



TWENDE MBELE

MAY 2022



RAPID EVALUATION OF THE EFFECT OF THE CONTRIBUTION OF 20% GATE COLLECTIONS REMITTED TO THE HOST COMMUNITIES SURROUNDING NATIONAL PARKS



Office of the Prime Minister of Uganda

**RAPID EVALUATION OF THE EFFECT OF THE CONTRIBUTION OF 20% GATE COLLECTIONS REMITTED TO
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REPORT

May, 2022

LIST OF ABBREVIATIONS

CAO	Chief Accounting Officer
CAM	Conservation Area Manager
CBOs	Community Based Organizations
CPC	Community Procurement Committee
CPMC	Community Procurement Management Committee
CSR	Corporate Social Responsibility
FGDs	Focus Group Discussions
FY	Financial Year
DLGs	District Local Governments
KIIS	Key Informant Interviews
LCI	Local Council I
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MoUs	Memorandum of Understandings
MoTWA	Ministry of Tourism, Wildlife and Antiquities
NDP	National Development Plan
OPM	Office of the Prime Minister
PA	Protected Area
PPC	Project Procurement Committee
PMC	Project Monitoring Committee
SDGs	Sustainable Development Goals
RS	Revenue Sharing
TORs	Terms of Reference
UWA	Uganda Wildlife Tax
VAT	Value Added Tax
VIP	Ventilated Improved Pit latrine
WLA	Wildlife and Antiquities

ACKNOWLEDGEMENTS

This diagnostic The Government of Uganda through Office of the Prime Minister is pleased to present the rapid Evaluation report on the effect of the contribution of the 20% gate collections remitted to the host communities surrounding the National Parks. The report has been developed with contributions and support from state and non-state stakeholders.

Office of the Prime Minister extends its gratitude to Twende Mbele for the financial support rendered towards the successfully completion of this study.

Appreciation further goes to GoU Evaluation Subcommittee at OPM and MoTWA more especially the Commissioner in charge of Monitoring and Evaluation and the M&E officers at the Office of the Prime Minister (OPM) and MoTWA for provision of technical backstopping, guidance and regular support throughout the evaluation exercise.

The evaluation team would also like to acknowledge the input provided by stakeholders at district level including the CAO's, Natural Resource Officers, UWA officials and the entire host community that spared time to provide useful information that guided the writing of this report.

The consultant and his team cherish this relationship as it is also important to the furtherance of scholarly investigation, improvement of teaching, and provision of reliable information for decision making on matters of national development.

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EXECUTIVE SUMMARY

1. INTRODUCTION

The 20% Revenue sharing programme emerged as a result of an evidence gap in the area of enhancement of economic and social benefits from wildlife management. The programme is premised on the section 65 (4) of UWA Act (2019) where UWA is obliged to share 20% of its park entry fees to the surrounding communities in LGs surrounding the protected area from which the fees are collected to improve the social and economic well-being. Section 65 (5) mandates the Minister to make regulations on the management of the revenue sharing in subsection (4).

Of recent there has been a general concern as to whether the original intention and goal has been realized and generate evidence to inform policy makers on what is working and what is not working. The OPM in partnership with Ministry of Tourism, Wildlife and Antiquities and the WLA commissioned a study to undertake a rapid evaluation to assess the extent to which the use of the remitted 20% of the park entry fees has been effective in improving the livelihood of the communities in LGs surrounding the wildlife protected areas. The findings also provide a strong basis to inform the Ministry's decision on the best way forward in implementing the conditional grant and preventing leakages in the disbursement system of the funds to the communities and make regulations on the management of the revenue sharing.

Sample and Methods for the Assessment

The assessment targeted 9 national parks spread across the country together with the respective adjacent district local government hosting the park coordination office thus: Mgahinga Gorilla (Kisoro DLG), Kibale (Kamwenge DLG) Queen Elizabeth (Kasese DLG), Murchison Falls (Masindi DLG), Mt. Elgon (Mbale DLG), Lake Mburo (Kiruhura DLG), Ssemuliki (Bundibugyo DLG), Rwenzori Mountains (Kasese DLG), Kidepo Valley (Karenga DLG) were respectively engaged for this study. Consultations were made at various levels and to several technical persons that provided useful data that informed the study. Data was collected from a range of stakeholders at national and district levels. At national level, the technical staff at the MoTWA, WLA, OPM, MoLG were consulted while at District Local Government level, the CAOs, district planners, District Natural Resource officers, project beneficiaries and the national park coordination office including (Senior/ Chief/ Assistant Wardens, Community Conservation Rangers) among others also provided vital information that informed this study. To ensure inclusiveness during the evaluation, clustering of key stakeholders was based on the roles they play in facilitating information gathering, and in planning the field visits as well as extraction of the relevant data. The assessment involved desk-based review of all relevant documentations; Key Informant Interviews and Focus Group Discussions with selected LG officials, beneficiaries and community representative and relevant stakeholders.

Key Results

Achievement of project objectives: Project objectives were achieved to the average scale 6/10. In terms of infrastructure, the project constructed 163km of access road, 103 classrooms, 10 water springs, 27 boreholes, 32 VIP latrines; supplied 461 plastic tanks, 87 school desks; planted 122,243 trees among others. In terms of livelihood, the project provided/supplied the following to the communities: Bee-hives (1998), fuel saving stoves (10), heifers/Bulls/Ox-ploughs (125), fish fries (7000), goats (4,243), pigs (305), poultry birds (1106) among others. The project has registered developments in socio-economic infrastructure like schools, water dams, Health centres arising from the revenues generated. There have been ordinances introduced to the communities like sport hunting, resource access, collaborative management among others. As a result, job opportunities have been created in the surrounding communities. Amidst the achievements, the assessment results revealed some gaps in the implementation such as; delayed disbursement of funds at all levels, and some point, disagreements between district and sub-county on procurement modalities caused delays. There was observed laxity in record keeping of the procured items particularly related to the drugs and chemicals.

Relevance of the project: There has been support and acceptance of protected areas and the conservation activities from the communities living in the vicinity. Generally, there is good stakeholder collaborations to ensure that funds reach the intended target beneficiaries. The adjacent communities and the protected areas now work together and are cooperative in preservation of the parks. However, in terms of sub-project selection, the criteria are based on bottom-Up project selection where communities select their own projects geared towards enhancing livelihood,

and/or conservation activities following the guidelines in the handbook. However, amidst these gains, there are often emerging challenges particularly the stray animals that continue to destroy communities' crops, and also often communities respond to fighting unknown fire outbreaks in the parks.

Project Effectiveness: Majority of the stakeholders revealed having attained sub-projects that meet their local immediate needs from the 20% remittance by UWA such as livelihood sub-projects. However, they emphasized the need for expansion of the project to a bigger scope to include more beneficiaries largely because, the funds are not always adequate to benefit many parishes depending on the cost of implementing the sub projects selected and more so, most of them suffer to similar magnitudes due to the fact that these are communities living adjacent to the protected areas with some being affected and attacked by animals. Hence some of the communities stressed the need for more infrastructure like schools, water sources and Health centres than livelihood subprojects.

The project was found to be appropriate since they meet community needs in terms of socio-economic infrastructure and livelihoods e.g. goat and poultry rearing, schools and road construction. Although most of the sub-projects address gaps especially livelihood, some of the activities are not sustainable for example goats often are attacked by animal diseases such as foot and mouth disease that consequently led to their death.

It was noted that there is a gap in terms of project selection. Much as the 20% revenue sharing guidelines emphasize selection of projects that are in line with the programme objectives, the communities often propose and request for projects that are outside the main goal of the 20% gate collection fees. The beneficiaries however attribute this to the need and lack of such infrastructures like Health centres, schools, boreholes etc. which are beneficial to them. Similarly, these infrastructures once provided to these communities will lead to creation of jobs and more so minimizes travelling long distances hence being saved from animal attack especially for the young generation.

Efficiency of Resource use: The remittances are sent annually to LGs based on the timeliness of government transfers and accountability by LGs. The practice is that LGs sends UWA approved projects and costs, then UWA releases the money to the LG, and then LG releases the money to the beneficiaries in the different parishes. The process of transfer is smooth in some of LGs and also problematic in others. Delays from UWA to the district account consolidated fund takes two years to receive the IPF and money usually comes in between April and June which is towards end of FY. It was found that the lengthy procurement process increases projects costs and communities feel that their money disappears through such processes.

During the financial years 2018 and 2019, UWA disbursed funds to 9 national parks totaling to UGX 16.973bn to selected LGs neighboring the wildlife protected areas. These funds comprised of UGX 3.474bn and UGX 13.498 bn

transferred in 2018 and 2019, respectively. The disbursements were executed in accordance with the approved project proposals. However, the information is only limited to the amounts disbursed excluding the total revenues generated by the respective LGs and/or national parks.

In terms of timeliness of transfer of remittances to LGs, the assessment revealed that there is always delays in remitting funds from UWA to the districts accounts consolidated fund as it takes two to three years to receive the IPF and money usually comes in between April and June which is towards end of FY. However, from LG account to the community sub-project account, the remittances have often been done in time, as it takes about 14 days from the district account to community project account. However, of late, there are technical issues that cause delays. For example, the district can receive more than what it is expected to get and as a result such monies cannot be cleared, and often the money bounces back to bank of Uganda.

Field findings actually confirm the flow of funds from UWA, to the district, then to sub-county and finally to the parishes where the beneficiary villages are selected for implementation of the sub projects. The beneficiary receives the inputs or the infrastructure but not cash. However, the flows of these resources have not been sensitized to all the stakeholders at LLGs particularly the communities that has resulted into resentments by some beneficiaries to doubt the resources flow scheme. Besides, the changes in the planning and funding priorities is done at the UWA and district levels without involving the community beneficiaries.

In all communities that participated in the study across the country, it was revealed that they are not satisfied with the current fund disbursement model because, the funds involve a lot of bureaucracy, there are lots of deductions before the money reaches the community level e.g. VAT, withholding tax by the construction companies through bidding, bank charges hence by the time this money reaches the group some monies have been deducted through this process yet it could do some work on the ground. As a result, the beneficiaries have strongly advocated for decentralization of the management and disbursement of revenue sharing fund, preferring the option of disbursing the funds directly to the targeted projects and communities as one of the ways of minimizing lots of bureaucracy and delays in the implementation of projects. some communities also call for transparency in monies collected by UWA. The communities wish UWA could reveal to them the total amount of the gate collection fees from which the 20% is park fees is deducted in each given financial year.

Impact of the project on the livelihood of households and communities: Some of the notable changes observed in the PA communities are: construction and installation of community social infrastructure. About 25 boreholes, 2 gravity water flow were established in the communities that have hippopotamus to reduce on death of community members surrounding these areas that go in search of water. Besides, there is also easy access to safe drinking water.

In addition, about 103 standard school classrooms have been built in some areas which has led to reduction in moving long distances by children and teachers. All the PA communities have been sensitized of their safety and the advantages of maintaining good human-animal relation. Teamwork and harmony have been realized in the communities. Poaching activities have reduced as a result of increased awareness as sighted by majority of the respondents from districts visited and in some communities for instance Mount Rwenzori National Park through a Focus Group Discussion during the assessment revealed that “Poaching is totally being eliminated as the former poachers testified that when special days like Christmas, Easter, Idi etc. come by, instead of poaching from the National Park, they now pick goats from their goat projects and fish from their Fish ponds and enjoy with their families on such special days.” Similarly, in areas where staff quarters have been constructed, the issue of teacher absenteeism has greatly reduced, and there is improved livelihood because some staff earn some salary. Some of the beneficiaries that have benefited directly from livelihood projects are able to take their children to school and acquire some other basic needs like medical treatment among others. Some Beneficiary groups/Members have planted tree woodlots and domesticated other resources hence reducing pressure on the park.

Lessons learned: The following was noted to be observed;

- Community/stakeholder involvement in all stages of project planning and execution is key;
- Training and mindset change of the communities living within the PA;
- Careful choice of the enterprise/sub-project is important
- There should be strict monitoring of the project.
- Groups should set project targets that are followed through e.g. they should retain a certain number of goats and not sell or eat all of them to ensure sustainability.

Best practices exhibited by the 20% remittance model that can be replicated

- Community involvement in project identification of their own sub-project is a good practice;
- This kind of revenue sharing can be applied to Corporate Social Responsibility (CSR) by companies in areas where they operate. 20% of the funds spent in this cause can be devoted to community development projects;
- It has been proved that wildlife is a commodity of value to the community around National Parks and Conservation areas.
- Architectural or construction models last longer than livelihood models but still livelihood programs are helpful.
- Economic empowerment projects improve household income more e.g. goat rearing, bull fattening

Sustainability of the project outcomes: Some of the key sustainability strategies are;

- Tagging of the goats
- Instituting of project committees (PMC and PPC) which help in supervision, monitoring of the project
- There are available Local Government experts such as entomologists and veterinarians who can be used in project supervision;
- Communities have been trained on how to sustain their projects after the Revenue sharing programme closes. For instance, those with lodging facilities are trained on how to attract and maintain tourists
- The community has been sensitized on proper maintenance for infrastructural projects.
- Encourage fish farming.
- Have model farmers for apiary.
- However, sustainability in terms of meeting the maintenance costs of the facilities is largely lacking because of unclear sustainability mechanisms. Besides, the communities are relatively poor to sustain some of the facilities like boreholes, water springs, etc.

Integration of Gender issues into project design and execution: For every committee of 6 persons, at least 2 were women (e.g. CPC is composed of 5 members and 2 of them should be females while CPMC is composed of 5 members and 2 of them should be females).

In terms of beneficiaries, women were encouraged to form and register CBOs to include youth and the elderly. Largely all the rural economic empowerment programmes include women, youth and the elderly.

Monitoring and Evaluation: The sub-project activities are ideally monitored by the district officials, sub-county official, community procurement committees and project management committees. However, in some instances, monitoring is limited because of limited resources.

Conclusion: In summary, the evaluation brings key issues and the understanding of the benefits and impacts derived from the 20% RS conditional grants to LGs adjacent to national parks in Uganda. The assessment points out issues of relevance and appropriateness of the project to the PA communities. The evaluation further generates evidence on the project effectiveness, efficiency in resource use, impact and sustainability of the benefits as well as outcomes in the communities. The flow of financial resources scheme was assessed together with the best practices and appropriate recommended adjustment necessary to improve flow of financial resource for improved service delivery. Issues of gender mainstreaming, M&E functions were assessed as well as the recommended actions for future effective project design and implementation.

