



BWINDI MGAHINGA CONSERVATION TRUST

**A local assessment of the impacts of fifteen years of BMCT
interventions**



Final Report

Prepared by
Michelle Wieland and Robert Bitariho
March 2013

Executive Summary

This Assessment Project was solicited by the Bwindi Mgahinga Conservation Trust (BMCT, hereafter referred to as the Trust) to examine impacts of Trust interventions in the Bwindi and Mgahinga Conservation Area (BMCA) and identify the most successful and appropriate interventions in order to advise on future interventions in the BMCA. The Trust, working since it was created in 1997, has taken up a key role as a leader for integrated conservation and development projects (ICDs) around BMCA. As one of the first trust funds set up in Africa, it has been engaging in common goods projects, livelihood development for rural people around the park, and is acknowledged as contributing to the improvement of attitudes since Bwindi and Mgahinga were created. Through this assessment, it continues to be a leader in ICDs through examining its own activities, the governance of its projects, and its continuous improvement through review.

This assessment focused on impacts over the past fifteen years in Trust's 3 pillars of support: Park, Research, and Community Projects (subdivided into: Batwa, Livelihoods, common goods, conservation with communities, and Awareness/Outreach projects). Data on these projects were collected between October and December 2012, in 18 of the 56 parishes that the Trust works with. We conducted 306 surveys with local government, Batwa, Local Community Steering Committee (LCSC) representatives, community members, and past/present members of the Institute of Tropical Forest Conservation (ITFC) and the park managers from the BMCA to give a broad and solid picture of the community perspective of actual impact in Bwindi Mgahinga region regarding the Trust interventions. In addition to the impact assessment this activity also developed a database for Trust interventions and produced maps showing the Trust project interventions in the BMCA to help the Trust Administration Unit (TAU) spatially visualize the projects and interventions in the BMCA over the past fifteen years.

This assessment focused on Trust interventions of impacts on community wellbeing and conservation (awareness and attitudes leading to change in behaviors of local people). We define 'impacts' as the stakeholders' perceptions of benefits from Trust projects and their links to conservation. In general, the local people recognize the contributions of the Trust interventions towards their livelihoods. Given the high population around BMCA, the overall conservation impact, particularly for livelihood projects in non-Batwa communities, is small. However, larger projects such as schools and the Banyara gravity scheme have benefitted villages across the BMCA. Likewise, land acquisitions and livelihood projects are important Trust projects for the Batwa. The reason ICDs benefit local people is to, indirectly, contribute to conservation goals of protected areas. This linkage in BMCA though weak was apparent and depended on the type of Trust interventions. Local people awareness and attitudes towards the conservation of BMCA as a result of Trust projects have greatly improved, and people reported that it has changed their behaviors. However, because this Assessment did not measure conservation targets, we cannot directly measure how people's awareness and attitude change has led to changes in actual behaviors towards illegal resource extraction from the park.

Although in many cases this linkage is not strong, ICD programs in general cannot be expected to completely change people's illegal resource use without stronger targeting of projects to illegal resource users and to address the drivers of this behavior.

Project successes vary by location. Batwa projects have been well received, particularly land purchases that completely transformed their lives. Common goods projects impact many people, and are generally seen as successful in contributing to wellbeing. However the Batwa feel livelihood projects funded by the Trust are more beneficial to them than common good projects. Batwa recognize the Trust-funded projects such as land acquisition for them but most of them feel they do not own the land. The Batwa sense of ownership projects were more felt in the livelihood improvement projects than the common good projects. Beneficiaries are appreciative of Trust livelihood projects and they are popular with local people. However the small investment in each livelihood beneficiaries group, compared to the operating costs in carrying out an overall livelihood program with relatively few people who benefit, suggests the Trust may want to reconsider the way they support local livelihoods. Finally, conservation projects with local people, such as tree planting, have been incredibly successful, both at providing alternative sources of firewood and increased household income, but also in the conservation of village lands from erosion.

When examining how the Trust implements programs, we have found two issues that should be addressed. Although general governance is relatively good (project ownership and participation), the Local Community Steering Committee (LCSC) system needs attention. Participation of local people in the Trust and Trust livelihood projects is weak due to the lack of mobility of LCSCs to the village and the existence of representation of villages in the system. The result is that the livelihood system lacks transparency, nearly half the villagers do not know how to apply for Trust projects, and elite capture of resources can weaken the ability of the Trust to alleviate poverty through this program. The second issue with implementation is the complete lack of a monitoring and evaluation (M/E) system. The Trust is rolling out an M/E system this year, which is critical for the Trust to be able to ensure the sustainability of its interventions. Having an M/E system that gathers information each year will contribute to the Trust's impact, and allow it to conduct meaningful assessments every 5 years.

This assessment review has been a large endeavor, containing a lot of information for the Trust to digest. The report is divided into 3 main sections. Chapter 1 provides an introduction to the Assessment. Chapters 2-4 present the Assessment findings, followed by a discussion in Chapter 5. To conclude, Chapter 6 synthesizes the multitude of recommendations from our 306 interviews with our observations and understanding of Trust constraints, to provide a list of suggestions on how the Trust could move forward to work on projects with the park, with research, and with the local people. We conclude with a compact version of what we highly recommend the Trust focus on over the next two years as the legacy of the Trust continues to be built. Repeated, they include the creation of/focus on:

- ▶ BMCA Emerging Needs Fund for targeted projects
- ▶ Short and long-term research plan development with ITFC and BMCA
- ▶ Support PAM initiatives with direct links to local livelihoods and conservation
- ▶ Awareness strategy with annual drama competitions developed with collaboration from the BMCA
- ▶ Batwa land purchases
- ▶ VSLA-oriented livelihood program
- ▶ Vocational skills development for landless livelihoods, particularly with the Batwa
- ▶ Mgahinga Water program in collaboration with other stakeholders
- ▶ Bwindi Comprehensive Tea project—integrating PAM, land-use planning, road construction, private public partnerships, and livelihoods
- ▶ Enhance governance and build a monitoring and evaluation system for both projects and community representation within the Trust

Although the BMCA should guide conservation efforts around the park, the Trust can develop these programs listed above together with BMCA stakeholders, which will do much to support local wellbeing and biodiversity conservation for years to come.

Contents

Executive Summary.....	2
Acronyms.....	7
1 Introduction	8
1.1 Scope of the Assessment	8
1.2 Limitations	10
1.3 Assessment Methods	10
1.4 Report Structure	14
2 Trust Assessment ‘Data Toolbox’	15
2.1 Trust Database.....	15
2.2 GIS Mapping	17
3 Findings: Non-community Trust Activities.....	19
3.1 Support to Park Management	20
3.2 Conservation/Ecological Research.....	22
4 Findings: Batwa and Community Trust Activities.....	26
4.1 Overview	26
4.2 Batwa Support	27
4.3 Community Projects.....	34
4.4 Governance	46
4.5 Local perspectives of projects and the Trust	51
5 Discussion.....	54
5.1 Aligning Trust Activities to Trust Objectives—Support to BMCA and Research	54
5.2 <i>Integrated</i> Conservation-Development	55
5.3 Community Beneficiaries	59
5.4 Sustaining positive outcomes	64
6 Recommendations.....	67
6.1 Conservation Support	67
6.2 Community Projects.....	68
6.3 Governance	70
6.4 Data Toolbox.....	71
6.5 Final thoughts	71
7 Appendices	72
7.1 Literature Cited	72
7.2 Bwindi Mgahinga Conservation Trust Program Description	73
7.3 Informant Locations	74

7.4	Park Support Addendum	75
7.5	Research Support Addendum.....	81
7.6	Government Assessment Table.....	85
7.7	Batwa Data Addendum	98
7.8	Community Data	101
7.9	Terms of Reference.....	124
7.10	Methodology	126

Acronyms

BINP	Bwindi Impenetrable National Park
BMCA	Bwindi Mgahinga Conservation Area
BMCT	Bwindi Mgahinga Conservation Trust
EMP	Ecological Monitoring Program
GIS	Geographic Information System
GOU	Government of Uganda
GPS	Global Positioning System
HWC	Human Wildlife Conflict
ICD	Integrated Conservation and Development
ITFC	Institute of Tropical Forest Conservation
LCSC	Local Community Steering Committee
LG	Local Government
MBIFCT	Mgahinga and Bwindi Impenetrable Forest Conservation Trust
MGNP	Mgahinga Gorilla National Park
MUP	Multiple Use Program
PAM	Problem Animal Management
TAU	Trust Administrative Unit
TMB	Trust Management Board
UBOS	Uganda Bureau of Statistics
UWA	Uganda Wildlife Authority

1 Introduction

The Bwindi Mgahinga Conservation Trust (Trust) was set up in 1994 as a mechanism to support conservation objectives of the Bwindi Mgahinga Conservation Area (BMCA). Originally known as the Mgahinga Bwindi Impenetrable Forest Conservation Trust (MBIFCT), the organization works in the 1st and 2nd Parishes (56 parishes) neighboring BMCA across three districts of Kabale, Kisoro and Kanungu, involving thousands of people in hundreds of projects. It has become a leader in ICD in Uganda, with over 400 projects targeted to assist communities around the BMCA. The Trust also works with the Institute of Tropical Forest Conservation (ITFC) and the Uganda Wildlife Authority (UWA) in two national parks— Bwindi Impenetrable and Mgahinga Gorilla National Parks (subsequently referred to as BMCA) to “provide long-term, reliable support for projects promoting research on conservation of biological diversity and sustainable use of natural resources in its area of operation (BMCT)”¹.

No comprehensive monitoring and evaluation (M&E) program has ever instituted to help the Trust know its impact in the region and whether its goals have been achieved. This is essential for any conservation and development organization such as the Trust to contribute to global lessons learned for improving policy and practice of conservation through poverty alleviation and stakeholder engagement. This Assessment was solicited to fill this gap within the Trust. The results will enable the Trust evaluate and monitor their past, current, and future activities, and to consider how to focus funding of future activities with local people, research institutions, and UWA around the BMCA. Understanding the impacts of interventions is significant for improving the interventions and livelihoods of local people; for through understanding what works and what people want will help provide targeted strategies not only for the Trust, but for others who want to emulate the work of integrated conservation and development in Uganda and abroad.

1.1 Scope of the Assessment

Impact Assessment Goals:

- 1) To carry out an impact assessment of BMCT interventions from 1997 to 2012 to capture lessons learned and contribute to the Trust’s forward thinking for long-term continuous improvement.
- 2) To develop a tool for BMCT that documents its achievements and sets a foundation for its M&E program. This tool is a database of current knowledge, geographic information and baseline data for future projects, and will contribute to the Trust’s long term objective of designing and engaging in projects that have a positive impact on local people’s wellbeing yet provide a conservation return on investment.

¹ See Appendix 7.2 for a Trust Program Description

An Inception Meeting in August 2012 clarified the goals of the Trust and defined components of this research to a level that was feasible within time and financial constraints. The framework for the Assessment comprised two key areas:

1. Assessment

- a. **Conservation/Ecological Research.** This assessment documents the funding of various research programs by ITFC and interviews current and former members of ITFC, independent researchers, and BMCA park management to gauge the relative success of this sector within the Trust, and assess the need for/impact of future investment in this area.
- b. **Park management Support.** This assessment will work with the Trust to document the funding of activities with BMCA already defined
- c. **Community Activities.** The terms of reference includes “Assessing how the Trust’s community activity interventions contributed to the well-being of community members and to their attitude towards conservation, as well as to the conservation status of BMCA, while considering the sustainability of positive outcomes”. In order to do this, ‘community activities’ are sub-divided further:
 - i. **Batwa Support.** The Trust has made strong expenditures (15.7% of all project expenditures) to improve the livelihoods of Batwa throughout the region, through school support, livelihood investments, and land purchase. The question is what impact has it made, and what should be done in the future?
 - ii. **General community activities.** The Trust has had several reviews of its community activities but no M&E. Because of this, this assessment uses an opportunistic approach to examine all projects that informants are familiar with, but will put a focus on livelihood projects over the last five years, in which no systematic survey has been conducted.
 1. **Common-goods projects.** This Assessment will focus on the initial impacts of the Gravity Water Scheme.
 2. **Income/livelihood projects.** This component is to consistently document the funding of these activities, and hold interviews with beneficiaries and non-beneficiaries to understand their perceptions of impact, legacy effects, and implications for conservation. The assessment component focused on activities since 2006 in order to capture projects within recent memory of informants.
 3. **Awareness initiatives impact on attitudes.** The Trust has engaged in a range of awareness activities around BMCA, including drama troupes, radio messaging, seminars/workshops, and publications such as calendars. Although measuring change in attitudes without a baseline is difficult, this Assessment is to 1) develop a current baseline of conservation attitudes amongst informants, and 2) examine which

activities by the Trust have been remembered since its inception in 1997.

2. **Tool development.** The Trust highlighted that one of their challenges is that there is no centralized project database, and no mechanism to easily identify geographically their intervention locations. To ensure this Assessment has a legacy, an easy-to-use database system is to be developed collaboratively with the Trust staff that is a sustainable tool for which future projects will be added. This is an excel database for the Trust with a GIS component that is stored at ITFC where GIS technicians can encourage other stakeholders and researchers to contribute to for a BMCA-wide data tool. This database establishes long-term foundations for documenting and monitoring projects, as well as creating a platform for the Trust to collaborate with other partners to continuously improve ICD interventions around BMCA.

1.2 Limitations

The Trust solicited our team (Dr. Michelle Wieland, Dr. Robert Bitariho and his staff at ITFC) to conduct a complete assessment of Trust projects since 1997. This was not fully possible due to a number of factors, several of which were highlighted in our proposal, others which became evident during the course of the fieldwork.

1. The Trust did not have baseline data from which to assess impact—a fundamental problem within the operation of the Trust.
2. Data accumulation has not been a priority at the Trust. The limited extent of centralized data that the Trust holds regarding their own projects, including the project itself, geographic location, number of beneficiaries, goals, achievements, and the fundamental lack of baselines has limitations for the effectiveness of the database tool.
3. Too many projects across the region to effectively assess each.
4. Lack of up-to-date Ugandan Government GIS database. Currently the Government of Uganda (GOU)’s National Bureau of Statistics (UBOS) has the only “recent” GIS database of 2006 up to the Parish level, and that data is not up-to-date. Recent villages created as a result of new districts creation are not available in the UBOS database of 2006 Thus, the Assessment’s mapping efforts are not as strong as originally hoped.
5. Time and funding is a constraint for a full review of all Trust activities. However, this was well understood by all parties at the inception meeting, and we suggest more funds be made available for baseline development and review.

1.3 Assessment Methods

1.3.1 Survey Design

Six different surveys were designed to target stakeholders: Batwa community, Community (non-Batwa), Local Government, Park officials, LCSC members, and Researchers. The survey design closely followed that outlined in this inception report (Appendix 7.10).

The research included a peer-review process initiated by the Trust to ensure rigor in the design, data collection and analysis. This review was undertaken by Dr. Julia Baker, who provided substantive comments on methods and the report, and helped to develop synergies to upcoming research in BMCA.

Key Survey Principles

Impact	We define impacts as the stakeholders’ perceptions of benefits from Trust projects and their links to conservation.
Success	This term has stakeholder-driven definitions. For example, ‘success’ from UWA’s perspective would relate to their conservation targets, while ‘success’ from the communities perspective may relate to economic or social gain
Governance	Governance refers to the process of decision-making and the process by which decisions are implemented (or not implemented). For the Trust, good governance refers to the inclusion of stakeholders (particularly local people) in project design and implementation resulting in the ownership and sustainability of projects. Including governance, which underpins project success, in this Assessment provides a foundation for future M&E and a better understanding of why projects may fail or succeed to meet local and Trust objectives.

1.3.2 Geographical and Institutional Representation

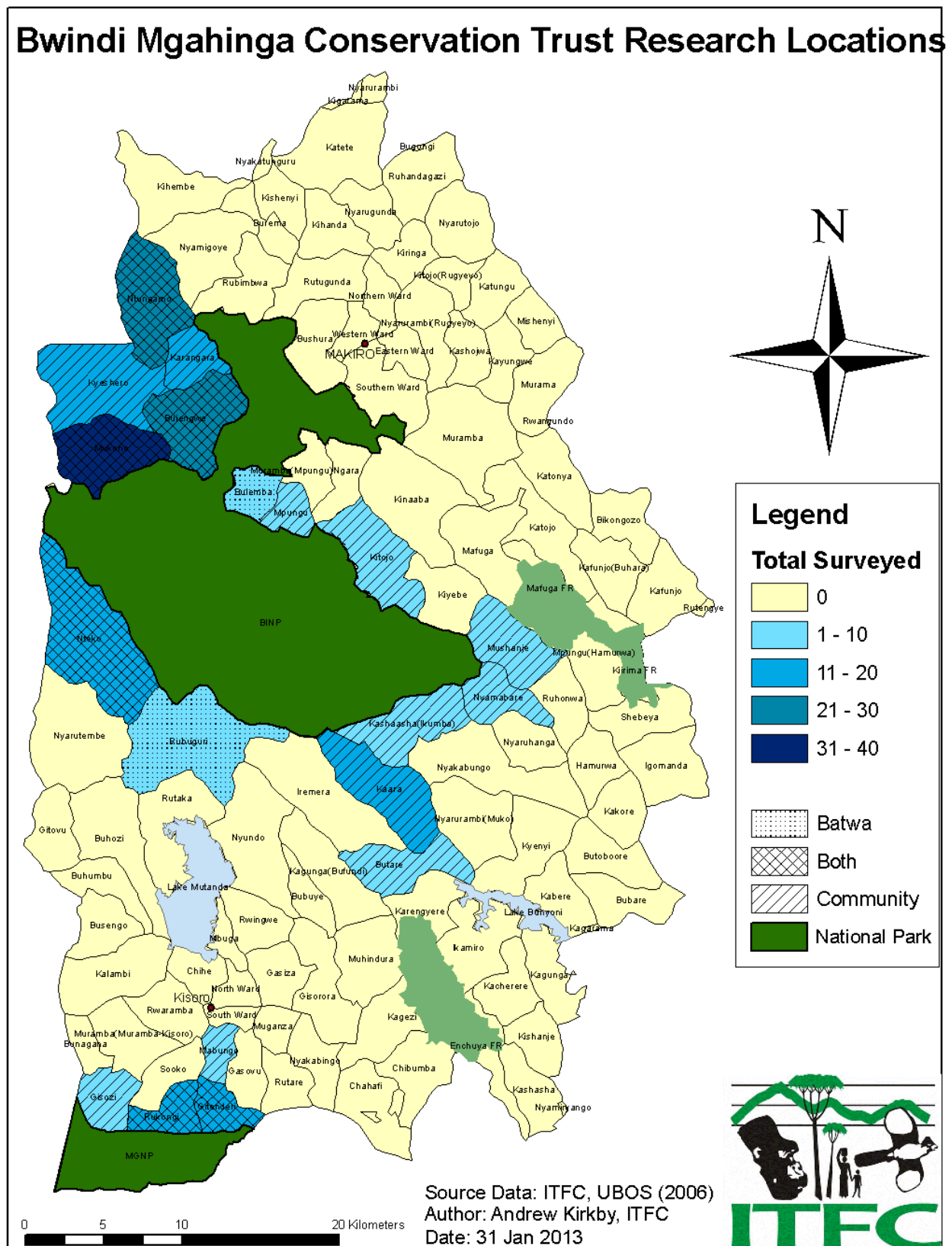


Figure 1: Location and level of effort of Assessment activities with Batwa and community stakeholders.

1.3.2.1 Park and Research

Across BMCA, we interviewed and informally talked with seven current and former park staff within the Uganda Wildlife Authority and four current and former staff of ITFC during November and December 2012. These informants provided long-term and current perspectives of Trust collaboration, and their views on future interventions that the Trust could contribute to in order to enhance conservation efforts in BMCA.

1.3.2.2 Local government

Twenty one local government officials were interviewed, including chairmen at the sub-county and parish level. At least 25 LC1s at the village level were interviewed using the community surveys to provide a broad, village-level perspective of Trust activities. We included local government leaders (LC2 and LC3) in order to get a scaled-up assessment of projects. Having this higher level of review provided a broader view in contrast to individualized perspective of villagers. (Table 10 in Appendix 7.3: local government informants).

1.3.2.3 Community

It was anticipated that 17 parishes would be visited and 170 interviews conducted with the 'community'. The team actually covered 18 parishes and conducted 196 interviews in two months in 2012, with a slight emphasis on Kanungu district where the Trust has invested heavily over the past 3 years in the Banyara Gravity Scheme (Table 1). We define 'community' as individuals living in the villages and are not self-identified as Batwa. This assessment differentiates the two following the approach of the Trust, in which special consideration in project implementation is given to the Batwa as a highly-marginalized group within the region.

1.3.2.4 Batwa

It was anticipated that nine Batwa parishes would be visited and 90 surveys conducted with Batwa informants. A total of eight parishes were visited and 74 informants interviewed (Table 2). The discrepancy was due to time constraints in the overall Assessment and data redundancy within each village allowing fewer interviews per location.

Table 1: Community surveys: Locations and participants

Parish	Women	Men	Total Surveyed
Buhumuro	1	3	4
Bujengwe	2	8	10
Butare	2	7	9
Gisozi	3	7	10
Gitenderi	1	7	8
Kaara	2	9	11
Karangara	5	6	11
Kashaasha	4	6	10
Kyeshero	12	8	20
Mabungo	1	9	10
Mpungu	2	8	10
Mukono	13	14	27
Mushanje	8	2	10
Nteko	3	7	10
Ntungamo	9	7	16
Nyamabare	7	3	10
Rukongi	9	1	10
Grand Total	84	112	196

1.3.2.5 LCSC

Four members of the Local Community Steering Committee (LCSC) were interviewed across the 3-district region, all of whom have a combined experience in the LCSC of over 40 years. These informants serve as the broker between local people and the Trust, and as such hold a wealth of information. This provided a different perspective on Trust activities with local people that is useful to understand the challenges expressed by community members on the disconnect between the Trust and the local people.

Table 2: Batwa Survey: Locations and Participants

Parish	Village	Women	Men	Total surveyed
Bujengwe	Byumba	7	4	11
Buremba	Kitahurira	4	6	10
Gitenderi	Rukeri	4	6	10
Mukono	Mukongoro	1	7	8
Nteko	Kikomo	6	4	10
Ntungamo	Kebiremu	1	7	8
Rubuguri	Ryabitukuru	1	1	2
Rubuguri	Igabiho	4	3	7
Rukongi	Kabonero	1	1	2
Rukongi	Musasa	3	3	6
Total		32	42	74

1.4 Report Structure

This report is based upon the needs outlined in the terms of reference and is divided into six chapters:

- ▶ **Chapter 1: Introduction** Provides the scope, objective, and methods of the report
- ▶ **Chapters 2-4: Findings** Provides the outputs and central findings from interviews with stakeholders. Chapter 2 highlights the tools created for the Trust, both the Trust database and the geographic information system (GIS) of the villages and Trust projects. Chapters 3 and 4 provide data on Trust interventions in five sections: park, research, Batwa, community, governance. Each section is ordered as follows:
 - General Findings
 - Contribution of Trust investment to the well-being of community members
 - Contribution of Trust investment to the conservation of BMCA
- ▶ **Chapters 5-6: Discussion and Recommendations.** The report concludes with two chapters that considers the findings within the context of the Trust's long-term objectives (p 73), its relationship with other partners, the sustainability of outcomes (3rd Trust objective for this Assessment) and provides recommendations on how the Trust can strategically move forward with its allocation of funding to park management, research, and to integrated conservation and development projects.

2 Trust Assessment 'Data Toolbox'

2.1 Trust Database

The database developed by this Assessment set out to compile all information about the Trust's interventions in the villages into one location, which could then be used to analyze project information, refer to projects and locations easily, and serve as a future tool for entering information from the project. The design of the database was developed by 1) examining the format of Trust documents and how project information was stored 2) asking Trust staff what information was important for their work; and 3) thinking about ways to streamline project information that is valuable in both project analysis and proposal development. A framework was developed and the database initially filled with available project information from Trust documentation, referencing annual reports, special reports to donors, and other project documentation. The database was then handed to Trust employees to cross-check, and given to LCSC members to help fill in missing data.

The result (Figure 2) is a database that includes 420 individual projects that the Trust has conducted since 1997. As staff were trained in use of the database, this database will continue to be enhanced by the Trust, in order to gather all information about completed projects, as well as to be used as new projects are entered. This database can be used by Trust management to evaluate their activities, track progress and monitor success, develop reports, and create charts to identify how the Trust allocates investments to project types, locations, and beneficiaries (see Figure 3).

District	Sub County	Parish	Village	Date	Grant amount	Funding mechanism	Project Title	Project no	Activity	Project type	Outputs	Impacted people	Remarks
Kanungu	Kayonza	Mukono	Kyumbugushu	2001-2005	126,634	EDP FY 2001 - 2005	Enterprise Development		Mushroom growing	IGA	trained farmers and were given spawns and harvesting equipments	120	24 members were trained. They established 9 individual grow rooms and two group grow room with 5 members each. The enterprise is doing well and there is ready market in the community and tourist lodges.
Kanungu	Kayonza	Mukono	Kyumbugushu	2001-2005	2,591,000	EDP FY 2001 - 2005	Enterprise Development		Beekeeping	IGA	Group given bee hives trained in bee keeping and given harvesting equipment	115	23 members were trained. The beekeepers did not have good harvests due to poor weather and no colonised hives.
Kanungu	Kayonza	Mukono	Nkwenda	2001-2005	608,000	EDP FY 2001 - 2005	Enterprise Development		Handicraft	IGA	Training and construction of Handcraft shop	55	11 members were trained. They sell to tourists at Buhoma gate, UCOTA and to Kubira Enterprise export them to USA. They save Ush1,000 each time and it is put on their savings account. They have recruited more weavers to be able to meet the customer orders. There are now 80 serious weavers in Mukono parish.
Kabale	Ikumba	Nyamabale	Mwizinga	2001-2005	1,498,600	EDP FY 2001 - 2005			Beekeeping	IGA		125	25 members were trained. 20 are practicing beekeepers. Others migrated from the village. Nyamabale beekeepers had good harvests especially those near BINP as there were many flowers during the season. The best four farmers harvested unprocessed honey as follows: 110, 80, 78 and 71 kilograms.
Kabale	Ikumba	Nyamabale	Kigarama	2001-2005	511,700	EDP FY 2001 - 2005			Handicraft	IGA		115	23 members were trained. They sell to craft shops in Kabale and Kubira Enterprise that export them to USA.

Figure 2: Structure of the Trust project database

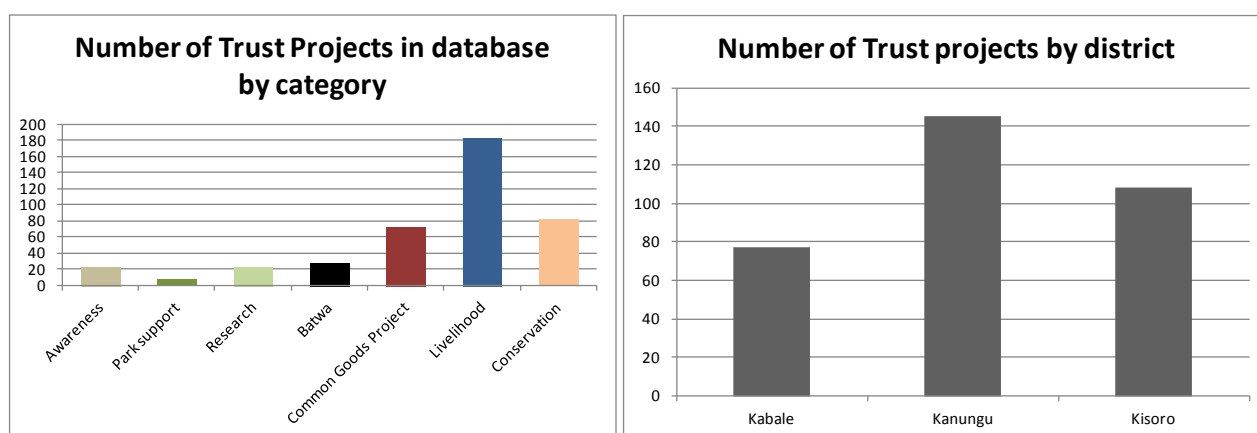


Figure 3: Examples of collated information from the database, such as the distribution of projects by type and by district.

2.2 GIS Mapping

Similarly to the database, the team worked with Trust staff to develop the structure for mapping Trust project interventions. This exercise was to provide the Trust with maps for visual representation of their projects. Trust field staff were trained in using a Global Positioning System (GPS) for location coordinates of Trust projects to be incorporated in the BMCA GIS database. Given the number of projects the Trust has done over the past 15 years exceeds 400, mapping every project within one month was not feasible. Trust management decided to map the common goods projects across the Trust working area. In addition, the Trust has made a commitment to map out all villages within their operational area. Data forms were handed out to the community officers to take coordinates of each village meeting center. The benefits of this will not only help the Trust visualize their working area, but can be used by project partners and BMCA to help better coordinate interventions in the community.



Figure 4: GPS training at the Trust

Bwindi Mgahinga Conservation Trust Project Activities

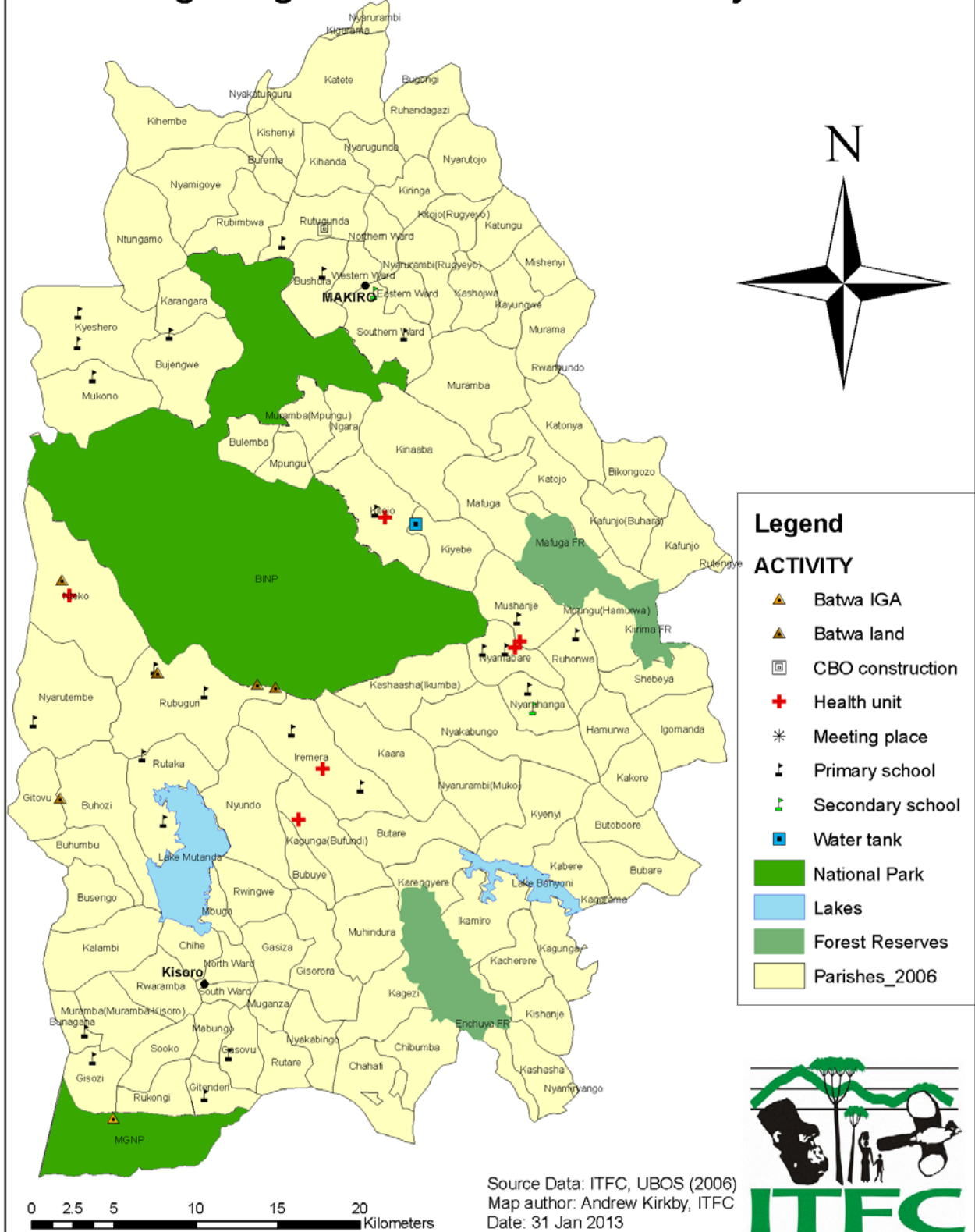


Figure 5: Map of the Trust geographic database. Note this does not include all projects as their GPS locations will be collected opportunistically by Trust staff over the coming year.

3 Findings: Non-community Trust Activities

This chapter reports findings on both park and research related support. Table 3 provides a summary overview of the impacts of interventions at a general level, household level, and to conservation. The rest of the chapter provides a deeper explanation of these results.

Table 3: Summarized results of the impacts of research and park related Trust activities.

Category	Projects	Aggregated Park and Research Impact Assessment Findings				Comments
		General Impact	HH Impact	Conservation Impact	Barriers to stronger impact	
Park Management	All	Any support the Trust can give has a strong impact on the parks	PAM support helps local communities, and tourism support brings indirect benefits into the local economy	Very strong when conducted; impacts of awareness support not assessed	Little funding (4% of expenditures over 16 years) means limited impact	Funds for emerging needs can help on activities that need immediate support and don't get support from UWA in Kampala
Research	Ecological monitoring program (EMP)		Moderate--research on biodiversity and ecosystem services can impact the park, which can impact levels of tourism, and can improve understanding of resources people use	Very strong--Research on wildlife and the ecosystem is a critical need for conservation management of the parks, and long term monitoring is the most important study for understanding long-term trends	Funding	Increased support of funding can improve understanding of long-term trends and help BMCA with their management decisions
	Research projects	Moderate--students get the opportunity to gain experience and improve conservation knowledge		Moderate--studies by students improves our understanding of the ecosystem, but it is important that key needs are identified to ensure maximum impact and value		
	Socio-Economic research	Research improves knowledge of human-natural resource issues, such as multiple use and human-wildlife conflict	Strong--Over 600 households around Bwindi have benefitted from the Multiple Use Program, which people cited as improving local attitudes	Very strong--Trust support on the evaluation of the MUP helped reduce people-park conflicts and improve attitudes. Support on PAM has contributed to strategies and reduction of conflict	Funding	Increased support of funding can improve understanding of the human landscape, thereby improving the Trust's own projects with communities

3.1 Support to Park Management

3.1.1 Trust Funded Park Management Findings

Trust support to the BMCA occurs through grants to the BMCA, who manages both MGNP and BINP. Types of support include direct infrastructure (vehicles, buildings, trails, etc), capacity building of staff, and technical aid such as management plan support. Table 12 in Appendix 7.4 highlights some of Trust-park management activities. What this table highlights is the strong park support during the beginning years of the Trust when the new parks needed the most support, as well as tourism infrastructure and problem animal management support in later years. Over the past five years, the Trust has directly supported some community conservation team projects in both MGNP and BINP totaling over 4.8 million shillings. The Trust has provided over 237 million shillings to the parks since it began supporting the parks in 1999.

Overall, Trust expenditures on conservation and development projects, 4% has gone to directly support park management activities. BMCA staff spoke highly of the Trust and its efforts to work with local people with the goal of reducing threats to the BMCA. Table 13 in Appendix 7.4 provides detailed information on key points from interviews with park staff² on their perceptions of Trust projects, past and present, and how they see BMCA working with the Trust in the years to come. The summary of the most important findings (strengths, limitations, and suggestions) from BMCA are as follows:

1. **Trust projects with local people directly benefits conservation.** There is great appreciation from BMCA staff towards the complementary community efforts of the Trust over the past 15 years. As other outside assessments have found in the past, the Trust has had an impact on community attitudes, which has helped BMCA to better manage BMCA through people-park relations. Focusing more towards the park boundaries may better align conservation goals of working with people who bear the brunt of conservation costs.
2. **Current BMCA staff do not know of many of the Trust's earlier interventions and contributions to the BMCA.** Individuals cycle through BMCA system every few years (high park staff turnover rates) and as a result institutional memory of Trust projects and legacy impacts is short. Thus decision-makers and policy implementers in the parks do not necessarily have a strong grasp of what the Trust has done in the past. The result is that the partnership between BMCA and the Trust is not as strong as it could be.
3. **Evaluation of ICD projects is strongly needed to help BMCA work with development-oriented partners.** There is a lack of data that confirms that community support directly leads to conservation. If the Trust invests in monitoring and evaluation of ICDs and socio-economic research that includes BMCA staff which demonstrates the effectiveness of various engagements with local people, the findings would strengthen the justification of the strong focus on local people by BMCA's partners.

² Note the assessment did not cover interviews with park staff who served over the entire course of the Trust park support.

4. **Local people do not always equate Trust projects to conservation.** The Trust actually links some of their projects (WASH particularly) with UWA. However, collaboration on livelihood and common goods projects would strongly benefit conservation in the parks by better linking conservation with development projects
5. **Increase funding to research and monitoring to feed into conservation planning.** BMCA sees research as integral for the conservation of BMCA. As BMCA does not have funding for research, the Trust can play a critical role in facilitating research. Some BMCA priorities are listed; we suggest the Trust funding a half-day workshop with stakeholders to lay out a five year research priorities plan that would then be funded by the Trust.
6. **Continue supporting projects that promote sustainable natural resource conservation in and out of the parks.** The Trust should continue its work around BMCA, and work closely with park staff to identify priorities that the Trust can support that will provide the strongest conservation benefits. For example, instead of spending \$1000 on 10 goat projects, spend \$10,000 on problem animal management (PAM), which would help hundreds of households and provide stronger links to conservation.

3.1.2 Contribution of Park support to the well-being of community members

It is inherently difficult to assess how financial inputs directly into the national parks contributes to the well-being of community members. Given the funds supported the infrastructure of the park, capacity building of staff, and of recent, awareness grants, contributions to community well-being is indirect. Direct benefits, from projects such as Mauritius thorn fences, has not been included in any long-term monitoring and would help the Trust assess their impacts to local people through direct park support.

3.1.3 Contribution of the Trust's Park Support to the Conservation of BMCA

Support to the BMCA has directly contributed to the conservation of BMCA. Infrastructure contributions facilitated law enforcement, general management, and tourism activities. The impact of recent awareness support is not clear, and unfortunately because no allocation of funds were spent on M/E, the results will remain vague. Given Trust support to park management is at around 5% of expenditures, the Trust's contribution is low in this sector.

3.1.4 Sustainability of Positive Outcomes in Park Support

Without a monitoring program associated with Trust contributions to Park Management, there is no *sustainability* of the outcomes that have resulted from the Trust. Monitoring and evaluation would lead to adaptive management practices that would help the BMCA improve upon interventions and incorporate those which can demonstrate a positive conservation impact.

3.2 Conservation/Ecological Research

Research funding from the Trust has been channeled through ITFC as it remains the resident institution on research within the BMCA. The Institute is in the best position for research activities that require presence on the ground for long-term monitoring, and has traditionally been a source of supervision and support for outside researchers with projects in BMCA.

3.2.1 Trust Funded Research Findings

Trust grants for research are categorized as either long-term research in the form of ecological monitoring (climate, wildlife populations, vegetation, hydrological) or short-term projects that target specific ecological or social research questions. Both types of projects are important in a comprehensive research strategy for contributing to the conservation of protected areas. Appendix 7.5 highlights the projects that the Trust has contributed to since 1997. Since 1998, the Trust has contributed nearly 1 billion Ugandan shillings into research activities (Source: BMCT 2013), or about 16% of its overall project expenditures. Table 16 in Appendix 7.5 provides detailed information on key points from direct interviews with ITFC staff on their perceptions of Trust projects, past and present, and how they envision research with relation to the Trust in the years to come. The summary of the most important findings (strengths, limitations, and suggestions) from ITFC are as follows:

1. **The Trust initiated funding of long-term monitoring (1997-2003).** The Trust had the vision and the means to provide the initial financial inputs to ITFC undertake ecological monitoring and research. This directly led to the realization that there was a need for long-term research using parameters that would be useful to BMCA management. The ecological monitoring program was very crucial in helping park management answer question of park management and how to conserve the two national parks. Through the funds Bwindi and Mgahinga national parks were the first to start up an ecological monitoring program (EMP) among all the national parks in Uganda.
2. **Opportunities created for research students.** Funding was made available to conduct short-term studies by masters and PhD students thereby increasing research capacity in Uganda. Involving students in ecological and social research is important, but needs conducted within a larger framework of long-term monitoring that stipulates capacity building and research dissemination as a component of the funding.
3. **Limitations include lack of research support, reducing the impacts the Trust have on biodiversity conservation.** To address this, the Trust could provide consistent financial support for research and monitoring with a long-term vision. Together with BMCA and ITFC, BMCT could develop a long-term plan for research support. This would include long-term ecological monitoring that would take place at specific interludes, more regular monitoring of climate and water, and punctual needs for conservation decision-making (such as the problem with gorillas exiting the park).

4. **Emerging needs fund for BMCA.** As emerging needs and areas of concern arise (gorillas coming outside of the park risking their health and human livelihoods, for example), the Trust could support park management by helping to fund unplanned-for events and opportunities. Additionally, a strong management team in BMCA needs individuals who are well trained. Using this fund for capacity building would be very beneficial for staff.

