



STRATEGIC PLAN FOR THE NORTHERN ALBERTINE RIFT OF UGANDA 2011 - 2020



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This Strategic Plan focuses on the landscape from Murchison Falls National Park in the north to Toro-Semliki Wildlife Reserve in the south. It focuses on improving livelihoods of rural populations outside of the protected areas, forest planning outside of protected areas, and the integration of conservation and protection measures for forests, wetlands and biodiversity. Its landscape-level approach incorporates the protected area plans produced by UWA and NFA, but does not include the implementation of the protected area plans within its work plan and budget.

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Foreword

It is my pleasure to present the Strategic Plan for the Northern Albertine Rift of Uganda.

As Government, we are committed to achieving the Millennium Development Goal (MDG) Number 7, which underscores the need for environmental sustainability, through integrating the principles of sustainable development into country policies and programmes, reversing degradation of environmental resources, reducing biodiversity loss and reducing the proportion of people without access to safe drinking water and basic sanitation. This has been clearly spelt out in the National Development Plan, which highlights the need to develop and optimally exploit the national resource base to ensure environmental and economic sustainability.

Uganda has been blessed with a great variety of natural resources, both above and below the ground. However, uncoordinated and poor management of these resources is weakening the sustainability pillar. One of the hardest hit of these is our forests and woodlands. Uganda as a country is losing its forests at a rate of 60,000 hectares a year, culminating into loss of environmental goods and services to Uganda's population that depends on forest resources, and a financial loss to us all in terms of potential revenues.

The largest remaining forests in Uganda lie in the northern Albertine Rift, the area from Murchison Falls National Park to Semuliki Wildlife Reserve at the foot of the Rwenzori Mountains. This is also where we see the highest rate of forest loss – currently around 8,000 hectares of forests are lost per year. Addressing this forest loss, and ensuring that environmental services will remain for the growing population, is a priority for all of us, and my Ministry is working towards this goal.

Through this Strategic Plan, we express a common vision for management of the forests and environment in the Northern Albertine Rift, and a planning framework to execute this vision. The document highlights issues that Government, our development partners and the local communities need to address in order to achieve the development goals.

We thank our development partners and in particular the United Nations Development Program (UNDP) and the Global Environment Facility (GEF) for their continued financial support to the Government of Uganda towards realizing sustainable management of its natural resources. We also extend our heartfelt appreciation to World Wide Fund for Nature Uganda Country Office for implementing the project Conservation of the Biodiversity in the Albertine Rift Forests on our behalf and for supporting the development of this strategy.

We, at the Ministry of Water and Environment, are ready to coordinate and guide the implementation process.

I therefore, have the pleasure to endorse and forward this strategy for implementation.

A handwritten signature in black ink, appearing to read "Maria Mutagamba".

Hon. Maria Mutagamba,

Minister of Water and Environment

Acknowledgements

The Strategic Plan for the Northern Albertine Rift of Uganda was prepared with the financial support from the Global Environment Facility (GEF) through the United Nations Development Program (UNDP) and technical support and guidance from World Wide Fund for Nature Uganda Country Office (WWF UCO) the implementing partner of the Conservation of Biodiversity in the Albertine Rift Forests project of the Government of Uganda. The Ministry of Water and Environment has been the Implementing Agency while Ministry of Finance, Planning and Economic Development the Executing Agency.

The Strategic Plan has been prepared in close consultation with a core group of representatives of Government institutions, Non-Governmental Organizations (NGOs) and the Cultural Institutions, in core committees and large sector working groups. The Government of Uganda extends its appreciation to (WWF-UCO) for its guidance and steering the Plan development process.

The Strategic Plan Steering Group, comprising of Ministry of Water and Environment, District Local Governments, National Forestry Authority (NFA), Uganda Wildlife Authority (UWA), Wildlife Conservation Society (WCS) and ARCOS network are applauded for their work especially for working out implementation modalities and in defining sources of funds

The Government of Uganda also thanks the technical task force represented by NEMA, NFA, CSCWT, JGI Uganda, Climate Action Network – Uganda, Bunyoro-Kitara Kingdom, Tooro Kingdom, ARPFOCA, ARCOS and District Local Authorities of Kabarole, Kyegwegwa, Kyenjojo, Hoima, Kibaale, Masindi and Buliisa districts

All the public institutions that participated in the National Stakeholder Consultative meeting are commended for their contribution in the development of this document. The contribution of; Petroleum Exploration and Production Department (PEPD), Ministry of Energy and Mineral Development (MEMD), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and Uganda Tourism Board (UTB) is appreciated.

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List of abbreviations

ARCOS	Albertine Rift Conservation Society
ARPFOCA	Albertine Rift Private Forest Owner's Conservation Association
BCFS	Budongo Conservation Field Station
CBO	Community-based Organisation
CC	Climate change
CFM	Collaborative forest management
CFR	Central Forest Reserve
CIAT	International Centre for Tropical Agriculture
CODECA	Community Development and Conservation Agency
CSR	Corporate social responsibility
CSWCT	Chimpanzee Sanctuary and Wildlife Conservation Trust
CWA	Community Wildlife Area
DDP	District Development Plan
DEAP	District Environment Action Plan
DFS	District Forestry Services
DLG	District Local Government
DWD	Directorate of Water Development, Ministry of Water and Environment
DWRM	Directorate of Water Resources Management, Ministry of Water and Environment
EIA	Environmental impact assessment
ENRSWG	Environment and Natural Resources Sector Working Group (MWE)
FFNC	Faculty of Forestry and Nature Conservation (Makerere University)
GEF	Global Environment Facility
GOU	Government of Uganda
JGI	Jane Goodall Institute
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MEMD	Ministry of Energy and Mineral Development
MFPEd	Ministry of Finance, Planning and Economic Development
MLG	Ministry of Local Government
MTWH	Ministry of Tourism, Wildlife and Heritage
MUIENR	Makerere University Institute of Environment and Natural Resources
MUISR	Makerere University Institute of Social Research
MWE	Ministry of Water and Environment
NAHI	Nature Harness Initiative
NARCG	Northern Albertine Rift Conservation Group
NARO	National Agricultural Research Organisation
NBDB	National Biodiversity Databank
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NFP	National Forest Plan 2011/12 – 2021/22
NGO	Non-Governmental Organisation
NRM	Natural resources management
NWSC	National Water and Sewerage Corporation

PES	Payment for environmental services
REDD	Reduced Emissions from deforestation and forest degradation
SEA	Strategic Environmental Assessment
UNDP	United Nations Development Programme
UWA	Uganda Wildlife Authority
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature

Executive summary

The area

The Albertine Rift is one of the most bio-diverse regions in Africa. This plan focuses on the northern Albertine Rift, Planning Unit 1 as defined under the Albertine Rift strategic framework, which stretches from Murchison Falls National Park in the north to Toro-Semliki Wildlife Reserve in the south.

Legal context

This Plan is cross-jurisdictional and covers protected areas under the management of UWA, NFA and DLGs, state reserved land (such as river corridors and wetlands), and private land. The Plan attempts to develop a common management approach to the landscape in accordance with the obligations of the State for protection of natural resources as detailed in the Constitution, with Uganda's obligations under the Convention on Biological Diversity and other conventions, and in line with National Environment Statutes and Lands Acts.

