



# Institute of Tropical Forest Conservation

Mbarara University of Science and Technology

## RESEARCH TO POLICY PROJECT

*Enhancing Equity through the Establishment of Community Based Monitoring  
Programme for Revenue Sharing in the Conservation of Bwindi*

## COMMUNITY BASED MONITORING REPORT



SUBMITTED TO THE INTERNATIONAL INSTITUTE OF ENVIRONMENT AND  
DEVELOPMENT (IIED)

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Department  
for Environment  
Food & Rural Affairs



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ACODE  
*Advocates Coalition for Development and Environment*

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## List of Abbreviations

BMCT:	Bwindi Mgahinga Conservation Trust
CBM:	Community Based Monitoring
CBMT:	Community Based Monitoring Training
CBO:	Community Based Organisations
CTPA:	Conservation through Poverty Alleviation
HUGO:	Human Gorilla
HWC:	Human Wildlife Conflict
IGCP:	International Gorilla Conservation Programme
IIED:	International Institute of Environment and Development
ITFC:	Institute of Tropical Forest Conservation
KDLG:	Kisoro District Local Government
LC:	Local Council
NCCDF:	Nkuringo Community Conservation and Development Foundation
NGO:	Non Governmental Organisation
R2P:	Research to Policy
RS:	Revenue Sharing
UOBDU:	United Organisation for Batwa Development in Uganda
UWA:	Uganda Wildlife Authority

## Executive Summary

This Community Based Monitoring (CBM) activity report presents the actual implementation of Uganda's 2012 revenue sharing guidelines in the three parishes bordering Bwindi Impenetrable National Park. It also identifies key gaps and strengths in revenue sharing policy implementation based on experience from the southern sector of Bwindi. This CBM activity involved training and capacity building of monitors from local villages, as well as monitoring revenue sharing policy implementation, which entailed: awareness and meetings; identification of projects, selection of beneficiaries and monitoring and follow-up of revenue sharing projects. Three parishes of Kisoro district bordering Bwindi were selected for the monitoring and 184 revenue sharing beneficiaries for 2012, 2013 and 2014 disbursements were interviewed. Informal community discussions were conducted with local leaders at LC1 level. Results reveal that only a few stages of revenue sharing policy implementation have been followed; the majority of the beneficiaries and implementers do not understand the 2012 revenue sharing guidelines; and this creates disparities and variance in the implementation of the policy.

### **Key findings from the 184 beneficiaries that were interviewed for this study were:**

#### *Who benefits from Revenue Sharing?*

- Most RS beneficiaries were closer to village centres and vehicle roads, whereas those living near the Park (and most likely to suffer from crop raiding) were less likely to be RS beneficiaries
- There was an almost equal gender balance of 51% female and 49% male RS beneficiaries
- Most RS beneficiaries are permanent residents of their localities, living within their community for more than 10 years
- Most people benefitting from RS had no positions in society

#### *Do people understand the 2012 RS Guidelines?*

- Most RS beneficiaries did not know or understand RS guidelines, although there were marked differences in awareness of revenue sharing guidelines across parishes and villages.

*Are people consulted before benefitting from RS?*

- While most RS beneficiaries were consulted on funded projects before they benefitted, people in remote areas were least likely to be consulted

*In accordance with UWA's guidelines, are RS funds allocated to reduce human-wildlife conflict?*

- Exteremly limited amounts of the RS money is alloacted to human wildlife conflict mechanisms

*Are RS projects monitored?*

- Monitoring had mostly be undertaken by UWA officials followed by LC1 officials; there was no monitoring reported from the district and the sub county

*Are feedback reports produced?*

- Most respondents reported that there are almost none feedback reports presented to RS beneficiaries which evaluate the success and failure of RS projects; UWA was responsible for the few feedback reports that had been generated

*How to RS beneficiaries define equitable RS?*

Beneficiaries of RS were asked to define equitable distribution of revenue sharing projects in terms of both implementation and benefits. Most respondents reported that, 'equitable distribution of RS' means targeting RS benefits to those that are mostly affected by conservation costs, i.e. residents who are the most affected by crop raiding Park animals regardless of whether they live in frontline or non-frontline villages. This is important to note because the 2012 RS guidelines focus on frontline parishes only.

The recommendations are to increase training and capacity building at the local level, enable local interpretation of the revenue sharing guidelines and improve some sections of the guidelines.

The report is presented in three parts as follows:

1. Section 1 introduces the context including goal and objectives of CBM, methodology and summary of the activities conducted.
2. Section 2 presents the results and a brief discussion of the findings
3. Section 3 looks at the conclusions and recommendations for further policy actions and redress.

The activity was conducted by ITFC staff with support from URP staff. The team included; Medard Twinamatsiko, Robert Mujuni, John and Beatrice Kabihogo. The team made time to time consultations with Kisoro NGO forum. We were guided by the Terms of Reference and funding provided by IIED in June, 2014.

## **1.0 Background, Context and Methodology**

### **1.1 Study background**

CBM is an extended activity of the three-year 'Research to Policy' (R2P) project implemented by the International Institute of Environment and Development (IIED), the Institute of Tropical Forest Conservation (ITFC), Advocacy Coalition for Development and Environment (ACODE) and the Jane Goodall Institute (JGI) under the umbrella of the Uganda Poverty and Conservation Learning Group (UPCLG).

CBM for revenue sharing was one of four advocacy activities by the UPCLG that aimed at promoting equity and fairness in the distribution of revenue sharing funds and benefits from Integrated Conservation and Development (ICD) projects. The other advocacy activities were; to address Human Wildlife Conflicts (HWC), improve Multiple Use Programme (MUP) and local employment. ITFC was tasked to undertake CBM of revenue sharing implementation in the southern sector of Bwindi. This included consultative meetings with Kisoro NGO forum, local CBOs and local leadership; selection and training of local monitors and community-led monitoring to establish gaps in how revenue sharing is implemented and thereafter share information generated with local leaders and other key stakeholders for more equitable implementation of revenue sharing. These activities were undertaken from September 2014 to January 2015 and various achievements in line with the targets were realized for more policy advocacy activities.

### **1.2 Context of CBM activity**

The ITFC initiated CBM of Revenue Sharing (RS) in the frontline communities of the southern sector of Bwindi- Kisoro District. Kisoro Sub Counties that border Bwindi were selected because they had been part of monitoring by the Kisoro NGO forum. In each of the three Kisoro Sub Counties (Nyabwishenya, Kirundo and Bukimbiri), there were 20 monitors who worked with the Kisoro NGO forum to monitor district services. This was the entry point for ITFC's CBM work.

The Uganda Wildlife Authority (UWA) is implementing new RS guidelines that were reviewed in 2010 and ratified in 2012. This is in line with the RS policy that was enacted by the parliament of Uganda where 20% of gate entry fees is shared amongst communities neighboring Uganda's Protected Areas (UWA, 2000a; UWA, 2000b). At Bwindi, USD 5 of Gorilla levy<sup>1</sup> is also shared annually as a supplement to the 20%. For this activity, the ITFC team met all 20 monitors in each Sub County and let them nominate two monitors in each 'frontier' parish (a parish bordering the national park). The frontier parishes included Nteko in Nyabwishenya Sub County, Rubuguri in Kirundo Sub County and Iremera in Bukimbiri Sub County. A total of six monitors from Nteko, Rubuguri and Iremera parishes were nominated and trained in the new revenue sharing guidelines and monitoring three phases of revenue sharing funding using a simple monitoring tool. The monitors looked at the previous RS cycles of 2012, 2013 and the ongoing cycle of 2014.

Various parameters from the RS guidelines were identified for CBM. We focused on RS implementation processes that depict a governance aspect to understand the functionality of RS service delivery and funding criteria (project identification, project selection and fairness spatial and temporal distribution of RS funds) among frontline villages with key emphasis on local community involvement. These parameters included planning, information dissemination and awareness, decision making, accountability processes and evaluation of funded projects. Overall we aimed at answering a key question:

**Have previous and current cycles of RS funding adhered (or are adhering to) the 2010/2012 RS guidelines?**

The starting RS cycle was 2010, as this coincided with the year when the new RS guidelines were reviewed.

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<sup>1</sup> This denoted the deduction on each permit that foreign tourists pay to track Gorillas at Bwindi at USD 600



## *The nominated and selected monitors*



*Source: Training progress photo courtesy of Medard Twinamatsiko, ITFC*

### **1.3 Methods and Materials**

We met Kisoro NGO forum leadership to establish the monitoring framework in Kisoro. We also consulted Uplift the Rural Poor (URP), district officials and lower local council leaders to understand the gaps that existed in monitoring development services. We then met 20 monitors who were initially working with the Kisoro NGO forum and, for this project, nominated 6 monitors (2 from each parish bordering Bwindi) that we later trained. After training these 6 monitors, we conducted a pilot survey to test the CBM tool but also let monitors become familiar with this new tool. The trained monitors conducted interviews and used a semi-structured questionnaire to generate the required data during October and November 2014. The trained monitors interviewed 8 respondents (4 men and 4 women) in each frontline village (Local Council 1). We applied stratified sampling to categorize men and women; Batwa and Non Batwa as separate beneficiaries in each village that were thereafter randomly selected from the list of RS beneficiaries for 2012, 2013 and 2014 respectively. A proportion of Batwa and Non Batwa was calculated to allow balanced opinions. The questionnaire entailed both open and close ended questions that relate to RS project cycle.

Population proportion for stratas was calculated as;

$$\frac{\text{No. of Batwa/Bafumbira/Bakiga}}{\text{Total Number of LC1 residents}} \times 100$$

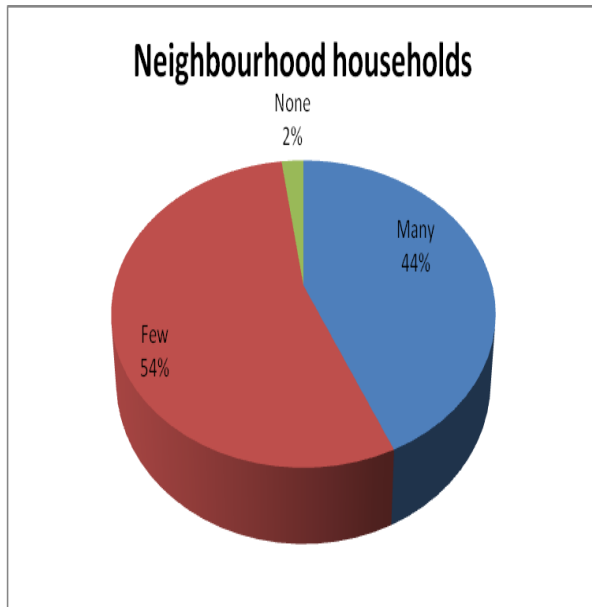
## 2.0 Presentation and Interpretation of Results

This section presents and discusses results from the CBM of RS. Data are presented and discussed thematically following RS implementation processes of planning, awareness raising, selection of projects and beneficiaries, funding of projects, monitoring and feedback reports. However, to begin with, basic demographic characteristics relating to RS implementation are interpreted.

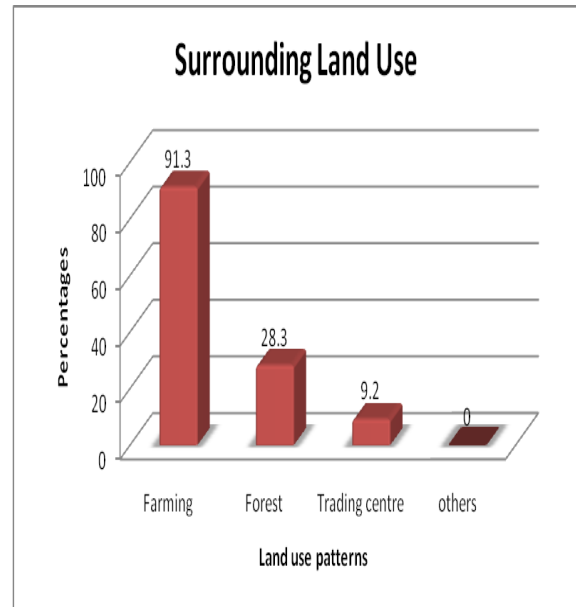
### 2.1 CBM homestead field data of RS beneficiaries (n=184) from RS cycles 2012-2014

Key variables were analyzed to crosscheck their relationship with revenue sharing benefit and process decisions. These parameters included; estimated homestead distance to neighbours, land use surrounding the RS-benefiting homestead, and estimated proximity from the homestead to the nearest trading centre and vehicle road.