3.2.2 Contribution from Research to the well-being of community members

Multiple use programs (MUP)

The Trust has funded a socio-economic evaluation of the multiple use program that was part of a PhD thesis of Robert Bitariho from ITFC (Bitariho 2013). In this evaluation it was noted that many people living near Bwindi Impenetrable National Park (BINP) are poor and depend on the forest for their livelihood apart from subsistence agriculture. The study showed that over 85% of the household heads around Bwindi had no formal employment but depended on the sale of agricultural and forest produce. The study further noted that the most important forest resources for local people were those prohibited by park management and included timber, wild meat, wild honey, fish, wild yams, hoe-handles, walking sticks, weaving and medicinal plants. The study also discovered that there was a significant difference in mean annual incomes of forest resource users from the sale of forest products in the three categories of parishes. Beekeeping for honey was the most lucrative forest resource use in Bwindi with a mean annual income of 298,000 shillings for each beekeeper and the resource users from plant harvest zones get an annual income of only 39,150 shillings from the sale of small baskets made from *Marantochloa mannii*.

The study concluded that Bwindi's multiple use program (MUP) has helped contribute a small but significant income to the authorized forest resource users. The program also has a "trickle down" effect to the wider local people in the parishes participating in it. The study further concluded that in order to achieve the millennium development goal (MDG) of poverty reduction for the rural poor people around Bwindi, the MUP needs to work in tandem with other ICD(P) strategies. Working alone, the MUP will not achieve the MDG goal of poverty reduction.

Living fence-Human –Wildlife conflict

The Trust has engaged in several projects to reduce human-wildlife conflict through supporting problem animal management (PAM) activities, particularly Mauritius thorn planting. It has also funded research "Effectiveness of Mauritius thorn in controlling crop-raiding animals" (Edwards 2006) and "Crop raiding by wild pigs in BINP" (Musasizi 2003) that looked at mitigation measures. The findings could potentially help guide conservation practitioners in designing better mitigation measures, however no comprehensive approach to crop raiding has yet been implemented for BMCA.

When asked how PAM works, respondents familiar (i.e. those living near the boundary; Figure 42) believe that PAM projects do reduce crop raiding (Figure 6).

Those the Trust were involved with, according to respondents, were all successful in reducing crop destruction, although many noted that there needs to be better approaches to address weaknesses in PAM strategies. In particular include the lack of a wall in Mgahinga, gaps in Mauritius thorn fences around Bwindi, and a lack of sustainable funding for PAM measures.

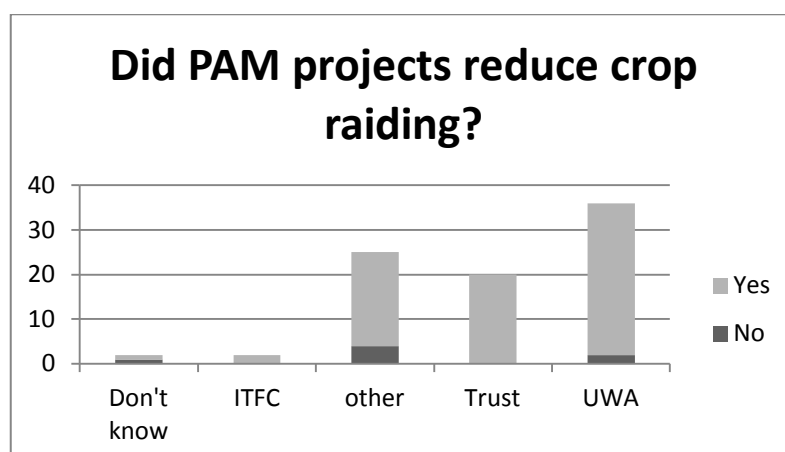


Figure 6: Most interventions with PAM reduced crop raiding. The Trust has been using live fences.

3.2.3 Contribution of Trust-funded Research to the Conservation of BMCA

The research funded by the Trust has contributed to the conservation of the BMCA in many different ways. We provide here two supported projects to highlight BMCT's research conservation impacts. The first is the Trust's contribution to the gorilla censuses, which is a collaboration between several Bwindi stakeholders but would not be achievable without funding. The census is important because:

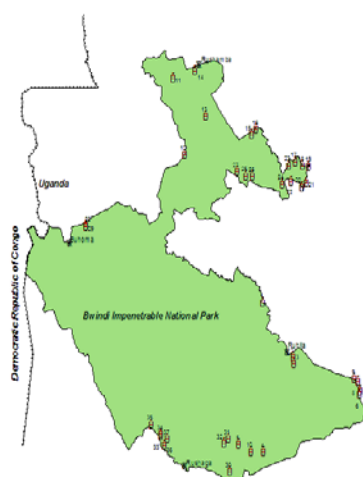
- UWA uses information on numbers of groups, their sizes and locations in decisions about habituating new groups for tourism.
- UWA has used these data in planning management zones
- Gorilla numbers are used as indicator of conservation success by UWA, USAID, other partners. Important feedback on UWA's ability to protect the gorillas. (Source: ITFC 2009)

In addition to the gorilla censuses, the Trust funded the Ecological Monitoring Program (EMP) from 1997 to 2006 and during this time of there were observable impacts that the Trust contributed to the conservation of BMCA. Examples include the multiple use monitoring program and the fire damage impact monitoring. The MUP plant harvest impacts monitoring made recommendations that showed plant harvests in Bwindi were causing no negative ecological impacts and this helped the park management recommend other new parishes for plant harvests, but recommended against the commercialization of such products (e.g. see ITFC 1999: Bitariho et al 2004). As such in 1999 the multiple use zones increased from 6 to 14 zones which helped more local people participate in the program thus improved attitudes towards the park by the local people. Furthermore in 1999, the Trust funding of the fire monitoring under the EMP increased local and park management awareness on the impacts of fire in Bwindi. The EMP produced maps and reports (Table 4, Figure 7) showing fire impacts from 1999 to 2005 and these showed reduced fires and increased local people participation in extinguishing of the fires (e.g. see Babasa et al 2000, Kasangaki et al 2001). These maps are used up to the present. Now, since EMP, such important studies are no longer done—but they have greatly contributed to our understanding of how human threats have reduced because of various interventions, and to examine where there are still problems. This type of data also helps the Trust consider where to prioritize ICD projects in order to reduce conflicts with local people.

Table 4: Fire monitoring from the Ecological Monitoring Program, an example of Trust impacts in research.

Source of data: ITFC Ecological monitoring programme November 2004							
Frequency of data collection and reporting: Annual							
Parameter	Bwindi Impenetrable National Park Annual Fire Report						
	1999	2000	2001	2002	2003	2004	Average
Number of fires	37	7	0	0	2	3	8.1
Total area damaged (Ha)	264	17	0	0	9.4	4.1	49
Causes of fire							
From Fields (outside park)	22	0	0	0	1	2	4.2
Wild honey collection	9	4	0	0	0	1	2.3
Beekeeping in MUZ's	4	1	0	0	1	0	1
Unknown	2	2	0	0	0	0	0.67
% community contribution to extinguishing off fires	68%	100%			0%	99%	66.8%

Burnt sites of Bwindi Impenetrable National Park in 1999



Burnt sites of Bwindi Impenetrable National Park in 2003



Burnt sites of Bwindi Impenetrable National Park in 2006



Figure 7: Fires across Bwindi from 1999-2006. Example of how the Ecological Monitoring Program funded by the Trust contributes to our understanding of conservation threats and the impacts of programs with communities.

3.2.4 Sustainability of Positive Outcomes from Research

Support from the Trust has been critical in informing conservation management of BMCA over the past 15 years. The findings of this research, as explained above, are still in use today. However, the *sustainability* of these positive impacts of research investments is in jeopardy. Sustainability in this sense relates to how the results of research are part of a continuous process of knowledge building rather than a one-off activity. Ecological and socio-economic monitoring requires long-term funding, and since the end of Dutch funding, this Trust support has diminished, save for support for a Multiple Use study. The results of this loss of funding has been felt by stakeholders of the BMCA, and the lack of a sustainable ecological monitoring program, to which the Trust could be an important contributor to, is a significant setback to conservation of the area. Despite the Trust's diminished funding, the Trust could focus attention on funding forest fire, multiple use impacts and hydrological monitoring programs that have a direct linkage to local community impacts on the forest.

4 Findings: Community and Batwa Trust-funded projects

4.1 Overview

In this chapter we present findings on the Trust's Livelihood, Communal, Awareness and Batwa projects. In this first section we include our results from the interviews with government officials, whose broader perspectives on Trust projects introduces the topics of discussion. Texts are located within the captions of the graphs.

4.1.1 Awareness of the Trust and its projects

The Trust is a well-known organization around the BMCA; 92% of local people and 100% of local government officials interviewed were familiar with the Trust. Community members who knew the Trust overwhelmingly listed projects associated with the Trust, most listing livelihood, Batwa and common goods projects in their area. Local government leaders were able to provide a range of projects that the Trust funded, including livelihood, common goods, conservation, Batwa projects, and awareness activities.

4.1.2 Local government assessment

Our interviews with government officials enabled us to visualize how they evaluated the various projects they were familiar with. The results are detailed in Table 17 in Appendix 7.67.4 and provides detailed commentary about the strengths and weaknesses of these projects from their perspectives, as well as suggestions on how the Trust can increase the impact of these projects. Although they provided information across a broad range of subjects, Key findings include:

1. Local government officials were positive about the Trusts' contribution to development in the region, and would like to see increased investment overall and funding for projects because their perceptions of the Trust's impact on well-being and conservation
2. The Batwa and the poor are those most identified as using resources in the park, believing they do so because of poverty. However, Trust should still focus their projects on everyone rather than targeting illegal activity or the very poor.

3. With regard to the Batwa, although projects were not always successful they should continue, the land titling issue should be solved, and the Trust should try to integrate Batwa into mainstream society through integrated Batwa/Bakiga projects

Government project insight is also added within the sections below on common goods and livelihoods.

4.2 Batwa Support

Since the Trust began work with the Batwa in 1998, it has invested over 980 million Uganda Shillings to improve the livelihoods and education of a highly marginalized group of people within the Bwindi-Mgahinga area. Table 5 below provides a quick overview of the impacts of interventions at a general level, household level, and to conservation. The rest of the chapter section provides a deeper explanation of these results. More data on Batwa can be found in Appendix 7.7.

Table 5: Summarized results of the impacts of Batwa-related Trust activities.

Category	Projects	General Impact	HH Impact	Conservation Impact	Barriers to stronger impact	Comments
Batwa	Land	Creates livelihood security	Very strong for those who receive	Strong, but needs to be for all Batwa for a very strong impact	Land titling issue needs to be adequately and fairly addressed. Not enough land has been purchased	For Batwa to be natural-resource independent, land is key.
	Housing	Strengthens livelihood security, health, and safety	Very strong for those who receive	Likely weak, but difficult to assess	House design is participatory, but can be more so	If Batwa have land, the construction of housing is important for their wellbeing, but for conservation may be better to spend money on land for other Batwa and set up savings and loan schemes for Batwa to build their own houses
	Education	Facilitate children to attend school	Very strong for all who take advantage of help	Remains to be seen, but likely strong		Education is a key source of help for the Batwa; however the long-term impacts cannot be measured. M/E program would be useful
	Livelihoods	65% of Batwa beneficiaries felt their project was not a success, yet 73% said they benefitted from the project, as it provided some income or manure for crops.	Moderate impact for those who received, as many of the projects had both positive impacts and challenges	Very strong as livelihood security reduces need to illegally use resources	Monitoring and follow-up visits to ensure sustainability are lacking.	Livelihood projects, after land, are critical for the Batwa to become self-sufficient. More monitoring of projects and secondary support are necessary for more sustainable results, as in the end many of the projects did not succeed as the participants had hoped. Important to consider activities with the Batwa that don't need land, such as skills development.
	Common goods	1/3 of Batwa feel they benefit from Trust common goods projects	Moderate--for those reached, improved access to health, water, and education	Moderate--however, wellbeing is improved, thus impacting attitudes and livelihood security	Linkages to conservation are often weak or disappear after a few years.	As marginalized people, they don't participate as much in the community and thus may benefit less than the Bakiga in the community.

4.2.1 General Batwa project findings

4.2.1.1 Educational support

Results from interviews of 74 Batwa respondents show that about 77% of Batwa households have school-age going children and of these, 74% go to school. Of the Batwa households whose children did not attend school, half (8) gave no reason, 3 families said their children refused, two had children who got married, and the other 4 cited other reasons (long distance to schools, working the fields, uniform destroyed, and lack of school fees³). Of those households who had children in schools, 89% said they received educational support in form of materials, uniforms and books from the Trust and other organizations. The Batwa thought provision of school fees and food was the most crucial for maintaining their children in schools. Lewis (2000) and Warrilow (2008) have reported that access to education is a major problem for many Batwa households. Lewis (2000) noted that in the year 2000; only 0.5% of Batwa populations went to school in Southwestern Uganda. This study has shown that there has been a great improvement in Batwa education since then (based on school attendance by our informants' children). Similarly, according to our informants, a lack of food is indeed a reason some Batwa children do not go to school. We do know what the Batwa parents interviewed would value most from the Trust: paying school fees, food programs, and the opportunity for their children to attend boarding/ secondary schools (Figure 8). Since 74% of Batwa respondents had children in schools, this study suggests the Trust and other organizations have tremendously helped improve the plight of Batwa education.

Lewis (2000) and Warrilow (2008) reported that despite some Batwa going to school, most Batwa children do not complete their primary cycle. This study did not assess whether the Batwa children completed their primary cycle nor did we assess the Batwa school dropout rates. Conducting a study in the future to more clearly understand the motivations why 25% of households have school-aged children drop out of school would be an interesting study for Batwa stakeholders to undertake. Previous studies suggest reasons may include cultural conflicts and household condition⁴. Such a study could be linked to a long-term research strategic plan.

³ Although there is universal primary education in Uganda in which there are no formal school fees, families must pay additional fees each month (such as contributing to teachers' food) which can run between 10,000-20,000 UGX per month (Mujuni, pers comm).

⁴ The importance of cultural events such as honey and wild yams collection to the Batwa might be the reasons Batwa miss going to school since these events are not synchronized with school calendars (Lewis, 2000). Other reasons include Batwa children being despised and harassed by their peer Bakiga/Bafumbira children as noted by Warrilow (2008). The Batwa might give excuses such as long distance to travel to school as the reason they drop out of school but in most cases the Batwa do not expect a non-Mutwa to understand their cultural events in relation to school calendars and other reasons pointed out above. Other reasons for missing school may not have to do with culture, but with household condition. To a Mutwa who is landless, land and food are the first priority livelihoods than education (Lewis, 2000). Lewis (2000) reported a Mutwa saying; "how can we study when our stomachs are empty"? This Assessment found similar sentiment amongst some in the Batwa community, but overall a large percentage did attend school. The improvement in Batwa education as shown by this study might be because of the various Batwa livelihood improvement programs through land acquisitions and income generating activities the Trust and other Batwa organizations have funded during the past decade.

4.2.1.2 Provision of Land and Housing

Eighty percent of Batwa respondents thought that provision of land by the Trust was the most important Trust project to them (Figure 9). Other important Trust funded projects for the Batwa were house construction and livelihood projects such as provision of goats and Irish potato seed in descending order. From the results, it is therefore apparent that lands for cultivation and house construction are the most important and crucial livelihood requirement for the Batwa.

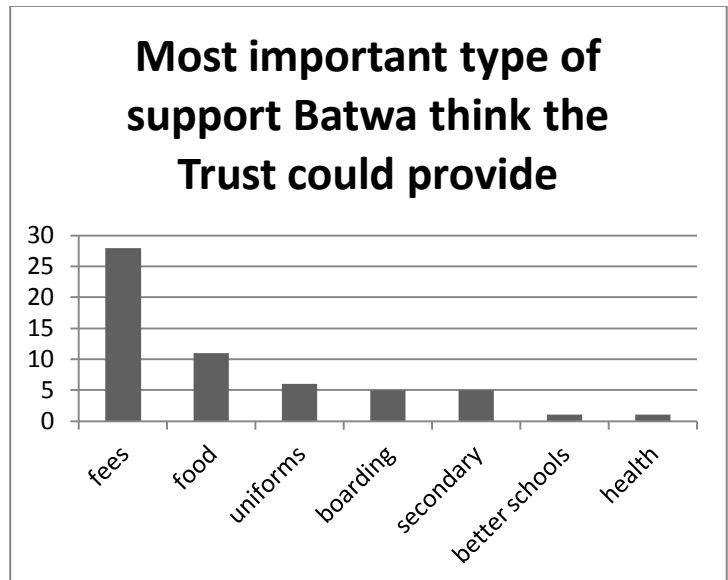


Figure 8: Ways in which the Trust can provide continued educational support. Note fees represent costs that the Batwa incur from overall school costs.

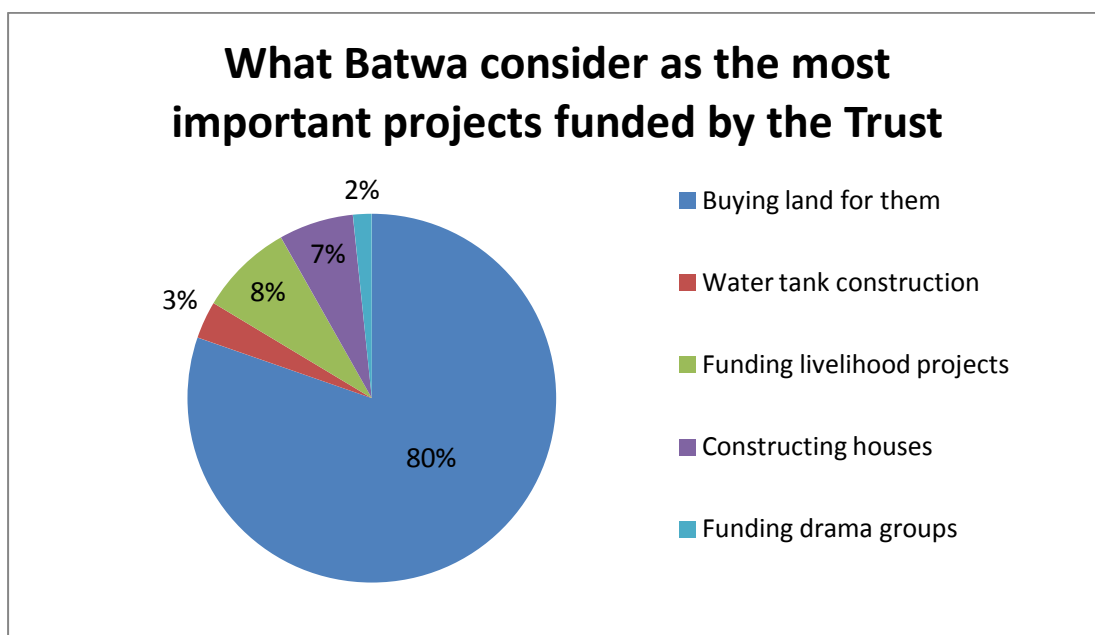


Figure 9: What Batwa consider as the most important Trust funded project (n=61).

With regards to land, 28 of the 74 interviewed (38%) benefitted from Trust land. Results however show that only 15% of Batwa surveyed felt they owned land (Figure 10). Most Batwa said they rented land or were landless. The 25 individuals who rented land felt that the land belonged to the Trust and other organizations that bought the land. Seven of the ten of those that said they owned land said the land that was given to them by the Trust. Lewis (2000) reported that the majority of Batwa were landless and others were squatters on land bought by churches and other organizations. Indeed, as this study shows, twelve years after, this situation has not changed much. This is one key component that needs to be addressed by the Trust and other Batwa organizations. Batwa like any other ethnic people in Uganda have a right to own land (Lewis, 2000).

Seventy one percent Batwa respondents said they owned houses, and of these, 70% were facilitated to construct their houses by the Trust and other organizations, and were chosen to benefit by the community. All the Batwa who had houses said house construction was their immediate requirement, and that those houses provided them with shelter. A right to a shelter by Batwa as noted by the Millennium Development Goal (MDG) is an important aspect that has been addressed by the Trust. Several of the beneficiaries would have liked the Trust to provide a kitchen. It is important that the Trust imparts the house construction skills to the Batwa for sustainability purposes and as a long term strategy of improving Batwa livelihoods.

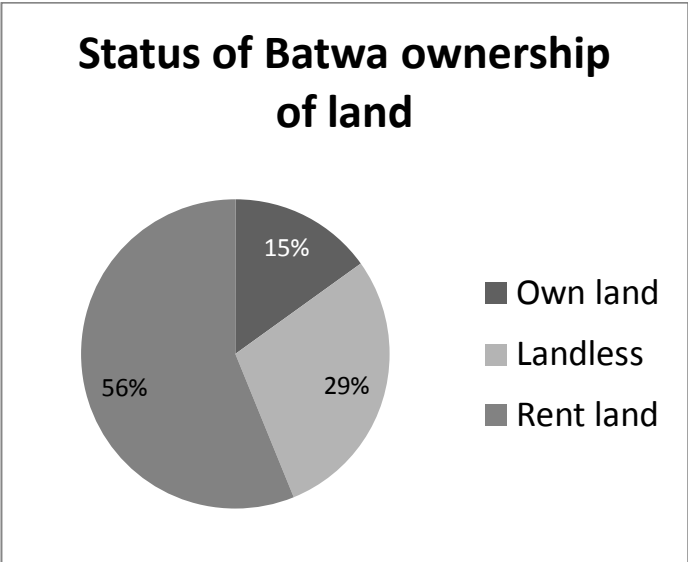


Figure 10: Status of Batwa land ownership (n=74)

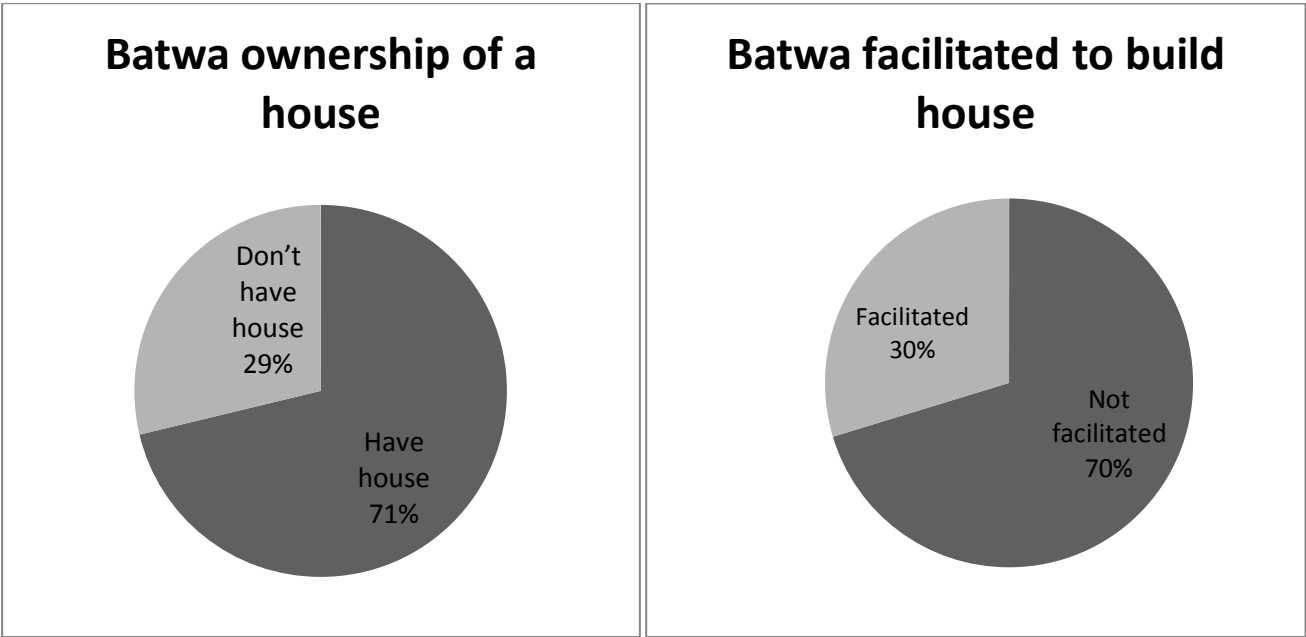


Figure 11: A) Batwa ownership of house (n=73); and B) Batwa respondents who were aided in house construction (n=74)

4.2.1.3 Livelihood and common goods projects

Of the 74 Batwa respondents, 85% were aware of Trust funded projects. One third of our informants reported they benefitted from at least one Trust common goods projects (water, health, schools). When asked who funds their common good projects, the Trust came on top of other organizations (Figure 36). The Batwa listed other organizations apart from the Trust that fund their projects as the Batwa Development Program (BDP), local government and churches. Thirty two percent of Batwa respondents thought that these projects were funded by the Trust while 24% thought it was a

combination of various funders. Eleven percent of Batwa respondents did not know who funded their projects.

Thirty two of the 74 respondents benefitted from livelihood projects. The livelihood projects funded by the Trust included the provision of Batwa households with income generating activities such as goat or pig rearing and Irish potato growing. The Batwa preferred household livelihood projects such as goat rearing because they felt they owned them and got direct benefits from them. However, 65% of project beneficiaries stated their projects did not succeed for one reason or another. Section 7.7 provides some anecdotes from participants as to how projects failed or succeeded.

82% of respondents preferred livelihood projects to common good projects; the Batwa think these livelihood projects are more beneficial to them since they are poor and recommend the Trust to focus more on these than the common good projects, even though many did not fully succeed.

4.2.2 Trust Contributions to the well-being of the Batwa

4.2.2.1 Economic benefits

The Trust provided people with economic benefits within the various projects they conducted with the Batwa. Land purchases helped provide more economic security, particularly compared with those Batwa who still do not have land. Although developing concrete figures on the amount of benefit is not possible given the lack of baseline data, we found that 73% of livelihood participants benefitted from their projects, as it provided some income or manure for crops. Still, 75% (48 of 64) respondents still do not feel self reliant, thus there is still more ways that the Trust can contribute to in helping the Batwa economically.

4.2.2.2 Non-economic benefits

Eighteen of the 74 respondents (24%) reported non-economic benefits from Trust common goods projects, particularly education, water, and health benefits. Six of the 32 who benefitted from livelihood projects cited training as one of the benefits they received. Other non-economic benefits the Batwa received included educational support and for those who received housing, shelter, storage and security for their families.

4.2.3 Contribution to the conservation of BMCA

4.2.3.1 Environmental awareness and attitudinal and behavioral change

Seventy eight percent of Batwa respondents said they were aware of environmental educational programs and think these have been mostly facilitated by BMCA management (49%), the Trust (42%) and others (9%). The Batwa became aware of the environmental educational programs through radio talk shows, drama groups and park conservation meetings. As a result of good environmental educational awareness, 67% of Batwa respondents said their attitudes towards the Bwindi and Mgahinga Park had improved and are no longer involved in illegal resource extractions from the park (Figure 12). Although not solely attributed to the Trust (half of respondents said Trust projects

improved their attitudes), the results suggest that the Trust has contributed towards improved Batwa attitudes towards park management.

Regarding behavior, a majority (71%) of Batwa reported an improved change towards park management (note improved doesn't always mean complete change). 75% of this change resulted in people no longer entering the park, while 19% said they had improved attitudes. Sixty four percent (47 Batwa) did not respond to our questions about how their behavior changed. It is likely that some of the Batwa respondents did not want to be associated with illegal activities in the Park. Indeed it has been reported that improved attitudes towards park management by local people may not necessarily translate to behavioral change to illegal activities (MacKenzie, 2012; Bitariho, 2013). Local people attitudinal changes translating to behavioral change is driven by a number of factors that include awareness and perceived benefits from protected areas (Christensen, 2009; Blomley *et al.*, 2010; MacKenzie, 2012; Bitariho, 2013). More studies could be conducted to get a better idea of conservation behaviors of this most marginalized group of people.

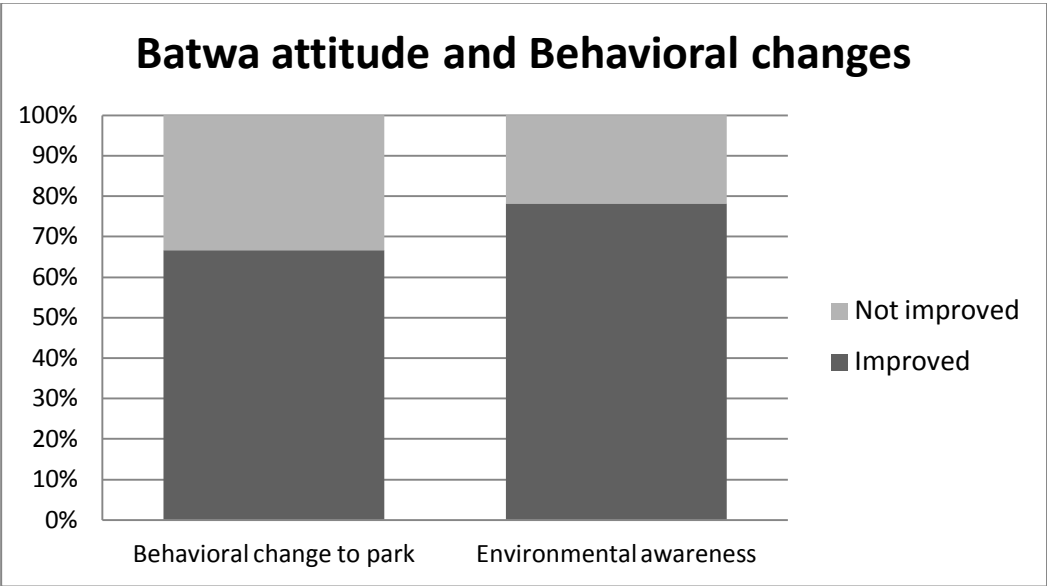


Figure 12: Batwa environmental educational programs awareness and attitudinal change to park conservation (n=74).

Batwa behavioral changes towards illegal resource extraction will most likely improve when they get benefits from the park through resource collection, tourism, employment and a source of income (MacKenzie, 2012; Bitariho, 2013). The Trust has addressed some of the social benefits for the Batwa through livelihood activities such as goat rearing and Irish potato growing. However other park benefits such as resource use programs, revenue sharing, Gorilla levy and tourism have contributed fewer benefits for the Batwa than to other local community members (Bitariho, 2013). Therefore despite the Batwa being aware and informed of environmental conservation issues through the Trust educational programs, the fact that they get less park benefits may not lead to behavioral changes towards illegal park resource collection and the conservation of BMCA. Indeed BMCA park management has reported increased illegal activities within the parks showing no behavioral changes

by local people towards illegal park resource collection. Illegal resource collection by local people is a manifestation by them to get livelihood requirements that are denied to them by park management (Bitariho, 2013). The Trust programs of environmental awareness and park protection need to be complemented with tangible benefits for the Batwa if stronger overall conservation of BMCA is to be achieved.

4.3 Community Projects

This section focuses on non-Batwa community projects funded by the Trust. Between 1997 and 2012, the Trust has engaged in over 300 projects in the communities, investing over 3.2 billion Uganda Shillings. First common goods projects are discussed, followed by Trust livelihood projects. Table 3 below provides a overview of the impacts of interventions at a general level, household level, and to conservation. The rest of the chapter provides a deeper explanation of these results. Appendix 7.6 contains additional data on our findings with the local people.

Table 6: Summarized results of the impacts of Community-related Trust activities.

Category	Projects	General Impact	HH Impact	Conservation Impact	Barriers to stronger impact	Comments
Community	Livelihoods	Livelihood projects in general provided income for households as well as training which is a lifetime skill.	In general, livelihood projects add some income to households, but it is usually not life-changing. The impact level of income is case-based, but in general is not a major livelihood change.	Livelihood projects can have strong impacts on conservation for those who participate IF they live close to the park and use their disposable income to avoid illegal use; unfortunately relatively few people benefit from Trust livelihood projects, and even fewer of those live near the park	Overall, Trust investment in livelihood projects is low (due to funding stream restrictions), reducing potential impact. LCSC governance is a problem in representation and ensuring people know how to apply for projects. Follow up and monitoring is key to ensure sustainability.	How the Trust targets people should be re-examined for the strongest impacts to reducing poverty, compensating those who bear the most costs to conservation, and impacting conservation (illegal resource users). Governance issues (transparency, appropriate beneficiaries) need to be monitored, and the LCSC system needs to be revisited.
	Pig	Pig projects had a good success rate (90%).	Pigs require a more intense investment and should only be given to capable individuals.	(see above)		Pigs may benefit more wealthy individuals who are best able to care for animals, questioning the conservation value of the project
	Goat	Goat projects had a good success rate (83%) with still others to be assessed by participants as the project was ongoing.	Goats are generally revered as an easy-input project	(see above)		Goat projects in groups require that benefits may be slow in coming to some members; group cohesion is important. Value of project, given cost of animals and # beneficiaries make it low conservation value unless the 'right' people are targeted
	Potato	Potato projects were rated successful (93%)	Potato projects well received, and can increase yield for participating families	(see above)		As Irish potatoes require fertilizer/pesticides, this is not a generally environmentally-friendly project. Trust does good in not giving pesticides, but would be good to find alternatives to pesticides to make a bigger difference in the area.
	Beekeeping	Beekeeping project had a good success rate (5 of 5 rated it good)	Projects provide disposable income for households to pay for needs or to invest in other livelihood activities	(see above)		Beekeeping projects are potentially in jeopardy because of pesticide use--an in-depth study of the impacts of potatoes on insects and beekeepers should be undertaken before more support is given to this type of project.
	VSLA	VSLA projects had a good success rate (5 of 5 rated it good)	It helps households with family finances and personal banking.	(see above)		VSLAs give people the choice and personal responsibility to work on projects at their own pace. It also makes people accountable to those in their group. We suggest many more of these projects as, if done well, strong value for money. Consider these projects with stretcher groups with villages along the park boundary.
	Mushroom	There were too few of these to assess well, but everyone was very positive about them	not enough information	(see above)		Our field team was most impressed by the mushroom projects, and suggested these projects above all else because of the ease and success of the projects to provide people with money.
Common Goods	Banyara Gravity Water Scheme	100% interviewed said the project positively impacted their lives. Access to water and associated VSLA and health training has made this project very successful	Strong--Healthy families, increased time for other activities	Moderate--general wellbeing is improved, thus impacting attitudes and livelihood security	Ensure follow-up and monitoring for transparency--would have been good to have a grievance mechanism in place during project planning to address concerns of local people (particularly political)	Maintain conservation linkage with repeat visits and branding, not only with BMCT but with BMCA
	Other (schools, health centers, water)	Increased or new access to social services impact households and communities	Strong--access to social services impact households in several indirect ways. School support has been a long-term legacy for the Trust	Weak--general wellbeing is improved, thus impacting attitudes and livelihood security. However, the link to conservation breaks down after a few years thus missing an opportunity for long-term sustained impact	Linkages to conservation are often weak or disappear after a few years.	It is difficult to assess the impact of common goods projects on individual families and conservation as it is a project that people don't necessarily come into contact with each day.

Category	Projects	General Impact	HH Impact	Conservation Impact	Barriers to stronger impact	Comments
Conservation	PAM	100% of people (n=20) said project reduced crop raiding	Very strong--but it only works if the fenceline is long, and it only impacts those who border the park.	Very strong--households are protected--if the fence is strong	Overall BMCA PAM project needs overhauled to address inherent PAM weaknesses (not the fault of the Trust but can benefit from Trust input)	Strategies need work, collaboration with partners, and constant maintenance to work
	Trees	Tree projects were rated successful (5 of 5 interviewed)	Very Strong--Provided fuelwood, source of income, and training to reduce soil erosion	Very strong as projects remove need to go inside the park for fuelwood and timber, as well as positively impact village lands		Great value projects that should be targeted where needed around the park. Investigating possibilities of bamboo projects would also be worthwhile
	Attitudes	90% of people responded their attitude has improved since the park was created. Our surveys with local government suggest that of the Trust's activities: 20% of them strongly impact attitudes; 47% some, and 33% little to none.	Of Trust activities, livelihood and common goods projects (not outreach) most strongly impact people's attitudes according to community respondents	Relating attitudinal change to behavior change is difficult. However, the conservation of BMCA is strongly impacted by Trust activities.		Linkages between Trust projects and conservation can be stronger, leading to more attitudinal change. However, a study could be done to examine how best to target Trust projects on those whose attitudes are very negative.
Awareness	Radio	69% of respondents have heard radio messaging	n/a	Potentially strong--many people were aware of messages but how those messages are absorbed is unknown		A special awareness impact study could be conducted during new awareness activities to gauge true impact of activities. Organizations who conduct media outreach conduct studies at the time of their activities to gauge effectiveness -gauging after the fact is difficult to attribute impacts to conservation.
	Calendar	41% of respondents have seen Trust calendars	n/a	Very weak--there is almost no conservation messaging on calendars	2012 calendar had no conservation imaging to link calendar to biodiversity	
	Drama	Strengthens livelihood security, health, and safety	n/a	Very strong--many leaders and park officials spoke of how drama directly engaged people		
	Study tours	5% have been on Trust study tours	n/a	Leaders noted how important study tours were, although the impact on conservation is questionable		
	School talks	13% have seen school talks	n/a	Unknown		
	Posters	30% of respondents have seen Trust posters	n/a	Unknown		
Behaviors	Park	84% of people said their behaviors have changed because of the Trust	Very strong--as people's behaviors towards the park improve, the stronger the ecosystem is, and thus long-term tourism economy and ecosystem services for the communities	Moderate--behaviors towards the park are most impacted by fear of the law, and not Trust projects. However, 35% of people said Trust activities stopped their illegal behavior in the parks	Trust often doesn't work in villages that border the park, where people have very close access to illegal use (negative behaviors)	
	Village lands	37% people said they planted trees because of the Trust, and 21% improved land use.	Very strong--for those who get training, having better knowledge of erosion control and land-use planning improves household long-term livelihoods.	Strong--These both reduce need to go into the park to get firewood or supplement their livelihoods.		
	Villagers	43% people said their relationships in the village have improved.	Weak--Improved relationships in the community strengthen ties amongst people and ethnic groups	n/a	Integrating Batwa into community projects could improve relationships within the village even more	

4.3.1 General community projects findings

4.3.1.1 Common Goods

Of all the 196 interviewed people, 95% benefitted from a common goods project. Of those, 74 people in 30 villages benefitted from at least one Trust common goods project, suggesting that the Trust is a major provider of common goods projects in the area (see Figure 38 in Appendix 7.6).

In examining common goods projects from the Trust, this study focused on the Banyara Gravity Scheme, and compared it with other water projects across the BMCA. Of the 196 interviewed, 37 were randomly selected in the Banyara watershed, and of those 17 informants reported they directly benefitted from the Banyara scheme (Figure 13). These numbers suggest that even with a large Trust project, relatively few will benefit from one specific project—in this case 9% of our informants benefitted from the Banyara scheme, and within the geographic range of the Banyara scheme roughly half benefitted from the project.

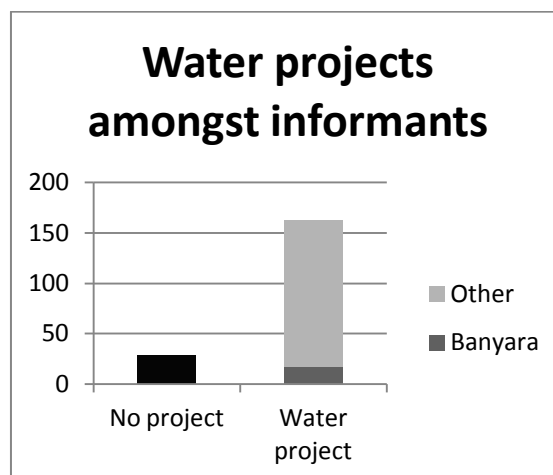


Figure 13: Composition of Banyara Scheme beneficiaries amongst all informants

In general, benefits from water project were divided into four categories (see Figure 14). Of those, the major benefits of water projects include healthier families and time saved from water collection. Women and children particularly benefit from water schemes, as time saved allowed women to participate in other livelihood activities which provided secondary economic benefits in the household.

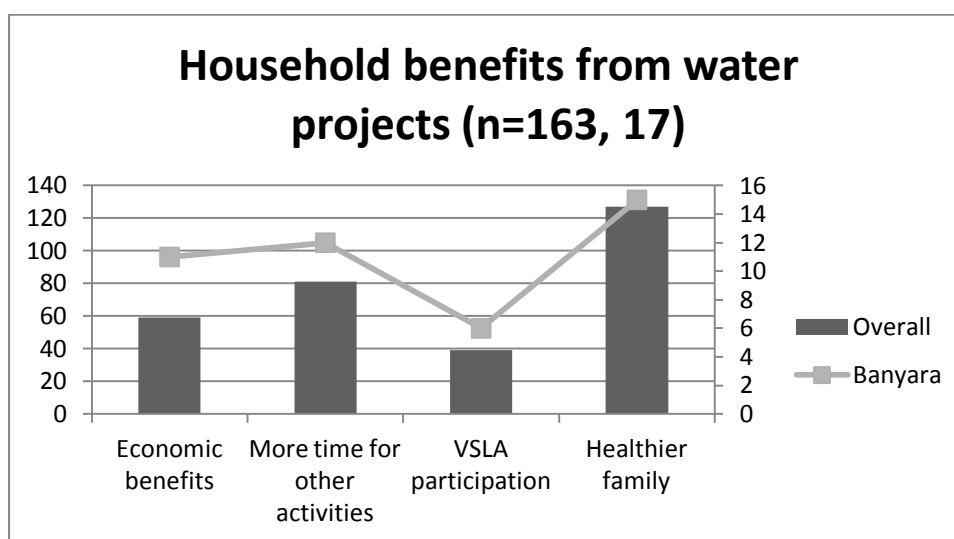


Figure 14: Benefits from water projects. Banyara beneficiaries tended to benefit in proportionally equal ways as other projects, with health being the major benefit.

Having closer taps in the Banyara scheme has also changed on who collects water. A quarter of all households interviewed now have only their children collecting water, while half have added children to participate in water collection (Figure 39). This again suggests that the Banyara scheme has benefitted women who are now able to participate in other household and livelihood activities.

All Banyara water project beneficiaries responded that their lives have positively changed because of the scheme (Figure 14). The scheme, from the respondents perspectives, was almost all positive because of the benefits listed above; there were however some unsubstantiated claims relating to political influences in water tap placement which this project was not able to verify. However, including strong governance and transparency indicators in the Trust’s future monitoring and evaluation system can help address these types of issues, which are discussed in Section 5.

