs are now six to seven years old, based on field information that is older still, and need updating. However, at sub-county level the SEAPs continue to be used and some local revenue is applied to them (although it must be recognised that local revenue makes up less than 1% of the districts' budgets). Nombe sub-county in Ntoroko was able to produce a Sub-country Development Plan 2012-13 that neatly incorporated project interventions, although they admitted that they did not expect that these interventions would be funded post-project.

On the positive side, however, NAADS service providers in some districts have had their TORs revised such that they will be responsible for incorporating project interventions in their overall delivery (and they will not be paid without evidence that this has been done). In developing the project exit strategy, districts have committed to supporting their technical officers to follow up on project initiatives, but this is to a large extent 'funds permitting'.

Tree nurseries: The nurseries cannot be funded directly by the districts, but most nursery operators report that they are confident that they have a ready market in NAADS, ESCO in Bundibugyo (which will buy *Maesopsis* seedlings), and private farmers. A commitment of NAADS for 3 years had been obtained in Kabarole, and strong links with NAADS were seen in Kasese. The Simba Youth Group in Bundibugyo presented a good vision of how to continue (a sustainability strategy): their nursery is a demo tree nursery for the district and a source of seedlings for the district. One nursery group, Kisiina Zone in Ntoroko, expressed concern that it would be able to sell seedlings at the previous scale (where WWF was buying them, in addition to others) and was scaling down. This was somewhat anomalous but possibly due to NFA distributing free seedlings in that same area – on the other hand, it could mean that NFA would be a market for their nursery and they should establish a partnership with NFA to this end. BTC supported several tree nurseries in Kasese district until a year ago, but were unable to show monitoring results that indicated how many had survived since then, which would have been a good indication to the project of the sustainability of these initiatives. In general, however, the nurseries have been income generating assets for the communities and are likely to remain so.

Collaborative boundary management groups: As noted above, the collaborative boundary management groups may be de-motivated at present as they have not yet sold honey. They are also concerned that Bunyangabu Beekeeping Cooperative's buying-in price on UShs 4,500/kg is a low return for the amount of effort. BBC was created in the 1990s with help from WWF, has a long-standing interest in the area, and will certainly remain post-project. Nonetheless, bee-keepers are requesting the districts to find alternative buyers offering a higher price, perhaps for a branded Rwenzori Mountain honey that contributes to park conservation rather than a generic BBC honey. The District Entomologists have a clear role here in developing a competitive market.

Resource Use Groups: These groups appear stable but in some cases require an extension of their agreements with UWA. In some cases they are requesting a broadening of the agreements to other products or to a larger number of animals allowed to use the traditional paths (these requests need to be viewed in the context of the resource inventories and monitoring of any adverse impacts of implementation of the agreements). The groups will remain in operation post-project, with UWA support, but are expecting to be prioritized in revenue sharing to maintain a high level of motivation.

Soil and water conservation groups (SEAP implementation groups): These groups had generally understood the value of what they were doing and the benefits to them, although some farmers expressed a hope that the project would continue to pay them to manage their own land, which was more hopeful that realistic. These groups also have expectations of being prioritized for revenue sharing.

There is a likelihood of further support from WWF through other projects that will reinforce some project initiatives (for example through WWFs Clean Energy initiative, also funded by Norad and WWF Norway, and through an on-going UNDP-funded project[25] that has Rwenzori as one of its target areas. There do not appear to be other donors with a major interest in the region, except BTC which is also closing in 2013 and which has few activities in the ENR sector. Partners have certainly developed enhanced capacity as a result of project interventions, and may be able to use these in more effective lobbying for funds from Government. Bundibugyo district is a pilot district for NAPA interventions (which are taking on some lessons from the project) but on the whole Rwenzori is not currently a priority for Government when it comes to targeting donor funds.

[25] The UNDP project 'Strengthening Capacity for Sustainable Environmental Management and Climate Change adaptation and mitigation' is providing small grants to district natural resources departments and to CBOs for environment and CC-related initiatives.

10.2 REPLICABIITY

There is an established if informal contact between RMNP and other protected area managers, and a two-way flow of information on management initiatives. Project initiatives at Rwenzori were informed by, for example, experience in chilli pepper growing around Kibale National Park, and on the management of bee hives at high altitude from Mt Elgon National Park. Information is also flowing in the other direction, particularly concerning the implementation of Resource Use Agreements: lessons are being learned and shared between a number of parks (this will be written up in the policy study under output 3.1 with lessons from RMNP highlighted).

Projects coming into the districts have taken over groups trained by the project (e.g. PROTOS in Kabarole). Tree nursery approaches were replicated by BTC. Methodology for the establishment of Resource Use Groups has been used by Ecotrust in replicating RUAs (with funding from CARE). Further replication of successful ENR actions such as tree planting and soil-water conservation is being proposed by applicants for funding from the incoming UNDP-funded project mentioned above (section 10.1). These replications are cost-efficient for in-coming donors and likely to continue.

There is much interest among communities in self-replicating initiatives. This is particularly the case with bee keeping: two persons from each group were trained to manufacture hives for replication, although this has taken place only to a limited extent because of the need to buy materials (the persons concerned have requested permits to collect bamboo from the RMNP for this purpose). There is also interest in developing more tree nurseries to supply NAADS and ESCO, although interested persons generally require funding to establish them. Replication may take place over a longer time period as the various groups build their own financial resources. BBC has offered, if bee-keeping groups will accept their prices, to enrol beekeepers as members of their cooperative, where they may qualify for benefits such as access to a savings and loans scheme aimed specifically at replicating bee-keeping initiatives.

11. LESSONS LEARNED

The project had a major emphasis on documentation of lessons learned and identified six specific areas for documentation. At the time of the evaluation the lessons learned documentation was still in draft form, but the key lessons extracted from these six reports are as follows.

11.1 FOREST LANDSCAPE RESTORATION

Key lessons are:

- Start small with manageable pilot sites
- Keep relevant – address real issues and develop simplified guidelines and tools
- Target lands with non-agricultural values - use economic benefits to argue for conservation
- Transparent systems and structures are key to success - planning with beneficiaries is motivating, such as creating plantation and business plans
- Encourage beneficiaries to engage with the project, e.g. use cross-visits to interest farmers, and incorporate gender considerations
- Manage community expectations to avoid a dependency syndrome. Confront opportunity costs and labour demands. Listen to communities and conduct continuous awareness creation throughout the project's lifetime to avoid misunderstandings.
- Mobilise political and technical support effectively at all levels (district, sub-county and parish). Work in close partnership with park authorities, local governments, and other available stakeholders to bring on board their different competencies.

The project (Phases I and II) had some small visible impacts on the tree cover of the landscape in the Rwenzori region through implementing the FLR intervention. While the start-up was slow, farmer interest and participation gradually increased considerably and eventually the demand for seedlings could not be met by the project. Involving all stakeholders from the beginning worked well and led to ownership of the intervention, and probable sustainability. Another aspect that worked well was

selecting sites that were unproductive for agricultural crops: in doing this landscape restoration did not compete with food production and secured a future for the forests.

11.2 ENVIRONMENT ACTION PLANNING

Key lessons are:

- Implementation and monitoring of SEAPs requires coordination mechanisms among different government programmes.
- Defining responsibilities and accountabilities of Sub-county local government in the implementation of SEAPs are vital for attainment of results.
- Supporting the implementing of Sub-county local government activities through CBOs is more effective and efficient than direct disbursement of funds to Sub-county local governments.
- Involving local governments in the selection of CBOs to support implementation of SEAPs increases the ownership of local governments in the process and outcomes.

Lessons for future direction in implementing SEAPS are thus that district local government technical staff overseeing the SEAP process need to a) put mechanisms for the implementation and coordination of SEAPs in place before commencing, and b) conduct regular follow-up during and after the development of SEAPs and provide technical support as needed.

11.3 RESOURCE USE AGREEMENTS

Key lessons are:

- Involving communities in sustainable resource use programmes brings about faster understanding and quicker results.
- Communities have indigenous technical knowledge which outsiders do not have and therefore can ably contribute to conservation of natural resources.
- Adaptive management is more relevant than following blue prints.
- Consulting and negotiating with whole communities rather than only representatives brings out information that would otherwise be missed, improves learning and understanding of issues, and increases satisfaction with the processes and results.
- Conservation programmes take a long time to implement because of the deep understanding that is required; it also takes a long time to see results because of the time frame of expected results and impacts.
- It is cost-effective to engage local community structures in community related programmes. With the awareness raising, appropriate training and resource benefit incentives, resource use groups are able to implement, monitor and report to park managers with minimum supervision.
- All relevant programme stakeholders must be involved in order to achieve set objectives (local government staff, politicians, NGOs), and to balance the supports to the resource use groups.
- Caution is needed when local communities handle funds, such as locally generated income.
- Biodiversity conservation must coincide with tangible benefits to local people.
- Programmes must be implemented while local communities are still enthusiastic: they will quickly lose interest if stated activities and results are not forthcoming.

The lessons learned study noted that UWA and partners needed urgently to develop a relevant resource use policies and associated guidelines for effective implementation (based on the policy study conducted by the project). However, the study expressed concerns that UWA lacks manpower and needed more rangers to work together with communities on these type of arrangements, particularly to engage communities in monitoring and working with rangers to reduce legal activities in the park as a part of the agreements.

11.4 COLLABORATIVE BOUNDARY MANAGEMENT

Key lessons are:

- The participation of women in the boundary management groups is needed for their sustainability and in order to realize significant impacts on household livelihoods and conservation practices in the communities.

- There is a need to regularly review community needs and motivation in order to sustain the commitment of group members toward continuously maintaining the boundaries and protecting the park from illegal activities.
- Environment Impact Assessments should be a prerequisite for all community-park interventions with considerations of tree species most appropriate as park boundary markers and with attention to community needs (e.g. in harvesting mature markers and replacing them with new seedlings).

A key issue noted was that there should be clear and practical strategies to promote regular visits and communication between park wardens and the communities to keep up the dialogue and develop a mutual trust and commitment to the collaboration and conservation goals. This requires the park to review, update and provide agreements and permits for all groups and individuals. In this regard, the agreements need to clarify and ensure consistency on the ownership of trees planted by farmers in the park boundary.

11.5 ECOLOGICAL MONITORING WITHIN PROTECTED AREAS

The report was not available at the time of the evaluation. Key lessons here revolve around the importance of the protected area authority in driving the process (and ensuring that they see the value of monitoring to their planning and decision-making processes), how to ensure sustainability through institutional linkages (e.g. to academic institutions) and capacity building within the protected area staff, and a need to ensure proper materials and equipment while the programme is being established.

11.6 PROBLEM ANIMAL CONTROL

Key lessons are:

- While measures can be taken to try to create barriers to animals along the boundary of a protected area, growing crops that are less palatable to the dominant problem animal species is probably the most effective problem animal control measure.
- Mauritius thorn hedge is only effective when it is established consistently and well maintained.
- Raising Mauritius thorn seedlings with the involvement of the target communities can help to motivate them to continue planting the seedlings thereafter (e.g. replanting gaps caused by the failure of some seedlings to grow or through animal damage).
- Provision of equipment to communities to initiate any problem animal control measure enhances the likelihood of them continuing with the work.
- Rodents and birds are not controlled using Mauritius thorn hedges or planting chilli pepper.

There are also clear recommendations to RMNP as the managers of the initiative that would help to anchor the initiative among local communities, including:

- Follow up initial planting with a 'contingency plan' (using the wording in the assessment report on the effectiveness of Mauritius thorn) that supports communities to maintain the hedge since communities cannot necessarily be relied upon to do these repairs themselves (even though they would benefit from keeping the animals out of their fields[26]).
- Remove or trim tall trees along the boundary to reduce canopy cover that suppresses the thorn and may allow animals climbing routes to cross over the hedge.
- Encourage communities to collect seeds from their plots and propagate for re-planting of damaged sections of the fence.
- Provide more seedlings to extend planting to sections currently without Mauritius thorn hedges to increase the overall effectiveness of the hedge.

As the piloting of chilli pepper had commenced only shortly before EOP, and the plants had not yet started fruiting by the time of the evaluation, there are no lessons that can be drawn from this particular problem animal control technique.

[26] There appears to be some confusion on the part of communities between their self-interest in protecting their fields and the expectation of being paid as 'vermin guards'. This needs to be avoided by being very clear at the start of the exercise on precise roles and benefits.

11.7 OTHER LESSONS LEARNED

The following points arose during the final evaluation and worth mentioning as a supplement to the above MORE detailed assessments:

11.7.1 General lessons

- Phase II of the project made a strategic decision to shift to a focus on specific activities and lessons learned documentation rather than scaling up. This is not a common approach in Phase II's. However, in this case the approach was successful in that it helped stakeholders to focus on key issues and think more carefully about sustainability and uptake, which has made it easier for the project to develop a coherent exit strategy (although of course there are always concerns about funding of interventions post project, linked to the low priority of the ENR sector for government funds).
- The development of Resource Use Agreements appears to be a cost-effective means of getting benefits to many people, as opposed, for example, to the distribution of bee-hives that is quite expensive and benefits relatively few. Certainly there is a demand for the development of new RUAs, both from communities and from the park managers, who see this as a good means of starting to build relations with communities. However, there are some concerns already expressed in this report as to whether the sustainability of RUAs is actually being monitored in terms of what is being extracted and its effects on the ecosystem (even through legal extraction is well within quotas based on the original resource inventories).
- The monitoring of results against baselines is a critical part of project implementation, and the evaluation of this project is somewhat hampered by a lack of monitoring information. There is some documentation at output level, but very little at impact level. More attention needs to be paid in projects of this type to establishing proper systems of output and impact indicators, with milestones, to enable a more objective assessment of project achievement.

