

Investing in Forests and Protected Areas for Climate Smart Development (IFPA-CD) Project, Uganda

Mid Term Review

Evaluation Report

April 5th, 2024

FINAL VERSION



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Acronyms and abbreviations

BoQ	Bill of Quantities
CFR	Central Forest Reserve
CFM	Collaborative Forest Management
CRM	Collaboration Resource Management
ESCP	Environmental and social commitment plan
ESIA	Environmental and social impact assessment
ESMF	Environment and Social Management Framework
ESS	Environmental and Social Standards
FAO	Food and Agriculture Organisation of the United Nations
FGD	Focal group discussion
FIP	Forest Investment Programme
GEMS	Global Environmental Monitoring System
GoU	Government of Uganda
Ha	Hectare
HQ	Head quarters
HWC	Human-wildlife conflict
IFMS	Integrated Financial Management System
IFPA-CD	Investing in Forests and Protected Areas for Climate Smart Development
IUCN	International Union for the Conservation of Nature
KNP	Kibale National Park
KfW	<i>Kreditanstalt für Wiederaufbau</i> (German Development Bank)
METT	Management effectiveness tracking tool
MoU	Memorandum of understanding
MTWA	Ministry of Tourism, Wildlife and Antiquities
MWE	Ministry of Water and Environment
NGO	Non-governmental organisation
NFA	National Forestry Authority
OPM	Office of the Prime Minister
PA	Protected area
PCU	Project Co-ordination Unit
PIM	Project Implementation Manual
PPP	Public procurement plan
PSC	Project steering committee
QECA	Queen Elizabeth Conservation Area
QENP	Queen Elizabeth National Park
REDD+	Reducing emissions from deforestation and forest degradation
SEP	Stakeholder engagement plan
SIDA	Swedish International Development Agency
RSW	Refugee Sub-window (of the World Bank)
TTL	Task Team Leader
USD	US Dollar
UTGA	Uganda Timber Growers Association
UWA	Uganda Wildlife Authority
VMGF	Vulnerable and marginalised group framework
WB	World Bank

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Executive summary

Background and introduction

The Government of Uganda is implementing "The Uganda Investing in Forests and Protected Areas for Climate Smart Development (IFPA-CD)" Project with World Bank (WB) and Government of Uganda counterpart funding. As part of the World Bank commitment, there is USD 58 million from the IDA18 Refugee Sub-window (RSW). The Project was approved on 23rd April 2020 and became effective on 18th August 2021.

A midterm review (MTR) has been commissioned by the Ministry of Water and Environment to assess the progress made by the project towards achieving its objectives, identify challenges and opportunities, and make practical recommendations for the project to effectively deliver on its objectives and targets, including any adjustments in scope and implementation as may be deemed necessary. This report summarises the MTR's main findings, conclusions and recommendations.

Methods used in this evaluation include a desk review of key project documents, stakeholder analysis and sampling, site visits to field locations in Southwestern Uganda and interviews (semi-structured and focal group discussions) with key implementors, partners and beneficiaries. The field work for this review was conducted in January 2024, and the report finalised in conjunction with a World Bank supervision mission in March 2024.

Relevance, design and coherence

The project was found to be highly relevant to the goals and activities of implementing agencies, including the Uganda Wildlife Authority, National Forestry Authority, Ministry of Tourism and Wildlife, Ministry of Water and Environment and the Office of the Prime Minister. The project design was rigorous, drew on a number of consultative processes from previous WB investments and as such, project-supported actions are well integrated into the policies and strategic plans of implementing agencies.

The project's focus on addressing conflicts between high biodiversity forest reserves and protected areas and local livelihoods ensures it remains highly relevant to the needs of adjacent communities and local governments. With national elections due in 2026, conflicts over land, natural resources and wildlife are often high on the political agenda by candidates for parliament and local councils.

The project seeks to address a range of issues including the integrity of high-biodiversity conservation areas and forest reserves, conflicts between these areas and local communities, mitigating the impacts of refugees on forest areas and environmental degradation as well as making investments in productive forestry (including wood processing and value addition). While all these areas are indeed a high priority (as evidenced from discussions on project relevance), the range and spread of activities means that overall coherence of the project design is somewhat limited.

Effectiveness

Expenditure and implementation levels: Expenditure is significantly below expected levels. By December 2023, the project had spent just over USD 6.69 million, representing 4.5% of the total budget, despite the project being half way through its agreed duration. The underlying reason for under-delivery of anticipated project results are multiple. Firstly, there was a delay of 16 months between the approval of the project by the WB Board and the approval of the project by the government of Uganda. Secondly, the COVID-19 pandemic created delays due to restrictions on office work, in person meetings, and movement during 2020 and 2021. The project has a strong emphasis on investments, with a combined budget

of USD 91.4 million, representing around 62% of the total budget. Procurements have been heavily delayed (as discussed below) which has impacted implementation significantly. Overall progress has been greatest under Component 1, where UWA and NFA have demonstrated good levels of progress in areas such as boundary demarcation, the construction of fences and trenches, enrichment planting, removal of invasives as well as livelihood activities for local communities. Progress under Components 2 and 3 has been extremely limited to date.

Management and oversight: The project is overseen by a steering committee representing the implementing partners. To date, the steering committee has been somewhat ineffective due to lack of guidance and taking a number of decisions which conflict with prior agreements made between the government of Uganda and the World Bank. Project supervision from the World Bank and the provision of technical support has in general been satisfactory, but on occasions, no objections have been delayed and inputs to key documents have been fragmented from different teams within the World Bank. Transfer of funds from WB to BoU and onwards to implementing agencies has been efficient and rapid, although payments from MWE to contractors has been very slow.

Procurement: Procurement packages (and in particular, large service packages under the responsibility of MWE) have been significantly delayed. Although goods and works under NFA and UWA are now moving ahead more smoothly, there was insufficient investment in procurement training at project inception which resulted in a number of errors and delays by UWA as well as MWE. Whistle-blower complaints regarding the procurement process and decisions have been received by the World Bank which necessitated further delays while investigations were instigated.

MWE support: Uneven salary and benefits within WB-funded projects implemented by MWE has created uncertainty and an uneven playing field across the Ministry as staff weigh up opportunities where rewards are greatest. Although, to date only one staff member has left (M&E Specialist), there is a risk of further staff movements.

Monitoring, evaluation and social & environmental risk reporting: Project M&E is mostly focused on activity and output reporting and even that is done with many deficiencies. Semi-annual progress reports, while weak initially, are showing signs of improvement. However, consolidated reports compiled by MWE lack a number of details that are provided as inputs by NFA and UWA. Assessing progress at outcome level is more challenging. Many of the indicators in the results framework are not assessed or have shown no progress at mid-term. Many of the indicators for investments lack intermediate process steps, so may record zero progress even though some progress towards targets has been made. Initial progress is being made on integration of GEMS (geo-referencing), but much work is needed to make this fully operational. There is growing capacity for safeguarding and reporting of environmental and social risks within MWE, UWA and NFA, and increasing adherence to safeguard requirements of the WB.

Knowledge management and learning: Although a communication strategy has been developed, it has yet to be operationalised. There is no institutionalised system for adaptive management, based on a deliberate process to incorporate lessons learned as implementation progresses

Impacts

Impacts on sustainable management of forests and protected areas. There are initial indications that interventions are improving management effectiveness of both forest reserves and wildlife protected areas. This is manifested through the demarcation and recognition of boundaries, increased mobility and responsiveness of patrols, law

enforcement and community conservation staff, a reduction in human-wildlife conflict and removal of invasive species. Management effectiveness scores across all protected areas have improved since the start of the project.

Impacts on local livelihoods: In areas adjacent to recently constructed wildlife fences and trenches there has been a significant reduction in human-wildlife conflict, which has resulted in a reduction in crop losses and opened opportunities for the cultivation of new (and often higher-value) crops that otherwise would have been damaged by wildlife. The project has supported rural employment through casual work (constructing trenches and fences, enrichment planting, boundary clearance and marking, nursery work and enrichment planting). Support to income generating activities such as bee-keeping has created new economic opportunities from the sale of honey and other bee products, for which there is a high demand. Women report a reduction in the use of firewood and reduced time (and risk) associated with collection of water from areas inside or adjacent to wildlife areas.

Sustainability prospects

As indicated a large proportion of the project budget is based on investments many of which require maintenance, repairs and eventual replacement.

Overall, the prospects for sustainability of investments made in protected areas under the responsibility of UWA are high. UWA retains revenues generated across the protected area system from entry fees, trekking permits and other income sources. These revenues have been increasing over the past decade (despite a dip during the COVID 19 pandemic) and therefore resources are available for maintenance and repairs. UWA has in-house capacity for constructing fences and maintaining its vehicle fleet and as such there is a limited need for outsourcing external service providers.

Prospects for sustainability of NFA-managed investments are uncertain. Currently NFA remits all its income to Treasury and is subject to annual budget negotiations. Operating budgets are insufficient to finance the necessary maintenance and repairs for project-supported investments once IFPA-CD funding ends, despite the presence of in-house capacity for supervision of boundary demarcation, enrichment planting and forest restoration.

It may be too early to assess the sustainability of investments made at community level. However, there is a need to clarify the division of responsibilities for maintenance and repair of structures such as trenches (which require regular maintenance due to infilling), if these are to be maintained in the long-term.

Recommendations

A summary of key recommendations is presented below:

- **Procurement:** Address procurement bottlenecks urgently – particularly for large service packages under MWE.
- **Budget review:** Review the project budget in light of low expenditure and increase in unit costs. Consider reallocation of budget from 2.2 to component 1, given poor performance to date.
- **Decision-making:** Clarify the role of the SC with regard to decision-making; include WB representative during Steering Committee meetings (observer capacity) and schedule SC meetings with semi-annual supervision missions; rationalise and integrate WB inputs and ensure effective feedback from WB for no-objections.
- **Monitoring and evaluation:** Strengthen M&E at activity, output and outcome levels; Review RF indicators (mid-term results not yet achieved); consider more intermediary milestones in targets (process-based)

- **Project management units in MWE:** Harmonise salaries / systems across project staff within project PMUs in MWE
- **Adaptive management and learning:** Include deliberate reflection and learning opportunities, integrated into agency work-planning and budgeting
- **Fences and trenches:** Addressing “gaps” in trenches and fences caused by rocky areas or wetlands / rivers that have become crossings for wildlife
- **Enabling environment:** If component 2.2 does continue (see above recommendation on budget review), support the enabling environment for SMEs in forest sector.
- **Project extension:** Expedite project extension by two years due to delays in starting up (Action: MWE/WB)

1. Background and context

1.1 Project Description

The Government of Uganda, through the Ministry of Water and Environment (MWE) (Lead Agency), Ministry of Tourism Wildlife and Antiquities (MTWA), Uganda Wildlife Authority (UWA) and National Forestry Authority (NFA), is implementing "The Uganda Investing in Forests and Protected Areas for Climate Smart Development (IFPA-CD)" Project with World Bank (WB) and Government of Uganda counterpart funding. As part of the World Bank commitment, there is USD 58 million from the IDA18 Refugee Sub-window (RSW). The Project became effective on 18th August 2021.

The Project Development Objective (PDO) is to improve sustainable management of forests and protected areas and increase benefits to communities from forests in target landscapes. The project's geographic coverage includes the Albertine Rift and West Nile, with a focus on selected protected areas (7 National Parks, 4 Wildlife Reserves, 27 Central Forest Reserves) and 19 refugee host districts.

- **Component 1** focuses on improving management of government-managed forest and wildlife PAs to ensure they can continue to generate revenues and provide important environmental services.
- **Component 2** focuses on increase revenues and jobs from these forest and wildlife PAs through targeted investments in tourism and productive forests.
- **Component 3** encourages establishment of greater tree cover in refugee-hosting landscapes on host community land outside PAs, supporting sustainable forest management and landscape resilience on private and customary land.
- **Component 4** supports overall project management and monitoring.

A midterm review (MTR) has been commissioned to assess the progress made by the project towards achieving its objectives, identify challenges and opportunities, and make practical recommendations for the project to effectively deliver on its objectives and targets, including any adjustments in scope and implementation as may be deemed necessary.

2. Evaluation purpose, scope and methods

1.2 Evaluation objectives

The specific objectives of the review are:

- To assess efficiency, effectiveness, relevance, impacts, sustainability aspects, performance of the project to date in meeting its Development Objectives, as measured through the indicators in the Results Framework and any additional results of relevance.
- To assess the continued relevance of the Development Objectives and consider any changes in circumstances since preparation that might impact on the appropriateness of the design.
- To make practical recommendations on the above for effective delivery of the project.

The MTR covers the period from the start of the project to its mid-term point (December 2023). The evaluation focused on the following areas:

- Progress towards achieving the project's development objective.
- Evaluation of outputs and outcomes achieved and assessment of their contribution to the project development objective.
- Effectiveness, efficiency, relevance, impact and sustainability of the project's implementation strategies and activities.
- Identification of any challenges or opportunities that may affect the project's implementation in the future.
- Identification of any potential risks that may impact the project's success.

1.3 Evaluation questions

The terms of reference for this review list a series of questions clustered by evaluation objective. These have been reproduced below.

Relevance

1. Does the project involve the relevant stakeholders through information-sharing, consultation and by seeking their participation in the project's design, implementation, and monitoring and evaluation?
2. Does the project have buy-in and support from all stakeholders?
3. To what extent has it met stakeholder expectations so far and how?
4. Was the enabling environment for the project fully in place at project initiation?
5. Do the project objectives, as stated and as assessed via the Results Framework, remain relevant to addressing priority needs?

Effectiveness

1. To assess the effectiveness of the project in achieving the stated project results (as stated and as reflected in the Results Framework).
2. How effective has the project been in enhancing the management effectiveness of target protected areas within the targeted forest landscape and National Parks?
3. What is the extent of land area that has been brought under sustainable landscape management practices, such as conservation and restoration initiatives, within the project's scope?
4. What are the key factors that have contributed to the success or failure of the project in promoting sustainable management of forests and protected areas?