4.3.1.2 Livelihoods

Amongst the 196 respondents, this review was able to reach 72 people (37%) who benefited from 30 different Trust livelihood projects, providing insight into various projects and how participants are able to interact with the Trust, and benefit from these interventions. Governance issues with regards to this program are discussed in Section 4.4.

There is a high awareness of livelihood projects funded by the Trust, with over 75% of the respondents acknowledging they know that the Trust engages in such interventions (Figure 40). Of the 110 respondents, (98%) 108 reported that they would wish to participate in Trust projects. This suggests willingness by the local people to participate in improving their current livelihood conditions. Although many people responded positively that they wanted to participate, over 80 of them replied they did not either know they could apply, did not know the procedures on how to apply, or did not have any contact with people to apply to for the projects⁵ (Figure 15).

Thirty seven percent of respondents participated in a Trust livelihood project. The Trust livelihood beneficiaries participated in a variety of project, most notably potato, pig, and goat projects (Figure 16).



Figure 15: Although most people knew the Trust supports livelihood projects, over 80% did not apply for a project (n=111). Interview data suggests this is because they were unaware that they could apply for them.

⁵ Two mentioned they did not apply because of system bias by local government leaders. Although this instance may have been confused with the Revenue Sharing scheme where local governments are directly involved in projects, it should be noted that the Trust also works through LC2s who recommend projects that will to be evaluated by the sub-county.

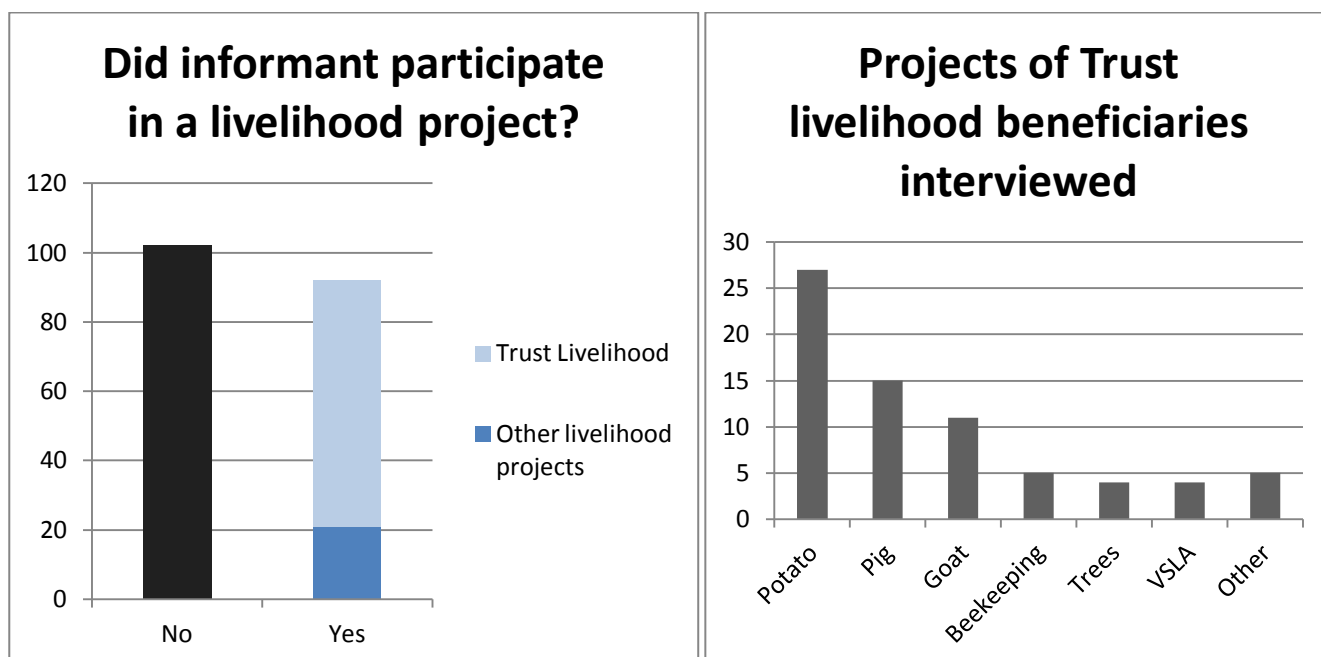


Figure 16: a) Breakdown of informant participation in livelihood projects (n=194). Over 75% of those participating in a livelihood project received assistance from the Trust; b) Trust livelihood project types for those interviewed (n=72). Note participant selection in the study design favored Trust recipients.

Although these projects were initiated at different periods throughout the past 15 years, 93% of the participants continue to engage in these livelihood activities, even after the Trust support has ended (Figure 41). This suggests that the Trust is supporting projects that are central to individuals' livelihoods.

Although the continuation of projects by participants after Trust support has ended suggests these projects provided some level of economic benefit, the surveys questioned participants if they considered their projects successful (left to them to decide what 'successful' meant). The results, although not as strong as suggested based on continuation, suggest that many participants *thought* the Trusts' work was successful (Table 7) thus strengthening the perceived benefits that the Trust brings to local people.

Table 7: Trust Livelihood project breakdown, and participant assessment of project success. Nearly 75% of all projects were considered successful by informants.

Project	Success?			Total
	No	Yes	Not yet	
avocado		1		1
beans	1			1
beekeeping		5		5
goat	1	5	5	11
mushroom		2		2
pig	1	9	5	15
potato	2	24	1	27
poultry	1			1
trees		3	1	4
VSLA		4		4
Grand Total	7	53	12	71

In order to help the Trust gain insight as to why specific projects failed or succeeded in the minds of participants, we outlined responses of participants in Table 18 and Table 19 located in Appendix 7.7. Of 66 respondents, all but five recommend that the Trust continues with the type of interventions currently provided. Those who responded ‘No’ related failure to household and environmental factors, although one suggested the project, although they earned income, was too small. Benefits and discussion of livelihood projects are highlighted in the sections on community wellbeing and governance.

4.3.1.3 Conservation projects with communities

This Assessment did not focus on ‘conservation with communities’ projects, including tree planting, stoves, and PAM as it was outside of the scope. Despite this, it was clear from our discussions with local leaders and villagers that people support both PAM (Figure 6) and tree planting (very welcome and needed projects in some areas). However, one local leader south of Bwindi suggested that tree planting be halted in their area because there is no land space left, and many organizations are fulfilling the role of providing trees. Thus, scoping and site selection are urged when considering these projects. For information on conservation-community related issues, see Section 4.3.3.

4.3.2 Trust Contributions to the well-being of community members

4.3.2.1 Wealth ranking within the community

Major results suggest 1) that most people feel their current livelihoods aren’t enough, and 2) Trust projects benefit a representative sample of the community, and that a majority of those who receive projects are in the average wealth status (Appendix 7.8.2).

4.3.2.2 Economic benefits

One important question of this Assessment is to understand whether or not the well-being of those who receive projects was improved, and one of those factors is economic benefits. This is a difficult question to answer without proper baselines and monitoring participants during and after the project, and thus it would be inappropriate to develop any outright conclusions. This study did not develop baselines for community wellbeing as such as this is very difficult to assess. However, it is clear through the surveys and interactions with people and leaders that local people that benefitted from Trust projects, particularly common goods projects, have improved well-being compared to neighbors. This will be addressed further in the discussion section below.

For livelihood activities, we asked Trust livelihood participants if the projects improved their income. All respondents were in agreement that Trust projects improved their income as Figure 17 shows. Much of local people Trust projects' benefits relate to food and income, as well as reinvestment of profits into livelihood activities. Income is often used for school fees and household needs (Table 21, Appendix 7.8).

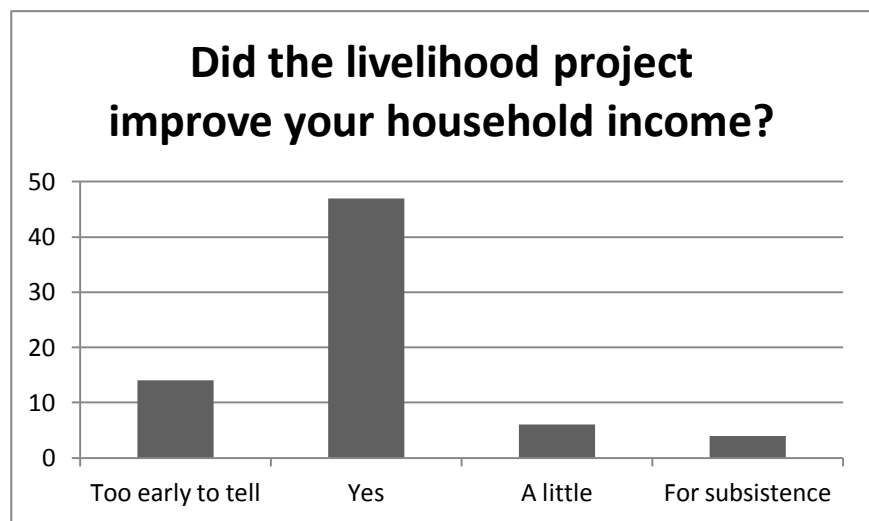


Figure 17: Livelihood participants have largely reaped benefits from their projects (n=71). Livestock projects take longer, as is highlighted behind those answering 'too early to tell'. Those answering a little or 'for subsistence' were recipients of agricultural projects.

In addition to asking participants, we questioned local government officials to understand their perceptions about how project participants used the profits from Trust projects and provide us with an idea of how well local government followed Trust projects. Results (Figure 49) suggest people use money to invest in school/household goods and livelihood inputs. Only 11 of the local government officials were able to provide information, suggesting that linkages between local leadership and project participants is not that strong.

4.3.2.3 Non-economic benefits

Often, economic benefits are the only components assessed in livelihood projects. We however asked both local government officials and Trust livelihood project participants if there were also non-financial benefits. The results from local government (Figure 50) suggest that capacity building was by far the most important benefit, but also that local conservation, community interactions were also

important. Of the participants themselves, 39 reported (not prompted) that training was a (non-financial) benefit. Another 18 reported the equipment received during the project was a benefit.

4.3.3 Contribution to the conservation of BMCA

The Trust was initiated to contribute to the conservation of the parks. By working with local people on integrated conservation and development projects, Trust activities have contributed to this Trust goal. Conservation targets include attitudinal change of community members, behavioral change, and the increase of awareness of conservation and the parks. This section examines each of these targets and how the assessed Trust interventions have contributed to the conservation of BMCA, through both interviews with local government and informants within the community.

4.3.3.1 Awareness

The Trust conducts several types of outreach, both directly with its common goods projects, and more broadly through media such as radio and calendars. This Assessment set out to examine if/how these methods for awareness reach the people, and what type of impact each approach has. Half (49%, 48 of 98) of those interviewed were immediately aware of Trust outreach activities (Figure 51). Further probing resulted in even more people (135) had come into contact with awareness activities (Figure 18), particularly radio, calendars, and posters. This mirrored familiarity local government also had with the Trust activities (Figure 52).

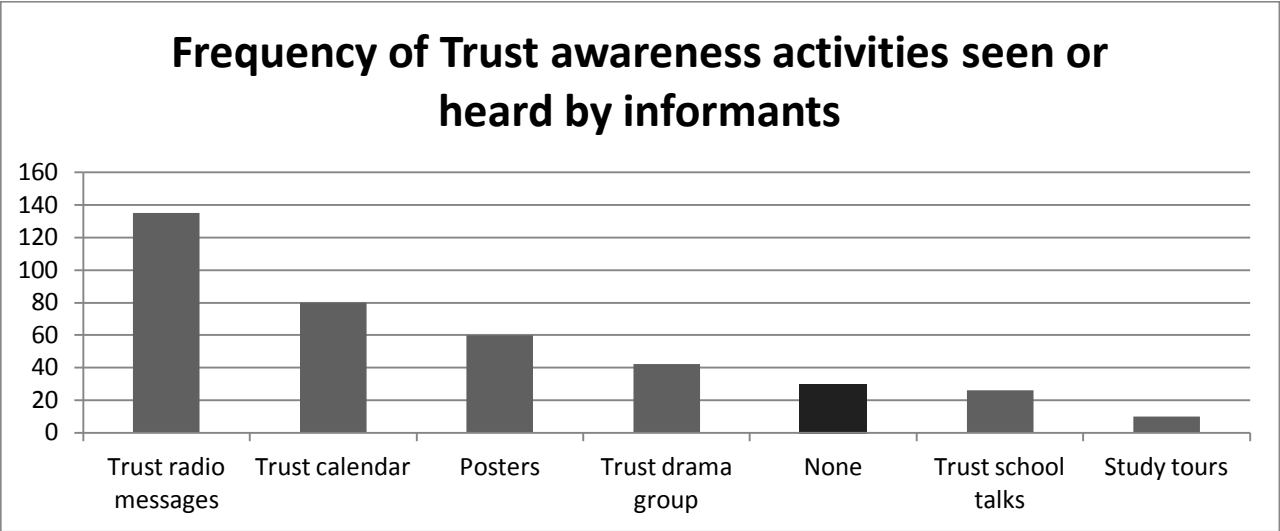


Figure 18: Familiarity of the various Trust awareness activities according to local informants. Note the number of people acknowledging Trust awareness activities is higher than in the earlier pie chart, suggesting that at first people do not recognize what they are listening to is a Trust message. A majority of people interviewed (135 of 192) have heard Trust radio messages, suggesting this type of awareness activity has the ability to reach the highest number of people.

We must caution here however that familiarity of various Trust awareness activities does not equate the effectiveness of the method. When asking local government officials about the impacts of Trust outreach activities, only 11% thought it was very positive, and 44% thought it was weak. This data is

BMCT Assessment | Findings: Community and Batwa Trust-funded projects

further strengthened by follow-up questions presented in the next two sections that suggest both park and Trust outreach strategies have little influence on peoples’ attitudes and behaviors.

4.3.3.2 Attitudinal change

In general, nearly 90% (n=189) of informants have reported improved attitudes towards the BMCA and that the Trust projects and activities have contributed to these improved attitudes. This finding was also reported by Blomley *et al* 2010. To gauge how strong the positive attitude change was due to Trust interventions, we asked local government informants to evaluate the level to which Trust activities have impacted attitudes (Figure 19). They felt that about 20% of Trust activities had a strong impact, while 33% had little or no impact on attitudes. Disaggregated by category (Figure 20), those activities that were rated the strongest included drama groups and study tours, which directly address awareness and attitudes, followed by mixed reviews of common goods, livelihoods, and radio awareness projects. These data suggest that although the Trust has some impact on attitudes, it is not necessarily strong.

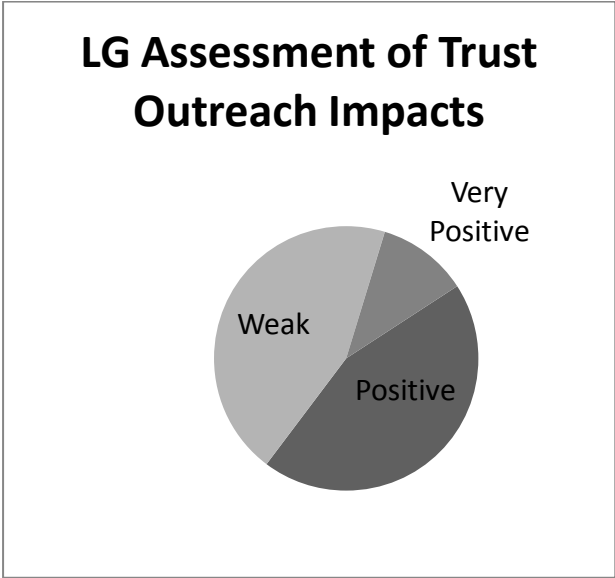


Figure 19: The impacts of Trust awareness activities from a local government perspective (n=18).

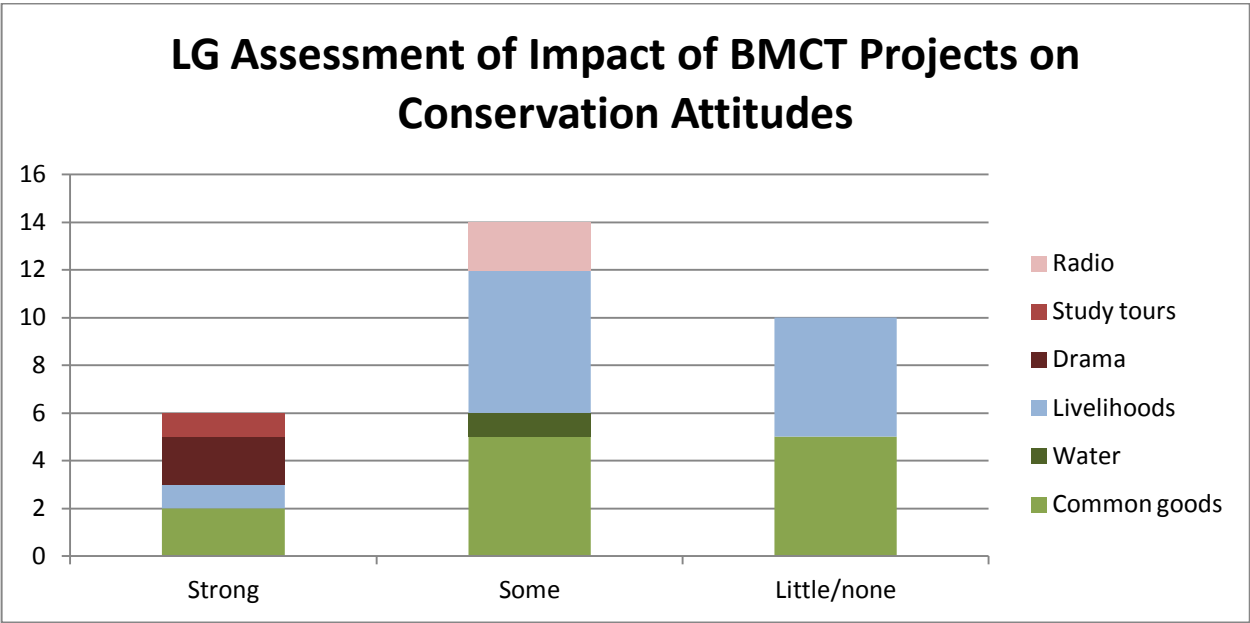


Figure 20: Local government perceptions of the level of impact various Trust projects have had on conservation attitudes

In order to put Trust projects into perspective, we provided both local government and community informants with a list of interventions aimed at benefiting local people and asked them to highlight those activities they feel contribute to individual attitudes. The results (Figure 21) suggest that a) projects that impact households strongly (e.g. livelihood projects) impact conservation attitudes, and b) that villagers consistently rate Trust projects as contributing to positive attitudinal change. The weakest projects for attitudinal change include outreach and multiple use. The latter result may likely be related to the fact that few people benefit from the multiple use program, and the likelihood that we interviewed beneficiaries of that program are low. We surmise from these data that these projects contribute to conservation attitudes, but that it is a relatively small contribution compared to the overall population. When we were able to ask relative strength of the attitudinal impacts, only one third (34 of 103) said that the Trust projects had strong impacts on attitudes.

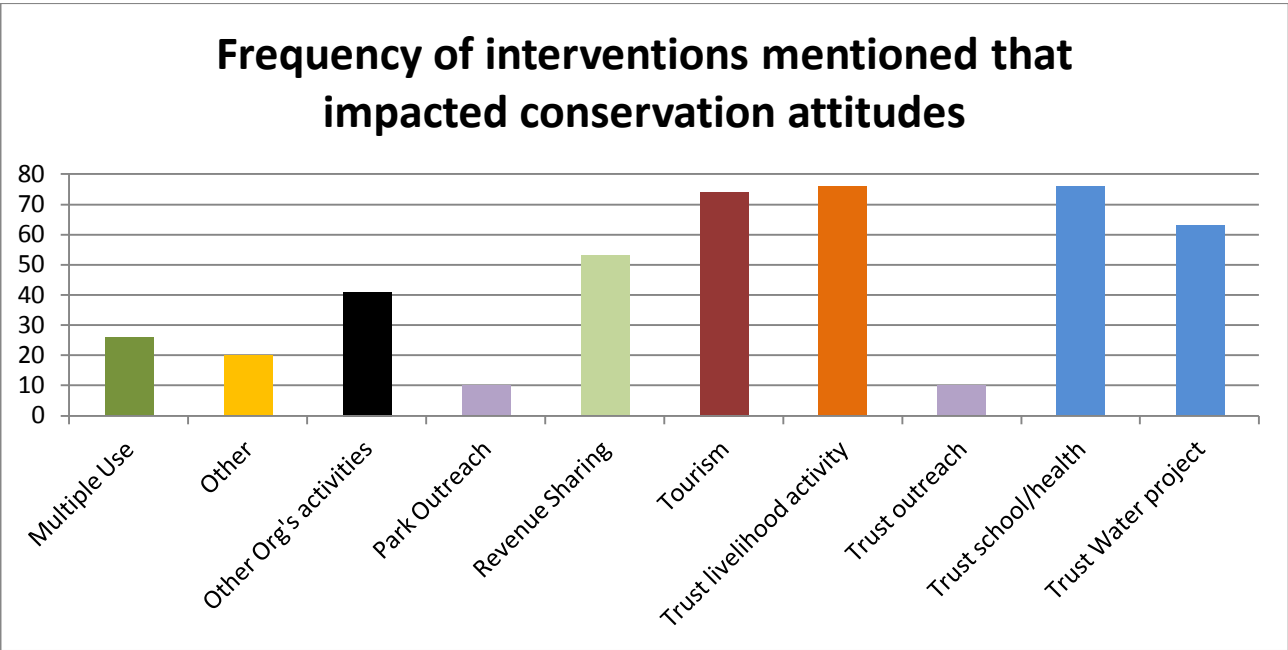


Figure 21: Informants perspective of what has improved their attitudes towards conservation. Results mirror those presented by local government informants, where activities that benefit households have the strongest perceived impact on attitudes.

Overall, attitudes have changed because of the Trust, but what is more important to surmise is, do those changes equate to changes in behavior towards conservation?.

4.3.3.3 Behavioral change

Our results suggest that people perceive that the Trust has influenced and changed behaviors related to conservation; 84% of our informants affirm their behaviors have changed because of the Trust. This change (Figure 22) is categorized into: behaviors towards the park, behaviors related to lands in the village, and behaviors towards others in the village (e.g., how have Trust projects changed the ways people interact with each other in the community). The most reported behavior changes included stopping illegal use in the park (35%), planting trees in the villages (37%), and developing stronger social economic ties within the village (43%). For a detailed explanation and nuanced view of responses, see Appendix 7.8.4 on local behaviors within BMCA.

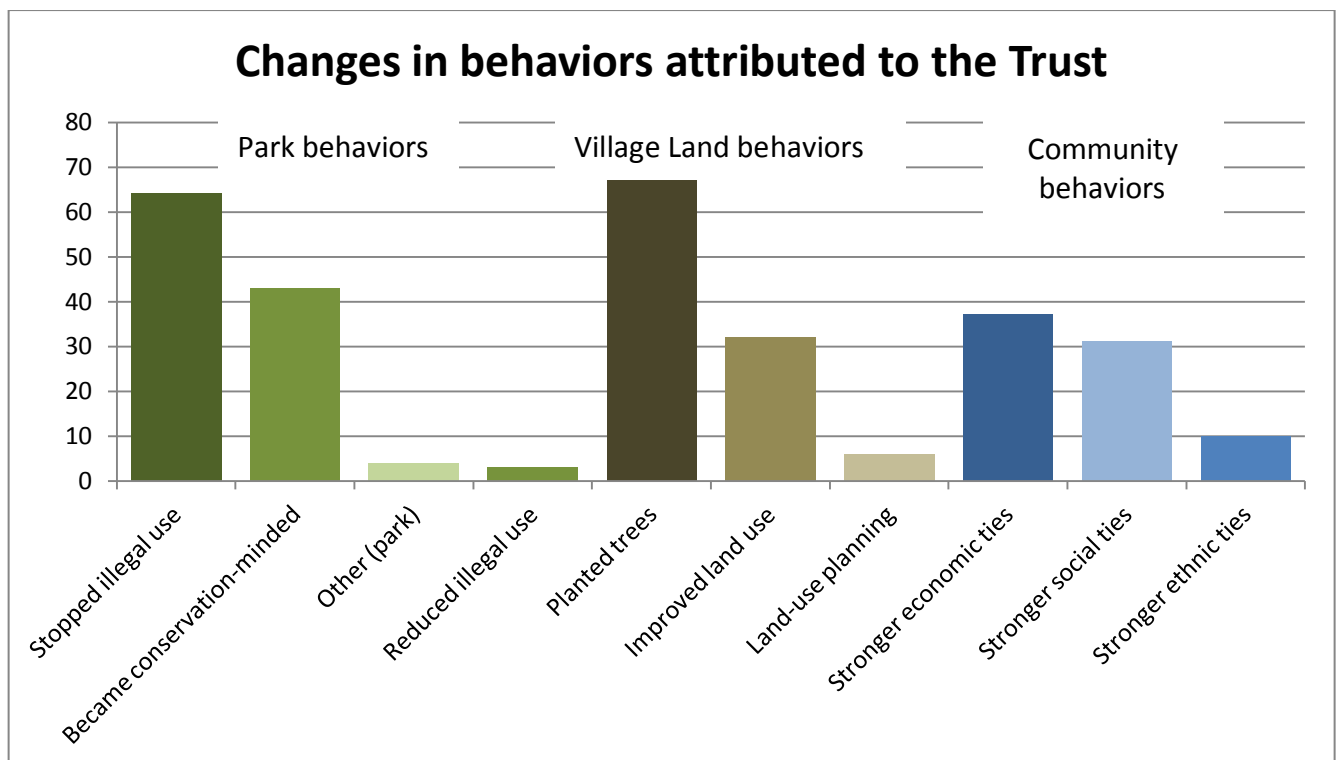


Figure 22: Changes in behavior by village informants that they attributed to the Trust, in 3 categories. Green represents behaviors towards the park; brown represents changes related to village lands; and blue represents behavioral changes within the community.

It is important to note that this Assessment did not measure actual behavior change inside the park. These changes are what the local people perceive to have happened because of the Trust’s efforts around the communities. This perception is as important as actual change, as it indicates local knowledge on conservation-development linkages.

4.4 Governance

Governance is an important component of successful and sustainable interventions, yet is rarely monitored and studied. This assessment covers both governance and participation at the project level as well as examining the LCSC system which provides participation and representation of the villages to the Trust board. For more information and data charts, see Appendix 7.8.5.

4.4.1 Governance/Participation

Involvement in projects, including decision-making and ownership, underlies project sustainability. Governance was a component of the survey to assess how community members and local government participated in the process and implementation of Trust projects. For informants 93% (n=173) reported that involvement in common goods projects was very important, and they generally (78%) felt very involved in Trust common goods projects. If there are people who are not involved, local people feel that they should be given the opportunity to participate (Figure 23).

In order to take a closer look at governance in Trust common goods project, we focused on the Banyara Gravity Scheme. Although the sample size was limited (17), it is clear that the Trust involved local people in the projects.

When compared to water projects in general across the area, the Trust is much stronger in community involvement (Figure 24) than other schemes.

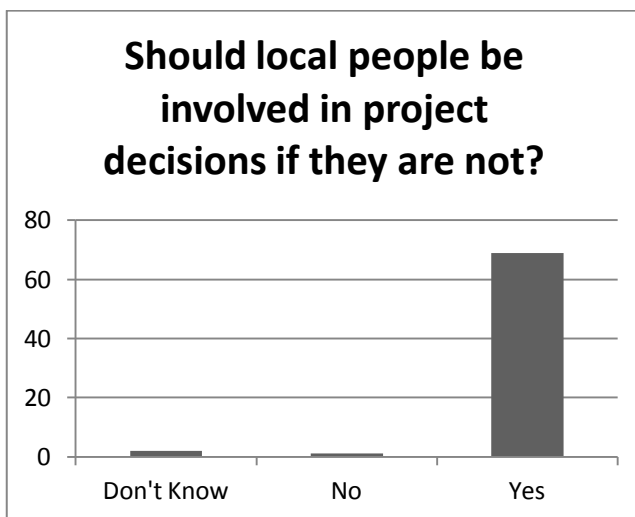


Figure 23: Project involvement is very important to local people, highlighting the need for all projects to ensure the opportunity to participate. (n=72)

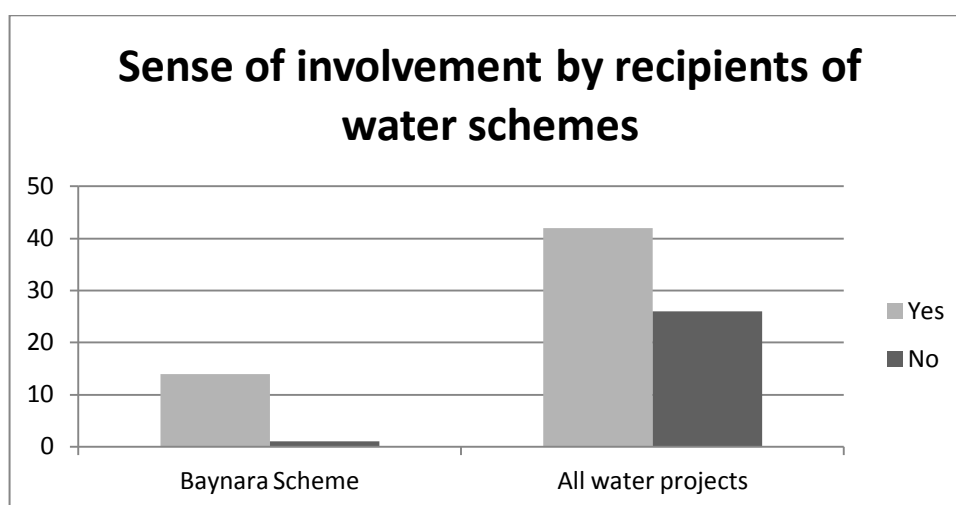


Figure 24: Using a specific type of common goods project, villagers participating in the Trust's Banyara Gravity Water scheme felt involved in project design, whereas more generally water projects are not as inclusive. (n=83)

In livelihood projects sponsored by the Trust, nearly unanimously (98%) people felt they were involved in the project design and implementation (Figure 63) as well as free to voice concerns (Figure 64).

When it comes to benefits sharing and equity within the projects, a majority felt that there was fairness in the distribution of resources (Table 8). However, although distribution may be equitable, some felt that the results were not always equal⁶. Although the Trust funds these projects for the group members to manage themselves, ensuring equity and strong internal group management improves the strength of the group and overall sustainability of the investment in the project.

4.4.2 LCSC system

The voluntary LCSC system was designed to serve as a non-governmental representative system to link local people to the Trust Management Board, where elected local people from designated areas (roughly the size of a sub-county) represent their region on the Trust board, while at the same time work with local government to raise awareness of project opportunities available to the local people and monitor funded projects. We included this component of LCSCs in the Assessment to help the Trust understand levels of good governance in the livelihood project process and how the representative system works for local people to have a voice within the Trust.

We found 49% of the community respondents did not know what the LCSC system was⁷. Similarly, when

Table 8: Trust livelihood participants perception of equity in their project

Did everyone get an equal share?	
No	14
Yes	53



Figure 25: The LCSC system provides some ownership, however the study suggests that there is the need to improve this system to be a truly representative voice of the people, particularly the poor and remote (n=114).

⁶ Some participants’ livestock died and in agricultural projects production was not always equal. Of the 14 individuals that answered projects were not equitable, eight related to goats. With the Trust’s livestock projects, groups are sometimes given a certain number of animals; less than the number of group members. The result is that some members must wait for offspring of the livestock, resulting in some members not benefitting as quickly as others.

⁷ When following up with an LCSC member, they suggested perhaps villagers did not know the word ‘LCSC’, but that they would know the individual and the Trust system. Although this may be possible, we found in that particular area that some of the local government officials, who had been serving in the area for over a decade, had a hard time remembering the LCSC member. In addition it is our opinion that the villagers, if familiar with the Trust representation

asked if the local people felt that the LCSC system served as a representative system to work with the Trust, 45% of the respondents thought that it did (Figure 25). Not surprisingly, 95% of informants felt that the LCSC system needs to be strengthened. Further probing revealed that people felt the representation needed to move from the sub-county level to the village level (n=180). While this is not financially feasible, the results show a need to revisit the system.

Some of the challenges with the LCSC system with regards to livelihood projects include a lack of presence in the villages (out of 108 people who would like to apply for projects, 56 felt they did not have enough information to be able to apply for projects), (unverified) favoritism/corruption with local government officials⁸, and a lack of a transparent system. With regards to the LCSC as representative system, people cited a lack of accountability of LCSC members to the local people (perhaps due to the failings of local government officials to pass along the LCSC reports to the village level). Other comments from informants are included in Appendix 7.8.5. Coding these comments to provide useful feedback to the Trust, the village informants recommend the following:

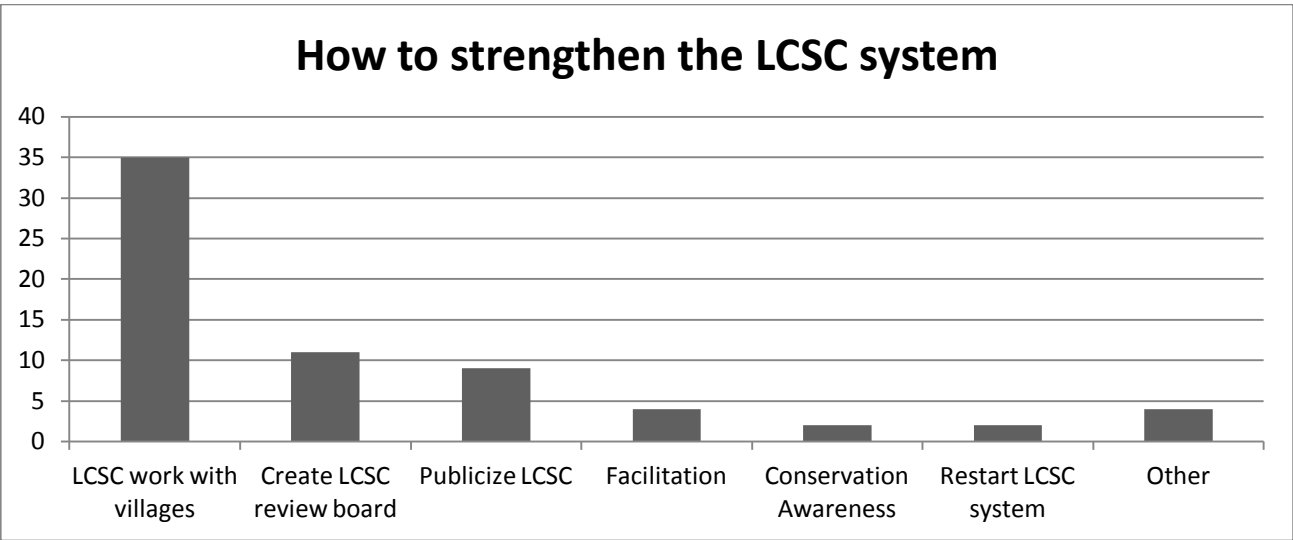


Figure 26: Most respondents felt devolving representation to the village level, oversight, and more LCSC governance awareness were the best ways to improve the LCSC system. (n=67) This suggests that villagers think governance is most effective with a small unit.

From the local government perspective, they also feel that the LCSC system needs strengthening. Given they work directly with LCSCs, their suggestions for improvement is as follows:

[from previous page] system, would either recognize ‘LCSC’ or the explanation of the LCSC system as the local committee working with the Trust.

⁸ The Trust actively works to address acts of blatant favoritism during the project selection process through local information

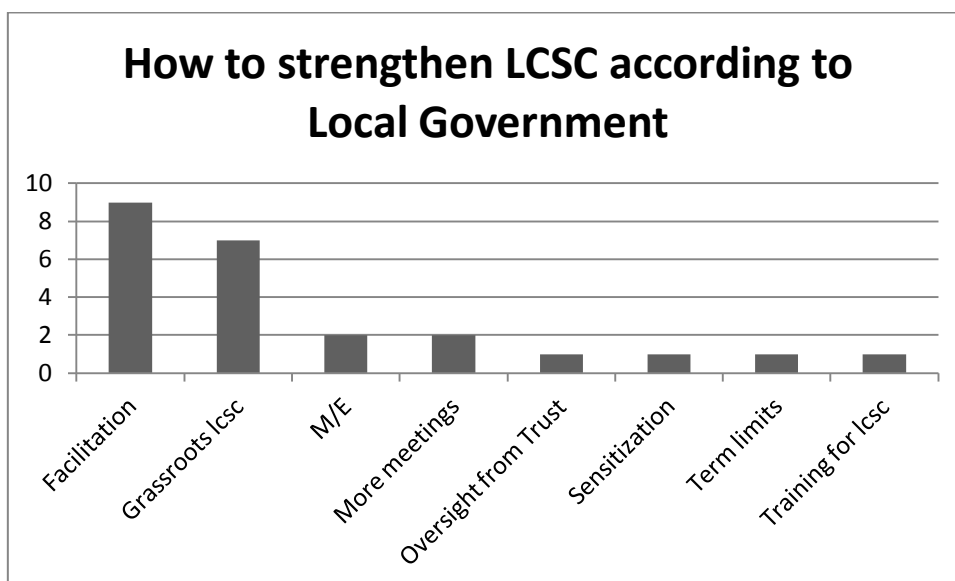


Figure 27: From local government's perspective, providing finances to existing LCSC members and devolving LCSC governance to the village level would improve the LCSC system (n=24).

Interestingly, government informants believe that increasing facilitation (transport and funds to get around) is as important as creating grassroots LCSC systems where there is more representation at lower levels. The LCSC system will be discussed at length in Section 5.4.2

LCSC and the Batwa

A majority of Batwa respondents (over 75%) were aware of Trust funded projects and noted that these included the common good and livelihood projects (Figure 28). The knowledge of Trust projects by the Batwa was through seeing the projects on the ground and sometimes through sensitization meetings with the Trust Administration Unit. Despite this, most of them were not aware of how the Trust is run and most especially the Local Community Steering Committee (LCSC) representations for the Batwa. Sixty five percent of Batwa were not aware of the LCSC and what it does yet the LCSCs are supposed to represent them on the Trust administrative unit. Perhaps this has to do with the way the Batwa are represented at the LCSC level. Only one Mutwa represents all the Batwa community members from the three districts that the Trust works in. One Mutwa (who is not facilitated with transport) cannot manage to meet all Batwa community members from the three districts to sensitize them about the LCSC and articulate the Trust's programs. The

BMCT Assessment | Findings: Community and Batwa Trust-funded projects

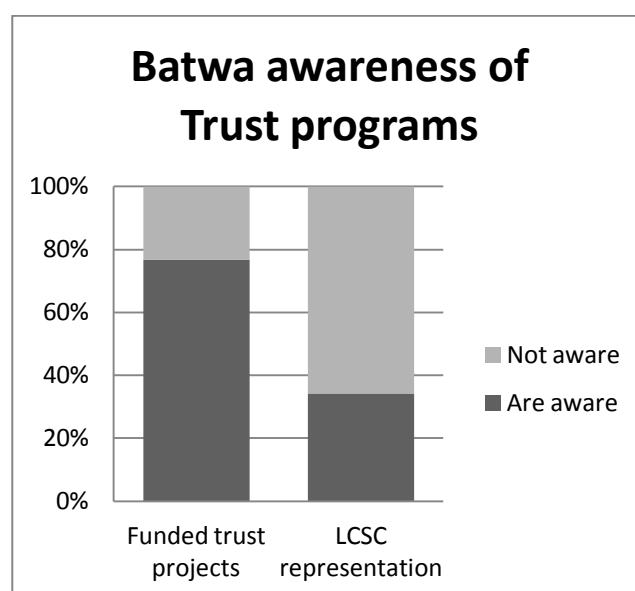


Figure 28: Batwa awareness of Trust programs and the LCSC system. Although Batwa know about Trust projects, only a third knew about the LCSC system, suggesting that their voice is not well represented within the Trust and potentially a lack of input into types of livelihood projects they benefit from (n=74).

other LCSC members of Bakiga and Bafumbira are represented at sub-county levels including women representatives for each district. Indeed Batwa when prompted and told about the LCSC agreed that their representation on the committee was a major problem. The results therefore suggest that despite the Batwa awareness of the projects funded by the Trust, they do not know that they are represented at the Trust management level nor do they know how to present their issues to the Trust. This is a gap that needs to be addressed by the Trust.

4.5 Local perspectives of projects and the Trust

This last section provides the Trust with local government and community suggestions and perspectives of how the Trust should intervene in the future, based on their assessments of projects they are familiar with.

4.5.1 Project suggestions to the Trust

During the study local government informants assessed the various types of Trust projects that had taken place under their areas (Figure 67). Overall, projects are seen as successful and were recommended them, however one area of concern are Batwa projects, in which half of them are considered to have only mixed success. These include:

- Batwa education, where support is good but the children are hungry and thus can not learn
- Batwa land projects
 - Land is too small
 - Batwa do not have land title
- A Batwa agricultural project was seen as not sustainable because he felt the Batwa did not value seeds—the Trust gave out seeds and they were eaten rather than planted.

When given the choice between livelihood and common goods projects, a majority of people wanted livelihood projects (Figure 29). This is not surprising as livelihood projects are tangible and directly impact a household whereas common goods projects provide more diffuse benefits.