Key issues identified and recommendations

Key issues identified	Recommendations
Project Design and Planning	
Less involvement of community/stakeholders in planning the project;	Community/stakeholder involvement in all stages of project planning and execution should be strengthened;
Changes in the choice of the enterprise/sub-project without involving the communities;	<ul style="list-style-type: none"> • Careful choice of the enterprise/sub-project and participatory of beneficiaries is important especially at community level; • Project selection should allow flexibility and consider sub-projects that the community members have selected since they know their community needs; • Emphasize resource sharing as opposed to revenue sharing should be adopted e.g. Communities can benefit from protected areas inform of; collecting firewood, Fish farming, Medicinal plants to form medicine, Beehives, Feeds for cattle, and more land for farming.
Project Execution and Results	
Community procurement was not effective because of lack of capacity at that level;	<ul style="list-style-type: none"> • Centralize the procurement process. Highly recommend that UWA works with PPDA to harmonize the procurement process; • Capacity building of the community in the procurement process.
<p>Lack of a harmonized funds disbursement model among the LGs, UWA and community members in terms of money disbursement process;</p> <p>Transfer of funds was prolonged and bureaucratic hence causing delays in execution of the projects;</p> <p>Lack of transparency in the revenue generated from the national parks</p>	<p>Remitting of the funds should be from UWA to the beneficiaries directly to reduce on bureaucracies and avoidable bank charges;</p> <p>Timely remitting of the funds. This should be done at least each year not after 2 to three years;</p> <p>Strengthen the accountability mechanisms for revenue generation and sharing;</p> <p>Display the total revenues collected by UWA to the respective stakeholders</p>

Key issues identified	Recommendations
UWA stopped funding in 2021 but have never communicated to the concerned districts for now 2 years and some sub-projects have stalled	Strengthening communication by UWA
Disoriented communities that fail to appreciate the importance of the project	<ul style="list-style-type: none"> • Training and mindset change of the communities living within the PA; • Sensitization of the community on illegal poaching. Information shared with the communities is at times written in English hence the messages on poaching are not well understood by community members who are unable to read the posters by UWA;
Sustainability of the project outcomes	
There were no clear sustainability mechanisms for the project after closure	<ul style="list-style-type: none"> • Continued capacity building through hire of technical people to train these beneficiaries especially in bee keeping; • Enforcement of the guidelines on maintenance and sustainability of the assets (revenue sharing guidelines); • Projects ought to be co-funded by UWA and the community. This promotes the spirit of ownership by the community and ensures sustainability; • Groups should set project targets that are followed through e.g. they should retain a certain number of goats and not sell or eat all of them to ensure sustainability.
M&E, and Gender Issues	
<p>The M&E mechanisms were not robust to inform and guide the effective monitoring and evaluation of the project activities;</p> <p>Guidelines to incorporate gender issues were lacking in the programmes</p>	<p>Continuous engagement of stakeholders in regular monitoring of the projects;</p> <p>To develop a robust M&E framework for the project activities, aligned to national M&E strategy;</p> <p>Involvement of technical, politicians in monitoring and supervision of sub projects for purposes of acceptance and provision of feedback;</p>

Key issues identified	Recommendations
	To develop guidelines to mainstream gender issues in the programme

INTRODUCTION



1. Background on the Evaluation

1.1 INTRODUCTION

The government of Uganda highly values evaluation of her programmes to ensure development aspirations and commitments. The consulting team extends gratitude to the Wits Enterprise, Office of the Prime Minister and Ministry of Tourism, Wildlife and Antiquities for having entrusted us with the task to undertake the “A Rapid Evaluation of the Effect of the contribution of 20% Gate Collections Remitted to the Host Communities Surrounding the National Parks” in Uganda. It is our resolute hope that the findings generated from the evaluation will inform better decision to improve the relationships between protected areas and neighboring local communities more so, improve the livelihood of the households in the frontline LCIs. Hereunder, we present the overview of the assignment; justification and objectives of the rapid assessment as well as the scope of the study.

1.2 OVERVIEW OF THE ASSIGNMENT

The assessment is premised on the section 65 (4) of UWA Act (2019) where the 20% of the park entry fees collected from a wildlife protected area is paid back to the local governments (LGs) of the area surrounding the wildlife protected area from which the fees were collected. This obligation is based on the acknowledgment that communities at the frontline of protected areas endure a disproportionate burden of the costs associated with the conservation of protected areas, and yet the benefits they gain are considered minimal (Manyindo & Makumbi, 2005). In other words, revenue sharing is intended to act as an incentive for local communities and LGs to actively participate in wildlife conservation. Further, the Uganda Wildlife Act was passed in 2019 by Parliament to achieve the following: (a) the conservation of wildlife throughout Uganda so that the abundance and diversity of their species are maintained at optimum levels commensurate with other forms of land use, in order to support sustainable utilization of wildlife for the benefit of the people of Uganda; (b) the sustainable management of wildlife conservation areas; (c) the protection of rare, endangered and endemic species of wild plants and animals; (d) ecologically acceptable control of problem animals; (e) the enhancement of economic and social benefits from wildlife management by establishing wildlife use rights and the promotion of tourism; (f) the control of import, export and re-export of wildlife species and specimens; (g) the implementation of relevant international treaties, conventions, agreements or other arrangement to which Uganda is a party; and (h) public participation in wildlife management.

The Wildlife Act has now been in operation for three years, and has registered a number of successes especially in the area of ownership of wild animals and wild plants existing in the wild habitat in Uganda for the benefit of the people and empowering every person for the administration of the Act and ensuring measures are taken to monitor status of species and habitat condition, as well handling views of the affected communities surrounding the national parks. Despite these successes however, there exists an evidence gap in the area of enhancement of economic and social benefits from wildlife management.

1.3 RATIONAL OF THE EVALUATION

As part of the Twende Mbele Partnership with Government of Uganda, the Directorate of Monitoring, Evaluation and Inspection in Uganda trained and equipped technical officers from MDAs to undertake rapid evaluations to generate evidence to inform policy makers on what is working and what is not working. The objective of incorporating a rapid evaluation approach into the existing government approaches and NDP III implementation to provide more timeous feedback for decision-making, improve service delivery and programming was emphasized. Therefore, the OPM in partnership with Ministry of Tourism, Wildlife and Antiquities and the WLA commissioned a study to undertake a rapid evaluation to assess the extent to which the use of the remitted 20% of the park entry fees has been effective in improving the livelihood of the communities in LGs surrounding the wildlife protected areas. The findings also provide a strong basis to inform the Ministry's decision on the best way forward in implementing the conditional grant and preventing leakages in the disbursement system of the funds to the communities, and make regulations on the management of the revenue sharing.

1.4 OBJECTIVE OF THE EVALUATION

1.4.1. Purpose of the Evaluation

The overall objective of the rapid evaluation was to assess the current programme **design of remitting 20% park fees** as conditional grants to LGs, the underlying **theory of change** with a view of improving it and strengthening its implementation.

1.4.2. Evaluation Objectives

The objectives of this evaluation were to:

- I. Assess the effectiveness, efficiency, relevancy and sustainability of the disbursement model of the conditional grant,
- II. Establish whether the revenue disbursement model has improved the livelihood of communities around protected areas,

- III. Identify lessons learned and provide recommendations for informing future disbursement modalities,

Draw lessons learnt (from both intended and unintended results) and propose solutions/measures to provide for sustainability of successes/results realized so far

1.5 USERS OF THE EVALUATION REPORT

The intended users of the evaluation report are: Office of the Prime Minister, Ministry of Tourism, Wildlife and Antiquities and the WLA and the respective DLGs. Other secondary stakeholders are the Higher Local Governments, Civil Society Organisations (CSOs), Non-Government Organisation (NGOs), and Development Partners.



DESCRIPTION OF THE METHODOLOGY

2. Methodology for the Evaluation

2.1 TARGET POPULATION AND THE SAMPLE

The assessment targeted 9 national parks spread across the country together with the respective adjacent district local government hosting the park coordination office thus: Mgahinga Gorilla (Kisoro DLG), Kibale (Kamwenge DLG) Queen Elizabeth (Kasese DLG), Murchison Falls (Masindi DLG), Mt. Elgon (Mbale DLG), Lake Mburo (Kiruhura DLG), Ssemuliki (Bundibugyo DLG), Rwenzori Mountains (Kasese DLG), Kidepo Valley (Karenga DLG), respectively. Consultations were made at various levels and to several technical persons who provided useful data to inform the study. The stakeholders consulted at national level included: the technical staff at the MoTWA, WLA, OPM, MoLG; at DLG, the following were consulted: CAO, district planner, the national park coordination office among others. The details of the field consultations are summarized in the Table 1 below.

Table 1: The sample of persons/offices consulted during the assessment

Level of consultation	Agency/person/office consulted	No. of Officers Interviewed	Key approach used
National	Technical staff of MoTWA, WLA, OPM, MoLG	10	KIIs
DLG	CAO, District Planner, DDO, national park coordination office	14	KIIs
Park	Warden	9	KIIs
Beneficiary communities	CPMCs, CPCs, LCIs, Parish chiefs, S/C chiefs	30	KIIs + FDGs

The evaluation team consulted a broad range of stakeholders comprising; the GoU Evaluation Subcommittee as well as development partners. Stakeholder involvement during the evaluation process reinforced ownership, learning and sustainability of results. To ensure inclusiveness during the evaluation, clustering of key stakeholders was done based on the roles they play to facilitate information gathering, plan for field visits as well as extraction of the relevant data. The assessment involved desk-based review of all relevant documentation guidelines, reports, acts for instance the Uganda Wildlife Act that passed in 2019 by Parliament, frameworks, program support documents, monitoring and evaluation reports produced by Government and other key documents like a baseline

survey report to establish status information on a number of key indicators before establishment of the Act in 2019 among others. Key Informant Interviews and Focus Group Discussions with selected LG officials and beneficiaries and community representative and relevant stakeholders were also held. The framework below provides key phases of the evaluation.

2.2. KEY STEPS FOLLOWED IN THE EVALUATION

The rapid assessment employed both quantitative and qualitative approaches depending on the phase of the evaluation process. **Phase I** of the rapid assessment involved review of the necessary related literature to provide a broad overview of the design, implementation and status of the project as well as identifying the data gaps. This phase mainly dealt with the review of the comprehensive secondary data and documents, and the national level consultations through KIIs. The results of this phase was the literature review report with identified data gaps. During the review, some of the key documents used include: Uganda Wildlife Act passed in 2019; Revenue Sharing (RS) guidelines, RS implementation status reports, LGs development plans; Annual performance reports; Training report for the rapid evaluations; etc.

Phase II of the evaluation involved consultations with key stakeholders at all stages through interactive meetings to gain a deeper understanding of the process of remitting 20 percent park fees as conditional grants to Local Governments in Uganda, and the economic value derived from these grants. Feedback was provided at every stage of the consultation. This approach opened opportunities for discussions on the process of change based on the participants' own experiences. An inclusive approach was applied to allow for participation of all key stakeholders in the evaluation, while a collaborative approach

ensured close engagement with key stakeholders. Arising from the consultation process, raw qualitative and quantitative data was collected.

The **third phase** was mainly concerned with the data analysis and report writing. Data analysis was done using the relevant MS Office tools such as MS Excel and Stata statistical packages while qualitative interview information was transcribed and analyzed using themes as prescribed in the survey tools. Both the primary qualitative and quantitative results were synthesized and triangulated with secondary data to produce final report. The next section provides the evaluation findings aligned to the objectives of the assessment.



FINDINGS

3. Presentation of Evaluation Findings

3.1 INTRODUCTION

This section provides the findings as per the objectives of the assessment in relation to the Terms of Reference. The narratives indicate the principles of the design of the project, the intended implementation arrangement and



results therefrom, the actual current status of the various initiatives as reported by the project beneficiaries, as well as the identified gaps. The implications and the recommended actions are also presented.

3.2 INTRODUCTION IMPLEMENTATION AND ACHIEVEMENT OF THE STATE OBJECTIVES AND MAJOR OUTPUTS

3.2.1 The extent to which the project objectives were achieved

Generally, the extent to which the project objectives were achieved was ranked to the average scale 6/10 as explained hereunder. In some protected areas, funding focused on infrastructure development. For instance, Bwindi Impenetrable/Mburo/Queen Elizabeth national parks adjacent communities received support to improve on village access roads, construction of school facilities (such as classrooms, VIP stances, desks, water harvesting tanks), protected water springs to communities, concrete water tanks, and tourism bandas (**Table 2**). In some areas such as Elgon/Rwenzori national park communities mainly benefited from livelihood projects in form of beehives, fuel stoves, heifers, fish ponds and fries. Most of the communities were supported in the construction of community access roads, planting of trees to restore the environment as well as installation of bee-hives to prevent elephants from penetrating into the adjacent community gardens. The choice of some of the sub-projects varied from community to another depending on the challenges facing the affected communities but also could be attributed to the revenues/disbursements to the parks. For instance, adjust communities to the Elgon park opt for the livelihood activities due to the small amount of funds generated and thus disbursed. The releases to Mgahinga Gorilla national park were earmarked to construct Buffalo wall, purchase of land as well as construction of community houses.

Table 2: Outputs for the infrastructure and livelihood components (2018 - 2019)

National park	Access road (km)	No. of class-rooms	Water springs/ Boreholes	VIP latrines	Plastic tanks	School desks	Concrete water tanks	Trees	Tourism Bandas/ Trenches	Ponds/ Dams
Bwindi	87.6	29	10	6	461	57	25	12,000	5	
Elgon										5
Rwenzori								2,800		
Mburo	17.2	16		1		30		500		1
Queen. E.	27.2	35	/13	4				2,400	1	7
Murchison		23	/11	21				1,600	/16.76	
Kibaale	30.8		/1					102,943	/28.4	
		Livelihood								
	Bee-hives	Fuel saving stoves	Heifers/ Bulls/ Ox-ploughs	Fish fries	Goats	Pigs	Garlic	Poultry birds	Grinding mills	VRF groups
Elgon	288	10	1	6,000						

Rwenzori	128			500	453	10	70			
Mburo	99		43	500	546	74				
Queen. E.	270				1,013	40		900	4	
Murchison	330		51		278				5	21
Kibaale	883		30		1,953	181		206		

UWA Monitoring reports (2018-2019)

In terms of achievements of results, there was clear evidence that the planned activities and outputs were achievable within the time frame. The stakeholders at the communities and districts were squarely and actively involved during the implementation process. Communities that largely involved in livelihood activities progressed faster in terms of identification of sub-projects and procurement of inputs. At the time of the field visit, all the sub-project activities were completed. The project has registered developments in socio-economic infrastructure like schools, water dams, Health centres arising from the revenues generated. There have been ordinances introduced to the communities like sport hunting, resource access, collaborative management among others. As a result, job opportunities have been created in the surrounding communities. Amidst the achievements, the assessment results revealed some gaps in the implementation such as; delayed disbursement of funds at all levels, and some point, disagreements between district and sub-county on procurement modalities that resulted into delays in implementing projects. There was observed laxity in record keeping of the procured items particularly related to the drugs and chemicals.