11.7.2 Specific lessons

- RMNP is promoting the process of working together with communities rather than in opposition to them, and in general it is clear that project initiatives that fully involved communities are the most successful on the ground. Several of the lessons learned reports noted above emphasize this point. However, there is some doubt as to whether the communities are wholly on the side of the park: illegal activities are at a high level and communities are probably under-representing the illegal benefits they still obtain from the park. The RMNP should not, on the basis of METT results, become complacent - there is still a need for intensive patrolling and enforcement activities, including more clandestine operations, to counter the illegal activities (see recommendations). This might effectively be coupled with additional community engagement and enhanced benefits to communities to increase further their appreciation of the value of the park.
- The engagement of districts and sub-counties directly in monitoring project interventions has worked well, but may not be sustainable as ENR departments are underfunded and post project may well switch to other activities. Assuming responsibilities for SEAPs does not necessarily mean that implementation will continue – although the engagement of NAADS service providers helps. However, engaging DLG staff can lead to them being tasked to be responsible for outputs and thus more aware of needs to continue after the project lifetime.
- The level of understanding of key RMNP staff of the usefulness of monitoring for management decision making, or of communities in the usefulness of chilli pepper as a problem animal control, would have been clearer if exposure visits had taken place BEFORE implementing the activities.
- More attention is needed to project learning processes at an earlier stage of implementation. While a substantial amount of training has been delivered this has in some cases not been put into context. An exchange of beekeepers with an established bee-keeping group may have helped them to address issues of low colonization rate and low productivity which have been addressed rather late. An exposure trip for farmers growing chilli pepper as a problem animal control would have helped them to understand how this works before they commenced implementing the activities. During phase 1 RMNP staff were taken to ITFC to see how an existing Ecological Monitoring Programme contributes to management (i.e. its real value), but by

the time the system was put into practice in phase 2, UWA staff turnover meant that a further visit should perhaps have been undertaken to induct the new staff.

- In the case of newly created districts, the early application of measures such as those provided through this project can embed environmental priorities within the district political thinking, and indeed can help to build the identity of the district (this lesson was noted by Ntoroko district).

Lessons learned documents have been shared at a stakeholder workshop prior to being finalized. The final versions of the six reports noted above will be printed and disseminated by WWF at the end of 2012 and thereafter. The last four reports mentioned above, in particular, contain lessons that are widely applicable and are suitable for uptake within WWF UCO and ESARP strategy, and may be usefully disseminated through ESARP and WWF Norway to other countries in the region.

12. CONCLUSIONS AND OVERALL ASSESSMENT

12.1 PROJECT PERFORMANCE

It is expected that the project will fully or partially achieve the targets under 7 of its 10 purpose and output indicators as laid out in the LFA by the time of termination and targets under 2 more in early 2013. The improved management effectiveness of the RMNP as recorded in the METT, and the exceeding of livelihoods support targets under output 2 in particular contribute to the achievement of the project purpose, although issues of illegal access and resource use remain and need to be addressed by all parties. Failure of the project to reach the original target P2 (populations of selected species maintained or increased) was due to errors in design (absence of baseline data) and this target is not included in the revised logframe. The inability of the project completely to achieve the targets under outputs 1.2 (management oriented research documented and taken up into management decision making) and 1.3b (mammal population baselines) and to not reach targets under 3.2 (policy change) are mostly attributable to implementation delays.

In terms of activities as laid down in the annual work plans:

- Outcome 1: The project has completed 1 of 4 overall work plan activities (one ranger post[27]), with the implementation of the EMP underway (water sampling and PSPs in place but mammal baselines not completed), problem animal research 50% completed (effectiveness of Mauritius thorn has been assessed but pepper growing will not give conclusive results), and climate vulnerability assessment cancelled. RMNP has a strengthened capacity but impact on project goal is uncertain.

- Outcome 2: The project has largely completed 3 of 4 activities (extension of Resource Use Agreements, continued tree planting (although at a lower level than in Phase I for strategic reasons), and implementation of priority SEAP actions (focusing on soil and water conservation). Bee-keeping interventions have been problematic and production of honey by EOP has been minimal. CBO capacity has been strengthened and a high percentage of actions appear sustainable.

- Outcome 3: The project completed 2 activities related to establishing a monitoring plan in 2011 (but in considering only output monitoring the plan paid little attention to some key elements of a project monitoring process). The remaining 5 activities on documentation are incomplete at the time of the evaluation and dissemination of some will largely be post-project, although WWF hopes to disseminate lessons learned reports to at least some level before EOP. The quality of the lessons learned documentation appears generally good; the quality and usefulness of the policy study cannot be assessed although it is likely to be rushed and not very comprehensive (a draft seen by the evaluator in mid December seemed very preliminary).

The opinion of stakeholders is that the project has in general been effectively implemented and results are useful to them; stakeholders cite in particular the implementation modality whereby

[27] The original target was two ranger posts, but this had to be scaled down due to inflation within Uganda and delays in 2010 that led to some funds earmarked for this being returned.

activities are ceded to and/or actively monitored by stakeholder organizations as contributing substantially to project effectiveness (especially in regard to outputs 2.1 and 2.2). It is clear that the project was substantially built capacities of CBOs involved in implementing project activities – although some of the CBOs express concerns over sustainability post-project. RMNP considered that their capacity to negotiate with communities had been increased, although there are issues here in terms of whether communities are yet wholly on the side of the park (in fact, they never will be as there will always be some who cheat for the possibility of a quick financial gain, and those whose poverty drives them to exploit whatever opportunities present themselves). However, the RMNP should under no circumstances become complacent in regard to combating illegal activities (see section 9.1).

12.2 OVERALL ASSESSMENT

On overall assessment the project is rated as having delivered well against its targets and with no significant deviation from the LFA beyond what was agreed at mid-term. This is a good achievement, particularly in consideration of the short time frame under which the project was actually delivered (not effectively commencing field activities until early 2011). The project team performed well under constraints of time and sometimes a lower level of administrative support that might be expected (particularly in terms of procurement undertaken by WWF UCO, where faults may have existed on both sides but where ultimately it is the responsibility of UCO to deliver). The project contribution to the purpose has been considerable in terms of its outputs, but has been compromised by continuing illegal activities within the RMNP and the fact that these activities are not being picked up or effectively addressed by the RMNP itself. Also, the focus of documenting and sharing lessons that is preeminent in the project purpose did not start up until close to the end of the project lifetime, such that much of the impact will be post-project. In terms of the total Rwenzori landscape the impacts of the project on the ground have been very small and localized (e.g. in Bundibugyo activities have involved 2 out of 256 villages, although admittedly most of these are not adjacent to the park) – hence the importance of disseminating and hopefully monitoring up-take of the lessons learned (post-project).

13. RECOMMENDATIONS AND WAY FORWARD

WWF Norway (Norad) funding for RMNP is ceasing at EOP, although the association with the project area is continuing through a Norad project focusing on clean energy: the offices at Rwakingi will be maintained and adapt to a new implementation focus. One other UNDP-funded project is expected to take up some of the initiatives of the current project, notably working with CBOs in environmental management and climate change adaptation initiatives. The TAC and project partners have clearly expressed a need for other projects/donors to follow-up on the current project. Meanwhile, however, an exit strategy for the current project has been prepared and is being implemented.

A number of recommendations have been made by partners and others are suggested by the consultant as a way forward, as follows:

Recommendations addressed to UWA and RMNP:

- Review the patrolling and enforcement strategy as a matter of extreme urgency to find ways to deal with the high incidence of illegal activities and the divergence between information resulting from ranger-based monitoring and that recorded away from ranger patrol routes.
    - Most ranger posts are some way from the boundary and rangers setting off for patrol can easily be spotted and persons in the forest forewarned by other community rangers. This could be addressed by moving to rented bases closer to the park or constructing new posts closer to the park (should funds be available). Meanwhile it should be countered by more clandestine patrolling including introducing a mobile force whose location within the park is more difficult for poachers to predict. A long term option to be considered is to move away from the fixed ranger post model altogether and switch to well-equipped mobile patrols operating from moveable bases inside the park: this is a proven strategy internationally, but in the difficult terrain of Rwenzori will require considerable additional resources.

- The divergence in information is a result of rangers sticking to fixed paths for patrolling. Obviously it is extremely difficult to patrol off-trail, but some effort needs to be made to follow suspected poacher trails diverging from the main trails, etc. Poachers have obviously changed their behaviour to avoid the rangers and the rangers must respond by changing their behaviour also.

- Maintain good relations with communities as far as possible through extending the life of RUAs that have expired and considering extending them to include bamboo for making bee hives, bamboo leaves for thatching, etc., as per requests of the communities. However, changes should probably not involve extending the area coverage beyond the 3 km from the park boundary, should be based on the resource inventories and monitoring of possible impacts (degradation) in the resource use areas, and should be subject to a detailed review of Resource Use Agreement governance issues including the legality/acceptability of generating income from selling products harvested from the park.
- Ensure that the in-coming Warden research and Monitoring is effectively briefed in the importance of the ecological monitoring and tasked with following up the project initiatives.
- The roles of rangers in carrying out the monitoring should be clarified with adjusted TORs and appointment of specialised (dedicated) monitoring rangers if possible.
- Arrangements are needed with academic institutions for research cooperation in RMNP. For example, an Addendum has been suggested to the MOA between Makerere University and UWA to extend research cooperation to RMNP. Under this arrangement the University field station at Kibale NP (MUBFS) could extend its mandate to include providing research and monitoring assistance to RMNP. Makerere University could also, under this arrangement, encourage students to go to RMNP and participate in research and monitoring as part of their studies.
- Funds need to be both planned and allocated within AOPs to continue monitoring initiatives.
- Funds need to be found to allow a 1-2 year follow-up on the chilli pepper trials, including the clarification of a market (noting that production of chilli pepper will need to be in bulk for it to be worthwhile for traders to send a truck into the mountains to purchase the crop).
- Support from Government or donor sources should be sought to conduct a climate change vulnerability assessment, which unfortunately was not undertaken by the project but the results of which are still needed as an important input into the revision of the GMP.

Recommendations addressed to the district leadership and technical staff:

- There is an expectation that the district leadership will lobby donors for more support to the established community groups. (There was a particular request for lobbying for support for rural water projects to ease burden of women who travel long distances to collect water.)
- Established community groups should be given priority in UWA revenue sharing in order to keep up motivation and encourage them to replicate project initiatives. However, UWA revenue sharing by the districts might also consider the extent to which the sub-counties concerned are focus areas for illegal activities inside the park (this data will be available if a more effective patrolling system is introduced: meanwhile information is available from the mammal surveys)[28].
- District Agricultural Officers should help communities to find new markets for products (e.g. other buyers of honey to make it competitive, markets for chilli pepper).
- District technical staff should maintain their regular visits to the field even after the project closes. This should also take place as part of the evaluation of NAADS service providers – in which case staff need to make sure that the innovations added to service provider contracts have been complied with.
- District technical staff (specifically the project focal point) should regularly update the District Technical Planning Committee on the activities of projects and lobby for uptake in DEAPs/DDPs. Projects might also be asked to make presentations to the Technical Planning Committee or to the District Council to support this uptake.
- Districts should revisit the criteria for evaluation of enterprises to be awarded contracts as NAADS service providers to ensure they are capable of absorbing project interventions.
- Districts should prepare policy statements on ENR that determine how activities follow-up the project interventions will be funded, in line with the commitments made by the districts as part of the exit strategy.

[28] It is noted that at present the distribution of revenue is based on the length of boundary shared between the sub-county and the park.

Recommendations addressed to the TAC and to WWF UCO

- Lobby Government for greater support to the ENR sector (e.g. through conditional grants for forest restoration, similar to the existing conditional grant for wetland management).
- Lobby for potential carbon projects (PES, REDD+, etc.), and for an extension of organic coffee project that will help farmers get a better price for their coffee (this recommendation can also be applied to the districts).
- Lobby for Government programmes that extend tree planting activities to schools, planting of roadsides and planting of non-forested Local Forest Reserves
- Link the RMNP and community groups with potential funding partners. Circulation of project lessons learned and documented results to donors and funding agencies may help build a higher profile for Rwenzori and create an interest in working in this region – such that donors and other funders are not necessarily putting funds only into those priority areas identified by Government (Rwenzori is not one of these priority areas).
- Disseminate documentation and guidelines in local language (similar to the Kabarole ordinance that was circulated in Rutooro and Rukonjo), e.g. concerning the protection of river boundaries.
- In order to improve procurement and administrative procedures within WWF UCO, a) build capacity of staff to understand field conditions through location in to a field post for a short period, b) introduce a level of flexibility in sub-contracts (5% allowable adjustment to individual budget lines without requiring permission from the contractor), c) streamline or decentralise procurement processes (e.g. raise local signatory limits).
- Future projects should involve partners in a budget conference aligned with the annual planning process which would help to properly calculate costs and avoid serious under- or over-budgeting.

ANNEX A. TORs FOR THE FINAL EVALUATION

1. Introduction and purpose of the project evaluation

This Project Evaluation is commissioned by WWF Uganda Country Office (UCO) and forms part of the requirements of the funding agency, Norad, through WWF-Norway. The main purpose of the evaluation is to assess and review the relevance, effectiveness, efficiency, impact and sustainability of Rwenzori Mountains Conservation and Environmental Management Project phase II (RMCEMP II) in order to conclude if the project has delivered its intended benefits and impacts and ultimately provided value for money. The evaluation will also serve to guide the design of similar projects in the future and generally contribute to organizational learning and lessons to the network and other stakeholders. It also forms part of WWF's desire for transparency and accountability. For details on the scope of the evaluation and evaluation criteria see Section 4 below and Annex 5 – Evaluation Report format.

The Evaluation Report, when finalized will be posted on the WWF Connect website.

2. Project Background and Context

Rwenzori Mountains Conservation and Environmental Management Project (RMCEMP) is implemented by WWF Uganda Country Office (UCO) in partnership with Uganda Wildlife Authority (UWA) and in collaboration with the local government and the local communities bordering Rwenzori Mountains National Park (RMNP) in the districts of Kasese, Kabarole, Ntoroko and Bundibugyo in Western Uganda. The project is funded by the Norwegian Agency for Development Cooperation (Norad) through WWF-Norway and has been implemented in two phases. Phase I started field implementation in 2005 and ended in 2009. Phase II started in 2010 and is expected to end by 31 December 2012.

RMCEMP was designed to address some of the gaps and threats identified in UWA's General Management Plan (2004-2014) for the Rwenzori Mountains National Park (RMNP). In the General Management Plan (GMP) for RMNP, major challenges and threats to the biodiversity include: i) inadequate capacity of RMNP, including limited facilities, equipment and staff training, ii) illegal activities in the park especially for timber and game meat, iii) increased pressure on and demand for land, iv) lack of a clear and respected park boundary, v) poorly developed tourism facilities and activities, vi) the need for strengthened involvement of local communities in the management of the Park and increased benefits to these communities and vii) weak transboundary cooperation.