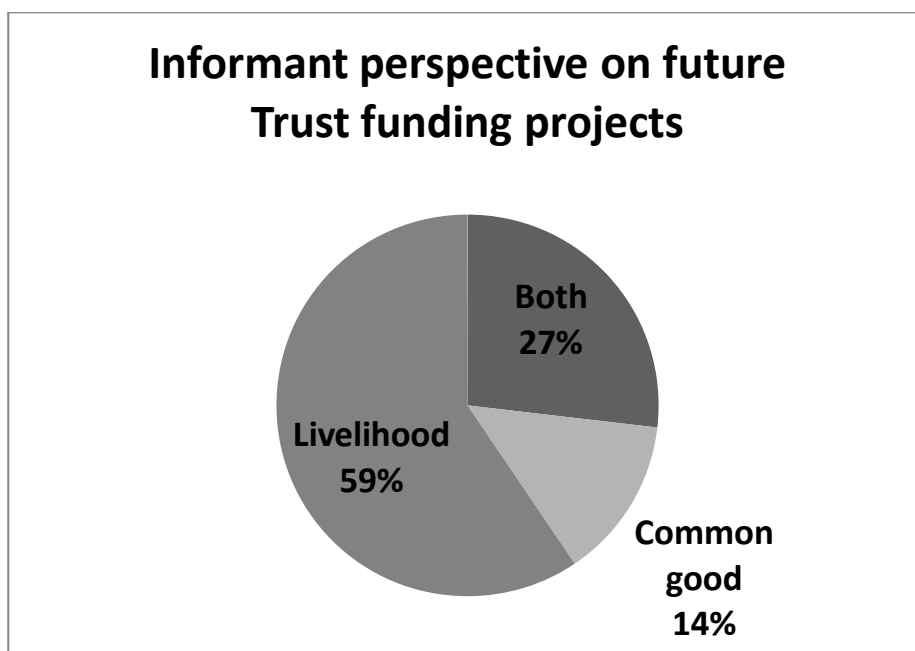


Figure 29: Villagers were given a choice between livelihood and common goods projects for the Trust to fund in the future. A majority want livelihood projects, but also want the Trust to continue common good projects

4.5.2 Projects to reduce Poverty and Illegal resource use

Illegal resource use is thought to be driven, in large part, by poverty. As the Trust aims to conduct integrated conservation and development interventions, the goal is to improve attitudes, but also to reduce poverty. We asked both government and community informants what types of projects would reduce poverty and illegal use. Most people suggested livelihood, although a few suggested

common goods and conservation projects (Figure 30). A breakdown of the project types is provided in Figure 69.

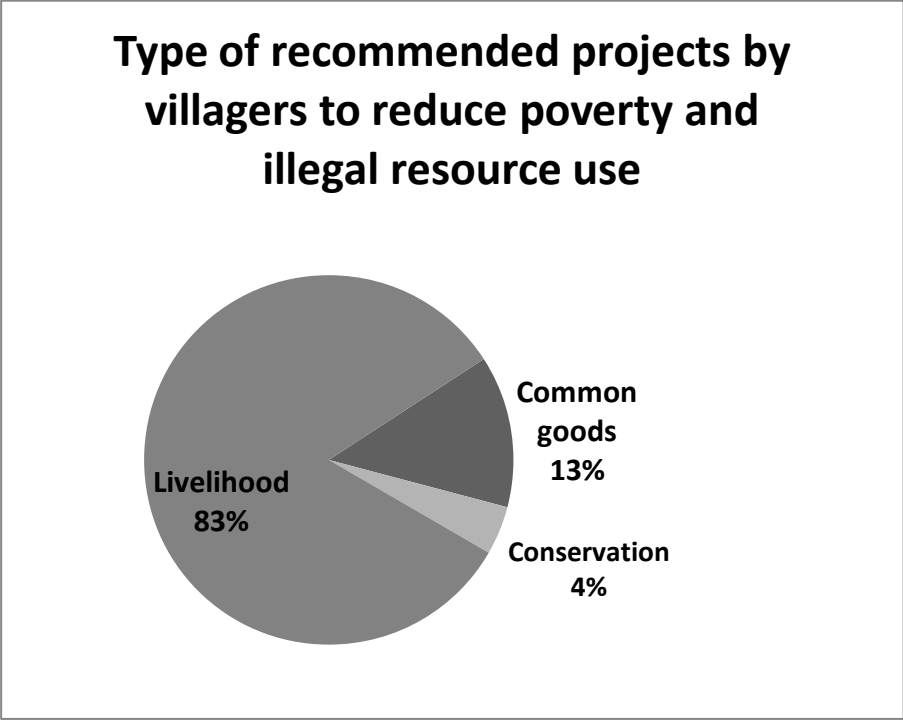


Figure 30: If reduction of poverty and illegal resource use is the Trust’s goal, then most informants think that the Trust should focus on livelihood projects

Goats and sheep are most highly requested, perhaps because as one informant explained, goats are easy to care for as one can just leave them to roam about during the day with very little input, allowing owners to simultaneously engage in other livelihood activities (Figure 70 in Appendix 7.8.6). Cattle and pigs require much more input.

Livestock and agricultural extension were the most commonly requested, although VSLA and potatoes were also asked for. Interestingly, handicrafts and beekeeping, as well as common goods projects were not popular requests. This is likely due to the question which focused on poverty reduction, and the belief that livestock and agricultural inputs are a realistic way that people can improve their livelihoods in a relatively straightforward manner.

We questioned informants on how the Trust should focus future projects, and if they suggested livelihood projects , who should be the focus (the poor, illegal resource users, or everyone).

Government informants recommended more often that the Trust work on both common good and livelihood projects, but that when working on livelihood projects, to focus on everyone. Interestingly, only 2 recommended focusing on the poor, and 2 on

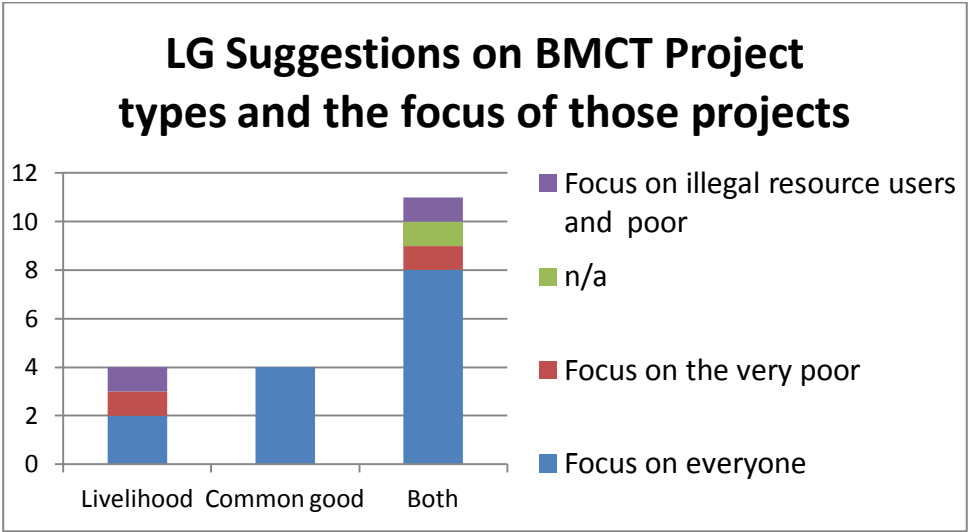


Figure 31: Local government opinions on future projects and who to focus livelihood projects on

illegal resource users. Given 75% of the people in the community we interviewed have relatively the same wealth status, one question is, who are the poor? A current study through the Uganda Poverty and Conservation Learning Group (including ITFC) is looking at poverty issues, and collaboration between the Trust and this initiative may well help understand and better target those who are poor and those most likely to engage in illegal activities.

When asking the village informants the same question, only one out of 171 suggested the Trust focus on illegal resource users. A quarter of respondents said to work only with the poor, with 20% suggested that the Trust work with everyone with a focus on the poor. Over half suggested that the Trust work with everyone. Again, this is not surprising as everyone wants to benefit from Trust livelihood projects.

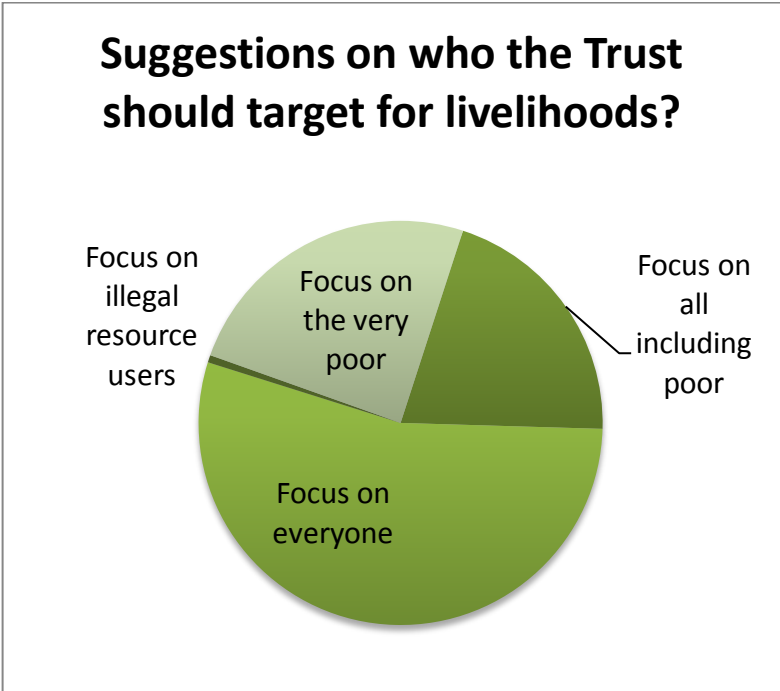


Figure 32: Community suggestions on who the Trust should target on livelihood projects (n=171). A quarter thought the Trust should focus on everyone, but particularly the poor.

4.5.3 Other issues and the Trust

One of the major grievances by community members and local government informants was the restricted funding for livelihood projects. When people think of the Trust, they assume that there is a lot of money involved. This is particularly emphasized through the LCSC system when people are encouraged to apply for livelihood projects. Community members do not realize that only one project per parish is often funded, thus competition can be very high. One villager’s remarks highlight the challenge the Trust faces:

“The Trust should be sincere and tell people how many are needed for a project rather than raise their hopes”.

This challenge is discussed in the next section.

5 Discussion

5.1 Aligning Trust Activities to Trust Objectives—Support to BMCA and Research

This assessment is not designed to evaluate the orientation or strategic plan of the Trust. However, based on our assessment of the types of projects (park, research, Batwa and community), we observed challenges that the Trust should address.

Reviewing the Trust objectives (Chapter 1), the Trust’s work includes:

- a) **Information about BINP and MGNP and environs made available for informing conservation and management decisions.**
- b) **Wellbeing of the peoples (including Batwa) around BINP and MGNP improved.**
- c) **Ecological condition and integrity of BINP and MGNP improved.**
- d) **Trust managed as an efficient institution.**

For a broad view of how the Trust has allocated money to park, research, Batwa, and community projects, Figure 33 provides a breakdown of its project expenditures from 1997 through 2012. As an integrated conservation and development entity, nearly three quarters of its funds went to Batwa and livelihood and common goods projects within the community. It also allocated roughly 20% of its funds to research and park management support, which is where we begin with this assessment.

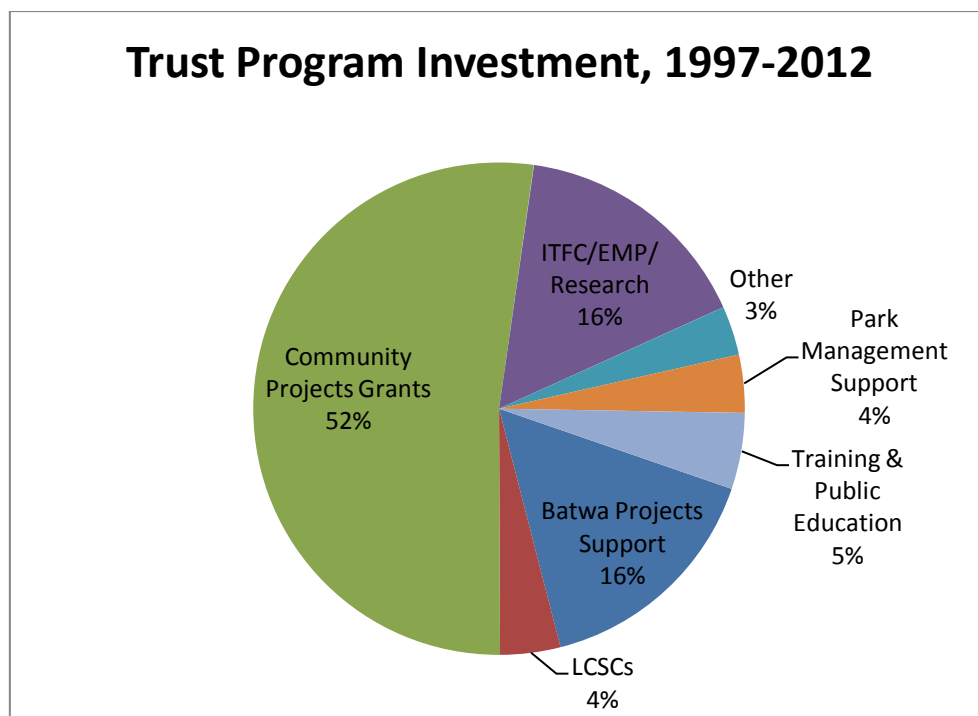


Figure 33: Distribution of funds from the Trust to the various project types. Over three quarters of the Trust’s available funds went to community and Batwa projects and related training and governance systems. Source: BMCT 2013

The result of this strong focus on community projects by the Trust may inadvertently turn the Trust into a development organisation whose main focus is local community development instead of BMCA conservation. Some of the Trust local community projects are already being handled by development organisations such as CARE and government programs such as NAADS. There is need for the Trust to fund local community projects that link to BMCA conservation and include problem animal management, multiple use and others as provided through research. The Trust needs to find a balance of support to the institutions that help ensure the conservation of BMCA with those of local community support and this is the overall goal of the Trust. Both BMCA and ITFC are vital institutions to, amongst other things, provide the guidance and information critical to engaging local people most efficiently to contribute to the conservation of BMCA. The Trust can think of funding a small component of ecological monitoring such as forest fire damage monitoring, Multiple use monitoring and hydrological monitoring of Bwindi rivers as these are directly linked to local community impacts on biodiversity in BMCA.

Both stakeholders noted that the Trust is a vital institution, and that the work with local people contributes to the conservation of BMCA. However, they both made strong arguments as to why continued support from the Trust fund, as outlined in the Trust deed, is needed to feed into conservation planning. These are detailed in Section 3. Most important include support to:

1. Strengthen commitment to long-term vision and planning interventions for biodiversity conservation
2. Consistent, long-term ecological monitoring (e.g. forest fire monitoring, Problem animal monitoring, multiple use monitoring and hydrological monitoring of BMCA rivers)
3. Priority funding to emerging needs.
 - a. Gorilla-human wildlife conflict research
 - b. Research on effectiveness of ICDs for conservation
 - c. Training to BMCA on specific topics to contribute to a strong, well informed management team
4. Playing a stronger role linking stakeholders together; for example in PAM, land-use planning, and water initiatives
5. Linking Trust projects to BMCA and the Park through stronger collaboration⁹

5.2 Integrated Conservation-Development

The Trust spends over 50% of its funding on integrated conservation and development programs—a tool to achieve biodiversity conservation through investing in socio-economic projects that help local people around Bwindi and Mgahinga national parks. Thus, all projects, whether it be providing goats or beans, constructing a health clinic, passing out Trust calendars, or working with park border

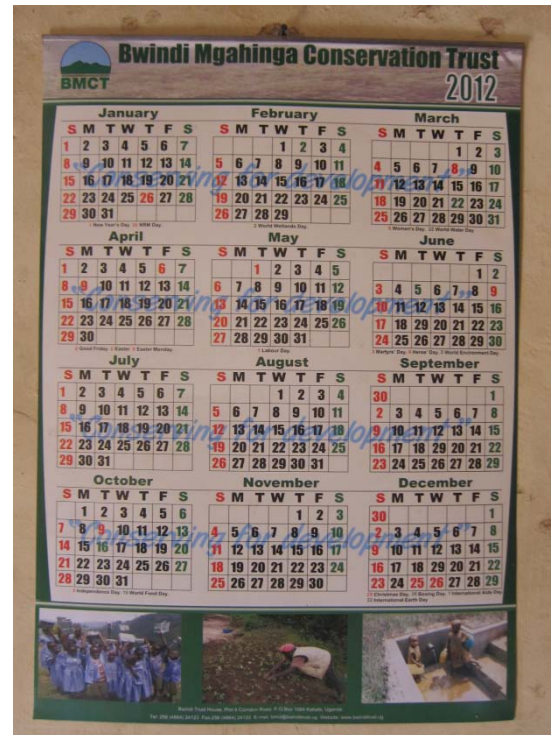
⁹ It is unclear why coordination between BMCA and the Trust is disjointed, and that BMCA does not feel closely involved in Trust projects, particularly as BMCA is on the Trust board and on the LCSC.

communities to plant and maintain a Mauritius thorn fence, should ultimately contribute to conservation. The question the Trust had was, do they?

The scope of this work and the lack of baseline and M/E studies does not allow for a complete analysis of this question, but in short, some projects which local people perceive to contribute strongly to conservation; others projects have had a very weak link to conservation. Attitudes have been previously studied, and there is no doubt the Trust has positively impacted people's attitudes towards conservation. Our study builds upon that and results indicate that the Trust has positively impacted both conservation attitudes and conservation behaviors around BMCA. Section 4.3.3 highlights both of these.

Our analysis suggests that overall this impact on both attitudes and behaviors is moderate. We suggest several reasons for this:

1. Time fades impacts of common goods projects. The community often forgets who constructed the school, thus negating the positive impact on conservation. These projects often have a BMCT or MBIFCT sign; however there is no linkage of the signs to the national park, and thus an opportunity lost to strengthen the ties between the Trust and BMCA. There still exists a problem of ownership of the common good projects as pointed out by the Batwa. When common good projects are based at larger scales (sub-counties or parishes), the result is often appreciation, but not necessarily ownership. They will also not link these projects to park conservation. Water tanks projects such as those based at household level are more likely to be owned and directly linked to conservation than schools or dispensaries based at parish or sub-county level.
2. Livelihood projects are underfunded. This results in beneficiaries receiving small benefits, and overall a very small percentage of the population is impacted by these livelihood projects. However the livelihood projects despite limited funding are more appreciated by the Batwa than the common good projects. The Batwa appreciate them since they get direct benefits from them such as income from goat rearing.
3. Not all awareness activities are the same. Radio messages clearly are the most cost effective way to reach out to the public. Drama groups were considered the most effective, as people participating make a strong link to conservation, and those watching it have the opportunity to interact with the group and learn face to face. Calendars, although thousands per year are printed, are questionably ineffective. In the calendar on the right, the Trust highlights some projects, but there is no linkage to conservation on the calendar—no pictures relating to



biodiversity conservation or to the BMCA. Although “Conserving for Development” exists in the background, we believe this to be a weak connection and an example of a Trust project with a missed opportunity to create clear linkages to conservation.

4. Those who bear the most costs for conservation do not receive more benefits. More projects need to be conducted with those whose crops are often raided, and with those who have suffered most from the creation of the parks. The Batwa are a clear example, most of whom still do not have land, 15 years after the Trust was to purchase land for them. The Trust, as a permanent conservation institution in the area, should be leading the way on PAM issues and land-use planning in conjunction with BMCA and other stakeholders. Responses from villagers such as the following demonstrate that there is still a need for this type of leadership: “We are grateful for the water project but we still need funding especially of tea growing to compensate for the wasteland near the park for it has now become somehow useless because of animal raiding.”
5. Those who are the poorest are generally more likely to conduct illegal activity (also highlighted by local government and local people in the surveys), but we see no evidence that the poor are more strongly targeted for conservation projects. Although 75% of those benefitting from livelihood projects are of average wealth, 25% of those who we interviewed are relatively wealthy within the community (Figure 45). If part of the goal is to reduce poverty and impact those who are most likely to go into the park, then more of the benefits should go to the poorer in the community. Clearly those who are better off in the communities are more ambitious and perhaps better at organizing for proposals; we urge the Trust to continue to try and work with the poor. There are several barriers to working with the poor: identifying the poor within the community, engaging the poor, and developing sustainable projects with the poor. Discussions with Trust staff indicate they actively seek to work with the poor (as many Ugandans are at or near the poverty level). However identifying and targeting those who illegally use resources is a challenge which needs support. This may be rectified through participation and collaboration with the Darwin Project currently operating in Bwindi, which seeks to examine the linkages between poverty and conservation.

These examples should not negate the good work the Trust has done in improving attitudes and changing behaviors. In particular, tree planting activities and awareness have changed perceptions of how people use resources; many report they no longer need to go in the parks as they now have fuelwood outside of the park. People who have received training on land use have benefitted by reduced soil erosion, and livelihood beneficiaries have more disposable income and thus in theory have a reduced need to obtain illegal resources. Many schools have been built and for decades children now have spaces in which to learn. Indirectly or directly, there have been benefits to the conservation of the BMCA.

The lack of a strong link may not be the fault solely of the Trust; Although ICDs in general have been shown to impact conservation attitudes, they have not, on their own been shown to *strongly* improve behaviors towards conservation and reduce illegal resource use. Livelihood and common

goods projects should be continued by the Trust—clearly they rate amongst both villagers and government officials as the top ranking projects to attitude change and behaviors. However the linkages to conservation must be strengthened as possible. In Section 6 we provide recommendations on how to do this.

5.3 Community Beneficiaries

5.3.1 Batwa

Education

The Batwa have strongly benefitted from the educational support given to them by the Trust. School fees, materials and uniforms would not likely have been affordable by families, thus restricting children from attending school. Contributing to children's accessibility to education will no doubt strengthen the younger generation's ability to adapt to a changing world. Despite this, more can be done to improve this accessibility. Many of the children who attend school do so on an empty stomach; a poor environment to learn in. Providing lunches, or coordinating with other organizations to develop a plan to alleviate hunger during school would help encourage children to go to school and improve concentration. Secondly, the Trust needs to consider challenges to education that arise from projects provided by the Trust—for example when Batwa are being settled and provided with livelihood projects. Several Batwa complained that where they were resettled so far away from school that the children no longer attend school. In another project, they were moved close to the park where problem animals forced parents to keep their children in the fields in order for them to have food to eat.

Land/housing

Land is still the number one challenge to the Batwa, and the Trust as a leader in working with the Batwa, must make this a top priority. The unsettled Batwa we visited were evidently marginalized; living in plastic housing, not having land to build houses on, unable to grow crops and feeding illicitly at night on discarded crops of the Bakiga, and forced by circumstance to be taken advantage of by the community at large. Without land, little can be achieved by the Batwa.

The land in the study area that was purchased by the Trust with the Batwa was sometimes deemed as inadequate—either not enough to produce for a family, marginal for production, or too close to the park. The Batwa we spoke to were always involved in the selection and allocation of land, suggesting that they could use more guidance on how to select more appropriate lands for their needs. Most importantly to the Batwa, they were not given land title for their lands. Land titles are important for land security—without it, long-term investments cannot be made. Some Batwa we talked to were worried that the Trust would come some day to take away their land, as they did not have access to their titles. Most stakeholders we spoke to argued against the Batwa having full land title, as they were afraid it would be sold at anytime (in fact at least one Batwa informant said that if he had the title, he would sell his land to make money for disposable income. In order for the Batwa to have land security however, efforts need to be made to rectify the situation. We have a few recommendations in Section 6.

All of the Batwa interviewed who had received housing were grateful for the infrastructure. However governance and outreach in these types of projects can be strengthened. In some cases,

the Batwa were building fires inside their houses according to their traditions, thereby slowly destroying the house. Trust staff indicate that the Batwa were engaged in housing design though, suggesting that in future housing project more outreach can be done to understand domestic and social needs, which would translate into stronger ownership and sustainability of housing.

Livelihoods

Livelihood projects are important for Batwa respondents, and 73% of those who received a project thought they benefitted. However, almost three quarters of them thought their project was not a success. Why? In many instances, the participants received some benefits before the animals died or the crops failed. There are various reasons they cited as to why they failed—retaliatory killing of livestock by jealous Bakiga neighbors, unknown diseases for both livestock and agriculture, or lack of adequate inputs for agricultural projects. What this suggests is a lack of adequate training and follow-up by Trust staff. Initial inputs are important, but sustainability of projects require adaptive management to address problems that arise. Batwa livelihood projects in particular need constant attention and capacity building for them to be more successful than they currently are.

5.3.2 Common goods

Projects developed with local people that benefits a large sector of society is a good way for the Trust to impact the development of the people. Schools, water projects, and health centers have been greatly appreciated, particularly by local government. Unfortunately, as explained above, after a few years people no longer link common goods projects to conservation, and thus losing the ‘integration’ in conservation and development programs .

We focused our attention on the Banyara Gravity scheme—a project that brought safe water to over 17,000 people in Kanungu District. Though recently introduced, this project has greatly benefitted the majority of people that it touched (Section 4.3.1.1), and was a great example of a conservation and development project. Several awareness projects were done, and there was a direct link between conservation of the forest and the water that people use every day. These conservation linkages have been conveyed to people, and we believe the people have a greater appreciation for BINP as a result. As with any large development project there were challenges on the ground, particularly with the elite capture of resources in some instances, and a lack of careful consideration towards the poor in terms of water user fees¹⁰. From our interviews it is clear people have benefitted, particularly women and schools, but follow-up monitoring and continued outreach activities will continue strengthen impacts for years to come.

Common good projects organized at small scales such as villages and households tend to be more successful, owned and well managed by the local people and therefore considered important and

¹⁰ These fees (1500 UGX per month) were decided upon by some in the community, it is clear that the poor were not on this decision-making committee. Thus governance of this development scheme could have been stronger, and suggests future projects can be strengthened to be pro-poor.

beneficial to them than those organized at large scales such as parishes and sub-counties (Ostrom, 1999). Small scale societies tend to be more cohesive and well governed than large scale societies since they tend to have common group interests (Ostrom, 1999). Projects organized at large scales such as parishes and sub-counties tend to lack a sense of ownership are poorly governed and lack usually lack cohesion. These factors tend to lead to such projects being unsuccessful. An example of such large scale organized project is the Kabiranyuma Gravity water scheme in Mgahinga that broke down due to lack of local people ownership and poor governance. The water projects broke down when people cut water pipes passing through their gardens and also broke some water tap stands.

As such the BMCA common goods project, those that were appreciated were those that the local people felt they owned and are those organized at the village scale level such as the rain water harvesting tanks in Batwa communities. Local people will consider such projects important to them if they get tangible benefits from them. Therefore common good projects such as schools, dispensaries and water tanks organized at such large scale levels tend to lack ownership in the Batwa community than the livelihood ones. In order for the Trust to have successful common good projects amongst the Batwa, there is need to fund such projects at village or better household level (e.g. water collection tanks).

Furthermore, the Batwa and Bakiga/Bafumbira households lack cohesion among themselves and projects organized to benefit both ethnic groups together tend not to be appreciated by the Batwa. The Batwa and Bakiga/Bafumbira have a strong animosity among themselves with the other ethnic groups tending to despise the Batwa (Lewis, 200). As such common goods projects organized to benefit both the Batwa and Bakiga/Bafumbira together tend to lack ownership by both tribes. The Batwa tend to think they belong to their Bakiga cohorts only and will feel marginalized by such projects as such (Bitariho 2013). This is the reason the Batwa did not appreciate the common good projects as strongly as the livelihood projects. The Batwa felt livelihood projects benefitted them more than the common goods project.

5.3.3 Livelihood

Livelihood projects from the Trust are varied and many. Recipients appreciated the support, both in terms of improving their household wellbeing, and in terms of strengthening their capacity to carry out projects. Those who did not receive projects wanted to participate; suggesting it a popular strategy to engage local people. There are some serious challenges with the Trust approach that need to be addressed:

1. Lack of sufficient funding for a program that has significant impacts on household wealth
2. Lack of a strong LCSC system that can provide for good governance
3. Linking livelihood projects to conservation—poverty alleviation, illegal resource behaviors
4. Lack of a monitoring and evaluation system

5.3.4 Common goods and Livelihoods—what strategy to use?

An important challenge for the Trust is deciding what should be the project composition of money allocated to community projects. How should the Trust invest in local people based upon this research? Table 9 provides the Trust with some opportunity for decision-making, based on the type of impact wanted. Note this table does not include conservation with community projects, nor awareness raising projects, projects that should continue to be funded, based on project successes we have examined.

Table 9: Decision matrix for community projects. The strengths and weaknesses of common goods and livelihoods projects are detailed for each type of impact sought. Depending on the impact the Trust is aiming for, different project types are recommended.

Impact	Common Goods		Livelihoods		Suggested project
	Strengths	Weaknesses	Strengths	Weaknesses	
Population	Targets vast numbers of people	Individual impact may not be very strong, and in a less cohesive community ownership is a problem. This is the case between Batwa and Bakiga	Targets a core group of interested people that is manageable to train, It is good for more individualistic societies such as that in Bwindi	Due to limited funding and comparing with large population to cover the population size, the impact is very small	Common goods for Bakiga at village level (and Batwa water tanks at household level) Livelihood projects for Batwa
Poverty	Projects target infrastructural constraints for the poor— roads, schools, hospitals, etc	Unclear whether poor able to take advantage of these inputs	When the poor are targeted, skills and wellbeing are directly impacted	Trust projects are very small and do not have major impact on overall household wellbeing	Livelihoods if enough money is allocated; Common goods if poverty focus
Conservation	Many people receive the benefits of ICDs	Conservation impact is often weak as difficult to create/ maintain awareness; focus on 1st parishes	Benefits are targeted and if linked well to conservation can have strong impact	So few people are targeted that the conservation impacts are small; projects must be focused in 1st parishes	Common goods if conservation linkages are maintained
Institutional constraints	Trust well placed to work on large projects	Projects may be slow as partnering with local government and must ensure good governance	Trust has network of technical partners to help with trainings; monitoring with a small group ideal	Requires heavy presence on the ground, a strong M/E system, and follow-up support to ensure sustainability	Common goods unless more funds available and M/E system utilized
Governance /LCSC constraints	Strong as projects happen at parish or sub-county level	Individual participation is weaker	Governance at small level is stronger	LCSCs are not able to reach villages and thus elite capture a problem	Common goods unless LCSC system is altered

5.3.5 Conservation with Communities

Although this Assessment did not specifically engage with these type of Trust projects, our interviews at government and community levels does provide for some discussion. In general, these projects seem quite successful according to the people. Tree planting projects were well received and impacted peoples' perceptions of behaviors both in community land conservation and avoidance of park fuelwood/construction materials, and is slowly providing income to beneficiaries. The PAM intervention—Mauritius fencing—has challenges that is a Bwindi-wide problem and not specifically related to the Trust. Mauritius fencing may not reduce crop raiding in some cases as it does not grow in rocky areas, swamps and other wet areas, and if not well managed the fence may have gaps that animals could use to raid gardens. There is also a challenge in distribution of labor within the community—those who are closest to the park are most vulnerable, something which residents further away take advantage of and thus do not contribute equally to maintenance of the fence. If the Trust is to continue in PAM activities, broader discussions amongst stakeholders and/or the funding to build upon previous research, should be a priority to develop a common approach to challenges in crop raiding and community costs for conservation.

5.4 Sustaining positive outcomes

5.4.1 Need for M/E

The lack of a monitoring and evaluation (M/E) system is grave. To outsiders, this suggests that the Trust does not care about project outcomes (whether they are successful or not)—rather it is the investment of money that is important. Evaluations and reports have called upon the Trust to develop a strong, long-term M&E plan (Craig and Malpas 2007, World Bank 2007), yet up to 2013, there is no structured monitoring of Trust community projects. There is no systematic database, no tracking of individuals, and only an ad-hoc system to document impacts. The result has been that there has been no mapping of where projects have taken place, no database of project beneficiaries, no tracking of project success, and no evaluation to date of what the most successful projects are, for wellbeing or for conservation.

The lack of M/E has been felt amongst local government and village stakeholders. Several informants suggested that projects would be taken more seriously if someone followed up with them. “The Trust should evaluate its projects in time; like a year-- otherwise people forget that they are even benefitting from a Trust project”. Other informants felt that they would be more successful if there was follow up to examine what challenges project recipients had. If people had a support network through an M/E system, grant recipients may have been able to discuss veterinary problems, agricultural challenges, or other constraints that hampered the success of the project.

The challenge of a lack of M/E has begun to change, as this Assessment has taken place, and as of 2013 a monitoring plan has been developed and is to be implemented this year.

5.4.2 Governance- Participation and ownership

Overall, governance was fairly strong amongst people interviewed and in particular livelihood project participants. There were exceptions to the norm, which has reduced the effectiveness of such projects. Two findings have been immediately evident from the surveys. First that most respondents rated their *involvement* in Trust projects as being ‘very important’. Second that most respondents who benefitted from the Trust projects did feel involved. Recipients of Trust livelihood projects felt involved in both the project design and implementation. Of note, in order to compare

the Trusts' approach to other organizations and agencies, we had a particular focus on water projects (categorized under common goods projects) given the Trust had just completed work on a large gravity scheme. Results suggested recipients of Trust water projects felt more involved in project governance than recipients of other water projects.

Interviews with villagers and local government officials also showed that there is some level of *ownership* in common good and livelihood projects. Local government officials in particular (20 of 23 respondents) felt able to participate with Trust community officers and the LCSCs, and felt involved in Trust projects, particularly to voice opinions on which projects should be chosen. One of those who did not feel so involved responded *"the Trust invite us for meetings but we are not involved in project implementation and monitoring"*. This theme of lack of monitoring and evaluation was evident from the beginning of the survey. What was interesting is that it was a theme that came up repeatedly throughout the surveys in the villages and with government officials. The quoted government official said to ensure local government involvement, the Trust should *"involve me right from planning project selection, implementation and monitoring for project sustainability"*. Various suggestions for monitoring include providing money for the LCSC to monitor projects, involving local government to monitor projects (leaders felt if villagers knew they were monitored they may work harder), allocating more money in the Trust budget for community officers to monitor projects, and finally develop a joint monitoring and evaluation team that includes the Trust, local government, and villagers in monitoring projects and activities. Including local government can be quite difficult given their desire for 'facilitation' fees, and thus the Trust must decide as an institution with its local government partners of their level of involvement given budgetary constraints.

Therefore this study provides evidence that the Trust's policies on governance issues of collaboration and ownership with local stakeholders have been incorporated into its project activities. However two aspects of governance within Trust operations need consideration. Firstly the Trust must ensure that its operations with local government officials are carefully conducted to make sure that its good relationship with government does not result in its projects providing special benefits for local government officials and their supporters, or indeed that local politics begins to interfere with normal governance processes of Trust projects. The Trust has successfully avoided this issue within its 15 years of operation and, to build on this good foundation, should establish and implement measures within the new M/E system to mitigate this risk and be transparent in its efforts to do so.

5.4.3 LCSC system

The LCSC system is used for both common goods and livelihood projects. The Trust engages the LCSC representatives to publicize livelihood grants both through local government chains and public radio messages, and uses the LCSC as the mechanism to communicate with the people around BMCA. Community members (often in the form of a group) interested in developing a project then write proposals and those that pass the scrutiny of LCSC are funded. Where possible the LCSC member provides assistance to groups needing capacity support, and in some cases encourages stronger individuals within the community to partner with poorer individuals to strengthen applications.

Although this system was designed to provide local representation and encourage *local* participation¹¹ (while simultaneously being financially feasible to operate), the study revealed the system has two major shortcomings: lack of real local participation/representation at the village level, and a lack of local LCSC oversight. LCSC representatives are not paid and are not financially supported to be mobile. Because of this the LCSC representatives often remain at the sub-county and do not work at the village level where most projects occur. The result, for many of the people that were interviewed, is that most villagers did not know about the LCSC representative and, consequently, did not feel represented and did not have the opportunity to become involved with or benefit from livelihood projects funded by the Trust. This is a significant barrier that prevents the Trust from targeting livelihood projects at poorer members of local communities, especially those with weak links to local government. In addition, as most LCSC residences are not located near the park, those villages bordering the park (who suffer the highest costs of conservation) are least likely to be reached in communications/interactions with the LCSCs.

The second shortcoming noted by informants is the lack of term limits and a local oversight system for the LCSC representatives. Several LCSC members have served since the Trust was created. Although having LCSC members who are well informed of conservation goals, understand the Trust, and show willingness to serve, there are consequences of having entrenched representatives: stagnation, lack of local accountability, and in some cases, project recipient bias away from those who should be targeted in ICD projects. More importantly, the lack of a system of local transparency perceived by villagers can impact how the Trust and its activities are viewed. One local government representative reported that villagers think he is taking money from the Trust as “*only one out of 100 projects are funded*” due to the lack of Trust funds available for livelihood projects. If the system was more transparent these challenges may not exist.

The consequences of these two LCSC system weaknesses are that good governance is not achieved at the village level during the project identification stage and that the Trust do not reach the poor and marginalised. This barrier however is an implementation issue, rather than the failure of the Trust livelihood projects to positively impact on household income, and should be addressed accordingly. Despite the governance challenges identified, Trust activities were well received by local people, local government and park management. All stakeholders stated a desire to see more activities from the Trust, demonstrating the positive impact that it has had on the region.

¹¹ The Trust’s intention with the LCSC system was local representation with structures at the sub-county level. Unfortunately what we found is that sub-county level structures do not provide the representation that the Trust had hoped would be developed

6 Recommendations

In this last section we provide our recommendations to the Trust for future interventions and activities. These recommendations were developed from our analysis and from direct suggestions from informants. Before our recommendations, from a programmatic perspective, there is an overarching question for the Trust of how funds should be invested to best contribute to conservation. Should they give park support or investment in research? Should they invest in common goods or livelihood projects? Is working in both first parishes and second parishes a viable strategy? What approach is the best for conservation of BMCA?

A broad strategy, as provided for in the Trust deed, is ideal. However, it may not be most practical from a financial perspective. As a result of this dilemma over the past decade, the Trust made a choice to focus on local people. In the long term biodiversity conservation needs a long-term investment in capacity building, informed decision-making, monitoring ecosystem health—investments that other stakeholders do not necessarily make. The Trust, as an institution is unique given it has a long-term Trust fund that provides multi-sector support to the BMCA. We believe investments should represent the Trust’s unique position, with our suggestions on support highlighted below.

6.1 Conservation Support

As discussed in the previous section, we strongly urge the Trust to reinvest into its conservation partners in park management and research. We see the Trust providing leadership in the following roles:

1. **Strengthen BMCA-Trust linkages.** Trust interventions in communities need stronger linkages to the park in order to reach the ‘conservation’ in ICD. Including BMCA on site visits, M/E, and project planning would greatly contribute to this. This latter step will be critical as BMCA rolls out its new revenue sharing scheme to avoid duplication and rather build upon each others’ activities.
2. **Design and implement targeted awareness activities with BMCA Staff.** Coordinated interventions with local people will strengthen the impact of awareness activities. Having a yearly theme that is adopted by partners is one suggestion from BMCA that would allow stakeholders to provide villages with clear, coordinated information.
3. **Focus community projects on first parishes/villages.** Although the Trust deed requires work in second parishes, most effort and funding should be focused on local people who bear the burden of conservation. People far from the park rarely enter the park, and their impact is minimal. Criminals who engage in intense illegal resource extraction would probably not be swayed by a Trust goat project and thus investment in second parishes is a poor expenditure of conservation dollars. Individuals who have impacted land in the first parish should be included in projects targeting first-parish if they desire. A focus on first villages would seem to have a strong impact, particularly those who suffer from severe crop damage.
4. **Provide support for PAM interventions that have direct links to local community livelihoods and BMCA biodiversity conservation.** There are several stakeholders working on PAM, but unfortunately PAM remains a central challenge around Bwindi and Mgahinga¹². We suggest that the BMCA, as the organization with the mandate to conserve the parks, invite the Trust,

¹² For example, MGNP estimates that with \$10,000, the entire boundary could be walled to protect village crops. This relatively small investment would achieve 2 goals of the Trust—contributing to conservation, and contributing to the livelihoods of local people.

in collaboration with IGCP, to facilitate a 1-3 day workshop that focuses partners and local people on the a) immediate needs, b) sustainable solutions, and c) results in an agreement on how each organization can contribute based on its strengths and past activities. This would better channel stakeholders to improve well-being of local people, particularly the poorest who are immediate park neighbors

5. **Continue to support tree planting and erosion control in communities where asked for.** Supporting village environments strengthens household security and wellbeing, and simultaneously reduces the need to illegally access park resources.
6. **Provide dedicated long-term funding to ecological monitoring of BMCA.** Research on wildlife and the ecosystem is a critical need for Bwindi, but currently is dependent on insecure donor cycles. Ecological monitoring is not conducted every year, and thus is not a funding-intensive activity; however it does need financial security. The Trust has a long-term investment in BMCA and should work with stakeholders to outline a plan for support. We have demonstrated how some of the Trust funding between 1997 and 2003 helped BMCA carry out an efficient forest fire monitoring, multiple use monitoring and water quality monitoring of the major BMCA rivers. The Trust could refocus and fund such monitoring programs through ITFC. These monitoring programs have a direct link between local people use and impacts on biodiversity conservation in BMCA.
7. **Develop a research support plan.** Good conservation needs to benefit from informed decisions, which requires research. Whether it be understanding how common goods project benefit the poor, how the multiple use program is ecologically sustainable, or how awareness programs can be improved to target illegal resource users, research is an important tool for both conservation and development. As research takes time and planning, working together with BMCA and ITFC to examine the needs of BMCA and developing some financial security would be a great contribution the Trust can make towards research.
8. **Create a 'BMCA Emerging Needs Fund'.** BMCA has budgets for park management, but those budgets are limited and do not necessarily emerging and immediate needs of the BMCA. Having a flexible fund that is available for park management to apply for would help conservation goals and place the Trust as a leading supporter of the two parks. Examples of potential needs include gorilla conflict research, specific training needs, and emergency funds for unpredictable events such as those rebel incursions of 1999.
9. **Lead other stakeholders to contribute to the GIS and Trust database developed in this Assessment.** We see the Trust as a coordinator and lead on strategic ICD planning in the BMCA. The Trust is in the process of capturing the locations of all its present and past projects. Understanding where these projects are is important in considering where to allocate future projects. However, the data are incomplete without the data from other NGOs and Park projects whose ICD activities also impacts local people.