Beneficiaries of the bee keeping project



Table 3: No. of sub-projects to the sampled adjacent communities in the protected areas (2018-2019)

District	Amount received (Year)	Infrastructure/Environment sub-projects	Livelihood sub-projects
Kisoro DLG	803,251,504 (2018) 146,648,820 (2019)	Village access roads (9 km) Classrooms – 4 Concrete water tanks - 20	Cows – 15
Kamwenge DLG	125,667,092 (2018) 278,787,926 (2019)	VIP latrine – 1; Trench excavated/maintained – 20.4km;	Beehives – 50
Pakwach DLG	353,000,000 (2018) 378,569,931 (2019)	Classrooms – 11; VIP latrines – 7; grinding machines – 5; boreholes - 1	Revolving fund groups - 8

Kasese DLG	52,013,948 (2018) 87,890,920 (2019) 108,207,299 (2019)	Trees – 2,000; Garlic – 70; plastic chairs – 2,000; health centre – 3; boreholes – 13; gravity water - 5	Goats – 356; Beehives – 128; Fish fingering – 500; pigs – 10
Kiruhura DLG	366,724,599 (2018) 348,591,965 (2019)	Classrooms – 10; Staff rooms – 3; Access Road – 12.5km; Water dam – 1; Latrine – 1; Solar power - 1	
Masindi DLG	141,200,000 (2018) 407,757,611 (2019)	Tree planting – 1,600	Revolving fund groups – 3; Ox- ploughs – 6; beehives – 280; Cows - 4
Mbale DLG	12,159,000 (2019)		Beehives - 35

3.2.2 Factors that enabled the achieving of objectives

The enabling factors include;

The study identified several factors responsible for promoting and enabling the achievements of the project objectives. These are categorized into project context and community factors as summarized hereunder:

- a) Project context factors include:
 - ❖ Sensitization and mobilization of the communities surrounding the park,
 - ❖ Availability of funds and these funds reaching the intended beneficiaries,
 - ❖ Well-structured guidelines for program implementation in place

- b) Community context factors
 - ❖ Good stakeholder relations and commitment with the communities

- ❖ Good will of the political and technical leaders (DLG and CBOS)
- ❖ Access to local markets

Spotlight note:

Before COVID-19 pandemic, our visitors' numbers had increased, but when the pandemic came in the numbers dropped drastically. However, we observe the numbers are picking up after the economy opened up. As a community in this protected area, we have been enjoying several benefits from the project and the national park as whole. For instance,

- The communities depend on fish, firewood and water for irrigating crops which are readily available in this park;
- The communities have benefited from park transport services especially for sick people as most of these areas are remote which is a good thing to acknowledge;
- Communities are able to access the park e.g. there are MoUs allowing organized groups to do fishing in the park (there are around 8 groups);
- The community is able to get physical products from the park i.e. firewood. Note that the District mainly grows cocoa and thus depends on the protected areas for firewood.
- Pole wood has been given to the communities to construct houses.
- People enjoy visiting the park often;
- Generally, some of the communities have cultural attachment to the hot springs thus pride in the park. For instance, 98% of the Batwa's livelihood depends on the protected area.; and
- The park uses locals to provide casual labour.

3.2.3 Factors that have hindered or affected the achieving of the objectives

The assessment noted some of the factors that hinder progress of project implementation and achievement of the outputs and outcomes. These are also summarized into two: Project specific and community context factors, respectively.

a) Project context

- Limited scope of sub-projects (mainly within human wildlife conflict and livelihood projects),
- Lack of sustainability of livelihood interventions e.g. goats and pigs (whereby some beneficiaries sell off their goats soon after distribution)
- There is delayed approval of the required documentation by some DLGs which makes it look like a delay in remitting of the funds. A case to mention is Karenga district.
- COVID-19 has greatly affected our revenue collections.
- Lack of co-funding /community contribution
- Policies under the Wildlife Act are harsh on communities i.e. arresting locals for using protected areas.

b) Community context factors

- There is delay in proposal submission,
- At times there are cases of loss of lives by community members who are attacked by animals
- Loss of animals through poaching though cases of poaching are now minimal

- Bad perception of the community members who usually fail the projects.
- Refusal of mindset change. E.g. High levels of un-employment. UWA provides employment to the local people but the people feel 100% of UWA staff should comprise of the locals.
- Traditional practices that are persistent.
- Groups don't concentrate well and projects fall apart after one year.
- Human-wildlife conflict
- Problematic stray animals that damage the crops e.g. buffalos, hyena, leopards , hippos, elephants and wild pigs all affect livelihoods. However, the law does not provide for compensation.
- Predation on livestock
- High expectations from the communities
- Limited community contribution and participation
- Political interference and corruption
- High poverty levels make people demand for more.

3.2.4 Stakeholder awareness of the project legal framework and how is it being followed in managing the project

In terms of awareness, the study observed that stakeholders that participated in the assessment are fully aware of the legal framework under which this programme is implemented. Some of these legal frameworks include; the UWA Act (2019) Sect 65(4) as amended which provides for 20% to be given to adjacent communities; the Public Financial Management Act (2014) that guides on the accountabilities of public funds. There are also guidelines of 2012 revised in 2019 on revenue sharing of funds, Wildlife Policy (2014) that provides for collaboration management with communities while the LG Act empowers the CAO with the authority as the accounting officer for all resources in the LG in addition to the vision 2040 and it is being followed much as it is not 100%. These legal framework and guidelines are used to allocate, manage and account for the funds; used to train the technical staff at the district and LLGs; but also, are used to sensitize and raise awareness of adherence to the public financial best practices and standards. The beneficiary acknowledgment receipts are issued to all beneficiaries. **However, it has been noted that some LGs delay to account and thus are not advanced additional funds before previous funds are accounted for.**

3.2.5. Compliance to the procedures for selecting beneficiaries and allocating projects

The procedures for sub-project identifications are clearly articulated in the guidelines for revenue sharing (2013), paragraph 8.3. The overall project implementation follows a community demand driven (CDD) approach. The community members come up with identification of micro- projects to be implemented in their communities and submit their project proposals to the district which must meet the criteria of:

- i) Managing human wildlife conflicts
- ii) Livelihood improvements
- iii) Conserving the wildlife

These projects are supposed to be selected based on the main aim of conserving the natural resources. However, at times these communities select projects that are outside the main of conserving the natural resources e.g. construction of schools, teacher houses, health centres etc. The beneficiaries are selected from districts surrounded by national parks where a pull of sub-counties and parishes are the entry point. The community members then suggest suitable sub- projects according to their community needs by writing proposals which are submitted for vetting at the district. The selected projects are based on three aspects of; managing human wildlife conflicts, Livelihood improvements and conserving the wildlife.

The assessment reveals that the procedures are followed using the available guidelines of revenue sharing. These beneficiaries are selected in community meetings and communities decide on who and group of people to benefit. This is done in community/village meetings organized by LCI chairperson where money is declared, then communities will fill and complete Community Application Forms for the identified sub-projects and submit them to LCI (II) Chairpersons then submitted to sub county for vetting, compilation and forwarding to District level.

For those people who stay near the park, the names are selected with the help of community committees and sent at the sub county for support. Then after selecting the beneficiaries in the parish, a few members are given goats. However, there are instances where the selected beneficiaries are not adjacent to the protected areas, which is often brought by political interference and influence. “Before having the CPMC (Project Management Committee and Project Procurement Committee), we used to have issues in selecting beneficiaries especially at the sub-county and lack of transparence during procurement of goats but now we follow all the procedures during second phase when committees were constituted and consulted to make decisions on behalf of members.” FGD with community members surrounded by Kibaale National Park”.

“Yes, the guidelines have been followed although some stakeholders abuse some guidelines leading to poor accountability, misappropriation of funds, etc. There is also political influence where money is given to parishes not adjacent to the park. KII with Semiliki Community”

Community meeting at Katwe fish landing site to identify projects for funding



Proposal submitted for vetting by district local government

Spotlight note:

The overall goal of revenue sharing is to promote strong partnership among stakeholders as a necessary condition for communities' economic transformation and sustainable management of resources. We anticipate to generate economic benefits to improve our household welfare and help stay harmoniously in this community" **FGD with Hamukungu community, Kasese district**

Yes, all of us are aware of the revenue sharing project. "This money comes from the UWA then is transferred to the district, to the sub county and finally to the parish". **FGD with community members surrounded by Kibaale national park**

"This project is supporting us because elephants come from the park and destroy our gardens, we came to know about the program through sub county leaders when they came to consult us on project selection of our choice". **FGD with community members surrounded by Kibaale national park**

Are there any deviations from the implementation plan?

The assessment observed that there are some deviations in these projects. The selection of the projects is supposed to be based on the main aim of conserving the natural resources however, at times communities select sub-projects that are outside the main of conserving the natural resources e.g. construction of schools, teacher houses Health centres, etc. To deal with these deviations, the beneficiaries are advised to come up with sub- projects that conserve the natural resources and select a few outside natural resource conservations in order to satisfy both the community and us the programme stakeholders. In some instances, the choice of the sub-project is supply driven (rather than demand) **because beneficiary communities and households are advised to take on the sub-project contrary to their choice like trench or beehives purchase yet communities want goats.**

3.2.6 The stakeholders (including LGs) that support the project (their roles and levels of participation)

The assessment identified critical stakeholders that support project implementation that include the following, and their roles (**Table 4**). The various stakeholders are supposed to support the RS project; give them visibility; raise awareness about the sub-project activities; ensure public accountability as well as pass on the recurrent cost implications of the sub-projects to the beneficiaries. The stakeholders are supposed to convene/participate (in) meetings with a clear record of all proceedings of the meetings.

Table 4: Stakeholders and their roles

Stakeholder	Roles
HLGs	Provide technical guidance to communities in identifying projects under the programme. Serve as a link between the communities and the protected areas. However, the assessment team did not find any record of HLG Council resolutions of the integration of RS projects into the LG development plans/budgets
PMC	Assist in completing the Revenue Sharing Programme Community Application Form(s) for the identified project(s) and submitting the completed form(s) to the LCI Chairperson.
CPCs	Undertake community procurement – soliciting, receiving and evaluating bids or direct contracting of single suppliers/service providers. However, there was no evidence of participation in the procurement planning with the PMCs, including adverts, names of bidders, evaluation reports among others.
CPMC	<ul style="list-style-type: none"> • Engaged in management these projects, approve the list of beneficiaries, identifying potential beneficiaries • Manage the projects • Guide in identifying projects and select priority projects • Provide technical backstop in case of mixing materials for use on the project • Monitoring of the projects • Ascertain value for money for the projects by following up with the parish chief • Notify the sub county on the status of the projects in terms of successful completion of the work by the contractor. <p>However, the assessment team did not find any record of quarterly narrative as well as mechanisms for operation and maintenance of the RS projects.</p>
LCI	<ul style="list-style-type: none"> • Mobilizes communities to participate in the sub projects • Receive Revenue Sharing Programme Community Application Form(s) completed by PMCs and submit them to the Parish Development Committee (PDC), then from there, forms are sent to the sub county chief and CDO at the sub county level. <p>However, there was evidence of their participation in the evaluation of RS projects.</p>
UWA	Sensitization of communities; Participate in project identification at the community level However, there was no clear evidence of their participation in monitoring and evaluation of the RS projects.

Stakeholder	Roles
Send a COW Organization	Provide cows, veterinary medicine, extension services, sensitization (Pakwach district)

3.2.7 Specific Compliance to the procurement procedures of the project

The procurement procedures follow local bidding (placement of notices calling for proposals in public places or local media) by Project Management Committee but supervised by sub county leadership, then shopping (obtaining quotations from at least three (3) suppliers/service providers) is done to select a direct contracting of a single supplier/service provider. The field findings revealed that procurement procedures follow the existing structures at the district and as per the guidelines. The new revenue sharing regulations provide for the procurement process for contractors to supply goods/services – to ones who have been prequalified by either UWA or the LGs. However, the current practices in most communities is that the sub-county advertises together with the procurement management committees and the community management committees. Moreover, the implementation follows community procurement contrary to the PPDA guidelines. Thus, highly recommend that UWA works with PPDA and harmonize this procurement process.

A sub county chief explaining the procurement process during a FGD in Kasese district





Stakeholder engagement at Hamukungu community Kasese district

3.3 ASSESSMENT OF THE RELEVANCE, EFFECTIVENESS AND EFFICIENCY OF THE DISBURSEMENT MODEL OF THE CONDITIONAL GRANT

3.3.1 Opportunities for Transformation and Uganda- specific Empowerment

Has the project design been aligned to the needs and aspiration of the beneficiaries?

The key objectives of the project were to contribute to the reduction of human-wildlife conflict, and improve the livelihoods of households in frontline communities. In context, the affected communities were to identify the relevant and appropriate sub-projects that address their local needs. Thus, the assessment explored the extent to which the project contributed to an enabling environment for establishing good relations between protected areas and adjacent communities. Field findings revealed that there are generally *good stakeholder collaborations* to ensure that funds reach the intended target beneficiaries. The adjacent communities and the protected areas now work together and are cooperative in preserving the parks. Thus, there is support and acceptance of protected areas and the conservation activities from the communities living in the vicinity. However, in terms of sub-project selection, mostly the communities select their own livelihood, and/or conservation activities following the guidelines in the handbook. One of the KII had this to say;

“There are guidelines for the procurement process which give communities information on how to select their interventions for example communities tend to like livelihood sub-projects than conservation sub projects” KII in

Kasese District

The relationship between community and park has improved. **However, the communities feel that the parks should compensate them adequately for instance when hippos invade their farm lands**

Moreover, in terms of the project's soliciting support and acceptance of protected areas and conservation from adjacent communities, findings showed that there has been increased collaboration with Lower Local Governments (LLGs) at sub-county and parish levels more so, the projects are accepted by all members of the community. There is *visible participation* in caretaking, roleplaying and execution. *"The current project in Karenga DLG had members take part in ground clearance for construction of the lodges, periodic maintenance of the surrounding environment, and securing of the premises from being burnt down during periods of wild fires and arsonists.... Says one of the UWA officials in Karenga district"*.

However, amidst these gains, there are often emerging challenges particularly the stray animals continue to destroy communities' crops, and also often communities respond to fighting unknown fire outbreaks in the parks.

3.3.2 Project Effectiveness

How appropriate is the project in relation to the needs and situation it was intended to address?

The project was found to be appropriate since it meets community needs in terms of socio-economic infrastructure and livelihoods e.g. goat and poultry rearing, schools and road construction. Although most of the sub-projects address gaps especially livelihood, some of the projects are not sustainable for example goats often die. Guidelines emphasize selection of projects in relation to the programme objectives, however the communities want the projects that are not related to the objectives of the 20% gate collection fees. The beneficiaries want construction/ rehabilitation of Health centres, schools, boreholes etc.

"The project is very relevant. Although the original objectives should be followed by all stakeholders.

Due to challenges faced in the livelihood approach, UWA is changing strategy from livelihood to addressing human-wildlife conflict". KII with Semiliki community

Are your committees fully constituted? How are you involved in the projects?

With regard to the constitution of the CPM and CP committees, the assessment found that almost all communities visited have committees fully constituted and they are involved in this programme.

CPCs are responsible for community procurement – soliciting, receiving and evaluating bids or direct contracting of single supplier's/service providers. CPMCs are engaged in management of these projects, approval of the list of beneficiaries as well as identifying potential beneficiaries.

The procurement committees sit to select the right contractors among the applicants, and they also do regular monitoring using district engineer guidelines to avoid shoddy work “FGD with community members in Packwach district”

Is there any project you would prefer rather than what you have received?