The overall goal of phase I was to strengthen the conservation of the Rwenzori Mountains ecosystem and maintain its biodiversity and water catchment values in harmony with sustainable utilisation of resources for the benefit of Uganda and the international communities. The purpose was to reinforce the integrity and conservation status of the RMNP through, among other things, capacity building of stakeholders including local institutions; increasing Park related benefits for neighbouring communities; and addressing trans-boundary coordination. Phase I was evaluated in 2009[29] and the evaluation team recommended a second phase. RMCEMP phase II is meant to consolidate the achievements of Phase I and document lessons for learning, sharing and scaling up. The phase II goal is 'Rwenzori Mountains ecosystem, including its biodiversity and water catchment values, is conserved for the benefit of neighbouring and the international communities'. The purpose is to strengthen biodiversity conservation through improved management of the RMNP, increased benefits to local communities and sharing and lessons with stakeholders by the end of 2012.

RMCEMP II has three major outputs: i) Management of the Rwenzori Mountains National Park further strengthened, ii) Conservation benefits to park-adjacent communities increased and iii) Results, impacts and lessons of the project from selected thematic areas credibly researched, documented and shared (for performance indicators, see the log frame attached). Phase II consolidated efforts in further addressing some of these issues through strengthening the management capacity of RMNP and increasing community benefits to buy in communities in the conservation of the park.

[29] Borner, M. & Ogwang, B. 2010. *Rwenzori Mountains Conservation and Environmental Management Project, Uganda. Final Report.* WWF Uganda Country Office and WWF-Norway, Kampala and Oslo.

2.2 Geographical location

The Rwenzori Mountains National Park (RMNP) lies in a mountain chain that is a trans-boundary massif shared between Uganda and Democratic Republic of Congo (DRC) with over 75% of the mountain range found in Uganda (see Appendix A for the map of the project area). RMNP covers an area of 996 km^2 and comprises the main part of the Rwenzori Mountains chain, which includes Africa's third highest peak (Mt. Margherita, 5,109 m a.s.l.) and it is contiguous with Parc National des Virunga (PNVi) on the DRC side. RMNP has been a focal point for international recognitions and was inscribed as a UN World Heritage Site in 1994 and designated as a Ramsar site (wetland of international importance) in 2009. The Virunga National Park is also both a World Heritage Site and Ramsar site. Along the park boundary of RMNP measuring approximately 164 km there are many local communities that are economically poor and have very limited access to a variety of goods and services. These communities are in the Kasese, Kabarole, Ntoroko and Bundibugyo districts.

2.3 Major stakeholders and their roles, interests and concerns.

The major project partner is the Uganda Wildlife Authority, particularly Rwenzori Mountains National Park through which the project implements its interventions to strengthen the management capacity and contribute to the core rationale for the creation and conservation of the national park by the Ugandan Government. It also contributes to the justification for its World Heritage Site listing by UNESCO as well as a Ramsar site by the Ramsar Secretariat, which are focused on biodiversity and water catchment values.

Others are the district local governments of Kasese, Ntoroko, Kabarole and Bundibugyo and the local communities surrounding the national park that the Project expects to contribute to the improvement of their livelihood through financial and non-financial conservation sources like sustainable harvesting of park resources and conservation-based enterprises by the end of 2012.

3. The Project Log frame

The full Logical Framework Analysis (LFA) is attached as Annex B

3.1 Project Goal/Development Objective

The overall goal the project is “Rwenzori Mountains ecosystem, including its biodiversity and water catchment values, is conserved for the benefit of neighbouring and the international communities”.

3.2 Project Purpose

The purpose is to strengthen biodiversity conservation through improved management of the RMNP, increased benefits to local communities and sharing and lessons with stakeholders by the end of 2012.

3.3 Project Outputs

The project has three main expected outputs as outlined in the project LFA in Annex B

4. Scope of the Evaluation

The Project End Evaluation is expected to address the following, at a minimum:

Relevance and Quality of Project Design

Assessment of the appropriateness, quality and relevance of the project design, that is, is the project design adequately addressing problems and needs and is it consistent with beneficiaries’ requirements and national priorities. Analyze changes in the project as a response to changes in the project context (phase II) since its start, whether the changes in the project were appropriate and responded to the needs at the time, threats and opportunities that emerged during the course of the project. Assess what adjustments have been made and what others could have been necessary. In particular, the evaluation should analyze;

a) The extent to which the project responded to WWF priority issues, national and Norad priorities.
b) The extent to which project anticipated outcomes remained valid.
c) Whether the project planned and undertook the most appropriate strategies to achieve the desired results and impacts.

d) Assess the quality and relevance of the project design in order to assist in improving future programme design and management.
e) Are the goal and purpose of the project still relevant, i.e. to what extent has the project responded to priority conservation, socio-economic and other identified issues of concern? If not, what has changed from when the project was designed and why?
f) How relevant, appropriate and strategic are the project results (outputs, outcomes and impact) to national goals?
g) How relevant, appropriate and strategic are the project interventions to Norad Strategy.
h) Given the project goal and purpose, have the implementation strategies been appropriate, i.e. is the LFA logical and complete and in which way?
i) Does the project have buy-in and support from all stakeholder levels, i.e. has it met stakeholder expectations and how?
j) Is the project aligned with other donor or government projects and programmes in the project area and in which way?

Effectiveness (Achievement of purpose)
This is assessment of the major achievements of the project to date in relation to its stated purpose and outputs. To report on this, the following but not limited to should be assessed:
a. With reference to the LFA indicators, other criteria if appropriate, and project monitoring data, assess the effectiveness the project in achieving its intended purpose and outputs, and to what extent will the project contribute to the overall goal?
b. As much as possible assess whether and how the strategies and activities implemented contributed to achievement of the results.
c. Which have been the key factors leading to Project achievements and attribute the changes and results that are observed to the relevant factors and to what extent can these be attributed the Project or not?
d. Are any conservation and socio-economic achievements likely to occur after the end of the project - which ones and why
e. Has the project failed in any respect, and if so explain why?
f. What are the views of the various stakeholders (see annex 4) on the achievements of the project?
g. Has the project contributed to raising capacity of CSOs, local governments, the local communities and UWA in natural resource management or other areas?
h. The evaluation should also analyse other internal and external factors that could have either positively or negatively influenced the results.
i. As much as possible, assess the cost-effectiveness of the project interventions.
j. Assess the level of management effectiveness of Rwenzori Mountains National Park using protected area management effectiveness tracking tool;
k. Assess the conservation benefits accruing from project interventions;
l. Assess the relevance and quality of documentation material produced by the Project;
m. Examine factors that affected project implementation and achievement of project results, including factors contributing to the main successes and main failures for the above three issues.

Efficiency of Planning and Implementation (Sound Management)
This is to evaluate the efficiency of the project in achieving the planned results. Have funds, capacity, time and other resources been efficiently utilised to achieve the project purpose and outputs, i.e. has the project provided value for money and effort and how?

<u>Financial</u>
a) Assess the availability of funds as compared with the project purpose, outputs, the budget and planned activities
b) Assess the extent to which the right amount of resources was used to achieve the project intended results and in line with approved work plans and budgets. Analyse the budget line and total expenditures and explain any over or under expenditures.
c) Have funds been transferred efficiently from donor to the project and then utilised efficiently and in which way?
d) To what extent do the financial resources for various budget lines, outputs and activities appear to have been converted efficiently into outcomes?

Implementation

a) Whether the project was implemented as planned, including the proportion of activities in work plans implemented.
b) Has monitoring data been collected as planned, stored and used to inform future plans and in which way?
c) Has project implementation been adaptive and pro-active, responding to changes and lessons learned and review results and recommendations and how?
d) Have risks been identified, monitored and mitigated during Project implementation and how?
e) What learning processes have been in place and who has benefitted (e.g. training, self-evaluation, exchanges with related projects etc.) and how has this influences project outcome?
f) Whether the overall project action plan and logical framework was followed during implementation and the extent to which they guided the project.
g) The quality and timeliness of the project's support and resource inputs and the quality of the results.
h) Also assess quality assurance systems within WWF and the timeliness in technical and financial reporting.

Management factors

a) Does the project organisation appear efficient and how?
b) Did the project experience any capacity gaps and in which way?
c) Was the project managed efficiently?
d) Has internal and external communication been effective and efficient and in which way?
e) Has reporting been timely and with good quality and in which way?
f) The adaptive measures that were taken from time to time to remedy potential setbacks or changes in project context or assumptions.
g) The strengths and weaknesses of the Project's partnership arrangements with stakeholders in delivering project results.
h) Important internal and external factors that impacted efficiency.
i) Whether the human resource capacities were appropriate and relevant to project tasks.

Impact

Building, among other things, on the assessment of effectiveness and the efficiency, the evaluation will assess the results and impacts of the Project, whether positive, negative, primary or secondary long-term or short-term, produced directly or indirectly as a result of project interventions. The evaluation should ascertain whether biodiversity conservation has been strengthened particularly through improved management effectiveness of the Rwenzori Mountains National Park, whether there are increased benefits to local communities and whether impacts and lessons have been documented credibly and shared. The evaluation should assess:

Impacts

a) How effective the RMNP management has become due to project support, and translated into improved conservation of the park. RMNP management effectiveness will be measured using Management Effectiveness Tracking Tool (METT). The consultant will assess management effectiveness using a participatory discussion with UWA staff at RMNP.
b) Impacts of communities' collaborative participation in park management (e.g. boundary management and resource inventory) and bridging park-community relationship.
c) Whether and how the financial and non-financial conservation benefits improved the livelihoods of targeted households and their impact on park management.
d) And how much documented lessons have and will inform policy processes and conservation practices.
e) What impacts has the project had on biodiversity conservation or is likely to have?
f) What impacts has the project had on people in the project area in terms of empowerment/influence, livelihoods and income generation , or is likely to have (If applicable make reference to women, poverty, equality etc.)?
g) Has the project met stakeholder expectations and in which way?
h) What impact, if any, has the Project had on the role of role of civil society, in particular in terms of natural resource management related to RMNP and its surroundings?
i) What impact, if any, has the project had on policy, legal and institutional frameworks relating to sustainable natural resource management, in particular collaborative boundary management and in park resources use?

j) How has the Project contributed, if at all, to gender equality and economic empowerment for women and other marginalized groups?

Management Oriented Research

a) Assess whether management oriented research (e.g. ecological monitoring, pepper studies, Mauritius thorns and resource inventories) carried out, have been used in effective park management decision making.
b) The assessment should include, but not be limited to, assessment of changes in frequency in ecological data collection, type and quality of data collected, data storage, access and usage. The evaluation should assess and analyse decisions that have been made based on management oriented research.

Livelihood improvements

a) Assess and analyze the level of impacts of financial and non-financial conservation benefits on the livelihood of the target park adjacent communities and compare and correlate with phase I. This should not only focus on sales and direct proceeds from project supported activities, but also how much more the communities have benefited from such proceeds. It should also include the assessment of how the project support has improved the capacity of target beneficiaries, how it has raised their profiles, and whether and how it has brought to them other developments.
b) Assess the level of increase in income of project target households and communities involved in project activities, if any.
c) Assess changes in the livelihood of the communities involved in activities such as tree planting, problem animal control, collaborative park boundary management, pilot implementation of EAPs, and in-park resources.
d) Assess whether the livelihood interventions above have contributed to improving conservation of natural resources in the park.

Lessons

Also analyze whether the project and partners have so far used some of the lessons learnt and documented and shared them. Also analyze the extent to which project lessons and best practices documented (RMCEMP I and II) have informed policy processes

Financial Management and Audits

The evaluation should assess budgets and expenditures and management of these, including:

a) Summarise the main budget and expenditure items over the Project life time and assess how they compare with what is likely to be required to achieve the Project purpose.
b) Track disbursements and the time it takes for funds to reach the expenditure level(s) from being disbursed by the donor.
c) How has follow-up of issues raised in annual audits, if any, been handled?
d) How has management of Project assets and the adequacy of this been?
e) What anti-corruption measures have been implemented and how well do these appear to have worked?

Sustainability, replicability and magnification potential

Assessment of the key factors affecting sustainability and up-scaling of the project activities as well as determining the d likelihood of the initiatives supported by the project continuing after the project support has ended.

Sustainability

a) Has the Project had a clear exit strategy, including how to ensure continuity of benefits and activities required to ensure long-term benefits and conservation gains?
b) Is the social, legal and political environment conducive to sustainability and replicability?
c) What project sustainability measures exist and what factors are likely to negatively affect project sustainability?
d) What is the likelihood of continuation of initiated conservation and livelihood activities and lasting benefits after the project is closed? What initiatives have been taken or likely to be taken up by project partners and target beneficiaries, and plans to sustain them.
e) Are results and impacts, such as improvements in park management and community benefits, likely to continue and be lasting?

f) Which are the key constraints to sustainability of project benefits? Suggest post project actions that partners can undertake to sustain the achievements.
g) Have partners and stakeholders successfully enhanced their capacities and do they have the required resources to make use of these capacities?

Replicability
a) Is there evidence of organisations/partners/communities that have copied, upscaled or replicated project activities beyond the immediate project area and why, and is such replication or magnification likely to continue to grow?
b) Can the Project be replicated without additional donor funding and technical assistance? If no, how longer would be appropriate for future investment?

Lessons learned
What lessons and experiences have resulted from the project?
a) Has the project provided any exceptional experiences that should be highlighted e.g. case-studies, most significant stories, and best practice – please describe briefly?
b) What are the lessons learned and best practices derived from this project?
c) How are lessons learned and best practices been shared/disseminated and how will this be done at the end of the project?
d) Identify relevant lessons from the project that can feed into the development and implementation of ESARPO's strategy, UCO Country Programme and Action Plan and WWF Norway Programme and suggest ways how these can be taken up by ESARPO, UCO and the WWF Norway in Uganda.

Conclusions and overall assessment
Linked to the findings under the above sections, overall conclusions should be drawn and listed in terms of importance.

Based on the conclusions an overall assessment of the project in terms of general performance and achievements and contributions to national, regional and global (WWF) conservation goals and socio-economic contributions should be made, providing explanations and justifications for any deviations from the LFA and any shortcomings or failures to perform.