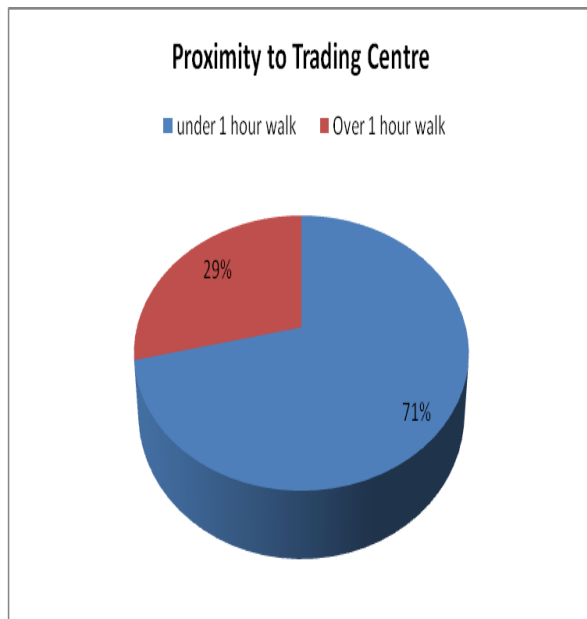
*Figure 1*



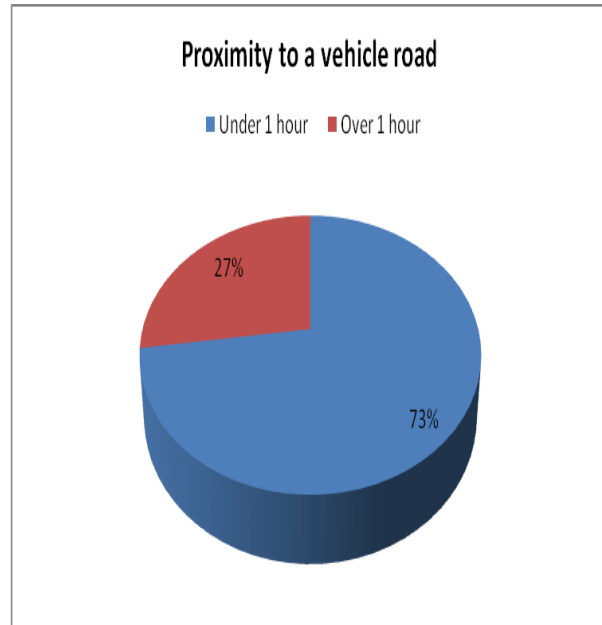
*Figure 2*



**Figure 3**



**Figure 4**



*Figures 1- 4: Homestead Information of RS Beneficiaries*

*Source: Field data, October-December, 2014*

Figure 1 indicates that a slight majority of RS beneficiaries (sampled from 2012-2014 lists) have 'few' neighbouring households compared with those who have 'many' neighbours. Figure 2 also indicates that most RS beneficiaries are surrounded by farmland, which reveals farming activity is the most dominant land use type. Figure 3 and 4 indicate that most RS beneficiaries live in accessible localities being within one hour of both trading centres and vehicle roads.

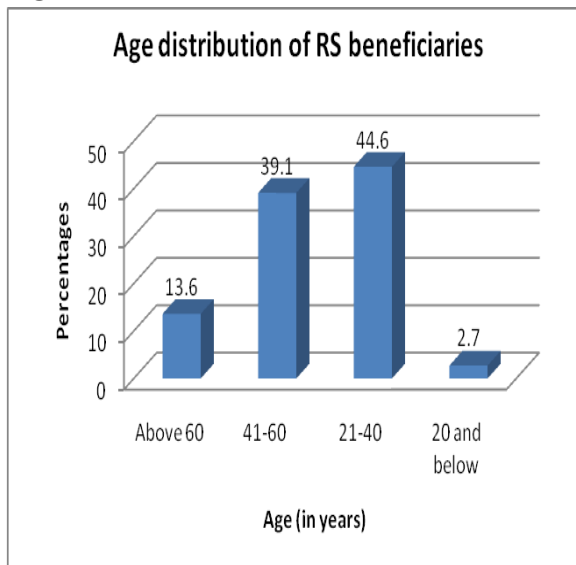
These findings indicate that most RS beneficiaries were closer to village centres and vehicle roads. This implies that village residents in remote areas are likely to miss out being selected as beneficiaries. During informal discussion with local leaders, this is attributed to access to and dissemination of information and failure to be engaged by RS implementers. Such people live in frontline villages closer to the park boundary. It was indicated in the recent study conducted at Bwindi (Twinamatsiko et al., 2014) that such residents were among the poorest members compared to other residents near such social amenities. This has an implication on poor targeting of ICDs which is likely to exclude local residents who bear great conservation costs and should benefit from such programmes. On a positive note, the selection of projects also coincides with the landuse

patterns. It was established that most RS beneficiaries in Kisoro have received sheep and most households are surrounded by farming as the main landuse.

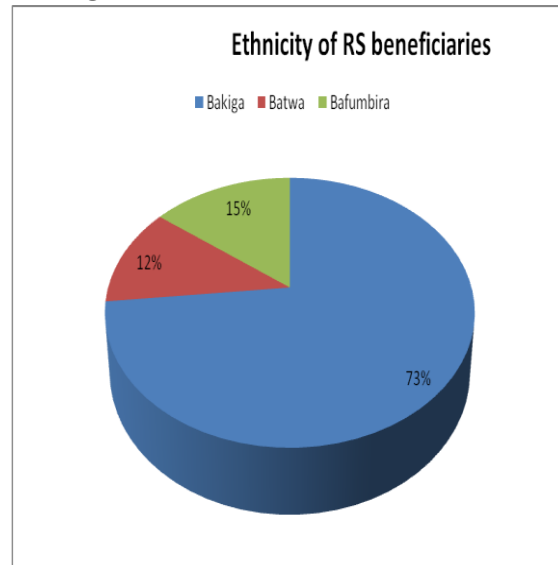
## 2.2 Biographic Characteristics of RS Beneficiaries

The study linked biographic features of RS beneficiaries to type of RS benefit and the implementation process followed. These features included; age, ethnicity, gender, position, year of benefit, length of stay in the community and position held in the community. These were analysed to understand their possible influence to the processes followed in revenue sharing implementation and follow-up. The figures below reveal the characteristics of RS beneficiaries in terms of age, ethnicity, gender differences and year of benefit from a revenue sharing project;

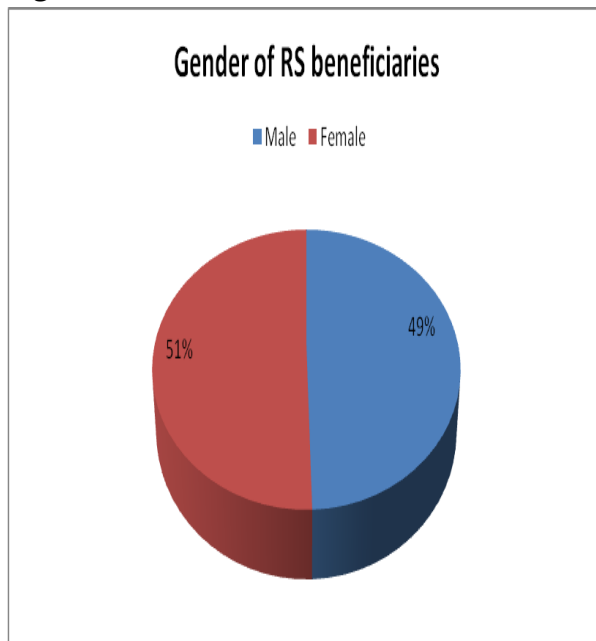
*Figure 5*



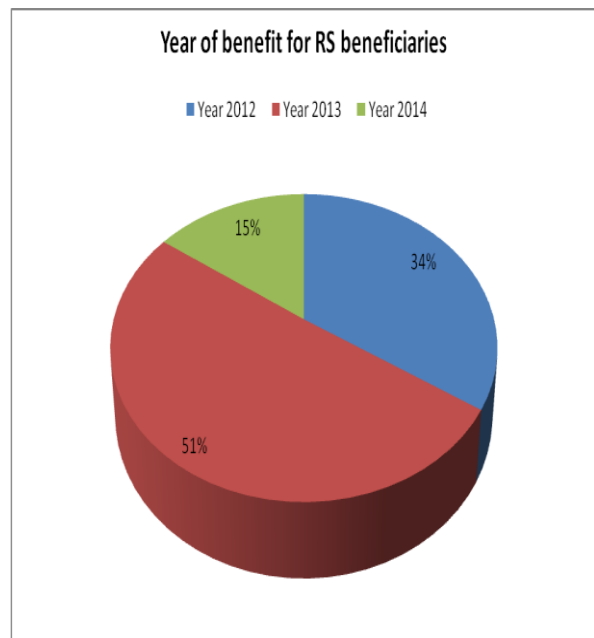
*Figure 6*



**Figure 7**



**Figure 8**



*Figure 5-8: Biographic characteristics of respondents*

**Source: Field Data, October-November, 2014**

Figure 5 indicates that most RS beneficiaries of this survey (83.7%) were between 21 to 60 years old, compared to those above 60 years or 20 years and below. Specifically, the youthful age of 21-40 years was the majority of RS beneficiaries, which was considered to reflect their ability to attend RS meetings or influence affairs in a certain community.

Figure 6 indicates that most RS beneficiaries were Bakiga (73%) followed by Bafumbira (15%) and Batwa (12%). This is attributed to the overall residence of Bakiga and Bafumbira in the southern sector of Bwindi where majority are Bakiga. However, due to stratified sampling technique, a section of Batwa was included in the sample. Figure 7 indicates an almost equal gender balance of 51% female and 49% male RS beneficiaries. This was as a result of stratified sampling where men and women were categorized and sampled as separate stratus. On the year distribution of benefits, most (51%) had benefited from the 2013 RS cycle, compared to 34% who benefited in 2012 and 15% that were to benefit in 2014. The aim of the survey was for an equal representation across the years of RS benefits, although the list of RS beneficiaries for 2013 was much longer compared with 2012. Also in some villages, the lists for 2014 were difficult to obtain because of disparities in terms of selection of beneficiaries across parishes and villages.

Some had already selected while others had not, which proved to be a major limitation to this study. The available lists were however used and calculated in terms of proportions to obtain the number of respondents for this survey

## 2.3 Other Community Basic Data

### 2.3.1 Length of Stay in the Community

Over all, immigration amongst Bwindi communities appears to be low. The immigrants identified in the area have come as a result of tourism development. This study linked the length of one’s stay in the community to RS benefit. Results indicate that most RS beneficiaries are permanent residents of their localities and had stayed in their community for more than 10 years. This was followed by those who have stayed between 5-10 years and lastly those below 5 years, as indicated in Figure9 below.