Beneficiaries

While the Plan is targeted at maintaining natural resources and conservation of wildlife, and this is for the ultimate benefit of the human population that depends on the natural resources. In line with its vision, the Plan requires the harmonisation of contradictory policies between Ministries where they compromise the maintenance of natural resources and thus compromise the long-term security of local populations. In the end, the key beneficiaries of the plan will be the rural population that depend on the natural resources that the implementation of the plan will safeguard.

Planning process

This Plan is the result of a 20 month planning process that has involved all main stakeholders in the northern rift landscape. The planning process has been led by a Steering Group comprising national authorities, DLG and NGO representatives, and was conducted through the UNDP-GEF funded project Conservation of Biodiversity in the Albertine Rift Forests of Uganda, executed by the Ministry of Water and Environment.

Vision

A lack of a common vision has been a main constraint for the management of the northern rift. Stakeholders have now agreed a common vision as:

The landscape of the northern Albertine Rift is conserved effectively in a partnership between Government, communities and other stakeholders to ensure protection of biodiversity, functional habitat connectivity and contribution to sustainable livelihoods

Ecological targets

In order to focus the Plan, 14 ecological targets were identified which include key species, habitats and ecosystem processes:

SPECIES

- Chimpanzees
- Forest raptors
- Shoebills
- Crocodiles
- Key timber sp. (mahogany, *Prunus africana*, *Funtumia*, *Cordia*, etc.)
- Elephants, giraffes, lions

HABITATS

- Forests, woodlands
- Savannah, grasslands
- Hydrological systems (lakes, rivers, catchments)
- Wetlands

PROCESSES

- Connectivity
- Biomass productivity
- Migration of species
- Pollination and seed dispersal

These targets form the base for an impact monitoring system comprising goals for each target, baselines

and monitoring parameters.

Direct threats and contributing factors

Seven direct threats to the identified targets were identified and ranked according to their impacts:

1. Habitat loss: clearance, encroachment, conversion (land use change)
2. Unsustainable use of forest products: timber, fuel wood for brick making,
3. Poaching and over-fishing
4. Industrial development impacts: oil and gas, HEP, pollutants
5. Invasive species
6. Grazing, transmission of disease between wild and domestic animals
7. Climate change

In addition to direct threats, a number of other factors were identified (social, cultural, economic, political or institutional) that drive or contribute to the direct threats. The direct threats and some of the most important contributing factors were used to develop a threat monitoring system for the Plan. Threats are captured in a conceptual model for the Plan.

Strategies

A set of six strategies was developed as courses of action designed to reduce the identified threats:

1. Improve natural resources governance
2. Support restoration of degraded habitats on public and private land
3. Support integrated and coordinated natural resources management and sustainable livelihoods
4. Reduce illegal activities impacting on natural resources
5. Improve corporate responsibility to mitigate threats and realize benefits from industrial or other private sector development
6. Climate change mitigation, adaptation and monitoring

Strategies reflect key environmental priorities of the National development Plan, and particularly the National Forest Plan 2011/12 – 2021/22 which is nested under the NDP. Links between these strategies and strategies identified for the implementation of the National Forest Plan and individual protected area plans for the landscape prepared by UWA and NFA are identified.

Objectives

For each strategy, a set of objectives was developed as key activity sets, outputs or milestones in the achievement of the strategy. Each objective was ranked to assess its practicality, using the criteria of benefits accruing, feasibility and cost. All identified objectives save one were rated as achievable within the lifetime of the Plan, the one exception relying on a major shift in Government commitment and a cessation of political interference in the rule of law, which may not be forthcoming.

Results chains

For each of the six strategies a results chain is developed that identifies how the planning team believes that the strategy will lead to achievement of the desired results, and thereafter the goal in terms of positive impacts on the target species, habitat and/or processes. Key issues in implementing each strategy are outlined, followed by tables giving the main activities to be conducted under each objective, and including outcome and output monitoring indicators. The activities are kept simple and may be elaborated into specific work plans as the implementation of the Plan proceeds.

Budget and financing strategy

The budget for the Plan is summarised: the total cost of implementation of conservation interventions for the landscape is about US\$ 17,000,000, excluding costs of implementing the new General Management Plan for Murchison Falls NP which is in preparation at the time of completing this current plan). The implementation of the Strategic Plan itself is budgeted at US\$ 12,726,900.

Clearly the implementation of the objectives and activities described in this Plan require significant funding if the forests and savannas in the Murchison-Semliki Landscape are to be conserved in the long-term. However, of the total budget of \$12,726,00 for the Strategic Plan, 14% of required funds have been secured at the time of completing the plan (activities are on-going), and sources of a further 60% of funds have been identified.

PES emerges as the most important potential source of funds, particularly through REDD payments. A REDD project is being designed and will be completed by the end of 2011, with a potential to raise sufficient funds to

tackle main issues within this Plan (i.e. to address some of the main drivers of deforestation). Private sector investment – direct investment or investment through biodiversity offsets - is another key component for sustainable financing, and a framework for this is also being put into place. Also needed is more effective focusing of Government funding to the priorities identified within the Plan, and leveraging of donor funding to fill gaps.

Enabling conditions

The financing of the plan is being addressed, but its success will ultimately rest on the establishment of enabling conditions for its implementation and which will lead to its sustainability. Key among these are a need to improve natural resources governance, create more favourable political conditions for integrated landscape conservation (in particular providing more support to national authorities to implement protection and conservation measures), and improve the priority given to the environment and natural resources sector within Government financing. The role of the environment as a pillar of sustainable development needs to be both fully realised and acted upon.

Since environmental degradation is most keenly felt among women, who are required to supply their household with fuel wood and water, the plan places emphasis on the incorporation of gender concerns as a key enabling factor.

Mobilisation of resources for implementation of the plan is underway. At the time of completing the plan some 14% of activities are already funded and on-going. Other projects including REDD financing are expected to commence in 2012. The MWE Secretariat will continuously assess possibilities for funding from government programmes and lobby for support through environmental programmes of donors in Uganda. A common interest group of national authorities and NGOs (NARCG) is developing a role in the mobilisation of donor and private funding to meet the priorities of the Plan.

A communications strategy for the northern rift is already in place, aimed at environmental sensitisation and local community buy-in to improved conservation measures. The delivery of the communications strategy, currently being implemented by a group of NGOs and the two Kingdoms, will be an integral part of delivery of the plan as a whole and coordinated through the same implementation structure

Implementation arrangements

The Plan owner, MWE, has the key role of exercising oversight. A focal point will be assigned at MWE to act as the Secretariat for the Plan. However, rather than establish a new Coordination (Steering) Committee, the implementation of the Plan will be guided by the Environment and Natural Resources Sector Working Group, convened and chaired by MWE, and comprising representatives of MAAIF, MFPED, MTWH, MEMD, MLG, the national authorities (NFA, UWA and NEMA), and NGO representative/s. The ENRSWG will advocate for and guide the implementation of the Plan, and will meet annually to review and approve the annual reports and work plans.

The implementation of the Plan is not expected to be undertaken as a stand-alone project with a separate Project Management Unit. Rather it is a common agenda for a variety of initiatives, Government, private and donor-funded, which together contribute to the realisation of the vision. A Technical Planning Group will be established to coordinate the implementation of the Plan and report this to the ENRSWG. This Group will be chaired by MWE and consist of technical staff of the three authorities, the involved districts (numbers may increase as districts continue to be fragmented), the two Kingdoms, regional CBOs (e.g. ARPFOCA), the NARCG representing NGO interests, and possibly a private sector representative. The Technical Planning Group has the key role of assessing all on-going initiatives within the framework of the Plan, and ensuring a coordinated and coherent approach. It is also responsible for identifying gaps in the implementation of the Plan and lobbying for those gaps to be addressed, thus ensuring a holistic approach.