5. What is the level of participation by local communities in consultations regarding the use of forest resources in the targeted landscapes, and how has it influenced decision-making processes?

Impact

1. To evaluate the project's impact on increasing benefits to communities from forests in the target landscapes.
2. What specific benefits have communities experienced as a result of the project, and how have these benefits been sustained over time?
3. To what extent has the project succeeded in improving the sustainable management of forests and protected areas in the target landscapes?
4. To identify and analyse any evidence of results (aligned with the PDOs) beyond what is in the Results Framework.
5. What unintended or negative effects, if any, have resulted from the project?
6. To what extent have these effects been mitigated or addressed by the project, and what lessons can be learned from these experiences?

Sustainability

1. What factors are likely to affect the sustainability of project outcomes over time?
2. What measures have been put in place to ensure the sustainability of project outcomes, and how effective are these measures likely to be?
3. To what extent have the Project partners (districts, NGOs, Private sector) been involved in the project implementation and monitoring?
4. What have been the benefits of involving the partners and what are the challenges of the partnerships?
5. To assess the implementation of monitoring, evaluation, environmental and social risk reporting.

Monitoring and evaluation

1. How effective has the monitoring and evaluation system been in tracking the progress and outcomes of the project in improving sustainable management of forests and protected areas, as well as increasing benefits to communities from forests in the target landscapes?
2. To what extent have the monitoring and evaluation findings been utilized to inform project decision-making, adaptive management, and resource allocation?
3. How has the project addressed environmental risks associated with the management of target protected areas within the targeted forest landscape?
4. To what extent have sustainable landscape management practices been implemented to mitigate environmental risks and promote the conservation and restoration of ecosystems in the project's target areas?
5. What measures have been taken to ensure that the project's activities have minimized negative impacts on biodiversity, water resources, and other environmental components?
6. How effective has the project been in enhancing compliance and operationalization of social and environmental safeguard tools among third party entities (contractors, grantees and service providers)?
7. How is the project tracking and plans to address social risks and potential conflicts at National Parks and Central Forest Reserves in the target areas?
8. What measures are in place or proposed to ensure that the employment of people in the production and processing of forest products is conducted in a socially responsible manner, providing fair wages, safe working conditions, and opportunities for local communities?

9. How effective has the project been in facilitating meaningful and inclusive consultations with local communities regarding the use of forest resources in the targeted landscapes, and what measures have been taken to address any social conflicts or grievances that may have arisen?

Learning, knowledge and adaptive management

1. To assess the learning, knowledge generation, adaptive management, and sharing of best practices within the project, and provide recommendations for improvement.
2. How effective has the project been in generating and sharing knowledge and best practices related to sustainable forest management, protected areas, and community benefits?
3. To what extent has adaptive management been applied in project management and implementation, and how have the lessons learned from adaptive management been documented and shared with key partners and stakeholders?
4. What key lessons regarding programmatic and administrative considerations can be learned from other WB projects operating in Uganda that could be transferable to the IFPA CD Project?

1.4 Evaluation methods

The evaluation used a number of approaches, tools and methods with which to gather, triangulate and synthesise evidence to inform this review. The main methods used are presented below:

Document and evidence review. Key documents and written resources were gathered from a variety of sources including the MWE and World Bank IFPA-CD websites^{1, 2} as well as project staff and advisors. The document review included semi-annual progress reports, project documents (such as the Project Appraisal Document, Project Implementation Manual); key background documents (such as the Environmental and Social Management Framework, Procurement Plan, Workplan, Results Framework and M&E plan, minutes of the programme steering committee and aide memoires from semi-annual supervision missions). A list of the documents used to inform this evaluation can be found in Annex 1. Key statements from many of these reports were extracted and used to build the evidence base for this review.

Stakeholder analysis and sampling protocol: Key stakeholders with involvement, interest or stake in project implementation were identified from the project documents described above and in consultation with project staff. A sample of key stakeholders was developed during the inception period, which included the planning of a 7-day field mission with the potential to take in the majority of different field-level activities and stakeholders (see below). A summary of key stakeholders including their role in the implementation of the IFPA-CD project is presented in Table 1.

Stakeholder	Interest or role in project implementation
National Government Bodies	
Ministry of Water and Environment (Senior Management)	Overall responsibility for project implementation and co-ordination Reporting to donors on overall progress (activities and finance)

¹ <https://www.mwe.go.ug/projects/ifpa-cd-project>

² <https://projects.worldbank.org/en/projects-operations/project-detail/P170466>

	Chairing the Project Steering Committee Ensuring safeguarding is operational
Ministry of Water and Environment (Project Co-ordination Unit)	Co-ordinating with NFA and UWA as well as other operational entities Compiling monitoring and evaluation reports Financial management Supporting project-related procurement within NFA and UWE Overseeing procurement of MWE goods and services Co-ordinating MWE outputs and activities
National Forestry Authority (HQ)	Managing NFA project activities Undertaking procurement of goods and services for NFA-managed activities Liaising with protected area staff Reporting on financial and activity status of NFA-managed activities
Uganda Wildlife Authority (HQ)	Managing UWA project activities Undertaking procurement of goods and services for UWA-managed activities Liaising with protected area staff Reporting on financial and activity status of UWA-managed activities
Ministry of Tourism, Wildlife and Antiquities (MTWA)	Overseeing UWA-supported activities Managing MTWA Project activities (investments in tourism) Reporting to MWE as program co-ordinator
Office of the Prime Minister	Overseeing implementation of Refugee-hosting areas (Component 3) Reporting on implementation to MWE
Project Steering Committee members	Overseeing programme implementation, monitoring and evaluation Approving annual workplans and budgets Advising on programme direction
Nyabeya Forest College	Responsible for implementation of Sub-component 2.2 on productive forestry (wood processing hub and training centre)
Uganda Investment Authority	Advising on productive investments across the programme
Local government representatives	
District government staff and leaders (eg District Forest Officers, Chief Administrative Officers, Council Chairpersons)	Point of contact for local government Liaising with UWA and NFA for community-centred activities
Local communities	
Communities living around forest reserves and national parks	Beneficiaries of measures designed to reduce conflict with protected areas, and measures designed to increase sharing of benefits (from collaborative management agreements and community enterprises)
Protected area staff (UWA)	
National park staff (UWA)	Managing specific interventions at protected area level

	Liaising with local communities and supporting community outreach activities (such as CRM groups) Reporting to UWA HQ on progress
CFR and Range staff (NFA)	
Range staff and forest reserve staff (NFA)	Managing specific interventions at forest reserve level Liaising with local communities and supporting community outreach activities (such as CFM groups) Reporting to NFA HQ on progress
Donor representatives	
World Bank Task Team	Focal point for project reporting and administration Approving requests (TORs, procurement, finances, expenditure, reporting) Leading semi-annual supervision missions
World Bank Kampala	Supporting project team in administration and finance, procurement, environmental and social safeguarding
Bilateral donors: SIDA, KfW, Irish Aid	Providing co-financing to the World Bank program through a parallel project and as additional funding to IFPA-CD Project
NGOs, international organisations and other national stakeholders	
National NGOs	Engaged in the sector and able to provide independent assessment of performance
United Nations High Commissioner for Refugees	Advising project on refugee-related actions Advising on refugee safeguarding aspects

Table 1: Stakeholders engaged in the IFPA-CD Project

Field visit. A 7-day field visit was undertaken to western and south-western Uganda which included field visits to Kalinzu & Kisyoha Kitomi Central Forest Reserves (CFRs), Queen Elizabeth National Park, Kibale National Park as well as Kibego, Itwara and Rwesambya CFRs.

Interviews with sampled stakeholders at national and site level. In total, 152 persons were consulted as part of this evaluation from seven broad stakeholder categories (Table 2) Where possible and appropriate, focus group discussions were held with specific interest groups such as community members employed to work on various project-financed activities, women and youth. A full list of persons met with or interviewed can be found in Annex 2.

Validation: Following the review a validation process was held with key stakeholders, to review the initial findings and conclusions and to provide initial feedback. A draft report was prepared based on the findings from the field visit, meetings with key stakeholders, document review and validation workshop. This was presented again during the World Bank supervision mission in March 2024 and further inputs gained. A final report was then submitted following the supervision mission.

Stakeholder Group consulted	Number
National government bodies	31
Local government representatives	10
Local communities	79
Protected area staff (UWA)	12
CFR and Range staff (NFA)	8

Donor representatives	7
NGOs, international organisations and other national stakeholders	5

Table 2: Number of individuals interviewed from key stakeholder groups

A summary of the different tools used in the various stages of the evaluation is presented in Table 3.

Evaluation stage	Methods and approach to be used
Inception	Initial document review Interview with key project proponents Stakeholder analysis Development and application of sampling methods Design of interview protocols Review of evaluation questions Presentation and validation of inception report
Evidence review	Document and literature review Triangulation of findings
Field work	Site visits, inspection, photography Interviews with key resource persons involved in the project Interviews with peer organisations Focal group discussions (FGD) with beneficiaries at community level (gender disaggregated FGDs to understand whether gender concerns have been considered)
Compilation of findings	Compilation of evidence by key question Triangulation of evidence Preparation of initial findings and conclusions
Validation of findings	Presentation of key findings and conclusions with implementing organisations and World Bank representatives Incorporation of feedback received
Final report	Writing of final report

Table 3: Key methods used in different phases of the evaluation process

1.5 Limitations

The evaluation has a number of limitations which inevitably affect the overall quality of processes undertaken. These are briefly summarized below:

- **Available data and evidence:** There was limited data available on the status of key indicators in the results framework. This was in part due to a failure to collect and compile key data on a number of indicators (particularly at outcome level). This weakness could not be mitigated.
- **Delays in implementation:** The slow pace of progress and heavily delayed start of the project meant that implementation had not reached the stage anticipated at the time of the MTR. As a result, there were limited field activities on some of the components, making evaluation of these activities impossible. As such, the evaluation focuses only on those components where progress has been demonstrated in the field.
- **Time available:** The time allocated to in-country meetings and field visits was two weeks, due to limits on the budget for evaluation. As such, it was not possible to visit all sites where field implementation was taking place including areas supported by the Refugee Sub-window (constituting almost 40% of the total World Bank

budget). This was partly mitigated by the systematic selection of representative samples (both in terms of field activities and stakeholders for interview).

3. Evaluation Findings

3.1 Project relevance, design and coherence

3.1.1. Relevance of the IFPA-CD to national government



Queen Elizabeth Conservation Area staff

With regard to Uganda Wildlife Authority and National Forest Authority, interviews with staff at national and sub-national level point to the high level of relevance of the IFPA-CD to the strategic and operational priorities of both organisations. The fact that project-supported activities are closely aligned to organisational priorities was clearly shown to increase the overall level of ownership over these activities, leading to greater institutionalization and

internalization, which has knock-on benefits in terms of both effectiveness and sustainability. These findings are confirmed when main project activities are compared with the strategic plans of both organisations as documented in organizational strategic plans^{3, 4} (Table 4).

Institution	Key relevant activities in IFPA – CD project	Linkages (if any) to relevant organizational strategic plan
National Forest Authority	Boundary demarcation and clearance	Programme 1.1: To strengthen forest protection and conservation
	Forest restoration and rehabilitation	Programme 1.2: To restore degraded natural forests in CFRs
	CFM partnerships Beekeeping and energy saving stoves	Programme 1.3: To develop and promote stakeholder partnerships in line with gender and equity principles
	Introduction of new tourism opportunities including canopy walkways, chimpanzee tourism, visitor centres	Programme 2.1: To diversify and increase the quality and economic value of forest-based business
	Road maintenance vehicles, transport, equipment and infrastructure (housing, offices)	Programme 3.2: To invest in modern forest management infrastructure
	See above on expanding tourism infrastructure	Programme 3.5: To expand and diversify NFA's revenue base
Uganda Wildlife Authority	Removal of invasive species	Strategic Objective 1.1: Develop and implement an invasive plant species eradication management strategy
	Support to fire management	Strategic Objective 1.5: Review, update and implement PA fire management plans
	Boundary demarcation and clearance	Strategic Objective 1.6: Eradicate encroachment in all PAs

³ National Forest Authority. 2020. Strategic Plan: 2020 - 2025

⁴ Uganda Wildlife Authority. 2020. Strategic Plan: 2020/21 to 2024/25

	Construction of fences, trenches and walls	Strategic Objective 3.1: Implement the national human wildlife conflict management strategy
	Road construction and maintenance Vehicles and equipment (computer and communication)	Strategic Objective 5.4: Develop and implement equipment acquisition and replacement plan
	Support to construction of visitor centres and investments in tourism facilities	Strategic Objective 6.8: Formulate and implement a tourism infrastructure development and maintenance plan for UWA managed facilities

Table 4: Coherence of project-supported actions with UWA and NFA strategic plans

Uganda is the largest refugee-hosting country in Africa and the third largest worldwide and currently hosts close to 1.6 million refugees and asylum-seekers⁵. Since the start of 2023, more than 162,930 individuals (including 32,630 new births) have been registered in Uganda, 33% of whom are new arrivals from South Sudan and 14% from the Democratic Republic of Congo.⁶



High levels of fuelwood use near refugee areas have resulted in degradation of forest reserves

Two assessments commissioned by the World Bank in 2018 and 2019 have shown that the inflow of refugees in north-western and western Uganda has exacerbated a range of ongoing environmental impacts and associated challenges, including land degradation and woodland loss, leading to inadequate access to energy for cooking and competition with local people for woodfuel and other natural resources⁷. The IFPA-CD plans to address

these challenges through a range of approaches including restoration and rehabilitation of degraded forests, increasing on-farm supply of wood products in refugee-affected areas and rationalising the supply of fuelwood to refugee populations. All of these interventions are highly relevant to current challenges and were confirmed to the evaluation mission as being in line with national priorities under the Office of the Prime Minister, who co-ordinate matters relating to refugees and asylum seekers.