Recommendations
The evaluation is expected to make clear and detailed recommendations in terms of the way forward, and how to increase effectiveness of implementation (if activities are to continue) or exit.
a) What are the post project key strategic options for WWF and UWA in the project area (e.g. exit, scale down, replication, scale-up or continuation/extension)?
b) What needs to be changed/improved at to improve project performance now and in the future?

5. Approach & Methodology

The Final Evaluation should be conducted in a participatory manner through a combination of a review of the key project documentation and relevant literature (See Annex 2 – Documents to be consulted), including the original project document and any mid-term review recommendations, where applicable. Special emphasis should be put on the LFA and project monitoring data, interviews with project stakeholders and site visits.

The process of assessment will also include field work , qualitative and quantitative independent and focus group interviews and consultations with key stakeholders including beneficiaries (women, men, old, middle and young), CBOs, NGOs, private sectors, government at central, and district levels (See Annex 4- Key informants for details).

The consultants will provide elaborate methodology which will be shared with WWF UCO, UWA and WWF Norway who will agree upon during the inception of the evaluation. The methodology should be able as much as possible to collect, analyze and present both quantitative and qualitative information, while demonstrating good sampling procedures that are not only cost effective but also produces reliable information. Qualitative and quantitative information is expected from field data as well as available secondary data. The consultant will use Management Effectiveness Tracking Tool (METT) to assess management effectiveness of RMNP using a participatory methodology.

The detailed methodology will include but not limited to:

- Research methodology
- Data collection approach
- Data collection tools
- Data analysis techniques
- Meetings or focal group discussions with partners and communities
- A table indicating how to get to answers for all evaluation questions.

It is proposed that in case of an international consultant takes the job, a national counterpart should be part of the team to help in the interpretation of the local language (should be fluent in English, Kiswahili and Runyakitara) and the provision of any necessary background information and preparation of the agreed parts of the report. The international consultant will be accountable for the overall quality of the report, timely submission of required outputs and submission of the deliverables, including the final report.

At the end of the field assessments the preliminary findings and initial conclusions should be presented at a (or several) stakeholder meeting.
The Evaluation Report should follow the template provided (See Annex 5).

6. Time Frame

The total time allocated for the evaluation is 25 days between 22nd October 2012 and 15th November 2012, divided as per Table 1 below, also refer to Annex 2 – Proposed schedule for the evaluation. The selected consultant(s) will plan and complete all activities including submission of draft and final reports by or before the completion date.

Table 1: Time allocation

Item	No of Days
1. Development of evaluation design and research instruments (questionnaires, interview guidelines, etc.)	1.5
2. Review of documentation	2
3. International travel; domestic travel	2
4. Field research and meetings	7
5. Data analysis *(usually half the number of days of the research)*	5
6. Presentation of the initial findings and preliminary conclusions	0.5
7. Preparation of the draft report	5
8. Incorporation of comments and finalization of the evaluation report.	2
TOTAL no. days	25

7. Profile of the Review Team

The project is seeking the services of qualified experts with experience in natural resources/forest management, protected area management, Environmental Science, Ecology or Natural Resource Economic to conduct the terminal evaluation of the project. The consultant should have at least a Master's degree and a minimum 10 years working in experience in the field of natural resources management and its socio-economic dimensions and related aspects or relevant sectors with experience in natural resources management and protected area management. Extensive experience in the fields of project formulation, execution, Monitoring and Evaluation, research, experiencing in assessing protected area management using METT is required. Knowledge of local context and experience in working in Uganda or East Africa coupled with good analytical skills for qualitative and quantitative data including using statistical packages for data analysis are added advantage.
Previous involvement and understanding of WWF as well as Norad procedures is a considerable advantage. The consultant should have strong listening and writing skills coupled with relevant experience in results-based monitoring and evaluation techniques. The

Those who are involved in the design and/or implementation stage of the project are not qualified to apply.

The Consultant, who will also serve as the team leader, shall have the overall responsibility for the work and operation of the evaluation team, including the coordination of inputs from different team members. The Team Leader is responsible and overall accountable for the production of the agreed products.

On addition to the above Team Leader is responsible for the following:

- Review of documentation to be provided by the project (project documents, implementation/evaluation reports).
- Conduct field work and interview stakeholders, national and local Government officials, and communities to generate authentic information and opinions.
- Write and compile the information and reports as needed
- Responsible for presentation of key findings highlighting achievements, constraints and make practical recommendations to decision makers and stakeholders
- Finalize the final report

8. Deliverables and Reporting Requirements

i. Presentation of preliminary findings and initial conclusions at stakeholder meeting (Powerpoint presentation). A digital copy of the presentation should be provided to the WWF Uganda Country Office.

ii. A digital copy in MS Word format of the Draft Evaluation Report (not > 30 pages, plus annexes), as per the report template in Annex 5, should be submitted to the WWF-Uganda Country Office, (attention of the Conservation Manager, email address: totim@wwfuganda.org) with copies to WWF-Norway attention Conservation Director International Programmes, (afitzgibbon@wwf.no) and the project team (Polycarp Mwima, email address: pmwima@wwfuganda.org, who will provide feedback and comments within one week of receiving the draft report.

iii. A digital copy in MS Word format of Final Evaluation Report, as per the template in Annex 5, should be submitted to WWF Uganda Country Office, (attention of the Conservation Manager, email address: totim@wwfuganda.org) with copies to WWF-Norway attention Conservation Director International Programmes, email address: afitzgibbon@wwf.no within 7 days of receiving consolidated comments on the Draft Final Evaluation Report.

The exact dates will be included in the contract with the consultant. The deliverables will be submitted as electronic copies using MS Word, Excel etc as appropriate.

9. Cost and payment

Payment will be made for pre-agreed travel and accommodation costs while travelling on consultancy assignment.

Payment will be made to the consultant by cheque as per payment schedule below:

1. 1st payment of 20% on receipt of an original copy of the contract duly signed by you in acceptance of the terms and conditions of the agreement
2. 2nd payment of 40% will be made upon submission and acceptance of the first draft report by designated persons
3. 3rd and final payment of 40% will be made upon receipt and acceptance of the final deliverables

10. Logistical Support.

The RMCEMP II project Team will schedule and make appointments for field visits and meetings under the guidance of Mr. Polycarp Mwima the Project Manager in Kasese and Zephrine Kambabazi in Kampala. The e-mail contacts for the two are pmwima@wwfuganda.org and zkambabazi@wwfuganda.org respectively.

The consultant will be responsible for their transport costs, accommodation and perdiem

ANNEX B. SCHEDULE OF THE FINAL EVALUATION

Date	*Task*
November	
1	Review of project documents.
2	Continued review of project documents and preparation of Inception report.
3	Completed and circulated Inception Report. Travelled to London to be able to catch the morning flight to Entebbe.
4	International travel
5	Briefing meeting with WWF-UCO staff; presentation of Inception Report. Travel to Kasese.
6	Introductory meeting with project staff. Introductory meeting with Senior Warden-in-charge and staff of RMNP. Travel to Fort Portal.
7	Met with district political and technical staff. Travel to Karangura sub-county, Kabarole District. Met with Resource User Committee. Met with sub-county political and technical staff. Travel on to Bundibugyo.
8	Met with Bundibugyo district political and technical staff. Travel to Ngamba sub-county, Bundibugyo District. Visited tree nursery of Simba Youth Group. Met with sub-county technical staff and leadership. Met with Resource User Group of Kikyo Parish, Ngamba Sub-county. Travel to Fort Portal.
9	Travelled back to Ntoroko district and met district political and technical staff. Travel to Nombe sub-county, Ntoroko District and met with sub-county leadership and technical staff. Visited tree nursery of Kisiina Zone Tweyimukye Association (KIIZOTA) and FLR area. Travelled back to Fort Portal for meetings with scientists undertaking the mammal census in RMNP, and with staff of Tooro Botanical Garden (piloting chilli pepper growing as a problem animal control).
10	Returned to Kasese. Meeting with director of Bunyangabu Beekeeping Community (BBC) (organization carrying out apiary development for the project). Data analysis.
11	Data analysis.
12	Met with Kasese district political and technical staff. Travel to Kitholu sub-county and met sub-county officials. Viewed field soil and water conservation activities and talked to individual farmers, then met with Kitholu Conservation and Development Association . Returned to Kasese.
13	Self evaluation exercise at PMU. Prepared minutes of the exercise.
14	Consultation with RMNP Research and Monitoring Officer and exploration of the available information on the MIST-GIS database. Working on final report.
15	METT re-run at RMNP HQ. Prepared the updated METT assessment sheets.
16	Met with Gerald Eilu, Makerere University, to discuss the ecological monitoring plan. Further meeting with RMNP Senior Warden-in-charge on the organisation of ecological monitoring and remaining inputs needed from the project. Met financial staff of project and WWF-UCO to discuss issues of project expenditure. Discussions on schedule and participants for the final stakeholder workshop. Working on final report.
17	Working on final report
18	Working on final report
19	Visited ranger post at Nyakalengijo. Short meetings with the Belgian Technical Cooperation (BTC) and Ecotrust. Travel to Fort Portal.
20	Presentation of initial results and conclusions to TAC members. TAC meeting to discuss exit strategy.
21	Travel to Kampala. Working on final report
22	Completed first draft of final report, circulated to key contacts for further dissemination for comment.
December	
10 (0.5 day)	Review of comments received on first draft and revision.
11	Skype conference with Svein-Erik Harklau, consultant working with WWF Norway in back-stopping the project. Continued working on revision.
12 (0.5 day)	Received final inputs (project reports) for incorporation into draft. Completed and submitted final version to UCO.
	TOTAL – 24 days

ANNEX C. LIST OF PERSONS CONSULTED

Institution	*Name*	*Title*
WWF UCO	Tom Otim	Conservation Manager
	Martin Assimwe	Project Manager, Sustainable Forest Management
	James Okiria-Ateker	Strategic planning consultant
	Amon Tugume	Finance and Administration Manager
	Mike Elayu	Accountant
WWF RMCEMP PMU	Polycarp Mwima	Project Manager
	Anthony Tumwesigye	Natural Resources Officer
	George Magezi	Finance Officer
	Ismael Ochen Ochen	(Former) Monitoring and Evaluation Officer
UWA RMNP	Fredrick Kizza	Senior Warden-in-charge
	Pabius Duli Otiki	Warden, Research and Monitoring
	Christine Lynne Nakayenze	Warden, Tourism
	Marcel Rujumba	Warden, Enforcement
	Francis K. Mbogha	Warden, Community Conservation
	Ruth Mbabazi	Senior Ranger, Community Conservation
	Muhindo Simon	Chief Ranger, Bundibugyo district
Kabarole DLG	Moses Ikagobya	LC5 Vice chairman
	Perez Mwebesa	Assistant Chief Administrative Officer
	Mugume B. Amos	District Agriculture Officer
	Ruyonga Godfrey	Senior Environment Officer
	Timothy Muhairwe	District Forest Officer
Rwenzori Sustainable Resource Use Association (Kabarole district)	Byabazaire Tom	Coordinator
	Bwambalebi Heziron	Committee Member
	Maate Hezekiya	Accountant
	Biira Betty	Treasurer
	Katusabe Alice	Farmer
	Mibiiri Johnson	Secretary
	Kahuzo Nason	Chairperson Ridge group
	Mugabe M.	UWA Ranger
	Bukombu S	Farmer
	Kiiza Suraji	Chairperson Kibaga group
	Mwega Nason	Farmer
	Matte A.	Farmer
	Niwagaba T.	UWA Ranger
	Aisha B.	Farmer
	Dolisi Matte	Farmer
	Maate Mukwara	Farmer
	Samusozi Sibanga	Farmer
	Lahina Kate	Farmer
	Sibaminya	Farmer
Karangura Sub-county, Kabarole district	Isingoma Fred Baker	NAADS Coordinator
	Timothy Muhairwe	Kabarole DLG District Forest Officer
	Turimhi Jack	NAADS service provider
	Muhindo Linedi	Assistant Secretary Agriculture and Production
	Moses M.	Secretary for Agriculture

Institution	*Name*	*Title*
	Bajenja Kenneth	Community Development Officer
	Ihabarohole Mary	Parish Chief
	Mbusa Solomon	UWA Community Ranger
Bundibugyo DLG	Maate Jockus	Senior Environment Officer
	Ahegbwa Justine	District Natural Resources Officer
	Rwakigamba Elison	Ag. District Agriculture Officer
	Kisungu Zakayo	Assistant Chief Administrative Officer
	Suuma Stephen	Forest Officer
	Mbalibilha Godfrey	LC5 Vice Chairperson
Ngamba Sub-county, Bundibugyo district	Bagambe Moses	Coordinator, Simba Youth Group
	Bwambale Levi	Assistant Secretary for Agriculture and Production
	Nyamigisa Margret	Sub-county Chief
	Hon. Tibesigwa C.	LC3 Vice Chairperson
	Katemire Johnson	Secretary for Production
Ngamba Resource User Group, Bundibugyo district	Bihamba M. Isaki	Secretary
	Biira Erina	Farmer
	Kayombi Philimon	Farmer
	Kuke Kanywabokwe	Farmer
	Karangwe	Farmer
	Kiriposo Esaho	Chairperson
	Kibiniro Morris	Vice Chairperson
	Kabubyo Alice	Farmer
	Kinene Godfrey	Farmer
Ntoroko DLG	Kiiza S. A.	Deputy Chief Administrative Officer
	Kamuhanda Herbert	District Environment Officer
Nombe Sub-county, Ntoroko district	Sikabyaholo A.	Ag. Sub-county Chief
	Mulunga Moses	LC3 Chairperson
	Kabagambe Francis	Chairperson, Kiisina Zone Tweyimukye Association
	Kengonzi Afusa	Community Development Officer
Kisiina Zone Tweyimukye Association, Ntoroko district	Ahebirunwi Saad	Farmer
	Bagambar Suleiman	Farmer
	Anatoliya Kiiza	Farmer
	Mukenya Philemon	Farmer
	Ruhweza Vincent	Farmer
	Baluku Faruku	Farmer
	Muhindo Jamada	Farmer
	Binembo S. Rashid	Farmer
	Bagenda Francis	Farmer
	Maati Yorcomiya	Farmer
	Muhindo Daneri	Farmer
	Bukamba Josofu	Farmer
	Kuembo Banarzein	Farmer
	Mugenyi Julius	Farmer
	Byaruhanga Robert	Farmer
	Kyaligonza A.	Farmer
	Bubuku Adam	Farmer
	Mwaimuza Adurufu	Farmer