Environmental monitoring is the responsibility of NEMA, but the extensive technical work required in compiling and analysing the data for monitoring of plan implementation may need to be conducted by consultant organisations (for example, Makerere University institutions MUIENR and MUISR). Data will be collated from the various institutions implementing elements of the plan and reported to the Technical Planning Group. A feedback mechanism will be put into place to disseminate information back to the stakeholders on the ground.

Conclusion

This Strategic Plan represents the culmination of a two-year multi-stakeholder consultation process aimed at developing a conservation strategy for one of Uganda's most important landscapes, both in terms of its

ecosystems and in terms of its human elements. The Plan is intended as a guide to environmental and natural resource conservation interventions. It is primarily an exercise in coordination, as the potential funding sources for its implementation are largely identified. MWE, and other key stakeholders, have an opportunity to work together to ensure the effective delivery of the plan to the benefit of the landscape, its people and the future of the northern Albertine Rift.



Approaching key beneficiaries: women engaged in livelihoods development activities and sensitisation of schoolchildren, photos by Hellena Nambogwe

1. INTRODUCTION

1.1 Background

The Albertine Rift eco-region is the most important forest system in Africa for biodiversity. It extends across the Great Lakes region of East and Central Africa, from the Murchison Falls National Park of Uganda, through parts of DRC, Rwanda, and Burundi, to the southern end of Lake Tanganyika in Tanzania. A regional-level conservation planning process commenced in the early 2000s, and developed a multi-stakeholder Strategic Planning Framework for the Albertine Rift Forests (ARCOS 2003), which divided the Rift into six planning units and provided a broad framework for conservation planning. This Strategic Plan is concerned with Planning Unit 1 of the Albertine Rift, which falls wholly within Uganda.

Conservation action in Uganda since the 1990s has recognised the importance of the forests of the northern Rift for biodiversity conservation. Plans for a large biodiversity conservation initiative were pipelined by GEF in 1996, even before the development of the regional framework. The development of this project was delayed until the early 2000s, and was at that time meshed with the ARCOS initiative. During the preparation of the project, which was led by the Uganda Ministry of Water and Environment, it was determined that the project would lead the process of developing a Strategic Plan for the northern Rift forests.

During project development, a key identified threat to the Albertine Rift protected area system was defined as:

‘Lack of a common vision and strategy on which policies, regulations and standards are laid for sustainable management of the Albertine Rift resources’

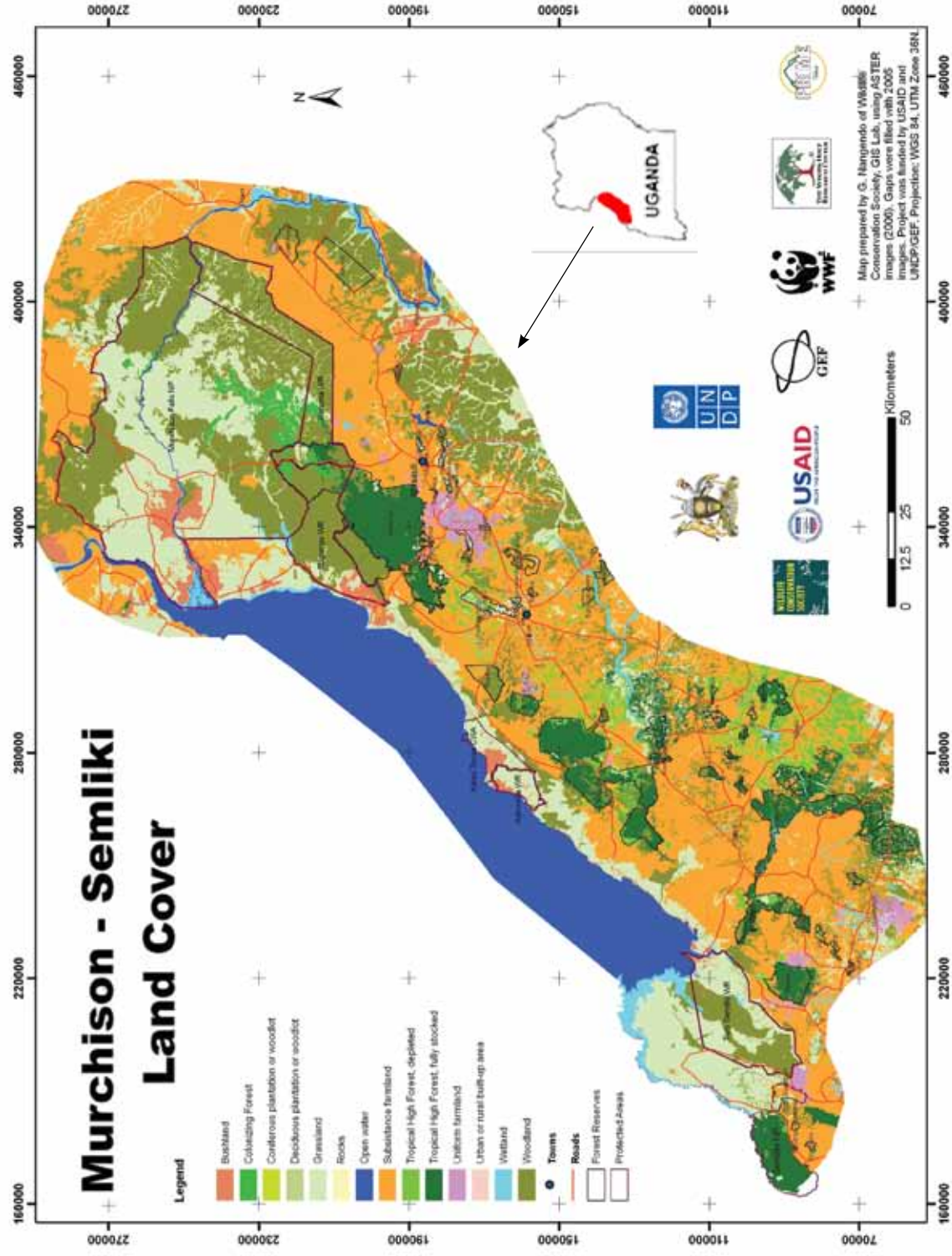
In effect, overlapping jurisdictions of different institutions responsible for planning and management of the environment, forests and biodiversity conservation – and often conflicting objectives of institutions concerned with social and economic development – were expressed in uncoordinated development and low prioritisation of environmental concerns. There was no holistic approach to management of the landscape.

Based on 20 years experience of forest and biodiversity conservation in the Albertine Rift, WWF Uganda was entrusted by the Ministry of Water and Environment with the implementation of the GEF-UNDP funded project initiative, and commenced work in 2008. A priority of WWF was the bringing together of stakeholders across the landscape to address the lack of a common vision. WWF partnered with ARCOS to establish a core group of Government institutions and NGOs to develop a Strategic Planning framework for the northern Rift, and to translate this framework into a Strategic Plan to be adopted by national Government. WWF maintains a commitment to support Government in translating this Strategic Plan into action.