Under component 2.2, the project aims to support investments in productive forestry. The relevance of this action is high. There is an increasing supply of privately produced timber and wood products, but limitations in national wood-processing and value-addition capacity means that the sector is currently operating under its full potential. The ongoing relevance of this component was confirmed to the evaluation mission by meetings with key individuals and organisations working in the productive forestry sector.

⁵ <https://data.unhcr.org/en/country/uga>

⁶ <https://ugandarefugees.org/en/country/uga>

⁷ World Bank and FAO. 2019. Rapid Assessment of Natural Resources Degradation in Areas Impacted by the South Sudan Refugee Influx in Northern Uganda (English). Washington, D.C. : World Bank Group.

3.1.2. Relevance of the IFPA CD Project to Districts and Communities



Securing local employment in forest rehabilitation is perceived as an important project benefit

Communities living around protected areas are some of the poorest, more remote and under-served in the country. Furthermore, they face additional costs from crop raiding and human-wildlife conflict, which stokes resentment and undermines any local support for conservation. Growing rural populations only exacerbate such conflicts. The project addresses the core issue of conflicts between areas of high biodiversity and local livelihoods through a range of approaches and actions, including supporting improved livelihoods, incomes and employment as well as building and maintaining fences, trenches and walls along protected area boundaries to reduce human-wildlife conflict. These interventions were found to be of very high relevance at the community level and reinforced by stakeholders interviewed within district local governments. With national elections due in 2026, conflicts over land, natural resources and

wildlife are often high on the political agenda with candidates standing for parliament and local councils.

3.1.3. Project design and involvement of key stakeholders

The design process for the IFPA-CD built upon earlier programs supported by the World Bank and an extensive consultation process with a wide variety of partners across Uganda. The REDD+ readiness process, supported by the Forest Carbon Partnership Facility (and other international actors), included a comprehensive consultation process with national and sub-national stakeholders, and helped establish key building blocks for effective forest management, including an updated forest inventory, baselines and reference levels for deforestation⁸, forest degradation and emissions from forests and land-use as well as a national system for managing safeguards⁹. A National REDD+ strategy was produced that identified key drivers of deforestation and forest degradation¹⁰. In addition, the WB supported the design of the Forest Investment Programme (FIP) with financing from the Climate Investment Fund, which was also instrumental in identifying key priority investments within the forest sector. IFPA-CD draws heavily on Investment Project 1: Climate Resilient Landscapes, Integrated Catchment Management and Nature Based Tourism in Uganda's Albertine Rift which is included in Annex 1 of the FIP Program Document.¹¹

The IFPA-CD was able to draw on these earlier investments, planning and consultation exercises which were incorporated directly into its design. A core planning team, convened and chaired by MWE and including senior staff from UWA and NFA spearheaded the design and ensured that institutional priorities and targets were included within the project itself.

⁸ Ministry of Water and Environment (2018). Proposed forest reference emission level for Uganda

⁹ Ministry of Water and Environment (2020). Safeguards Information System (SIS) for National REDD+ Strategy and Action Plan.

¹⁰ Ministry of Water and Environment (2020). Uganda's Technical Annex with REDD+ results from Reducing Emissions from Deforestation

¹¹ Ministry of Water and Environment (2017). Forest Investment Program for Uganda

During the formulation of the IFPA-CD, consultations were undertaken with key development partners (including Irish Aid, FAO, SIDA, KfW and the European Union), a number of which are now providing additional grant financing to the project. NGOs, such as Nature Uganda, Environmental Alert, Wildlife Conservation Society, Worldwide Fund for Nature, EcoTrust and IUCN as well as private sector organisations such as Uganda Timber Growers Association (UTGA) were also consulted. Environmental Alert and UTGA are currently members of the Project Steering Committee (PSC).

While the project design was thorough and involved extensive consultations, the role of districts (and in particular District Forest Services) in supporting, co-ordinating and managing activities such as on-farm agroforestry and income generating activities around protected areas was not adequately foreseen. Although recent remedial steps have been taken to address this apparent gap (such as the appointment of district focal persons and the development of MoUs between MWE and relevant district governments, it is clear that districts still lack the human and financial resources to be able to effectively fulfil their mandated role, which may impact on overall sustainability of some project activities. This has implications on aspects such as effectiveness and sustainability.



Many Batwa households around Bwindi Impenetrable National Park are living in poverty

To date, OPM, who have a mandate in Uganda for coordinating matters relating to refugees and refugee-affected areas have been involved in planning of actions under Component 3 including tendering of firewood to ensure builds on existing settlement structures and implementing partners. Actions under Component 3 are being tendered by MWE and will be overseen directly from there, which reflects the role of OPM as a

co-ordinator and facilitator, but MWE as being responsible for overseeing implementation. An operational MoU between MWE and OPM is in the final stages of approval, having already been signed off by the Solicitor-General. It includes a modest financial allocation to OPM for support at settlement level.

The project theory of change and overall project design seeks to address a range of issues including the integrity of high-biodiversity conservation areas and forest reserves, conflicts between these areas and local communities, mitigating the impacts of refugees on forest areas and environmental degradation (funded through the RSW) as well as making investments in productive forestry (including wood processing and value addition). While all these areas are indeed a high priority (as evidenced from discussions on project relevance), the range and spread of activities means that overall coherence of the project design is somewhat limited. The number of actors, stakeholders, challenges and deforestation drivers that this project seeks to address is highly ambitious and given the institutional challenges that are prevalent across the government of Uganda, a more simple and focused project design might have been more effective and manageable.

3.2 Effectiveness

3.2.1 Expenditure against agreed budget

Table 5 below presents the overall level of expenditure of the IFPA-CD project from its approval date (April 2020) to December 2023 (at mid-term)

Component	MWE Expenditure (US\$)	UWA Expenditure (US\$)	NFA Expenditure (US\$)	Total Expenditure (US\$)	Total Budget (US\$)	Absorption (%)
Component 1. Improved Management of Protected Areas	0	3,239,498	1,864,306	3,173,451	46,700,000	6.7%
Component 2. Increased Revenues and Jobs from forests and wildlife protected Areas	31,930	16,991	26,597	35,237	38,500,000	0.10%
Component 3. Improved landscapes Management in refugee hosting areas	79,237	0	6,701	85,239	58,000,000	0.14%
Component 4. Project Management and Monitoring	1,028,325	252,358	144,778	1,425,462	5,000,000	28.5%
Total	1,139,493	3,508,847	2,042,383	6,690,725	148,200,000	4.5%

Table 5: Overall project expenditure by Component and implementing agency up to end December 2023 (in USD).

Overall, by end of December 2023, the project reported spending 4.5% of the total budget, despite being 50% through the five-year project funding period. This points to a very low level of overall effectiveness. Low expenditure is particularly acute under Component 3, which addresses landscape management in refugee-affected areas and is funded through a separate fund within the World Bank (IDA 18 RSW). The underlying reasons for this low level of effectiveness are explored in the section below.

3.2.2 Management, oversight, supervision

Delays in implementation

The World Bank Board approved the IFPA-CD project in April 2020. However, because the project involved borrowing money, it had to be approved by the Ministry of Finance, Cabinet and Parliament. This process took a further 16 months and the project was finally approved and made operational in Uganda in August 2021. Secondly, Uganda, like many countries, was subject to a strict lock-down during the COVID-19 pandemic and as such office work and movement of project staff to the field was severely limited during much of 2020 and 2021. Finally, because so much of the project budget is dependent on procurement of goods, works and services, there was (and still is) an extensive delay between the project becoming operational and the procurements being fully realised. In addition, the project had to develop a series of plans and planning documents (such as the Project Implementation Manual, Project Procurement Strategy and Project Procurement Plan) as preparatory work before procurements or project activities could start.

Role and function of the Project Steering Committee.

To date, there have been three project steering committee (PSC) meetings.¹² As defined by the Project Implementation Manual¹³, the PSC has the responsibility to:

- Review and comment on annual work plans.

¹² 4th October, 2021; 14 September, 2022 and 4th July 2023.

¹³ Government of Uganda. 2021. Project Implementation Manual For Investing In Forests And Protected Areas For Climate Smart Development (IFPA-CD) Project. Version: 12th August 2021

- Provide guidance to implementing agencies supporting coherent and consistent implementation of project components.
- Promote linkages and communication to ministries, lead agencies, implementing institutions, districts and non-government actors (NGOs, Private Sector, Cultural institutions, Indigenous people, etc.) regarding implementation of IFPA-CD.
- Identify major issues that could impede implementation and facilitate prompt resolution
- Review and scrutinize progress of the project, assess its achievements against the planned outputs as reported in consolidated IFPA-CD Annual reports and recommend for WB approval.
- Review midterm and end of project evaluation reports and recommend for WB approval.

The TORs for the PSC indicate that meetings shall be held bi-annually until project completion. To date, however, meetings have been held on an annual basis and timed to coincide with the review and approval of each year's annual workplan and budget prepared by the project team. In general, the PSC has been effective in ensuring strong government buy-in and oversight of the project, and the minutes (including matters arising and action points) have been well documented by the IFPA-CD Project Co-ordination Unit (PCU). However, there have been occasions where the PSC have approved actions which contradict or conflict with agreements in place with the World Bank, or with prevailing regulations made by the Ministry of Finance. This has resulted in these decisions being rejected by the World Bank task team. For example, there was a specific proposal which was tabled and accepted by the PSC on 14th September 2022 that meant that all staff (PCU and GoU) travelling on official business should use UNDP rates for both domestic and international travel. Secondly, the PSC ruled that the project should procure additional vehicles to facilitate travel of MWE staff. Unfortunately, both of these decisions required approval by the World Bank as they went outside agreed budgets. Lack of guidance of the PSC regarding such issues has resulted in a mismatch between the role of the PSC as understood by its members and expectations from the World Bank.

World Bank feedback and no-objections

A second source of friction between WB and GoU relates to the way in which approvals (or no-objections) are provided by the project TTL for specific actions or requests. Currently, the TTL for the project is based in Addis Ababa and not in Kampala. As such, all communications take place electronically or virtually, with face-to face meetings confined to semi-annual supervision meetings. The in-coming TTL will be based in Washington DC, making even video communication difficult due to the difference in time-zones.

PCU and GOU staff within MWE indicated to the evaluation mission that on several occasions, the process for reviewing and approving specific documents or decisions was lengthy, disjointed and in some cases contradictory. Feedback is obtained from a number of individuals or specialists within the Task Team (including social or environmental specialists, safeguarding, financial, administrative or procurement staff) and often these inputs come in over an extended period rather than a consolidated manner.

Procurement

The project procurement plan¹⁴ (PPP) lists 63 procurements with a combined budget of USD 91.4 million, representing around 62% of the total budget. As a result, delays in procurement have probably been the single most significant factor that have caused low

¹⁴ IFPA-CD. 2020. Project Procurement Plan. Version 17 March 2020.

implementation rate and corresponding budget utilisation. Initially, delays were driven by insufficient capacity within MWE, UWA and NFA regarding the procurement requirements of the World Bank. This resulted in both delays as well as in one notable case, mis-procurement, leading to its cancellation¹⁵.



Road grader procured by UWA with support from IFPA-CD project

Despite some significant delays within both NFA and UWA, procurements by both of these institutions are now moving ahead more smoothly and a good process established for complying with both GoU and WB procurement rules. At MWE, where there are larger service contracts under procurement for Components 2.2 and 3, the process has been much slower and is yet to be resolved. Tenders have been advertised and reviewed by the selection committee and leading service providers shortlisted. However, due to disagreements between MWE and WB over the way in which scoring of technical proposals were done and whistle-blower complaints that suggested collusion and corruption, no final decisions have yet to be made by the end of December 2023. More recently, there are concerns raised by MWE that larger contracts under Component 3 are defined as “consulting” rather than “non-consulting” services and

that this should be reversed to facilitate greater clarity over outputs (defined in terms of physical performance such as hectares of woodlots planted). However, if this was to be effected, it would require re-tendering as the TORs would be altered materially requiring a new bidding process.

To give an example of the various stages and dates for different steps in the procurement, one case is presented below for the consultancy services to support development of the Agroforestry package under Component 3¹⁶. As the steps below indicate, the procurement process started in June 2022 with the announcement of the assignment in the national press and by February 27th 2024, negotiations were finalised and the draft contract was submitted to WB for approval.

- 1 ToRs cleared by WB on 30/06/2022.
- 2 REOIs sent via STEP on 07/07/22 for WB clearance prior to publication in local media.
- 3 REOI cleared by WB and published on STEP on 13/07/2022 with submission deadline of 27/07/2022.

¹⁵ This refers to a case under UWA where four vehicles were procured, which should have been done (according to the approved procurement plan) under a “Prior” review process, but instead was undertaken using a “Post” review. When it came to the attention of the TTL (after contracts had been issued), the procurement was rejected as it failed to comply with prior review process steps. As the performance guarantee had not been issued by the provider within 21 days, three of the four vehicles could be cancelled without any legal implications. The fourth vehicle was paid using UWA funds (Source: Interview with UWA Executive Director).

¹⁶ Source: Ministry of Water and Environment. 2023. Annual Report for the IFPA-CD Project. September 13th, 2023. Page 32. Procurement Plan Status Update and Procurement Officer, IFPA-CD

- 4 Evaluation Report submitted to WB for consideration on 26/08/2022. 4th set of comments received from the WB on 22/09/2022. Response and revised EOI report submitted on 04/10/2022, for WB review and approval
- 5 No-Objection received on 11/10/2022. Draft RFP shared on 24/10/2022 and WB No Objection received on 08/12/2022.
- 6 RFP issued on 22/12/2022, and proposals received by deadline of 07/02/2023. Technical Evaluation concluded and report submitted to Contracts Committee on 15/03/2023 and clearance received on 17/03/2023.
- 7 4 sets of comments received from WB and responses provided by MWE with the last set of responses resulting in a No Objection to the revised technical evaluation on 01/11/2023.
- 8 The 16th Contracts Committee meeting held on 13/11/2023 approved the revised Technical Evaluation Report and opening of the financial proposals for the firms that had scored above 80 points.
- 9 The Financial Proposals were opened on 24/11/2023 and the financial evaluation exercise was conducted and a combined technical and financial evaluation report prepared and submitted to the Contracts Committee for approval on 30/11/2023.
- 10 The 19th CC meeting held on 19/12/2023 approved the Combined Evaluation Reports and negotiation team for the assignment.
- 11 Review request for approval of Combined Evaluation Report sent to WB on 04/12/2023 and No Objection received from the WB on 14/12/2023.
- 12 Negotiations with consultant commenced on 21/12/2023 and concluded on 27th February, 2024. Awaiting WB review and No Objection of the draft contract.