6.2 Community Projects

6.2.1 Batwa

Two activities, if addressed, would lead the Batwa onto their own path of sustainability. Without these two activities, it remains very difficult for the Batwa, in an agrarian landscape to develop sustainable livelihoods. We strongly recommend that the Trust work with partners to, over the next five years, develop a solution to the following two challenges:

1. **Solve the land titling problem.** Work with Batwa leaders, local government, and other stakeholders to provide land security to the Batwa while maintaining assurances that the

Batwa do not sell land flippantly. One solution may be to title lands under Batwa communal land, in which land restrictions are developed where only other Batwa could purchase land.

2. **Purchase land for Batwa.** If nothing else is done for the Batwa, the Trust will have accomplished the foundational step forward for them. Without land, the Batwa can do little to improve their plight. However, the land that is purchased must be smart—it should be arable, accessible, large enough to support a family, and away from problem animals. If that means changing some of the purchasing constraints within the Trust, do it.
3. **Focus on sustainable livelihood investments.** Continue and increase the livelihoods program with the Batwa but put much more investment in monitoring and secondary inputs so that these projects are sustainable.

6.2.2 Livelihood

Given the Trust at the current moment does not have significant funding for individual livelihood projects, the Trust should consider how to spend money that have a multiplier effect on individual livelihoods. For example, rather than giving 20 people potato seeds, why not hire an agricultural extension officer that can help 500 people?

1. **Expand VSLA focus.** There was no information available for this Assessment to study the Trust's work on VSLAs due to lack of information on where these projects exist. However, the positive reviews of both Trust and outside NGO VSLAs suggest that these projects are highly successful ways for individuals to access financing for projects of their choice. We propose that the VSLA should be the stretcher group, as it builds upon the most Trusted, transparent existing institution in the village, and investments can be more substantial as it impacts a large group. To complement a VSLA project, the Trust should:
 - a. Invest in financial training, both at the beginning for a solid foundation and follow up visits every six months to provide ongoing support for sustainable outcomes
 - b. Hire consultants for the most popular livelihood choices, and invest in project participants capacity while they invest on their own project inputs.
 - c. Ensure a system of transparency is set up within the monitoring and evaluation of the intervention
2. **Focus on livestock and agricultural training.** The results from the examination of livelihoods, particularly what households do in times of need (Figure 47 and Figure 48), suggest that cash crops, livestock, and VSLAs can be important ways for households to cope, and may be a good livelihood activity to help provide people with. Points to consider:
 - a. Ensure appropriate breeds to the household is important (e.g. pigs require heavy investment in foods)
 - b. Ensure good governance and equitable benefits in the groups
 - c. If investing, invest substantially. Providing an individual one goat does little to improve their livelihoods. Thus, if the Trust is going to do a livelihood project with a group, the investment should be funded such that the benefits change participants' lives significantly.
3. **Consider a pesticide project.** Across BMCA bee colonies are collapsing, which is being attributed to pesticides for potatoes. The Trust could play a leading role for farmers and bee-keepers by providing input for a study on drivers and solutions to the problem. At the very least, the Trust should avoid support to potato projects as it contributes to the poisoning of the environment. Not enough is understood about pesticides and the impacts to the national parks. If the bees are dying, what about other insect biodiversity in the park that plays a huge role in pollination and the long-term survival of the park?

4. **Public-Private partnerships.** The Trust is a large, long-term stakeholder in the area and as such has the capacity to work on larger projects. Considering the leadership role we suggested on PAM, the Trust could also work with local government, BMCA, and private businesses to develop land-use planning bordering the park that encourages cash crops like tea.

6.2.3 Common Goods

Common goods projects are meant to be financed by local governments. Unfortunately, budgets for these types of projects are very small or non-existent thus there is still a need for institutions such as the Trust to support local people. The Trust has built over the years many schools and hospitals; the question is now what should the Trust focus on, if it is to work on common projects?

1. **Support water projects around Mgahinga.** The Banyara Gravity Scheme is a popular project, and is a great ICD. Particularly around Mgahinga, water is still a huge problem, with some informants telling us they spend hours a day walking to get water, and Mgahinga park officials explaining that during the dry season there is high competition for water inside the park. Allocating money to water tank projects (like was done in DRC by another conservation NGO) would target many people over a broad area, benefitting those close to the park as well as biodiversity.
2. **Support professional training schools.** Land is a problem, not only for the Batwa, but also future generations of Bakiga children who will not be able to inherit self-sustainable partitions of land. Over the long term, this will be a problem for Bwindi as land pressures rise. As a forward thinking, long-term institution we suggest the Trust consider the development of local training schools and apprenticeship programs that can diversify the economy and provide landless people with skills necessary to maintain a livelihood.
3. **Support for local roads.** The Trust and others have provided agricultural support to farmers, yet for those close to the park the benefit is often weak because feeder roads to market are very poor or do not exist. Informants have suggested the Trust work with community members on roads to fill this gap; many of them are willing to provide their own labor. We suggest that for future Trust livelihood projects, that they consider how the state of road networks would detract from the desired impact. Where improvement is necessary, the Trust could partner with stretcher groups and local government to jointly develop an action plan that considers proper road maintenance, the tools for that maintenance, and conservation impact (both positive—wildlife friendly crops, for example, and negative).
4. **Support classroom construction.** As the region's population grows, the need will also continue growing for local students. If strongly linked to conservation (perhaps having rooms painted with conservation themes, or rooms named after animals), rooms will promote both conservation and development objectives.

6.3 Governance

1. **Renovate the LCSC system.** Given funding constraints, developing an LCSC system to the village level seems unlikely. Thus, the Trust needs to:
 - a. Improve LCSC transparency and monitor activities
 - b. Impose term limits on LCSC
 - c. Facilitate LCSCs to hold regular meetings with LC1s and stretcher groups
 - d. Have Batwa representations for each district
2. **Implement the Trust monitoring and evaluation system.** The Trust's overall impacts within the communities is diminished because of the perpetual lack of monitoring and evaluation of

their projects. Tracking the progress of interventions is critical for institutional learning and continual improvement integrated conservation and development projects.

3. **Develop a governance component for the M/E system.** Ensuring the Trust practices good governance is key for long-term sustainability of projects. Although the Trust does engage in good governance, there are cases that came up during our interviews that suggest a system to monitor projects and staff would help ensure this. Consider the following:
 - a. Are key stakeholders involved from decision-making to project design to implementation to monitoring?
 - b. Are benefits equitable and free of corruption/elite capture?
 - c. Attending meetings does not equate to meaningful participation
 - d. Make transparent the system for choosing and awarding livelihood projects
 - e. Have beneficiaries been involved in sourcing materials?

6.4 Data Toolbox

The database and GIS system that was developed for this Assessment is a tool for the Trust to use. The Trust is an institution that will last for many decades, and thus cannot rely on individual's memories, particularly as people move on and retire over the next 5 years. The Trust should work to complete the database, and ensure that projects continue to be tracked and updated into the system. It is critical for the Trust to know where they have done projects, when they were conducted, how much was awarded, and the success of the project.

6.5 Final thoughts

This assessment review, although not comprehensive, has been a large endeavor, containing a lot of information for the Trust to digest. With all the recommendations given above, here we highlight what we highly recommend the Trust focus on over the next two years as the legacy of the Trust continues to be built:

- ▶ BMCA Reserve Fund that facilitates timely needs for park management, capacity building, etc
- ▶ Short and long-term research plans
- ▶ Awareness strategy with annual drama competitions developed with collaboration from BMCA
- ▶ Batwa land
- ▶ VSLA-oriented livelihood program
- ▶ Mgahinga Water program
- ▶ Bwindi Comprehensive Tea project—integrating PAM, land-use planning, road construction support with local government, private public partnerships, and livelihoods
- ▶ Vocational skills development for landless livelihoods, particularly Batwa
- ▶ Enhance governance and project implementation

Developing these programs, together with BMCA stakeholders, will do much to support local wellbeing and biodiversity conservation for years to come.

7 Appendices

7.1 Literature Cited

- Babaasa, D., Kasangaki, A. and Bitariho, R, 2000. A report on: Fire incidences in Bwindi Impenetrable National Parks in S.W Uganda. Unpublished ITFC report, Ruhija, Kabale
- Bitariho R, Mugyerwa B, Barigyira R and Kagoda E., 2004. Local people's attitudes and new demands since inception of multiple use programme in Bwindi Impenetrable National Park, S. W Uganda. Unpublished report, Institute of Tropical Forest Conservation, Kabale
- Bitariho, R., 2013. Socio-Economic and Ecological Implications of Local People's Use of Bwindi Forest in Southwestern Uganda. A PhD thesis of Mbarara University of Science and Technology, Mbarara, Uganda.
- Blomley, T., Namara, A., McNeillage, A., Franks, P., Rainer, H., Donaldson, A., Malpas, R., Olupot, W., Baker, J., Sandbrook, C., Bitariho, R. and Infield, M., 2010. Development and gorillas? Assessing fifteen years of integrated conservation and development in south-western Uganda, Natural Resource Issues No. 23. IIED, London
- Bwindi Mgahinga Conservation Trust, 2009. Program Plan and Monitoring and Evaluation Plan 2009-2018 (PPEMP) . Kabale, Uganda.
- Christensen, T., 2009. An assessment of the benefits of the multiple use programme of Bwindi Impenetrable National Park. MSc thesis report for the University of Aarhus, Aarhus.
- Craig, R and Malpas, R. 2007. Bwindi Mgahinga Conservation Trust. Report of the 10-year Review, 6-17 November 2006. Nairobi.
- Edwards, A. 2006. Effectiveness of Mauritius thorn in controlling crop-raiding animals. Report to the Bwindi Trust. Kabale.
- ITFC 2009. ITFC's influences and impacts. Unpublished. Kampala, Uganda.
- ITFC, 1999. The potential supply of weaving and medicinal plant resources in the Proposed kifunjo/masya multiple-use zone of Bwindi Impenetrable National Park, S.W. Uganda. Unpublished report, Institute of Tropical Forest Conservation, Kabale.
- Kasangaki, A., Babaasa, D., Bitariho, R. and Mugiri, G. 2001. A survey of burnt areas in Bwindi Impenetrable and Mgahinga Gorilla National Parks, SW Uganda: The fire of 2000, unpublished ITFC report, Ruhija, Kabale
- Lewis, J., 2000. The Batwa Pygmies of the Great lakes region. Minority Rights Group, London.
- MacKenzie, C.A., 2012. Trenches like fences make good neighbours: Revenue sharing around Kibale National Park, Uganda. *Journal for Nature Conservation*, 20(2):92-100
- Musasizi, J., 2003. Crop raiding by wild pigs in BINP. Report to the Bwindi Trust. Kabale.
- Oloya, C., 2001. An assessment of granting local people registered access to use of BIFNP resource as means of reducing the level of the illegal and unsustainable utilization of the resources. Unpublished MSc thesis, Makerere University, Kampala
- Ostrom E., 1999. Self-Governance and Forest Resources. Occasional paper no.20 CIFOR, Indonesia. <http://www.cgiar.org/cifor>
- Warrilow, F., 2008. The right to learn: Batwa Education in the Great Lakes Region of Africa. Minority Right Group International, London
- World Bank, 2007. Project performance assessment report. Republic of Uganda. Bwindi Impenetrable National Park and Mgahinga Gorilla National Park Conservation Project (GET Grant no. 28670 UG). Report # 39859.

7.2 Bwindi Mgahinga Conservation Trust Program Description

Here we provide a description of the Trust to situate this Assessment within their work plan and activities. Based on the PPMEP (2009), the Mission of the Trust for the 2009-2018 programme period is: *to foster conservation of biodiversity in BINP and MGNP through investment in community development projects, grants for research and ecological monitoring, funding park management and protection, and programmes that create greater conservation awareness.*

Objectives: In pursuit of the above goal, the Trust will strive to achieve the following objectives during the 2009-2018 (ibid).

- a) **Information about BINP and MGNP and environs made available for informing conservation and management decisions.** *This objective will guide the BMCT investments in research to generate information that meets the management objectives of the two national parks, planning for BMCT and for monitoring BMCT impacts on the ground.*
- b) **Wellbeing of the peoples (including Batwa) around BINP and MGNP improved.** *This objective will re-engineer BMCT investments into community projects and with stakeholders to diversify livelihoods options and provide the bridge between national parks and people. Through diversification of livelihood options, the objective will translate into reduced dependence and or pressure on biodiversity in the parks*
- c) **Ecological condition and integrity of BINP and MGNP improved.** *This objective will ensure that BMCT support to the BINP and MGNP management will primarily be for ensuring the integrity of the two national parks, delivery of conservation benefits and harmonious relationships between the people and the park.*
- d) **The Trust managed as an efficient institution.** *This is an operational objective that seeks to ensure that BMCT is efficient and effective in delivering this programme and in pursuing her Mission and Goal.*

Source: BMCT 2009

7.3 Informant Locations

Table 11: Location of field surveys

Parish	Village
Buhumuro	Bitanwa
Bujengwe	Byumba
	Mushorero
	Nyamishamba
Butare	Bugarama
	Hamutoora
	Mukatojo
Gisozi	Gishondori
	Nyagihenge
Gitenderi	Bitongo
	Kabande
	Mwanjaari
	Rukeri
	Rukyantege
Kaara	Byamihanda
	Kivuunga
Karangara	Kagoma
	Rutare
Kashaasha	Ihuunga
	Ndeego
Kyeshero	Bweronde
	Kyeshero
	Rugando
Mabungo	Bikoro
	Buhima
	Burakeye
Mpungu	Murushasha
	Murukore
Mukono	Kyumbugushu
	Mukongoro
Mushanje	Kigumira
	Kinyungu
Nteeko	Kahuurire
	Kikobero
Ntungamo	Kebiremu
	Nyabitanda
Nyamabare	Mukirwa
	Nyamabare
Rukongi	Matyazo
	Nyagihenge
Bujengwe	Byumba
Buremba	Kikoome
	Kitahurira
Gitenderi	Rukeri
Mukono	Mukongoro
Nteeko	Kikomo
Ntungamo	Kebiremu
Rubuguri	Byabitukuru
	Higabiro
Rukongi	Musasa
	Kabonero

Table 10: Interview List with government representatives. Includes 14 Parish chairmen and 7 Sub-county chairmen.

Title	Location
LC2	Kyeshero
LC2	Gisozi
LC2	Gitendere
LC2	Rukongi
LC2	Nyamabale
LC2	Kaara
LC2	Butare
LC2	Nteeko
LC2	Mabungo
LC2	Ntungamo
LC2	Mpungu
LC2	Bujengwe (LC1 Byumba)
LC2	Karangara (LC1 Nyakabungu)
LC2	Mukono
LC3	Nyarusiza
LC3	Ikumba
LC3	Mushanje
LC3	Muko
LC3	Nyabwishenya
LC3	Kirundo
LC3	Butogota
PS	Burimbe PS Headmaster
PS	Deputy head teacher

7.4 Park Support Addendum

Table 12: Park support by the Trust, 1997-2007.

Park	Date	Grant amount	Activity	Outputs
BINP	FY 06/07	n/a	Bwindi Model	Created a topographical display model of the Bwindi Forest. This helps enhance the geographic and conservation learning experience for students and visitors
MGNP	FY 06/07	n/a	Infrastructure development	BMCT improved the tourist infrastructure in Mgahinga National Park through supporting the construction of a canteen, latrine and parking lot at the foot of Mount Muhabura for tourists undertaking mountain climbing
BMCA	FY 05/06	n/a	PAM	Two PAM stakeholders' meetings were held in Kanungu district and a PAM task force was formed. Later A PAM action plan was drafted
BINP	FY 06/07	n/a	Community-based tourism monitoring	BMCT monitors the performance of the Buhoma Village Walk, a community based tourism initiative, that has increased the variety of tourist activities offered in the area, created synergic linkage between local community and private sector, while also providing members of the local community with an alternative source of income directly linked to conservation
BINP	1997-2002	\$ 80,313	Park support	7 tents, 12 bicycles, laptop, vehicle (toyota land cruiser), construction of information board at BINP HQ, Renovation of 2 outposts (Rushamba and Rushaga), renovation of Buhoma dormitory, warden research funded for training in GIS, double cab pickup (destroyed in 1999 rebel attack)
MGNP	1997-2002	\$ 60,253	Infrastructure development	Renovation of building at Ntebeko gate, construction of house for warden at Ntebeko gate, toyota 4wd pickup, 20m3 ferro cement water tank
BMCA	1997-2002	\$ 9,447	Capacity building, trails, and tech support	Workshops/meetings for devp of general mgmt plans for 2 parks, opening of trails in both parks, photocopier, computer and printer, training information officers in computer skills

Table 13: BMCA Results Matrix. Synthesis of Trust project support to BINP based on informant interviews and this Assessment's subsequent analysis.

Strengths of BMCA Trust Interventions		
Subject	BMCA Perspective	Assessment
Trust projects with local people directly benefits conservation	<ul style="list-style-type: none"> ➤ Tree planting, VSLA and livelihoods programs engage people reducing pressure on park's biodiversity and should be encouraged ➤ Batwa land resettlement and education helps improve relationships with the BMCA, and particularly Buhoma has benefitted ➤ The Trust has innovative ways for local people to earn a living--for example, community walk was very useful as the community themselves guide it and earn money 	It is clear from the assessment that there is great appreciation from BMCA staff towards the complementary community efforts of the Trust over the past 17 years. As other assessments have found in the past, the Trust has had an impact on community attitudes, which has helped BMCA to better manage BMCA.

Trust projects are good for the park	The local people appreciate the Trust and gain much in improving their welfare from the Trust. For conservation, the Trust should target the local people that bear the impact on the conservation of the park as it will definitely reduce pressure on the park resources especially if the community's welfare is well catered for.	Focusing more towards the park boundaries would better align conservation goals of working with people who bear the brunt of conservation costs.
Limitations of BMCA Trust Interventions		
Subject	BMCA Perspective	Assessment
Weak awareness of earlier Trust projects that directly supported park management	Although most BMCA wardens had experience with the Trust on conservation and development issues, few working today in BMCA recollect specific park management projects funded by the Trust.	Individuals cycle through BMCA system every few years and as a result institutional memory of Trust projects and legacy impacts is short. Thus decision-makers and policy implementers in the parks do not necessarily have a strong grasp of what the Trust has done in the past. The result is that the partnership between BMCA and the Trust is not as strong as it could be.
Evaluation of ICD projects is strongly needed to help BMCA work with development-oriented partners	The Trust's support for biodiversity conservation focuses heavily on local people; a focus that receives continual long-term support from many organizations. BMCA queries if the strong focus on local people is justified—are groups such as the Trust confident that this focus on local people contributes to conservation? Information from such an evaluation would help BMCA guide their projects and those of implementing partners on community approaches.	There is a lack of data that confirms that community support directly leads to conservation. If the Trust invests in Monitoring and evaluation of ICDs and socio-economic research that includes BMCA staff which demonstrates the effectiveness of various engagements with local people, the findings would strengthen the justification of the strong focus on local people by BMCA's partners
Community engagement needs to be strengthened	Currently BMCA staff say they are unaware of Trust project advertising or proposal awareness activities so that local people know to apply for funding.	Linking Trust outreach with BMCA and local government would strengthen approaches and have a multiplier effect.

Local people do not always equate Trust projects to conservation	Perception from the BMCA is that local people did not associate projects to the parks because in most cases the park staff are not involved in formulation, implementation and monitoring of those projects, which ideally should be improved	The Trust actually links some of their projects (WASH particularly) with UWA. However, collaboration on livelihood and common goods projects would strongly benefit conservation in the parks by better linking conservation with development projects
BMCA Suggestions to the Trust		
Subject	BMCA Perspective	Assessment
Involve BMCA directly in Trust projects from the beginning, and increase transparency on work in the BMCA	As the Trust is mostly engaging with local people, in order to link those projects more closely with conservation, the Trust should have an BMCA community ranger working with them to deliver conservation messages and answer questions regarding the park. This involvement should be done in the design phase, so that work planning can be done together, and include monitoring jointly to assess whether or not community projects are contributing to conservation goals. One suggestion is that outreach activities revolve around an annual theme which is then monitored to determine the effectiveness of the approach. In addition, the Trust, as a conservation-oriented partner should always be working with BMCA to share annual work plans.	It is critical to link Trust projects to conservation of BMCA. Although the Trust does this, our research suggests many villagers do not necessarily make this link. Collaboration between BMCA and Trust staff on the ground would not only help that linkage, but also increase ownership of conservation/development linkages within BMCA management. BMCA staff have suggested the incoming ranger recruits as a tool for this linkage. As the lead institution in the area, BMCA should be reaching out to partners such as the Trust to facilitate quarterly meetings on work plans and each partner's interventions for all stakeholders to improve transparency and coordinate integrated interventions.
Increase the geographic coverage of community projects	The Trust has limited impact on conservation because they only work in a small number of locations in parishes; if they worked in other areas there would be more awareness. BMCA sees the strengthening of Trust livelihood projects as more beneficial than common goods	Increasing coverage of projects would increase impact, but must be weighed against the effectiveness of the livelihood strategy as a whole, and the feasibility of being able to work everywhere.

	projects.	
Increase funding to research and monitoring to feed into conservation planning	The Trust should fund research activities on the following topics: resource access, exotic species impact, collaborative resource management, causes for gorilla movements outside the park, economic evaluation, wildlife census for key species (chimps and elephants). As noted elsewhere, monitoring and evaluation of community interventions and PAM is also important.	BMCA sees research as integral for the conservation of BMCA. As BMCA does not have funding for research, the Trust can play a critical role in facilitating information collecting. Some BMCA priorities are listed; we suggest the Trust funding a half-day workshop with stakeholders to lay out a five year research priorities plan that would then be funded by the Trust.
Contributing to policies to address human-wildlife conflict through PAM engagement and land-use planning	Problem animal management is one of the three most important topics that park management addresses; BINP would invite the Trust to work on the evaluation and implementation of PAM with BMCA. This should include research, land-use planning, and feasibility of encouraging buffer crops such as tea and trees.	The Trust has funded research on PAM and developed a task force in 2005. Other BMCA partners are focusing on PAM at a small scale; if any interventions by the Trust is to be considered, coordination with all of these groups (and past activities) is critical. As the Trust is a large institution, BMCA could nominate the Trust to play this role on long-term solutions to human wildlife conflict.
Strengthen LCSC structure	BMCA interaction with villages suggest they do not know much about the LCSC, and thus wonder if the LCSC know and understand the border villages who have the most direct negative impacts from the park	This finding comes out at every level of the assessment, and is discussed in Section 5.4.3.
Support MGNP PAM initiatives	Only 9km of 16km MGNP boundary is fenced, resulting in continued conflict between the park and people. Park stakeholders have done an assessment and their latest design of 1.5 high by 1.5m wide is found to be effective. The cost is estimated at 3000 UGX per meter, and thus a rough estimate of \$10,000 to complete the wall.	The Trust would need to meet with all MGNP stakeholders as there are other NGOs who have been doing some work on the wall, thus coordination is key. This project would improve community livelihoods, improve park relations, and could be used to provide benefits to Batwa (hire out labor to them).

Trust serve as coordinating leader on water initiatives in border villages	There needs to be coordination with the NGOs to develop a solution for the villages--in the dry season the people are in need of water, and thus they come inside the park, where they compete with wildlife and are in danger from buffalo and elephant encounters. With help from the NGOs and local government, the Trust could build underground tanks like organizations do in DRC. These tanks that collect water over the dry season could be built on government lands; 1 tank would be needed for every 3-4 villages.	In terms of priorities that the Trust can help with, water solutions come in second after PAM. Engaging in this type of water project would be a good intervention for the Trust as 1) it is an expressed need by both the Park and by local government leaders; 2) would directly impact people who bear the brunt of conservation costs at Mgahinga; and 3) is a common goods project that would have an impact on hundreds of households.
Continue supporting projects that promote sustainable natural resource conservation in and out of MGNP	Funds from BMCA are not enough to do all the work that is needed. The Trust should keep operating alongside with the revenue sharing program, focusing on PAM, Awareness programs, Tree planting, and promotion of tourism products. The Trust should work with BMCA staff to monitor projects and sensitize local people on conservation.	The Trust should continue its work around MGNP, and work closely with park staff to identify priorities that the Trust can support that will provide the strongest conservation benefits. For example, instead of spending \$1000 on 10 goat projects, spend \$10,000 on the completion of the stone wall, which would help hundreds of households.

Trust BINP Park Management Selected Project Matrix¹³

Table 14: BMCA assessment of individual Trust projects in BINP.

Project	Strengths	Weaknesses	Impacts	Stakeholder Suggestions
Awareness grants to BMCA	Drama groups effective	Funding limitations did not allow for monitoring	Without monitoring this cannot be evaluated	Widen area and work directly with BMCA on all outreach activities
Vehicles donated to BMCA	Contributes to law enforcement and allows BMCA to dedicate budget to unfunded projects	<did not know the process of needs identification>	One vehicle still working, providing crucial support to park programs	<i>Not indicated</i>
Non-Park Projects that were highlighted by Park Staff				
WASH projects in schools	People involved many schools in	Community ownership should be examined as anecdotal	Awareness is being raised in today's youth	Have local people contribute to funds to

¹³ This table reflects BMCT projects that are known to current park staff

(Trust activity)	competitions and debates	evidence suggests it can be improved,		create sustainability, include BMCA
Beekeeping projects	<i>Not indicated</i>	Beekeeping projects by both BMCA and NGOs are failing due to pesticides	BMCA no longer recommends beekeeping projects [There is yet no research which supports this] ; Suggests to Trust to avoid potato projects which lead to poisoning of the environment	Fund research on alternative pesticides and discussion with NARO to address problem
Batwa Projects	Batwa projects and land purchasing helps with community support of BMCA		Trust work with Batwa is very complementary to BMCA goals	Continue

7.5 Research Support Addendum

Table 15: List of research projects funded by the Trust, 1997-2012

Date	Project Title
2002-5	2002 Gorilla census
2002-5	Water quality assessments
2002-5	Wild plant harvesting in the multiple-use zones
2002-5; 2005-6	Vegetation mapping
2002-5; 2005-6	Ongoing climate, hydrological, and fire monitoring
FY 08/09	Costs and Benefits of the Multiple Use Programme in BINP
FY 05/06	2006 Gorilla Census
FY 05/06	Ecological research; water catchment characteristics and invertebrate studies
1997-2002	Ecological Monitoring Program; vegetation mapping, large mammal census, impact of wild plant and water harvesting, etc
2003	Crop raiding by wild pigs in BINP
2006~	Effectiveness of Mauritius thorn in controlling crop-raiding animals
2006~	The impact of fire on forest dynamics in BINP
2002-5	Vertebrate use of gaps in BINP
FY 05/06	Ecological research on regeneration of trees in MGNP
1998	Small mammal communities along an elevation gradient in BINP (1998; Aventino Kasangaki)
1999	Enhancing community well-being and values for mountain gorilla conservation through integration with a water development scheme-a study of BINP (Akunda Bernard)
1999	An assessment on the status of exotic plant species and natural vegetation types of MBNP (1999; by Julius Bunny Leju)
2000	The status of carnivores in BINP (2000; by Andama Edward)
2000	Forest regeneration and ecological recovery within Mbwa River Tract (MRT) (2000 by Polycarp Musimami Mwima)
2000	The status and ecology of duikers (Cephalophus spp.) at MGNP (2000) (Mark Ocen)
2000	The status and ecology of the golden monkey (Cercopithecus mitis kandti) in MGNP (2000) (Dennis Twinomugisha)
2001	An assessment of granting local people restricted access to use BINP resources as a means of reducing the level of illegal activities and unsustainable utilization of the resources (2001; Collins Oloya)
2001-~	Regeneration of natural vegetation in Mgahinga Gorilla National Park (Feddy Kamarembo)

Table 16: ITFC Results Matrix. Synthesis of project support to ITFC based on informant interviews and this Assessment's subsequent analysis.

Strengths of Trust Research Contributions		
Subject	Research Perspective	Assessment
Initiated funding of long-term monitoring (1997-	The Trust had the vision and provided the initial financial inputs to ITFC undertake ecological monitoring and research. This directly led to the realization that there	Long-term monitoring of ecological systems and anthropogenic (people-related) influence on those systems is critical for successful conservation of

2003)	was a need for long-term research using parameters that would be useful to BMCA management. The ecological monitoring program was very crucial in helping park management answer question of park management and how to conserve the two national parks. Through the funds Bwindi and Mgahinga national parks were the first to start up an ecological monitoring program among all the national parks in Uganda.	protected areas. Such long term monitoring projects include harvest impacts monitoring of plants in the multiple use zones, human wildlife conflicts monitoring and efficiency of mitigation measures, etc. BMCA has admitted they have no funding for research, but look to partners like ITFC and BMCT for help. While donor-based projects last for 3-5 years, the Trust is in a uniquely permanent position and thus can partner with ITFC to jointly search for research funding to contribute to a long-term conservation view of the parks.
Opportunities created for research students	Funding was made available to conduct short-term studies by masters and PhD students thereby increasing research capacity in Uganda	Involving students in ecological and social research is important, but may be more strategic if it is done within a larger framework of long-term monitoring that stipulates capacity building as a component of the funding
Limitations of Trust Research Contributions		
Subject	Research Perspective	Assessment
Lack of research support reduces the impacts on biodiversity conservation	One of the main pillars of the Trust is to support information gathering to feed into conservation planning. 20% of its expenditures should be on research and monitoring, however since 2006, the Trust has barely supported the ecological monitoring program and most park management questions and problems still need to be adequately addressed but are not based on research findings and these might have an implication on the conservation of the two parks. For example park management is proposing to reduce areas where multiple use activities are being carried without using any research findings to do so. This might create future conflicts with the local people and therefore impact negatively on the conservation of the two national parks	Management and the information needed to make long-term conservation decisions are critical for the survival of the parks. In heavily supporting community programs it appears as though the Trust has a weak interest/ involvement in research and supporting park management.
Short term projects result in unintended	Although short-term masters projects are important, it requires a lot of supervision by ITFC and is in itself not a long-term	As suggested above, provide clauses in research contracts with ITFC to encourage non-ITFC researchers and

unfunded costs to ITFC	approach to research.	BMCA research teams to join in ecological and social monitoring programs.
Research Suggestions to the Trust		
Subject	Research Perspective	Assessment
Long-term vision	The unique value of the Trust within the BMCA is in the long term funding of priority areas and taking a long-term view unlike other projects on donor cycles. This longevity means the Trust can fund long-term research that examines ecological processes that take place over long periods of time (forest regeneration, wildlife population trends, human impacts on forests, etc).	The Trust is the first of its kind in Africa, and the benefit of such an institution is that it is permanent, and there for the conservation of the two parks. As such it has the ability, and responsibility, to ensure long-term needs are met, particularly those that are necessary but do not serve the needs of short-term donor trends.
Coordination focal point for conservation stakeholders	Trust needs to take the lead with BMCA to coordinate all the different organizations' activities. Bringing together the various partners for discussion and coordination as well as discussing 'lessons learned' could be a role that the Trust could play more strongly.	As this unique permanent institution, it should be an entity that other stakeholders look up to and coordinate with alongside BMCA. Holding quarterly (or semi-annual) meetings that have specific themes in addition to general coordination would serve conservation interests well.
Consistent financial support for research and monitoring	There needs to be a regular budget for ecological monitoring (with a careful selection of methods/ threats to be monitored); regular support of students and/or BMCA research staff. These research and monitoring programs will help provide park management with how to manage the two parks and how to engage the local people in park management and conservation.	Together with BMCA and ITFC develop a long-term plan for research support. This would include long-term ecological monitoring that would take place at specific interludes, more regular monitoring of climate and water, and punctual needs for conservation decision-making (such as the problem with gorillas exiting the park).
Fund research position at ITFC	Support a staff position at ITFC for socio-economic (and) impact research (and possibly dissemination).	Both BMCA and the Trust needs M/E systems for the ecosystem and for interventions with local people. Although it is not feasible for the Trust to fully fund a research position, we do believe that it is possible to create a linkage between BMCT and ITFC through a point position at the Trust who keeps up to date on the latest conservation research and the

		implications of findings for ICDs and biodiversity conservation
Trust research point person	Directly link ITFC to a point person at the Trust to increase research presence in the Trust. Such person would help in designing priority research topics for the Trust and help supervise research topics funded by the Trust. The defunct Technical Advisory Committee (TAC) of the Trust could be reconstituted with this research point person and ITFC	The TAC should be reconstituted consisting of the Key point research person at the Trust with ITFC and probably the BMCA research and monitoring warden. This will minimize the costs involved of the TAC. (The past TAC involved senior lecturers from Makerere University).
Institutional memory and lessons learned	In general also: make sure that 'lessons are learned' from all the experience in the BMCA	As the Trust is a long-term funding institution, it can help ensure that it retains all of its lessons learned and helps other stakeholders of BMCA
Emerging needs fund for BMCA	BMCA often has conservation management issues that arise suddenly, and are unable to quickly address these issues. The Trust once helped with these problems, such as when rebels destroyed BMCA equipment, or a training opportunity for BMCA staff became available. Unfortunately it seems this is no longer supported by the Trust.	As emerging needs and areas of concern arise (gorillas coming outside of the park risking their health and human livelihoods, for example), the Trust could support park management by helping to fund unplanned-for events and opportunities. Additionally, a strong management team in BMCA needs individuals who are well trained. Using this fund for capacity building would be very beneficial for staff.

7.6 Government Assessment Table

Table 17: Assessments of Trust projects by local government officials interviewed during the Assessment.

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
Batwa				
Batwa Education	Education important	Children need food as they are hungry and can not learn well	Provide school lunches	Food is an important component for learning; however, unless it is a Batwa-only school, support such as this is difficult
			Integrate Batwa into mainstream society	This is a key challenge that the Batwa have--support that separates them from the rest of society does little to help the Batwa integrate. If the Trust can, particularly in livelihood projects, to work with both Batwa and non-Batwa, this would help
			Continue education of Batwa	All Batwa are very supportive of the educational support, and has a strong impact on them. However a holistic programmatic approach would integrate the Trusts goals with the Batwa much more strongly—in other words, when developing a livelihood or land project, consider the implications to education. If working on a water project, how can it be integrated with child health? One example the team encountered was Batwa land that was purchased next to the park; because of that the children were forced to protect it from wildlife, therefore not going to school. Another example; if land is far from schools, children do not attend thus contrary to the Trust's goals to improve Batwa education.

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
			Do not focus only on Batwa; pay fees for needy non-Batwa	A recurrent theme, the Trust should consider outreach programs that explain why they focus how they do so jealousies do not develop. Several goats of Batwa were killed because no Bakiga were included in the project.
Batwa Housing	People are happy with their new housing and will result in more them staying longer in an area	The Batwa are building fires inside their houses because of customs	The design of the housing needs to improve and include people in the design so that there is more ownership	Local government participation often is lacking due to high allowance rates demanded that the Trust cannot afford, and thus they may not be aware that the Batwa were heavily involved in house design. Improved Trust transparency to stakeholders (to address lack of participation) and stronger Batwa participation in design would reduce misuse and foster ownership for a sustainable outcome.
Batwa Land	The Batwa now have places of their own	No land title-- how can someone build a house with no land title?	Change land use to tea and include them in tea planting projects	Land in this case was far from schools, and suffered from crop raiding. Better to plant as tea and improve livelihoods. Would be better for Trust not to encourage purchasing of land of such type.
	The Batwa are improving their way of living; they now have houses, they can bathe, and plant on a small scale. They do not have to resort to stealing	Land is small and it isn't enough for food security	Give Batwa co-ownership of land title in such a way that they cannot sell it without the Trust. Do not give Batwa full title or they will sell it. Another option would be to purchase and create communal Batwa land that they manage for themselves	Land titles are a common call from Batwa; all other stakeholders agree this should not be given as most would sell the land if cash was needed. However, lack of title results in land insecurity, thus hampering investment and a sense of ownership. This challenge needs to be effectively dealt with immediately so that the Trust's intention of helping Batwa can be fully realized.

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
	Helps Batwa to get food	Land purchased for them not fertile	Batwa community doesn't have a chance to identify their own needs—it's all top down and the Trust orders people around	This suggestion was not expressed everywhere; however does highlight the need to ensure transparency and inclusion of Batwa (and all people) is done from the beginning in order to fully realize sustainability of Trust investments in communities
			Consider purchasing land for non-Batwa who are needy	Although there are many needy, Batwa land is a priority of the BMCA
			Buy more land for Batwa and give them land agreements	This is a critical point; land is of primary importance for the Batwa--without it they remain marginalized and in utter poverty. This should be a key accomplishment of the Trust over the next 5 years ¹⁴ .
Batwa Livelihood	Helps with food for households and some money for surplus	Batwa do not value seeds; they think more will come so they eat what they are given--this is not sustainable	Aids is a problem that needs to be addressed	Although AIDS is a definite problem, this is probably best addressed by other organizations. However, it could be a cross-cutting theme that is considered in project interventions.
Common Goods				
Health	At least some medicine has come as a result of the project	It is not what they wanted it to be--there is no maternity ward built, just an out-patient service	Finish construction--if they did the government would provide staff	Expectations by local government officials, if unmet, is challenging for local support of the Trust. Expectations must be managed, and projects monitored by both the Trust and Local government to address issues as they arise
	The health unit is helping people	Lack of supervision in construction	More health units needed	Health units are popular investments, but care needs to be made if the Trust works on these projects as there is

¹⁴ Every effort must be made to help the Batwa understand the importance of purchasing appropriate land (positives and negatives of potential land choices), particularly as most of them nor family members have never purchased land previously. In addition, the Trust can manage Batwa expectations by being clear from the start what a project will and will not be able to achieve.

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
				no connection between the investment and conservation
Schools		Trust donated money to the district for a school but contractors only did the floor; there was poor management by both the District and the T'rust	Money was wasted because there was no follow up by the Trust and planning management not good--What was the objective of investment if the Trust did not see the project through?	Very poignant statement and should be well heeded.
	Put up a school building	none	Need more assistance	Schools are the most popular Trust activity, and the most asked for by local government for continued support. Investment in this category is worthy of support as it improves local capacity, and, if linked to conservation (which is questionable to date) can serve as an investment that benefits the whole community
	Provided study space for our children	Communities always need more school rooms and investment [was a common theme in all responses]	Put up more classrooms; help communities build more schools. One example cited 240 children in 1 classroom--the need is great, particularly as population grows	see above
	Associated projects help pupils to drink boiled water		Everybody wants this project of solar-powered equipment, including at other schools	The solar project was well received, and may be an interesting project for future initiatives--IF monitoring of the current project suggests that long-term sustainability is achieved
	Good classrooms		Install boilers in other schools	Well received project and can have strong linkages to Population-Health-

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
				Environment initiatives. However, caution is advised to link boilers to conservation of the BMCA and keep projects close to the protected areas for maximum effectiveness of PHE goals.
	Children have a classroom, water, and bought land and 2 classrooms		People can help contribute to investments by Trust with stones for future classroom projects	Local people willing to contribute to school construction; the need is great.
		Project not well supervised	The Trust should put up more classrooms but should involve leaders in supervision	Governance and monitoring are key to a successful project; if the Trust does not have the staffing to monitor, involve local government. Involve local government regardless.
Wash Programs in schools	Has promoted hygiene to pupils and their parents		Extend this Wash program service in all schools	The WASH program has been well received in schools, and has benefitted health and sanitation. Dramas have also linked to conservation, and may be a way to combine both conservation awareness and well-being initiatives
	Improved personal hygiene, sanitation, and disease control		More training for teachers and pupils; more facilities	Trainings are important for capacity building. Whether or not this is a Trust priority is questionable, but perhaps involving more local health officials can help share costs.
	Project has helped against cholera and water-borne diseases and encouraged people to build toilets at their homes. Kids are passing along the information to their parents	Not enough materials-jerry cans, cups plates etc for the schools. No storage for these items so they rest on the floor (thus contrary to lessons taught)	Extend these projects to other communal places such as churches and public areas; Do more drama classes because people are getting information	Drama is the most effective way to reach local people.