The beneficiaries were asked to indicate if there is any other project they would prefer rather than what they received. Majority of them revealed that the sub-projects they received meet their local immediate needs such as livelihood sub-projects. However, they emphasized the need for the project to expand to scope to include more beneficiaries largely because, most of them suffer to similar magnitudes in case they are attacked by animals. Some of the communities need more infrastructure like schools and Health centres than the livelihood as mentioned by FGD that *“When our children study, the future burden of catering for them is minimized and more so these children can also look after us when we are old. Therefore, we request that the projects identified by the community be granted because they clearly bring out the real needs we have. Educating a child is educating a nation, investing in education is more beneficial, you invest for the future ahead in so many years”.* FGD with Hamukungu community members living inside Queen Elizabeth National Park”

Spotlight note:

The livelihood projects we got in form of goats are okay for us but we need more of them so that all the members within the parish can get because a small percentage of people have received these goats yet we are affected by elephants. Why should a few people in the village get yet elephants affect us all? Livelihood projects are good because those who have received goats fill relieved from elephants spoiling our gardens. When we are compensated in this form we also stop thinking of poaching because we know that our government cares for us. **“KII at Queen Elizabeth “**

The trench construction is also okay but we need also an electronic fence because these elephants are clever after sometimes they forge away to the community by pushing the soil back to the trench to access where to cross from.” **FGD with community members surrounded by Kibaale national park”**

Yes, us community members would prefer extension of water to other places in Hamukungu parish¹ since its big and most areas lack water for use. In addition, we have also ever proposed to have projects such as construction of hospital/ Health centre and it was vetted out during selection claiming that these are government projects. “For us we know our needs in this community and therefore by requesting for such a project like a school, we very well know that the illiteracy levels will be reduced, by educating the children we are also saving for the future and to some extent also reduces the bad practice of poaching”. **KII at Queen Elizabeth national park**

¹ Hamukungu community is one of the communities that are living within Queen Elizabeth National Park. It’s a community surviving on fishing majorly for food and some of the community members keep cattle, they are among those communities that are more vulnerable to the effects of animal destruction as a result of the protected areas.

The current architectural/ construction projects are more beneficial generally and for longer than the livelihood ones. "FGD with community members in Pakwach district"

A caption of fully constituted Community Representative Committee during Focus Group Discussion at Pakwach District with the

How has the project contributed to the following?



a) Socio-economic transformation of communities?

The project was anticipated to improve the socio-economic infrastructure of the communities as well as improve the livelihood of the households. The evaluation findings reveal that the programme has integrated activities that improve the livelihood of the communities in the PA e.g. Mushroom growing, Apiary, goat rearing etc. The economic improvement project activities implemented such as park water facilities and water points have been utilized by majority of the community being pastoralists in nature.



Mushroom growing by some beneficiaries

Beneficiary lives have been transformed for instance, “in Musoro parish, a man called ‘X’ was given one goat but now he has over 15 goats because they are easy to look after. In livelihoods, people have testified that they sold goats and took their children to school” FGD Kamwenge district



Byamukama Florence a beneficiary of goats in Kamwenge district, Kamwenge Sub- County in Kiziba parish

They also benefit the community through social community infrastructure like construction of roads, schools, water dams, etc. However, the gains that were made were stifled by the outbreak of the pandemic and closure of the economy in March 2020.

“There are a number of security challenges due to human-animal conflict, limited investments (of the 17 projects that were funded in FY 2017/18, only two are functional), less revenue from the park due to COVID-19 has resulted to less revenue sharing”. KII with UWA officials

Semiliki

a) Conservation of the protected areas and adjacent communities

Restoring and conserving the environment remains noble justification for the RS projects. The contribution of the project to conserving the PAs and adjacent communities were explored, and field results revealed that the sub-projects such as Apiary where beehives are placed in the boundaries could deter away the elephants that would cross over to destroy the environment out of the gazetted national park and this reduces the destruction of gardens for community members and also reduces attacks on the communities.



Apiary where beehive restoration by community members to deter elephants from destroying community gardens near Queen Elizabeth N.P

Spotlight note:

“Before the project, we used to kill elephants whenever they could come to our community but now because of the RS Programme when we see them, we inform the authorities who come and do scare shooting to take it back to the park. This is because of good collaborations between the community and the park managers. We can now see the value of the park to our community, rangers are now our friends”. **FDG with Murchison falls community”**

The trench has also helped to reduce destruction of crops by bush pigs and forest hogs. “Some communities have also reported the benefit derived from bee keeping projects helping to address Human-Wildlife Conflicts by deterring elephants from destroying their crops”. **FDG with Kibaale community”**

c) Relations between protected areas and adjacent communities

Another key aspect of the project was to contribute to improvement of PA – community relations, to acceptance and support of the PA by the communities. Assessment results revealed improved relationship between the protected areas and adjacent communities. To some extent (in the scale of 6/10), the attitudes of the people changed in terms of poaching because the community members feel that they have benefited from the projects and they now have alternative sources of livelihood and protection. In case of conflict resolution, beneficiaries are of assistance because they feel they are part of the park.

Table 5: Most successful and least successful project outputs and why

District analyzed	Most and least successful sub-projects, and the factors that contribute?
Kamwenge Kasese Kisoro Bundibugyo	Most successful project
	In Kamwenge, livelihood interventions have been successful at community level especially goat rearing because project activities are direct benefit and easy to look after. Besides, the construction of a 6 by 5ft trench has contributed to community wellbeing of the people since they have been helpful in stopping elephants from destroying crops in neighboring communities.
	In Kasese, human life and wildlife conservation is successful due to; increased awareness by local leaders, some communities get co- funding from other stakeholders, involvement of beneficiaries to own these projects. Repairing the stone walls in Kisoro which have been broken by buffalos, the community is able to harvest their crops. These are fixed without cement and sand just arranging them well. This has reduced the cases by 40%.

	<p>In Bundibugyo, Kabuga Goat Rearing Project in Bugando Parish, and Bundimukererwa Tree Planting in Nyansolo Parish have been indeed successful because the community chose their own group members that they can work with effectively.</p>
	<p>Least successful project</p>
	<p>In Kamwenge, Bees and piggery have not been successful majorly because the project activities require careful planning and patience to get the benefits.</p> <p>In Kasese, projects outside the core objectives of 20% collection fees e.g. Roads, Classroom construction etc. have been problematic and unsuccessful largely because;</p> <ul style="list-style-type: none"> • Having many sub- projects in relation to the constrained budget received and the needs of the people in different parishes; • Delays in the release of funds; • Some livelihood projects selected by beneficiaries are not sustainable due to mismanagement e.g. piggery and chicken projects are hindered by theft and diseases; • Mismatch between the technical staff and beneficiaries when identifying sub-projects. “For instance, the community proposes project A and after vetting it is given Project B”. <p>In Kisoro, livelihood projects inputs (sheep and goats) have been sold off and some are used as collateral for acquiring loans.</p> <p>In Bundibugyo, the livelihood sub-project activities have been problematic because of the following;</p> <ul style="list-style-type: none"> - Lack of regular and effective monitoring; - The beneficiaries did not receive the money that was approved yet they accounted for it; - The beneficiaries lacked skills to run the projects; - High rate of poverty forced the farmers to eat the goats; - Fragmented land made tree planting not effective.

Most successful project

Nature of the sub-project: 1. Construction of A Girl's Dormitory at Hamukungu Secondary School- Kasese District



Girl's

Dormitory at Hamukungu Secondary School- Kasese district

Nature of the sub-project: 2. Construction of a staff quarters at Hamukungu Primary School Queen Elizabeth National Park



A photo of CPMCs, CPCs and other community Leaders of Hamukungu Adjacent community



A Staff quarters constructed at Hamukungu Primary School Queen Elizabeth National Park

3.3.3 Challenges being faced in relations to project, and the mitigation measures

Table 6: The project implementation challenges and mitigation

Challenge	Mitigation
LG LEVEL CHALLENGES	
<ul style="list-style-type: none"> ❖ Community looking at the revenue sharing as compensation; ❖ There is no value for money some of the goats purchased don't compared with the money parishes received (inflated prices of the goats). ❖ Duplication of interventions especially from government for example DRDIP is giving goats as well as revenue sharing in some parishes ❖ Selection of sub-projects not related to 	<ul style="list-style-type: none"> ➤ There is need for continued sensitization of beneficiaries ➤ We harmonize a few of such sub-projects to satisfy the needs of the community ➤ More support needed from UWA to fund livelihood projects. ➤ Regulations from UWA and Ministry of Tourism should be revised to make UWA part of the implementers. ➤ A selected monitoring team of 3

<p>Natural Resource Conservation.</p> <ul style="list-style-type: none"> ❖ Delays in releases where funds come after 2 to 3 years yet the project talks about a FY ❖ Limited resources due to less revenue collected from the park. ❖ Poor management of the project 	<p>stakeholders i.e. UWA, LG, and community representatives should be formed.</p> <ul style="list-style-type: none"> ➤ Remittances should be conditional grants to curb misuse.
COMMUNITY LEVEL CHALLENGES	
Challenge	Mitigation
<ul style="list-style-type: none"> ➤ Limited supervision of projects example there is 5% meant for supervision by the district but the district does not supervise ➤ There are also gaps in communication between district, sub-county and parishes ➤ Pests and diseases which that attack goats ➤ The community wants the flow of funds be changed. They want the money to go directly to the sub county and not go through the district ➤ Community select community projects that are not related to the core objectives of the 20% gate collection fees ➤ The community is faced with crop destruction, injuries, death and loss of animals. ➤ Procurement of poor products. For instance, one contractor bought low standard barbed wire that did not last long ➤ The community thinks that the process 	<ul style="list-style-type: none"> ➤ Awareness creation through radio talk shows and community stakeholders. ➤ There is need to streamline the distribution channel between the LG and villages. The process of fund distribution is bureaucratic; beneficiaries should receive money directly to their accounts. ➤ Combine the fund meant to benefit two parishes and use it to benefit one parish in one year and then benefit the other parish when the next fund is available. We agree and benefit in turns. ➤ Setting up of strong projects that last long than having many small sub-projects. ➤ Encouraging surrounding communities to build strong fences for kraals ➤ Stopping degradation of wetlands which are homes to animals like the hippos ➤ Construction of trenches to prevent movement of some animals e.g. hippo trenches ➤ Crocodile capture and translocation, establish buffer zones

<p>is bureaucratic and at times there is no transparency.</p> <ul style="list-style-type: none"> ➤ Human-wildlife conflict ➤ Problem animals leading to crop damage e.g. buffalo, hyena, leopard, hippos ➤ Predation on livestock ➤ Human injury from animals through attacks; ➤ Limited community project sustainability efforts ➤ Communities still poor in spite of the project ➤ Theft of project inputs e.g. goats. ➤ Money from the sub-county is deducted before the beneficiary receives it. 	<ul style="list-style-type: none"> ✚ Scare shooting by problem rescue Unit to chase animals from communities' gardens ✚ Sensitization of communities. ✚ Enforce regulations on management of Lake shores and river banks ✚ -Projects should be owned and managed under a group. ✚ Community should routinely monitor and produce monitoring reports on the performance of the projects. ✚ Put stringent measures to stop goat theft.
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CAPTIONS OF SOME OF THE UNSUCCESSFUL PROJECTS

Incomplete Girls Dormitory at Paroketo Secondary School Pakwach district





An incomplete UWA Project, 2 class room block at Atyak-Luga Primary School Pakwach district

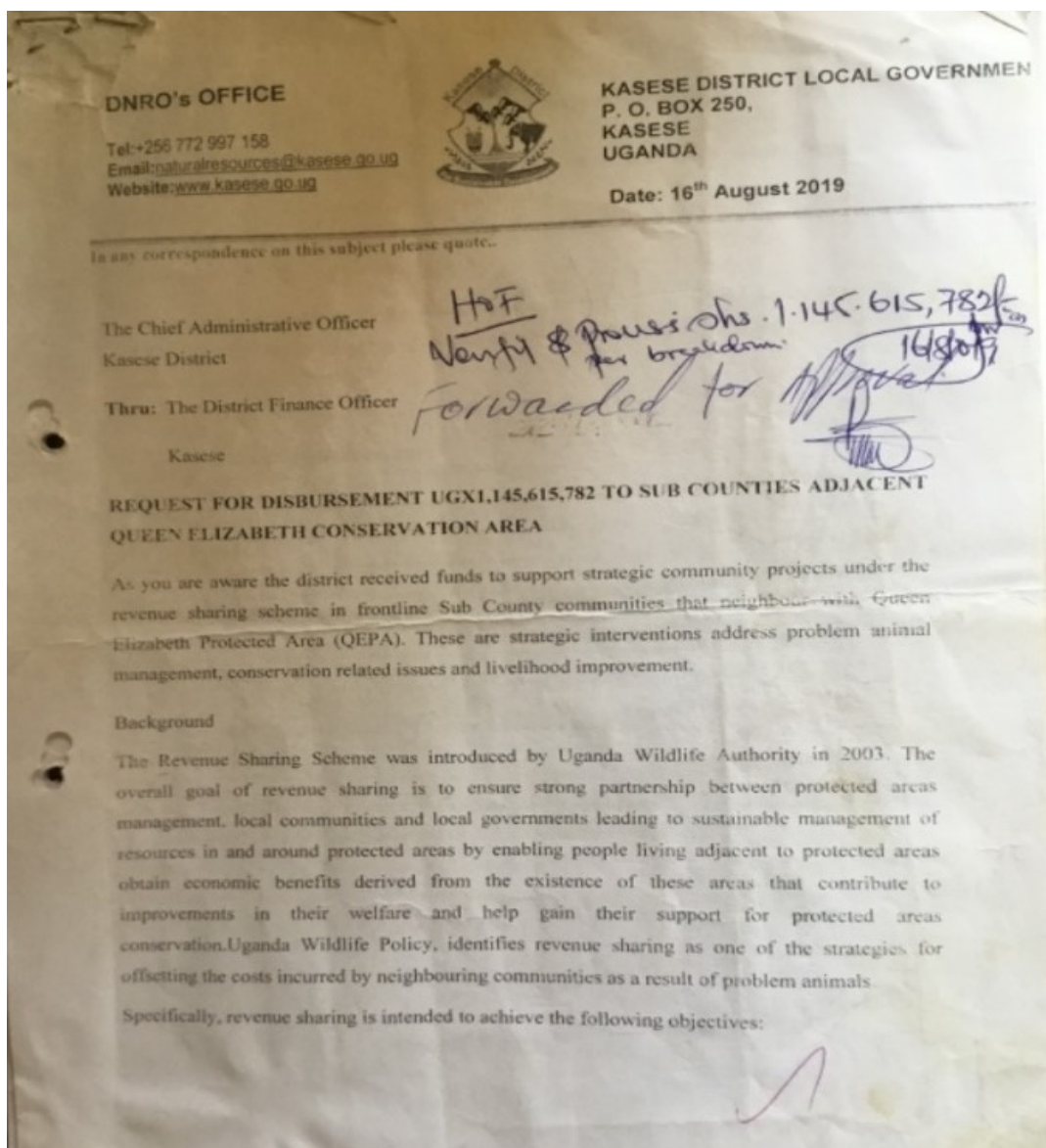
3.3.4. Efficiency of Resource use

Receipt of 20% from UWA?