MWE support

To support implementation, a Project Co-ordination Unit (PCU) has been established within MWE. Currently, it comprises nine staff with skills and competencies in areas such as procurement, M&E, social and environmental risk management, communication and accounting. Establishment of PCU is a standard approach when MWE has responsibility for implementation of large, complex projects such as IFPA-CD. However, currently the terms and conditions for different PCUs and PCU members varies significantly across MWE and these are negotiated on a case-by-case basis. This creates imbalances across MWE project staff and has the potential risk that staff on lower salaries may be tempted to join PCUs with better pay and conditions. Although this risk appears not to have materialized to date, it has the potential to impact effectiveness in the future. However, the departure of the M&E specialist has now left a gap in terms of technical support in this important area.

Funds transfers, financial management and auditing

The arrangements for transfer of funds from the World Bank (IDA) to project entities is described in detail in the Project Implementation Manual (p35) and involves an initial USD transfer to the Bank of Uganda based on a six-month budget forecast. From there, quarterly Uganda Shilling disbursements are then made to project accounts within implementing agencies (MWE, UWA and NFA). To date the transfers have been made efficiently, accurately and with no reported delays.

Financial management is largely satisfactory. Despite the fact that the three implementing agencies are using different accounting software (IFMS in MWE, Business Control in UWA and SUN system in NFA), financial reports are prepared as agreed on a quarterly basis. No major problems have been identified. The transition within MWE from one financial management software to another (BBS to IFMS) paralysed implementation for five months in the second half of FY2022/23, creating significant delays during this period. Initial problems associated with the transition have now been addressed and operations are now

smooth. However, contractors (including the MTR consultant) have experienced significant delays in receiving payments due to complex and bureaucratic processes for release of funds.

Auditing is undertaken on an annual basis by the Auditor General. The major issues highlighted in the audit of FY2021/22 included under-absorption, delayed activities' implementation, and failure to utilize the risk mitigation plan in the PAD¹⁷

Safeguarding

The project team has taken a number of concrete steps to integrate and mainstream processes for environmental and social risk assessment, including the appointment of technical specialists within implementing agencies and the recruitment of an environmental and social risk specialist within the PCU. There is evidence of growing capacity across implementing agencies and increased application of safeguarding measures. This is discussed in more detail in Section 3.5.2.

3.2.3 Results to date

Sub-component 1.1: Improvement in management infrastructure for management of PAs

By December 2023, the following results had been achieved under this sub-component:

Road Improvement in PAs: (NFA and UWA)

- In support of road maintenance in protected areas, UWA have procured a tipper lorry and multi-purpose truck
- In support of road maintenance inside CFRs, NFA have procured a tipper and bulldozer
- Procurement processes for the Environmental and Social Impact Assessments (ESIAs), bills of quantity (BOQs) and designs for road and bridge construction are underway (UWA and NFA)

Agency	End of Project Target	Achievement by mid-term
NFA	• 448 kms of roads constructed and maintained	• 0 kms
UWA	• 400 kms of roads maintained	• 0 kms

Boundary survey and demarcation in CFRs (NFA)

- Over 2,000 community members have been engaged and consulted on boundaries around CFRs before pillars are placed and boundaries are formalised.
- Boundaries have been surveyed and demarcated in the following CFRs: Muhangi (40.75km), Kibego (15.49km), Ihimbo (11.km), Kakasi (13.1km), Rwesambya (13.01km) and Nkera (13.13km).

Agency	End of Project Target	Achievement by mid-term
NFA	• 521 kms	• 106.48 kms (535 pillars)

Fences and trenches for addressing human-wildlife conflict (UWA)

- Trench excavation in Kibale National Park (21.8kms completed)

¹⁷ Republic of Uganda and World Bank. 2023. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project. September 11 – 22nd, 2023. Aide Memoire.

- Electric fence construction started in QECA with 2.1 kms completed
- Stone/buffalo wall in M'gahinga being re-enforced using community labour: 3 kms completed

Agency	End of Project Target	Achievement by mid-term
UWA	• Trench: 25 kms • Electric Fence: 162 kms • Wall: 16 kms	• Trench: 21.8 kms • Fence: 2.1 kms • Wall: 3 kms

Vehicles, equipment and infrastructure (UWA and NFA)

- UWA Vehicles (4WD pick-ups and station wagons) 1st batch (12) procured. Motor cycles still under procurement
- NFA Vehicles (4WD and motorcycles) procured
- UWA Radio communication equipment delivered at UWA headquarters
- Designs, BoQs and E&S Due Diligence for staff accommodation and fire towers in 9 PAs complete and submitted to UWA for approval

Agency	End of Project Target	Achievement by mid-term
NFA	• 5 4WD vehicles procured • 21 Motor bicycles procured	• 5 vehicles procured • 21 motorcycles procured
UWA	• 18 Vehicles procured • 175 assorted radio communication equipment procured • 44 staff accommodation blocks constructed • 8 fire towers constructed in 9 PAs	• 10 vehicles procured • 112 assorted radio equipment procured • Design, BoQs and E&S Due Diligence prepared • Design, BoQs and E&S Due Diligence prepared

Invasive species management (UWA)

- 1,507 ha of invasive species removed in 6 PAs

Implementing agency	End of Project Target	Achievement by mid-term
UWA	5,290 ha removed	1,507 ha removed

Sub-component 1.2: Increasing the involvement of local communities in the management of forests and wildlife

By December 2023, the following results had been achieved under this sub-component:

CFM Group establishment and support (19 groups) (NFA)

- Service contract for support to CFM groups is currently under procurement

Agency	End of Project Target	Achievement by mid-term
NFA	• 19 CFM groups established	• 0 Groups

Beekeeping support (NFA)

- 5,940 beehives procured and to be distributed to 18 CFM groups (NFA)
- Evidence from Rubirizi District and around Kibale NP indicates strong interest among local communities for beekeeping support and high demand for honey products. However, some technical challenges are emerging due to the problem of pests. Furthermore, there is little discussion (or needs assessment) with groups before provision of beehives. This risks a rather top-down approach to supporting such groups.

Implementing agency	End of Project Target	Achievement by mid-term
NFA	• 5,940 Beehives procured • 21 CFM groups supported	• 5,940 beehives procured • 12 CFM groups supported

Community water tanks and energy saving stoves to address water and firewood conflicts around protected areas (UWA)

- 106 water tanks installed on a cost-sharing basis around 10 PAs in water-stressed areas
- 1,371 cook stoves (fixed and portable) have been installed and training given to active community groups living around 10 PAs

Implementing agency	End of Project Target	Achievement by mid-term
UWA	• No specific target • No specific target	• 106 tanks installed • 1,371 fixed and portable stoves installed

Sub-component 1.3: Restoration of degraded natural forests and forest habitats

By December 2023, the following results had been achieved under this sub-component:

Supply and planting of seedlings for forest enrichment planting in CFRs

- 259,200 seedlings produced for enrichment planting of 1,705 ha (152 seedlings/ha) up to June 2023 (NFA)
- Employed 356 community members in Budongo Range, 76 in South-west Range, 15 in West Nile and 40 in Muzizi Range (NFA)
- 194,395 seedlings for enrichment planting of 1,279 ha in March/April 2023 being produced (NFA)

Agency	End of Project Target	Achievement by mid-term
NFA	• 17,052 ha of enrichment planting completed • 9,925 people employed	• 1705 ha of enrichment planting completed • 487 people employed

Sub-component 1.4: Increased forest protection in CFRs and Protected Areas in close proximity to refugee settlements (UWA and NFA)

Restoration and protection of forest reserves and protected areas near refugee settlements

- 480,000 seedlings produced for restoration planting (NFA)

- Restoration planting of (720 ha) in 3 CFRs (NFA)
- Vehicles (2 x 4WD and 7 motorcycles), equipment (Computers etc) procured (NFA)
- 2 Vehicles (4WD pick-ups procured - Ajai & Katonga WRs (UWA)
- Boundary road construction in Ajai WR: Grader procured (UWA)
- Field and office equipment procured for Ajai & Katonga WRs (UWA)
- Radio communication equipment delivered at UWA headquarters (UWA)
- Designs, BoQs and E&S Due Diligence for staff accommodation and fire towers in 2 PAs are complete and submitted to UWA for review and approval (UWA)
- UWA Invasive species management: 551ha of invasive species removed in Ajai and Katonga WRs (UWA)

Agency	End of Project Target	Achievement by mid-term
NFA	• 2 4WD Vehicles procured • 7 Motorcycles procured • Office and field equipment procured • 15,000 ha of CFRs restored	• 2 4WD Vehicles procured • 7 Motorcycles procured • All field and office equipment procured • 720 ha restored
UWA	• 2 Vehicles procured • 54 assorted radio communication equipment procured • 20 staff accommodation blocks constructed in 2 PAs • 2 fire towers constructed in 2 PAs • 5,090 ha of invasive species removed	• 2 vehicles procured • 0 radio equipment procured • Design, BoQs and E&S Due Diligence prepared • Design, BoQs and E&S Due Diligence prepared • 551 ha of invasive species removed in 2 PAs

Sub-component 2.1: Investments in tourism (UWA and NFA)

Infrastructure investments for tourist-based investments

- ESIA's and designs for Visitor Information Centres: 5 (UWA) and 3 (NFA)
- Design for tree canopy walkway (Budongo) completed (NFA)
- Road construction and maintenance units (3 graders, 2 excavators and 2 bulldozers) procurement completed pending 2 tipper lorries and 2 water bowsers (UWA)
- Designs, BoQs and E&S due Diligence for tourism infrastructure: Tourism gates (6), Multi-purpose centres (2) and Bird hides (6) are complete and have been submitted to management for review and approval (UWA)
- Habituation of new chimpanzee groups and trail maintenance in Kalinzu and Budongo forests in progress (NFA).

Agency	End of Project Target	Achievement by mid-term
NFA	• 3 Visitor information centres built • 1 tree canopy walkway • Habituation of 2 Chimpanzee groups	• ESIA's, Designs and BoQ completed • Design for walkway complete

	• Construction of Picnic site, Jetty, Boardwalk, 2x bird hides • Install 16 CFR boundary signs • Install central reservation system for Ecotourism	• 1 chimpanzee group being habituated • Ongoing procurement • 16 signs installed • Ongoing procurement
UWA	• 5 Visitor information centres, 6 Tourist gates, 2 bird hides and 2 multi-purpose centres built • Procurement of 2 x road maintenance units (each comprising of grader, excavator, bulldozer, tipper lorry and water bowser)	• ESIs, Designs and BoQ completed • Procurement of Graders, Excavators and Bull dozers complete (pending 2 tipper lorries and 2 water bowsers)

Sub-component 2.2: Investments in productive forestry

Support the improvement of processing training facilities at Nyabyeya Forestry College

- Revisions made to Diploma and Certificate forestry courses to include wood processing
- New wood processing Diploma curriculum developed
- Proposed curriculum changes currently under review by National Council for Higher Education
- Design for building to house wood processing hub produced
- Procurement for equipment underway
- Other aspects of this component included in large procurement packages that are as yet incomplete

Subcomponent 3.1: Increased tree cover on community and refugee-hosting areas

- No progress to date: Procurement ongoing (although motorbikes and office equipment for District Forest Services staff have been procured by MWE)

Sub-component 3.2: Supporting on-farm forestry for refugee fuel supply

- No progress to date: Procurement ongoing (although motorbikes and office equipment for District Forest Services staff have been procured by MWE)

3.2.4 Risks

A number of project risks were identified in the Project Appraisal Document, relating to institutional capacity, political and governance concerns as well as risks relating to national policies and sector strategies¹⁸. These general risks remain unchanged (listed in the PAD as substantial or moderate). Some related but more specific risks identified during the course of this mid-term review are presented below:

- Delays in procurement and contracting will mean that outputs within different packages cannot be achieved within the time period available under the project agreement. This may result in a significant loss of effectiveness as activities are rushed, compressed or skipped in order to complete deliverables within the time available. This risk is

¹⁸ World Bank. 2020. Project Appraisal Document. Investing In Forests and Protected Areas for Climate-Smart Development Project

particularly high for components 2.2 and 3, which have yet to become operational even through the project is half of its way through its agreed duration. There are further risks that procurement delays and compromised processes will lead to potential bidders not applying for contracts and that delays in paying contractors will lead to delays in implementation. **Risk level: Substantial**