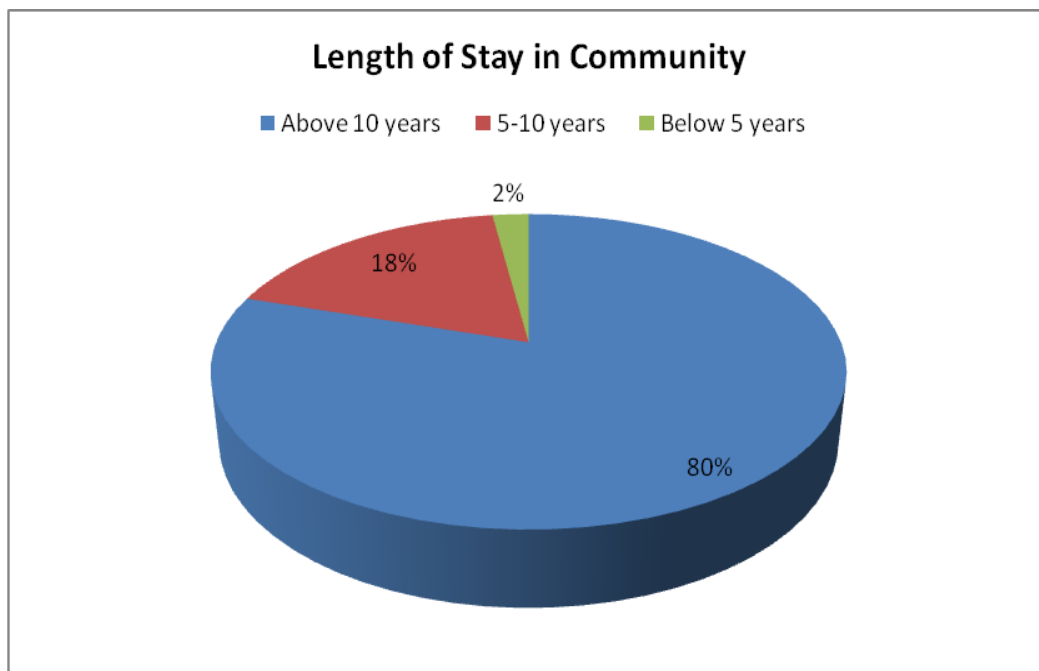


Figure 9: Length of stay of RS beneficiaries in the community

Source: Field data, October-November 2014

Figure 9 indicates that most beneficiaries (80%) of 184 had stayed in the community for more than 10 years. Our field observations indicated that most people in the Southern sector of Bwindi are permanent residents. This implies that most beneficiaries of revenue sharing are likely to be those that have stayed around Bwindi for a long time.

### 2.3.2 Influence of Societal Position in RS implementation

The underlying assumption of RS policy implementation has been that one's position in society influences the level and type of RS benefits received. The results however revealed that most people that had benefited from RS had no positions. Figure 10 reveals the various categories of positions in society held (and no position) of RS beneficiaries.

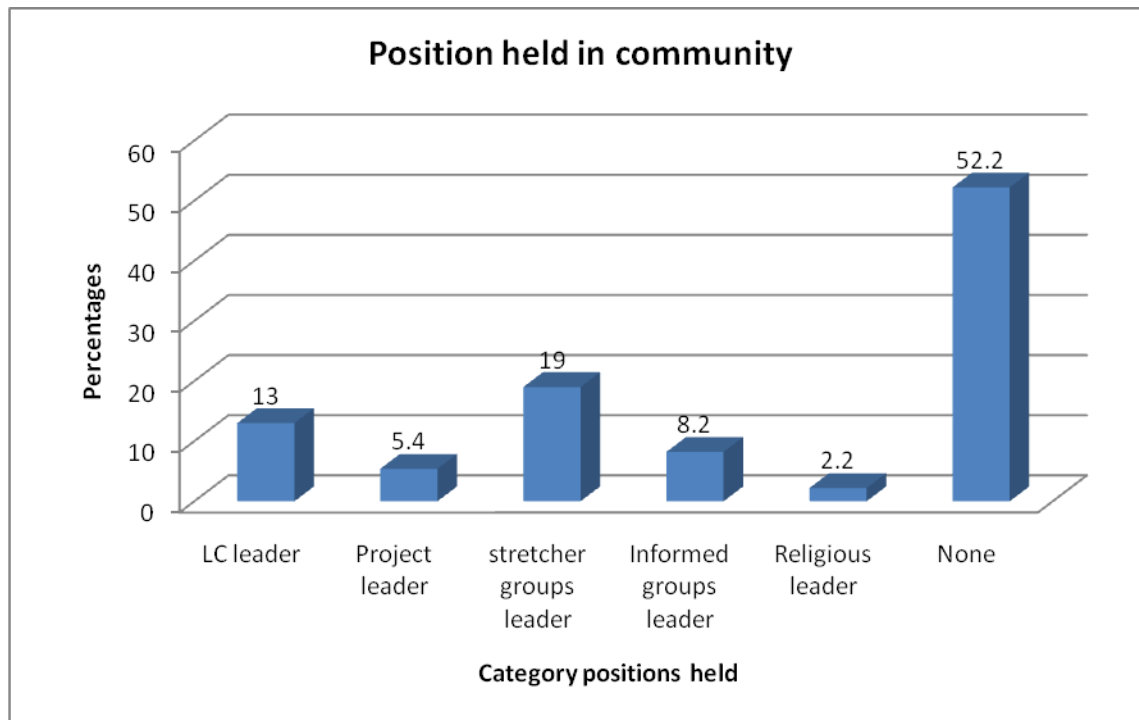


Figure 10: Position held in community of RS beneficiaries

Source: Field data, October-November 2014

Figure 10 indicates that a slight majority of RS beneficiaries of 2012, 2013 and prospective 2014 had no position in society, as represented by 52.2% compared to 47.8% of the 184 respondents who had positions. Of those who had positions in society, there were 19% stretcher group leaders, 13% LC leaders, 8.2% informal group leaders, 5.4% project leaders and the least 2.2% religious leaders. Project leaders included those working with committees of community operating projects such as BMCT, UOBDU, IGCP and UWA committees. Informal groups included all unregistered community based groups such as credit and savings and clan groups.

## 2.4 Understanding of Revenue Sharing Guidelines

The study premised on understanding whether local community members understand the 2012 revenue sharing guidelines and whether the guidelines are followed during RS project implementation. This is because the proper follow-up of guidelines helps understand the practice of the policy. Figure 11 and 12 reveal responses from revenue sharing beneficiaries (n=184) that were interviewed for this study.

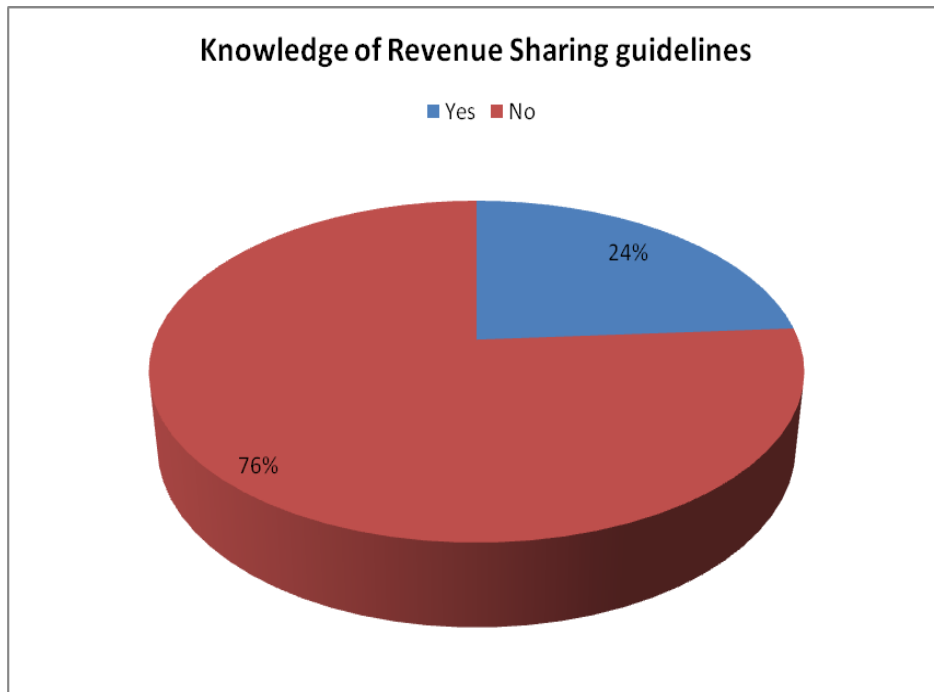


Figure 11: Overall awareness of RS guidelines



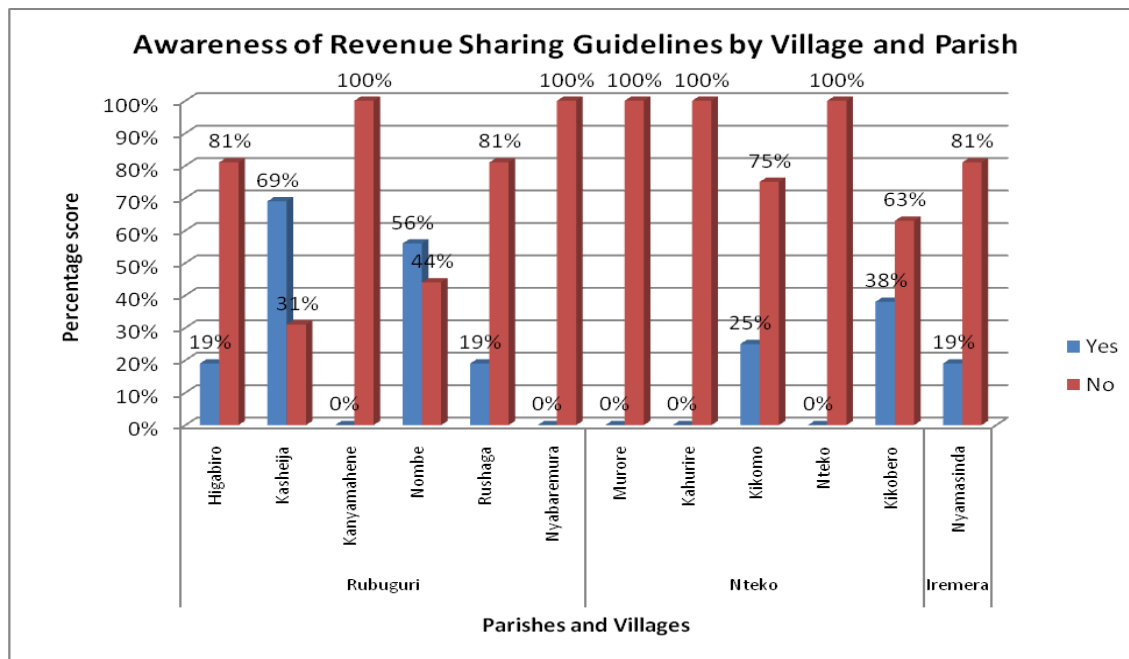


Figure 12: Specific awareness of RS guidelines

Source: Field data, October-November 2014

From Figure 11 and 12, most RS beneficiaries (76%) did not know or understand RS guidelines, while a minor percentage (24%) knew and understood the guidelines. It was also established during training that, monitors and some local leaders were not aware of the RS guidelines. The implementation at local level involves separate guidelines set by various Local Council ones. The most followed procedure in the guidelines was formation of Project Management Committees (PMCs) and Project Procurement Committees (PPCs). This formation is structural not practical.

Results show differences in awareness of revenue sharing guidelines across the parishes and villages. As indicated in Figure 12, Rubuguri parish reported a high percentage of awareness compared to Nteko and Iremera parishes. The parish that reported the highest score was Kasheja (69%) followed by Nombe (56%). The least villages in terms of awareness of revenue sharing were; Kanyamahene, Nyabaremura, Nteko, Kahurire and Murore where all the respondents (100%) were not aware of the new guidelines for RS. The level of awareness of guidelines could be connected to the level of engagement in sensitization campaigns. Places such as Kasheja and Nombe are easy to reach whereas places such as Kanyamahene, Nyabaremura, Nteko and Kahurire are out of reach. This could explain the disparities in awareness of the new guidelines.