Institution	***Name***	***Title***
	Monday Tadaho	Farmer
	Bagamba Anifa	Farmer
	Kabegambe R. Francis	Farmer
Ecological monitoring group	Sam Mugume Koojo	District Statistician Kabarole DLG, and Makerere University
	Emily Otari	Head, Kibale Chimpanzee Project, Makerere University Biological Field Station
	Gerald Eilu	Makerere University
Tooro Botanical Garden	Amanyire Chris	Extension worker
	Mugenyi Edgar	Extension worker
Kasese DLG	Katswera Joseph	District Natural Resources Officer
	Kori Augustine	District Environment Officer
	Bwambale Wilberforce	District Forest Officer
	Asaba Wilson	Assistant Chief Administrative Officer
	Muhindo Tadeo	LC5 Vice-chairman
	Busingye John	Secretary for Production
Kitholu Sub-county, Kasese district	Masereka Augustine	LC3 Chairman
	Kule Lawrence	Community Development Officer
	Daki Sylvester	Secretary for Production and Environment
	Katya Hassan	NAADS Coordinator
	Muhindo Patrick	Service provider, crop production
	Bira Jane	Councillor
Kitholu Conservation and Development Association, Kasese district	Masereka Januario	Group leader
	Maseka Nason	Farmer
	Zabake Veronica	Farmer
	Kule Esteri	Farmer
	Mbambu Ferecia	Farmer
	Simbendire Adriano	Farmer
	Kule Saratiyeri	Farmer
Belgian Technical Cooperation (BTC)	Giles Agambe	Technical Officer
Ecotrust	Lydia Kuganyirwa	Project Coordinator
WWF Norway	Svein-Erik Harklau	Consultant

ANNEX D. LIST OF PARTICIPANTS OF THE FINAL STAKEHOLDER WORKSHOP

Name	***Institution***	***Title***
James Okiria-Ateker	WWF UCO	Conservation consultant
Joseph Katswera	Kasese DG	District Natural Resources Officer
Bwambale W. Wilberforce	Kasese DG	District Forest Officer
Barbara Nakangu	IUCN	Head of country office
Okiror Stephen Fred	Ministry of Tourism, Wildlife and Antiquities	Senior Wildlife Officer
Kamuhanda Herbert	Ntoroko DLG	District Environment Officer
Mugabi Stephen David	Ministry of Water and Environment	Assistant Commissioner, Environmental Support Services
Mugume B. Amos	Kabarole DLG	District Agriculture Officer
Aheebwa Justine	Bundibugyo DLG	District Natural Resources Officer
Mbalibilha Godfrey B.	Bundibugyo DLG	LC5 Vice Chairperson
Maate Jockus	Bundibugyo DLG	Senior Environment Officer
Timothy Muhairwe	Kabarole DLG	District Forestry Officer
Lydia Kuganyirwa	CARE	Project Coordinator
Emily Otali	MUBFS	Head of Kibale Chimpanzee Project
Akankwasah Bamirega	Ministry of Tourism, Wildlife and Antiquities	Principal Wildlife Officer
George Magezi	RMCEMP	Finance Officer
Juliet Nambuya	WWF UCO	Communications and Public Relations Manager
Tumwesigye Anthony	RMCEMP	Natural Resources Officer
Otim Thomas	WWF UCO	Conservation Manager
Polycarp Mwima	RMCEMP	Project Manager

ANNEX E. PROJECT LOGFRAME (FINAL VERSION)

	Objectively verifiable indicators	**Milestones**	**Baseline** (value, time of measurement)	**Sources of verification** (SoV)	**Assumptions**
Project goal (vision):	**The Rwenzori Mountains ecosystem, including its biodiversity and water catchment values, is conserved for the benefit of neighbouring and the international communities.**				
Project purpose (target)**:**	**Biodiversity conservation strengthened through improved management of the Rwenzori Mountains National Park, increased benefits to local communities and sharing of documented impacts and lessons by the end of 2012.**				
	P.1: PA management effectiveness increased by 5% by the end of 2012.	• PA management effectiveness increased by 2 % by Oct. 2011.	Management Effectiveness Tracking Tool (METT) score 50 (2004) METT score 74 (2011)	• PA management effectiveness assessment.	• UWA willing to undertake modified version of METT and details from Robinson *et al*. 2008 are available.
	P.2 (dropped)				
	P.3: 450 households have improved their livelihoods through financial or non-financial conservation based sources by the end of 2012.[30]	• No milestone set	No house-holds were accessing resources from the park legally in the project target parishes. Two nurseries supported had ceased production and only resumed when phase II of the project started. Six groups with 319 members had 142 local bee-hives	• Monitoring reports, documentations, reports, baseline report.	• Communities maintain interest in the Project and UWA's work related to livelihoods and park-community relations.
Outputs (results)**:**	**Output 1: Management of the Rwenzori Mountains National Park further strengthened.**				
	1.1: Frequency in ecological data collection increased by 20% and is stored in accessible database by the end of 2012.	• Permanent sampling plots established by September 2011.	• Four times a year but was focusing only on water (once every quarter) and done by external organisation.	• UWA RMNP Research and Monitoring database and records.	• Adequate capacity among available consultants and UWA staff exist or can be obtained through training.
	1.2: Management oriented research in at least three additional areas analysed and	• Research in three areas by end of 2012	• One management oriented study on chimpanzees carried out in 2010 and report	• UWA RMNP Research and Monitoring database and records.	• Adequate capacity among available consultants and UWA staff exist or can be

[30] It is assumed that beekeeping will account for 80 households, FLR 120 households, in-park resource use 160 households and EAPs 90 households.

	Objectively verifiable indicators	Milestones	Baseline (value, time of measurement)	Sources of verification (SoV)	Assumptions
	used in management decision making by the end of 2012. (incl. e.g. climate change vulnerability, problem animal control, resource. use agreements, revenue sharing)		produced in 2011 (not with project support).		obtained through training.
	1.3: (revised) Population of chimpanzees, elephants and Rwenzori duikers determined by end of 2012 .		• Only estimate for chimpanzees available (500 chimpanzees). Survey did not cover all sections of the park	• Population study reports by researchers.	• Credible population estimates for selected species can be made
	Output 2: Conservation benefits to park-adjacent communities increased.				
	2.1: 100 households receiving financial benefits from conservation activities by the end of 2012.[31]	•	• 0 (with respect to phase II project activities).	• Records of sales and other financial benefits collected by the Project and UWA.	• Markets remain interested in relevant products (e.g. honey).
	2.2: 350 households receiving non-financial benefits from conservation activities by the end of 2012.[32]	• 2 resource use agreements in place by end of 2011. • 3 grant agreements for EAP implementation signed with CBOs by end of 2011.	• 0 (with respect to phase II project activities).	• Records of harvesting and other non-financial benefits collected by the Project and UWA. • EAP implementation reports.	• Parties are willing to enter into agreements.
	Output 3: Results, impacts and lessons of the Project documented and shared.				
	3.1: Impacts and lessons of the thematic areas credibly researched and documented and shared for learning and replication by the end of 2012.	• Priority areas for documentation identified by the end of 2010.	• 0 (with respect to phase II project activities).	• Documentation produced by the Project, shared with partners, and uploaded on web site. • No. of partners that have adopted lessons.	• Competent and affordable consultants are available.
	3.2: Project documentation has informed policy change in at least one area by the end of 2012.	• .	• 0 (with respect to phase II project activities).	• Revised policies, documented decisions on policy change by agencies.	• Relevant policy processes are available or ongoing.

[31] Financial benefits are assumed to arise from bee keeping and tree nurseries.
[32] Non-financial benefits are assumed to arise from Resource use, Forest Land Restoration, and Implementation of Environmental Action Plans EAP.

ANNEX F: SUMMARY OF PROGRESS AGAINST INDICATORS AT PURPOSE AND OUTPUT LEVEL (INCLUDING NOTES OF PROGRESS AT MID TERM, MANAGEMENT RESPONSE AND END-OF-PROJECT STATUS)

PURPOSE LEVEL

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
Project goal (vision):	**The Rwenzori Mountains ecosystem, including its biodiversity and water catchment values, is conserved for the benefit of neighbouring and the international communities**					
Project purpose (target)**:**	**Biodiversity conservation strengthened through improved management of the Rwenzori Mountains National Park, increased benefits to local communities and sharing of documented impacts and lessons by the end of 2012**					
	P1: PA management effectiveness increased by 5% by the end of 2012	PA management effectiveness increased by 2 % by Oct. 2011	Management Effectiveness Tracking Tool METT score 50 (2004) METT score 74 (2011)	Project and UWA agreed to carry out a METT session during the Mid-term Review to test the feasibility of using the tool to measure management effectiveness. Further work is required to single out the relevant areas of the METT as basis for measuring improvement in management effectiveness that can be attributed at least partly to the Project. This baseline has not yet been established. Overall, progress has been limited and slow. However, there is now a basis for taking this work ahead.	The METT assessment was carried out after the MTR.	**Target achieved.** A METT re-run was conducted as part of the final evaluation. The new METT score was 78, a 7% increase since the 2010 baseline. Advances were made since the previous METT assessment in August 2011 in the following areas: law enforcement (new staff in place funded by GOU), resource inventory, research, and the involvement of indigenous peoples/communities in management. There were no reversals and only one element of the assessment scored 1 (vehicles and equipment – specifically a lack of).
	P2: Population of selected species (e.g. Chimpanzee, Mahogany, *Prunus africana*) maintained or increased by the end of 2012	?	Population estimates as per early 2010 (?)	No population estimates have been made and hence no measurement of progress is available. Discussions on-going. Overall, progress has been very limited and slow. Follow-up of agreed action points can ensure that some aspects are carried out by the	It was agreed that it was unlikely that this indicator could be measured due to a lack of objective baselines. It had been assumed that UWAs ranger-based monitoring would give a	**Not known whether target achieved** As there are no available baselines, changes in populations of species cannot be measured accurately. Baseline surveys were underway right until the end of the project with reports not due until EOP or beyond. Information is available in RMNPs MIST

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
				Project, though it remains unclear whether this indicator can be measured at the end of the Project.	baseline but this was considered not objective. An output level indicator (1.3b) was added to a revised logframe to give a measure of success at output level.	GIS database from ranger-based monitoring that gives encounter rates with large mammals, and this gives some relevant information although it is not conclusive. Rangers' subjective opinion is that many species of wildlife are increasing in numbers (frequency of encounters). Mammal survey experts, on the other hand, report that mammals at least are facing heavy poaching pressure and are almost certainly decreasing – a difference in opinion that cannot be substantiated at this time. As a linked measure, the RMNP database also has data on human disturbances and indicates a drop in numbers of reported carcasses, poachers' camps and pit-sawing sites. Again the opinion of mammal survey experts is that poaching remains widespread. It may be that poachers are changing their behaviour to leave fewer signs to be recorded by rangers.
	P3: 450 households have improved their livelihoods through financial or non-financial conservation based sources by the end of 2012.[33]	No milestone set	No house-holds were accessing resources from the park legally in the project target parishes. Two nurseries supported had ceased production and only resumed	No documentation on livelihood baseline or improvements is available and hence no measurements of progress can be made. However, work has been undertaken that needs to be documented in terms of baseline and progress. There are more than 150 households involved in activities such as beekeeping, tree nurseries, tree planting and resource use	Progress at mid-term was considered to be on track and would continue as planned.	**Target achieved** This indicator is essentially an amalgamation of two output level indicators. Details of progress are given under output level indicators 2.1 and 2.2. The target of 450 households is certainly met and even exceeded.

[33] It is assumed that beekeeping will account for 80 households, FLR 120 households, in-park resource use 160 households and EAPs 90 households.

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
			when phase II of the project started. Six groups with 319 members had 142 local bee-hives	agreements. There are an unknown number of households that have improved their livelihood or are in the process of improving their livelihood. Overall, progress has been moderate.		

OUTPUT LEVEL

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
Outputs (results)**:**	**Output 1: Management of the Rwenzori Mountains National Park further strengthened.**					
	1.1: Frequency in ecological data collection increased by 20% and is stored in accessible database by the end of 2012.	Permanent sampling plots established by September 2011.	Four times a year but was focusing only on water (once every quarter) and done by external organization.	Draft monitoring protocols developed for three thematic areas developed (water quality/quantity, vegetation change, mammal species). Terms of Reference for consultant developed, but consultant not yet contracted. No permanent sampling plots have been established. Overall, limited progress and data collection not yet started.	Agreed to fast track this activity and develop timelines. There was a clear problem with a lack of baselines especially for mammal census. A baseline study would be carried out.[34]	**Target will be achieved by EOP.** The volume of monitoring data collected has increased by 65% (according to RMNP). Water quality monitoring was formerly sporadic and is now conducted systematically. There was previously no vegetation monitoring although a few vegetation plots (Gloria plots) had been established in the alpine zone by ITFC: PSPs have now been established in all vegetation zones and are monitored. Mammal census

[34] Ochen Ochen, I & Galabuzi, C. Baseline survey report for the Rwenzori Mountains Conservation and Environmental Management Project. October 2011.

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
						data is now being collected systematically. Ranger-based monitoring (encounters and human disturbances) has been extended to most of the park from a former low coverage (see output 3.1a). A monitoring database has been designed for RMNP that supplements the existing MIST-GIS database. Training and installation of the database is expected in November 2012.
	1.2: Management oriented research in at least three additional areas analysed and used in management decision making by the end of 2012 (incl. e.g. climate change vulnerability, problem animal control, resource. use	Research in three areas by end of 2012	One management oriented study on chimpanzees carried out in 2010 and report produced in 2011 (not with project support)	Draft Terms of Reference developed for documentation of processes, results, impacts and lessons for three areas (in-park resource use agreements, collaborative boundary management, forest landscape restoration). Draft Terms of Reference developed for climate change adaptation study developed. Overall, limited progress and data collection not yet started.	Agreed to fast track this activity and develop timelines. TORs for studies of problem animal control through Mauritius thorn and chilli pepper to be forwarded to RMNP and handled by UWA procurement process. TORs for CC study to be handled by WWF-UCO procurement committee.	**Target will be mostly achieved by EOP**. The proposed CC study was dropped – bids received by WWF UCO all far exceeded the amount available. However, UWA considers that the lack of the CC adaptation study is not a significant information gap in the management of the park. Problem animal control was addressed through two studies. A study of the effectiveness of Mauritius thorn planting as a problem animal control completed.[35] A study of the

[35] M/s Ripples Consult Ltd, Assessment of the effectiveness of Mauritius thorn (*Caesalpinia decapetala*) hedge as a strategy for human wildlife conflict control along the park boundary in Rwenzori Mountains National Park, April 2012.