- The government of Uganda in its review of government ministries, departments and agencies¹⁹ made a series of recommendations regarding the merging of executive agencies such as NFA with parent ministries (in this case, MWE) or with UWA as a means of reducing recurrent costs. The degree to which the recommendations contained within this review are implemented and the date of such implementation are uncertain. However, it is very likely that any significant change of institutional structures in the forest sector will lead to a loss of morale and capacity among staff and may result in a surge in illegal activities during the uncertain transition period (as seen when the former Forest Department was changed into NFA). **Risk level: Moderate**
- There is a possibility that some of the high biodiversity CFRs under responsibility of NFA will be transferred to UWA management. This is likely to include Kalinzu, Kasyoha-Kitomi, Budongo and Echuya – all of which are being supported by NFA through IFPA-CD. While this might provide better management and protection (as UWA are generally better equipped and able to protect such areas) it may result in some social risks as established CFM arrangements are terminated, or converted into more restrictive CRM agreements. Furthermore, this may lead to conflicts over the ownership of trees planted by communities members and other investors in what was formerly CFRs as well as a decline in benefits (such as collection of firewood, medicinal plants and non-timber forest products). **Risk level: Moderate**
- On 21st June 2023, the Government of Uganda imposed an export ban on unprocessed timber²⁰, in light of the high levels of deforestation and unregulated tree cutting on both public and private land. The impact of this on tree growers and the wood processing sector are unknown. On one hand it may stimulate value-addition in Uganda, through investment in sawmilling and wood-processing. However, it may also dampen investment and discourage tree planting as producers fear loss of external export markets. **Risk level: Unknown**
- In early 2026 Uganda will hold national presidential elections with campaigning expected to start in 2025. During election campaigns there are always risks associated with forests and protected areas, as prospective candidates vie to promise “give-aways” such as land and resources from these areas. With growing human populations around protected areas, human-wildlife conflicts are expected to increase and become an increasingly significant political issue. If sufficient progress is made, however, in addressing HWC around protected areas, this can also be used by incumbent politicians and local leaders to demonstrate that they have been responsive to local needs. **Risk level: Moderate**
- The project TTL is currently seeking approval from the WB for a two year no cost extension. This approval has yet to be given due to the introduction of the Ugandan Anti Homosexuality Act (AHA) and concerns around erosion of human rights. An argument is being made that the no-cost extension does not meet the conditions of new financing as it represents an extension of existing (approved) activities. However, failure to extend

¹⁹ Government of Uganda. 2017. A final report on comprehensive review and restructuring of government Ministries, Departments and Agencies (MDAs). Directorate of Management Services, Ministry of Public Service

²⁰ <https://www.mediacentre.go.ug/media/president-museveni-re-affirms-his-ban-timber-export#:~:text=President%20Yoweri%20Kaguta%20Museveni%20has,and%20make%20the%20furniture%20here.>

the project would lead to a compression of actions within a short time period – resulting in effectiveness and efficiency concerns. **Risk level: Moderate**

3.3 Impacts

3.3.1. Impacts on sustainable management of forests and protected areas

Management effectiveness: METT scores have been measured for all Protected Areas (Wildlife Reserves and National Parks) but to date, only 2 CFRs (Budongo CFR and Bugoma CFR) are included in the Results Framework²¹. In February 2024, UWA and NFA completed a second METT scoring exercise²² for Protected Areas and CFRs supported by IFPA-CD and the results are presented in Table 6. The table shows an improvement in METT scores between baseline and mid-term, often exceeding the mid-term target. However, caution must be exercised when interpreting these results for two reasons. Firstly, the scores were internally generated and there was no external, independent assessment and secondly, there may be many external factors which contributed to the improvement in scores recorded – and only a partial contribution from IFPA-CD. Before making any firm conclusions on these findings, it would be advisable to analyse the scores further and seek to find a clear link between the investments made to date by IFPA-CD and the sub-scores within each METT score obtained. Nevertheless, the scores do indicate a positive trend across all Pas and CFRs.

Protected Area	Baseline	Mid-Term Target	Feb 2024 (Actual)	End Target
Ajai Wildlife Reserve	61	63	63	67
Bwindi Impenetrable National Park	72	74	75	80
Kabwoya Wildlife Reserve	67	69	69	74
Katonga Wildlife Reserve	50	51	58	54
Kibale National Park	70	72	74	76
Murchison Falls National Park	72	74	75	77
Mgahinga Gorilla National Park	74	75	78	77
Queen Elizabeth National Park	58	60	73	66
Rwenzori Mountains National Park	64	66	75	70
Semuliki National Park	65	66	70	69
Toro-Semliki Wildlife Reserve	70	71	71	73

Table 6: METT Scores for protected areas supported by IFPA CD at baseline and as of February 2024 (Source: Data provided by UWA)

Central Forest Reserve	Baseline	Feb 2024 (Actual)	Percent increase	End Target
Budongo Central Forest Reserve	62	69	11%	77
Bugoma Central Forest Reserve	52	60	15%	72

²¹ A note obtained from NFA indicates that METT scores have been done for 8 CFRs: Budongo, Bugoma, Echuya, Itwara, Kalinzu, Kasyoha-Kitomi, Matiri, and Otzi CFRs. 7 of these do not currently appear on the latest version of the project results framework

²² The METT scoring exercise for UWA protected areas was carried out as an internally facilitated exercise with protected area managers (Research and Monitoring Wardens and Community Conservation Wardens) undertaking self-assessment and scoring themselves.

Echuya Central Forest Reserve	58	63	9%	74
Itwara Central Forest Reserve	60	62	3%	73
Kalinzu Central Forest Reserve	66	69	5%	79
Kasyoha-Kitomi Central Forest Reserve	61	67	10%	76
Matiri Central Forest Reserve	54	62	15%	69
Otzi West Central Forest Reserve	54	58	7%	70

Table 7: METT Scores for CFRs supported by IFPA CD at baseline and as of February 2024 (Source: Data provided by NFA)

Interviews with NFA and UWA staff responsible for management of CFRs and PAs support the findings presented in Table 6, with emerging signs of increased management effectiveness. Some of the reported improvements are provided in Table 8:

Project-supported action	Impact	Links to management effectiveness
<i>Construction of fences, trenches and walls around protected areas</i>	Reduced HWCs	Reduced costs of responding to HWC cases
<i>Demarcation and clearance of CFR boundaries</i>	Reduced boundary conflicts and reduced risk of encroachment	Reduced costs of patrolling and law enforcement
<i>Improved transport for UWA and NFA staff</i>	Rapid response to illegal activities or HWC	Illegal activities rapidly addressed; human-wildlife conflicts mitigated more effectively
<i>Removal of invasive species</i>	Reduction in areas impacted by invasive species	Improved ecological integrity of forests and protected areas
<i>Restoration and enrichment planting in CFRs</i>	Areas of deforestation or degradation restored	Improved ecological integrity and balance of forest areas
<i>Income and employment opportunities increased among adjacent communities</i>	Reduced dependency on forest or PA resources	Reduced costs of law enforcement and reduced conflict with local people Improved collaboration with local people means that illegal activities are reported to NFA or UWA

Table 8: Links between project-supported actions and management effectiveness of high biodiversity areas

3.3.2. Impacts on local livelihoods

Human-wildlife conflicts: From the perspective of communities living around protected areas, perhaps the single biggest and most immediate impact so far has been a reduction in HWC in areas with recently constructed electric fence, wall or trench. This was confirmed in



Elephant fence constructed with IFPA-CD support around QENP

discussions with community members at multiple sites around QENP and KNP, who described how the erection of fences or digging of trenches had resulted in significant reduction in crop raiding and associated financial losses and had meant that a wider variety of higher-value crops could be grown (which prior to the barrier was impossible due to repeated crop raiding).

For example, in Kayanja, at the north-western extremity of QENP, communities had previously only been able to grow cotton in this area as it was

largely ignored by elephants and other wild animals. Following the erection of the electric fence with support from SIDA, they could now produce beans, maize, cassava, matooke, ground-nuts and sesame – all of which were economically attractive alternatives²³. Discussions held with farmers near Kibale NP revealed that prior to the building of elephant trenches, they experienced around 15-20 incidences of crop raiding per growing season, but after the trench this had dropped to just one or two²⁴. Furthermore, elephants generally raid crops at night, which had meant that family members (including children) were required to keep watch over crops, school attendance levels were typically low in areas of high HWC. The reduction in HWC meant that children could now sleep at home and attend school more regularly.²⁵ QECA Research and Monitoring staff have been keeping geo-referenced records of reported HWC incidences. Figure 1 illustrates how the incidence of HWC appears to be clustered in areas where there is no fence or physical barrier.

Employment: A second reported positive impact is the employment and income generation as a result of project-supported activities. This includes casual employment in nurseries, digging trenches, clearing boundaries, removing invasives, restoring or replanting degraded forest areas, installing electric fences. In addition, the project is supporting economic activities such as beekeeping, which provides opportunities to increase incomes through the sale of honey and bee products.

²³ Interview and focal group discussion (Community members, Kayanja, near QENP)

²⁴ Interview and focal group discussion (Community members, Isunga Town Council)

²⁵ Interview and focal group discussion (Community members, Kakooga South, near KNP)



Teams removing invasive species were offered the chance to use any woody biomass for firewood

Teams working on removing invasive species in QENP are provided with a supplementary benefit of being able to remove and sell the uprooted biomass as firewood in local communities. In some cases, this material is converted into charcoal and also sold locally. Not only does this provide an additional source of income, but it also helps to reduce demands for illegally sourced firewood from the protected area. To date, NFA has provided 817 people with short term casual employment (working on boundary clearance and marking as well as forest restoration

and enrichment planting)²⁶. UWA has provided 3,488 people with short term employment undertaking tasks such as invasive species removal, construction of elephant fence, construction or maintenance of trenches and construction of stone wall²⁷.

The WB has estimated that investments in tourism planned under the IFPA-CD project will lead to an increase in demand for tourism by 10% with a corresponding increase in employment of around 50,000 new jobs. Investments made in wood processing and value addition are expected to create 7,000 – 10,000 jobs by 2035²⁸.

Fuelwood and water collection: In discussion with women, it was made clear that there were benefits realised through the introduction of energy saving stoves and the installation of household rainwater tanks. These benefits were mainly felt through reduced demand for firewood and that water, which was previously collected from a river along the boundary of KNP could now be collected from the tank with no risk from human-wildlife conflict.

3.3.3. Unintended, unanticipated or negative impacts

Based on observations made and discussions held during the field visit, a few unanticipated impacts or potential risks were seen that are presented below

²⁶ Data provided by IFPA-CD NFA Focal Point

²⁷ Data provided by IFPA-CD UWA Focal Point

²⁸ World Bank. 2023. Investment in Forests and Protected Areas for Climate-Smart Development Project – Jobs Assessment. © World Bank

Human-wildlife conflicts: So far, construction of trenches and fences around PAs have been targeted to those areas where HWC is known to be a major concern for local residents. Given available resources and the terrain, the fences or trenches are not continuous. One challenge identified by residents who lived near both fences and trenches was that elephants tended to walk down fence lines to the point where they ended, and then enter fields at these endpoints. This tends to have two adverse impacts. Firstly, it concentrates

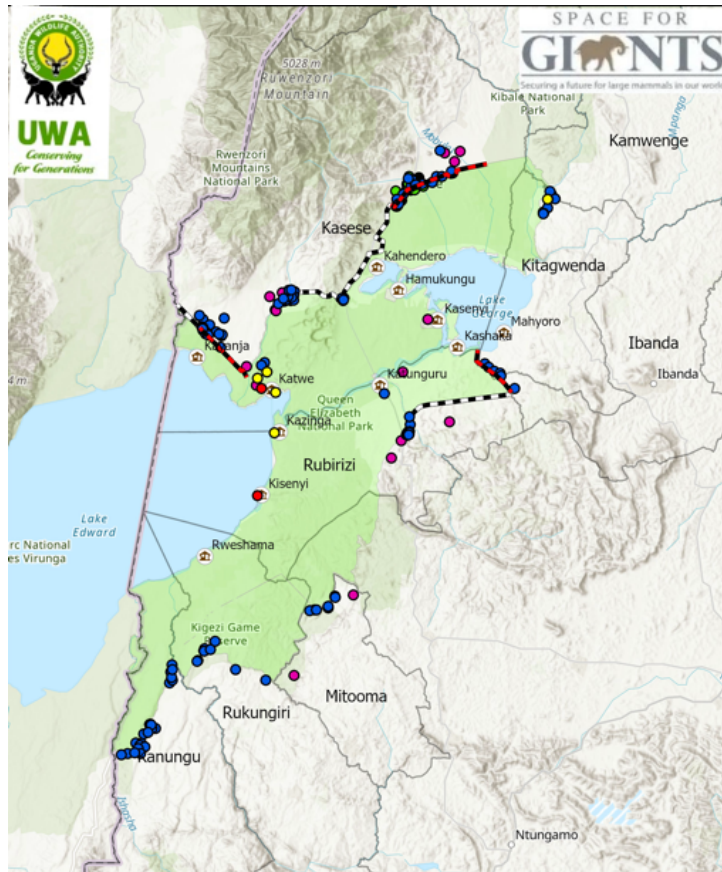


Figure 1: Incidences of HWC around QENP between September and December 2023 (blue spots illustrate incidences of HWC, red spots illustrate fatal incidences of HWC and black and white lines indicate where electric fences have been erected)

crop-raiding in the fields and farms closest to the end points; and secondly elephants may become stranded on the wrong side of the fence, and unable to find their way back, simply make a direct line back through the fence, causing damage and an interruption of the fence's effectiveness. Challenges have also been found where the boundary lines cross rocky areas, waterlogged areas or rivers where fences or trenches cannot be introduced, providing entry points for elephants and other problem animals (such as baboons and bush-pigs). Furthermore, rapid vegetation regrowth on either side of elephant trenches can almost entirely conceal the deep drop in trenches which could present a risk of injury to elephants when seeking to cross over

boundary lines²⁹. Finally, Basongora cattle herders who had been able to access grazing in the north-western corner of QENP (albeit illegally or informally), are now unable to do so, creating conflicts with park staff and potential conflict with farmers as cattle stray into agricultural land in search of grazing and cause damage to crops.

²⁹ When discussed in KNP with park staff, this risk was acknowledged, but no recorded case existed of elephants falling into trenches and becoming injured.



Basongora cattle keepers previously grazed their cattle in certain parts of QENP

Low-level conflicts over water use. The benefits reported from the installation of rainfed, roof-catchment water tanks were evident, particularly due to the fact that these tanks had been targeted to areas with poor provision of publicly supplied water and that water collection from rivers poses threats to human health and safety. However, it was also reported that while people were happy to share water

that was collected with neighbours, the high level of water demand (coupled with the relatively low level of installation of water tanks) had resulted in low-level conflicts over use of water stored in tanks.