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
Water	Big spending on the community has saved lots of time for community members; women and children use the time for livelihood activities	not enough funding; only 1-2 years	Lots of people coming wanting projects of this type	Water is another popular common goods project that has direct impact on people's livelihoods. Some areas are particularly in need, and Trust interventions in this area, tied to conservation, would be a good broad investment in well-being.
	It's sustainable because the local community contributes	People complain about having to pay money for maintenance, but the leader thinks this is not a problem as paying a bit is fine		Local leaders make more money than the poor—when consultations are made regarding prices, the Trust should insist that representatives from a broad spectrum of society is included in decision-making.
	Good water, sanitation, taps, water in schools, improved health, saved time, families clean, women have been helped so much	none	Have more tanks for boiled water	Sanitation an important topic for local people. For use as a conservation initiative, distance to protected area should be considered.
	People very happy--all successful		Extend to other areas	n/a
	Access to clean water leads to good health	cover few families	Put in more taps and extend water to non-beneficiaries	Extending the Banyara schemes to other areas would be beneficial if the watershed and funding allow.
	Supplies water to local people	tap stands not enough	Build more tanks for school groups	Investment should consider proximity to protected areas
	Very positive	Tanks are small	Construct more tanks around MGNP; plan early with local government to combine funding pools	Linking to local government planning and projects is a useful way to increase impact with small amounts of funds. Water is a problem issue in border communities of MGNP

Conservation with communities

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
Fence	Reduces crop raiding	Labor intensive	The Trust needs to fully fund the program	Problem animal management is a critical issue for border communities. As the people who bear the biggest cost to conservation, projects that benefit them is of utmost conservation value. The Trust could consider more investment in these projects, or facilitation of addressing the problem with other stakeholders such as BMCA and IGCP
	It would help but difficulties managing	Difficulties managing; insufficient funding		
Trees	Project still going on--barbed wire fence was good; sold timber to tea factory	Threats of bushfire are always there--once it got the trees and demonstrated not enough ownership	More sensitization on the projects as ownership is a necessary component	Sensitization, project ownership, trainings, seed diversification, agroforestry are all important suggestions for any future Trust forestry projects. The projects fit in well with conservation goals, but before investment the Trust needs to be aware of other stakeholders engaging in similar projects.
	People are encouraged by the tree lots	There are too many eucalyptus in the sub-county	Do not plant more trees in areas where there are already enough or where food insecurity is too high--focus on other projects	Develop strategic plans with local government officials on large-scale interventions
	Firewood	Seedlings are few	They would like to have more of this project	
	Those who planted benefitted	insufficient awareness	Create more awareness	
	Poles	Failing to get enough potting materials	More trainings, potting materials; bring different species of trees	

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
	It controls soil erosion	Lack of enough land	Trust should first enquire which tree species that can do well in the area	
	Some of the trees are already mature for timber	Not enough training on nursery establishment	expand but in bigger numbers; provide enough seedlings and various species according to peoples demands	
	Income		Provide a variety of seeds	
	Building materials		Encourage agro-forestry species	
Conservation Awareness				
Drama	Drama created community awareness		Need more costumes	Conservation awareness is an important 'raison d'etre' of the Trust; the Trust should work in tandem with BMCA to expand effective awareness activities
Sensitization	Sensitization helped conservation		Awareness is still needed, particularly talking about the impacts of conserving	
Livelihood				
Beekeeping	Still in existence, people still meeting about projects	Lack of awareness to other community members that bees aren't dangerous; otherwise good project	Cheap project to manage; market is there in local breweries and Kabale	Beekeeping projects, although once effective and popular, are now not recommended by BINP staff; pesticides used by potato farmers are believed to be the culprits of shrinking honey production and bee depopulation. Trust should strongly consider inputs to potatoes and their environmental impacts
	Honey is medicine	Thieves are a problem	Do more training in bee-keeping	
	Project provided beehives	Poor wood for hive construction	Consult before implementation; use local carpenters to make bee-hives	
	People got honey	Beehives are not enough	Provide more beehives	

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
	Hives located in the park and people were given ID cards to enter park there	Need more covers for hives and protective clothing	Work with participants to address weaknesses (thievery, hive covers)	
	Participants earn money	Pesticides are killing bees	Ask the people about the project-- monitoring and evaluation	
Handicraft	Project brings income to the members	Need for a market	Provide market and training for the group	As with any project, market value chains and trainings, with follow-up monitoring should be paramount in project design.
Livestock	Training was great	Market is not good for old chickens--nobody wants to eat the exotic breeds	Education on animal rearing; workshops/visits to see what others are doing	Livestock projects need a strong training component for sustainable outcomes. It is unclear from the research whether or not the training component was adequate, but according to village leadership, more needs to be done.
	Manure used for farms	Every donor is coming with sheep-NADS, revenue sharing, NCCDF	Do not duplicate projects that other donors already coming in with	As revenue sharing projects increase, this may be of growing concern to the Trust.
	People contributed their own money so project sustainable; management was good at the household level	Cattle died-no pasture, not used to environment; only one man remains with a cow now	Ask people what participants can do (what level they have) and provide guidance and maintenance	Concern here by leaders was that people who were not able to fully provide for livestock (especially pigs) were given animals when perhaps strategic targeting is needed to provide more appropriate breeds if the Trust is to target the poorest of the poor.

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
	Trust provided medicines and training	Livestock died or eaten, although some still have	Provide veterinary support	There are very few vets in the region, and visiting vets almost non-existent. The Trust could remedy this by providing support to livestock owners through a contracted vet to do services to livestock owners once a year. For projects, this would help increase longevity and provide long-term support to participants, and it would benefit others who may already own livestock but did not benefit from a Trust project.
	Low input necessary	Local maintenance is poor--no food for pigs, land is tight so the places for them to roam is reduced	Need to teach people zero grazing	
	Goats were sourced locally	Few goats	Provide feeds	The Trust cannot provide feeds for livestock owners, but through the training events can work with participants on how to produce/source their own.
	All in the group eventually get a goat (goats were passed on to new people)	Little money	Provide pigs to all families who can manage them properly	
	It brings profits	Lack of vet services in area; lack of vet support	Provide pigs at levels above one per person to bring tangible benefits	Providing participants with one animal, to almost all interviewed (government and villager), does not provide a household with strong benefits. Although in the Kisoro area this helps with manure, if the Trust can only provide people with one animal, other projects that have more wide-reaching

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
				benefits may be a more strategic investment.
	Reduces poaching	Pigs need a lot of food and drugs		There is a widely-held perception that livestock reduces the desire to obtain meat illegally. This assumption needs to be tested to examine the conservation benefits of livestock projects.
	Pigs produce quickly			
	Immediate benefits			
Mushroom	Both food and income	Lack of planting materials	Train more in mushroom growing [recommendation by all govt leaders with experience in mushroom projects]	Of the three instances where mushroom projects were listed by government officials, all were very positive and suggested expansion of the project. A proper value-chain assessment should be conducted by the Trust if continued support is given to this project type to ensure sustainability.
	Easy to manage	Delicate business		
Potato	People have investment of 1 bag planted to 30 harvested	seed quality can be poor; soil can be poor, sometimes too much rain which causes wilt	In areas where multiple NGOs and government agencies already provide the service, the Trust needs to work on other projects besides potatoes	Ensure that the Trust is not duplicating other efforts in the region. Potato projects in Kisoro district are widespread, and may not have the biggest impact. However, some leaders did think that targeting the very poor with potato projects was still a worthwhile endeavor.

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
	Before the Trust there were no seeds	Trainings are not enough;	Give more money to groups-at least 2-3 million shillings	Small projects of 1 million shillings does not do much to reduce people out of poverty, and thus leaders feel that the amount should be raised. Considering the amount of effort it takes the Trust to engage in individual projects, a small investment is probably not as efficient as a common goods project with wide-reaching impact.
	Project is sustainable because people contribute their own investment	none	Create VSLAs	If the amount of money is to be small, then creating VSLAs would provide much added value to projects.
	The group continued as a VSLA after project	Potato seed was rotten	Provide more seeds per each farmer and to groups	
	Some still have the seeds for planting in the next season	Only 1 in 100 projects are funded, so how much impact is the Trust having?	Training	
	Participants still working-digging helping the poor	Seeds were not enough	Source improved seeds	
	Potatoes are the region's major enterprise	Lack of spraying chemicals		
	Potatoes provided food and money; irish potatoes take a short time to produce food and income	Some potatoes affected by weather conditions especially rainfall and production became poor		
	Potatoes provide immediate cash and food			
	Training			

Description	Positives	Weaknesses	Suggestions	Assessment of LG Suggestions
VLSA	Helps families save money	The Trust has not put enough funds into projects	The Trust needs to put in more funds	VSLAs are very popular in the region, and strongly suggested as interventions by local leaders. Given the Trust has limited funds, providing training and start-up funds for many groups of people may be a targeted way to benefit many people.
	People invested money in seeds, started developing their family; were able to get goats; able to purchase books for kids and uniforms	Sometimes people drink away their loans and they do not return money-- there needs to be more safeguards put in place	Need more workshops on record keeping and maintenance; have follow-up trainings twice per year	Providing strong training to these groups with follow-ups for long-term investment is key to a sustainable VSLA group.
		The Trust needs to think about bigger picture	The Trust should work with groups to address issues of safes, accountants, and auditing;	
			Provide more advice and technical skills	
			Consider creating small banks that are well protected	One leader suggested that the Trust work with the private sector to encourage banks to invest in the region.

7.7 Batwa Data Addendum

This section provides additional charts from the data analysis that may provide insight for future project planning.

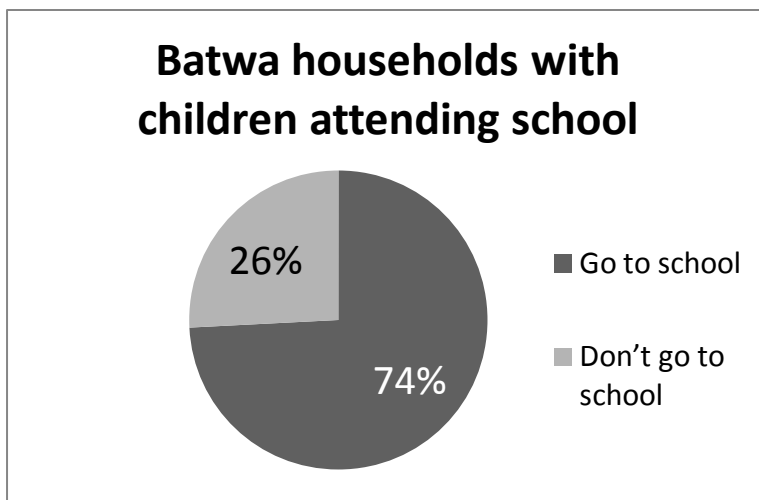


Figure 34: Percentage of Batwa interviewed whose children of school age attend school around BMCA (n=62)

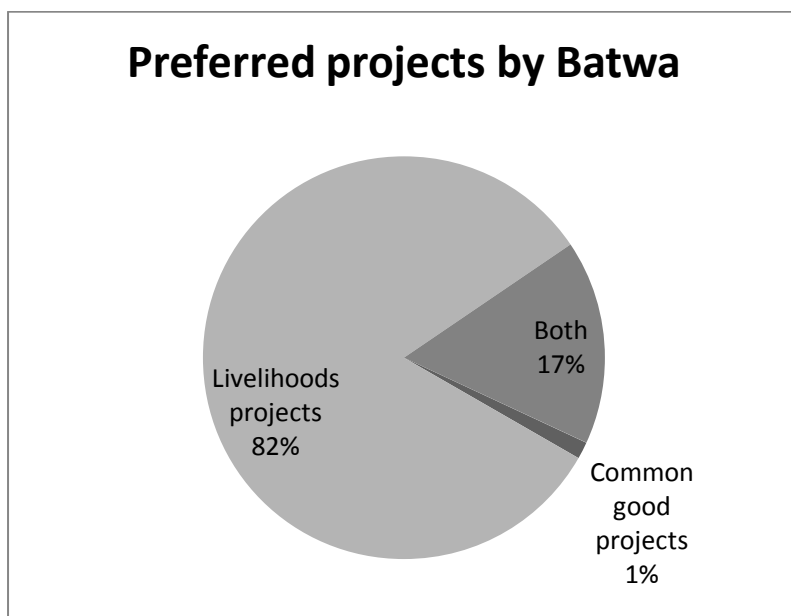


Figure 35: Suggestions from Batwa respondents on how the Trust should invest in future projects

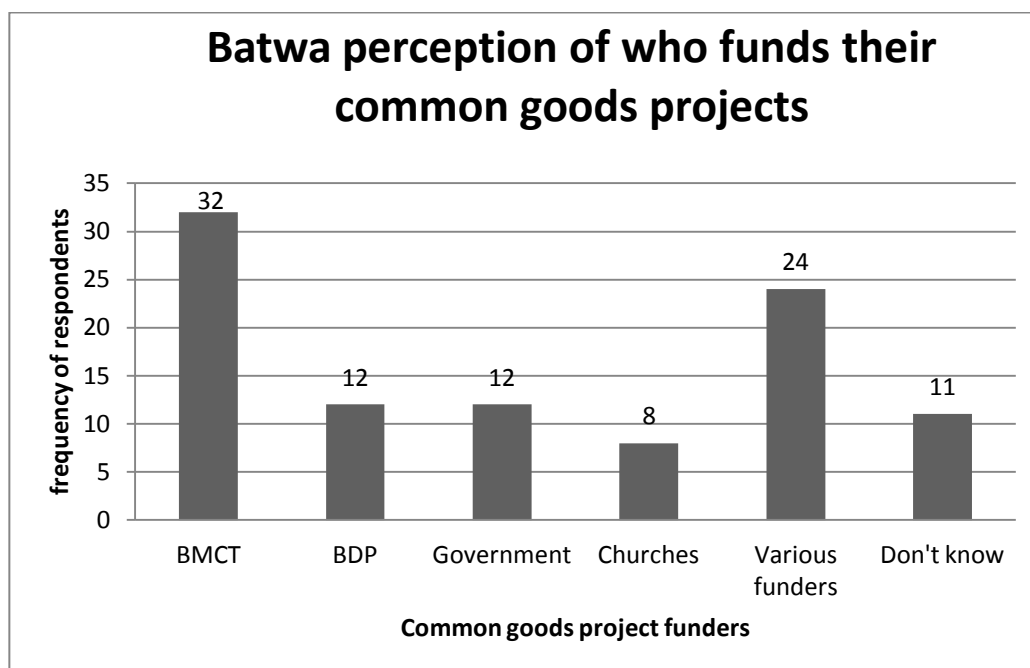


Figure 36: Batwa perceptions on who funds their common goods projects, suggesting the Trust plays a strong role in the Batwa's well-being

Table 18: Batwa Projects according to informants, whether they succeeded or not, and why. Note several participants had more than one type of project

a goat and seeds
Yes however it was too short
a goat, VSLA and bees
Yes VSLA succeeded while the bees did not
beans
Yes since these beans are still in existence
beans and irish potatoes
No production became poor in the first season she no longer has any of the projects
beans and millet
No got eaten by rats and birds
beans and potatoes
No had no more seeds to plant
goat
because she still has the goat and can sell the kids off at any time
No it died immediately without even producing a kid my goat later died the goat died the goats were very young very little help
Yes

because she still has the goat because she still has the goat and can sell the kids off at any time goats
No shared a few goats that couldn't sustain our problems they died goats and beans
No the goats died and the beans were eaten and finished goats and seeds
Yes some goats were killed but I still have one of them goats, hoes, pangas and jerrycans
Yes before the goats were okay but at a certain point they all died goats, seeds and land
No unknown people poisoned them land and goats
No the goats were killed by unknown people Yes continuing with it goats
No goats died and seeds did not give enough yields potatoes
No because the project ended after a short time I only had potatoes for a year and thereafter they rotted Yes it was a success in the first season but died out in the next season

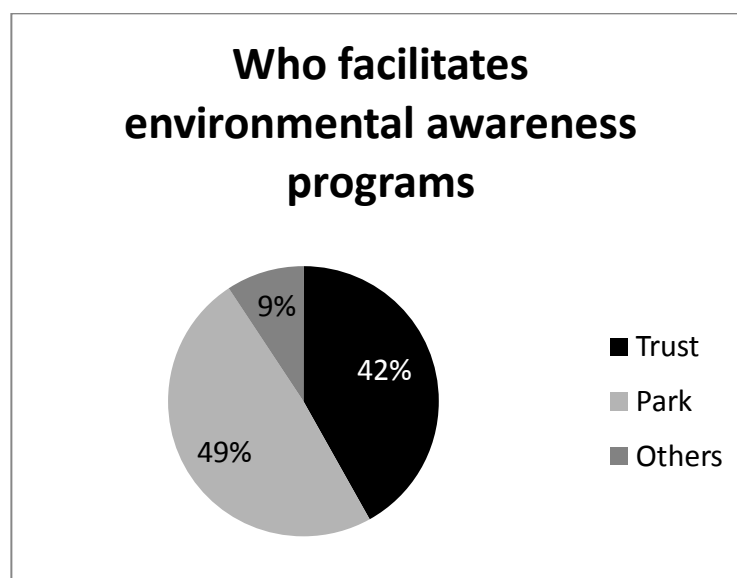


Figure 37: Batwa perceptions of who facilitates awareness programs (n=43)

7.8 Community Data

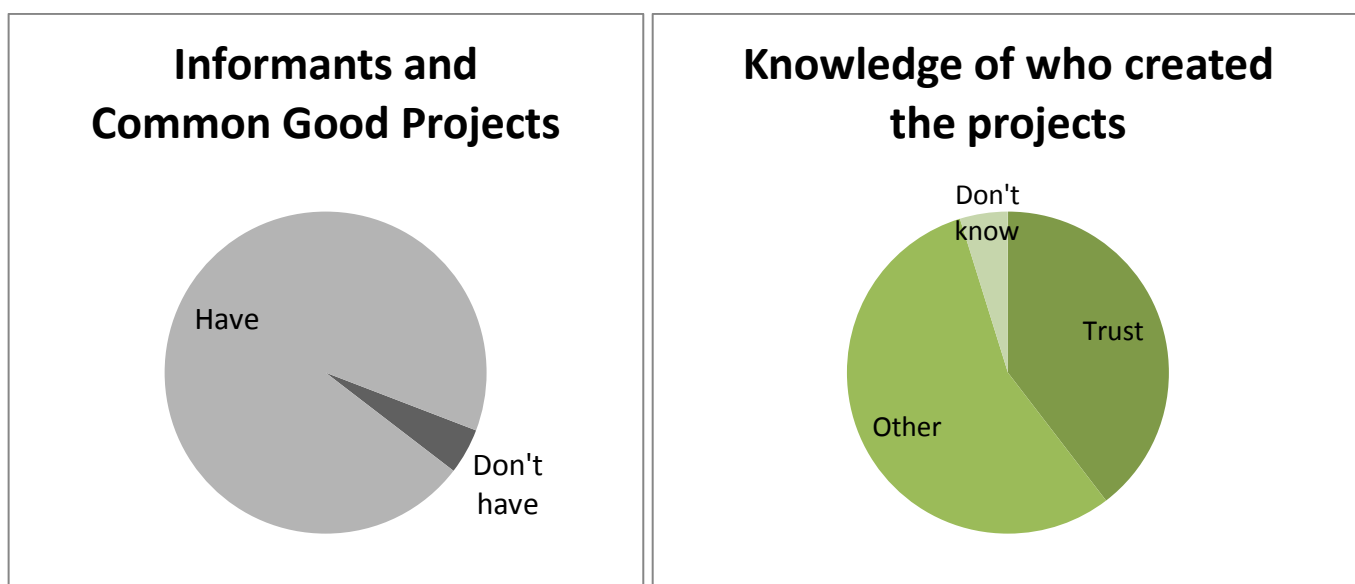


Figure 38: A) Proportion of informants benefitting from a common goods project (n=196). B) Organization that funded the project. The Trust is recognized as a major provider of common goods projects in the area.

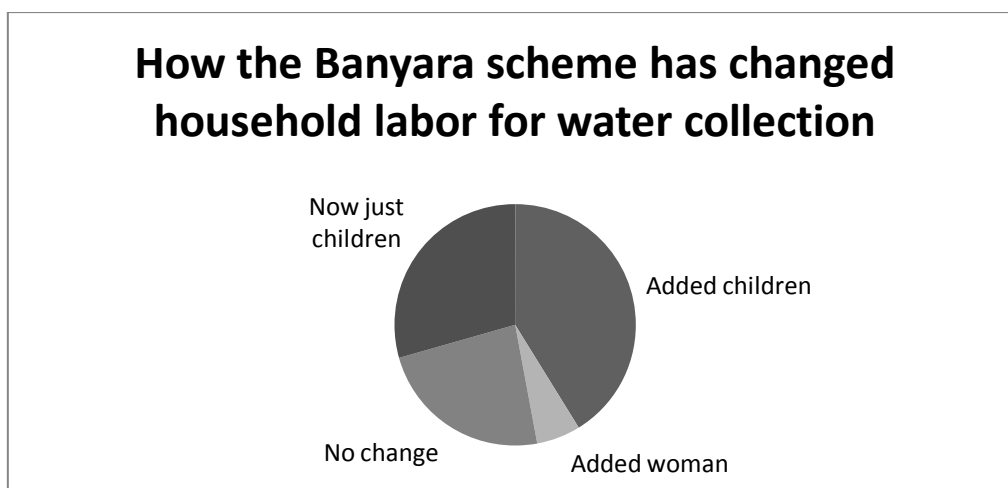


Figure 39: The Banyara scheme has changed the ways households allocate labor to fetching water. In the households interviewed, nearly half of families include children in water collection; quarter of households have removed adult labor, and a quarter have had no change. quarter

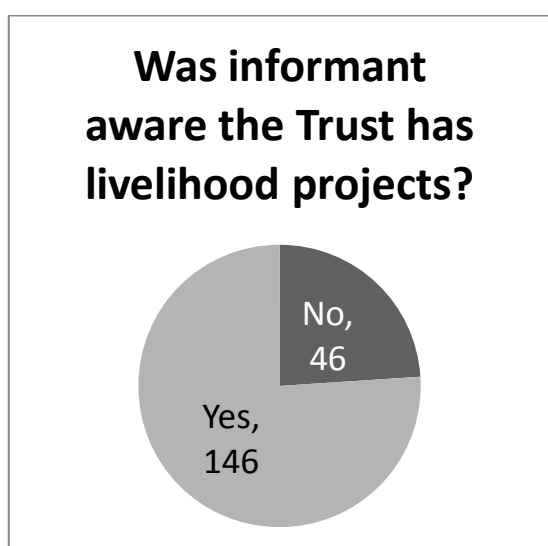


Figure 40: A majority of people know that the Trust provides livelihood projects (n=192).

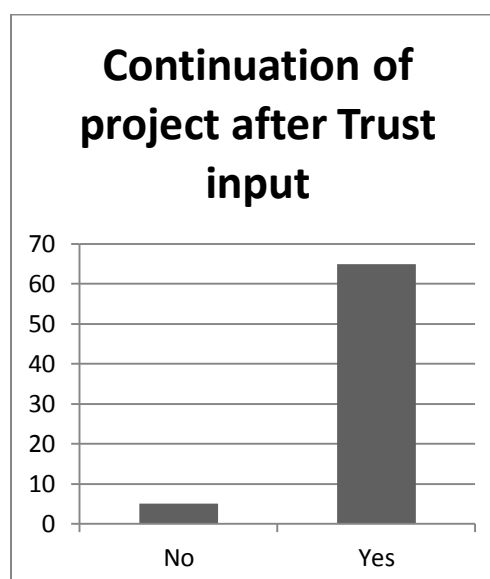


Figure 41: After Trust support ends, almost all participants have continued the project on their own. Those that did not continue include the following projects: bean (1), potato (2), and two poultry and seeds projects that lasted for 4 years before participants moved on (n=70).

7.8.1 Livelihood project assessment details

Table 19: Reasons Trust livelihood projects participants give for project success (yes) or failure (no).

Avocado/fruit trees
Yes; I am still using it
beans
No yields were poor
Beekeeping
Yes
because they still have the project
still continuing with it
that's why he stayed with it but it has a problem of bees dying because of chemicals
the bees entered turned out to be a success
Goat
Not yet
not yet
not yet (the goat bought by Trust got sick and I bought another one)
maybe later on
still too early to tell but hopefully it will be

<p>still young</p> <p>too early but just hoping</p> <p>Yes</p> <p>because the goat is producing, she attains manure to put in the crops so according to her it has become a success</p> <p>has helped my household income</p> <p>I still have the goats</p> <p>it helped on family income</p>
mushroom
<p>Yes</p> <p>it worked well and people benefitted</p> <p>it's bringing me some household income</p>
pig
<p>Do not Know</p> <p>pigs are still too young and need a lot of care</p> <p>still early</p> <p>still too early to be sure</p> <p>Not yet</p> <p>still too early to tell</p> <p>Yes</p> <p>brings in income</p> <p>gave income to my household</p> <p>It's still a success and am continuing with it</p> <p>she attained some sustainable use</p> <p>since it is still alive it's a success</p> <p>still have it</p> <p>still have the pig and it looks healthy</p> <p>sure it will be a success</p> <p>No it was in the beginning but it failed because of lack of feeds and veterinary services</p>
potato
<p>Do not Know has just planted them</p> <p>No it wasn't a success since they all died</p> <p>No because they did not yield much</p> <p>Yes</p> <p>at the beginning it was but has now developed a disease and aren't doing so well</p> <p>because they still have them after 3 years</p> <p>during the first season production was good but thereafter it got poor</p>

has succeeded and so they are still continuing with it
 helped me pay my children's fees
 initially the yield was good but later declined
 Irish potatoes did well at first then failed later on
 it was a good seed yield but the seeds weren't enough
 planted as a group first then shared equally as group in 2009 and now plant individually
 still grow them though they need more
 still have some seeds and the pump still works
 the project succeeded and we are continuing with it
 the yield was good and got benefits but later seeds got finished
 they are still going on with it
 they are still growing them
 they still grow them
 they still have it
 was a success since its still in existence
 yield was good but seeds weren't enough

poultry

No we are far from the main road so transport of both eggs and chicken mash was a problem

trees

Do not Know since they haven't yet matured

Yes

my trees bring me a household income
 sold the poles and got money

VSLA

Yes

because am getting income
 that's why am still continuing with it
 we are still going on with it

Table 20: Five projects not recommended by participants

Reasons why the 5 participants would not recommend their projects	
Pig	Pigs need too much food; I wouldn't recommend it
Potato	Land isn't enough and no longer fertile The project was okay but it has developed a disease and they are dying so Trust should give them VSLA The project was small and brings household income Because the yield wasn't good

Table 21: Selected responses and suggestions of livelihood projects participants would recommend.

Avocado	It helped me and I believe it can help others
Beans	Trust "should provide the seeds in time to meet the seasons"
Beekeeping	Says the project is fine and if possible they can give them more and give other villages
Goat	Would have to provide more than one goat per person I would [recommend] but one goat isn't enough to bring profits it is a good project since the goat brings income and manure says the Trust should provide more projects to other communities since they are developmental those near the park should be given
Groundnuts	She would recommend the project though seeds must be provided in time
Mushroom	It has helped me and it can help others as well
Pig	The pigs supplied should be more than one per person because you cannot get income I would recommend the project but Trust should give two pigs rather than one the project is good though need more pigs because the care is too expensive whereby hiring workers to take care of one pig is just not feasible [Recommends] for [only] those that can afford to feed them good project though they require a lot of food I would recommend it to other people but I suggest Trust gets more funding it's a profitable project
Potato	Irish potatoes take a short time to provide food and income I know potato growing is a profitable project although I haven't yet gotten the benefits I would suggest it to other people to bring them good income but has to be in big numbers If the land was fertile and the planting materials were good then yes I would recommend it. It's a paying business though needs enough land and seeds to do Irish potato growing is a good project but seeds need to be changed It's a good business but Trust should provide more seeds to beneficiaries Though small it helped and it can do so for others

	They have developed a disease and so should bring more and provide herbicides to them
Poultry	The project is good and others may stand to benefit but mostly those near the road or who have better transportation
Trees	The project is good for protecting against land slides
VSLA	
	it helps household incomes
	the project is good and others may stand to benefit

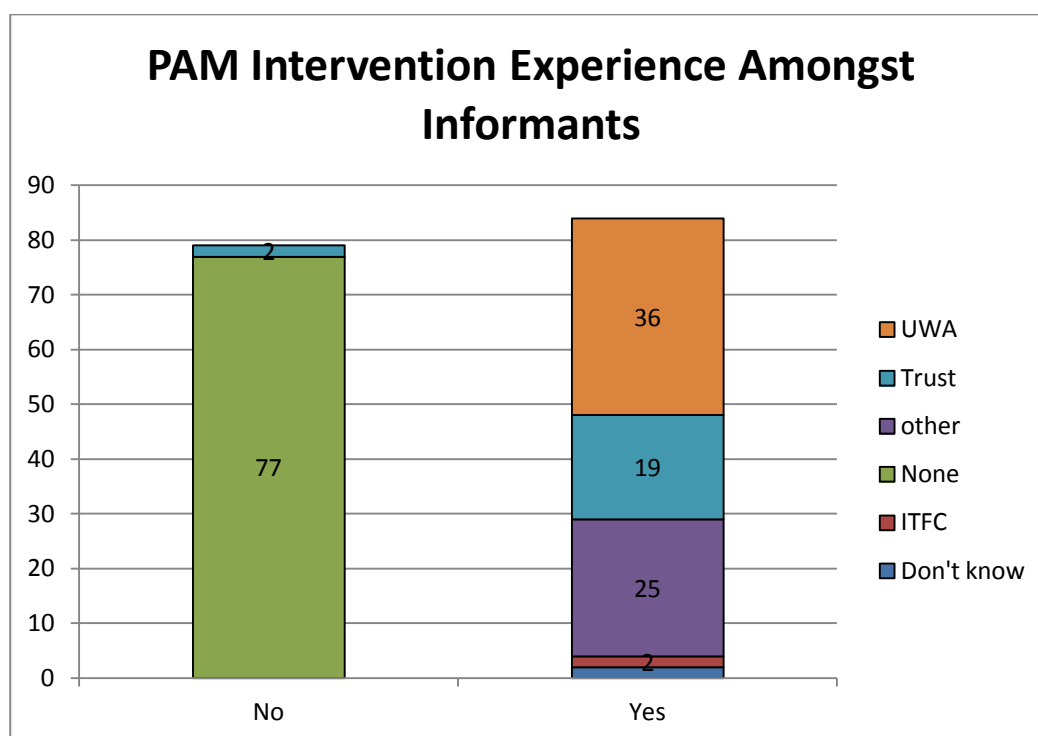


Figure 42: Informants experience with PAM activities around BMCA. Around 25% of the known projects with PAM involved the Trust. N=163

7.8.2 Wealth and Livelihoods

In order to understand the local people in the area, the surveys included wealth ranking (economic profiling), using roof and house types as proxies. These questions allowed us to gauge the various levels of wealth within the communities, and compare overall wealth to those who participated in livelihood projects. What we found was that Batwa informants had a wider range of housing types; with very few owning brick houses, and 42% having thatch roofing. Contrarily, only 1 household in our non-Batwa surveys had thatch roofing. This demonstrates the greater well-being of non-Batwa within the region. When we compared the relative wealth of Trust livelihood beneficiaries versus all surveyed, the wealth categories were similar. For more data, see Figure 43 to Figure 45.

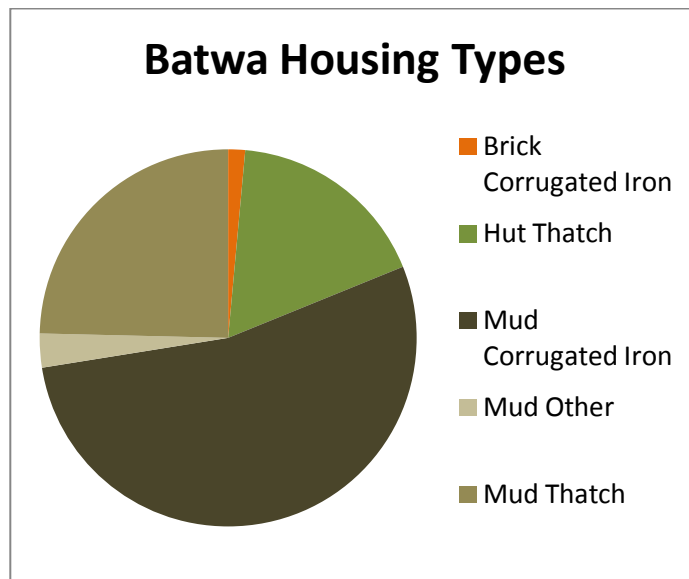


Figure 43: Composition of housing types (house and roof) of Batwa informants (n=69)

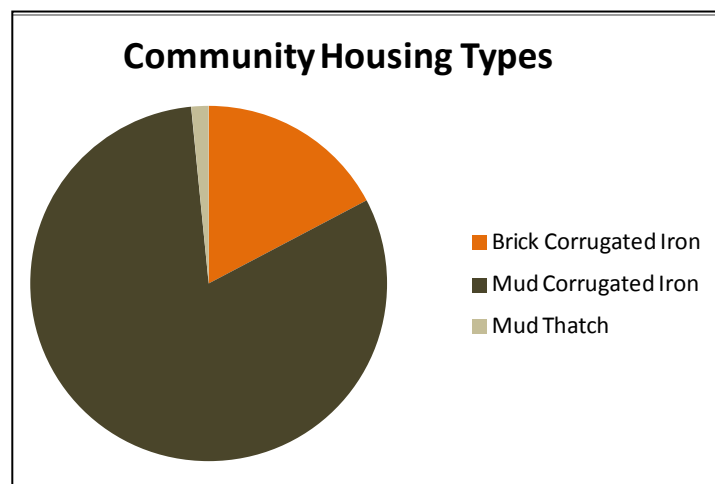


Figure 44: Composition of house types of all non-Batwa community informants

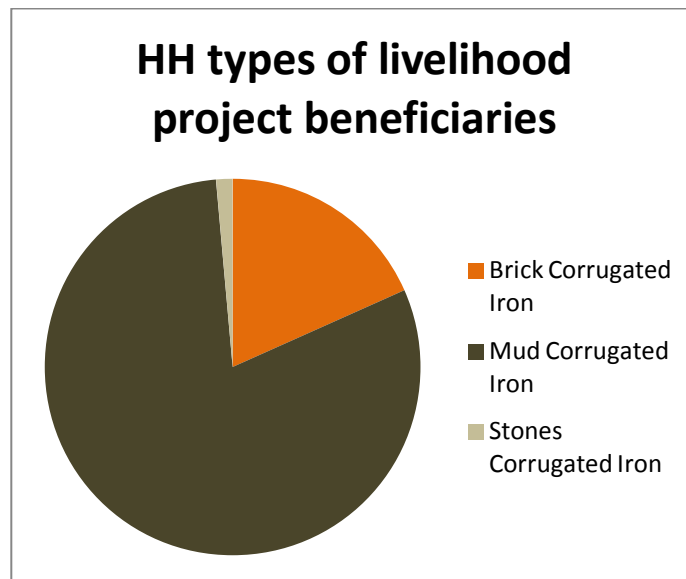


Figure 45: Composition of house types of non-Batwa livelihood participants (n=71). These three charts suggest that Trust projects benefit a representative sample of the community, and that a majority of those who receive projects are in the average wealth status.

The surveys also questioned people about their 3 main livelihood practices, who engages in those activities for the household, and whether they are enough to sustain their households. Figure 46 suggests that nearly all informants are unsatisfied with their current livelihoods, and often endure shortcomings in their household incomes.

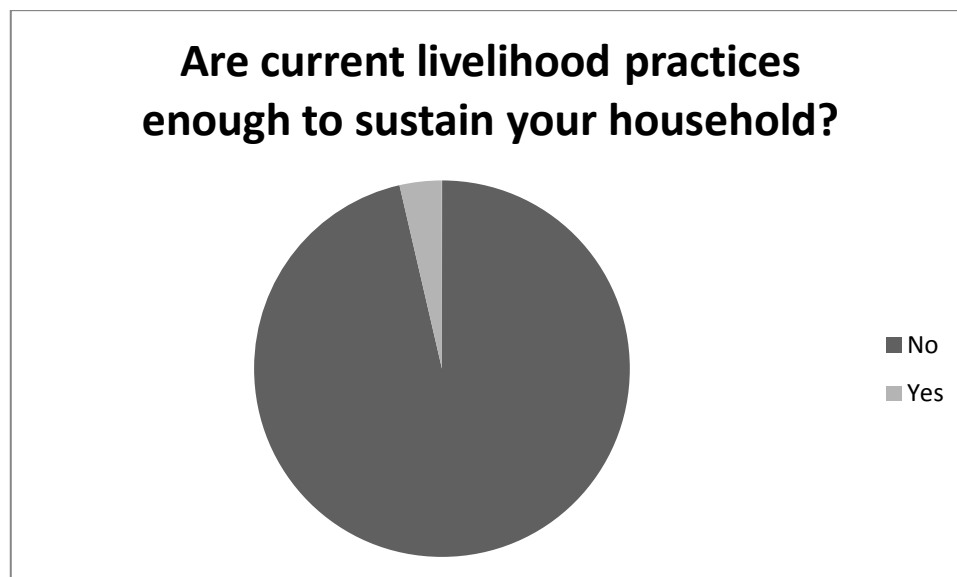


Figure 46: A majority of informants noted that their livelihood practices are not enough to sustain their households. Coping mechanisms of people include going hungry, finding casual work, or working to increase productivity on their land (n=193).

We asked that when their livelihood activities aren't enough to sustain themselves, how do they acquire both food and money. The results (Figure 47 and Figure 48) suggest that for food, people either buy food or go hungry. For money, people can engage in a variety of activities, including casual labor, selling livestock or their own food, maintain cash crops for monetary needs, or borrow.

What informants do when livelihood activities leave a food deficit

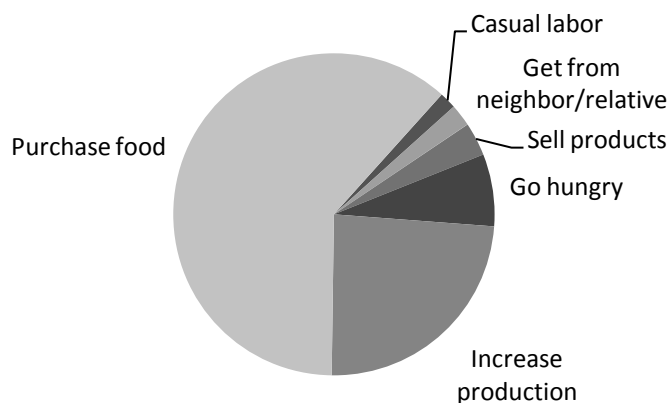


Figure 47: Coping mechanisms when main livelihood activities aren't enough to feed the family (n=179). The majority find cash to purchase food, while others work to increase production for the next season (but probably go hungry in the meanwhile).

What informants do when livelihood activities leave a financial deficit

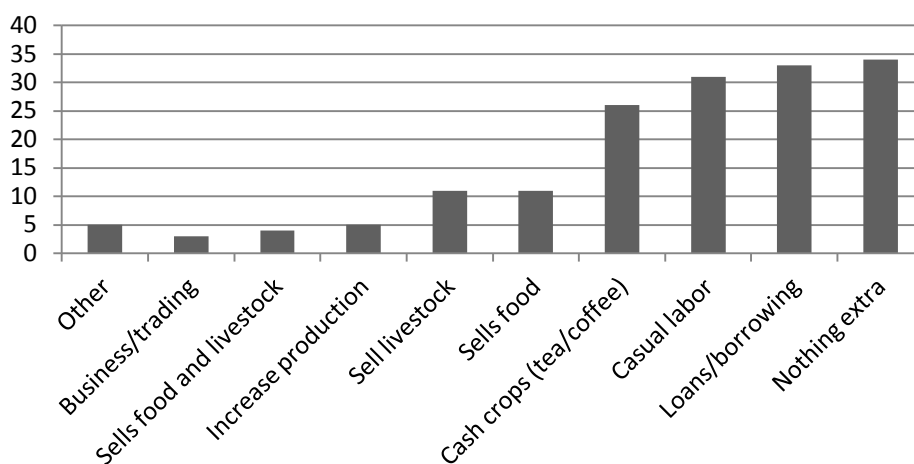


Figure 48: Coping mechanisms when main livelihood activities do not provide enough cash for needs (n=163). 20% are left with no alternatives; other major activities include engaging in casual labor or borrowing money from either relatives, work, or VSLAs.

Table 22: Selected informant responses on how projects contributed to their income and household.

Selected informant responses
after producing she sold it and kept the piglet and bought Irish potatoes for planting
at first it was doing well but by the third season they all died
because we got what to eat though there wasn't any surplus
bringing income into the household
brings me household income
during the dry season they harvest and sell the honey to buy clothes and seeds
family needs are taken care of
[food] for home consumption
gets money from the honey and also for subsistence use
goat produces manure and is hoping profits will come
got food for home consumption
got money and food and used the money to pay fees and buy house utensils
got money for food at home
got poles and firewood
got some income to pay fees and bought more Irish potato seeds as well as food
has brought little income to the beneficiaries
has helped the household income
has helped though still small
have gotten food and money
helped my household income
helped on the rearing of animals and the younger people learnt about animal rearing
I get manure for my land and income for my household
I have gotten school fees for children and family income
I have my own trees for timber and firewood
It's like our bank
my pig is still young but I hope it will help me
reinvest in livelihood projects though the project is very small
sells piglets and gets income
she gets manure from goats because they are now 4 goats and the mother is pregnant. When they sale one and can pay fees for the children
she got what to eat and thereafter selling got money though in the next season production became poor
she sold some and got fees and food as well as what to plant next year
sold after harvesting and got money to buy goats
sold some Irish potatoes and invested in the VSLA which is still functional
sold the produce and bought sheep and they also got food for their family
think it will help my household income but the piglet is still too young
this livelihood project has helped but it was small and would request that the project is made bigger
very little
we got little benefits
when they sell honey they get money to buy food and are also able to buy some Irish potato seeds

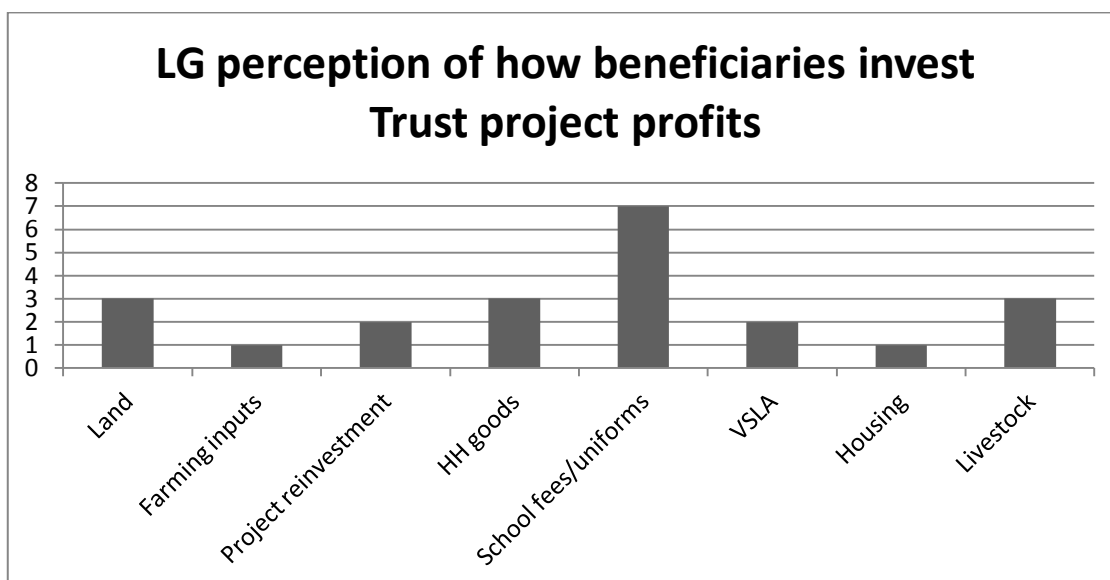


Figure 49: Local government perceptions on how Trust livelihood participants spent their profits (n=11).