African pied kingfisher, Photo by E. Schiller & W. Baumann

Figure 1. Land use map of the northern Albertine Rift



1.2 Core values

1.2.1 Biodiversity

The Albertine Rift eco-region ranks first out of the 119 distinct terrestrial eco-regions of continental Africa in terms of endemic species of birds, mammals, reptiles and amphibians, and second in terms of globally threatened species; there are around 567 endemic plant species, similar to the number of endemics of the Eastern Arc Mountains of Tanzania and the Cameroon mountains (Plumptre *et al.* 2003).

Planning Unit 1 of the Albertine Rift is mostly lowland and thus lacks the montane endemics characteristic of much of the region, but nonetheless contains important populations of threatened species such as Chimpanzees, African Elephants and Shoebill storks.

1.2.2 Protected areas and connections

In the north of the planning area is the famous Murchison Falls National Park; along the wall of the Rift and bordering Lake Albert are the Bugungu, Kabwoya and Toro-Semliki Wildlife Reserves. These areas are maintained for wildlife and tourism and managed by the Uganda Wildlife Authority. Scattered through the landscape are numerous Central Forest Reserves under the jurisdiction of the National Forestry Authority. These are managed for biodiversity conservation and in some cases for timber production, but most are highly degraded and have low economic potential. There are additional community managed areas: Kaiso-Tonya Community Wildlife Area, various community forests, and some forest areas under the management of the Districts and of Bunyoro-Kitara and Tooro Kingdoms. These latter areas are managed primarily to optimise economic benefits for stakeholders.

Much of the forest area in the northern Rift remains under private ownership (legally documented or customary tenure). In the early 2000s it was estimated that 70% of the forest in the Rift was located on private lands (UNDP-GEF 2007). However, estimates of deforestation rates made in 2010 indicate that all such private forests will have been cleared in some districts by 2014 and in all districts by 2025 (WWF, WCS, JGI & CSWCT 2010). With this in mind, a priority for the strategic planning process has been the identification of forest and woodland savannah connections (corridors) through the landscape to retain migration routes and support gene flow among populations of vulnerable species.

1.3 Legal context

1.3.1 The Constitution

On behalf of its people, the State shall protect important natural resources such as land, water, wetlands, flora and fauna (Objective XIII). The State shall ensure the utilization of natural resources is managed to meet both development and environmental protection needs for present and future generations, shall develop parks and reserves, and shall promote the rational use of resources to safeguard and protect the biodiversity of Uganda (Objective XXVII).

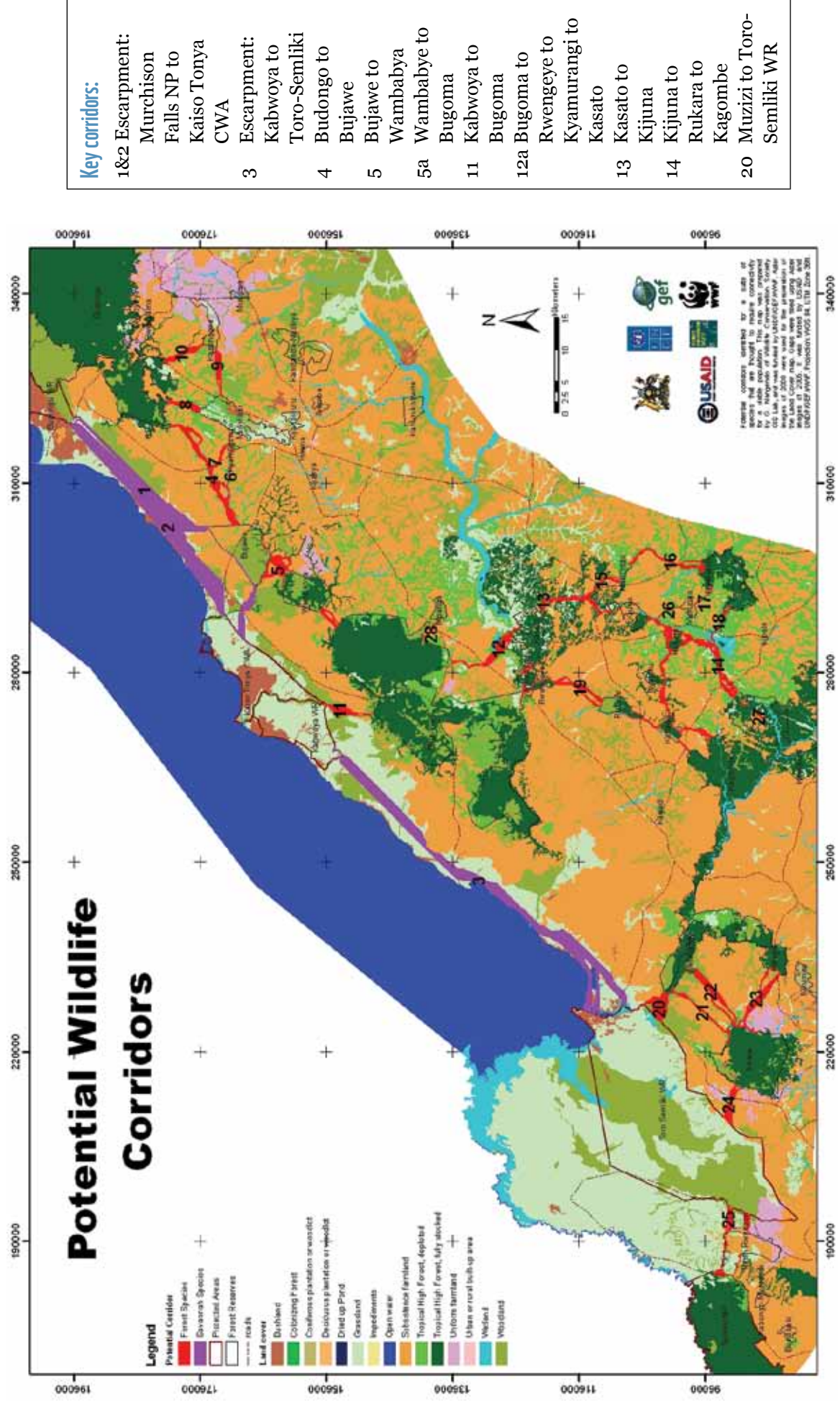
1.3.2 International treaties and partnerships

Uganda is signatory to the Convention on Biological Diversity 1992, which among other things requires the country to establish a system of protected areas, and to promote the protection of ecosystems, natural habitats and the maintenance of viable populations of species in natural surroundings.

Uganda is also a signatory of the Convention on International Trade in Endangered Species which obliges the country to respect international trade agreements reached, the Ramsar Convention on Wetlands which emphasises the need for a country to preserve and maintain wetlands both for environmental and biodiversity values, the Convention on Climate Change which carries no obligations but which provides the framework for Uganda to sell carbon credits, and the East African Community Climate Change Policy 2010 which commits member countries to implement climate change adaptation and mitigation measures.

NEMA, representing GOU, is a member of the Business and Biodiversity Offsets Partnership (BBOP), committed to testing and developing best practice on biodiversity offsets and conservation banking.

Figure 2. Potential wildlife corridors



1.3.3 State agencies

State Agencies (NFA, UWA and NEMA) are empowered to manage natural resources as laid down by the Constitution, the Forests and Tree Planting Act 2003 (in regard to Central Forest Reserves), the Uganda Wildlife Statute 1996 (in regard to National Parks and Wildlife Reserves), and the National Environment Statute 1995, and the Lands Act 1998, revised in 2011, in regard to the wider landscape.