## 2.5 Attendance of Awareness Meetings

Generally, discussions with Bwindi INP staff and local leaders indicated that overall attendance of Protected Area management meetings by the general population is low. This is not different in other government interventions, where people's political culture has gone low. Results from the 184 beneficiaries that were interviewed for this study however indicated that most people who benefited had attended RS meetings. This shows that local residents who benefit from RS projects are most likely to have attended meetings. This would entail predetermination of the possibility to benefit. The study however did not conclude whether the anticipation to benefit from meetings influences attendance or whether those who attend meetings are likely to benefit.

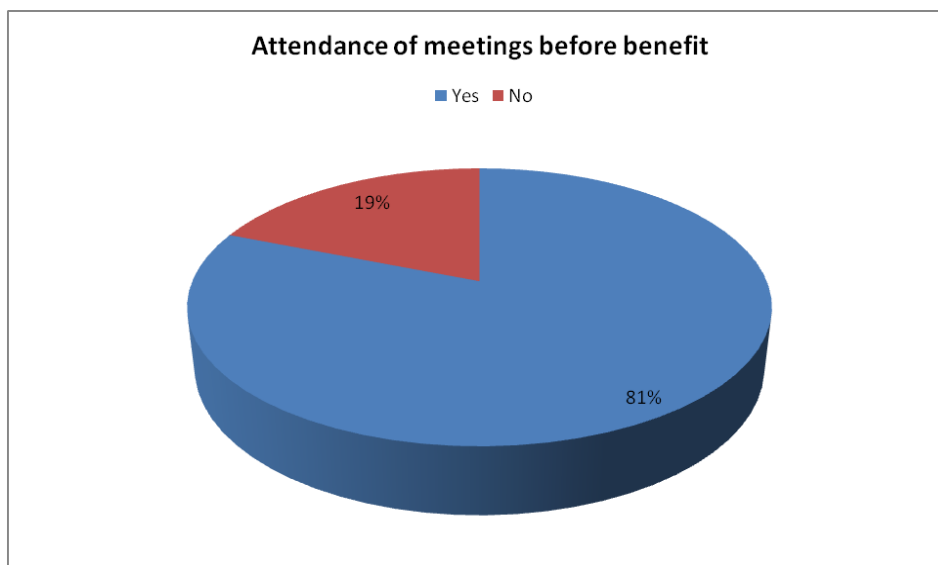


Figure 13: Overall attendance of meetings

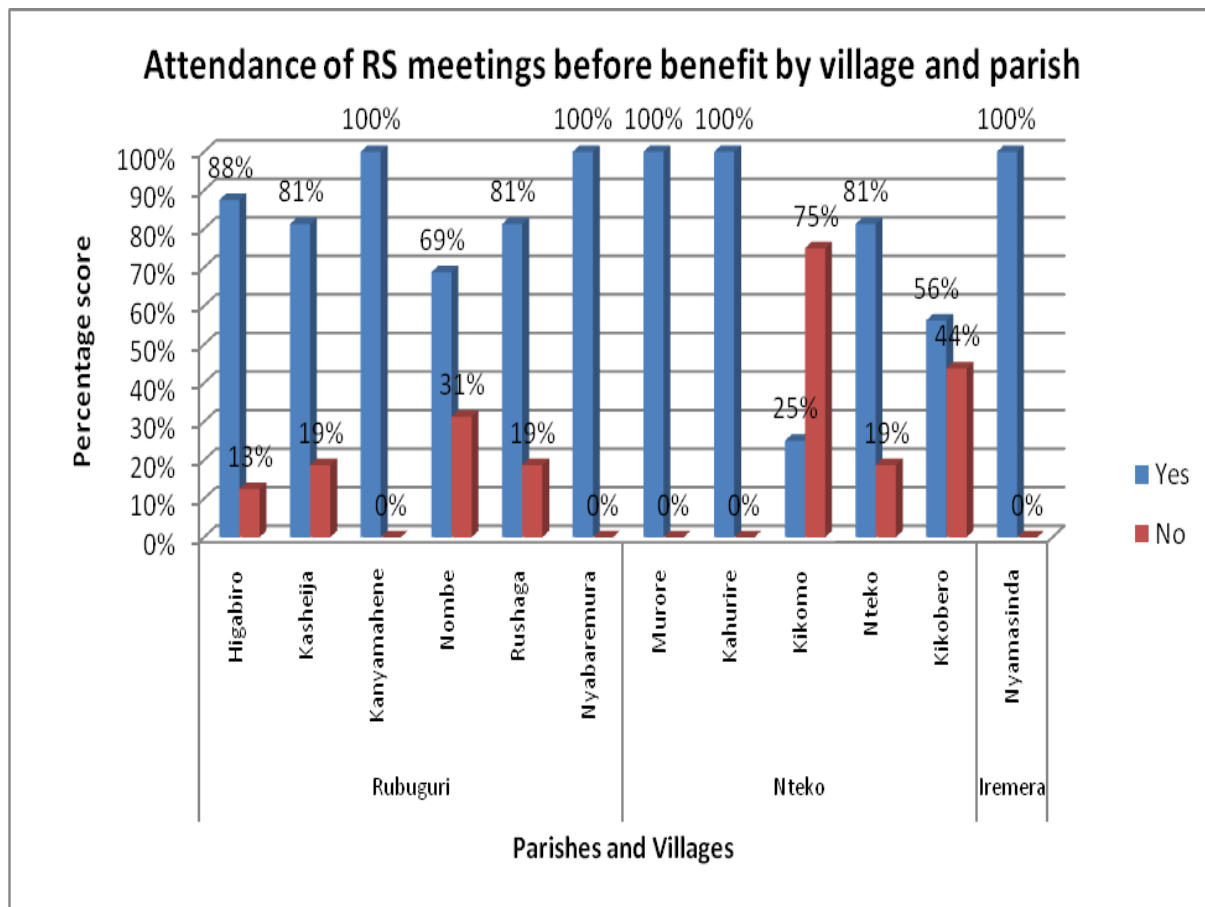


Figure 14: Specific attendance of meetings

Source: Field Data, October-November, 2014

Figure 13 indicates that, majority of the sampled RS beneficiaries had attended revenue sharing meetings. This reveals that much as most RS beneficiaries attend meetings, there are still people who benefit from RS without attending meetings. Some beneficiaries who were interviewed revealed that they got information from friends and LC1 chairpersons that they were on the lists of beneficiaries for RS projects. Results show that they were not part of selection of the project to fund.

As indicated in Figure 14, Rubuguri and Iremera reported the highest percentage of attendance of meetings compared to Nteko and Iremera parishes. Kanyamahene, Nyabaremura, Nyamatsinda, Murore and Kahurire reported the highest percentages in attending revenue sharing meetings before the projects and beneficiaries were selected. This appears likely to show that those who attend meetings are not necessarily aware of the guidelines. In Kikomo however, 75% of the respondents benefited from RS when they had not attended any awareness meetings. This was similar to Nteko respondents

where 44% of the beneficiaries received benefits without attending to meetings. During discussions with local opinion leaders, this was attributed to the selection criterion that does not involve beneficiaries. Results show that some villagers use purposive selection based on who received and who did not receive in the previous disbursement. This means not targeting individual needs but societal fulfillment.

## 2.6 Involvement of RS Beneficiaries through Consultations

Previous studies indicate that projects do not succeed because local beneficiaries are not involved in the process of project implementation. Twinamatsiko et al. (2014) indicated low involvement of local people in Integrated Conservation and Development (ICD) projects. This study sought to test this revelation to further understand how RS has been implemented and whether RS beneficiaries were consulted before they benefit.

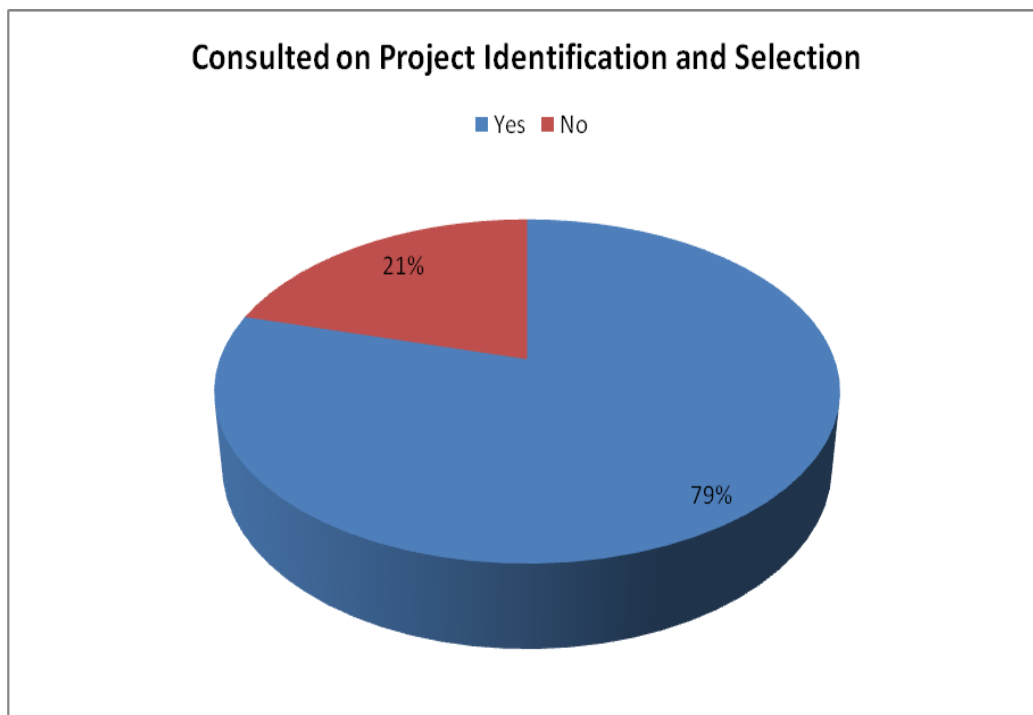


Figure 15: Over all consultation on projects to fund

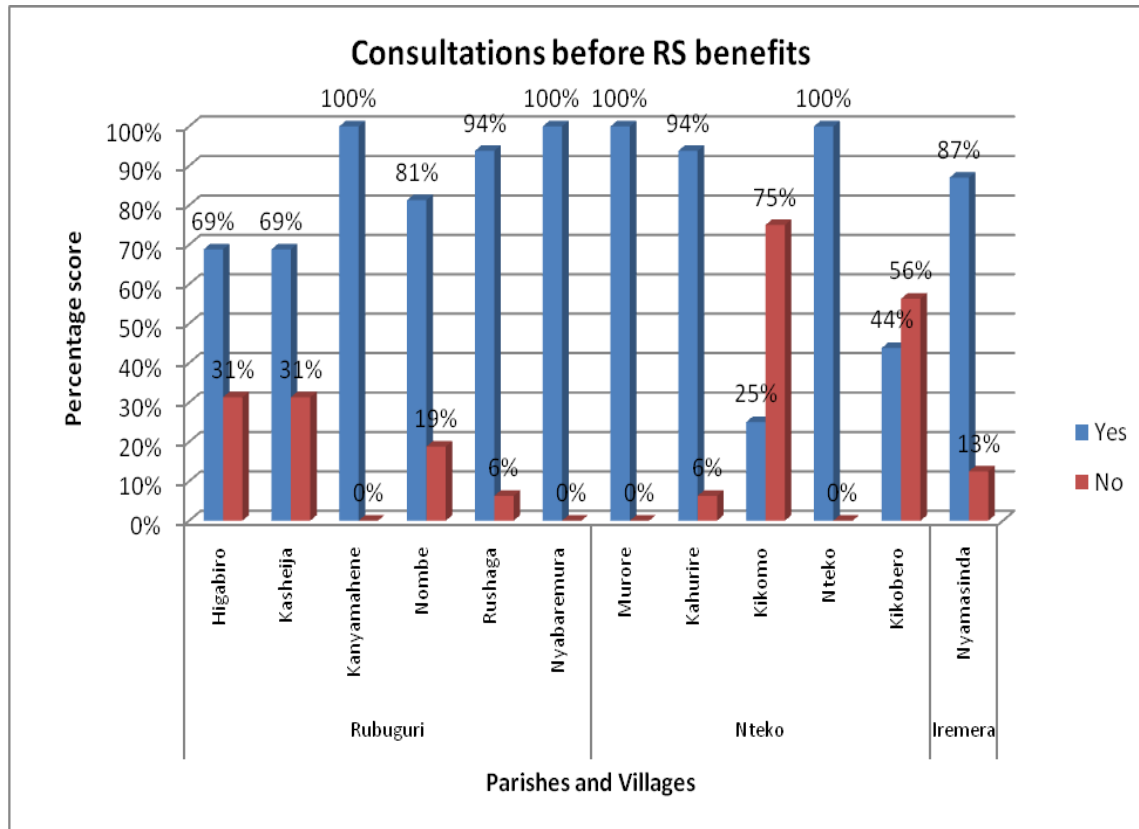


Figure 16: Specific consultation before project funding

Source: Field Data October-November, 2014

Figure 15 reveals that, 79% of the sampled beneficiaries were consulted on the funded projects before they benefited compared to 21% who were not consulted. Results therefore disapprove the assumption that most people are not consulted in benefits that matter most to them. However, the fact that 21% were not consulted during project and beneficiary selection reveal that there is an element of truth for communities not having realized full participation and involvement.