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
	agreements, revenue sharing)					effectiveness of chilli pepper first required pilot plantings, which were done, and results are being documented –a report has not yet been produced. Studies of resource use including documentation of in-park resource use agreements, collaborative boundary management and forest landscape restoration (noted in MTR) are included in documentation of lessons learned (output 3.1). No study of revenue sharing has been undertaken – this activity is fully documented by UWA but perhaps not to the level of e.g. cost-effectiveness of revenue sharing in reducing pressures on the park (as opposed to cost-effectiveness of increased investment in patrolling).
	1.3a Increase in patrol coverage by 20% and intensity by 30% in area with low patrol intensity by the end of 2012.	None given	None	Construction of ranger post delayed but started in August 2011 at the main park entry gate at Nyakalengijo. Expected to be completed by the end of 2011. Overall, major delays but progress appears good during the first few weeks of construction. Construction of a ranger post at the park entrance may not result in increased patrol	On track. The response to the concern as to whether this is an effective indicator raised in MTR was addressed through adding indicator 1.3b, below.	**Target achieved.** One reason for construction of the ranger post was to improve the image of the RMNP at the main access gate (considered important by RMNP. In more functional terms, it provided additional housing for rangers (the former barracks continued to be used and thus the number of rangers located at the site

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
				coverage as the neighbouring park areas are already relatively well covered. Indicator may have to be reviewed.		increased). This assisted in increasing patrol coverage in that section of the park. The number of patrols in the park increased by 20% and the patrol coverage (interpreted as 'intensity of patrols') increased by >50% during 2010-12- although admittedly this was not entirely attributable to the project.
	1.3b: Population of chimpanzees, elephants and Rwenzori duikers determined by end of 2012	See P2.	Only estimate for chimpanzee population available (500 chimpanzees). Survey did not cover all sections of the park	• See P2.		**Target will not be achieved by EOP (will be achieved in early 2013)** This indicator is a baseline for indicator P2, and reflects the problems of a lack of baseline. The mammal baseline is expected is not expected to be achieved by the end of project, but with large confidence limits due to only achieving four out of an expected six census replications.
	Output 2: Conservation benefits to park-adjacent communities increased					
	2.1: 100 households receiving financial benefits from conservation	None given	0 (with respect to phase II project activities).	A total of 58 households (22 households from two CBOs running two tree nurseries and 36 households from six boundary management groups received bee hives) have been involved in	On track.	**Target achieved** At least 41 households have received direct financial (cash) benefits. This includes Association members managing nurseries who are retaining

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
	activities by the end of 2012.[36]			activities that may result in financial benefits from conservation activities. The levels of financial benefits, if any, have not yet been determined. Overall, progress has been moderate.		some of funds received from selling seedlings to compensate their efforts (the remainder of funds goes into Association accounts and benefits the whole group). 8.2% of households (187) have earned money from sale of park resources they collected from the park such as mushrooms, dry bamboo, fibres and medicinal plants, even though this is not actually allowed under the RUAs. (Total number of households extracting resources under the RUAs at the time of the evaluation is 2,284) It was assumed that the farmers allocated beehives would be harvesting and benefitting financially by end of project, but in fact the colonies are still building stocks so no harvesting is taking pace yet (the final report of BBC will clarify when benefits can be expected to start flowing). The project has no direct link with UWA benefit sharing, but projects to share revenue from 2011-12 have been approved and >100 households are

[36] Financial benefits are assumed to arise from bee keeping and tree nurseries.

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
						expected to benefit by the end of 2012.
	2.2: 350 households receiving non-financial benefits from conservation activities by the end of 2012.[37]	• 2 resource use agreements in place by end of 2011. • 3 grant agreements for EAP implementation signed with CBOs by end of 2011.	0 (with respect to phase II project activities).	96 households have received and planted a total of 48,239 tree seedlings, mainly pine (*Pinus* sp.). Resource inventories in the Park have been carried out in two sites in preparation for negotiations for resource use agreements and both agreements have been negotiated and signed - Kamabale (Nyamusuua), Kabarole District and Busamba, Bundibugyo District. UWA has received training to expand work and an additional four communities are targeted within the Project. Grant agreements have been drafted for three CBOs for implementation of activities in environmental action plans at parish level. Overall, progress has been moderate.	On track.	**Target achieved** Six resource use agreements are in place involving at least 252 households. 78.8% of people in the target parishes accessed resources by end 2012 (total number of households signing the agreement at the time of the evaluation is 2,898). Comprehensive data are being collected by the community groups and will be collated by the UWA Community Conservation Ranger by the end of 2012. 240 persons were trained in soil and water conservation techniques as the priority area for action under EAPs, and most applied the skills on their farms. Others have copied the technology (numbers not recorded in any project monitoring reports).
	Output 3: Results, impacts and lessons of the Project documented and shared					
	3.1: Impacts and lessons of the	Priority areas for documentation	0 (with respect to phase II project	Several Terms of References have been drafted, including for	Agreed to fast track this activity.	**Target expected to be achieved by EOP.**

[37] Non-financial benefits are assumed to arise from Resource use, Forest Land Restoration, and Implementation of Environmental Action Plans EAP.

	Objectively verifiable indicators	*Milestones*	*Baseline*	*Progress at mid-term*	*Management response to mid-term review*	*Progress at end of project*
	thematic areas credibly researched and documented and shared for learning and replication by the end of 2012.	identified by the end of 2010.	activities).	documentation of collaborative boundary management, forest landscape restoration and in-park resource use agreements. ToR also drafted for consultant to support project in documentation. No agreements with consultants have been signed for documentation work. Some data has been collected by the Project and UWA, but only to a limited degree analysed. CARE, through Ecotrust, has used project expertise and experiences to develop resources use agreements in Kasese District. The Belgian Technical Cooperation (BTC) is similarly in the process of using project expertise and experiences in tree nursery establishment and tree planting as part of support to local governments. Overall, limited progress but substantial preparatory work has been done. Data collection, analysis, reporting and sharing largely remains.		Six lessons learned reports are under development covering forest landscape restoration, environment action planning, resource use agreements, collaborative boundary management and problem animal control.

	Objectively verifiable indicators	***Milestones***	***Baseline***	***Progress at mid-term***	***Management response to mid-term review***	***Progress at end of project***
	3.2: Project documentation has informed policy change in at least one area by the end of 2012.		0 (with respect to phase II project activities).	Very little progress with no policy briefs produced and no direct input to policy processes.	Agreed to consult UWA and fast track a priority study.	**Target will not be achieved by EOP.** The issue of resource use management was chosen. TORS were developed and procurement undertaken by WWF UCO. At time of writing a consultant has been identified and a contract has been prepared for signing. However, RMNP expressed concern that there is not sufficient time remaining in the project for sufficient consultation within UWA.

ANNEX G. METT DATA SHEETS AND ASSESSMENT FORM: NOVEMBER 2012

Reporting Progress at Protected Area Sites: data sheet 1

Name of protected area	Rwenzori Mountains National Park (RMNP)			
WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/)	18438			
Designations	National	IUCN Category	International	
	National Park	II	World Heritage Site (natural), Ramsar Site	
Country	Uganda			
Location of protected area (province and if possible map reference)	Kasese, Kabarole, Ntoroko and Bundibugyo districts, south-western Uganda			
Date of establishment	1991			
Ownership details (please tick)	State	Private	Community	Other
	x			
Management Authority	Uganda Wildlife Authority (UWA)			
Size of protected area (ha)	99,600			
Number of staff	Permanent	Temporary		
	50	16		
Annual budget (US$) – excluding staff salary costs	Recurrent (operational) funds	Project or other supplementary funds		
	US$ 143,858 (US$ 327,915 incl. staff costs)	WWF: US$ 366,596 (2012)[38] FFI: minimal MacArthur: Completed		
What are the main values for which the area is designated	Water catchment values for downstream water users as well as unique mountains landscapes and habitats for several rare and endemic species, some of which are endangered and represent unique biodiversity values.			
List the two primary protected area management objectives				
Management objective 1	To protect and conserve for posterity, the Rwenzori Mountains ecosystem as a National Park, and a World Heritage Site, with its water catchment values, unique natural and scenic beauty and its fragile mountain ecosystem, which supports threatened, endemic and rare species of fauna and flora for the local and the international community. (from the RMNP General Management Plan 2004–2014)			
Management objective 2				
No. of people involved in completing assessment				
Including: (tick boxes)	PA manager x	PA staff x	Other PA agency staff ☐	NGO ☐
	Local community ☐	Donors ☐	External experts x	Other ☐
Please note if assessment was carried out in association with a particular project, on behalf of an organisation or donor.	Carried out for the WWF Rwenzori Mountains Conservation and Environmental Management Project, Phase II, final evaluation			
Name, affiliation and contact details for person responsible for completing the METT	Andrew Grieser Johns, consultant, WWF Uganda (a.grieserjohns@gmail.com)			
Date assessment carried out	15 November 2012			

[38] Total RMCEMP 2012 project budget

Information on international designations			
UNESCO World Heritage Site (see http:/whc.unesco.org/en/list)			
Date listed	Site Name	Site area	Geographical coordinates
1994	Rwenzori Mountains National Park	99,600 ha	N0 13 25, E29 55 27
Criteria for designation	Originally, natural criteria (iii) and (iv) were basis for designation. These were changed to criteria (vii) and (x) with the adoption of the revised Operational Guidelines for the implementation of the World Heritage Convention (2005): **(vii):** to contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance; **(x):** to contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation.		
Statement of outstanding universal value	**vii):** The Rwenzoris are the legendary 'Mountains of the moon', a reflection of the mist-shrouded mountains of this rugged massif that tower almost 4,000 m above the Albertine Rift Valley, making them visible from great distances. These mountains offer a unique and pristine landscape of alpine vegetation studded with charismatic giant lobelias, groundsels, and heathers which have been called 'Africa"s botanical big game'. The combination of spectacular snow-capped peaks, glaciers, V-shaped valleys, fast flowing rivers with magnificent waterfalls, clear blue lakes and unique flora contributes to the area's exceptional natural beauty. **(x):** Because of their altitudinal range, and the nearly constant temperatures, humidity and high insolation, the mountains support the richest montane flora in Africa. There is an outstanding range of species, many of which are endemic to the Albertine Rift and bizarre in appearance. The natural vegetation has been classified as belonging to five distinct zones, determined largely by altitude and aspect. The higher altitude zones, covered by heath and Afro-alpine moorland, extend from around 3,500 m to the snow line and represent the rarest vegetation types on the African continent. Significant species include the giant heathers, groundsels, lobelias and other endemics. In terms of fauna, the Rwenzoris have been recognised as an Important Bird Area with 217 bird species recorded to date, a number expected to increase as the park becomes better surveyed. The montane forests are also a home to threatened species such as the African forest elephant, eastern chimpanzee and l'Hoest"s monkey. The endangered Rwenzori black-fronted or red duiker, believed to be a very localized subspecies or possibly a separate species, appears to be restricted to the Park.		
Ramsar Site (see http://www.ramsar.org/cda/en/ramsar-documents-list/main/ramsar/1-31-218_4000_0)			
Date listed	Site Name	Site area	Geographical number
13.05.2009	Rwenzori Mountains Ramsar Site	99,500 ha	1861
UNESCO Man and Biosphere Reserve (see http://www.unesco.org/new/en/natural-sciences/environment/ecological-sciences/biosphere-reserves/)			
Date listed	Site Name	Site area	Geographical number
Criteria for designation	Not applicable		
Fulfilment of three functions of MAB (conservation, development and logistic support)			
Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below.			
Name	Not applicable		
Name			

Protected Areas Threats: data sheet 2

All relevant existing threats are ticked as either of high, medium or low significance. Threats ranked as of **high** significance are those which are seriously degrading values; **medium** are those threats having some negative impact and those characterised as **low** are threats which are present but not seriously impacting values or **N/A** where the threat is not present or not applicable in the protected area.