Installation of water tanks requires a metal roof, guttering and fascia board

Poverty focus: A third area that had generated some unforeseen impacts related to the accessibility of project interventions (such as water tanks and stoves) to the poorest households. Poorer households are currently unable to access these investments due to their inability to raise the money needed for cost-sharing. Women consulted in the Nyabitojo Womens Group (near Kibale National Park) said that the cost of installing a fixed (tiled) Lorena stove was around UGX 120,000 (around USD 30) which put it out of reach of poor households – even though it was poorer households who were more likely to collect wood from within the national park.

Those who had installed the stove said that they generally purchased wood from local suppliers (which was sourced from on-farm production). To install a water tank required some investment in materials, the purchase of

a fascia board and it required a tin (*mabati*) roof – again which means poorer households (typically with higher dependence on obtaining water from the park) are less likely to be able to benefit directly.

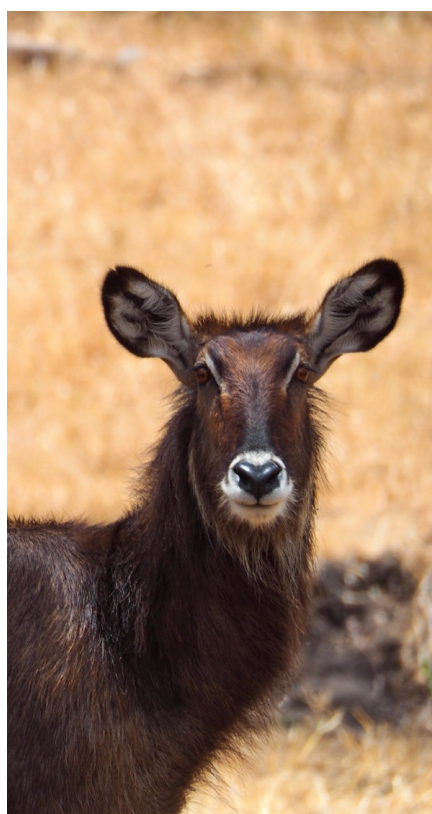
3.4 Prospects for sustainability

3.4.1. Sustainability of interventions to date

It is too early to provide any conclusive evidence of sustainability prospects as many project activities have yet to start and many of the investments being made are at an early stage. As indicated in Section 3.2.2, a significant proportion of the project budget is based on physical investments in equipment or works – all of which will require maintenance, repairs and

eventual replacement. To date, the two agencies most directly involved in implementing investments (and therefore having responsibility for their long term maintenance and repair) are UWA and NFA. Investments managed by both of these institutions will be reviewed separately below.

Uganda Wildlife Authority. UWA generates significant revenue from entry fees and payment for other services (such as gorilla and chimpanzee trekking), which under its statute, it is allowed to retain for covering future recurrent and investment costs. The growth in tourism experienced in Uganda prior to the COVID-19 Pandemic was reflected in the revenue and budget figures of UWA. In 2018, UWAs annual budget was UGX 66 billion (around USD 17.2 million), but this had almost doubled to UGX 129 billion (or USD 33.7 million) by 2020 (just prior to COVID-19), of which UGX122 billion (USD 32 million) was self-generated revenues³⁰.



Waterbuck in QENP

This growing budget and the recognition of high importance of prevention of HWC was reflected in investments made by UWA in installing sections of electric fence around QENP in 2022, using internal UWA funding. Although yet to manifest itself clearly, a reduction in conflicts with park-edge communities will have a positive effect in reducing costs of deploying law enforcement rangers to crisis points as a result of HWC or reports of illegal activities. Furthermore, it is anticipated that investments in tourism infrastructure made under Component 2.1 will further boost revenues as opportunities for visitors are diversified and increased. UWA has developed significant in-house capacity for undertaking fencing work, using the model adopted in the IFPA-CD project. This involves deploying small teams of UWA staff to supervise installation works, working with local residents to undertake physical work such as digging pits for posts and clearing vegetation along boundaries. By maintaining in-house capacity, there is no need for outsourcing and costs can be kept at a minimum. Maintenance and repairs can also be carried out by the same teams, where needed. With regard to maintaining the effectiveness of elephant trenches

of the kind being introduced in KNP, it was apparent in discussions with UWA staff and local communities that regular maintenance is needed. This is due to siltation and to cases where elephants push soil into the trench to create basic bridges over which they can walk to exit and re-enter the park.³¹

Vehicle maintenance and repairs is also a service that UWA manages internally, which means greater self-sufficiency and reduces costs. As a result of these factors, the sustainability prospects for physical investments under UWA supervision is assessed as high.

National Forest Authority: Unlike UWA, NFA remits internally-generated income (non-tax revenues) to Treasury under the consolidated fund. Currently, given the relatively limited potential for revenue generation (due to limited opportunities from plantation revenues, a

³⁰ Interview (UWA Executive Director)

³¹ Interviews (UWA staff, KNP; Communities living around KNP near elephant trenches)

ban on harvesting of natural forests and limited tourism infrastructure in its CFRs), revenue is less than the annual budget provided by Treasury. Budgets are negotiated annually with the Ministry of Finance and current allocations are well below what is needed to maintain a well-managed forest estate.



CFRs provide a vital source of firewood for rural communities

On the other hand, NFA does have considerable in-house capacity for supervising and co-ordinating boundary clearance and demarcation as well as enrichment planting and forest restoration, reducing the necessity for external service providers, other than casual labour employed from neighbouring communities. If, as planned under IFPA-CD (and other donor-funded projects) investments in forest-based tourism (such as canopy walk-ways, visitor centres, additional chimpanzee trekking,

picnic sites and trails) result in increased revenues, this could potentially strengthen the case for NFA to argue for additional budget allocation from Treasury³². However, as mentioned in Section 3.2.4, the future institutional arrangements for NFA are unclear following a government review of Ministries, Departments and Agencies in 2017. As a result of these factors, sustainability prospects for investments supported by IFPA-CD project are currently assessed as uncertain.

Community level: Sustainability of project outcomes at community level will be based on a number of factors including the repair and maintenance of human wildlife conflict structures (fences and trenches), longevity of investments such as beehives, water tanks and stoves and the economic viability of community enterprises such as beekeeping. It is too early to make any conclusive statements about these questions, although it was stated in a number of community meetings that, for example, elephant trenches were the responsibility of UWA to maintain (and not the community) and boundary clearance was the responsibility of NFA. There was a clear expectation that these structures would be regularly maintained by UWA and NFA (by contracting local labour), rather than by community members operating in a voluntary capacity. It will be important to clarify the roles and responsibilities for such actions in the future.

3.5 Monitoring, evaluation and social & environmental risk reporting

3.5.1. Effectiveness of M&E system

A results framework³³ has been prepared to aid monitoring and evaluation of IFPA-CD outputs and outcomes. At an outcome level, indicators cover the following six areas:

- management effectiveness (measured through the application of the Management Effectiveness Tracking Tool - METT);
- land area under sustainable management practices;

³² Interview (NFA Executive Director)

³³ IFPA-CD. 2023. Results Framework

- increased benefits to communities from forests;
- employment of communities in project supported activities;
- number of community members consulted on forest use and management
- number of refugee households benefiting from woodfuel supplies

A series of intermediate result indicators are then provided to assess progress at an output level in terms of the delivery of project component and sub-components.

In preparation for this mid-term review, it was jointly agreed during the last supervision mission that the project should update the results framework including latest figures for all indicators at outcome and output level. This update should also include a new METT assessment for 13 protected areas, which was completed (for UWA-managed Protected Areas in late February 2024 and for CFRs in early March)³⁴. Due to the significant delays experienced in starting project activities, most of the targets in the results framework for the MTR read zero. Indicators at the level of intermediate results are mostly expressed in terms of delivery of hard results (kilometres of fence constructed, kilometres of boundaries marked, areas of forest restored) and although some progress can be seen at this level, there are no intermediary (process-related milestones) that can demonstrate progress towards these tangible results.

As a result of these gaps, it is difficult to make any valid assessment of whether the project is on track or contributing to higher level objectives beyond output-level delivery of specific activities. More work is needed by the project to go beyond activity and output reporting and include data on outcomes and impacts. Currently UWA has important data on human wildlife conflict, poaching levels and other forms of disturbance which could usefully be integrated into project-level reporting.

The PIM states that the project will prepare and submit quarterly and semi-annual progress reports. These have been produced and overall, the quality of these reports is improving, but much work needs to be done for them to be at an acceptable standard. Currently, the reports provide a long list of activities – but there is no clear reference to how these actions relate to overall agreed targets in the annual workplan or results framework.

Currently, the project team is working to mainstream the Global Environmental Monitoring System (GEMS) into routine monitoring (which will provide a spatial, georeferencing element to activity reporting. It was agreed during the September 2023 Supervision Mission that GEMS would be fully integrated by the MTR³⁵, but to date this has not yet happened and capacity development is required at the field level for it to be fully mainstreamed.

³⁴ Republic of Uganda and World Bank. 2023. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project. September 11 – 22nd, 2023. Aide Memoire.

³⁵ Republic of Uganda and World Bank. 2023. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project. September 11 – 22nd, 2023. Aide Memoire

3.5.2. Measures to monitor and mitigate social and environmental risks



Batwa communities living around Bwindi Impenetrable National Park are included in the Vulnerable and Marginalized Group Framework Document

MWE, NFA and UWA have made considerable progress in internalising and applying social and environmental risk assessment and mitigation practices in line with WB (and Government of Uganda) requirements. UWA, NFA and MWE have allocated E&S risk management responsibilities to individuals within the three institutions. The IFPA-CD PCU has also recruited an E&S risk specialist to support the adoption of risk management practices within the three leading government institutions.

During project preparation a number of strategy documents were prepared to identify potential risks (both environmental and social) related to the planned interventions and to see where any of these risks were likely to fall below any of the World Bank's Environmental and Social Standards (ESS). An Environmental and Social Commitment Plan (ESCP) was produced in 2020³⁶, which set out key commitments made by MWE, UWA and

NFA with regard to assessing and mitigating risks. This included screening and assessing risks, adopting mitigating actions, managing contractors, ensuring labour management procedures are respected, health and safety considerations, grievance redress arrangements, paying particular attention to the needs of indigenous peoples and other vulnerable groups. This document then was followed by the Environmental and Social Management Framework (ESMF)³⁷ updated in 2023 to include additional financing³⁸, The Stakeholder Engagement Framework (SEF)³⁹, the Labour Management Procedures⁴⁰ and the Vulnerable and Marginalized Groups (VMG) Framework⁴¹. Where needed, local-level plans were then developed. For example, knowing that Bwindi, Mgahinga and Semuliki NPs had populations of indigenous people (Batwa) who formerly lived in the forest areas prior to gazettment, individual VMG plans were prepared for each protected areas.⁴²

³⁶ Ministry of Water and Environment. 2020. IFPA-CD Project. Environmental and Social Commitment Plan (ESCP). March 18, 2020.

³⁷ Ministry of Water and Environment. 2020. IFPA-CD Project. Summary of Environmental and Social Management Framework. July 2020

³⁸ Ministry of Water and Environment. 2023. IFPA-CD Project. Environmental and Social Management Framework. Updated to include Additional Financing. November 2023

³⁹ Ministry of Water and Environment. 2020. IFPA-CD Project. Social Engagement Framework (SEF). 20 December 2019.

⁴⁰ Ministry of Water and Environment. 2020. Labour management procedures for IFPA-CD Project. January 2020.

⁴¹ Ministry of Water and Environment. 2020. Vulnerable and Marginalized Groups Framework. IFPA-CD Project. March 2020.

⁴² For example: Ministry of Water and Environment. 2023. Vulnerable and Marginalized Groups Plan (VMGP) for the Batwa around the Mgahinga Gorilla National Park. March 2023

During implementation, specific projects or investments (such as electric fences, buffalo walls, tourism infrastructure, roads and buildings) are all subject to Environmental and Social Impact Assessments (ESIAs) and the development of Environmental and Social Management Plans (ESMPs), in which mitigating activities are included to address potential social or environmental risks. During 2023, Grievance Redress Committees (GRCs) were established around protected areas and at NFA Range level in areas targeted by the IFPA-CD project. These committees, made up of local government representatives, NFA range and reserve managers and protected area managers are designed to address emerging grievances at a local level, where possible. To date, 4 GRCs have been established across NFA Ranges within the project area⁴³ and across seven protected areas under UWA management.⁴⁴ A series of capacity building exercises have been conducted with UWA, NFA and local government staff across all these areas⁴⁵. Discussions with UWA staff and local communities around Kibale NP indicated that a GRC had been established in this area and had already received (and addressed) some specific grievances raised⁴⁶. Another case was raised regarding the development of elephant trenches, which ran up to a road, and continued on the other side of the road, but obviously did not extend over the road in question. Elephants were reported to use the road, at night to leave the park and then to raid crops in the boundary area. It was agreed that UWA would ensure that support was provided to reduce the risk of elephants leaving the park using this route⁴⁷. GRCs will require ongoing support to ensure their operational effectiveness. For example, and as noted in the September 2023 Aide Memoire to the Supervision Mission, the GRCs need to be equipped with logbooks and some form of official identification to ensure their activities are carried out correctly.⁴⁸ MWE provides quarterly reports to World Bank on the implementation of environmental and social safeguards.