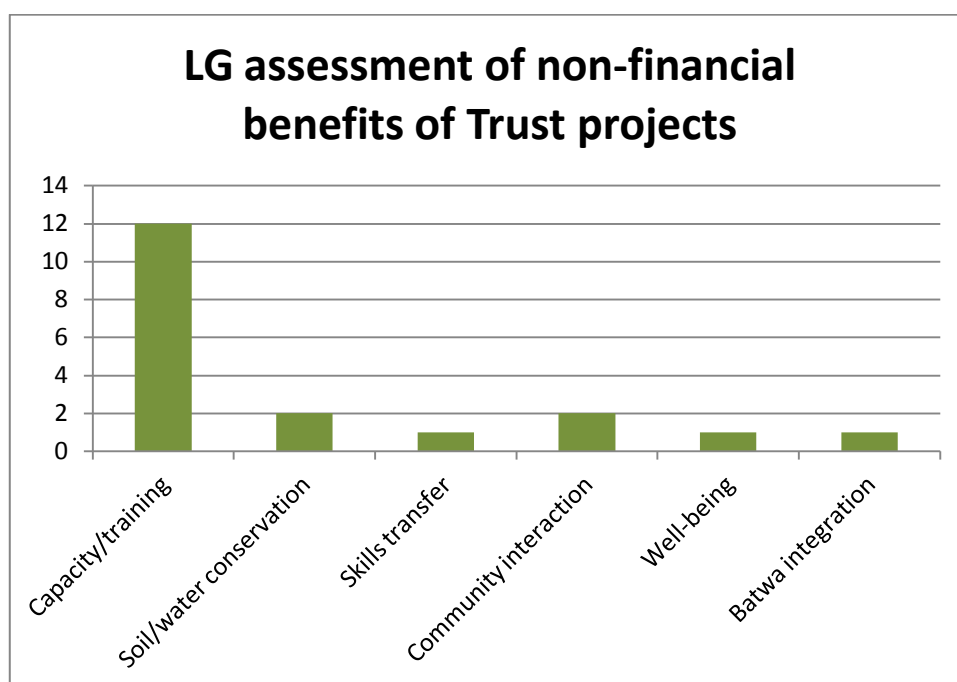


Figure 50: Local government perceptions of Trust project Benefits. The strongest non-financial benefit was capacity building for members of the community (n=16).

7.8.3 Local people and Conservation

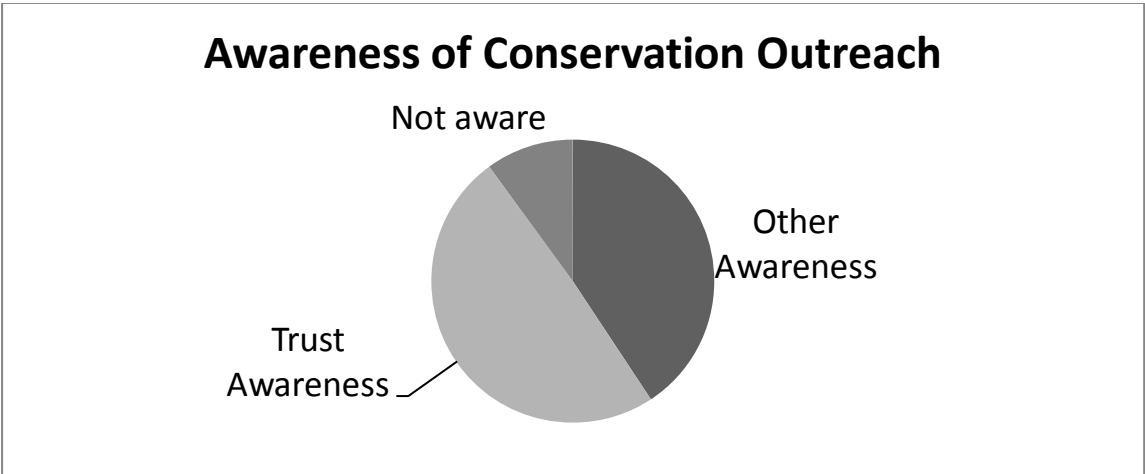


Figure 51: Familiarity of informants with conservation awareness programs (n=190). Note this was the first question in the awareness section of the survey, and although people have heard conservation awareness messages, they did not first attribute it to the Trust. 167 of 192 individuals ultimately acknowledged they were familiar with at least one Trust awareness activity.

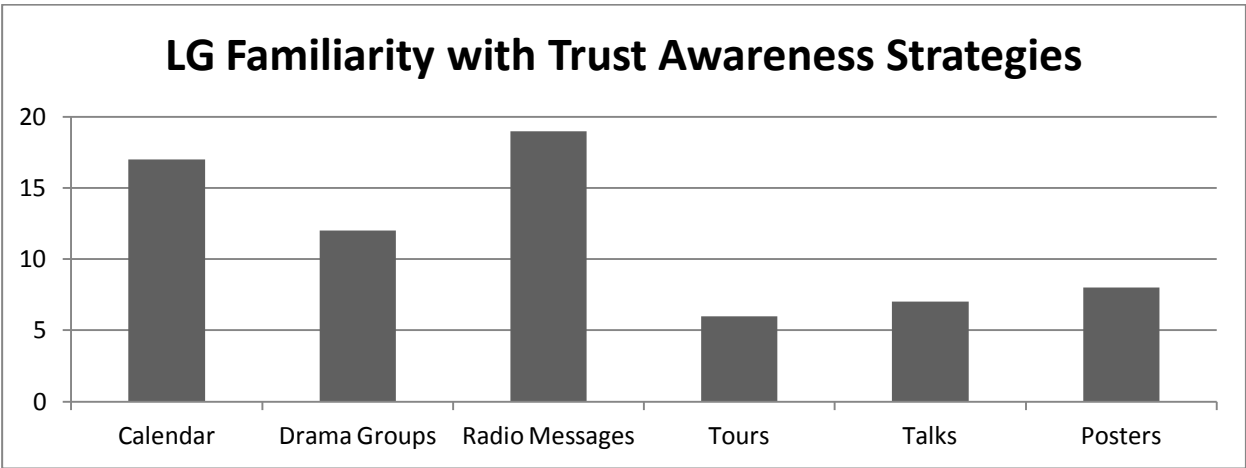


Figure 52: Local government familiarity with Trust’s conservation awareness programs

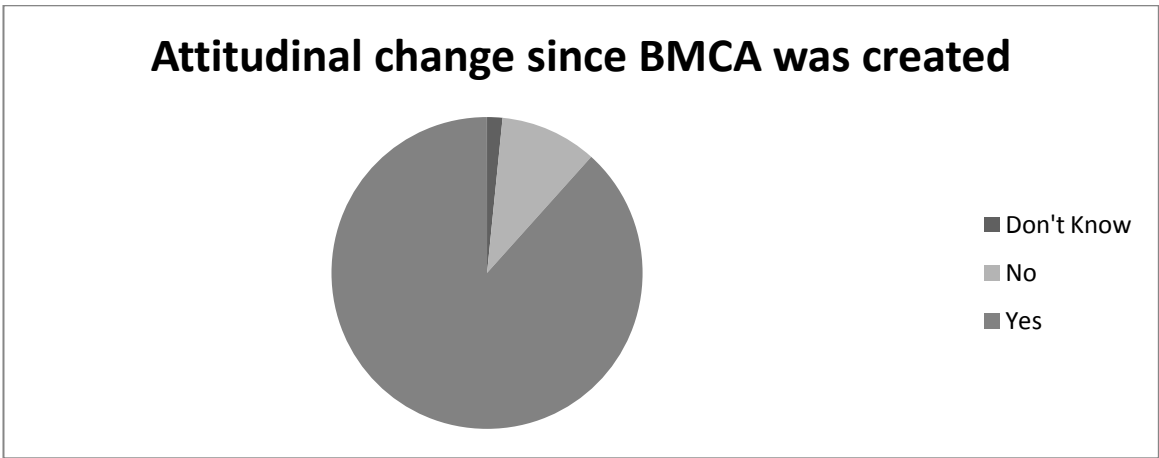


Figure 53: Responses by informants on whether their attitudes towards the BMCA has changed since its creation in 1991 (n=189).

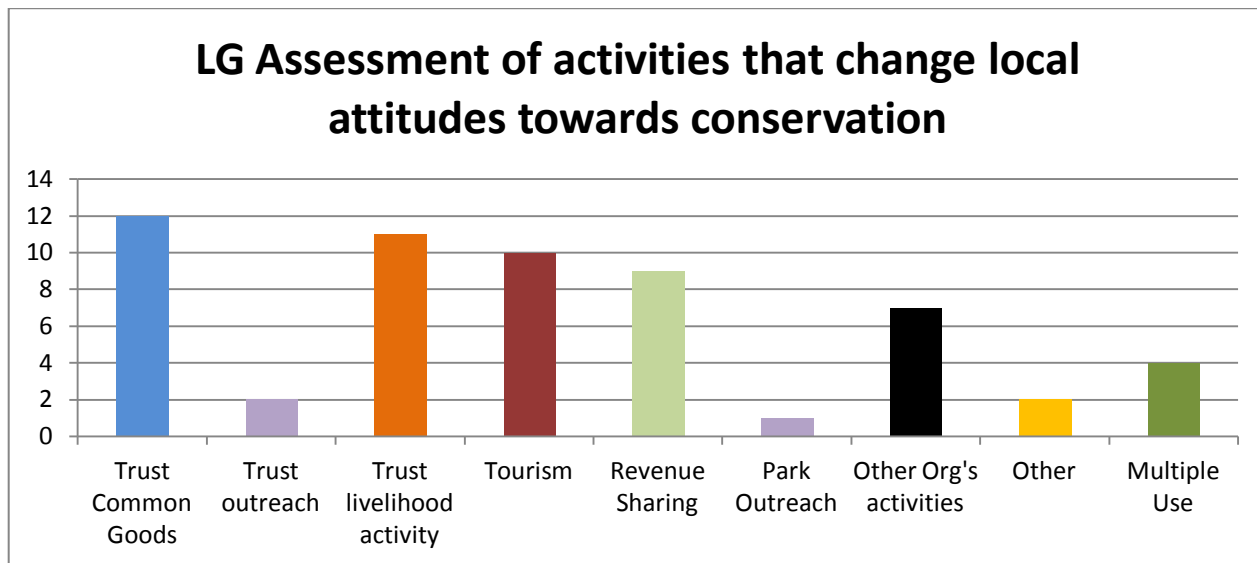


Figure 54: Broad perspective from local government of what type of activities improve attitudes towards conservation. They suggest that the strongest results come from activities that impact households, and that outreach has a weak impact on attitudes.

7.8.4 Behavior Change

In many cases, behavioral change is a more important indicator that attitudinal change, as behaviors can directly impact resources inside the park. In our study, we examined people's perception of behavior change, and we found that a majority of people know that people still enter the park (Figure 55), for both legal and illegal reasons.

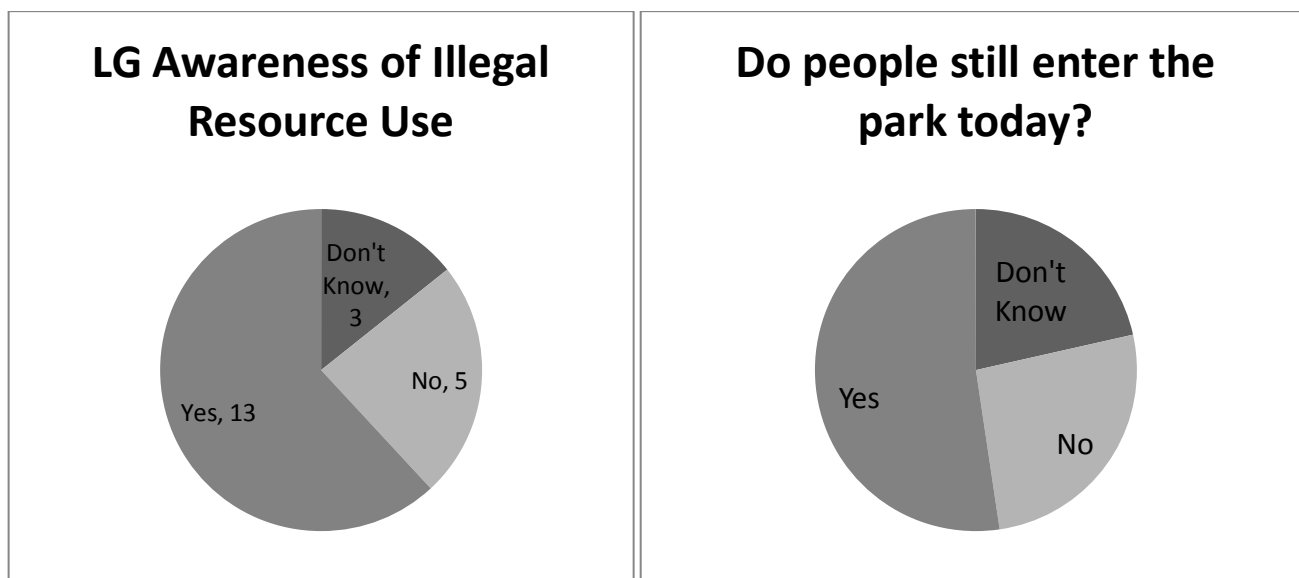


Figure 55: a) Local government perception of illegal resource use in park (n=21), and b) Community perceptions of illegal resource use in the park (n=191). Questions were slightly different as we avoided questions of illegality for community members, thus 'yes' includes 13 (out of 100) MUP users.

When asked why people do not enter the park (Figure 56) the main reasons included a fear of the law as well as a recognition of the ability to enter the park through the multiple use program.

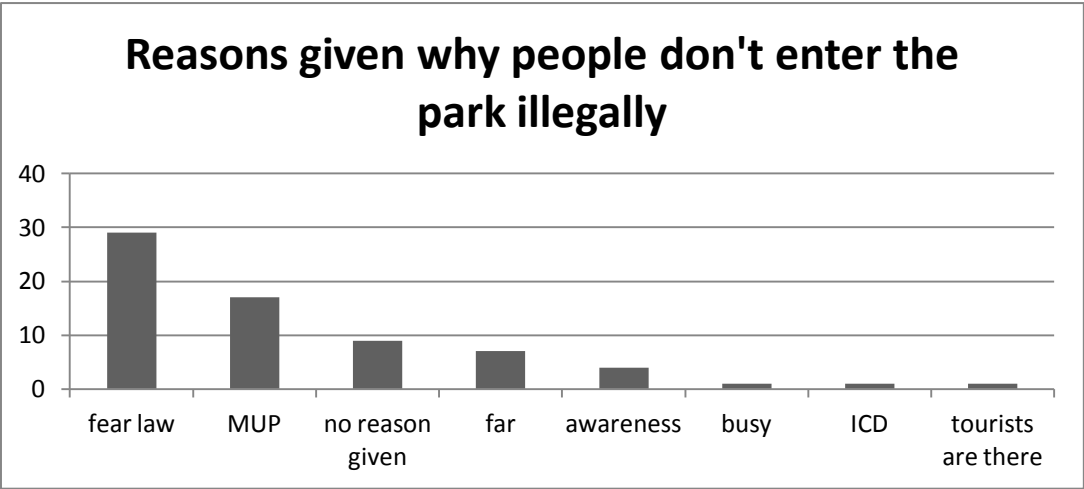


Figure 56: Reasons given by community members as to why people do not enter the park (n=69). Note very few attribute avoidance to awareness activities or Trust projects (ICD).

When asked who are these illegal resource users, government informants suggested they include both the poor (Bakiga) and the Batwa. One interesting response included wealthy people with desires to obtain illegal resources.

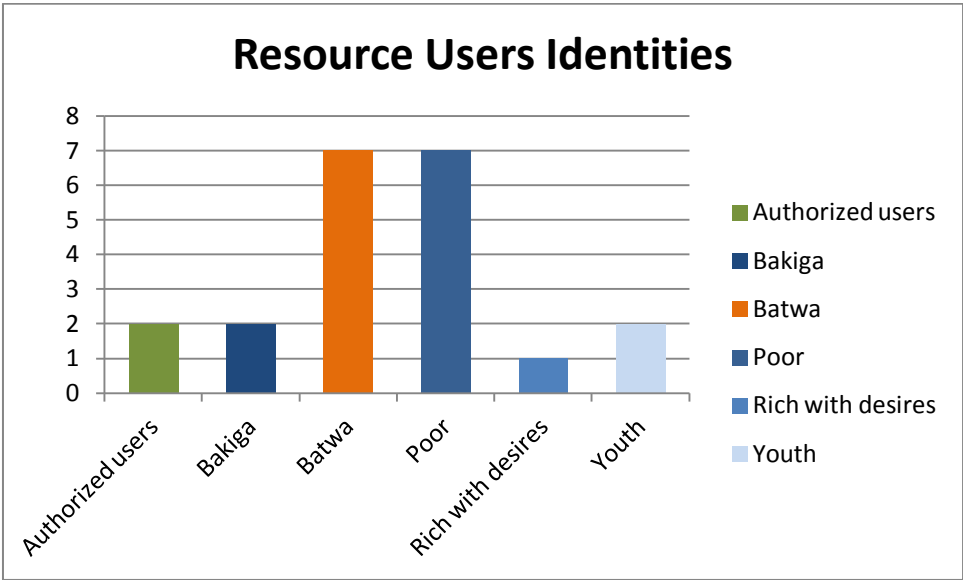


Figure 57: Local government perceptions of who uses resources inside the park (n=21).

When local government informants were asked why people use illegal resources (Figure 56), poverty was a major response. This is supported within the local community surveys (Figure 59).

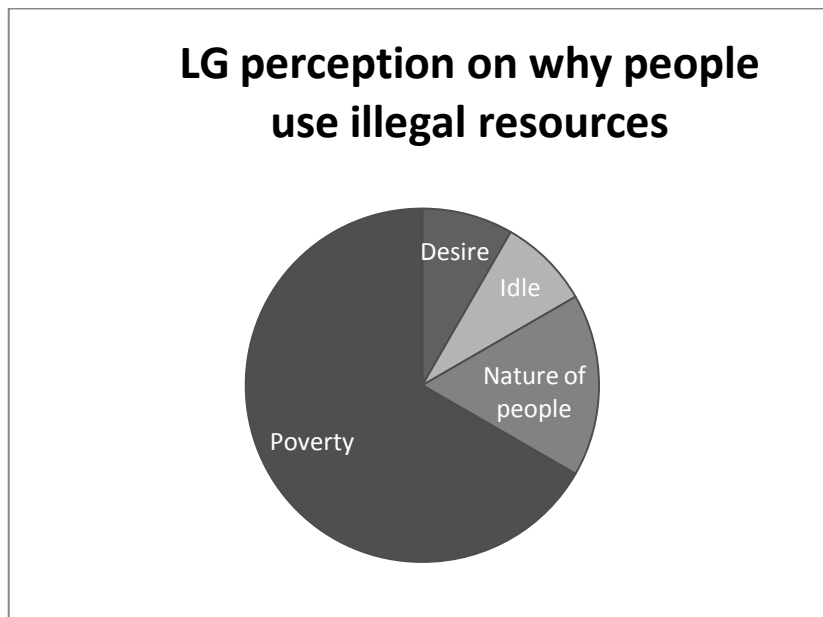


Figure 58: Why people use resources illegally, according to local government informants (n=12).

Illegal resource use is well known amongst the community. Bushmeat hunting is listed most amongst both types of informants. Community members noted the need for firewood, bamboo and grass as also important reasons for entering. Note that these resources are renewable resources that can be developed outside of the park through projects with local people.

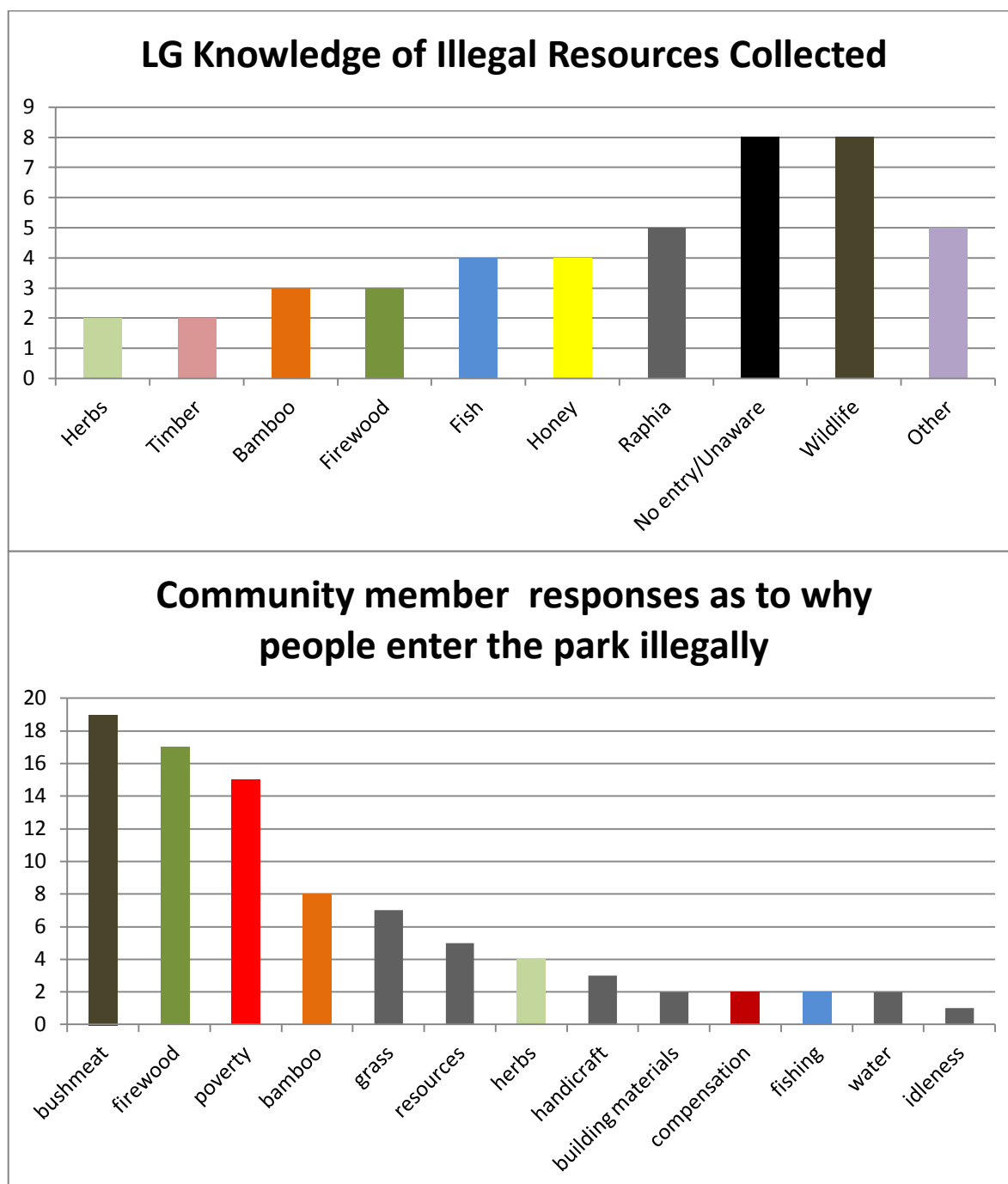


Figure 59: A) Local government perceptions of illegal use, and B) Community informants perceptions of illegal use. Colors coded for comparison.

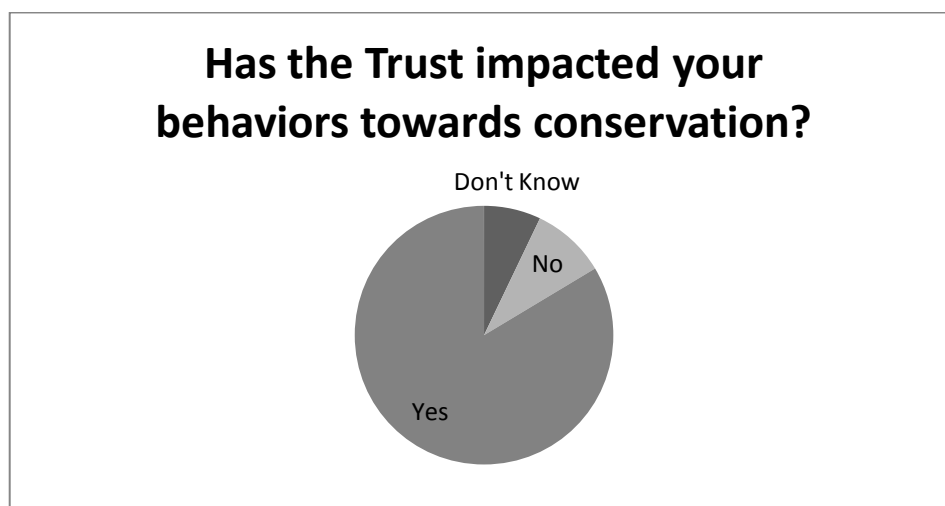


Figure 60: The Trust's activities with communities have changed the perception of how many people behave.

Table 23: Qualitative responses to behavior changes by village informants.

Reported behavior change concerning the park	Behavior change related to village land	Behavior change within community
When people are busy doing their own activities there is no need to go to the park to kill innocent animals; people do not go in the park as much today. When people get an education people change--it changes people--once you've changed you do not go back	People now can plan for their land through planting trees	As a result of the WASH project, the youth now visit needy people and disabled to help clean the compounds and bring boiled water to them. Elderly are happily surprised to see young people helping them.
It is a combination of IGCP, local govt, park and Trust they have had an impact--but it is too difficult to tease apart the differences by group	People have managed to plant trees despite many hills in area	Through communal groups people have managed to relate with their neighbors
People have followed Trust programs on the radio, and now they have tried to conserve Bwindi	People learned how they can conserve	Some projects help people to have together in the village
People learned the park reduces the amount of water and soil running down from the mountains	People plant trees and conserve bees	Through working together in BMCT groups, relationships have improved
People can respect the park because of these Trust programs	Soil erosion is reduced by planting trees	
People help park in case of fire outbreaks	Better land use practices	
People do not go too far inside the national park	People's way of living has changed	

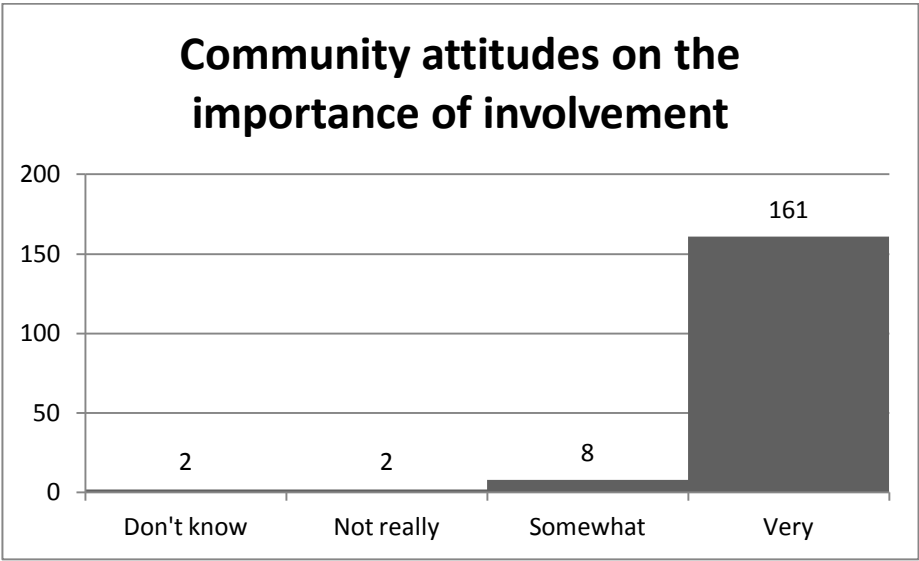


Figure 61: Attitude from respondents on local involvement in common goods projects. Villagers feel that the opportunity to participate in decision-making processes that relate to projects impacting them is very important (n=173)

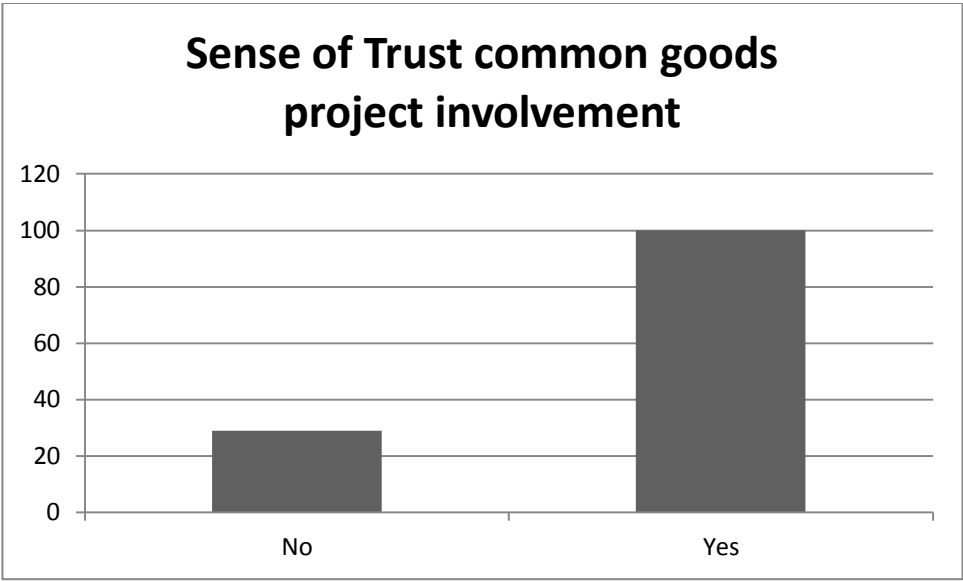


Figure 62: In BMCT projects, a vast majority of respondents felt they were involved in the project design and implementation (n=129)

Involvement in project design & implementation

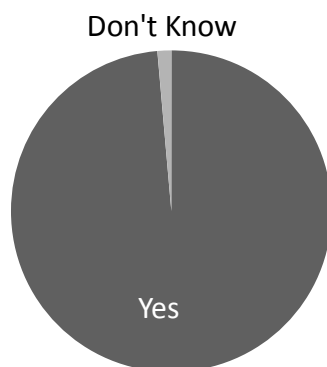


Figure 63: Participants in Trust livelihood projects nearly unanimously felt involved in the projects. (n=72).

Did participant feel able to speak their mind?

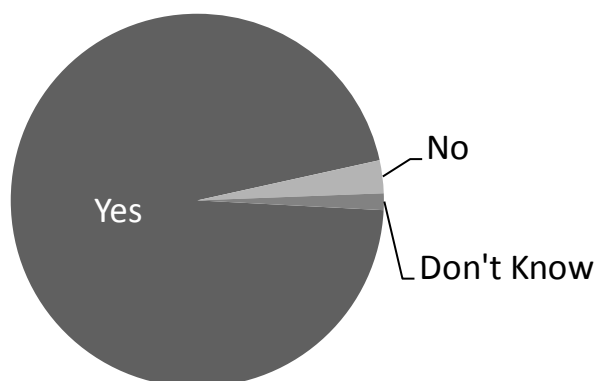


Figure 64: Similarly, livelihood project participants were comfortable to engage Trust staff and each other openly during project implementation (n=70). The results being participants were able to share ideas, ask questions, and decide amongst themselves; all of which lead to project ownership and sustainability.

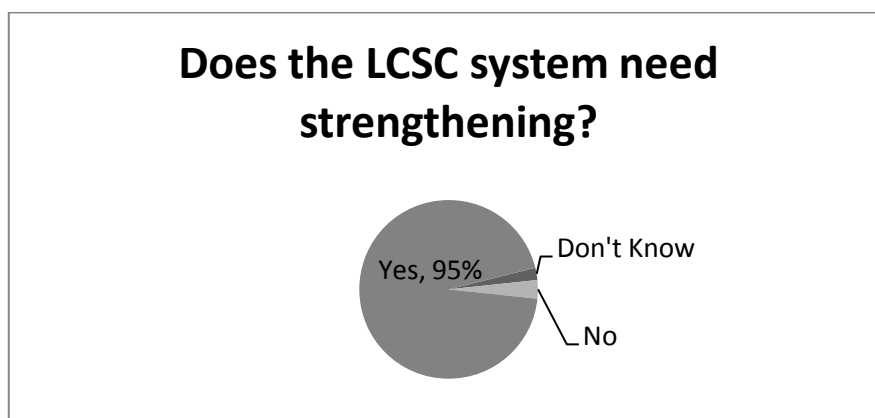


Figure 65: When asked directly, nearly all informants said the Trust needs to improve the LCSC system. Further probing revealed that people felt the representation needed to move from the sub-county level to the village level (n=180). While this is not financially feasible, the results strongly suggest a need to revisit the system.

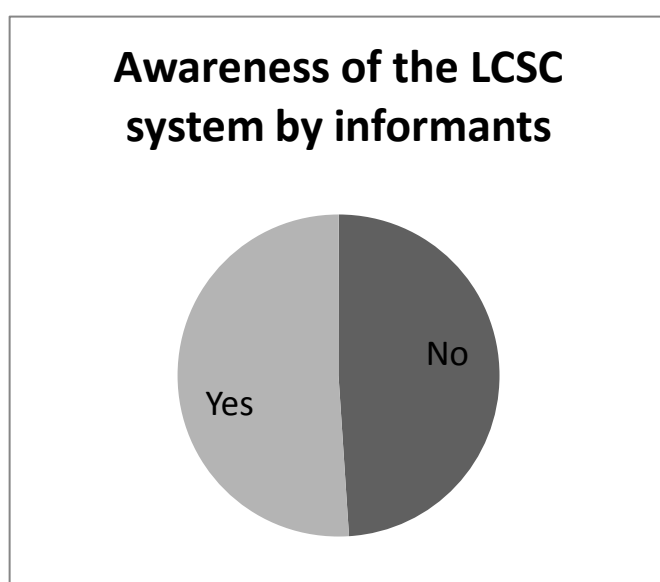


Figure 66: Almost half of all villagers interviewed in the area of Trust operations did not know the LCSC system that provides representation and awareness of Trust projects (n=194).

Responses by informants on how to improve the LCSC system:

- LCSC lady is active but lacks transportation so the Trust should give her means to do so and then she can deliver their services properly
- Should empower LCSC to reach the villages
- LCSC's have done little in the villages
- I have no idea of the LCSC's and what they do in the community
- The Trust should always deliver its services to the people instead of passing through the local leaders who channel them to their relatives

- Trust should always bring its services to the local people instead of passing through the government leaders who end up giving them to their close friends.
- Trust should employ more workers because one person isn't enough for a whole sub-county
- Trust should monitor and evaluate LCSC's activities to see whether they are doing their work effectively
- the current LCSC is strong enough and serves people well
- Trust to empower LCSC to come to the villages and explain Trust projects
- Trust should ensure they reach our villages as these committees take long to reach us

7.8.6 Local suggestions to the Trust

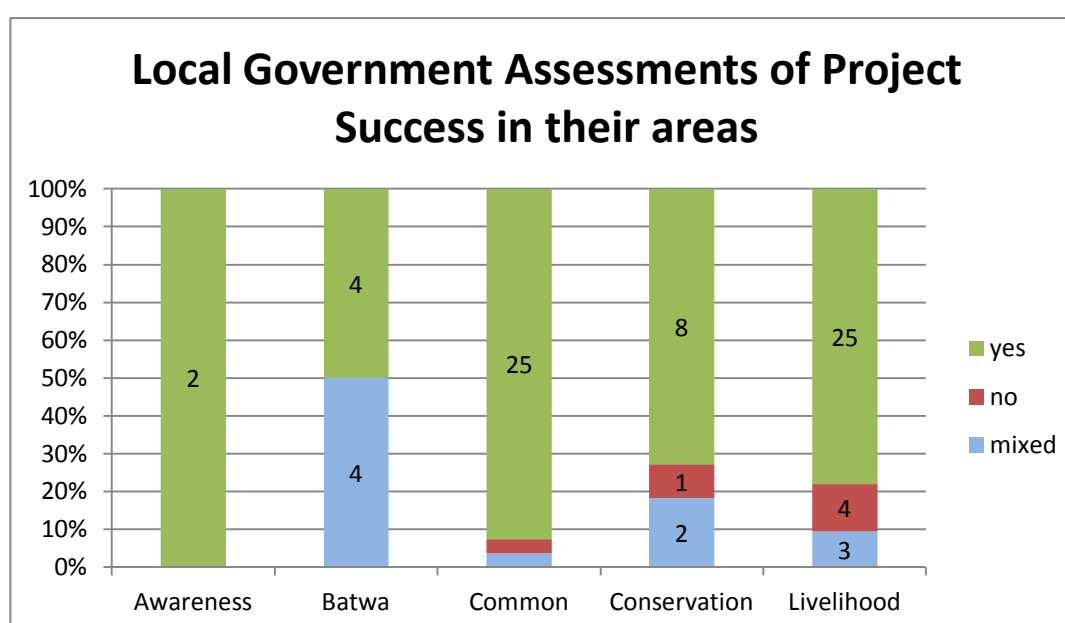


Figure 67: LG Assessment of project success. Of the projects the 27 informants discussed, this provides a breakdown of their assessment. Common goods projects were considered very successful whereas projects with Batwa tended to have a higher percentage of mixed results.

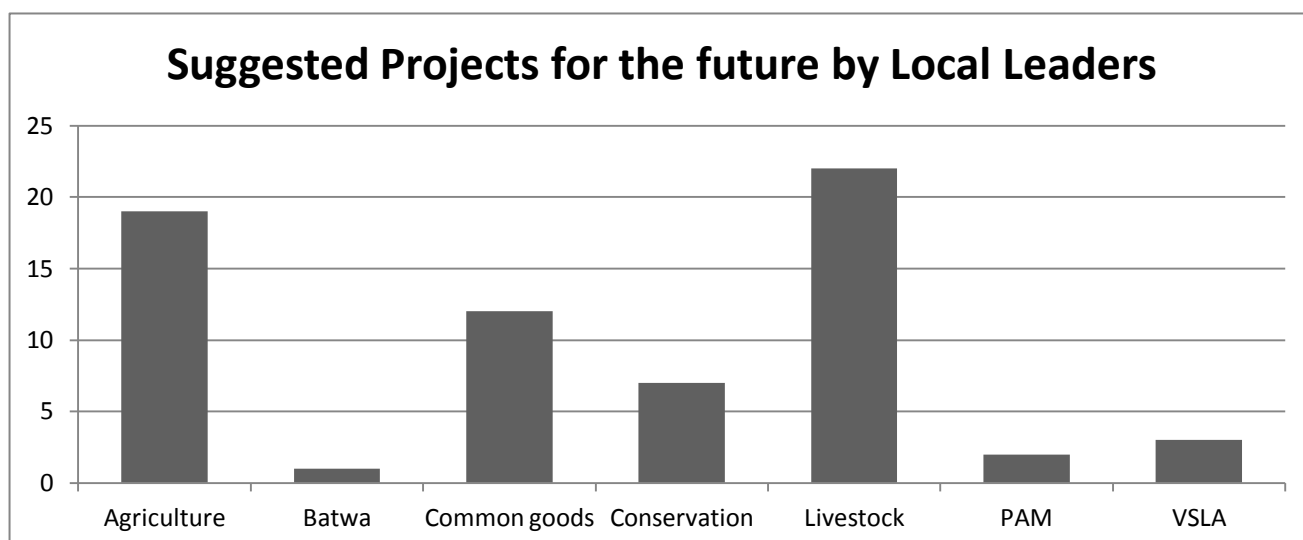


Figure 68: Suggestions to the Trust from local government leaders about what type of projects they should engage in. Similar to villagers, they strongly suggested livelihood projects, while still asked for some common goods projects.

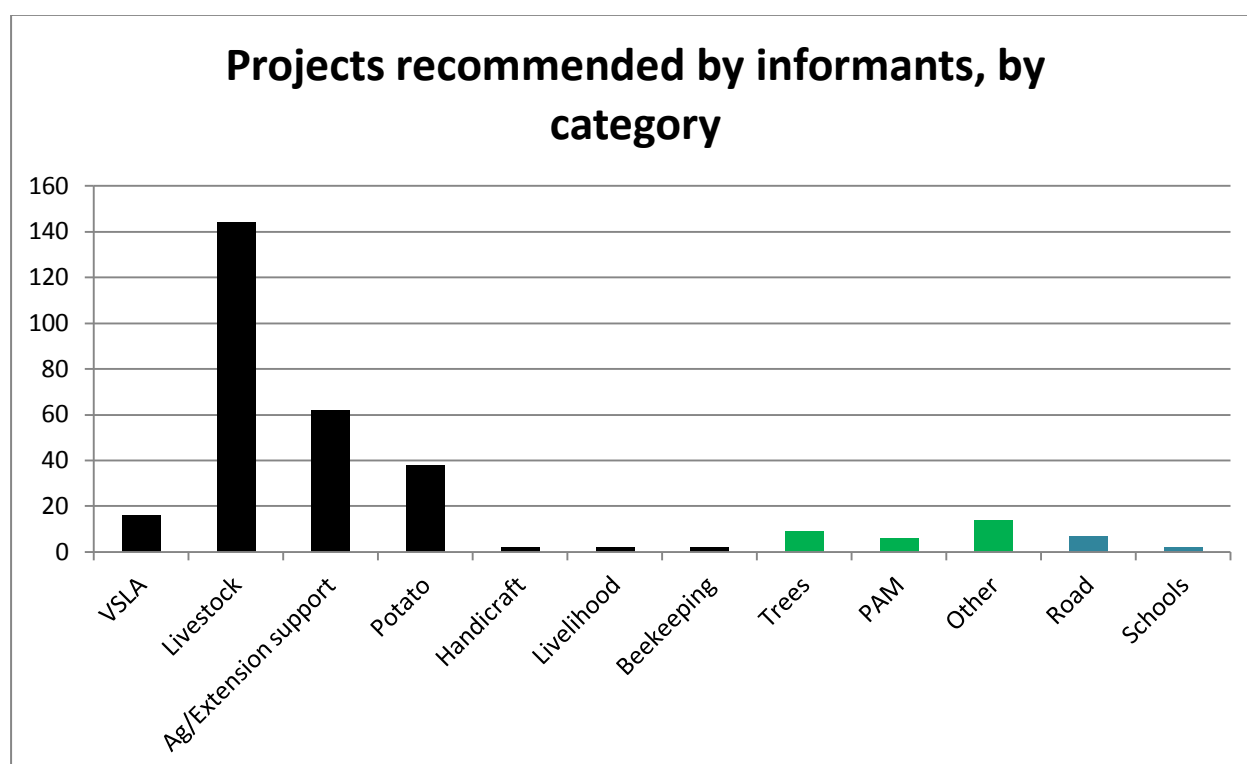


Figure 69: Participants each listed types of projects they would like to see the Trust help with. Black bars are livelihood, green conservation, and blue common goods. 83% of projects recommended were livelihood; Livestock and agricultural support are clearly important things that can people want to participate in (n=331).