1. Residential and commercial development within a protected area
Threats from human settlements or other non-agricultural land uses with a substantial footprint

High	Medium	Low	N/A	
			x	1.1 Housing and settlement
			x	1.2 Commercial and industrial areas
		x		1.3 Tourism and recreation infrastructure

2. Agriculture and aquaculture within a protected area
Threats from farming and grazing as a result of agricultural expansion and intensification, including silviculture, mariculture and aquaculture

High	Medium	Low	N/A	
			x	2.1 Annual and perennial non-timber crop cultivation
			x	2.1a Drug cultivation
			x	2.2 Wood and pulp plantations
			x	2.3 Livestock farming and grazing
			x	2.4 Marine and freshwater aquaculture

3. Energy production and mining within a protected area
Threats from production of non-biological resources

High	Medium	Low	N/A	
			x	3.1 Oil and gas drilling
			x	3.2 Mining and quarrying[39]
			x	3.3 Energy generation[40]

4. Transportation and service corridors within a protected area
Threats from long narrow transport corridors and the vehicles that use them including associated wildlife mortality

High	Medium	Low	N/A	
			x	4.1 Roads and railroads (include road-killed animals)
			x	4.2 Utility and service lines (e.g. electricity cables, telephone lines,)
			x	4.3 Shipping lanes
		x		4.4 Flight paths

[39] Occurring outside the park
[40] Occurring outside the park

5. Biological resource use and harm within a protected area
Threats from consumptive use of "wild" biological resources including both deliberate and unintentional harvesting effects; also persecution or control of specific species (note this includes hunting and killing of animals)

High	Medium	Low	N/A	
		x		5.1 Hunting, killing and collecting terrestrial animals (including killing of animals as a result of human/wildlife conflict)
		x		5.2 Gathering terrestrial plants or plant products (non-timber)
		x		5.3 Logging and wood harvesting
		x[41]		5.4 Fishing, killing and harvesting aquatic resources

6. Human intrusions and disturbance within a protected area
Threats from human activities that alter, destroy or disturb habitats and species associated with non-consumptive uses of biological resources

High	Medium	Low	N/A	
		x		6.1 Recreational activities and tourism
			x	6.2 War, civil unrest and military exercises
		x		6.3 Research, education and other work-related activities in protected areas
		x		6.4 Activities of protected area managers (e.g. construction or vehicle use)
			x	6.5 Deliberate vandalism, destructive activities or threats to protected area staff and visitors

7. Natural system modifications
Threats from other actions that convert or degrade habitat or change the way the ecosystem functions

High	Medium	Low	N/A	
		x		7.1 Fire and fire suppression (including arson)
		x		7.2 Dams, hydrological modification and water management/use
			x	7.3a Increased fragmentation within protected area
			x	7.3b Isolation from other natural habitat (e.g. deforestation)
			x	7.3c Other 'edge effects' on park values
		x		7.3d Loss of keystone species (e.g. top predators, pollinators etc)

[41] Very minimal, but there is perhaps some fishing of introduced trout

8. Invasive and other problematic species and genes
Threats from non-native and native plants, animals, pathogens/microbes or genetic materials that have or are predicted to have harmful effects on biodiversity following introduction, spread and/or increase

High	Medium	Low	N/A	
			x	8.1 Invasive non-native/alien plants (weeds)
			x	8.1a Invasive non-native/alien animals
			x	8.1b Pathogens (non-native or native but creating new/increased problems)
			x	8.2 Introduced genetic material (e.g. genetically modified organisms)

9. Pollution entering or generated within protected area
Threats from introduction of exotic and/or excess materials or energy from point and non-point sources

High	Medium	Low	N/A	
			x	9.1 Household sewage and urban waste water
		x		9.1a Sewage and waste water from protected area facilities (e.g. toilets, hotels etc)
			x	9.2 Industrial, mining and military effluents
			x	9.3 Agricultural and forestry effluents (e.g. excess fertilizers or pesticides)
		x		9.4 Garbage and solid waste
		x		9.5 Air-borne pollutants
		x		9.6 Excess energy (e.g. heat pollution, lights etc)

10. Geological events
Geological events may be part of natural disturbance regimes in many ecosystems. But they can be a threat if a species or habitat is damaged and has lost its resilience and is vulnerable to disturbance. Management capacity to respond to some of these changes may be limited.

High	Medium	Low	N/A	
			x	10.1 Volcanoes
		x		10.2 Earthquakes/Tsunamis
		x		10.3 Avalanches/ Landslides
		x		10.4 Erosion and siltation/ deposition (e.g. shoreline or riverbed changes)

11. Climate change and severe weather
Threats from long-term climatic changes which may be linked to global warming and other severe climatic/weather events outside of the natural range of variation

High	Medium	Low	N/A	
		x		11.1 Habitat shifting and alteration
			x	11.2 Droughts
		x[42]		11.3 Temperature extremes
		x		11.4 Storms and flooding

[42] There are not really 'temperature extremes', but there are shifts resulting from overall warming of climate leading to melting of the glaciers and upwards shift in vegetation zones. Also there was an extremely heavy snowfall in March-April 2012, substantially above normal, that completely buried and destroyed weather stations on the higher slopes.

12. Specific cultural and social threats[43]

High	Medium	Low	N/A	
		x		12.1 Loss of cultural links, traditional knowledge and/or management practices
		x		12.2 Natural deterioration of important cultural site values
			x	12.3 Destruction of cultural heritage buildings, gardens, sites etc

[43] A project funded by Fauna and Flora International (FFI) has been established specifically to document and maintain cultural values of the mountains.

METT Assessment Form (November 2012)

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
1. Legal status Does the protected area have legal status (or in the case of private reserves is covered by a covenant or similar)? *Context*	The protected area is not gazetted/covenanted	0		The park has been formally gazetted (1991)	
	There is agreement that the protected area should be gazetted/covenanted but the process has not yet begun	1			
	The protected area is in the process of being gazetted/covenanted but the process is still incomplete	2			
	The protected area has been formally gazetted/covenanted	3	3		
2. Protected area regulations Are appropriate regulations in place to control land use and activities (e.g. hunting)? *Planning*	There are no regulations for controlling land use and activities in the protected area	0		There is an on-going review at Parliament of the regulations of UWA. These were developed by UWA with full consultation. Once approved, UWA will be in the position of being able to develop new bye-laws at individual protected areas sites.	On approval of new UWA regulations, review and strengthen local bye-laws.
	Some regulations for controlling land use and activities in the protected area exist but these are major weaknesses	1			
	Regulations for controlling land use and activities in the protected area exist but there are some weaknesses or gaps	2	2		
	Regulations for controlling inappropriate land use and activities in the protected area exist and provide an excellent basis for management	3			
3. Law enforcement Can staff enforce protected area rules well enough? *Input*	The staff have no effective capacity/resources to enforce protected area legislation and regulations	0		**Score increased from 2 in August 2011.** UWA recruited a new cohort of staff in 2011 and trained them, after which they were deployed to protected areas. Some staff have been moved from the RMNP over the last years, but were replaced with new staff trained to a higher level. A further cohort of 400 staff was recruited in 2012 and is at the stage of training. An intelligence unit has been established at RMNP, a prosecutor is now on RMNP staff and patrolling has been strengthened.	Deployment of more staff from the new cohort once they are trained. The new Intelligence Unit will develop plans to counter the increasing pressures from park-adjacent communities.
	There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget, lack of institutional support)	1			
	The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain	2			
	The staff have excellent capacity/resources to enforce protected area legislation and regulations	3	3		

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
4. Protected area objectives Is management undertaken according to agreed objectives? *Planning*	No firm objectives have been agreed for the protected area	0		Some advances have been made against the GMP objectives: an Environment Monitoring Plan is in place, a new ranger post is constructed, a new nature trail was opened and a new boardwalk built, a resource use sharing policy is in place, etc. However, more funds are needed to fully realize the improved capability to meet objectives. Transport in particular is problematic.	Lobby for additional funding to the GMP to meet its objectives.
	The protected area has agreed objectives, but is not managed according to these objectives	1			
	The protected area has agreed objectives, but is only partially managed according to these objectives	2	2		
	The protected area has agreed objectives and is managed to meet these objectives	3			
5. Protected area design Is the protected area the right size and shape to protect species and habitats of key conservation concern? *Planning*	Inadequacies in protected area design mean achieving the major objectives of the protected area is very difficult	0		Rwenzori Mountains is a transboundary ecosystem which is protected on both the Ugandan (RMNP) and the DRC (PNV) sides. Previously there were animal movements between Queen Elisabeth and Rwenzori Mountains National Parks, though these may not have been active when the Park was established (and hence this was not considered when scoring).	
	Inadequacies in protected area design mean that achievement of major objectives is very difficult but some mitigating actions are being taken (e.g. agreements with adjacent land owners for wildlife corridors)	1			
	Protected area design is not significantly constraining achievement of objectives, but could be improved	2	2		
	Protected area design helps aid achievement of objectives	3			
6. Protected area boundary demarcation Is the boundary known and demarcated? *Process*	The boundary of the protected area is not known by the management authority or local residents/neighbouring land users	0		The park boundary has been reinforced with Mauritius thorn hedging and chilli pepper (for problem animal control). Harvesting of live markers has not yet taken place.	Develop a specific understanding with communities on cutting/coppicing of Eucalyptus markers, and lobby for funds for harvesting and re-planting where necessary. If funds allow, extend the Mauritius thorn hedging.
	The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users	1			
	The boundary of the protected area is known by both the management authority and local residents/neighbouring land users but is not appropriately demarcated	2			
	The boundary of the protected area is known by the management authority and local residents/neighbouring land users and is appropriately demarcated	3	3		

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
7. Management plan Is there a management plan and is it being implemented? *Planning*	There is no management plan for the protected area	0		The revision of the GMP done in 2010 is still in draft form.	There is a need to follow-up on the approval of the GMP revision and lobby for funding to implement changes or new activities. There is a need to develop a Business Plan as an addition to the GMP, as required under UWAs new Strategic Plan (in progress).
	A management plan is being prepared or has been prepared but is not being implemented	1			
	A management plan exists but it is only being partially implemented because of funding constraints or other problems	2	2		
	A management plan exists and is being implemented	3			
Additional points: *Planning*					
7a. Planning process	The planning process allows adequate opportunity for key stakeholders to influence the management plan	+1	+1	Stakeholders were involved in preparation of the GMP as well as its revision.	
7b. Planning process	There is an established schedule and process for periodic review and updating of the management plan	+1	+1	Schedule and process exist. Revision was recently carried out.	
7c. Planning process	The results of monitoring, research and evaluation are routinely incorporated into planning	+1	+1	The monitoring processes have been expanded considerably, including management oriented research studies. Results have been documented and used in planning.	Funds need to be sourced to maintain the research and monitoring programme introduced in the last year.
8. Regular work plan Is there a regular work plan and is it being implemented *Planning/Outputs*	No regular work plan exists	0		Annual Operation Plans (work plans) are regularly drawn up, and quarterly work plans developed from these. Some of the work identified under the AOPs is carried out by the park staff. However, the annual budget allocations do not allow for full AOP implementation. The RMNP has for some time been dependent on the WWF project to supplement available funding for AOPs.	Funds need to be sourced.
	A regular work plan exists but few of the activities are implemented	1			
	A regular work plan exists and many activities are implemented	2	2		
	A regular work plan exists and all activities are implemented	3			

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
9. Resource inventory Do you have enough information to manage the area? *Input*	There is little or no information available on the critical habitats, species and cultural values of the protected area	0		**Score increased from 2 in August 2011.** Considerable advances have been made in inventorying resources and establishing baselines. Staff have the capacity to undertake field inventory but lack analysis and reporting skills.	Staff are to be trained in data analysis and reporting (training to be delivered by WWF project in November-December 2012.
	Information on the critical habitats, species and cultural values of the protected area is not sufficient to support planning and decision making	1			
	Information on the critical habitats, species and cultural values of the protected area is sufficient for most key areas of planning and decision making	2			
	Information on the critical habitats, species and cultural values of the protected area is sufficient to support all areas of planning and decision making	3	3		
10. Protection systems Are systems in place to control access/resource use in the protected area? *Process/Outcome*	Protection systems (patrols, permits etc) do not exist or are not effective in controlling access/resource use	0		Patrols continue to be carried out and patrol coverage is improving. 7 resource use agreements have been put into place (4 funded by WWF, 2 by Ecotrust and 1 by FFI). Numerous other requests to establish resource use groups have been received.	More resource use agreements will be developed and signed when funds allow.
	Protection systems are only partially effective in controlling access/resource use	1			
	Protection systems are moderately effective in controlling access/resource use	2	2		
	Protection systems are largely or wholly effective in controlling access/ resource use	3			
11. Research Is there a programme of management-orientated survey and research work? *Process*	There is no survey or research work taking place in the protected area	0		**Score increased from 2 in August 2011.** A management-oriented survey and research programme is now in place and providing substantive results.	Funds need to be sourced to continue the programme.
	There is a small amount of survey and research work but it is not directed towards the needs of protected area management	1			
	There is considerable survey and research work but it is not directed towards the needs of protected area management	2			
	There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs	3	3		
12. Resource management Is active resource management being undertaken? *Process*	Active resource management is not being undertaken	0		There are relatively few active management requirements as UWA seeks to maintain (rather than change) the values of the Park. There is no restocking or planting inside the park, although communities have been engaged in replanting the river valley of the River Nyamwamba outside the park.	Resource management may need to be adapted to include climate change considerations. However, the lack of a CC adaptation study at this point in time is not considered a major gap in management information.
	Very few of the requirements for active management of critical habitats, species and cultural values are being implemented	1			
	Many of the requirements for active management of critical habitats, species and cultural values are being implemented but some key issues are not being addressed	2			
	Requirements for active management of critical habitats, species and cultural values are being substantially or fully implemented	3	3		

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
13. Staff numbers Are there enough people employed to manage the protected area? *Inputs*	There are no staff	0		Current staffing is less than the General Management Plan aims at, but available staff are able to carry out critical management activities to some extent.	The next round of recruitment to the park (from the cohort currently under training) should bring staff levels up to the requirements of the GMP.
	Staff numbers are inadequate for critical management activities	1			
	Staff numbers are below optimum level for critical management activities	2	2		
	Staff numbers are adequate for the management needs of the protected area	3			
14. Staff training Are staff adequately trained to fulfil management objectives? *Inputs/Process*	Staff lack the skills needed for protected area management	0		Training is a continuous process involving training courses and also on-the-job experience. Capacity still needs to be built through experience since some staff are quite new. Basic training of staff at management level could also be improved – particularly with training to deal with issues specific to the protected area. A TNA is developed each year.	Training for management staff in CC adaptation methods.
	Staff training and skills are low relative to the needs of the protected area	1			
	Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management	2	2		
	Staff training and skills are aligned with the management needs of the protected area	3			
15. Current budget Is the current budget sufficient? *Inputs*	There is no budget for management of the protected area	0		Annual allocation still meets about 70% of the AOP. Most major developments in the park still rely on external funding.	
	The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage	1			
	The available budget is acceptable but could be further improved to fully achieve effective management	2	2		
	The available budget is sufficient and meets the full management needs of the protected area	3			
16. Security of budget Is the budget secure? *Inputs*	There is no secure budget for the protected area and management is wholly reliant on outside or highly variable funding	0		The budget is relatively secure for regular operations.	
	There is very little secure budget and the protected area could not function adequately without outside funding	1			
	There is a reasonably secure core budget for regular operation of the protected area but many innovations and initiatives are reliant on outside funding	2	2		
	There is a secure budget for the protected area and its management needs	3			