The full application of E&S Risk Management practices and requirements across the three implementing institutions is arduous and requires a considerable investment of human resources and time. However, it was also reported that despite the additional time and costs, the process has helped to introduce and institutionalise risk management within implementing institutions and created new incentives to follow national regulations, which until recently had only been done informally or not at all. For example, the National Environment Act places requirements on government agencies as well as contractors to assess, manage and mitigate environmental and social risks, but both UWA and NFA agreed that this had been done only partially prior to IFPA-CD. Given the growing capacity within implementing institutions and the delays relating to the approval of safeguarding documents, effectiveness could be improved with a rationalisation of safeguarding requirements (for example producing generic ESMPs for all investments of a similar nature, rather than a set of similar ESMPs for all individual investments)

⁴³ South Western Range, Budongo System Range, Muzizi River Range and West Nile Range, Mafuga plantation Ecuya CFR

⁴⁴ Ajai Wildlife Reserve, Semuliki National Park, Toro Semiliki Wildlife Reserve/Kibale National Park, Kibwoya Wildlife Reserve, Murchison Falls National Park, Queen Elizabeth National Park/Rwenzori National Park, Bwindi Impenetrable National Park/Mgahinga Gorilla National Park

⁴⁵ Ministry of Water and Environment. 2024. Quarterly Social Safeguards performance Report. January 2024

⁴⁶ Interviews (UWA staff and local communities, Kibale National Park)

⁴⁷ Interview (UWA safeguarding officer)

⁴⁸ Republic of Uganda and World Bank. 2023. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project. September 11 – 22nd, 2023. Aide Memoire. Annex 7 Field Observations.

3.6 Knowledge management

3.6.1. Communication, learning and adaptive management

A communication officer has been employed within the PCU with responsibility for facilitating communications from the project to wider stakeholders. A communication plan was developed in 2022 that set out clear targets, audience and channels for project communication⁴⁹. The plan includes a costed budget for USD 332,550 over the life of the project, with outputs such as the establishment and maintenance of a project website, production of IEC materials, establishment of social media platforms, production of knowledge products and media relations / outreach. To date, there has been limited progress overall in the implementation of the plan, other than the establishment of a project website, within the MWE site⁵⁰, and the production of a few communication products such as a flyer/fact sheet and an article in the NRM magazine. The Communications Officer appointed by the PCU is currently on extended sick leave and not able to advance the communication agenda. With support from the WB, there have been some important knowledge products generated, including a study to review the economic impact of the project and two FAO diagnostic reports assessing the impact of refugees on forest resources in Northern and Western Uganda.

It is clear overall that there is currently no clear or established institutionalized mechanism for capturing or communicating knowledge and lessons learned and ensuring that this feeds into annual work-planning and budgeting exercises. Although adaptive management does appear to be practised at the field level, in terms of adjusting approaches and methods in light of experience (“learning by doing”), this is not feeding back up to national level co-ordinators and finding its way into project-level decision-making. Given that IFPA-CD is a project of considerable size, working across several landscapes, there would be important benefits gained through a more deliberate synthesis of emerging lessons and ensuring that these lessons feed back into and inform decision making in an adaptive manner.

⁴⁹ IFPA-CD Project. 2022. Draft Communications Strategy for the IFPA-CD Project. 2021 – 2026. Ministry of Water and Environment

⁵⁰ <https://www.mwe.go.ug/projects/ifpa-cd-project>

4. Conclusions and lessons learned

4.1 Conclusions

After slow start, the pace of project activities under Component 1 have picked up during the past 12 months as procurements made by UWA and NFA are increasingly becoming operational. Dedicated and enthusiastic staff in the field are providing strong support to implementation at the local level and results are increasingly being seen and felt in and around forests and protected areas. Good institutional support from UWA and NFA, as well as from the two project officers is also increasing overall levels of effectiveness. A close alignment between IFPA-CD project activities for UWA and NFA and the respective institutional priorities of these two organisations means that there is a high level of ownership of activities supported.

Given that over 60% of the project budget is linked to procurements, much of which is included in large and complex packages of activities for service providers, and that these large procurements have yet to be agreed, progress for Component 2 and 3 is much slower than originally anticipated. With around half the time available for project implementation now passed, there is a growing risk that even if procurements are agreed, contracted and launched, it may be difficult if not impossible to deliver the required outputs within the remaining time period. With regards Sub-component 2.2 (Investments in Productive Forestry) and much of Component 3, even with a two year extension, it may still not be possible to effectively deliver the ambitious targets proposed, despite their high level of relevance and importance). As such, there is an urgent need to agree and expedite an efficient and rapid solution, which could entail agreeing a no-cost extension and considering reallocation of funding from non-performing areas to component(s) that are performing more effectively.

Overall, decision-making arrangements at a project level are currently sub-optimal. Steering Committee members are currently proposing actions that are not aligned with project agreements or the provisions of the Project Implementation Manual. This means that when these proposals are taken to the WB, they are quite often rejected, which in turn creates tension with SC members. As the TTL (and much of the wider Task Team members) are not based in-country, face-to-face discussions and communications are impossible outside more formalised semi-annual review missions. Having multiple teams engaged in reviewing project documentation and these teams providing inputs at different times and on occasions with differing views reduces effectiveness and clarity over decision-making.

While the roles of UWA and NFA are currently clear and well aligned with their mandates, the role of district local governments is insufficiently catered for in the project design. This is being partly rectified by the appointment of focal points within districts (typically the District Forest Officer, District Natural Resource Officer or District Environment Officer), and the promise of limited financial support for operational activities, the degree to which these measures will be sufficient are unclear. Under the agroforestry package, a significant role for districts in supporting project activities is also anticipated. It may be possible to include this within the financial provisions within appointed service providers, or alternatively some form of budget allocation may be needed.

Monitoring and evaluation is currently relatively weak, focusing mostly on reporting activity or output level results and even these are poorly reported. Geo-referencing of project monitoring (using GEMS) has yet to become operational. Outcome level indicators for management effectiveness have yet to be measured for a second time, making it impossible to assess any impacts since the baseline exercise. Data being collected by implementing agencies (such as UWA) is not being captured and included in project reporting. The M&E

Specialist has recently left the project and TA on M&E provided by the bank will soon end, placing the project in a vulnerable position and with low capacity. Furthermore, there are no institutionalised mechanisms for ensuring that field level experience and lessons feed into and inform national-level planning, budgeting and decision-making.

Although it is too early in project implementation to be able to make well-evidenced statements on impacts, there are emerging signs that field level interventions are having impacts, particularly those relating to prevention of human-wildlife conflicts. Elephant fencing, while clearly a costly intervention, is having a marked impact on improving livelihoods of park-edge farmers by reducing losses from crop raiding, allowing a greater diversification of crops grown and reducing risks to family members (including children) forced to guard crops at night. Small-scale enterprises such as beekeeping are beginning to generate increased income for self-help groups living around forests and protected areas and anecdotal evidence suggests that this is improving overall local support and attitudes towards conservation.

Physical infrastructure, equipment, vehicles and tools provided to UWA and NFA will all require maintenance, repair and ultimately replacement. Sustainability prospects for UWA-implemented actions are currently good, as operational budgets continue to grow due to increasing revenue generation. However, institutional uncertainties over NFA's future, coupled with limited budgets means that the sustainability of actions under NFA responsibility remains uncertain.

4.2 Lessons learned

Although it might be rather early to document lessons learned, given the relatively recent start of the project, some initial learnings are presented below:

- A key lesson to emerge from the early stages of this project is the Importance of not underestimating the time taken to launch projects of this kind. When a large amount of the budget is linked to procurements it is important to provide sufficient time to allow implementing institutions time to undertake key procurements. One option in future, might be to have a 12 – 18 month inception period to allow for initial procurements and capacity development, including the development of framework documents (such as the PIM and key safeguarding requirements). Prior to undertaking the procurements, lessons from IFPA-CD point to the need to align expectations in large service delivery contracts, including the overall approach, underlying rationale and whether such contracts are mostly about providing technical advisory support services (capacity building, supporting resilience) or about delivering local benefits in terms of tangible and visible outputs (trees planted, local investments supported etc). Where there are particularly large procurement packages (as under IFPA-CD) it might make sense to outsource the procurement process to an independent service provider (with government participation).
- A second and related lesson is the time taken to build sufficient capacity within implementing institutions is considerable. This is even with the addition of a PCU and two project officers working within UWA and NFA. Capacity is needed in the area of procurement, budgeting, planning, safeguarding, monitoring (including GEMS) and reporting. While all these skills exist within implementing institutions, there was (and is) a need to build these skills in a way that specifically met World Bank requirements.
- Thirdly, the project has demonstrated that a robust project design can be a catalyst for attracting additional financing from bilateral donors, who may not have the capacity to implement or manage interventions in the forest sector. The project has attracted

additional grant financing from KfW, Irish Aid and SIDA. The WB offers unique opportunities for bilateral donors to support government-led activities, without having the channel financing directly to government⁵¹.

In terms of project design, there are some valuable lessons that emerge from the IFPA-CD design process.

- Firstly, there is a need to carefully consider the trade-offs with regard to using external service providers when balanced against channelling funds to existing, mandated government institutions. While engaging service providers may have the effect of introducing new and innovative approaches with high-capacity staff, the significant delays in procurement may result in a reduced effectiveness as timelines are compressed and activities risk being rushed. Working through government institutions may result in traditional models of service delivery being adopted, but opportunities for sustainability can be improved as capacity and experience is internalised within mandated institutions and ownership is increased.
- Another consideration in the design of IFPA-CD which has both opportunities and risks is the question of complexity, multiple partners and multiple thematic focal areas. IFPA-CD works in and around forest reserves and protected areas, supporting measures to reduce local conflict. However, it also aims to reduce the impact of refugee affected areas on forest resources and thirdly, it seeks to support commercialisation, processing and value-addition within wood value chains. These three areas, while undeniably important, could quite realistically be packaged as three separate projects as the target group, problems being addressed and strategies being supported are all quite different. Bundling of multiple thematic areas within a single project risks reducing focus, coherence and therefore overall levels of effectiveness. But at the same time, given the transaction cost of getting projects through approval to implementation does mean that there are economies of scale to be made through bundling of different interventions with different funding sources (all of which may have specific funding priorities)

⁵¹ The Irish government took a decision in 2012 to no longer provide financing directly to government following allegations of misuse of funds in the Prime Minister's Office)

5. Recommendations

The following nine recommendations arise as a result of the key findings and conclusions presented in this report. For each recommendation, the relevant agency responsible for implementing the decision is defined and an approximate timeline given for when the recommendation needs to be acted upon. These recommendations were presented, discussed and modified during the WB MTR mission in March 2024. The recommendations were used to inform the MTR Aide Memoire, signed between the WB and Government of Uganda.

1. **Review overall budget and spending:** The mid-term review is a time to review overall spending and progress, assess current costs and where needed make adjustments to the budget. Given poor performance of some aspects of the project, it might be prudent to consider cancellation of some activities (such as the procurement packages under 2.2 (Investments in Productive Forestry) due to extended delays in procurement and reallocate funding directly to areas of the project that are demonstrating progress. Other areas include a review of unit costs at UWA and NFA (given inflation), assessing any needs at Nyabeya Forest College with regard to staff and student housing and any other priority identified by implementing partners; reviewing Component 4 spending and how costs are allocated across other components (**Action:** MWE, NFA, UWA, WB. *Decision needed by March 2024 Supervision / MTR Mission*)
2. **Address procurement bottlenecks:** address and agree action on procurement bottlenecks urgently – particularly those relating to large service packages under MWE. This may include, where necessary, cancellation of packages that have little real chance of being completed within the time period left for the project – see above). This has been a core aspect of the WB MTR mission and a set of agreed actions have been agreed. (**Action:** WB, MWE. *Decision needed by March 2024 Supervision / MTR Mission*)
3. **Rationalise and streamline project decision-making:** Clarify role of PSC vis a vis the World Bank in terms of decision-making, include WB representative during Steering Committee meetings in an observer / advisory capacity and schedule SC meetings to coincide with semi-annual supervision missions; provide opportunities for SC members to visit field sites in advance of meetings. Rationalise and integrate WB inputs through TTL to ensure effective, coherent and consolidated feedback from WB for no-objections;. (**Action:** WB, MWE. *Decision needed by March 2024 Supervision / MTR Mission*)
4. **Strengthen M&E:** Integrate GEMS into routine reporting at field level; review results framework mid-term milestones and indicators; strengthen activity and output reporting against annual workplans and overall targets; develop indicator sheets with information on how data is collected, verified, compiled and reported; link to and capture data being collected by UWA and NFA and integrate into results reporting; compile data and evidence on outcome and impacts (eg HWC, livelihoods, employment); engage M&E specialist and provide additional support from the World Bank, where needed. (**Action:** MWE. *Revision and improvements to be made by July 2024*)
5. **PMUs in MWE:** Harmonise salaries and allowances of project-funded staff within MWE as current imbalances risk creating distortions; Implementing institutions to

provide small incentive payments to focal points in recognition of additional work / transaction cost (**Action:** MWE, UWA, NFA. *Decision and action needed by end 2024*)

6. **Adaptive management, communication and learning:** Include deliberate reflection and learning opportunities, integrated into agency annual work-planning and budgeting; engage project-level communication and knowledge management officer (**Action:** MWE. *Action needed in time for next FY budget and work-planning cycle*)
7. **Human-wildlife conflict:** Identify workable solution to addressing “gaps” in elephant trenches caused by rocky areas or wetlands and rivers (**Action:** UWA. *Action needed on ongoing basis*)
8. **Enabling environment:** Identify potential opportunities for supporting NGOs or private sector associations to lobby for strengthened enabling environment or SMEs in forest sector. This could include additional financing to UTGA to support campaign to modify presidential ban on timber exports. (**Action:** MWE, WB. *Decision needed by March 2024 Supervision / MTR mission*)
9. **Project extension:** Expedite project extension by two years, assuming that current concerns over the AHA and links to project activities can be addressed (**Action:** MWE, WB. *Decision needed by June 2024*)