Differences exist in the consultations made across the parishes and villages (Figure 16). As the figure indicates, some Rubuguri and Nteko villages reported the highest percentages of consultations compared to Iremera parish. All RS beneficiaries from Kanyamahene, Nyabaremura, Murore and Nteko villages were consulted before they benefited from revenue sharing. The least beneficiaries not consulted were from Kikomo (75%) and Kikobero (56%). Also in Nyamasinda village, Iremera parish, a representative percentage (18%) was also not consulted before they benefited. Results

therefore show that people in remote areas are not likely to be consulted. Furthermore, some local leaders predetermine the list of beneficiaries as a result of rotational distribution of projects across households. This does not consider priorities and needs of beneficiaries.

## 2.7 Attitudes of RS beneficiaries towards Bwindi

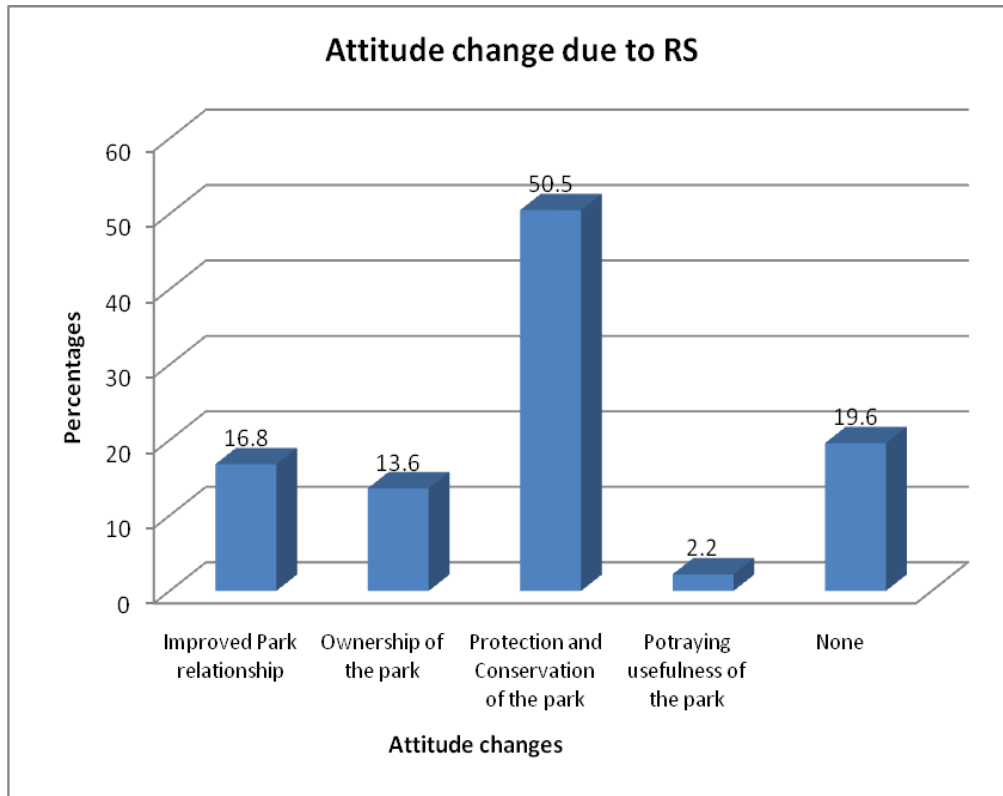


Figure 17: Attitudes of people towards Bwindi

Source: Field Data October-November, 2014

The attitude of most RS beneficiaries is perceived to improve if they perceive benefits from RS projects. The majority of the respondents mentioned how their attitude would change for the better towards the protection and conservation of Bwindi Impenetrable National Park if they equitably benefited from RS projects. This was followed by 16.8% whose relationship with Park authorities would change, 13.6% whose ownership of the park would increase and lastly 2.2% who perceive that RS benefits portray the usefulness of the National Park to the local people which therefore changes their attitude. On the other hand, 19.6% perceive no positive change of attitude and thought there are gaps still to address in order to change the attitude of beneficiaries.

## 2.8 Revenue Sharing and Human Wildlife Conflict

According to UWA revenue sharing guidelines of 2012, it can be stated with reasonable confidence that implementation of these guidelines will contribute significantly towards reduction of human-wildlife conflict and improvement of livelihoods of households in communities adjacent to wildlife protected areas since the guidelines are built on broad consensus and comply with all laws and financial regulations of the country (UWA, 2012).

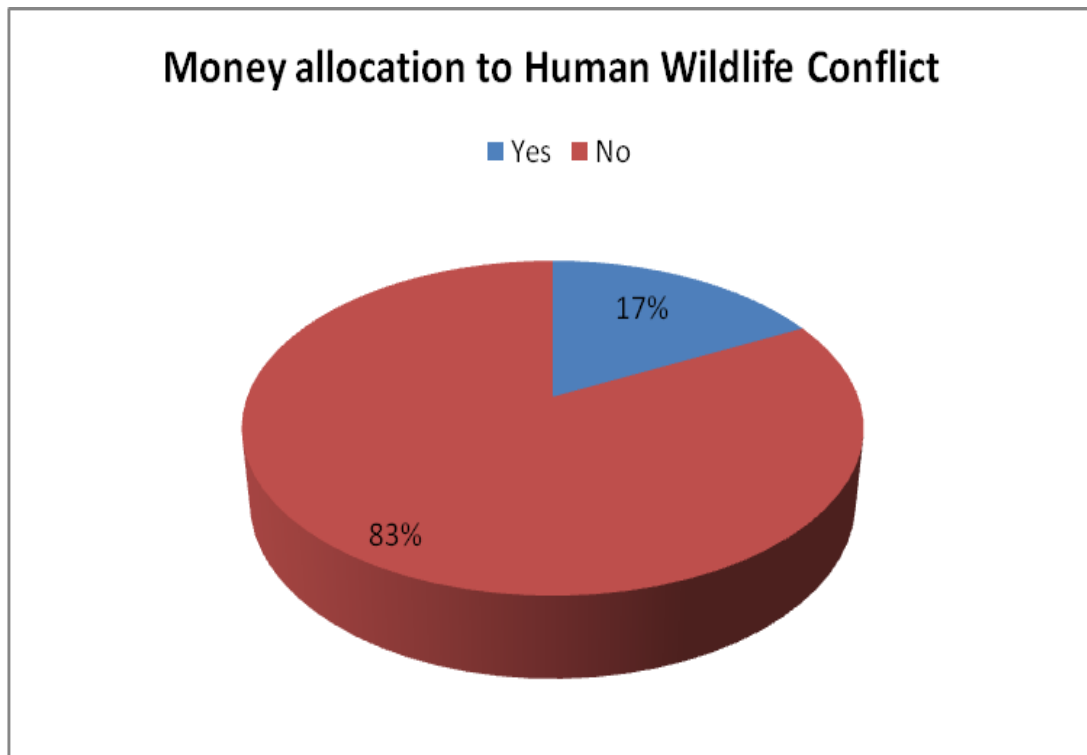


Figure 18: Overall indication of the allocation of money to Human Wildlife Conflict measures

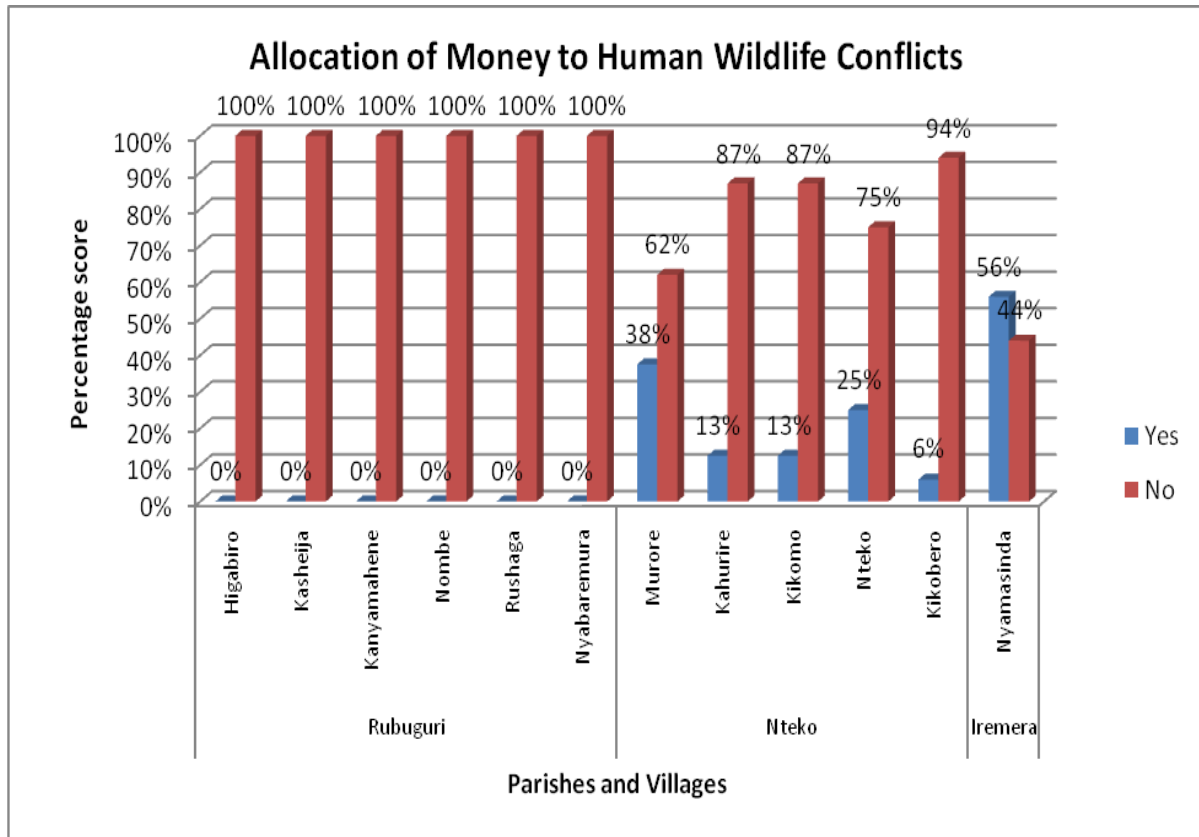


Figure 19: Specific indication of the allocation of money to Human Wildlife Conflict measures

Source: Field Data October-November, 2014

Figure 18 from field data indicates that, little has been done to allocate part of the RS money to human wildlife conflict mechanisms. Most respondents (83%) revealed that there is no RS money in their respective communities which had been allocated to human wildlife conflict. A small percentage of 17% indicated that, in their communities, RS money had been allocated to human wildlife conflict mechanisms. It was also established that the 17% of the respondents who indicated RS money allocation to HWC mentioned only RS money given to HUGO<sup>2</sup> members – that is not directly funding a HWC measure such as mauritius fence growing or maintenance.