The process of sub-project identification and the financial implications begins at the community level within the PA. The project proposal is approved by all structures of LGs up to the CAO who forwards the project plan and budget to the Conservation Area Manager (CAM), who is requested to release RS funds for implementation of the frontline community projects. The CAM makes actual funds available. In fact, there is a guide on how and when to transfer remittances from UWA to DLGs and timeliness is well stipulated and has to be followed. Given the guidelines, the field findings revealed that remittances are sent annually to LGs based on the timeliness of government transfers and accountability by LGs. The practice is that LG sends UWA approved projects and costs, then UWA releases the money to the LG, and then LG releases the money to the beneficiaries in the different parishes. The process of transfer is smooth in some of LGs and also problematic in others. Delays from UWA to the district account consolidated fund takes two years to receive the IPF and money usually comes in between April and June which is towards end of FY. For instance, in Kaabong DLG, previously the transfer and management was swift until when they split the district that resulted into management changes and challenges. “.....everything was smooth with former old districts before splitting them like in Kaabong DLG and other districts. Efforts are underway to finalize guidelines to start remitting to Karenga DLG”UWA KII in Karenga district

It was found that the lengthy procurement process increases projects costs and communities feel that their money disappears through such processes. Some newly created DLGs like Karenga DLG has not yet received any funds from the 20% of gate collections from UWA. But efforts are underway to have the draft guidelines approved for use to receive and remit the funds to the communities.

“Yes, UWA notifies the chief warden through a various form of communication especially when the money will be on the district account. But there are guidelines we follow. The practice is okay with us because there is some transparency”...District planner

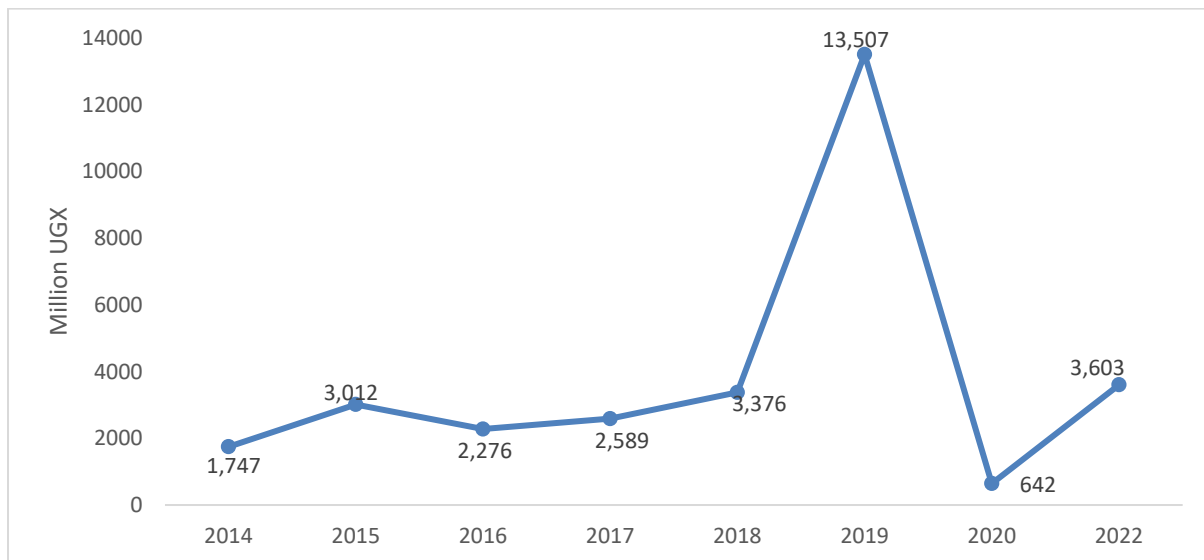


A copy of some funds remitted by UWA to DLG

How much was remitted and the timeliness of transfer of remittances?

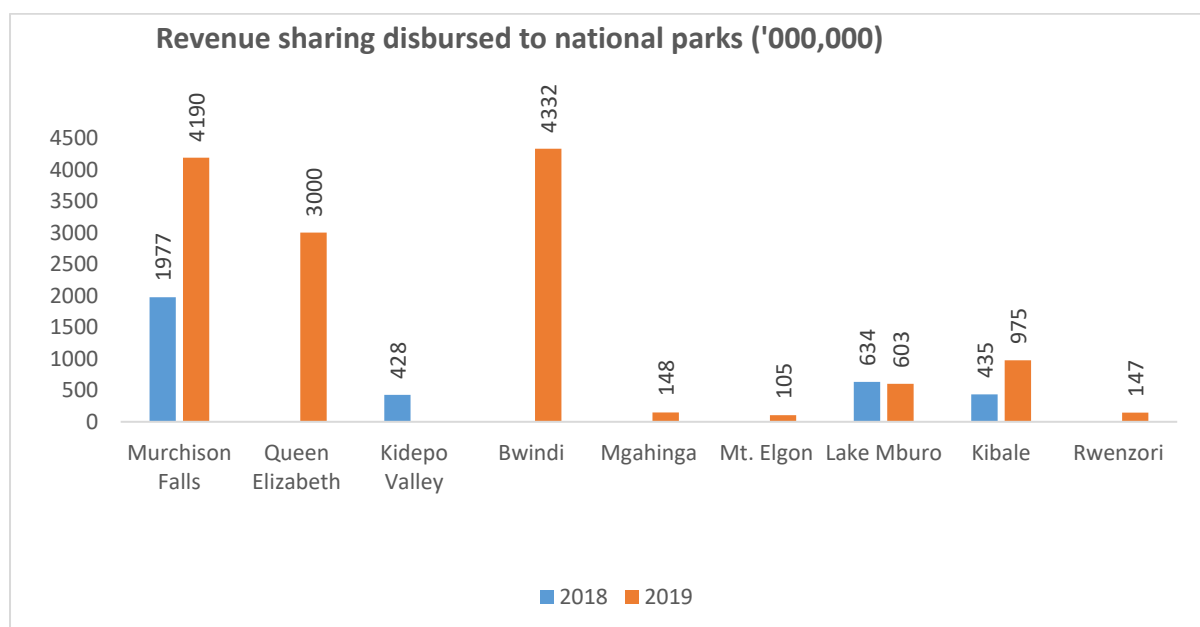
The financial resources to fund the 20% revenue sharing programme is obtained from 3 sources namely: the general park fees collected from the tourist, the Gorilla levy which is applicable to Bwindi impenetrable national park and the animal hunting fees paid by the potential park hunters. The trends of the 20% remittances largely reveal that the disbursement reached highest in 2019 where about UGX 13.5 billion was disbursed to the respective LGs (Figure 1). The revenue sharing would be disbursed depending on the collections for a period of time and not necessarily in the financial year. Monies are cumulated and then allocated appropriately using the agreed up allocation formula. The common parameters used to determine the allocations are the size of the protected area and the length of the park. That is why in districts such as Kanungu (surrounded by Queen Elizabeth and Bwindi National Parks), and Kisoro district (surrounded by Bwindi and Mugahinga National Parks) received lions-share of UGX 2.44Bn and UGX 0.949 Bn respectively in 2019 compared to other LGs (Annex 2). There are concerns among the beneficiaries who argue such a formula is unfair to some areas with high population. In some instances, the wild animals destroy the affected communities (especially crops) differently.

Figure 1: Trends of Revenue Sharing Disbursed to the LGs



The affected communities would receive the funds upon request by the CAO. During the financial years 2018 and 2019, UWA disbursed funds to 9 national parks totaling to UGX 16.973 bns to selected LGs neighboring the wildlife protected areas. These funds comprised UGX 3.474bn and UGX 13.498 bn transferred in 2018 and 2019, respectively. The disbursements were executed in accordance with the approved project proposals (Figure 1). However, the information is only limited to the amounts disbursed excluding the total revenues generated by the respective LGs and/or national parks.

Figure 2: Trend of generated funds and disbursed funds



In terms of disbursements to the national parks, the funds are released in the proportionate share of the revenues generated by the respective parks. For instance, Mt. Elgon national park collects lower revenues than the other national parks, thus receives lowest share (Table 7).

Table 7: Trend of % of disbursed out of generated by national park

	FY 2018/19		FY 2019/20		FY 2020/21	
	100% share	20% share	100% share	20% share	100% share	20% share
Murchison Falls	1,348,665,485	269,733,097	802,857,650	160,571,530	30,067,140	6,013,428
Queen Elizabeth	1,249,521,585	249,904,317	762,886,815	152,577,363	87,661,515	17,532,303
Kidepo Valley	104,538,140	20,907,628	77,499,900	15,499,980	4,342,765	868,553
Bwindi	3,969,974,680	793,994,936	3,662,634,055	732,526,811	1,202,607,505	240,521,501
Mgahinga	67,291,465	13,458,293	74,337,015	14,867,403	48,915,980	9,783,196
Mt. Elgon	7,199,145	1,439,829	15,341,300	3,068,260		-
Lake Mburo	465,406,470	93,081,294	253,180,480	50,636,096	14,608,010	2,921,602
Kibale	2,491,729,390	498,345,878	1,606,611,355	321,322,271	385,403,335	77,080,667
Rwenzori	73,197,640	14,639,528	113,674,355	22,734,871	6,587,870	1,317,574

In terms of timeliness of transfer of remittances to LGs, the assessment revealed occurrence of **delays** always in remitting funds from UWA to the districts accounts consolidated fund as it takes two to three years to receive the IPF and money usually comes in between April and June which is towards end of Financial Year.

However, from LG account to the community sub-project account, the remittances have often been done in time, as it takes about 14 days from the district account to community project account. However, these days there are technical issues that can cause delays. For example, the district can receive more than what it is expected to get and as a result such monies cannot be cleared, and often the money bounces back to bank of Uganda.

Initially, CFO would receive the money, calculate it, retain some for the district then send the rest to the local government. Usually, it has been expedient before 2019.” KII Pakwach district

The timely release of the funds from the district account also depends on prompt submission of accountabilities, and verification of projects. For example, money has not been released in some LGs due to lack of accountabilities from the CPMCs.

THE REPUBLIC OF UGANDA
KASESE DISTRICT LOCAL GOVERNMENT
REVENUE COLLECTOR'S GENERAL RECEIPT Date: 16/9/2019

No. C **30485** Station: Napakyumbi Voucher No. 5/9

Received from: Kasese District Local Government

Amount in words: Eighty nine Million, thirty thousand
 Being: Six hundred thirty one only.
 Description: 20% UWA funds for the last
of two financial years release.

payment: 89,030,631/= Signature of the Accounting Officer: [Signature]
 Cash/Cheque: 89,030,631/= Title: GAA
 Head: _____
 Code: _____

N.B Original to be issued to payer
 Triplicate to be retained in the book

Duplicate to be submitted to Town Headquarters
 INDELIBLE INK PENCILS TO BE USED ONLY

A receipt showing funds remitted to the DLG by UWA

KATWE-KABATOORO TOWN COUNCIL
FORM KKTB1A
P.O. BOX 99, Lake Katwe

RECEIPT No:
Date: 14/9/2015
Voucher No: 523 579

THE REPUBLIC OF UGANDA
GENERAL RECEIPT

Assessment No:
RECEIVED from: Kasere District Local Government
Address:
Amount Received: One hundred million one hundred thirty seven thousand seven hundred only
Purpose of Payment: CPI
Cash / Cheque/EFT Balance
Revenue Code: 1001377000
Signature and Stamp of Cashier / Name: [Signature]

CODE
Original to be issued to the payer, Duplicate to be filed as the voucher in the accounts, Triplicate to be retained in the office and filed as the case may be.

A receipt showing funds remitted to the DLG by UWA

The financial management practices and aspects

The approach for disbursement of funds: The RS guidelines provide a reference for disbursement of funds in terms of amount, flow, timing and accountability mechanisms. The funds are released by UWA to the LGs upon request by the CAO. According to the guidelines, the LGs deduct 5% of the funds to cater for operational costs, and of the 5% deducted, 35% is retained at the district while 65% is remitted to the LLGs to support operational activities at that level. Field findings actually confirm the flow of funds from UWA, then to the district, then to sub-county then to the villages where the selected projects are being implemented. The beneficiaries receive inputs or the infrastructure but not cash. However, the flows of these resources has not been sensitized to the stakeholders at LLGs particularly the communities that has resulted into resentments by some beneficiaries to doubt the resources flow scheme. Besides, the changes in the planning and funding priorities is done at the UWA and district levels without involving the community beneficiaries. For instance, there have been changes in the project selection from buying goats to construction of a road in the planned release of funds, and without informing the community beneficiaries. ".....we hear that the district deducts some percentage then money is sent to the sub-county. If money is meant for the community, why don't UWA send to parishes directly not necessarily involving the district." FGD members in Murchison fall N.P.

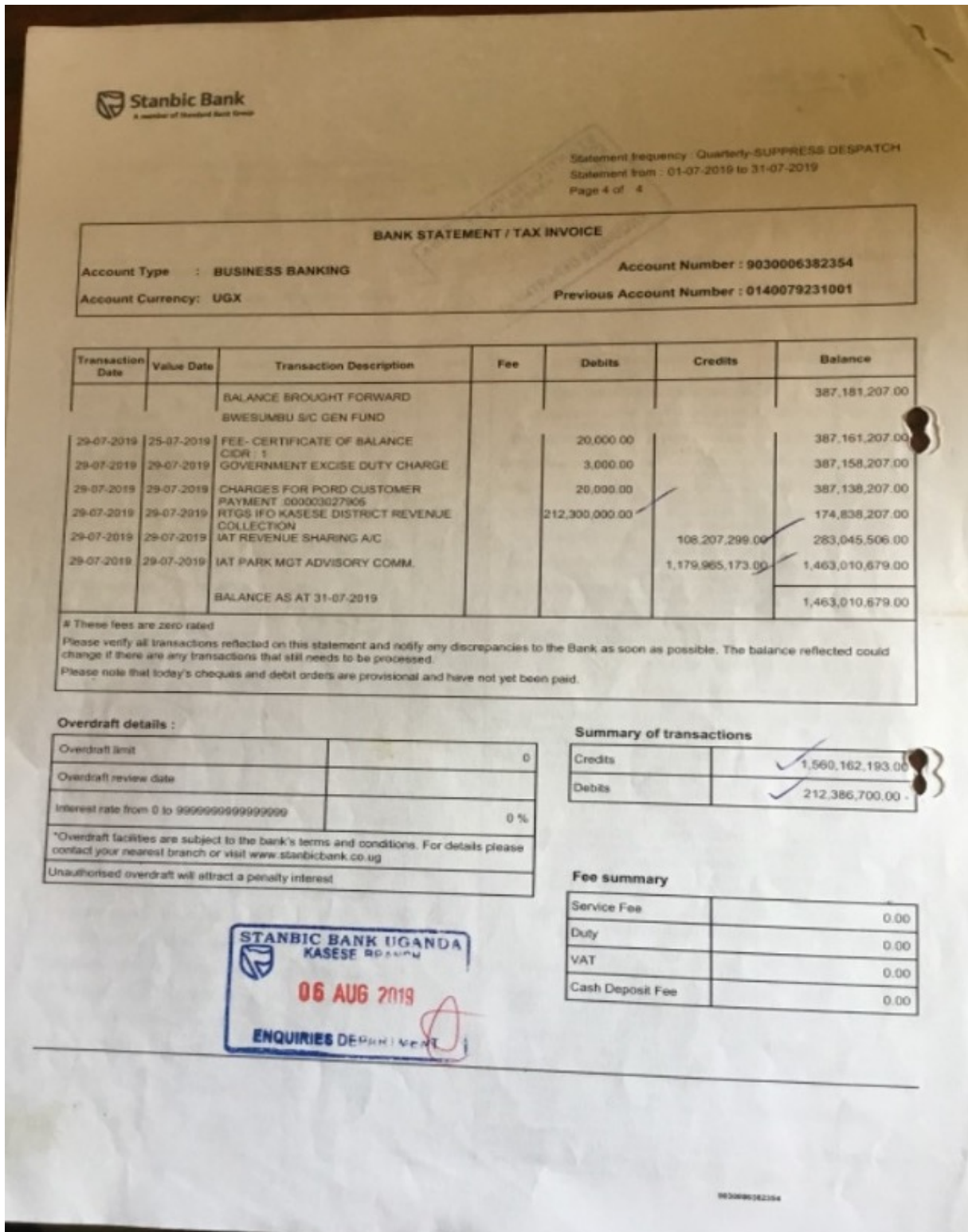
Is the district satisfied with what is done at the community level?