Annex 1: List of documents reviewed

- Government of Uganda. 2023. Workplan and budget 2023 - 24
- Government of Uganda. 2023. Stakeholder Engagement Plan (SEP). IFPA-CD Project. Ministry of Water and Environment
- Government of Uganda. 2023. Uganda IFPA-CD Project. Annual Progress Report. July 2022 – June 2023.
- Government of Uganda. 2023. Investing in Forests and Protected Areas for Climate Smart Development- Project. Environmental and Social Management Framework.
- Government of Uganda 2022. Workplan and Budget 2022- 23
- Government of Uganda (2021). IFPA-CD Monitoring and Evaluation Plan
- Government of Uganda. 2021. Project Implementation Manual for Investing in Forests and Protected Areas for Climate Smart Development (IFPA-CD) Project.
- Government of Uganda. 2017. A final report on comprehensive review and restructuring of government Ministries, Departments and Agencies (MDAs). Directorate of Management Services, Ministry of Public Service
- Government of Uganda (No date). IFPA-CD Project Procurement Plan (with budgets)
- Government of Uganda (No date). IFPA-CD Cost Tables
- IFPA-CD Project. 2022. Draft Communications Strategy for the IFPA-CD Project. 2021 – 2026. Ministry of Water and Environment
- Ministry of Water and Environment (2017). Forest Investment Program for Uganda
- Ministry of Water and Environment. 2020. IFPA-CD Project. Environmental and Social Commitment Plan (ESCP). March 18, 2020.
- Ministry of Water and Environment. 2020. IFPA-CD Project. Summary of Environmental and Social Management Framework. July 2020
- Ministry of Water and Environment. 2020. IFPA-CD Project. Social Engagement Framework (SEF). 20 December 2019.
- Ministry of Water and Environment. 2020. Labour management procedures for IFPA-CD Project. January 2020.
- Ministry of Water and Environment. 2020. Vulnerable and Marginalized Groups Framework. IFPA-CD Project. March 2020.
- Ministry of Water and Environment. 2023. IFPA-CD Project. Environmental and Social Management Framework. Updated to include Additional Financing. November 2023
- Ministry of Water and Environment. 2023. Vulnerable and Marginalized Groups Plan (VMGP) for the Batwa around the M'gahinga Gorilla National Park. March 2023
- Republic of Uganda and World Bank. 2023. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project. March 20 – 30 2023. Aide Memoire
- Republic of Uganda and World Bank. 2023. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project. September 11 – 22nd, 2023. Aide Memoire
- Republic of Uganda and World Bank. 2022. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project. September 19 – October 7, 2022. Aide Memoire

Republic of Uganda and World Bank. 2022. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project and Climate Change and Natural Capital Accounting Program (P169160). May 5 – June 24, 2022. Aide Memoire

Republic of Uganda and World Bank. 2022. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project Implementation Support Mission. January 24-February 4, 2022. Aide Memoire

Republic of Uganda and World Bank. 2021. IFPA-CD Project and Securing Uganda's Natural Resource Base in Protected Areas Project Virtual Implementation Support Mission November 16 –December 10, 2021. Aide Memoire

Republic of Uganda and World Bank. 2021. Forestry and Natural Resources Portfolio 1 Implementation Support Mission. June 14 -18, 2021. Aide Memoire

Republic of Uganda and World Bank. 2019. Investing in Forests and Protected Areas for Climate-Smart Development Project Preparation and Natural Capital Accounting Agenda Mission (P169160, P170466). November 11-22, 2019. Aide Memoire

Republic of Uganda. 2023. Proposed Field Inventory and Development of Management Plan for Woodlots In Kyangwali Refugee Settlement. Kikuube District. Concept Note

World Bank. 2023. Investment in Forests and Protected Areas for Climate-Smart Development Project – Jobs Assessment. World Bank

World Bank and FAO. 2019. Rapid Assessment of Natural Resource Degradation in Refugee Impacted Areas in Northern Uganda. Technical Report.

World Bank and FAO. 2020. Assessment of Forest Resource Degradation and Intervention Options in Refugee-Hosting Areas of Western and Southwestern Uganda.

World Bank. 2020. Project Appraisal Document. Investing in Forests and Protected Areas For Climate-Smart Development Project

Annex 2: List of persons met

Ministry of Water and Environment	
John Kimazi	Ag. Permanent Secretary
Paul Asiimwe	Undersecretary, Finance and Administration
Margaret Mwebesa Athieno	Commissioner, Climate Change Department and National Project Coordinator, IFPA-CD
Issa Katwesige	Principal Forest Officer
Valence Arineitwe	Principal Forest Officer
Bob Kazungu	Ag. Assistant Commissioner, Forestry, Assessment & Monitoring. M&E Focal Point, IFPA-CD
Nathan Mununuzi	Senior Environment Officer
Uganda Wildlife Authority Headquarters, Kampala	
Sam Mwandha	Executive Director
John Makomba	Director Conservation
Edgar Buhanga	Project Officer, IFPA-CD
Patience Nuwainembabzi	Acting manager Monitoring and Evaluation
Shem Kawaddwa	Procurement Officer
Vanice Mirembe	Manager, Human Wildlife Conflict
Uganda Forest Authority Headquarters, Kampala	
Tom Obong Okello	Executive Director
Mr. Stuart Maniraguha	Director Plantations/IFPA-CD Institutional Focal Point
Levi Etwodu	Project Officer, IFPA-CD
John Mwesigwa	Co-ordinator, Monitoring and Evaluation,
Ika Nanteza	Procurement Officer
Shallon Challenge	Environmental Management Officer.
IFPA-CD Project Co-ordination Unit	
Martin Asiimwe	Technical Project Coordinator
Reagan Ronald Ojok	M&E Specialist
Patricia Ampane	Sociologist
Catherine Nabuwufu	Procurement Specialist
Sam Oketch	Social Risk Management Specialist
Bateesa Sulaimani	Project Accountant
Florence Nayiga	Climate Change Officer
Cuthbert Katusiime	Environmental Risk Management Specialist
Office of the Prime Minister	
Charles Bafaki	Principal Settlement Officer
John Paul Magezi	Senior Environment Officer
Other national stakeholders	
Richard Kisakye	Principal Nyabeya Forest College
Alex Muhwezi	Independent Forestry Consultant
Peninah Atwine,	Executive Director, Environmental Alert
Leonidas Hitimana	Team Leader, Forestry. FAO Uganda
Kavuma David	General Manager, Uganda Timber Growers Association
Donors (including World Bank)	
Lesya Verheijen	Senior Environmental Specialist, World Bank
Stephen Ling	Lead Environmental Specialist, World Bank
Nicholas Zmijewski	Environmental Specialist
Annette Katuramu	Procurement Specialist

Matthew Owen	Energy & Forestry Specialist, Consultant to World Bank
Peter Micheal Ouma	Environmental Specialist, Embassy of Ireland
Paul Asiimwe	Desk Officer, Embassy of Sweden
National Forest Authority, Kalinzu and Kasyoha Kitomi CFR	
Charles Sabiiti	Range Manager, South-western Range
Sam Barekye	Sector Manager - Kalinzu CFR
Albert Mudiini -	Sector Manager - Kasyoha Kitomi CFR
Rubirizi District Local Government	
Agubanshangorera Sylvester	LC5/Chairman
Mirembe Robinah	Residential District Commissioner
Akampurira Baker	Principal Assistant Secretary/Deputy Chief Administrative Officer
Murungi Ritah	District Forest Officer and IFPA-CD Focal Person
Ndangara-Nakyanja Parishes Group (NNPG)	
Musinguzi Morio	Chairman, Youth NNPG
Muyabi Yowasi	Member
Vincent Turitwena	Adviser
Kigambe Beniso	Member, Protection
Patrick Begumisa	Treasurer, Honey Business
Patrick Tumuhimbwe	General Secretary
Alex Bigirwandanyi	Chairman, Tree-planting
Lilian Namirimu	Chairperson, Finance
Uganda Wildlife Authority, Queen Elizabeth Conservation Area	
Mike Birungi	Community Conservation Ranger
Christopher Masaba	Senior Warden Community Conservation
Richard Esabu	Ranger, Research and Monitoring
Richard Byamukama	Ranger, Research and monitoring
Sarah Kamuntu	Ranger, Research and Monitoring
Juma Mohammed	Ranger, Law Enforcement
Joseph Arinaitwe	Assistant Warden, Ecological monitoring and research
Richard Ocken	Head Ranger
Turibamwe Mixed Farmers Group, Kyendangara	
Byaruhanga Anatoli	Secretary
Obed begumisa	Member
Jackson Munyabikyro	Member
Zulufa Musiime	Member
Said Muerala	Member
Hussinah Kyomuhangi	Member
Lilian Mbabazi	Member
Francis Matsiko	Member
Florence Tugumisirize	Member
Lovina Yobusimigye	Member
Donata Musiimenta	Member
Scalia Kamasungu	Member
Sevetele Nsabimaana	Member
Saidi Ssebasaaza	Chairperson
Hope Turyabayamba	Member
Agatha Tumusiime	Member
Asia Amumpiire	Member
Evaristo Kakungu	Member

Selected farmers and leaders Nyakiumbu Sub County	
Sunday Kakule	Chairperson LCIII
Sanyu John	Senior Wildlife Scout
Patrick Katomo	Farmer
David Kiduha	Farmer
Hezekia Thalyakabuya	Secretary LCI
Farmers and local leaders Kakooga South, Near Kibaale National Park	
Rachel Ahimbisibuwe	Councillor
Margaret Mpirirwe	Vice Chairperson Kakooga South Farmers Association
Charity Masimba	Women Councillor Kakooga South
Sarah Chomuhendo	Farmer
Nestor Nteziyaremye	Farmer
Dennis Tumwesigye	Farmer
Silivenyo Turyamikayo	Farmer
Robert Bukabare	Farmer
Peter Mugisha	Farmer
Richard Asiimwe	Member
Scorpio Bongiire	Member
Loret Namara	Member
National Forestry Authority, Musizi River Range	
Mutgeba Thomas	Ranger Manager, Musizi
Timanderama Haggai	Forest Supervisor, Itwara
Raymond Ayesiza	Forest Supervisor, Matiri Beat
Stephen Ndemere	Sector Manager, Itwara Sector
Evans Tukasheba	Forest Supervisor, Itwara
Kibego Forest – workers and community representatives	
Edward Mubangizi	Worker and local community member
Eugene Mukasa	Worker and local community member
Gaffa Fredericko	Worker and local community member
Benedict Muhweezi	Worker and local community member
George Byamukama	Worker and local community member
Stephen Akwasibwe	Worker and local community member
Juma Musinguzi	Worker and local community member
Richard Muhwuzza	Worker and local community member
Rosemary Kansiime	Worker and local community member
Charles Mugisha	Worker and local community member
Uganda Wildlife Authority – Kibale Conservation Area	
Robert Mbabazi	Warden Law Enforcement
Rose Mutonyi	Warden Community Conservation
Richard Kigenyi	Warden Forest Restoration
Dorothy Niwabine	Assistant Warden, Wildlife Crime Investigation
Community representatives, Isunga Town Council	
Edward Byarugaba	Vice Chairperson, Nyabonyonyi Zone
John Agaba	General Secretary, Isunga Central Zone
Moses Akumpilira	Youth Chairperson, Isunga Central
Moses Bahati	CAB Member
D. Ngabarmi	Chairman LCI, Isunga Central Zone
P. Tumuhaidirwa	Councillor
Simon Kasabe	Member
Pakarasio Tulinawe	Member (Youth)

Reuben Mugabirwe	Vice Chair, Isunga Central Zone
James Twebaze	Lay Reader
Hannington Byarugaba	Chairperson LC1
Josie Batulangaya	Councillor
Mary Anne Nyakwera	Parish Chief
Peter Musinguzi	Parish Chief
Nyabitojo Women's Beekeeping Group	
Gertrude Alagizibwe	Member
Doreen Alinkwasa	Member
Sofia	Member
Teopist Kaahwa	Vice Chair Person
Sophia Nyiramamhirwe	Chairperson
Aisha Matsika	Mobiliser
Joanice Tusiime	Member
Teddy Nyakato	Member
Jane Namanya	Member
Anet Komuhendo	Member
Elizabethg Kiiza	Secretary
Agaba Kansiime	Treasurer

Annex 3: Mission agenda

Date / Time	Location / Activity
Sunday 7 th January	Arrive Kampala from UK
Monday 8 th January	<u>Morning</u> From 09.00 am: Initial meeting with MWE (TPC, UWA and NFA Focal Persons) Meeting with M&E Focal persons from MWE, UWA and NFA Meeting with PCU admin, finance and procurement staff, admin and procurement staff from UWA and NFA (Lunch at MWE) <u>Afternoon</u> Meeting with UWA (Project officer and focal point), NFA (Project officer and focal point) and MWE (TPC and NPC)
Tuesday 9 th January	<u>Morning:</u> Meeting with OPM Meeting with UNHCR <u>Afternoon:</u> Meeting with MTWA SIDA / KfW/Irish Aid
Wednesday 10 th January	<u>Morning</u> Meeting with selected SC members -PS MWE -PS MTWA -ED NFA, UWA -UTGA -Environmental Alert <u>Afternoon</u> Travel to field (Bushenyi)
Thursday 11 th January	Meet with NFA RM and- courtesy call on Rubirizi District Leaders Visit Kalinzu, Kasyoha-Kitomi CFRs: Community activities, Enrichment planting and ecotourism activities in Kalinzu.
Friday 12 th January	Visit QENP Protected Area staff and managers (CPW, Community Conservation and Law Enforcement staff)
Saturday 13 th January	Visit QENP and local communities (Invasive species, energy efficient stoves, electric fence) Travel to Fort Portal
Sunday 14 th January	Visit Kibego and Itwara CFRs - Boundary demarcation and enrichment planting
Monday 15 th January	Visit Kibale National Park (Field observations of the Elephant Trench and fuel-efficient cook stoves, community discussions on human-wildlife conflict)

Tuesday 16 th January	Meet Park staff KINP Visit Rwesambya CFR on way back to Kampala Return to Kampala
Wednesday 17 th January	UWA Executive Director (9 AM), Richard Kapere and Roads Team) MWE: Meeting with Environment/social risk team (UWA, NFA & PCU) WB Kampala Office, Procurement Expert Nyabyeya online
Thursday 18 th January	Meeting with Alex Muhwezi Meeting with UIA Meeting with FAO forestry specialist
Friday 19 th January	Remaining interviews -Bob Kazungu -Margaret Athieno M -Olive Kyampire -Richard Kapere
Saturday 20 th January	Depart for UK, 17.30 with Qatar Airlines