As indicated in Figure 19, across the parishes and villages, the allocation of RS money to human wildlife conflicts is still a problem. However, Nyamatsinda and Nteko parishes

<sup>2</sup> These is a community group of volunteers who work with Uganda Wildlife Authority to chase Gorillas and other problem animals from the community back to the National Park



reported cases where some RS money has been allocated to human wildlife conflicts compared to Rubuguri villages. All the 6 villages in Rubuguri reported no money allocation to human wildlife conflict strategies. In Nyamatsinda village, 56% of the respondents reported allocation of a percentage to some residents helping to guard crops from vermins. In Nteko, Murore and Nteko villages allocated some money to HUGO members who guard crops from damages and chase problem animals back to the National Park. This was reported by 38% and 25% of the respondents respectively. The little approach taken to allocate money to human wildlife conflict remain indirect rather than addressing direct interventions.

### 2.9 Monitoring and Project's follow-up

According to UWA guidelines of 2012, 5% of the total declared amount to the districts is legally allocated to monitoring. This reduction leaves 95% of the total declared amount for selected projects in respective districts. Results reveal that the 5% has not been put into practice as expected from the established guidelines. Figure 20, reveals responses from project beneficiaries;

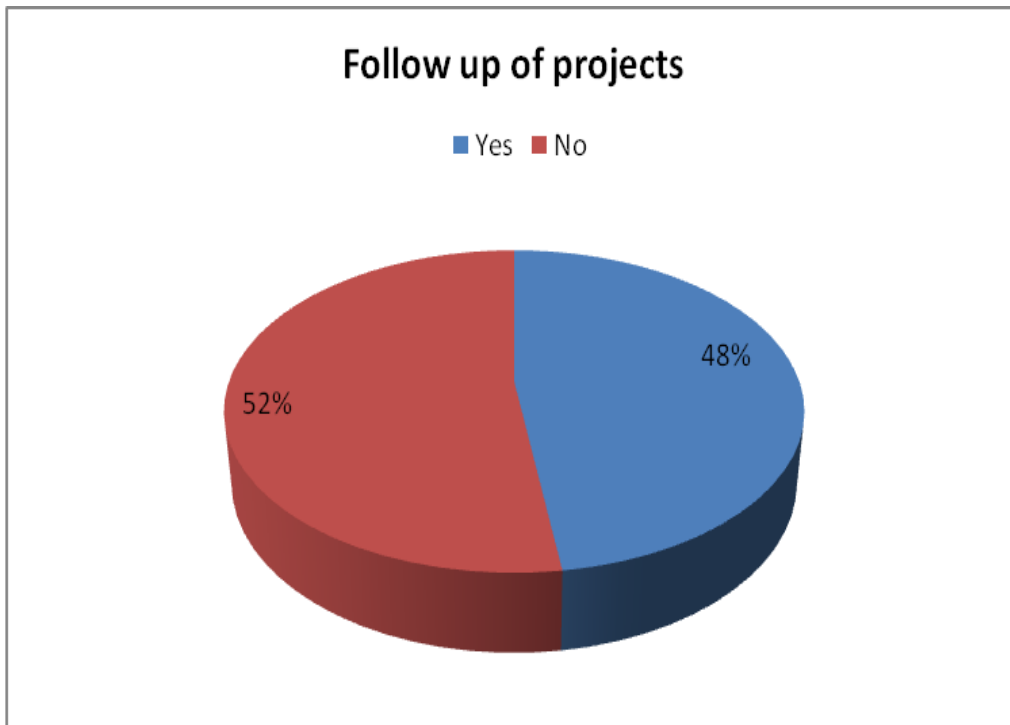


Figure 20: Over all follow-up and monitoring of RS projects

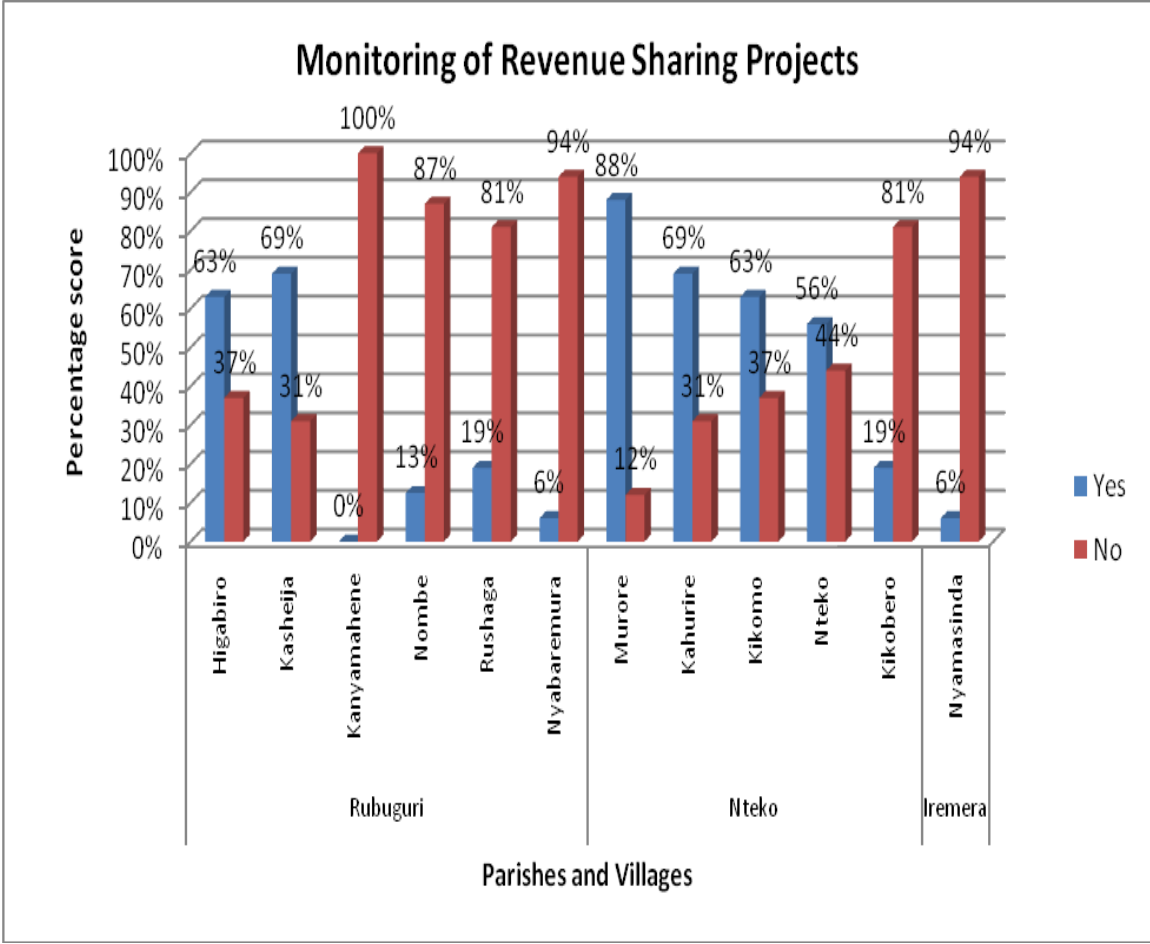


Figure 21: Specific follow-up and monitoring of RS projects

Source: Field Data October-November 2014

Majority 52% revealed that there was no follow-up of RS-funded projects while 48% of the respondents revealed follow-up of revenue sharing projects (Figure 20). The 48% further revealed that monitoring was done by local leaders at village level and UWA staff, but there was no monitoring reported from the district and the sub county. It should be recalled that, 5% for monitoring revenue sharing is subdivided between the district and the subcounty taking (of that 5%) 35% and 65% respectively. The question remains on what this money is used for when it is not felt at the grassroots level. The LCs were reported to be doing voluntary work and demanded for guidelines’ review so that they are given this money for a thorough monitoring of RS projects.

In terms of parish and village disaggregation (Figure 21), Nteko parish and most its villages such as Murore and Kahurire reported some level of RS project monitoring

compared to Iremera and Rubuguri. This was revealed by 88% of the respondents in Murore and 69% in Kahurire. In Rubuguri (Kanyamahene village) no beneficiary reported monitoring of RS projects. Similarly, in Iremera parish (Nyamatsinda village), only 6% of the respondents reported monitoring of RS projects. Generally, most villages across parishes reported less monitoring of revenue sharing projects.

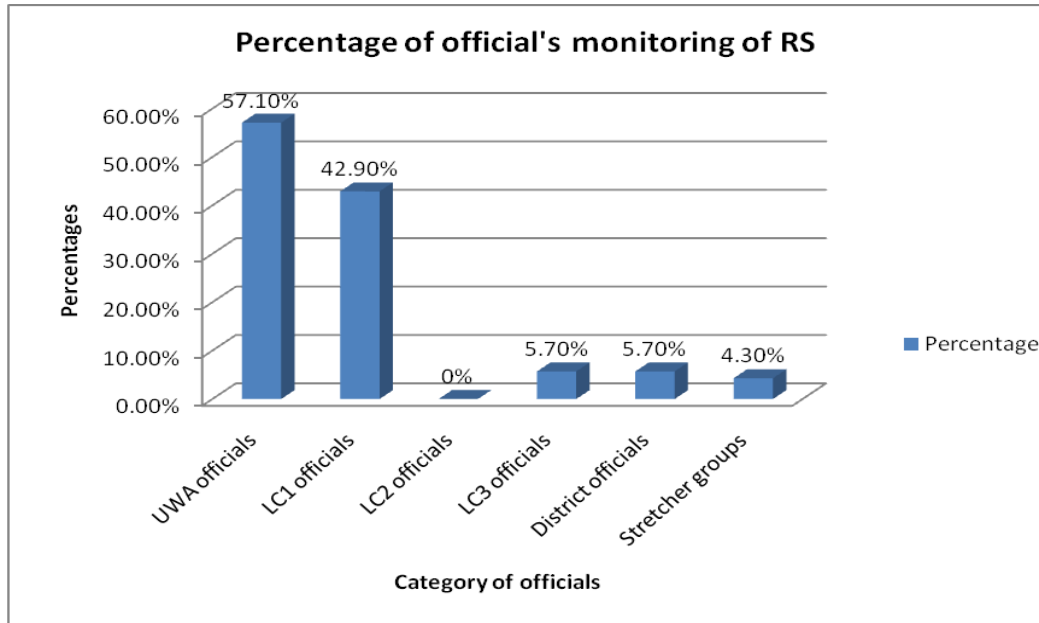


Figure 22: Percentage allocation of who monitored Revenue Sharing

Source: Field Data, October-November 2014

Figure 22 indicates that, the only monitoring undertaken has been done mostly by UWA officials (57.1%) followed by LC1 officials (42.9%). The least reported was LC2 officials who have never monitored followed by stretcher groups (4.3%) and LC3 and LC5 officials respectively (5.7%). Local leaders and opinion leaders informally discussed with indicated no value for money allocated to monitoring since most LC3 and LC5 officials supposed to monitor never turn up for the exercise. The reported officials to be monitoring revenue sharing, do it on a voluntary basis and are not part of the 5% share allocated to monitoring.