1.3.4 Local Government and Kingdoms

The National Environment Policy 1994 decentralised environmental planning and management to Local Government. Responsibilities of Local Governments in natural resources management were amplified in the National Environment Act and Local Government Act 1997, which state that while Central Government is responsible for forest and wildlife policy, District Councils are responsible for all decentralised services and activities including responsibility for management of forests, wetlands, lakeshore and streams not gazetted as national protected areas. The National Environment (Wetland, River Banks and Lake Shores Management Regulations 2000 give specific responsibilities in regard to maintenance of corridors along riverbanks. Environmental legislation per district is specified in Environment Bills and Ordinances.

Under the above legislation, districts are required to develop District Environment Action Plans (DEAPs) as an input into the District Development Plans (DDPs). Districts may also develop a District Development and Environment Vision (DDEV) to guide this process.¹

The legal position of the Kingdoms in terms of management responsibility for natural resources is in dispute. The 2000 Directive ‘In the matter of the return of properties to the traditional leader of the Bunyoro under the traditional rulers (restitution of assets and properties) statute of 1993’, excludes the Kingdom from laying claim to natural resources. Forests ceded to Kingdoms are regarded as private forests and fall under the same rules and regulations.

1.3.5 Private forest owners

Individuals owning land which contains forest are expected to register that forest with the District Lands Board, but are not precluded from clearing that forest unless issued with a (justified) Directive by the District Forest Officer. Private individuals require a permit to transport and sell timber from their forest, which is issued after verification of the stump and is liable to tax.

1.3.6 Legal status, purpose and coordination mechanism of the Strategic Plan

The Uganda National Development Plan 2011-15 notes that environmental management cuts across all sectors and requires the participation of various actors – particularly DLGs and CBOs. The NDP mandates the National Planning Agency to organise joint planning meetings for cross-district projects. This Strategic Plan is regarded within the current legal planning framework for Uganda as a ‘cross-district project’. It is in line with the environmental and climate change objectives, strategies and interventions prioritised in the NDP. In particular, the Strategic Plan aims to implement activities relating directly to:

- Environment, Section 8.4.3: particularly objective 1 strategies 1 and 2 on restoring and monitoring forest cover, objective 2 strategy 1 on strengthening the legal framework, objective 2 strategy 2 on coordinating management roles of different authorities, and objective 2 strategy 6 on improving compliance to environmental regulations.
- Climate change, Section 8.5.3: particularly objective 1 strategy 1 on developing capacity for climate change adaptation and mitigation, objective 2 strategy 1 on improved monitoring, and objective 2 strategy 1 on incentives mechanisms to combat emissions.

The Plan also recognises and is in line with the broad approaches of the various investment plans of Government that support the implementation of the NDP, particularly the Environment and Natural Resources Strategic Investment Plan and the Agricultural Sector Development Strategy and Investment Plan 2012/11 – 2014/15.

At the regional level, the Plan recognises and contributes to the implementation of management plans already prepared by UWA for Murchison Falls National Park (UWA 2001: being updated at the time of completing the current Strategic Plan) and Toro-Semliki Wildlife Reserve (UWA 2008), and with forest management plans for Budongo (NFA 2009), Bugoma (NFA 2006) and small reserves in Kibaale district (NFA 2008). The Plan also contributes to programmes and objectives of the new National Forest Plan 2011/12 – 2021/22, in draft form at the time of completing this Strategic Plan (MWE 2011). Specific links between the Government authority plans mentioned above and this Strategic Plan are indicated in Section 2.5.

¹ For example, Kibaale District has the following DDEV: ‘A healthy population with functional skills, improved household income and sustainable development by the year 2025’. Unfortunately, this omits any reference to the environment.

The purpose of the Strategic Plan is to provide a common framework for management of the landscape of the northern Albertine Rift, as a means to harmonise the agendas of different stakeholders. It is intended to be officially recognised at national Ministerial level and thus to influence policy development, Government funding allocations and donor involvement in the protection and sustainable development of the landscape.

1.4 Plan beneficiaries

The coordination of the Plan requires the coordination of different involved Ministries. While the Plan is ultimately targeted at maintaining natural resources and conservation of wildlife, this is for the ultimate benefit of the human population that depends on the natural resources.

In line with its vision, the Plan requires the harmonisation of contradictory policies between Ministries where they compromise the maintenance of natural resources and thus compromise the long-term security of local populations. For example, the Plan aims for reconciliation between the MAAIF NAADS programme 'Prosperity for all through improved agricultural production' and environmental protection goals of MWE that are often compromised in the practical implementation of this programme. A specific coordination mechanism will be established through MWE, as Plan owners, working through the Environment and Natural Resources sector Working Group (this is outlined in Section 6).

The starting point of the Plan is the conservation of natural resources in the landscape. However, the major focus of plan implementation is on the improvement of livelihoods of communities within the landscape, since improving food security and reducing the reliance on exploitation of natural resources reduces the pressure on those natural resources. This is a key stage that enables the achievement of conservation aims. The main beneficiaries of the Plan are the rural populations of the target districts.

1.5 The planning process

1.5.1 The approach

The Strategic Planning approach was based on the concept of landscape ecology: managing the landscape as a whole rather than as a collection of separate parts (a common vision).

The landscape can be viewed as a complex jigsaw puzzle with many overlapping pieces, representing areas where there are conflicts of use. In essence, strategic planning for the landscape may be viewed as the process of fitting together pieces that do not fit.

The Strategic Planning process followed a 'Conservation Action Planning' process, as developed by the US-based Nature Conservancy, among others. This is a logical progression of thought that commences with the development of a common vision, and proceeds through definition of threats, strategies to address threats, objectives and proposed actions, the definition of results chains and monitoring indicators.

1.5.2 The sequence of events

The planning process involved stakeholder participation through a core planning team (Steering Group), work by technical task teams and wider Stakeholder Workshops. The steps in the development of the Strategic Plan were as follows:

1. Baseline data collection (biodiversity surveys and resurveys, baseline socio-economic assessment and baseline awareness surveys were conducted during 2009-2010)
2. A framework for the development of the Strategic Plan was developed during a Planning Meeting convened by WWF in early December 2009.
3. A core planning team (Steering Group) was established by WWF and ARCOS in early 2010.
4. A First Stakeholder Workshop was convened by WWF in June 2010 to develop a vision, objectives, strategies and targets for the Plan.
5. A monitoring framework for the Plan was developed through a stakeholder workshop convened by WCS on behalf of WWF in December 2010.
6. Sustainable financing studies, including a REDD feasibility assessment, were conducted by WCS on behalf of WWF from October 2010 – April 2011.
7. Technical task teams were convened by WWF during May 2011 to work on results chains and actions for the Plan.
8. A first draft Plan was prepared by WWF in May-June 2011.
9. A Second Stakeholder Workshop was convened by WWF in late June 2011 to review the draft Plan.

10. Comments from the Second Stakeholder Workshop were incorporated into the Plan during August 2011 by a small task team comprising group leaders from the Second Stakeholder Workshop plus WWF technical staff.
11. A second draft was completed and circulated to Steering Group members for final review, and a final Steering Group Meeting held in late September 2011 to receive final comments.
12. A final draft was completed in October 2011.
13. A sensitisation meeting for involved Ministries was conducted in late November 2011.
14. The plan was officially launched by the Minister of Environment in June 2012.