Whether, the district is satisfied with the current funding modality? Results revealed that yes, on one hand, they are satisfied with the procedures. However, some communities are not consulted during procurement process. On the other hand, some of the communities are not satisfied because, the funds involve a lot of bureaucracy, there a lot of deductions before the money reaches the community level e.g. VAT, withholding tax by the construction companies through bidding, bank charges therefore by the time this money reaches the group it would have been reduced by certain amounts through this process yet this could cater for some activities on the project work in the community. A respondent was quoted saying, "The government collects other taxes from tourists who access these national parks why again deduct tax from the 20% gate collection fees". "FGD with project beneficiaries in Kasese district"

There was general concern by project beneficiaries that funds be remitted from UWA directly to sub county or parish account to reduce on such expenses because even then this money always comes when it's inadequate.

".....not satisfied because the money delays at the district. We then prefer that UWA sends the money to the sub-county and then to the parish (shorter way). "FGD with project beneficiaries in Pakwach district.

The groups requested for money but the money they received was different from the money they signed for." FGD Bundibugyo district"



A bank statement showing the debits and credits of the RS funds

With regard to the transparency and accountability of funds at LG and community level, field findings reveal that the funds are transferred through the existing government structures. However, some communities are not aware how much the park collects in a year where the 20% is collected from. There are guidelines for and committees especially at community level that have enhanced transparency.

“Yes. Before spending there is debating, assessing and then approving by the local government compiling the accountabilities and CAO approves.” KII Pakwach district

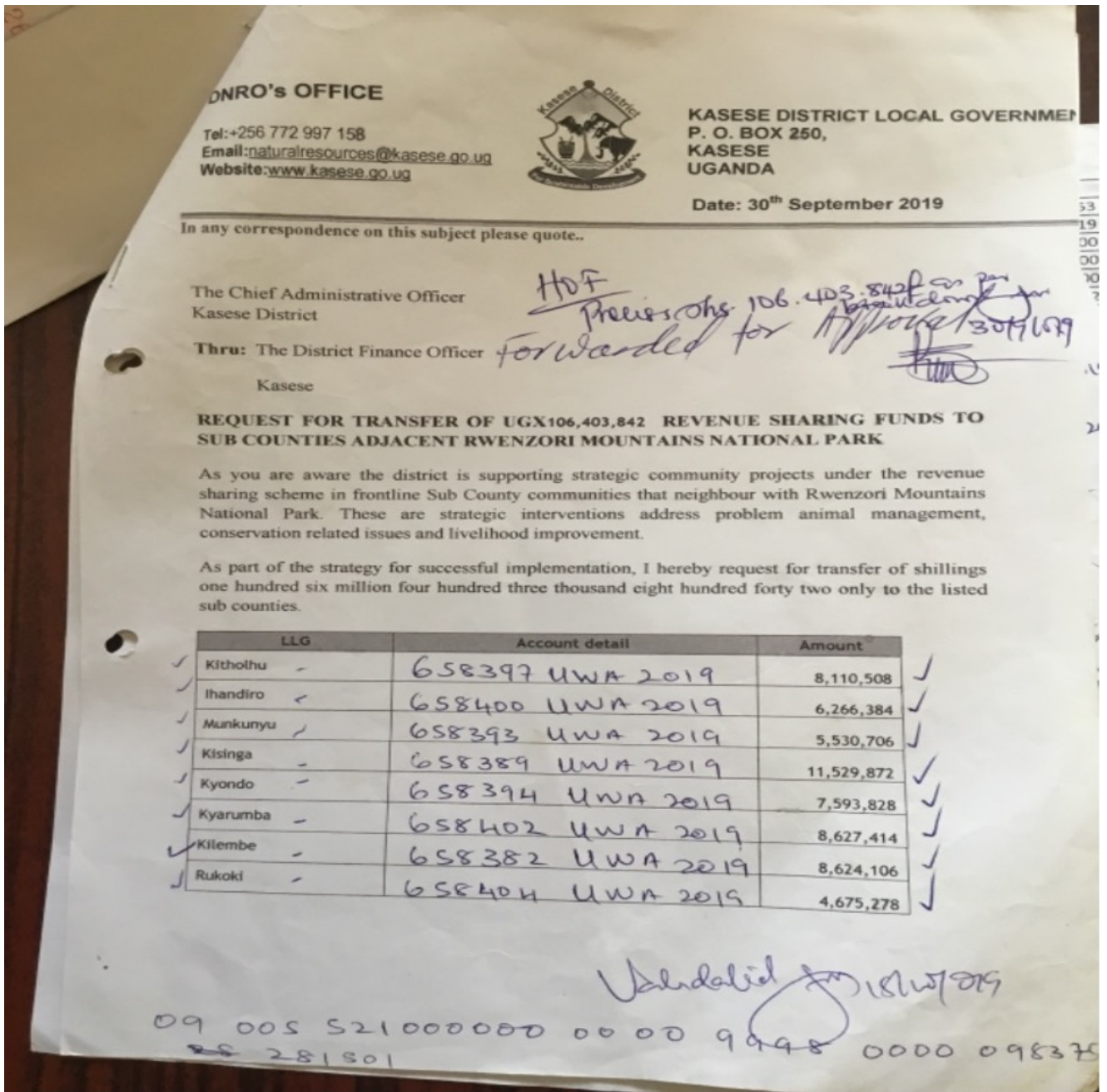
The beneficiary acknowledgment receipts are issued to all beneficiaries, however, it has been noted that some LGs delay to account and thus are not advanced additional funds before previous funds are accounted for.” KII Mbarara district”

Spotlight note:

There are delays in accountability but there is transparency because we have fixed prices for products e.g. goats should not exceed 250000shs and for a trench 35000 per metre (using vetting committees at various levels) in the project. The level of transparency is okay at the level of LG. UWA declares the collected figures that are supposed to remit, and is remitted in totality.

There is no transparency and no accountability. **KII with Semiliki UWA official Bundibugyo district”**

“There is no transparency and accountability. Disbursed funds by UWA are not the funds the groups actually get. FGD with beneficiaries, **Semiliki, Bundibugyo district”**



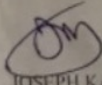
DLG request to transfer funds to beneficiary sub counties

- To provide an enabling environment for improving local people's attitude towards wildlife conservation and creating good relations between the protected areas and their neighbouring local communities.
- To demonstrate the economic value of wildlife and protected areas and conservation in general to communities neighboring protected areas.
- To strengthen the support and acceptance for protected areas and conservation activities from communities living adjacent to these areas.

To actualize the programme, the district received under this scheme for the period 2016/2017 and 2017/18 to disburse to the parishes adjacent the protected area through the Sub Counties. The disbursement as follows:

S	LLG	Amount
	Queen Elizabeth National Park	
1	Isango	658384 SEP 19 84,010,039
2	Nyakiyumbu Sub County	658383 SEP 19 89,030,631
3	Nyakatonzi	658398 SEP 19 144,066,360
4	Muhokya	658386 SEP 19 68,018,196
5	Lake Katwe	658403 SEP 19 243,165,207
6	Kahokya	77643 SEP 19 53,532,976
7	Katwe-Kabatoro	98127 SEP 100,137,703
8	Kasese Municipal Council (Central Division)	630210 OCT 19 120,207,353
9	Kasese Municipal Council (Nyamwamba Division)	622582 OCT 19 172,089,716
10	Karusandara	658592 SEP 92,357,581

Given this background, I hereby submit a request for disbursement of shillings one billion one hundred forty three million six hundred fifteen thousand seven hundred eighty two only in respect of funding parish projects to be implemented by parishes adjacent Queen Elizabeth Protected Area through the responsible sub counties to ensure successful management of the community projects funded by Uganda Wildlife Authority revenue sharing scheme.



JOSEPH KATSWERA
DISTRICT NATURAL RESOURCES OFFICER

DLG request to transfer funds to beneficiary parishes

Value for money for the projects

Further the study sought information on the extent to which the project has demonstrated the economic value of protected areas and conservation in general to adjacent communities. Field findings revealed that the objective has been met. For instance, the surrounding communities have earned income from the visitors that buy food stuffs on their visits to the national parks, some even use the community hotels for accommodation both in periods when the accommodation is full in the park, and/or at their convenience. However, some of the communities still waiting for the benefits to come through as explained by one of the community members in Semiliki;

The community wrote to UWA for support for the various sub-projects e.g. goat rearing, craft making (materials are got from the park). However not everyone in the community is supported. KII from Community Conservation, Semiliki

The evaluation observed that value for money has been realized because stakeholders do regular monitoring of these projects to ensure that there is value for money. Most often, the CPMCs work with the district engineer, parish chief to carry out monitoring. On the monitoring committee, there about 6 members, and after project execution, the committee offers a certificate of completion if work is well done according to the initial plan. On the contrary, there were some dissenting concerns on some of the livelihood projects where the beneficiaries clearly revealed that no value for money on some projects citing inflated prices of the inputs such as goats;

“.....there is no value for money as some of the goats purchased are of poor quality compared with the money the parishes received (inflated goat prices reported). **KII with district official Kamwenge district**”

The communities that have been funded have tangible results so far. In Karenga district, a community lodge facility was funded to near completion. Once funds are available, the lodge facility will be completed, and it will create jobs and revenue for the parish in which it was set up. The funds being used for this lodge facility were disbursed under Kaabong DLG in 2017. This was before Karenga became a DLG.

Spotlight note:

Yes, there is value for money but we prefer to have done part of the projects ourselves e.g., excavation of the foundation, e.g., raising the whole, some parts of the labour should be from the community, **FGD with Pakwach community members**”

No value for money, because most projects are either nonexistent or dead. KII with Semiliki UWA official Bundibugyo district”

There is not value for money. For example, thieves are rampant and steal the goats. FGD with beneficiaries, Semiliki, Bundibugyo district”

Identify gaps

- There is need to streamline the distribution channel between the LG and villages. The process of fund distribution is bureaucratic; beneficiaries should receive money directly to their accounts.
- Lengthy procurement process increases projects costs and communities feel that their money disappears through such processes;
- Procurement process delays and reduces on our project activities.
- Due to Covid pandemic, we were not getting the 20%.

3.4. EXTENT TO WHICH THE REVENUE DISBURSEMENT MODEL HAS IMPROVED THE LIVELIHOOD OF COMMUNITIES AROUND PROTECTED AREAS

3.4.1. Impact of the project on the livelihood of households and communities

The implementation of this project envisaged to make changes in the communities in terms of increased household incomes, improved community social infrastructure and improved environmental protection as well as improved human-animal conflict. Hereunder, are some of the notable changes observed in the PA communities?

- ✦ Construction and installation of community social infrastructure like 25 boreholes, 2 gravity water flow (e.g. In Katerera Town Council) have been put in the community in areas that have hippopotamus to reduce on death of community members surrounding the park that go in search of water. Besides, there is also easy access to safe drinking water.
- ✦ 103 standard school classrooms have been built in some areas to avoid walking for long distances by children and exposing them to the danger of being attacked by animals. besides, the staff quarters reduced long distance travelling by teachers who used to come from far due to lack of teachers quarters which ultimately reduced the burden of paying for teacher's accommodation reduced. "...This being a community school, we used to pay for teacher's accommodation before the project." **FGD in Queen Elizabeth**
- ✦ The fencing of the school improved security of the school property and also children at school. "Because Hamukungu community is located in the middle of the park, we live with the park animals that used to destroy our property and endanger our lives too.".... **School community member**
- ✦ All the PA communities have been sensitized of their safety and the advantages of maintaining good human-animal relation as well as preserving the wild animals, and as a result, most people have surrendered their hunting tools to UWA officials. There has been a great reduction in cattle raiding and rustling in the communities around the park. This is because communities now have an alternative source of income compared to when there was no alternative source of income
- ✦ Team work and harmony has been realized in the communities. For instance, when money released to some parishes and is inadequate to undertake that sub-project, the two parishes agree to combine the fund meant for two parishes and implement one project in one parish for that given FY and then do the same for the next FY to enable both of them benefit.
- ✦ Poaching activities have reduced as a result of increased awareness as sighted by majority of the districts visited.
- ✦ Reduced absenteeism by teachers due to the staff quarters that was built under the programme
- ✦ There is improved livelihood because some staff earn some salary. As a result, some of the beneficiaries are able to take their children to school especially those benefiting from livelihood. The goats are taken as a compensation by park authorities for the crop damage to problem animals from the park
- ✦ The project helped to mitigate conflicts between UWA and the community

Spotlight note:

I rosemary I got one got that produced 2 kids which I sold to get school fees for children who in both S1 and S2 and now it has given birth two other young ones and they have grown. The reason I sold these goats was because the elephants had destroyed my garden and I had nowhere to get money rather than selling these goats. Elephants destroyed my garden and I was left with nothing rather than selling my goats to take my children to school. *FDG with Kibaale community*".

The community members neighboring the park could be given priority when it comes to recruitment for park guides since we understand park dynamics better and in addition it reduces on human conflicts between the community and conservation areas.

A respondent said "We are not happy with the recruitment process; our children are left out yet they also qualify for some of these jobs. You cannot tell me that since 1986 when NRM came to power, we don't have children that qualify to be recruited as game rangers, only we see people from other districts coming to work here" There are corruption tendencies when recruiting for instance one of our children was denied a job that he could not qualify in Kasese district but he decided went and applied from another neighboring district, he was given the job" we cannot be happy we surrendered our hunting tools and have recovered 10 guns from poachers by Hamukungu community at least let us be appreciated and give our children such jobs, In this community we have people with bachelors and even PhD levels so we are well qualified".

3.5. LESSONS LEARNT, BEST PRACTICES AND THE MEASURES FOR SUSTAINABILITY OF RESULTS REALIZED SO FAR

3.5.1. Lessons learned

In terms of lessons learnt, the following was noted to be observed;

- Community/stakeholder involvement in all stages of project planning and execution is key;
- Training and mindset change of the communities living within the PA;
- Careful choice of the enterprise/sub-project is important
- There should be strict monitoring of the project.
- Groups should set project targets that are followed through e.g. they should retain a certain number of goats and not sell or eat all of them to ensure sustainability.