## 2.10 RS Reporting and Evaluation

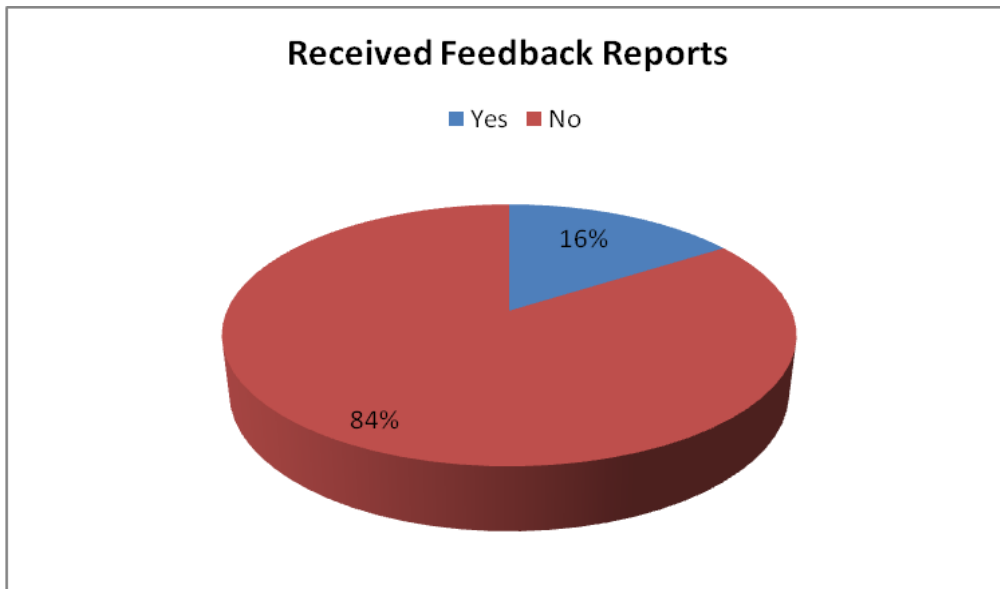


Figure 23: Overall RS Reporting and Evaluation

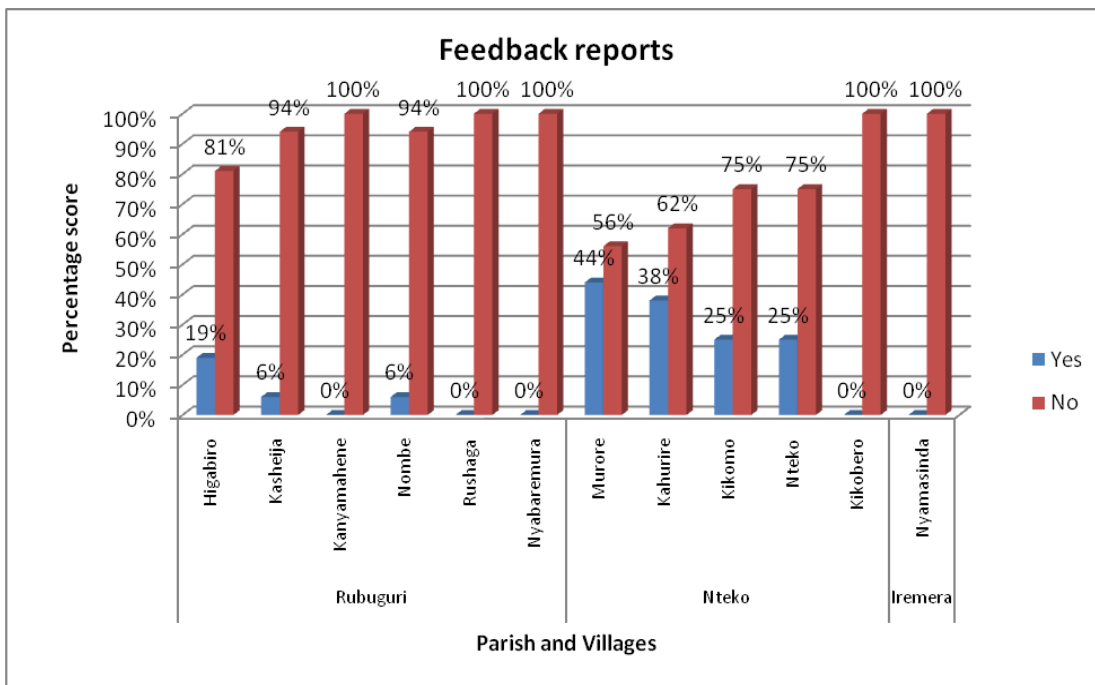


Figure 24: Specific indication on RS reporting and project evaluation

Source: Field Data October-November 2014

It was reported by majority respondents that, there are no feedback reports that have been presented to RS beneficiaries evaluating the success and failure of the projects funded. Majority 84% reported that no feedback reports had been submitted or presented while 16% revealed that, feedback had been received on the status of funded projects (Figure 23). The agency doing the most of this feedback work was UWA.

As indicated in Figure 24, there are variations across parishes and villages that exist in terms of percentage reporting on feedback reports. Across all parishes, majority of the respondents reported no feedback reports compared to those who had seen any feedback reports. Nteko parish respondents reported the highest percentage of feedback reports into their communities. This however was still marginal across the villages in Nteko. It was only Murore and Kahurire that reported 44% and 38% respectively compared to Iremera where nobody had brought a feedback report on the success or failure of revenue sharing projects.

The study also identified the officials who have brought feedback reports to communities in the context of the various roles and responsibilities they play as classified in the new revenue sharing guidelines. Figure 25 indicates the percentage distribution of who has brought reports back to the communities.

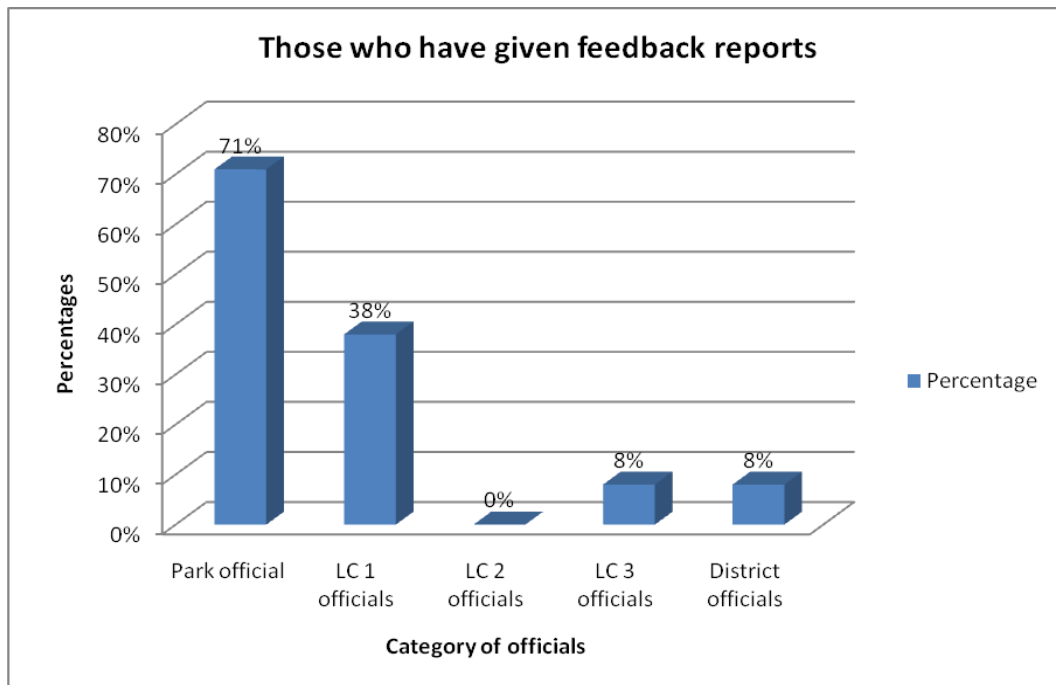


Figure 25: Indication of who gave reports to the community on RS projects

Source: Field Data October-November 2014

Figure 25 indicates that, majority of the respondents that have brought feedback reports to the communities were park officials (71%) followed by LC1 officials (38%), LC3 officials and district officials (8%) and lastly LC2 officials (0%). This distribution has a relationship with the level of monitoring of projects. The more projects were monitored the more likelihood of bringing back reports on the success and failure of projects.

## 2.11 Equitable Distribution of Revenue Sharing projects

Beneficiaries of revenue sharing programme were asked to define equitable distribution of revenue sharing projects. This was explained in terms of implementation but also benefits. Majority of the respondents reported that, 'equitable distribution of RS' would mean targeting revenue sharing benefits to those that are mostly affected by conservation costs. The most affected by conservation costs referred to residents who are mostly crop raided by park animals regardless of whether they live in frontline or non frontline villages. This is important to note because the new RS guidelines focus on frontline parishes only. In defining equity of RS, other respondents mentioned; bringing benefits direct to people not through local government structures, increasing the amount of money that comes to the community, consulting the communities before giving them benefits and giving benefits through a consultative forum of meetings that create awareness before benefit. The Batwa on the other hand defined equity in terms of giving special attention to the Batwa pygmies who used to live and fully depended on the park resources.

*Table 1: Variations of villages on equitable distribution of RS benefits*

Parish	Village	Definition of Equity of RS
Rubuguri	Higabiro	<ul style="list-style-type: none"> <li>• Special consideration to the Batwa when benefiting</li> <li>• Consultations before benefits</li> <li>• Giving money to those bearing the most conservation costs</li> </ul>
	Kasheija	<ul style="list-style-type: none"> <li>• Direct funding of revenue sharing projects not through steps of Local Government</li> <li>• Giving funds to those bearing conservation costs even in second villages</li> </ul>
	Kanyamahene	<ul style="list-style-type: none"> <li>• Compensation policy to those bearing costs of crop raiding</li> <li>• Direct funding of projects and beneficiaries</li> </ul>

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	Nombe	<ul style="list-style-type: none"> <li>• Money to come direct to the beneficiaries</li> <li>• Considering only those who boarder the park</li> <li>• Putting in place compensation efforts to those who bear costs of conservation</li> </ul>
	Rushaga	<ul style="list-style-type: none"> <li>• Money to go direct to the beneficiaries</li> <li>• Ensuring that corruption is addressed</li> <li>• Creating a big percentage for the Batwa</li> </ul>
	Nyabaremura	<ul style="list-style-type: none"> <li>• Giving money to those who neighbour the park and are mostly affected by crop raiding</li> <li>• Creating a big percentage for the Batwa</li> </ul>
<b>Nteko</b>	Murore	<ul style="list-style-type: none"> <li>• Giving money to the most affected by crop raiding</li> <li>• Considering ecotourism fund to benefit those whose gardens are destroyed when tracking Gorillas on community land</li> </ul>
	Kahurire	<ul style="list-style-type: none"> <li>• Direct funding of projects to reduce corruption</li> <li>• Giving money to those most affected by crop raiding even in non-frontline villages</li> </ul>
	Kikomo	<ul style="list-style-type: none"> <li>• Giving Batwa special attention when it comes to allocation</li> <li>• Allocating money to beneficiaries in terms of their stewardship to the national park</li> </ul>
	Nteko	<ul style="list-style-type: none"> <li>• Giving benefits to those who live closer to the park</li> <li>• Distribution of RS benefits equally</li> </ul>
	Kikobero	<ul style="list-style-type: none"> <li>• Considering those who mostly bear conservation costs not only frontline villages</li> <li>• Putting in place a compensation policy</li> <li>• Establishing a community tourism fund to benefit those that are affected by tourism</li> </ul>
<b>Iremera</b>	Nyamatsinda	<ul style="list-style-type: none"> <li>• Consulting local people before giving them benefits</li> </ul>

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- 
- Direct funding of beneficiaries not going through local government structures
  - Giving benefits to those living near the park
- 

### 3.0 Discussions, Conclusions and Recommendations

#### 3.1 Discussions and Conclusions

Much of the Revenue Sharing practice in the southern sector of Bwindi does not reflect what is prescribed in the 2012 guidelines. Much as there are gaps in the new guidelines, most community members do not know what they entail and this has influenced different approaches of practice. The existing guidelines have not been implemented well in order to translate into livelihood improvement and conservation of Bwindi on the community side. This influences attitudes that local people still hold towards conservation. It is noted here that, as results show, majority of the respondents are not aware of the processes that entail implementation of the policy.