Types of livestock requested for Trust projects

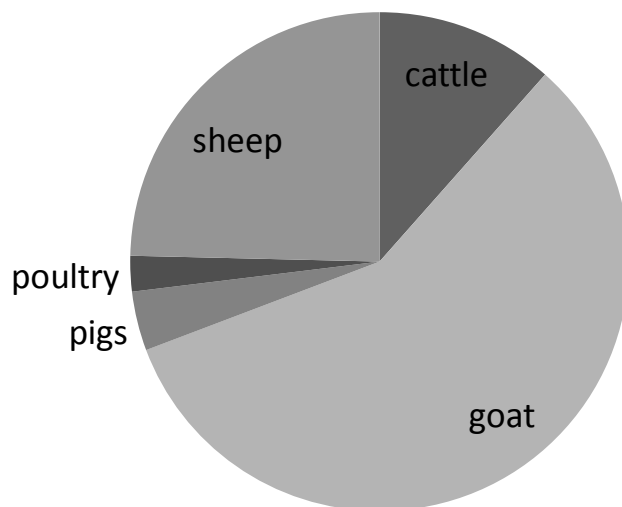


Figure 70: Livestock varieties requested by informants. Goat and sheep are sought after as they provide disposable income and are easy to care for (n=130).

7.9 Terms of Reference

TOR for an Impact Study/ Assessment of Trust interventions

Bwindi Mgahinga Conservation Trust (BMCT) was established in March 1994 as a conservation Trust with a Management Board and an Administration Unit to manage the day-to-day operations.

The major aim of BMCT is to provide long-term, reliable support for projects promoting research on conservation of biological diversity and sustainable use of natural resources in its area of operation, the Bwindi Mgahinga Conservation Area (BMCA) in South Western Uganda which is composed of two national parks the Mgahinga Gorilla National Park (MGNP) and Bwindi Impenetrable National Park (BINP).

BMCT has been in operation for 18 years and has been engaged in activities that promote conservation and development. BMCT has particularly focused on three program pillars:

1. Support to community development projects such as alternative income generating activities, infrastructure for local communities surrounding the parks that are consistent with biodiversity conservation (rain water tanks, school classrooms, health units) and support to individual farmers;
2. Support for ecological and socio-economic research and monitoring that focused on improvement of park management and interaction between park and community; and
3. Support to park management activities.

However, the 2009 evaluation mission pointed out that BMCT has not systematically and adequately monitored the longer term effects of its investments on people's welfare and attitudes towards conservation. In order to learn from failures and successes, it is important that BMCT does this on a regular basis. An impact assessment of BMCT activities is therefore needed to assess which interventions have been most successful and appropriate and advise future interventions.

Scope of work.

The work will be undertaken with a review of the survey design of Dr. Julia Baker (or other agreed upon 3rd party expert), collaboration for fieldwork with the Institute of Tropical Forest Conservation (ITFC), and with a reporting line to the Trust Administration Unit for information and support. This exercise will focus on 18 out of 50 parishes in all three districts (Kabale, Kanungu and Kisoro), to be selected by BMCT together with the consultant using purposive selection.

BMCT now seeks to hire a consultant to carry out the following tasks:

- Conducting an impact study on BMCT's interventions in the three districts of Kabale, Kanungu and Kisoro
- Assessing how BMCT's interventions listed below contributed to the well-being of community members and to their attitude towards conservation, as well as to the conservation status of BMCA, while considering the sustainability of positive outcomes.
 - Common goods projects
 - Classroom, health units, laboratories and dormitory
 - Community water harvesting tanks
 - Gravity water scheme
 - Conservation projects with communities
 - Tree planting
 - Mauritius Live fence for problem animal management
 - Energy saving stoves
 - Income / livelihood projects
 - Potato growing
 - mushroom growing
 - Goat/sheep /piggery rearing
 - Beekeeping
 - Fish farming
 - Handicraft making
 - Vegetable growing
 - Village Saving and Loan Associations (VSLA)
 - Batwa support
 - Land purchase and settlement
 - Income generating activities
 - Education
 - Conservation/ecological Research
 - Park management funding

For many of these, existing data sources and previous research may provide adequate evidence as to BMCT's impact. The Consultant will need to collect field data related to those areas where there is no existing data to fill in gaps. The details of these focus areas will be highlighted in the inception report built upon discussions with the BMCT during the inception meeting.

N.B. Awareness raising is a crosscutting theme in all the above. The channels used included use of drama, radio talk shows, meetings/ workshops, learners /community members study tours, and learners WASH clubs Music Dance and Drama competitions.

- In the process, the consultant should formulate lessons learned for future interventions and consider how positive outcomes can be sustained.

Organization of Work

The consultant will work with ITFC, BMCT, and interview Local Government staff from each District selected by their respective CAO, BMCA staff and communities to gather information.

Deliverables

Deliverables consist of the following:

1. Inception report
2. Draft report for discussion
3. Final Impact study report

Time frame

A total time frame of 40 days is envisaged for both field and report production

Deadline for submission of both Technical and financial proposals is by close of business on 10th July 2012 and work is expected to begin the fourth week of July 2012.

Modalities of Payment

The consultant is expected to make a financial proposal detailing how the payments will be given out. BMCT/ITFC will only provide transport to field and per diem based on BMCT rates when doing field work

Management and Reporting

This work is commissioned by BMCT but will be reviewed by the 3rd party reviewer in consultation with the Trust Administration Unit of BMCT. The consultant will be expected to use ITFC logistics and field staff to do the field work. All reports will thus be addressed to the Trust Administrator copied to ITFC Director.

7.10 Methodology

7.10.1 Project Methods

This section provides the methodology used as highlighted in the Inception report. Changes to the methodology first presented are highlighted here:

1. **Participant Selection.** The original methodology would randomly sample individuals within the parish, with the intention that Trust project participants would randomly be selected. This was changed after the first research trip to Kanungu District because the selection did not include anyone who had participated in livelihood interventions (thus negating a major component of the assessment goal). The selection process was then changed to identify projects with Trust employees within the pre-selected areas. From the list, our team selected projects to visit, arranging interviews with 1-3 people per project, 1-2 local leaders, a head teacher, and 5 random people (out of 10) per parish.
2. **Village selection.** In order to obtain broader coverage in each parish, two villages per parish were surveyed: one with a Trust project and one selected at random with the criteria that the village was not neighbouring the first village and, where possible, one of the two villages bordered a national park.

7.10.1.1 Human subject research

In accordance with social science research norms, this Assessment will provide subjects (interviewees/informants) with safeguards to protect their interests. These safeguards help to ensure that there is no abuse, and will minimize any threats to their mental and physical well-being. They include:

- Voluntary and informed consent
- Protection of privacy and well-being
- Entitlement to end participation in surveys at any time
- Access to information regarding research

Statement to participants in focus group discussions (FGD)s and Interviews:

Oral Consent Form

We are conducting research here on behalf of the Bwindi Mgahinga Conservation Trust. We are here to learn about the lasting impacts of their activities in the area, on both people's livelihoods and the communities' perceptions on conservation of the BMCA. To do this, we are doing surveys with individuals, both those who have participated in projects, and also those who have not.

The conversation we have is voluntary, and can end at any time. This conversation will not be discussed with other people in your village. If you choose, what you say to us can be anonymous. In that case your name will not be cited in any document.

The knowledge we learn from you and other stakeholders will be used to help the Trust to assess the impact their projects have had and to help them determine how they can work with stakeholders to better target their initiatives, resulting in improved conservation and activities with communities.

7.10.1.2 Batwa-specific survey

1. Major questions

- 1) What differences are there between those Batwa who have received access to land versus those who have not?
- 2) If/how housing contributed to household well-being
- 3) What differences are there between those Batwa who have received livelihood projects versus those who have not?

2. Data collection methods

Data will be collected in two different surveys. The first surveys with government officials and key stakeholders will take place during or after introduction meetings with local government leaders, and conducted by Dr. Wieland or Mr. Bitariho. The second, Community survey will take place in 10 villages/parishes. The team is comprised of 3 Ugandan data collectors from local universities, with oversight from Dr. Wieland and Mr. Bitariho. Before each survey takes place, a member of the research team visit a village to introduce the Assessment to each LC1, explaining the goals of the research and identifying key informants to participate in interviews in the coming day. The following day interviews will be conducted by the rest of the team while their colleague moves on to the next village to introduce the Assessment.

3. Analysis methods

Data will be entered into an excel database by a member of the research team and spot checked by Dr. Wieland. Qualitative data will be coded where necessary to obtain quantitative results from informants. Descriptive statistics will be used as appropriate. Because much of this data is collected through open-ended surveys, a qualitative analysis will be conducted in which major themes will be derived and reported. Where results lead to more questions, follow-up surveys may be conducted, or presented to the Trust as potential research possibilities for the Trust.

4. Data sources

The community and local government surveys will represent primary data. Secondary sources from the Trust reports, student research, and other NGO reports will be used to place primary data into context.

5. Sampling design

Local government and key stakeholder surveys will be conducted on an opportunistic basis, primarily at introductory meetings to this Trust Project. For the community surveys, sampling will occur at 2 levels: parish and informant.

Parish Level

The Batwa surveys will take place across 10 villages; 7 with Trust interventions, and 3 without.

	Community survey	Batwa survey		Notes
		Overlap	Unique	
Trust water Parishes	5	3		Kanungu District
Other Trust	10	1	3	Kisoro and Kabale Districts

Parishes				
Non-Trust Parishes	3	3		1 in each District that includes landless Batwa
Total	18	7	3	21 Distinct Villages in 3 districts

Informant Level

As the Trust is heavily interested in learning about the impacts of their projects, 75% of informants will be selected based upon their prior experience with the Trust. However, in order to learn more about what is still needed in communities, and the results of non-intervention have, we will interview those who have not been beneficiaries of Trust livelihood projects. Because Trust common goods projects are pervasive, it is likely that all informants within Trust parishes will have had some experience with the Trust. However, as there are some Parishes that have been selected that have no Trust interventions, there is an opportunity to find informants who have not directly benefitted from Trust activities.

7.10.1.3 Community well-being survey

6. Major questions

1. How has the **gravity scheme** impacted people's well-being and attitudes towards conservation
 - a. How many people are impacted?
 - b. How are they Impacted? *Develop a baseline survey that includes:*
 - i. Attitudes towards conservation
 - ii. Behaviors--Reduced activities inside the park
 - iii. Income and economic activity (tackling poverty which is a driver for illegal activities)
2. Have **livelihood projects** had an impact on conservation, attitudes, and well-being?
 - a. Reducing household poverty
 - b. Improving conservation attitudes
 - c. that leads to behavior modification
3. Livelihood success
 - a. Which livelihood projects should be supported in the future?
 - b. What are the elements of positive outcomes?
4. How aware are people of **awareness activities**, and what impact have they had?

7. Data collection methods

Data will be collected in two different surveys. The first survey with government officials will take place during introduction meetings with local government leaders, and conducted by Dr. Wieland. The Community survey will take place in 18-21 villages depending on logistics and time. The team is

comprised of 4 Ugandan data collectors from local universities, with oversight from Dr. Wieland and Mr. Bitariho. Before each survey takes place, a member of the research team visit a village to introduce the Assessment to each LC1, explaining the goals of the research and identifying key informants to participate in interviews in the coming day. The following day interviews will be conducted by the rest of the team while their colleague moves on to the next village to introduce the Assessment.

8. Analysis methods

Data will be entered into an excel database by a member of the research team and spot checked by Dr. Wieland. Qualitative data will be coded where necessary to obtain quantitative results from informants. Descriptive statistics will be used as appropriate. Because much of this data is collected through open-ended surveys, a qualitative analysis will be conducted in which major themes will be derived and reported. Where results lead to more questions, follow-up surveys may be conducted, or presented to the Trust as potential research possibilities for the Trust.

9. Data sources

As the most in-depth survey of the Assessment, the community and local government surveys will represent primary data. Secondary sources from the Trust reports may be used where no primary data can be collected.

10. Sampling design

Local government surveys will be conducted on an opportunistic basis, primarily at introductory meetings to this Trust Project. For the community surveys, sampling will occur at 2 levels: parish and informant.

11. Parish Level

The Trust would like the Assessment to take place in 18 different parishes. Because of logistical constraints, we will only survey one village per parish; however, as long as time allows, we will conduct community surveys in 18 villages. As shown in the table below, we will conduct nearly one third of the community surveys in Trust water villages, while the remaining surveys will be conducted in 10 villages with Trust projects, and another 3 in villages with no Trust interventions.

	Community survey	Batwa survey Overlap Unique		Notes
Trust water Parishes	5	3		Kanungu District
Other Trust Parishes	10	1	3	Kisoro and Kabale Districts
Non-Trust Parishes	3	3		1 in each District with landless Batwa
Total	18	7	3	21 Distinct Villages in 3 districts

12. Informant Level

As the Trust is heavily interested in learning about the impacts of their projects, 75% of informants will be selected based upon their prior experience with the Trust. However, in order to learn more about what is still needed in communities, and the results of non-intervention have, we will interview those who have not been beneficiaries of Trust livelihood projects. Because Trust common goods projects are pervasive, it is likely that all informants within Trust parishes will have had some experience with the Trust. However, as there are some Parishes that have been selected that have no Trust interventions, there is an opportunity to find informants who have not directly benefitted from Trust activities.

7.10.1.4 Park and Research surveys

As these two surveys, although distinct, are very similar, their methods are described here together.

Goal

Park Survey Goal

To assess how the Trust's investments with Park management contributed to the conservation status of BMCA through a) documenting projects and investment in park management by the Trust; and b) highlighting park stakeholder perceptions of Trust activities and their suggestions on the need for future collaborations

Research Survey Goal

To assess how the Trust's investments with ITFC and research contributed to the conservation status of BMCA a) documenting projects and investment in research by the Trust; and b) highlighting perceptions of Trust research activities and suggestions on any need for future initiatives

Data collection methods

Park

- 1) Focus group discussion (FGD) that involves the key staff at Bwindi and Mgahinga, including:
 - a. Current Park Warden
 - b. Law Enforcement Warden
 - c. Research Warden
 - d. Community Conservation Warden
- 2) Opportunistic surveys with other BMCA staff across Uganda with former experience in Bwindi
- 3) The survey will be the same for both the focus groups and individual surveys

Research

- 1) FGD that involves the key staff at ITFC
- 2) Opportunistic surveys with other stakeholders:
 - a. BMCA research staff
 - b. Research grant recipients
 - c. Key stakeholders with significant experience in Bwindi
- 3) The survey will be the same for both the focus groups and individual surveys

Analysis methods

As this is a qualitative survey, analysis will be descriptive.

Data sources

Data will be obtained both from surveys and through Trust records of activities for documentation.

Sampling design

Sampling is opportunistic and we will conduct surveys with as many park and research staff as are encountered.

7.10.1.5 Local Government and LCSC Survey

Major questions

- 1) What are their assessments of the water scheme, including successes, weaknesses, and opportunities
- 2) What are their assessments of the livelihoods projects, including successes, weaknesses, and opportunities
- 3) What are their assessments of attitude and behavior change within communities because of Trust activities? What can the Trust do to improve conservation in the area over the next 5 years?
- 4) What potential collaborative activities can be done with local government to improve efficiency of activities and conservation outputs?

Data collection methods

- 1) Focus Group Discussion (FGD) that involves the key government leaders after informational meetings
- 2) Opportunistic surveys with other government stakeholders (LC1-5; District Environment officers) and LCSC members
- 3) The survey will be the same for both the focus groups and individual surveys

Analysis methods

As this is a qualitative survey, analysis will be descriptive.

Sampling design

FGDs will be held at each district. Sampling otherwise is opportunistic and we will conduct surveys with as many park and research staff as are encountered.

Database tool development

Major tasks

These tasks are highlighted in the work plan matrix below, and include:

- Design of the database. The design must be developed in such a way that it is easy to input data, informative, and easy to extract needed data for reports.
- Gather documentation and enter data. In order for the database to be useful, as much data as possible must be collected from the Trust's archives, and put into the format of the database.

- GIS development. Once the data is collected on locations of Trust interventions, the data can be entered into a geographically referenced format, which will allow stakeholders to view where the Trust has worked, and help the Trust to determine where to place future projects.

Training

At the end of the Assessment, Dr. Wieland and Dr. Bitariho will train both the Trust and ITFC staff on how to effectively use the database, including data entry and extraction.

7.10.1.6 Summary: Methodology matrix

Task	Data Collection	Analysis methods	Data Source	Sampling Design
Batwa survey				
Project impacts	Survey FGDs Literature analysis	Qualitative analysis and descriptive statistics	Community members, community leaders, government leaders	8 villages; 4 with Batwa interventions and 4 without. 8 informants per village
Land	Survey FGDs Literature analysis	Qualitative analysis and descriptive statistics	Community members, community leaders, government leaders	8 villages; 4 with Batwa interventions and 4 without. 8 informants per village
Community survey				
Livelihood project impacts and water gravity project baseline	Attitudinal survey FGD	Qualitative and Quantitative analysis	Community members, community leaders	21 total parishes; 13 in water parishes project, 4 in non-water Trust parishes, 4 in non-Trust parishes. Informants selected based on participation in projects (75% participants, 25% non-participants)
Local Govt/ LCSC Survey	FGD and Survey	Qualitative analysis	Government leaders, LCSC members	Opportunistic; must include all 3 districts
Park survey	FGD and Survey	Qualitative analysis	Park informants: Park wardens, research warden, community conservation wardens; Kampala-level BMCA staff with knowledge of Bwindi	Opportunistic, must include park management
Research survey	FGD and Survey Lit review	Qualitative analysis	Research informants: ITFC director (acting and former), researchers with Trust funding, Vice	Opportunistic, must include ITFC staff

			Chancellor, Trust staff Trust archives	
Database tool development	Visit the Trust	Development of tools will be done together with the Trust and ITFC stakeholders	Trust archives	n/a

7.10.2 Community Survey

Well-being and conservation attitudes survey

Interview Ref # _____	GPS Northing _____ Easting _____	Date: _____ Interviewers _____	Village/Parish: _____
		Interviewee name/Role?: _____	

Trust Common Goods Project (*schools, health, roads, infrastructure*)

- Does your community benefit from any common goods Projects? **Y N DK** _____
- Who helped bring those projects? _____
 - Do you benefit from those projects? **Y N DK** _____
 - How or why not? _____
- Do you know the Trust? **Y N** a. If yes, do you know of any project (*common good, individual livelihood projects*) they have funded? **Y N** If no, Q6, if Y, List a few _____
- If PAM was listed, Did you participate in any problem animal management project? **Y N DK**
 - What type of project was it? _____
 - Who was funding the project? _____
 - Did it reduce crop raiding? **Y N DK** d. If yes, how much has it helped? (*Check*)

☐ A lot
☐ Some
☐ Little or none
- If the community benefitted from a Trust communal project, did you feel involved in the design? **Y N N/A**
 - If yes, how? _____
 - If not, should they? **Y N DK** How could the Trust ensure that households are involved in designing projects? _____
- How important is it to have local communities and households feel ownership of projects and have community involvement in the way the Trust develops projects? <Very> <Somewhat> <Not really> <DK>
 - why/not? _____

Water Schemes

- Does your household receive water from a water scheme? **Y N DK** If no, skip to Q9 then next section
 - If yes which type? (*circle*) Gravity water flow Rainwater tanks Watersprings Other _____
 - Name attached to this project? (*e.g. Banyara, Batwa water tanks, Rubuguri water gravity flow, etc*) _____
- Who helped initiate such water schemes in your area? **DK** or _____
- Without a water scheme, how many hours did it take your family to collect water each day? _____
 - If you now have, How long does it take now? _____

10. Who used to collect water? _____ a. Now who collects water? _____

11. Has your family's life changed since the water scheme? **Y N DK** a. How or Why not? _____

Prompt if they don't mention the following, check those they do:

- ☐ Economic benefits. What type? (*new activities, tea factory, extra time for agriculture etc*) Were they significant? **Y N** _____
- ☐ More time for other activities (*children can do schoolwork, family time, household projects, etc*) list: _____
- ☐ Participation in the Trust VSLA _____
- ☐ Healthier family? _____
- ☐ Other _____

12. If your community benefitted from a Trust water project, did you feel involved in the design? **Y N N/A**

- If yes, how? _____
- If not, should they have involved you? **Y N DK** Why? _____

Economic Profile of Households surveyed

Source of household livelihoods (*such as farming, livestock, tourism-related activities, Forest resource utilization, etc*)

List 3 most important Livelihood Activities (most important first)	Who in HH does this
13. _____	_____
14. _____	_____
15. _____	_____

16. Are these sources of livelihoods enough to sustain your household needs? **Y N** a. If not, then how do you complement this to get food? _____

b. To get money? _____

Trust Livelihoods Project (*income generating activities, VSLA, trees, training*)

17. Have you received any assistance on livelihood income generation? **Y N DK** a. If yes, who? b. If not, what kind of assistance would you like? _____

18. Are you aware that the Trust funds projects for individual household income? **Y N** a. Has your HH participated? **Y N DK** b. If yes, do you think this project stops people from unauthorized resource use? _____

19. For nonparticipants: If you did not participate in any activity, would you like to participate? **Y N DK** a. Have you applied for any? **Y N** Comments: _____

If informant didn't benefit in any livelihood or VSLA activity, skip to next section. Participants continue:

20. Trust Project: _____ a. Year initiated: _____
(add data on subsequent IGA or VSLA projects on separate page) (totals for individual-not group)
21. What did the Trust provide? _____
22. Non-financial project benefits: _____

23. How long did the project last? (Circle) <6 months Up to 1 year 1-5 years 5+ years
24. Did you continue this livelihood after the project finished? Y N DK a. For how many years: _____
25. The aim of livelihood projects is to improve household income. Do you think the project has helped you in this way? Y N DK If yes, how? (school fees and family needs, reinvest in livelihood activities, land, VSLA, construction, leisure, etc) _____
26. Do you feel the project was a success? Y N DK a. Why or why not? _____
27. Did everyone involved with the project receive an equal share of the profits? Y N DK a. If yes, explain _____
- b. If no, how can the Trust work to ensure co-management and equal benefits of income projects? _____
28. Were you involved in the project's design or implementation? Y N DK a. How? _____
- b. Did you feel able to speak your views? Y N Explain _____
29. Would you recommend this same type of income project in another village? Y N DK a. Suggestions: _____

Governance and Project Suggestions

30. Do you know the LCSC? Y N If yes, what do they do? _____
31. (if yes) Do the LCSCs provide participation in project design and ownership for you? Y N DK _____
32. Does anything need to be done to strengthen the LCSC? Y N DK a. Explain _____
33. What type of project would you recommend to the Trust that would reduce poverty and reduce unauthorized resource use inside BMCA? _____
34. Would this gain local community support for the national parks? Y N DK _____
35. Should the Trust fund (circle) Common good or Livelihood projects in the future?
1. If livelihood, should they:
 - ☐ Focus projects only on very poor people to direct conservation investment by the Trust into poverty alleviation
 - ☐ Focus projects on illegal resource users with the aims to reduce illegal activities and, in doing so, for the Trust investment to have direct positive conservation outcomes
 - ☐ Focus on everyone
 - ☐ Other _____

Interviewer notes: _____

Conservation awareness, attitudes and behaviors

36. What did you think about the park when it was created? _____
37. After the park was created, did people still go into the park? Y N DK a. Why? _____
38. 20 years later, what do you think about the national park? _____
39. Have your attitudes towards the park improved? Y N DK a. If yes, list the top three things that have contributed to this change or strengthening in your attitudes *Trust water project Trust livelihood activities Trust School/Health Revenue Sharing Multiple Use Trust Outreach Tourism Park Outreach CARE Projects Other Orgs' activities*
1. _____
 2. _____
 3. _____
- b. Explain _____
- c. If they have worsened or not changed, why? _____
40. Do people still enter the park today? Y N DK a. Why/not? _____
41. Are you aware of any conservation education activities? Y N DK a. If yes, who facilitates them? _____
- b. Are you aware that Trust facilitates some? Y N DK _____
- c. If yes list (Drama groups, radio programs, signs posts etc) _____
42. Have you ever seen/heard any of the following? Circle those mentioned: Trust Calendars Trust funded drama groups (which ones?) Radio messages about conservation by Trust (if yes, on which radio?) Trust funded School conservation talks Study Tours Posters
43. Did the Trust activities have any impact on your behaviors? Y N DK How? (list answer for each)
- a. Actions in or concerning the park *fire, resource use* _____
 - b. Actions related to village land *reduce soil erosion, plant trees* _____
 - c. Actions and relationships with neighbors in the village *strengthening economic ties, helping neighbors, integration of Batwa neighbors* _____
44. What other final thoughts do you have about the Trust? _____

7.10.3 Batwa Survey

Batwa Trust Survey

Interview Ref # _____ GPS Northing _____
Eastings _____

Trust Common Goods Project (schools, health, roads, infrastructure)

- Does your community benefit from any common goods Projects Y N DK _____
- Who helped bring those projects? _____
a. Do you benefit from those projects? Y N DK _____
b. How or why not? _____
- Do you know the Trust? Y N a. If yes, do you know of any project (common good, individual livelihood projects) they have funded? Y N If no, Q6, if yes, List a few _____
- If PAM was listed, Did you participate in any problem animal management project? Y N DK
a. What type of project was it? _____
b. Who was funding the project? _____
c. Did it reduce crop raiding? Y N DK d. If yes, how much has it helped? (Check)
☐ A lot
☐ Some
☐ Little or none
- If the community benefitted from a Trust communal project, did you feel involved in the design? Y N N/A
a. If yes, how? _____
b. If not, should they involved you? Y N DK How? _____
- How important is it to have communities and households feel ownership of projects and have Batwa involvement in the way the Trust develops community projects? Very Somewhat Not really DK
a. why/not? _____

Economic Profile of Households surveyed

Source of household livelihoods (such as farming, livestock, tourism-related activities, Forest resource utilization, etc)

List 3 most important Livelihood Activities (most important first)	Who in HH does this
7.	
8.	
9.	

- Are these sources of livelihoods enough to sustain your household needs? Y N a. If not, then how do you complement this to get food? _____
b. To get money? _____

Trust Batwa Livelihoods Project (income generating activities, VSLA, trees, training)

- Have you received any assistance on livelihood income generation? Y N DK a. If yes, who? b. If not, what kind of assistance would you like? _____

Date: _____ Interviewers _____	
Village/Parish: _____	
Interviewee name/Role?: _____	
Age: Elderly Adult Juvenile	Gender: M F
Residency length in parish <5 5-10yrs >10	
Age category	# in Household
Elderly	Male or
Adult	Female
Juvenile	Adult or
Child	Elderly
House type (circle): Mud Brick Concrete	
Roofing (circle): Thatch Corrugated Iron Tiles	

- Are you aware that the Trust funds projects for individual household income? Y N a. Has your HH participated? Y N DK b. If yes, do you think this project stops people from unauthorized resource use? _____

- For nonparticipants: If you did not participate in any activity, would you like to participate? Y N DK
a. Have you applied for any? Y N Comments: _____

If informant didn't benefit in any livelihood or VSLA activity, skip to next section. Participants continue:

- Trust Project: _____ a. Year initiated: _____
(add data on subsequent IGA or VSLA projects on separate page) (totals for individual-not group)
- What did the Trust provide? _____
- Non-financial project benefits: _____
- How long did the project last? (Circle) <6 months Up to 1 year 1-5 years 5+ years
- Did you continue this livelihood after the project finished? Y N DK a. For how many years: _____
- The aim of livelihood projects is to improve household income. Do you think the project has helped you in this way? Y N DK If yes, how? (school fees and family needs, reinvest in livelihood activities, land, construction, VSLA, Leisure, Other) _____
- Do you feel the project was a success? Y N DK a. Why or why not? _____
- Did everyone involved with the project receive an equal share of the profits? Y N DK a. If yes, explain _____
b. If no, how can the Trust work to ensure co-management and equal benefits of income projects? _____
- Were you involved in the project's design or implementation? Y N DK a. How? _____
b. Did you feel able to speak your views? Y N Explain _____
- Would you recommend this same type of income project in another village? Y N DK a. Suggestions: _____

Governance and Project Suggestions

- Do you know the LCSC? Y N If yes, what do they do? _____
- (if yes) Do the LCSCs provide participation in project design and ownership for you? Y N DK _____
- Does anything need to be done to strengthen the LCSC? Y N DK a. Explain _____
- What type of project would you recommend to the Trust that would reduce poverty and reduce unauthorized resource use inside BMCA? _____
- Would this gain local community support for the national parks? Y N DK _____

29. Should the Trust fund *(circle)* **Common good** or **Livelihood** projects in the future?
- a. If livelihood, should they:
- ☐ Focus projects only on very poor people to direct conservation investment by the Trust into poverty alleviation
 - ☐ Focus projects on illegal resource users with the aims to reduce illegal activities and, in doing so, for the Trust investment to have direct positive conservation outcomes
 - ☐ Focus on everyone
 - ☐ Other _____

Land

30. We are evaluating land issues for Batwa. The results will help us make recommendations for the Trust. Do you have *(circle)* <land that you own> <do you rent> <are you landless> or <other>?
For landless or renting Batwa, skip to Question 38
31. How did you come to get this land you are living on? _____
32. When did you come to live on this land? _____
33. Do you feel you own the land? Y N DK If yes what documentation do you have? *(land title? agreement? Etc)* _____ If no who owns it? _____ Why? _____
34. Do you get enough food outputs from the land? Y N DK If not, why? _____
35. What have you gained from the land purchased for you? _____
36. Do you have any challenges from the land that was purchased for you? _____
37. *(P)* If you were a participant, did you feel like you had input into the project to purchase land? Y N DK Explain _____
38. If you are landless or rent, how would land of your own help? _____

For landless, skip section on housing and move to education

Housing *(for those Batwa on purchased land)*

39. Do you own a house? Y N if Yes did you build it yourself? Y N a. If no, who helped you, and how did they help? (finances, materials, labor) _____ b. How were you chosen to benefit? (luck, selection) _____
40. Now that you have a new house, how do you feel the house has helped you? _____
41. Was housing an immediate need for you? Y N DK a. What were other needs you relayed to the Trust? _____
42. What are the challenges with this project? _____

Education and Self Reliance

42. Do you have members of the household of school age? Y N a. Do any go to school? Y N
43. If no, why don't they go to school? _____
- a. If yes are they given educational support? Y N DK b. What type of support? *(uniform, books, pencils, school fees etc)* _____
- c. What support is the most crucial? _____
44. What other support is not there but would be important to your family's education now or in the future? _____
45. Do you feel that if a family has received the support of land, housing and education, that that would be enough to become self reliant? Y N DK a. What other type of support would you need to achieve that independence? _____

QUESTION FOR THE END OF THE INTERVIEW

46. What other thoughts do you have about the Trust? _____
- _____
- _____
- _____
- _____
- _____

Interviewer notes at the end of survey _____

Conservation awareness, attitudes and behaviors

47. What did you think about the park when the it was created? _____

48. After the park was created, did people still go into the park? Y N DK a. Why? _____

49. 20 years later, what do you think about the national park? _____

50. Have your attitudes towards the park improved? Y N DK a. If yes, what are some of the things that have contributed to this change or strengthening in your attitudes? *Trust water project Trust livelihood activities Trust School/Health Revenue Sharing Multiple Use Trust Outreach Tourism Park Outreach CARE Projects Other Orgs' activities*
1. _____
 2. _____
 3. _____
- b. Explain _____

- c. If they have worsened or not changed, why? _____

51. Do people still enter the park today? Y N DK a. Why? _____

52. Are you aware of any conservation education activities? Y N DK a. If yes, who facilitates them? _____

- b. Are you aware that Trust facilitates some? Y N DK _____
- c. If yes list (Drama groups, radio programs, signs posts etc) _____

53. Have you ever seen/heard any of the following? Circle those mentioned: Trust Calendars Trust funded drama groups (which ones?) _____ Radio messages about conservation by Trust (If yes, on which radio?) _____ Trust funded School conservation talks Study Tours Posters
54. Did the Trust activities have any impact on your behaviors? Y N DK How? (list answer for each)
- a. Actions in or concerning the park *fire, resource use* _____

 - b. Actions related to village land *reduce soil erosion, plant trees* _____

 - c. Actions and relationships with neighbors in the village *strengthening economic ties, helping neighbors, integration of Batwa neighbors* _____

Notes _____

7.10.4 Local Government Survey

Local Government, Leaders, and LCSC FGD

Introductions: add responses to data box on right

How long have you been in local government in this area? _____

Which areas do you govern? _____

1. Do you know the Trust? **Y N** If yes what do they do? _____

Date: _____
Date collector: _____
Location: _____
Names/Titles/Time in Area: _____

Trust Common Goods and Batwa Project *(schools, health, roads, infrastructure)*

2. Do you know of any communal projects the trust has funded? **Y N DK** If yes, list in table

3. How do they impact the community? *Fill in table*

4. Are there Batwa projects? **Y N DK** Are those funded by the Trust **Y N DK** If yes, list in table

Trust Livelihoods Project *(income generating activities, VSLA, trees, training)*

5. Have there been Trust livelihood or Batwa projects that occurred there? **Y N DK** List project, duration if possible, in the matrix If no, what types of assistance would be useful in the community? _____

6. Non-financial benefits that you've seen in the community (skills, environment, social, etc): _____

7. Have there been economic benefits during the projects? **Y N DK** Explain _____

8. Have those benefits endured up until today? **Y N DK** Explain _____

9. If so, how have people invested or reinvested their profits? **Y N DK** Explain _____

10. The aim of livelihood projects is to improve household income/reduce poverty. Have they done so? **Y N DK** To what extent have Trust livelihood projects reduced poverty? *(circle)* **A lot Some Little/None DK** Explain _____

11. Which projects (livelihood, VSLA, PAM, tree, communal, education) have had success? Explain which ones, positive outcomes, weaknesses of the projects, would they recommend the project, and what other suggestions they have about that particular project *Go to activity matrix sheet on separate page to fill in responses*

Governance and Project Suggestions

12. Did the govt/local leaders/LCSC *(circle)* feel involved in any of the Trust community projects' design? **Y N DK** Explain _____

13. If not, do you feel you should have been? **Y N DK** How could the Trust ensure leaders become involved in future projects? _____

14. Are the communities involved in the design of communal projects? **Y N N/A** a. If yes, how? _____

b. If not, should they? **Y N DK** How could the Trust ensure that households are involved in designing projects? _____

15. How important is it to have local communities and households feel ownership of projects and have community involvement in the way the Trust develops projects? **Very Somewhat Not really DK**
a. why/not? _____
16. Do you think individuals are involved in Trust livelihood project design or implementation? **Y N DK Explain**

17. In livelihood projects, does everyone involved with the project receive an equal share of the profits? **Y N DK a.** If yes, explain _____
b. If no, how can the Trust work to ensure co-management and equal benefits of income projects? _____
18. Do you know the LCSC? **Y N** If yes, what do they do? _____
19. (if yes) Do the LCSCs provide participation in project design and ownership for you? **Y N DK** _____
20. Does anything need to be done to strengthen the LCSC? **Y N DK a.** Explain _____
21. What type of project would you recommend to the Trust that would reduce poverty and reduce unauthorized resource use inside BMCA? _____
22. Would this gain local community support for the national parks? **Y N DK** _____
23. Should the Trust fund (circle) **Common good** or **Livelihood** projects in the future?
a. If livelihood, should they:
☐ Focus projects only on very poor people to direct conservation investment by the Trust into poverty alleviation
☐ Focus projects on illegal resource users with the aims to reduce illegal activities and, in doing so, for the Trust investment to have direct positive conservation outcomes
☐ Focus on everyone
☐ Other _____

Interviewer notes: _____

Conservation awareness, attitudes and behaviors

24. How have community attitudes towards the Park changed since National Park gazettement? _____
25. Do people still get unauthorized resources from the park today? **Y N DK** What resources? _____
26. If yes, why do they still get resources? _____
27. What type of people collect resources in the park? _____
28. Are you aware of any conservation education activities? **Y N DK** _____ Is the Trust involved in any of those? **Y N DK** _____
29. Did you ever see any of the following? Circle those mentioned: Trust Calendars Trust funded drama groups (which ones?) Radio messages about conservation by Trust? (if yes, on which radio?) Trust funded School conservation talks Study Tours Posters
30. What impact do you think those had? _____
31. What Trust activities have contributed to any strengthening in attitudes across the communities?
- | | | | | |
|---|---------------|-------------|------------------|-----|
| <input type="checkbox"/> <u>Trust water project</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> <u>Trust livelihood activities</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> <u>Trust School/Health</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> <u>Revenue Sharing</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> <u>Multiple Use</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> <u>Trust Outreach</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> <u>Tourism</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> <u>Park Outreach</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> <u>CARE Projects</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> <u>Other Orgs' activities</u> | Strong impact | Some Impact | Little/no Impact | N/A |
| <input type="checkbox"/> Other _____ | Strong impact | Some Impact | Little/no Impact | N/A |
32. Explain _____
- c. If attitudes have worsened or not changed, why? _____
33. Did the Trust activities have any impact on community behaviors? **Y N DK** How? (list answer for each)
a. Actions in or concerning the park fire, resource use _____
b. Actions related to village land reduce soil erosion, plant trees _____
c. Actions and relationships between neighbors in the village strengthening economic ties, helping neighbors, integration of Batwa neighbors _____
34. What other final thoughts do you have about the Trust? _____

7.10.5 Park Survey

Park Survey

Date: _____
Location: _____
Name/Role:/Years in BMCA

- | | |
|--|--|
| 1. What do you know about BMCT? | Name/Role/Years in BMCA

_____ |
| 2. What do you know about BMCT's past BMCA park management grants? | |
| 3. Do you know about BMCT and their grants to park management many years ago? Y N Explain _____ | |
| 4. Do you have any personal experience with BMCT and their park management investments? Y N | |
5. If so, help fill in the following table

[illegible]

6. Did Park Staff have the opportunity to help with design and implementation of these grants? **Y N DK** Explain _____
7. Was there a sense of project ownership by park management? **Y N DK** Explain _____
8. Outside of the specific projects BMCT did to invest in park management, what other activities does the Trust engage in that contribute to **park management**? (PAM, Tree planting, Land use management, Communal projects, Awareness, Livelihood projects)
- a. _____
- b. _____
- c. _____

9. Outside of the projects BMCT invested in park management, what other activities does the Trust engage in that contribute to **conservation of BMCA**?
- a. _____
- b. _____
- c. _____

10. What are the overall strengths and weaknesses of these activities of BMCT to park management and general conservation of BMCA? _____

11. The Trust no longer invests in Park Management because of constrained funding streams and their priority focus on community efforts. What do you think about this focus? _____

- a. What are the priorities for park funding? _____
- b. Should the funding only come from UWA or partly from UWA with additional funds from BMCT? _____ Explain _____
- c. What types of projects are needed at the park? Are these activities that BMCT should contribute to? Why or why not? _____

12. If revenue sharing will be working with communities at an individual level, and many of the Trust projects are with individuals, should the Trust shift its focus of their community-level projects? **Y N DK** If yes, how could Trust activities be shifted to reduce poverty, gain local community support for the national parks, and reduce unauthorized resource use inside BMCA?

13. Other thoughts _____

Notes _____

7.10.6 Research Survey

Research Survey

1. What do you know about BMCT? _____
2. What do you know about their research grants in years past? _____
3. Do you have any personal experience with BMCT and their research investments? **Y N** _____
4. If so, help fill in the following table

Date: _____
Location: _____
Name/Role/Years in Research _____

Research Project	Project Strengths	Project Weaknesses	Conservation Impacts the research at the time led to <i>(further research, species discovery, conservation programs)</i>	Legacy Impacts on Conservation, Monitoring, and today's Research <i>(conservation programs, monitoring, interventions)</i>

5. Were you able to participate in the design of the research? **Y N** Explain _____
6. Did you feel a sense of ownership of the project or participation in the process? _____
7. What were some of the overall strengths and weaknesses of BMCT's support to research around BMCA? _____
8. Outside of the specific projects BMCT did to invest in research, what other activities does the Trust engage in that contribute to understanding of social and ecological conditions in the BMCA?
 - a. _____
 - b. _____
 - c. _____
9. Outside of the projects BMCT invested in research, what other activities does the Trust engage in that contribute to conservation of BMCA?
 - a. _____
 - b. _____
 - c. _____
10. The Trust no longer invests in Research and Monitoring because of constrained funding streams and their priority focus on community efforts. What do you think about this focus? _____
 - a. If you were in charge of the research budget, how would you allocate funds? _____
 - b. Are these activities that BMCT should contribute to? Why or why not? _____
11. Other thoughts _____