In terms of lessons learnt what do you think should be avoided?

- Community procurement since communities don't have the capacity; (says the Natural resource officer in one of the districts visited for the study)
- *Avoid destruction of plant and animal life.* The periods associated with destruction of plant and animal life are associated with low revenue earnings, which in turn affect remittances to the DLG and the community;
- The remittances should not be treated as a mere cash give-away.
- Elimination of key stakeholders in the Identify of the projects.
- Disbursement of money to the District account should be avoided. Money should come direct to the beneficiaries account

3.5.2. Best practices exhibited by the 20% remittance model that can be replicated

- Community involvement in project identification of their own sub-project is a good practice;
- This kind of revenue sharing can be applied to Corporate Social Responsibility (CSR) by companies in areas where they operate. 20% of the funds spent in this cause can be devoted to community development projects;
- It has proved that wildlife is a commodity of value to the community around National Parks and Conservation areas.

- Architectural or construction models last longer than livelihood models but still livelihood programs are helpful.
- Economic empowerment projects improve household income more e.g. goat rearing, bull fattening

3.5.3. Sustainability of the project outcomes

One of the pillars for successful sustainability of the project outcomes is the ownership attitude of the outcomes by the beneficiaries. Success also hinges on the effective supervision of the project outcomes. The assessment explored the supervisory oversight role of the projects by the local leaders and the beneficiaries themselves. Field results show that the local leaders and beneficiaries were well organized to supervise the project execution. Particularly, the CPMCs together with the LCI (IIs) are responsible for supervision of the projects on a daily basis to ensure quality of the projects. Beneficiaries also supervise their projects but there is less participation by the LG officials. They also focus at resource utilization to get value for money and generally aim at community benefits. It is always emphasized and a requirement in the sub-project proposals submitted by the community members submitted to the district for approval there will be community contribution towards the sub-project requested for. For instance, a sub-project of building cages for conserving the crocodiles, the community provided sand for this project. The community budget for monitoring and maintenance especially at sub-county level.

“Yes, but to a small extent because it is only UWA who come after every once in three month, a sub county councilor who came once to see if the intended people got the goats. But we have never seen any district official coming to supervise these projects.” FDG with Kibaale community”

However, some of the sustainability strategies include;

- Tagging of the goats to reduce on animal loss and theft
- Instituting of project committees (PMC and PPC) which help in supervision, monitoring of the project
- There are available Local Government experts such as entomologists and veterinarians who can be used in project supervision;
- Communities have been trained on how to look after the outcomes after project closure. Those with lodging facilities are trained on how to attract and maintain tourists, how to continuously conserve both plant and animal life in the park. This is through hiring the labor readily available adjacent the park, and through the various training sessions offered;
- The community has been sensitized on having maintenance for infrastructural projects. This has been done to then DLG as well.
- Encourage fish farming.
- Have model farmers for apiary.

However, sustainability in terms of meeting the maintenance costs of the facilities is largely lacking because of unclear sustainability mechanisms. Besides, the communities are relatively poor to sustain some of the facilities like boreholes, water springs, etc.

- **Identify possible gaps**

Tree planting would be the best project but land is highly fragmented.

3.6. GENDER ISSUES, AND M&E

3.6.2. Integration of Gender issues into project design and execution

The assessment explored to extent of inclusion of gender issues in the project design, and the results revealed that gender concerns were adequately catered for particularly in management committees as well as selection of beneficiaries. For instance, for every committee of 6 persons, at least 2 were women (e.g. CPC is composed of 5 members and 2 of them should be females while CPMC is composed of 5 members and 2 of them should be females). In terms of beneficiaries, women were encouraged to form

and register CBOs to include youth and the elderly. Largely all the rural economic empowerment programmes include women, youth and the elderly.

3.6.3. Monitoring and Evaluation

M&E is an integral part of the project design, planning and implementation. The RS guidelines show the mandate of the M&E function. The following has been integrated in the programme to facilitate M&E. 5% of the project total sum is for M&E, 35% of the 5% remain at the district for the M&E and technical back up, 65% of the 5% goes to the sub counties to facilitate the M&E among the beneficiary sub counties. The projects are ideally monitored by the District officials, Sub-county official, community procurement committees and project management committees. However, in some instances, monitoring is limited because of limited resources.

There is limited monitoring of these projects for instance in Bundibugyo district, the tree project was monitored only twice while the goat project has never been monitored. 'Kil Semiliki community'



Some of the community members involved in monitoring their bee keeping project

CONCLUSION AND RECOMMENDATION



4.7. CONCLUSIONS AND RECOMMENDATIONS TO INFORM FUTURE INTERVENTIONS

4.7.1. Conclusion

The evaluation brings key issues and the understanding of the benefits and impacts derived from the 20% RS conditional grants to LGs adjacent to national parks in Uganda. The assessment points out issues of relevance and appropriateness of the project to the PA communities. The evaluation further generates evidence on the project effectiveness, efficiency in resource use, impact and sustainability of the benefits as well as outcomes in the communities. The flow of financial resources scheme was assessed together with the best practices and appropriate recommended adjustment necessary to improve flow of financial resource for improved service delivery. Issues of gender mainstreaming, M&E functions were assessed as well as the recommended actions for future effective project design and implementation. The section that follows presents the key issues and recommended actions.

4.7.2. Recommendations

The key issues and recommended actions have been clustered into four categories; thus design and planning; implementation; gender and M&E; sustainability of the project outcomes as summarized in the Table 8 below.

Table 8: Key issues identified and recommendations

Key issues identified	Recommendations
Project Design and Planning	
Less involvement of community/stakeholders in planning the project;	Community/stakeholder involvement in all stages of project planning and execution should be strengthened;
Changes in the choice of the enterprise/sub-project without involving the communities;	Careful choice of the enterprise/sub-project and community participation especially at community level is important; Project selection should allow flexibility and consider sub-projects that the community members have selected since they know their community needs; Emphasis on resource sharing as opposed to revenue sharing should be adopted e.g. Communities can benefit from protected areas inform of; collecting firewood, Fish farming, Medicinal plants to form medicine, Beehives, Feeds for cattle, and more land for farming
Project Execution and Results	
Community procurement was not effective because of lack of capacity at that level;	Centralize the procurement process. Highly recommend that UWA works with PPDA to harmonize the procurement process; Capacity building of the community in the procurement process.
Disagreements among the LGs, UWA and community members in terms of money disbursement process; Transfer of funds was prolonged and bureaucratic hence causing delays in execution of the projects; Lack of transparency in the revenue generated from the national parks	Remitting of the funds should be from UWA to the beneficiaries directly to reduce on bureaucracies and avoidable bank charges; Timely remitting of the funds at least should be done each year not after 2 to three years; Strengthen the accountability mechanisms at revenue generation and sharing; Display the total revenues collected by UWA to the respective stakeholders
UWA stopped funding in 2021 but have never communicated to the concerned districts for now 2 years and some sub-projects have stalled	Strengthening communication by UWA
Disoriented communities to fail to appreciate the importance of the project	Training and mindset change of the communities living within the PA; Sensitization of the community on illegal poaching. At times the messages displayed on posters prohibiting poaching

Key issues identified	Recommendations
	practices by UWA are not well understood by community members who are not able to read the posters;
Sustainability of the project outcomes	
There was no clear sustainability mechanisms for the project after closure	<p>Continued capacity building through hire of technical people to train these beneficiaries especially in bee keeping;</p> <p>Enforce the guidelines on the maintenance and sustainability of the assets (revenue sharing guidelines);</p> <p>Projects ought to be co-funded by UWA and the community. This promotes the spirit of ownership by the community and ensures sustainability;</p> <p>Groups should set project targets that are followed through e.g. they should retain a certain number of goats and not sell or eat all of them to ensure sustainability.</p>
M&E, and Gender Issues	
<p>The M&E mechanisms were not robust to inform and guide the effective monitoring and evaluation of the project activities;</p> <p>Guidelines to incorporate gender issues were lacking in the programmes</p>	<p>Continuous strict and regular monitoring and engagement of the projects;</p> <p>To develop a robust M&E framework for the project activities, aligned to national M&E strategy;</p> <p>Involvement of technical people, politicians in monitoring and supervision of sub projects for purposes of acceptance and feedback provision;</p> <p>To develop guidelines to mainstream gender issues in the programme</p>

APPENDICES

ANNEX 1: REFERENCES

Manyindo, J. & Makumbi, I. 2005. A review of revenue sharing around Queen Elizabeth Protected Area. Uganda Wildlife Society-Wildlife Series 4:1-8.

ANNEX 2: REVENUE SHARING BY DISTRICT

District	2019	2020	2022
Bududa (MENP)	26,890,500		
Bulambuli (MENP)	10,458,000		
Bukwo (MENP)	12,694,000		
Buliisa (MFNP)	915,647,760		736,961,182
Bundibugyo (RMNP, SNP)			-
Bunyagabu (RMNP, KNP)	55,830,000		-
Ibanda (QENP)			-
Isingiro (LMNP)	228,287,633	242,955,327	-
Kabale (BINP)			-
Kabarole (RMNP, KNP, TSWR)	303,333,102		-
Kabong (KVNP)			-
Kamwenge (QENP, KNP)	278,787,926		-
Kanungu (QENP, BINP)	2,439,588,829		-
Kapchorwa (MENP)	9,954,000		-
Kasese (QENP, RMNP, KNP)	87,890,820		-
Kiruhura (LMNP)	348,591,965	372,410,148	-
Kiryandogo	1,433,546,597		680,264,956
Kisoro (BINP, MGNP)	949,900,324		-
Kween (MENP)	12,274,500		-
Kyenjojo (KNP)	249,000,622		672,864,212
Manafwa (MENP)	-		-
Masindi (MFNP)	407,757,611		283,465,185
Mbale (MENP)	12,159,000		-
Mbarara Mun. (LMNP)	25,942,281	27,090,215	-
Mitooma (QENP)			0
Namisindwa	12,053,500		-
Nebbi-Pakwachi			0
Ntoroko (RMNP, TSWR)			0
Nwoya-Amuru	505,358,334		672,864,212
Oyam (MFNP)	548,953,836		208,848,050
Pakwach	378,561,931		347,596,416
Rubanda (BINP)	1,090,986,491		-
Rubirizi (QENP)	1,090,086,491		-
Rukungiri (QENP)			-
Sironko (MENP)			-
Total	11,434,536,053	642,455,690	3,602,864,213

Revenue Sharing by National Park

Year	BINP	KNP	KVNP	LMCA	MENP	MFNP	QENP	TSWR	SNP	RMNP	MGNP	Total
2005	-	36,067,805	6,868,000	32,477,000	0	421,712,229	-	6,239,000.00	-	-	10,770,400	514,134,434
2006	316,480,000	0	0	221,849,000	15,000,000	0	331,306,747.00	-	-	-	-	884,635,747
2007	107,000,000	0	0	94,712,400	28,980,500	417,414,771	312,064,100.00	-	-	-	-	960,171,771
2008	-	112,932,951	0	60,634,236	0	107,700,000	-	-	1,500,000	52,834,800.00	18,634,375	354,236,362
2009	287,577,850	111,280,000	0	32,972,980	22,500,000	421,305,500	260,519,179.00	7,750,000.00	-	-	-	1,143,905,509
2010	100,004,000	0	0	177,294,500	0	0	-	-	-	-	-	277,298,500
2011	-	0	0	0	0	500,659,000	-	-	-	-	18,000,000	518,659,000
2012	661,774,809	0	0	234,465,229	48,381,864	0	619,500,000	-	-	143,897,100	-	1,708,019,002
2013	-	153,700,000	0	0	0	2,184,750,000	-	-	-	-	137,309,025	2,475,759,025
2014	500,241,012	0	62,863,000	455,957,607	0	0	728,359,212.00	-	-	-	-	1,747,420,831
2015	-	0	143,850,000	50,000,000	0	2,082,700,000	513,773,705.00	-	-	166,624,250.00	55,008,873	3,011,956,828
2016	-	0	0	0	0	2,275,900,000	907,328,137	-	-	-	-	3,183,228,137
2017	894,898,005	0	0	639,171,933	72000701	0	-	-	-	-	76,013,297	1,682,083,936
2018	0	435,414,515.00	428,185,240	634,178,736	0	1,877,960,000.00	0	0	0	0	0	3,375,738,491
2019	4,332,000,000	974,842,470	-	602,821,879	105,010,500	4,189,834,069	3,000,000,000	-	-	155,043,079	147,575,644	13,507,127,641
2020				-								-
2021				669,752,674			-					-
2022						2,930,000,000						2,930,000,000
Total	7,199,975,676	1,824,237,741	641,766,240	3,906,288,174	291,873,565	14,479,935,569	6,672,851,080	13,989,000	1,500,000	518,399,229	463,311,614	38,274,375,214

Revenues dispersed by National Park

KIBALE NATIONAL PARK REVENUE SHARING FUNDS DISBURSED IN 2018

KIBALE NATIONAL PARK REVENUE SHARING FUNDS DISBURSED IN 2018

Kibale National Park Revenue sharing funds for FYs 2016-17 and 2017-2018 disbursed in 2018

District	Sub county	Parishes	Amount Disbursed	Project	Status of projects
Kyenjojo	Kigarale	Nyaibanda	19,366,894	Goat rearing	Revolving goat rearing
	Kigarale	Kykatwire	15,388,511	Goat rearing	Revolving goat rearing
	Kigarale	Kigarale	11,924,828	Goat rearing	Revolving goat rearing
	Nyantungu	Kibira	13,143,507	Goat rearing	Revolving goat rearing
	Nyabuharwa	Mugoma	11,764,149	Goat rearing	Revolving goat rearing
	Nyabuharwa	Kaigoro	11,381,988	Goat rearing	Revolving goat rearing
	Nyabuharwa	Kigando	9,587,797	Goat rearing	Revolving goat rearing
	Nyabuharwa	Kinyantale	13,579,409	Goat rearing	Revolving goat rearing
	Bugaki	Hiima	17,943,872	Tea growing	Tea plantation
	Sub total		124,080,955		
Kabarole	Hakibale	Kahangi	15,971,281	Trench excavation	5Km trench excavated
	Busoro	Busoro	14,350,328	Trench excavation	3.9Km trench excavated
		Kaswa	15,054,308	Goat rearing	Revolving goat rearing
	Kiko Town council	Nyabubale	19,535,532	Trench maintainance	6Km trench excavated
	Rutete	Rurama	16,966,645	Maintaining the trench	8KM trench maintained
	Kasenda	Isunga	15,465,438	Maintaining the trench	7Km trench maintained
Nyabweya		14,149,191	Maintaining the trench	5Km trench excavated	