Important to note is that the villages where guidelines were known were those in easy-to-reach places such as Kasheija found in the centre of Rubuguri town and Nombe that is on the main road to Nteko. Rubuguri parish compared to other parishes is easy to access since it has the main centre for most meetings and social amenities. The study however showed little relationship between the level of awareness of guidelines and attendance of meetings. Areas where beneficiaries were aware of new guidelines did not reflect their attendance of meetings. This means that attendance of meetings for revenue sharing may not have targeted creating awareness of the new guidelines. It was established that, most local leaders did not know about the contents of the new guidelines being followed to implement revenue sharing policy.

Getting Revenue Sharing benefits without sensitization, awareness and consultations leave a lot to be desired. A substantial percentage of people who received RS benefits were not first consulted on which projects to fund. This poses serious impact reversal because, at the end of the day, people will not own the projects. The process of consultations ought to be systematic, planned and achieved. People should be put at the centre of decision making right from the beginning of the project. This will enable them appreciate projects selected; this is likely to translate into impact and ownership.



Twinamatsiko et al. (2014) cites a strong relationship among benefit, involvement and ownership.

The critical challenge of Revenue sharing implementation process is follow-up. The funded projects have not been followed up and no reports go back to the community. The study indicated a likely significant relationship between monitoring and feedback reports. The trend of monitoring influenced the bringing back of reports. Monitoring is an important stage in project success. It entails a systematic approach of observing an event or action over time for any changes that may occur. It would entail systematic collection and analysis of revenue sharing data aimed at providing management effectiveness with early indications of progress of project implementation and achievement of outputs. Monitoring can be based on data collected on various revenue sharing implemented activities in line with the intended policy outputs and outcomes. If monitoring is well done, it would inform evaluations and feedback reports to the community and implementing partners for further redress of the identified gaps.

More to note from results are the positive attributes of RS implementation. It was for instance established that position in society does not influence one's ability to benefit from a RS project. This is justified by a slightly majority of respondents who had no position in society and benefited compared to those with positions. The proportion of those with position in society and the entire population is not representative since a substantive number of local leaders (41.7%) out of 184 beneficiaries had benefited.

## **3.2 Recommendations**

### *3.2.1 Raising awareness of RS guidelines*

- A strategic programme to sensitize local leaders and community members about UWA revenue sharing guidelines is pertinent for the policy implementation and proper practice. This approach should start from the implementers that include; UWA staff, District leaders, Sub County leaders and Local Council leaders at grass root level.
- In the review of guidelines and policies, local community consultations are important to address community needs and priorities. The general approach of community projects in the name of household livelihood projects is ambiguous. Proper targeting of livelihood needs ought to be made at the household level since there are variations in terms of household livelihood needs.

- Streamlining roles and responsibilities of different stakeholders in the implementation process is vital for projects success. All stakeholders contribute significantly to the success of RS policy. However, their roles and contributions ought to be streamlined so that each stakeholder knows what to do and how to do it.

### *3.2.2 Project selection*

- The practice of revenue sharing policy is affected by poor implementation that does not involve beneficiaries in the projects they receive. This involves selection of projects as well as the individuals who will benefit. This study therefore recommends stronger involvement of the local people most especially the beneficiaries in the project implementation cycle.
- RS implementers should target to have meetings in remote places and closer to the park boundary. Results show that such village residents are not always targeted. This would improve the level of engagement since previous studies (Twinamatsiko et al., 2014) have indicated that they are the most poorest and bear costs of conservation (Bush and Mwesigwa, 2008) compared to other residents.

The definition of equity in revenue sharing policy implementation by the community ought to be put into consideration. Community members affected by crop raiding and who bear conservation costs should be put at the centre of RS benefits.

### *3.2.3 Monitoring of RS*

- CBM of RS generates an extremely valuable insight into RS implementation, and efforts should be made to roll it over sustainably and to other areas surrounding Bwindi. Selected local community members should be trained and equipped with basic monitoring skills and resources since they are locally based. This process would need three year duration of technical support to make CBM more sustainable to be taken over by other key stakeholders such as UWA and BMCT. Three years timeline coincides with the timeline for the review of RS guidelines. It is also long enough to build the capacity of community monitors to take up monitoring task. This will yield into compliance of the beneficiaries to protect what has been given.

- There is a need to improve monitoring of revenue sharing projects. This stage of project implementation was found to be inadequate. The 5% deducted for monitoring has not been used for the same. The key active monitors such as UWA and LC 1 officials are not beneficiaries of the 5% monitoring fees that is deducted from the overall declared funds. The mentioned LCs at village level do monitoring at a voluntary basis yet Sub Counties and Districts retain money meant for monitoring. Community members reported no monitoring officer from the district or Sub County which therefore calls for a different monitoring approach.

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4. UWA. (2000b). *Uganda Wildlife Authority Collaborative Management Strategy*, Kampala, Uganda Wildlife Authority.
5. UWA. (2012). *Guidelines for Revenue Sharing Between Wildlife Protected Areas and Adjacent Local Governments and Communities*. Kampala, Uganda Wildlife Authority.

## Appendices

### Appendix 1: Participants during the training on CBM

<b>ID</b>	<b>Names</b>	<b>Role</b>	<b>Area/Organisation Affiliation</b>
1	Aurelia Mihanda	Monitor	Nteko
2	Posiano Mirembe	Monitor	Nteko
3	Emmanuel Rwamugisha	Monitor	Rubuguri
4	Aidah Sabiiti	Monitor	Rubuguri
5	Christopher Bitarabeho	Monitor	Iremera
6	Edvinah Owomugisha	Monitor	Iremera

## Appendix 2: The simple tool in English

# Research to Policy (R2P) Project

### A Simple Tool for RS Community Based Monitoring

**Date:** \_\_\_\_\_ **Interview Ref #** \_\_\_\_\_

**Monitors' names:** 1. \_\_\_\_\_

2. \_\_\_\_\_

**Location: LC1:**..... **Parish:**.....

Density of neighbours nearby	<b>none</b>		<b>few/some</b>			<b>many</b>	
Main type of surrounding land use	<b>farmland</b>		<b>forest</b>		<b>village/centre</b>	<b>other:</b>	
Nearest <b>village/trading centre</b>	<b>under 1 hour walk</b>				<b>over 1 hour walk</b>		
Nearest <b>road for vehicle use</b>	<b>under 1 hour walk</b>				<b>over 1 hour walk</b>		

### 1. Basic Respondent data

- o Name  
(optional).....

Variable	Categories (Tick)											
<b>Age</b>	+60		41-60		21-40		Below 20					<i>Tk</i>
<b>Ethnicity</b>	Bakiga		Batwa		Bafumbira				others (specify)			
<b>Sex</b>	Male					Female						
<b>Phase of RS benefit</b>	2012				2013					2014		
<b>Length of stay in community</b>	<5 years				5-10 years					>10 years		
<b>Position in community</b>	LC official		Project leader		Stretcher group leader		Informal group leader		Religious leader		No position	

### 2. Information Dissemination and Level of Community Awareness

Variables	Categories (Tick)											
I am aware of RS guidelines	Yes					No						
I attended the RS sensitization meetings before I benefited	Yes					No						
I knew the meeting through	Radio		Village mates		Official letter		Local leader		Public announcement		Others	

**3. Identification and Selection of Revenue Sharing Projects**

- 3.1 Were you consulted on the identification of projects (circle) Yes/No
- 3.2 Describe how you were involved to identify projects and to benefit? (Probe stages and procurement process)
- .....
- .....
- .....

**4. Fairness spatial and Temporal Distribution of Revenue Sharing Projects and benefit**

Scope of benefit	Project benefited/selected	How much/many received?
LC1		
Individual Household		

- 4.3 How did the project improved the situation of your household and LC1?
- .....
- .....
- 4.4 How has the RS project/projects you have told us about changed or would change your attitude towards Bwindi?.....
- .....
- 4.5 In the selection of the projects, was part of the money allocated to human wildlife conflict in this community? (circle) Yes/No
- 4.6 If yes, what human wildlife control measure did they fund.....

**5. Monitoring and Evaluation of Revenue Sharing Projects and benefit**

- 5.1 Has anyone ever come to you or this community to follow up the project that was funded?
- 5.2 If yes, who? (circle) UWA official LC1 official LC2 official LC3 official District Official Stretcher group leader Independent official (specify).....

5.3 If no, why do you think not?

.....  
.....

5.4 Have you ever received any feedback reports from UWA or Local Government on 2013 RS project funding (circle) Yes/No

5.5 If yes, who gave the report? (circle) UWA official LC1 official LC11 official  
LC3 official District Official Independent official

5.6 What was the report

about?.....

.....

5.7 What do you call/ have called an equitable share of revenue sharing benefits?.....

.

.....





Nkazaho omunkiiko zokwegyesa ebya RS nkakatungire	Eego			Ngaaha			
Orukiiko nkarumanya kurabira;	Rediy o	Bagyenz i bangye	Ebaruh a	Abebembe zi bekyaaaro	Ebirango byomunkunganyo	Endiij o	

**3. Okutorana nokushujuma ebintu bya Revenyu sheyaringi**

3.1 Okabuzibwaho ahakutorana ebintu bya revenyu sheyaringi (koma) Eego/Ngaaha  
 3.2 Shoborora okuwayejumbiire omukutorana ebintu ebiwatungire ebya revenyu sheyaringi (Nka amadaara no kugura ebiintu).....

.....  
 .....

**4. Oburinganiiza oburi omukugaba nokutunga ebintu bya revenyu sheyaringi**

Orurengo rubabigabireho	Ebibagabire	Obwiingi
Ahabyagabiirwe	Ekyagabirwe niki	Kiringanaki
Ekyaaaro		
Ahaaka		

4.7 Bikatunguura bita ahaka yaawe nekyaaaro?  
 .....

4.8 Ebyogobire mu bihindwiire bita/bitahindura bita entekateeka yaawe omukuriinda paaka ya Bwindi?.....  
 .....

4.9 Omukutorana ebyo bintu, hariho sente ezibatireho ngu zikoze sibwe omukurinda amari? (koma) Eego/Ngaaha

4.10 Kweraabe eri yeego, nibintu ebimwazikoze size kurinda amari?.....  
 .....

**5. Okukuratirira nokumanya ebyarugiremu omubintu bya revenyu sharing ebiwatungire**

.....

5.8 Hariho owarizire muryeki kyaaro okureeba nokukuratirira ha bintu ebiwa/mwatungire omu revenyu sheyaringi? (koma) Eego/Ngaaha

5.9 Kwerabe eri yeego, nohe? (koma) Owa paaka Owa LC1 Owa LC2 Owa LC3 Owaha Disiturikiti Owabataka Otari woomu(Nohe).....

5.10 Kwerabe eri ngaaha, oretekateeka ahabwenki batarizire?

.....

.....

5.11 Hiine aba paaka niinga aba gavumente (egomoborora ninga disiturikiti) rupoota eyibabararesire ekwatirine nebyarugire omubintu bya revenyu sheyariingi hanyima yokubitunga (koma) Eego/Ngaaha

5.12 Kwerabe eri yeego, owaresire egyo rupoota nohe? (koma) Owa paaka Owa LC1 Owa LC2 Owa LC3 Owaha Disiturikiti Owabataka Otari woomu(Nohe).....

5.13 Egyo rupoota ekaba eragamba ahariki?.....

.....

.....

5.14 Oburinganiiza omu bintu bya revenyu sheyariingi orabwetaki?

.....