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
17. Management of budget Is the budget managed to meet critical management needs? *Process*	Budget management is very poor and significantly undermines effectiveness (e.g. late release of budget in financial year)	0		Management of the overall budget for PAs by UWA pays adequate attention to RMNP. The main approach adopted by UWA to increase funding is to focus on advertising the area to increase tourist numbers.	
	Budget management is poor and constrains effectiveness	1			
	Budget management is adequate but could be improved	2	2		
	Budget management is excellent and meets management needs	3			
18. Equipment Is equipment sufficient for management needs? *Inputs*	There are little or no equipment and facilities for management needs	0		New equipment received has been to replace worn out uniforms, faulty radios, etc. There is no net gain. Some equipment has been received for research and monitoring, but there is still an overall shortage. Transportation is especially problematic.	Partners need to be found who are willing to provide basic equipment.
	There are some equipment and facilities but these are inadequate for most management needs	1	1		
	There are equipment and facilities, but still some gaps that constrain management	2			
	There are adequate equipment and facilities	3			
19. Maintenance of equipment Is equipment adequately maintained? *Process*	There is little or no maintenance of equipment and facilities	0		There is basic maintenance. However, it is becoming a problem with vehicles which are aging and thus costs of maintaining them are going up.	
	There is some *ad hoc* maintenance of equipment and facilities	1			
	There is basic maintenance of equipment and facilities	2	2		
	Equipment and facilities are well maintained	3			
20. Education and awareness Is there a planned education programme linked to the objectives and needs? *Process*	There is no education and awareness programme	0		Staff are still using traditional UWA methods and need to modernize their approaches (e.g. using audio-visual aids), but the resources are not available for them to do so. Music dance and drama activities are compromised by a lack of transport and facilities.	A means of obtaining transportation in order to conduct activities is needed: especially motorcycles for climbing mountains with poor roads. A consultant is needed to develop a package for awareness raising.
	There is a limited and *ad hoc* education and awareness programme	1			
	There is an education and awareness programme but it only partly meets needs and could be improved	2	2		
	There is an appropriate and fully implemented education and awareness programme	3			

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
21. Planning for land use Does land use planning recognise the protected area and aid the achievement of objectives? *Planning*	Adjacent land use planning does not take into account the needs of the protected area and activities/policies are detrimental to the survival of the area	0		Districts are engaged in planning for resource use in the park and complementary activities adjacent to the park. RMNP managers participate in district planning processes through regular conferences (including the annual budget conference) to ensure complementarity. RMNP managers also sit in sub-county and district security committees.	
	Adjacent land use planning does not takes into account the long term needs of the protected area, but activities are not detrimental the area	1			
	Adjacent land use planning partially takes into account the long term needs of the protected area	2	2		
	Adjacent land use planning fully takes into account the long term needs of the protected area	3			
Additional points: Land and water planning					
21a: Land and water planning for habitat conservation	Planning and management in the catchment or landscape containing the protected area incorporates provision for adequate environmental conditions (e.g. volume, quality and timing of water flow, air pollution levels etc) to sustain relevant habitats.	+1	+1	Managers participated in the development of the Strategic Plan for the Virungas landscape published in 2004, but insurgency in DRC has hampered implementation. Some elements are in place. such as coordinated patrolling	
21b: Land and water planning for connectivity	Management of corridors linking the protected area provides for wildlife passage to key habitats outside the protected area (e.g. to allow migratory fish to travel between freshwater spawning sites and the sea, or to allow animal migration).	+1		There is no active management or coordination between Uganda and DRC in respect to corridors..	
21c: Land and water planning for ecosystem services & species conservation	Planning addresses ecosystem-specific needs and/or the needs of particular species of concern at an ecosystem scale (e.g. volume, quality and timing of freshwater flow to sustain particular species, fire management to maintain savannah habitats etc.)	+1	+1	Key species have been identified and baseline information collected. Water volume is also now being monitored	
22. State and commercial neighbours Is there co-operation with adjacent land users? *Process*	There is no contact between managers and neighbouring official or corporate land users	0		Cooperation has improved: the stakeholder forum set up under Phase I has been rejuvenated and there were two meetings with corporate neighbours in the last year.	There is a need to increase frequency of consultations and develop active engagement in PES.
	There is contact between managers and neighbouring official or corporate land users but little or no cooperation	1			
	There is contact between managers and neighbouring official or corporate land users, but only some co-operation	2	2		
	There is regular contact between managers and neighbouring official or corporate land users, and substantial co-operation on management	3			

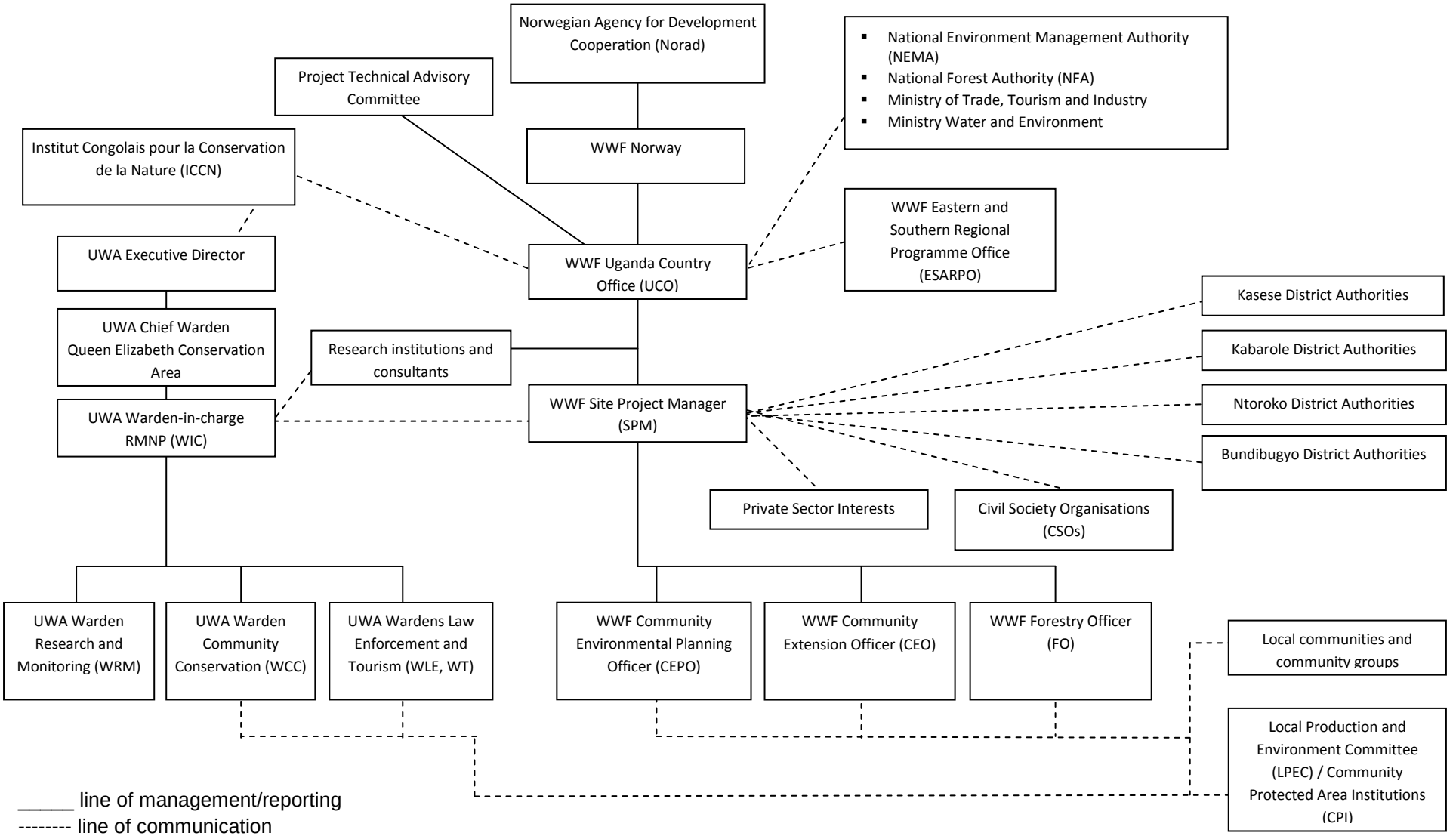
Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
23. Indigenous people Do indigenous and traditional peoples resident or regularly using the protected area have input to management decisions? *Process*	Indigenous and traditional peoples have no input into decisions relating to the management of the protected area	0		**Score increased from 2 in August 2011.** A stakeholder analysis was carried out and communities have been involved right from the start of the project in contributing to decision making. Implementation of activities, even patrolling, often involves community members for continuous feedback. The establishment of the GMP and its revision were also participative, involving consultation at all levels, including with communities.	
	Indigenous and traditional peoples have some input into discussions relating to management but no direct role in management	1			
	Indigenous and traditional peoples directly contribute to some relevant decisions relating to management but their involvement could be improved	2			
	Indigenous and traditional peoples directly participate in all relevant decisions relating to management, e.g. co-management	3	3		
24. Local communities Do local communities resident or near the protected area have input to management decisions? *Process*	Local communities have no input into decisions relating to the management of the protected area	0		**Score increased from 2 in August 2011.** As 23.	
	Local communities have some input into discussions relating to management but no direct role in management	1			
	Local communities directly contribute to some relevant decisions relating to management but their involvement could be improved	2			
	Local communities directly participate in all relevant decisions relating to management, e.g. co-management	3	3		
Additional points *Local communities/indigenous people*					
24 a. Impact on communities	There is open communication and trust between local and/or indigenous people, stakeholders and protected area managers	+1	+1	This has further improved over the last year.	
24b. Impact on communities	Programmes to enhance community welfare, while conserving protected area resources, are being implemented	+1	+1	These programmes are well established.	
24c. Impact on communities	Local and/or indigenous people actively support the protected area	+1	+1	During Feb-March 2012 local people were mobilised by the Kingdom for fire fighting and actively participate in boundary maintenance.	

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
25. Economic benefit Is the protected area providing economic benefits to local communities, e.g. income, employment, payment for environmental services? *Outcomes*	The protected area does not deliver any economic benefits to local communities	0		The majority of park staff are from the area (direct employment), many receive indirect employment through tourism, widespread benefits arise from revenue sharing and resource use agreements as well as maintenance of irrigation water, domestic water and hydroelectric power coming from waters from the Park.	There is a need for increased marketing and promotion of the park to increase economic benefits shared. This includes assisting local communities to market their products.
	Potential economic benefits are recognised and plans to realise these are being developed	1			
	There is some flow of economic benefits to local communities	2	2		
	There is a major flow of economic benefits to local communities from activities associated with the protected area	3			
26. Monitoring and evaluation Are management activities monitored against performance? *Planning/Process*	There is no monitoring and evaluation in the protected area	0		There is now a national level UWA Monitoring Officer who has visited most protected areas, including RMNP, and has examined monitoring systems and needs for their improvement. Feedback is expected. In Rwenzori a system is in place but not fully operationalized.	Based on feedback, the park will look at ways of improving operationalization of the M&E system.
	There is some *ad hoc* monitoring and evaluation, but no overall strategy and/or no regular collection of results	1			
	There is an agreed and implemented monitoring and evaluation system but results do not feed back into management	2	2		
	A good monitoring and evaluation system exists, is well implemented and used in adaptive management	3			
27. Visitor facilities Are visitor facilities adequate? *Outputs*	There are no visitor facilities and services despite an identified need	0		A second board walk has been constructed across the bogs. A new ranger post has been constructed at the park gate that improves the image of the park for visitors (as well as housing an increased number of staff). Rwenzori Mountaineering Services (RMS) has made considerable efforts to solve internal issues and their activities are improving. Rwenzori Trekking services (RTS) has put up new facilities: RMS has not done so yet.	Better standards of tourist accommodation are still needed all over the mountains.
	Visitor facilities and services are inappropriate for current levels of visitation	1			
	Visitor facilities and services are adequate for current levels of visitation but could be improved	2	2		
	Visitor facilities and services are excellent for current levels of visitation	3			

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
28. Commercial tourism operators Do commercial tour operators contribute to protected area management? *Process*	There is little or no contact between managers and tourism operators using the protected area	0		Both concessionaires are striving to denounce poaching and are supporting the park in reporting infringements.	
	There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters	1			
	There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values	2			
	There is good co-operation between managers and tourism operators to enhance visitor experiences, and maintain protected area values	3	3		
29. Fees If fees (i.e. entry fees or fines) are applied, do they help protected area management? *Inputs/Process*	Although fees are theoretically applied, they are not collected	0		Fees generated are still insufficient to support park management programmes. Following a review of park revenue sharing in 2011, it was decided to maintain the revenue share at 20% and focus on increasing numbers of tourists to increase overall revenue shared to communities. The revenue share was decided to be determined on the basis of the length of the border of RMNP within each parish 9this was agreed between the RMNP and the districts). Local communities had preferred a share based on the total population of the park-adjacent parish.	Dissemination and popularization of the agreed new policy for revenue sharing.
	Fees are collected, but make no contribution to the protected area or its environs	1			
	Fees are collected, and make some contribution to the protected area and its environs	2	2		
	Fees are collected and make a substantial contribution to the protected area and its environs	3			
30. Condition of values What is the condition of the important values of the protected area? *Outcomes*	Many important biodiversity, ecological or cultural values are being severely degraded	0		The park is considered to be managed effectively to maintain its values. Security issues that arose in the early 2000s have not resurfaced.	
	Some biodiversity, ecological or cultural values are being severely degraded	1			
	Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted	2			
	Biodiversity, ecological and cultural values are predominantly intact	3	3		

Issue	Criteria	Score: Tick only one box per question		Comment/Explanation	Next steps
Additional Points: Condition of values					
30a: Condition of values	The assessment of the condition of values is based on research and/or monitoring	+1	+1	An effective research and M&E system is in place and contributing to the maintenance of park values.	
30b: Condition of values	Specific management programmes are being implemented to address threats to biodiversity, ecological and cultural values	+1	+1	FFI is expecting to continue its project aimed at supporting cultural values for around 15 years, but funds are unreliable and very small (depending on individual persons donations). MacArthur funding for CC monitoring has terminated, although some equipment has been provided to the park and is still in use. Research on vegetation changes and on restricted range species undertaken with MacArthur funding continues to be useful.	
30c: Condition of values	Activities to maintain key biodiversity, ecological and cultural values are a routine part of park management	+1	+1	These are core activities of the RMNP and are secure.	More funding is required to push management to the next level.
TOTAL SCORE			80		
Corrected as a percentage (score / maximum score)			78		

ANNEX H. ORGANIZATIONAL CHART OF THE PROJECT



ANNEX I. KEY DOCUMENTS REVIEWED

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