	Sub total		111,492,723		
Bunyangabu	Kakooga	Kakooga	11,634,980	Procurement of birds and 50 bee hives	Poultry farming and bee keeping
	Kadindimo	Kadindimo	12,025,397	Piggery, goat and 04 heads of cattle project	
	Sub total		23,660,377		
Kamwenge	Busiriba	Busiriba	14,696,389	Trench excavation	Trench excavated
		Kahondo	10,953,178	Trench excavation	Trench excavated
		Kanimi	12,930,512	Trench excavation	Trench excavated
		Bigodi	14,193,547	Trench excavation	Trench excavated
		Bujongobe	8,527,678	Trench excavation	Trench excavated
	Kahunge TC	Rugonjo	7,801,521	Trench excavation	Trench excavated
		Rwenkuba	15,243,587	Trench excavation	Trench excavated
	Kamwenge	Kiziba	9,690,144	Goat rearing	Goat rearing revolving project
		Busingye	7,644,739	Trench excavation	Trench excavated
		Kyabandara	10,550,905	Trench excavation	Trench excavated
		Nkongoro	13,434,892	Trench excavation	Trench excavated
	Sub total		125,667,092		
Kasese	Kitswamba	Rugendabara	16,641,225	Cattle rearing	
		Hima	5,610,681	Goat rearing	
			5,610,168	Goat rearing	
			5,610,168	Cattle rearing	
	Karusandara	Kanamba	18,541,706	Bee keeping	Bee hive fence in Kanamba
	Sub total		52,013,948		
	Grand total		436,915,095		

KIBALE NATIONAL PARK REVENUE SHARING FUNDS DISBURSED IN 2019					
Kibale National Park Revenue sharing funds for FY 2017/2018					
District	Sub county	Parishes	Amount Disbursed	Project	Status of projects
Kamwenge	Busiriba	Busiriba	24,815,830	Trench excavation	943M trench excavated
		Kanimi	20,803,368	Trench excavation	790M trench excavated
		Kahondo Ward	23,237,006	Trench excavation	833M trench excavated
	Bigodi TC	Kyabakwerere Ward	25,190,797	Opening access road; Kihoima - Kyabakwerere	4.5KM access road opened
		Bigodi	14,705,133	Trench excavation	558.8M trench excavated
		Nyabubale-Mahango Ward	18,024,222	Trench excavation	684.92M trench excavated
		Bujongobe Ward	16,631,900	Open community access road	2KM access road opened
	Kahunge TC	Rugonjo	19,741,549	Trench excavation	1.2KM trench excavated
		Rwenkuba	30,486,383	Trench excavation and maintenance and bee hives	350M trench excavated, 450M maintained and 15 bee hives procured
	Kamwenge	Kiziba	22,603,811	Opening 8km Kiziba Lozio-Kiziba P/S Kentomi Kaswa-Butemba -Omwibale access road and goats revolving project	3KM access road: Muhungo-Kizza, Alozio-Kiziba-Kentomi (2KM), Butembe-Kaswa (2.2KM) access road opened. 36 local goats procured
		Busingye	17,458,196	Opening 6Km Muhanga-Butemba Rukoko access road	5.5Km community access road constructed
		Kyabandara	22,485,922	Trench excavation	1.2KM trench excavated
		Nkongoro	22,603,810	opening 8Km Mbobgera Kasoga access road	13.5Km community access road opened.
	Sub total		278,787,926		
District	Sub county	Parish	Amount	Project	

Kasese					
	Kitswamba	Rugendabara	35,840,418	Bee keeping	200 bee hives procured and distributed to 4 CBOS
		Hima	10,000,000	Revolving goats project	50 vaccinated goats procured
			14,810,252	Bee Keeping	100 bee hives and training of bee keeping CBOs
	Karusandara	Kanamba	27,240,150	Bee Keeping	120 bee hives procured and bee keepers trained
	Sub total		87,890,820		
District	Sub county	Parish	Amount	Project	
Bunyangabo	Rwimi	Kakooga	10,470,000	Kakooga Bee Keeping Association	80 bee hives procured
			5,000,000	Elephant trench maintenance	500M trench excavated
			10,000,000	Rubalika 2 A Apiary Farmers Group	50 bee hives procured and distributed to Kakooga bee keepers
		Kadindimo	10,000,000	Bee keeping - 50 bee hives	50 bee hives
			9,900,000	Piggery	30 piglets procured and given to Kididiimo women group
			10,460,000	50 goats for (Revolving scheme)	50 goats procured and shared on revolving basis.
	Sub total		55,830,000		
District	Sub county	Parish	Amount	Project	

Kabarole	Hakibale	Kahangi	35,461,208	Excavate 5Km trench	3.5KM trench excavated
	Busoro	Busoro	79,450,000	Trench excavation and maintenance and goat rearing	2.8Km trench excavated, 2.6Km trench maintained, 30 goats procured and distributed
		Kaswa	30,000,000	Goat rearing, piggery and trench maintenance	60 goats and 30 piglets procured and distributed to 60 and 30 households respectively. 1.5KM trench maintained
	Kiko Town council	Nyabubale Ward	20,840,000	1KM trench excavation and 100 bee hives	1Km trench excavated and 100 bee hives procured
		Kyanyawara	22,000,000	Maintain 1.5Km trench and 50 bee hives	1.4Km trench excavated and 50 bee hives procured
	Rutete	Rurama	40,000,000	8Km trench maintenance, piggery, bull fattening and goat rearing	5.5 Km trench excavated and maintained, 50 piglets, 10 bulls and 60 goats procured
	Kasenda	Isunga	38,435,183	10Km trench maintenance, construction of 2 board walks	8.6KM trench maintained, two elephant board walks constructed but destroyed by elephants
		Nyabweya	37,146,711	9Km trench excavation and water source construction	5Km trench maintained and 1 borehole drilled
	Sub total		303,333,102		
Kyenjojo	Kigarale	Nyaibanda	21,608,061	Bee Keeping (100 bee hives) and tree planting (10,111 assorted sds)	100 bee hives and 8000 assorted seedlings
		Kisengya	18,231,622	Bee Keeping (80 bee hives) and tree planting (9,111 assorted sds)	50 bee hives and 7,000 seedlings
	Kykatwire TC	Kykatwire Ward	21,608,060	Bee Keeping (159 bee hives)	150 bee hives procured and sited along the boundary in 2 villages
	Nyatungo	Kibira	-		

	Nyabuharwa	Mugoma	33,790,154	Bee Keeping and trench digging	130 bee hives procured
		Kaigoro	32,523,763	Bee Keeping and trench digging	120 bee hives procured
		Kigando	26,977,728	Bee Keeping	
		Kinyantale	39,805,507	Bee Keeping and tea planting (55,385 tea sds)	50 bee hives and 50,000 tea seedlings procured
	Bugaki	Hima	54,455,727	Bee Keeping (200 bee hives) and tree planting (22,980 assorted tree seedlings)	200 bee hives and 20,000 assorted tree seedlings procured and supplied to 4 CBOs
	Sub total		249,000,622	51 projects	
	Grand total		974,842,470		

General Understanding of the ToRs

The overall objective of the evaluation is to assess the current programme **design of remitting 20 percent park fees as conditional grants to Local Governments**. Here under is the understanding of the ToR and key approaches to the assignment (Table 1).

Table 1: Understanding of the objectives of the evaluation

Evaluation Objectives	Our Understanding/What to do?	Method/Approach
Assess the effectiveness, efficiency, relevancy and sustainability of the disbursement model of the conditional grant	<ul style="list-style-type: none"> To assess how the programme performs against its target outputs; To assess the financial transfers, payments to beneficiaries and management mechanism of the programme; To measure the extent to which the implementation structures established by the project facilitating achievement of project results 	Quantitative & Qualitative data (Interviews to KIIs + FGDs)
Establish whether the revenue disbursement model has improved the livelihood of communities around protected areas	To understand how well the financial resources and other inputs used effectively to transform the livelihood of the host communities (i.e. incomes, business opportunities, social amenities and infrastructure, etc.)	Quantitative & Qualitative data (Interviews to KIIs + FGDs)
Identify lessons learned and provide recommendations for informing future disbursement modalities	<ul style="list-style-type: none"> Identify best practices, any challenges, and opportunities/innovations in the current transfer modalities; Suggest measures to improve the transfer modalities 	Qualitative data (Interviews to KIIs + FGDs)
Draw lessons learnt (from both intended and unintended results) and propose solutions/ measures for sustainability of successes/results realized so far.	<ul style="list-style-type: none"> Identify lessons to inform/guide sustainability of the achievements beyond the project life time; Propose measures at LGs and community level to support the achievements so far 	Qualitative data (Interviews to KIIs)

EVALUATION TOOLS

Evaluation questions linked to the DAC criteria and to the objectives

Introductory Information			
Date (s) of Interview:		Position of the Respondent:	
District visited:		Gender of the Respondent:	
Respondents contacts: Telephone: Email:			

Tool to be administered to: CAO, DFO, CDO, UWA, Park Officer

Evaluation Questions and Issues	Responses
A: Achievement of the intended objectives and outputs	
1.1. To what extent were the following objectives achieved? <i>[Please rank the scale of 1 – 10, and justify the ranking]</i> [DFO + CDO] i) To provide an enabling environment for establishing good relations between protected areas and adjacent communities. ii) To demonstrate the economic value of protected areas and conservation in general to adjacent communities. iii) To solicit support and acceptance of protected areas and conservation from adjacent communities.	
1.2. What factors have enabled the achieving of the objectives in 1.1 above? [DFO + CDO]	
1.3. What factors have hindered or affected the achieving of the objectives in 1.1 above [DFO + CDO]	
1.4. Are you aware of the legal framework under which this project is implemented? How is it being followed in managing the project? [Probe] [CAO + DFO or either]	
1.5. Comment on the procedures for selecting beneficiaries and allocating projects? Are there any deviations from the implementation plan? Probe [DFO + Park Officer + UWA]	
1.6. What stakeholders (including LGs) support this project? Probe for their roles and levels of participation? [CAO + DFO or either]	
1.7. What are the procurement procedures followed in the project? Is the district satisfied with what is done at the community level? [DFO + CDO]	
Evaluation Issues	
B: Relevance of the project	
2.1. How appropriate is the project in relation to the needs and situation it was intended to address? [DFO + Park Officer]	
C: Project Effectiveness	

<p>3.1. How has the project contributed to the following:</p> <p>a) Socio-economic transformation of communities?</p> <p>b) Conservation of the protected areas and adjacent communities</p> <p>c) Relations between protected areas and adjacent communities [DFO + Park Officer]</p>										
<p>3.2. Which were the most successful and least successful projects (i.e.....), and why? [DFO + Park Officer]</p>										
<p>3.3. What contributed to or limited the project's achievements?</p> <p>i) Contributed to (+)</p> <p>ii) Limited (-)[DFO + Park Officer]</p>										
<p>3.4. What challenges are being faced in relation to this project, and the mitigation at:</p> <table border="0" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 20%; text-align: center;">Challenge</th> <th style="width: 20%; text-align: center;">Mitigation</th> </tr> </thead> <tbody> <tr> <td>LG level</td> <td></td> <td></td> </tr> <tr> <td>Community level</td> <td></td> <td></td> </tr> </tbody> </table>		Challenge	Mitigation	LG level			Community level			
	Challenge	Mitigation								
LG level										
Community level										
<p>3.5. Obtain information on the coverage of the project (in terms parishes, list of beneficiaries, project types, etc.) [DFO + CFO + UWA]</p>										
<p>D: Efficiency of Resource use</p>										
<p>4.1. Is there framework for the management of 20% remittances? If yes [need to get a copy]</p> <p>How has been the practice of;</p> <p>i) Receipt of 20% from UWA?</p> <p>ii) Disbursement of the 20% to communities</p> <p>[DFO+CFO+UWA]</p>										
<p>4.2. Comment on the timeliness of transfer of remittances?</p> <p>i) From UWA to LG accounts</p> <p>ii) From LG to community [DFO+CFO+UWA]</p>										
<p>4.3. Comment on the following financial management practices and aspects:</p> <p>i) Transparency and accountability of funds at LG and community level;</p> <p>ii) Value for money for the projects [DFO+CFO+UWA]</p>										
<p>4.4. Extract financial flows from LG records (for FY2018 – FY2021) – CFO</p> <p>- <i>Receipts from UWA</i></p> <p>- <i>Disbursements to LGs</i></p>										

E: Impact of the disbursement model, lessons learnt, and sustainability	
5.1. What are changes/benefits as a result of the project in the community? [DFO, CDO, UWA, Park Officer]	
5.2. What best practices were exhibited by the 20% remittance model, that can be replicated in future similar or related projects? [DFO, CDO, UWA, Park Officer]	
5.3. In terms of lessons learnt what do you think should be avoided?	
5.4. What mechanisms/strategies are at LG and community levels to sustain the benefits when the project ends?	

E: Gender issues, M&E and Recommendations	
5.1. In what ways were gender concerns integrated in the project design (e.g. did the project objectives and outcomes adequately address gender issues and the needs of women and men i.e., were indicators gender-sensitive)? [DFO + Park Officer]	
5.2. What are the monitoring and evaluation mechanisms to support implementation of this project?	
5.3. What recommendations do you make to ensure sustainability of the capacity of LGs and Communities after this project implementation?	

Questionnaire for FDGs Direct Beneficiaries and Community Representatives (CPC and CPMCs)

1. District Name
2. Name of National Park
3. Name of Sub-county and Parish
4. Composition of beneficiary representatives in the community in terms of Gender
 1. Are you aware of the (20%) share of gate collections to Lower Local Governments? (*Probe from participants to share with you what they know about the project*)
 2. What are the procedures for selecting beneficiaries and allocating sub-projects? *Probe for the best practices and any deviations from the implementation plan?*
 3. What kind of sub-projects were established in the community under this project? Probe for when they were established? Who is managing these sub-projects and what are their roles?
 4. Is there any project you would prefer rather than what you have received?
 5. What is the approach for disbursement of funds? Are you satisfied with the approach? Any deviations from the implementation plan?
 6. Are your committees fully constituted? How are you involved in the projects (e.g. decision making, project selection, meetings, supervision etc.)?
 7. Is there transparency and accountability mechanisms in this project? e.g. Is the financial information shared timely and openly?

8. Is there value for money for these projects e.g. A hospital built on say UGX 200M does it reflect the money paid out to the contractors?
9. How does the project contribute to the conservation of the environment in this community?
10. Is there supervision on the projects? Who does it and how regular? What do they look at as they supervise?
11. What changes have you observed as a result of the project? At household and community level?
12. What implementation challenges are being faced by this community and the mitigations in relation to this project?

	Challenges	Mitigations
District/Parish/project names		

13. Please suggest recommendations for improving the implementation of this project

Check list:

- Sampling should be random, and should consider the years of existence of the sub-project, the success, and challenged sub-projects
- Photos of sub-projects with captions
- Photos of FGDs with captions
- Obtain the relevant documents from LGs as indicated in the questionnaire
- List of all the respondents (District, name, Telephone, Office/position, gender)
- At least **2 case studies** per team highlighting the nature of the sub-project, beneficiaries, activities in the project, benefits and current status of the sub-project
- Extracting the voices/verbatims/quotations from the KIIs and FGDs

RAPID EVALUATION OF THE EFFECT OF THE CONTRIBUTION OF 20% GATE COLLECTIONS REMITTED TO THE HOST COMMUNITIES SURROUNDING NATIONAL PARKS



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