The planning process absorbed information already compiled into national-level planning documents developed through NEMA and others, National Park and Central Forest Reserve Management Plans, and District Environmental Action Plan to ensure a 'fit' with both policies and existing initiatives. WWF field staff also engaged in extensive on-the-ground consultation with communities and local civil society organisations to bring grassroots views and concerns into the planning process.

As the Executing Agency of the GEF-UNDP project, the Uganda Ministry of Water and Environment has exercised an overall steering role in the planning process and exercises ownership of the product.

1.6 Financial support for the planning process

The planning process was financed through the GEF-UNDP project 'Conservation of Biodiversity in the Albertine Rift Forests of Uganda', implemented by WWF Uganda on behalf of MWE. The REDD feasibility study, part of the sustainable financing element of the process, was co-financed by GEF-UNDP through WWF, the JGI-American Electric Power project 'Conserving Critical Chimpanzee Habitat in the Murchison - Semliki Landscape', the GEF-UNEP project 'Developing an Experimental Methodology for Testing the Effectiveness of Payments for Ecosystem Services to Enhance Conservation in Productive Landscapes in Uganda' implemented by CSWCT on behalf of NEMA, and WCS.

1.7 Structure of the Strategic Plan

This Strategic Plan has been prepared through a consultative process that lasted around 20 months and involved representatives of all key involved stakeholders in the planning area. The drafting of the document was guided by a core planning team (Steering Group) that was convened three times during the planning process, and by two stakeholder workshops held in June 2010 and June 2011.

Planning outputs were documented using the Miradi software, and are presented here in a series of charts and tables that summarise key concepts and approaches. The Plan is not supposed to be exhaustive, but to act as a guide for the integration of Government and donor-funded conservation interventions in the target area. In essence, the Plan considers both existing plans of Government agencies for protected areas and new information from the landscape as a whole, and synthesises the priorities for conservation action. It gives a framework against which funds may be raised and funds obtained can be effectively targeted.

Section 1 of the Plan commences with an introductory section that outlines the ecological importance of the target area, the legal context and the mandates on involved stakeholders. It indicates the main beneficiaries of the plan: the rural population. It also describes the process whereby the plan was drafted and lists the various contributors to the planning process.

Section 2 describes the overall vision and the scope of the Plan: the northern rift landscape from Murchison Falls NP to Toro-Semliki WR. It goes on to identify ecological targets and the impact monitoring system that relates to these targets. Goals for the targets are given, together with an assessment of the baseline status of the target.

A threats analysis is undertaken for each ecological target. Seven key threats were identified and a threats ranking is presented. A large number of contributing factors (social, cultural, economic, political and institutional) were also identified as influencing the threats. These contributing factors and the direct threats are used to build a conceptual model for the strategic plan.

A set of six strategies is identified to address the threats. The links between these strategies and strategies/objectives developed in the National Forest Plan 2011/12 – 2021/22 (itself nested under the National Development Plan), and in protected area plans for the northern rift developed by UWA and NFA are indicated (bearing in mind that implementation of all of these other plans contribute to the success of the Strategic Plan as a whole).

Objectives are identified for each of these strategies. The benefits, feasibility and cost of achieving each objective are estimated as a means of determining their practicality

Section 3 identifies the means whereby the stated objectives will be achieved. For each of the six strategies, a results chain is developed that leads to the achievement of the threat reduction objective. Activities are identified for each objective together with outcome and output indicators. This is the key part of the strategic plan in which the actual actions are identified, and against which work plans and budgets can be developed.

Section 4 summarises the Strategic Plan budget and identifies the financing strategy (how the plan will be funded), based on financing options that have been explored during the development of the plan: REDD/PES financing, corporate/business funding, biodiversity offset funding, tourism revenues and Government/donor funding..

Section 5 discusses the enabling environment conditions, actions that need to be in place if the plan is to be implemented successfully: issues of natural resources governance, prioritisation of funding of the natural resources sector, and recognition of the role of natural resources in sustainable development. Gender issues are also explored. The means whereby resources will be mobilised to support the implementation of the plan are outlined. A communications strategy is introduced.

Section 6 discusses implementation arrangements for the Strategic Plan, proposes coordination and monitoring structures, and indicates how monitoring results will be fed back to stakeholders.

Section 7 presents a conclusion and summary of the main points for implementation of the plan.

Annexes to the Plan indicate the budget estimates, and the work plan for implementation of the Strategic Plan.



Riverine forest: Nkusi River in Kibaale district, Photo by G. Kaija

2. VISION AND SCOPE

2.1 Vision

Stakeholders at the Strategic Planning Workshop held in June 2010 agreed on a common vision for the northern Albertine Rift as follows:

The landscape of the northern Albertine Rift is conserved effectively in a partnership between Government, communities and other stakeholders to ensure protection of biodiversity, functional habitat connectivity and contribution to sustainable livelihoods

2.2 Geographical scope

The geographical scope of the Strategic Plan is the area covered in Planning Unit 1 of the northern Rift, specifically the area extending from and including Murchison Falls National Park to Toro-Semliki Wildlife Reserve.

In administrative terms, the plan thus encompasses Murchison Falls National Park (but not Karuma Wildlife Reserve or other areas of the northernmost districts), the districts of Buliisa, Masindi, Hoima, Kibaale, Kyegegwa and Kyenjojo, and the adjacent Toro-Semliki Wildlife Reserve (but not other areas of Kabarole or Bundibugyo districts).

In terms of habitats, the plan encompasses forests, savannah and other natural habitats in the designated geographical area, plus the human-dominated elements of the landscape (agricultural areas, plantations, etc.). The plan encompasses freshwater ecosystems such as rivers and wetlands, and the lakeshore of Lake Albert, but does not encompass the lake itself.²

2.3 Ecological Targets

2.3.1 Targets

Ecological targets are defined as the species, habitats and processes that need to be conserved. A preliminary list of targets identified in the 2003 Albertine Rift Monitoring Framework. This list was refined during the current planning process.

The selected target species are those most reliant on the maintenance of large areas of forest cover, those reliant of maintenance of large areas of undisturbed wetlands, and key savannah species that are largely restricted to protected areas and which could be impacted by industrial development within those areas. Habitat targets capture the threatened ecosystems on which the majority of species depend. Target processes reflect ecosystems functions that are threatened by habitat fragmentation and potentially by climate change. The list of ecological targets is given below. Targets are elaborated, and the basis impact monitoring system based on these targets is given, in Table 1).

SPECIES

Chimpanzees
Forest raptors
Shoebills
Crocodiles
Key timber sp. (mahogany, *Prunus africana*, *Funtumia*, *Cordia*, etc.)
Elephants, giraffes, lions

HABITATS

Forests, woodlands
Savannah, grasslands
Hydrological systems (lakes, rivers, catchments)
Wetlands

PROCESSES

Connectivity
Biomass productivity
Migration of species
Pollination and seed dispersal

² Including Lake Albert within the plan would introduce new elements for strategic management, such as fisheries, and would also introduce a trans-boundary element. The lake is targeted by other planning initiatives, such as the Nile Basin Initiative.

Table 1 Impact monitoring parameters

TARGET	DESIRED CONDITION AND CURRENT STATUS	PARAMETER	METHODS	CURRENT TRENDS	INSTITUTIONS COLLECTING DATA
SPECIES					
Chimpanzees	Goal: viable population with secured corridors Current status: Fair	Population size in target areas; distribution in planning unit	Censuses and nest counts	Stable in well-managed protected areas (strong decrease in landscape outside of PAs)	UWA, WCS, JGI, CSWCT, BCFS on-going programmes (trends data being collected)
Forest raptors	Goal: planning unit forests contribute to stability of meta-population Current status: Unknown	Breeding pairs	Count of nest sites, monitoring of known sites	Unknown	Nature Uganda counts at key points (not on-going, needs to be funded as a special activity)
Shoebills	Goal: wetlands in planning unit support meta-population, with population within the unit stable or increasing Current status: Fair	Population size (total)	Aerial surveys (light plane) along lakeshore – controlled for seasonal influence	Unknown (probably mild decrease) - repeat surveys done by MSc student (P Sempala) needed to confirm	UWA and partner surveys (need to expand area coverage (extension of existing programme)
Crocodiles	Goal: viable population secured Current status: Good (inside well protected areas)	Population size (adults) in target areas	Night surveys	Believe strong increase (in some areas); not sure without repeat data	UWA and partner surveys (trends data exist)
Key timber species	Goal: restoration to a level to support sustainable harvesting Current status: Poor	Sustainability of wild populations	Assessment of population structure in CFRs (PSPs, nature reserve surveys)	Strong decrease	NFA and partners sampling (data for most CFRs from 1990s); NBDB and Dept Forestry
Elephants, giraffes, lions	Goal: viable populations in protected savannas maintained (agreed mix of grassland/woodland in case of elephants) Current status: Good/fair (inside well protected areas)	Population size: estimated for elephants, total in case of lions and giraffes)	Aerial surveys in protected areas; for elephants, occasional surveys and recording of signs outside protected areas	Elephants stable in protected areas; Giraffes: stable Lions: not known	UWA and partner surveys (existing programme)
HABITATS					
Forests and woodlands	Goal: 120% of current (2010) area Current status: Fair	Area, stocking density	GIS/RS	Strongly decreasing	WCS, NAHI, NFA, JGI, MUIENR, BCFS, Ecotrust
		Species composition	Ground survey	Strongly decreasing	WCS, NAHI, NFA, JGI, MUIENR, BCFS, Ecotrust
Savannah, grasslands	Goal: 130% of current (2010) area Current status: Fair	Area	GIS/RS	Decreasing	NFA, UWA, WCS, MUIENR
Hydrological systems	Goal: At least 80% well managed Current status: Fair	Water quality and quantity	Water quality and quantity monitoring, monitoring stations	Decreasing	DWD, DWRM, Makerere University,
		Catchment area well managed	GIS/RS (modelling) Land use and cover	Decreasing	Dept Lands and Surveys, Ministry of Lands and Housing

TARGET	DESIRED CONDITION AND CURRENT STATUS	PARAMETER	METHODS	CURRENT TRENDS	INSTITUTIONS COLLECTING DATA
Wetlands	Goal: 100% of existing wetlands maintained Current status: Good (inside well protected areas)	Hydrological period	Monitoring stations	Decreasing	DWD, DWRM, NatureUganda,
		Area	GIS/RS	Decreasing	NEMA
		Species (animals and plants)	Ground survey	Decreasing	DWD, DWRM, NatureUganda,
PROCESSES					
Connectivity (local movement)	Goal: Key or important habitats connected (habitat type, protected areas, biodiversity value, size) and maintained Current status: Fair	Vegetation cover	RS / GIS, Vegetation surveys	Strongly decreasing	NFA, WCS/WWF, MUIENR, FFNC
		Presence of corridor species in connecting habitats	Animal surveys (camera traps, censuses)	Decreasing (there is still some presence of animal movement)	JGI, BCFS,WCS,CSWCT, MUIENR (NBDB), UWA, NatureUganda
		Land use (social economic aspects)	Farming practices, population trends,	Decreasing	JGI, BCFS,WCS,CSWCT, MUIENR (NBDB), UWA, NatureUganda
Biomass productivity	Goal: Increased and sustained biomass Current status: Fair	Vegetation cover,	Vegetation surveys,	Decreasing outside PAs	UWA, NFA , MUIENR, WCS
		Tree density,	RS / GIS,	Decreasing outside PAs	NFA , FFNC, BCFS,WCS, JGI, CSWCT, Nature Uganda
		Carbon stocks, species densities / size class and diversity	Species surveys	Biomass in well managed protected areas is stable while outside its strongly decreasing	NFA , JGI, BCFS,WCS,CSWCT,
Migration of species	Goal: Maintenance of habitats of migratory species (quality of the habitat) Current status: Good (inside well managed protected areas)	Numbers of species and abundance,	Species counts	Stable	UWA, WCS/WWF, FFNC, JGI, BCFS, CSWCT, MUIENR (NBDB), NatureUganda,
		Water quality	Sampling and testing of water quality	Stable (?)	WMD, DWRM, MIUENR, NWSC/ lab testing DWD,NWSC
Pollination and seed dispersal	Goal: Maintain pollination and seed dispersal services across the landscape Current status: Good	Spatial distribution of juvenile plants,	Vegetation survey,	Unknown (Large seeded species are reducing)	NEMA, Botany and Zoology Departments Makerere University, BCFS, FFNC
		Abundance and species diversity of pollinator species,	Species counts,	Unknown	NEMA, Botany and Zoology Departments Makerere University, BCFS, FFNC
		Abundance of frugivores	Plant phenology studies	Primates and some bird data	NEMA, Botany and Zoology Departments Makerere University, BCFS, FFNC

Monitoring *parameters* were identified to be able to measure if the desired condition or status is being achieved or not, as well as the current trend in the parameter.

The status of the desired condition/status was assessed using the following categories:

- 1. Very Good** - Ecologically desirable status; requires little intervention for maintenance.
- 2. Good** - Within acceptable range of variation; some intervention required for maintenance.
- 3. Fair** - Outside acceptable range of variation; requires intervention.
- 4. Poor** - Restoration increasingly difficult; may result in extirpation of target.

2.3.2 Target viability assessment

The status of identified targets was assessed and is indicated within the preceding table. The viability assessment methodology uses available information to produce a summary rating of the health of the ecological targets along a 4-point, qualitative scale (very good, good, fair and poor). Results indicate that while the status of some targets is assessed as 'good', this refers only to populations inside well protected areas. The status of most targets is assessed as 'fair', which means that the target is outside of its naturally occurring, acceptable range of ecological variation and that conservation of the target requires immediate interventions. The status of forest raptors is 'unknown' as very little information is currently available. The status of key timber species is 'poor' due to continuing unsustainable use.

2.4 Threats analysis

2.4.1 Threats and threat ranking

Threats to each ecological target were identified and classified into direct and indirect threats (contributing factors). Seven direct threats were identified as follows:

1. Habitat loss: clearance, encroachment, conversion (land use change)
2. Unsustainable use of forest products: timber, fuel wood for brick making,
3. Poaching and over-fishing
4. Industrial development impacts: oil and gas, HEP, pollutants
5. Invasive species
6. Grazing, transmission of disease between wild and domestic animals
7. Climate change

A threats matrix which ranks threats against targets is presented on the following page.

'Habitat loss' emerges clearly as a primary threat. In particular, the loss of natural forest habitats have accelerated through the last decade – from 5,111 ha/year between 1995 and 2005, to 15,181 ha/year between 2006 and 2010 (WWF, WCS, JGI and CSWCT 2010). Most - but not all - of the deforestation is due to clearing of forests on private land for agricultural expansion. There are no comparable figures for loss of wetland habitat, but degradation outside of protected areas is also severe. Little attention is paid to laws that regulate the clearing of wetlands and crops are commonly planted right up to the edge of streams and rivers.

Even for the nominally protected forests, 'unsustainable use of forest products remains an important issue. Illegal harvesting of timber has reduced key timber species to critically low densities, with most adult trees removed throughout the landscape. Degrading of forests through removal of poles and fuel wood increases vulnerability to wild fires and is impacting on ecological processes, particularly connectivity.

Poaching of wildlife is controlled fairly effectively in National Parks, but even there poisoning of lions may occur where they are viewed as a threat to livestock, and laid poisons indiscriminately kill other predatory species. Outside of the National Parks wildlife is commonly killed wherever it comes into contact with humans, either as food or where it is viewed as a danger to agricultural crops. Over-fishing impacts on the entire aquatic ecosystem, disrupting of food chains and breeding cycles through the removal of most adult and predatory fish, and causing physical damage due to cutting of poles for nets, burning of papyrus to improve access, etc.

Industrial development is currently at low levels through most of the northern rift, but the discovery of major oil and gas deposits and indiscriminate construction of exploitation facilities inside protected areas will likely have major impacts in the future, especially through filling in and pollution of wetlands. Development of improved infrastructure, including widening roads, improving bridges and installing power lines, is causing increased discontinuity of forest cover through the region.

Invasive species such as Lantana and water hyacinth are spreading through many habitats but currently impacting mostly on forests and savannahs. Grazing and disease transmission is mostly affecting savannah species, particularly where savannah wildlife is seen to endanger or compete with livestock.

The threat of climate change is considered real, and the Albertine rift area is expected to become hotter and drier over at least the next 20 years – increasing incidence of wild fires and reducing crop productivity. However, as yet there is little empirical evidence of the impacts that might occur, and thus in many cases it was not possible to assign a rating to potential impacts on individual targets. It should be noted that levels of threat are expected to change over the lifespan of plan – this threats matrix is thus a basis for monitoring over the lifetime of this plan.

Table 2. Threats ranking

Targets	Threats						
	Habitat loss	Unsustainable use of forest products	Poaching and over-fishing	Industrial dev. impacts	Invasive Sp.	Grazing, disease transmission	Climate change
SPECIES							
Chimps	HIGH	HIGH	HIGH	LOW	LOW	MEDIUM	? If it affects fruiting
Forest raptors	HIGH	MEDIUM	LOW	LOW	LOW	LOW	?
Shoebills	HIGH	LOW	MEDIUM	HIGH	LOW	LOW	LOW
Crocodiles	HIGH	LOW	HIGH	HIGH	N/A	LOW	MEDIUM
Timber sp. (mahogany, <i>Prunus africana</i> , <i>Funtumia</i> , <i>Cordia</i> , etc.)	HIGH	HIGH	LOW	HIGH	MEDIUM	LOW	LOW
Elephants, giraffes, lions	HIGH	LOW	HIGH	MEDIUM	LOW	HIGH	?
HABITATS							
Forests, woodlands	HIGH	HIGH	MEDIUM	MEDIUM	HIGH	LOW (limited data)	?
Savannah, grasslands	MEDIUM	LOW	HIGH	MEDIUM	HIGH	HIGH (Grazing)	?
						LOW (Disease - but limited data)	
Hydrological systems (lakes, rivers, catchments)	HIGH	HIGH	HIGH	HIGH (anticipated to rise)	LOW	LOW (Seasonal)	?
Wetlands	HIGH	HIGH	LOW	MEDIUM	LOW	MEDIUM (Seasonal)	?
PROCESSES							
Connectivity	HIGH	HIGH	MEDIUM	HIGH	LOW	MEDIUM	MEDIUM
Biomass productivity	HIGH	HIGH	HIGH	MEDIUM	LOW	MEDIUM	MEDIUM
Migration of species	HIGH	HIGH	HIGH	HIGH	LOW	LOW	MEDIUM
Pollination and seed dispersal	HIGH	HIGH	LOW	LOW	LOW	LOW	HIGH?

(?) This indicates that the threat level cannot be estimated at this time

2.4.2 Contributing factors

A number of other factors have been identified (social, cultural, economic, political or institutional) that drive or contribute to the direct threats. The list of contributing factors follows (the list is sorted into main contributing factors to the identified threats although in some cases a contributing factor may influence several threats).

1. Habitat loss: clearance, encroachment, conversion (land use change)
 - Insecure land tenure
 - Land shortages
 - Restricted resource access and control
 - Undefined opportunity costs
 - Undervaluation of forest resources
 - Disincentives for conserving the forests
 - Planning processes for biodiversity conservation have not succeeded
 - Centralised management
 - Low levels of public participation in forest management
 - Inadequate enforcement of forestry legislation
 - Insufficient funding of management authorities
 - Political interference
 - Human-wildlife conflicts
2. Unsustainable use of forest products: timber, fuel wood for brick making, De facto open access to natural resources precludes management
 - Increasing demand for forest products
 - Local resource users are alienated from forest management
 - Disincentives for local management
 - Low capacity to promote CBNRM
 - Unclear management responsibilities and limited capacities
 - Low levels of awareness
 - Insufficient livelihood alternatives
 - Poor market access/enterprise development:
 - Poor enforcement capacity
3. Poaching and over-fishing
 - Inadequate enforcement of legislation
 - Over-reliance of rural communities on diminishing resources
 - Settlement of villages within nominally protected areas
 - Expanding markets for wildlife and fish products
 - Protection of livestock
4. Industrial development impacts: oil and gas, hydro-electric, pollutants
 - No co-ordinated view of development
 - No Strategic Environment Assessment
 - Economic pressures for industrial development over-ride environmental concerns
 - Limited enforcement of EIA and mitigation measures
 - Disenfranchisement of local stakeholders
5. Invasive species
 - Insufficient funding of management authorities
6. Grazing, transmission of disease between wild and domestic animals
 - Cultural traditions
 - Poor husbandry
 - Land use rights and traditions

7. Climate change

Lack of policies for climate change adaptation and mitigation

Poor responsiveness

These factors contribute to the development of strategies to address the threats (next section) and are used to build a conceptual model for the strategic plan.

2.4.3 Threat monitoring

A threat monitoring system was developed for the seven main threats and the most important contributing factors to those threats.

Table 3. Threat monitoring parameters

THREAT + contributing factor	PARAMETER	INDICATOR	METHODS	CURRENT TREND IN PARAMETER	INSTITUTIONS COLLECTING DATA
Habitat loss: clearance encroachment conversion	Vegetation cover, species diversity and abundance, age class Degradation levels	Ha of natural vegetation lost and/or degraded	Vegetation surveys, remote sensing /GIS, species surveys	Habitat quality in well managed protected areas is stable while outside its strongly decreasing	UWA, NFA , WCS/WWF, MUIENR, FFNC, JGI, BCFS, CSWCT, MUIENR (NBDB), NatureUganda, DWRM
Political interference	Area encroached as result of political declarations	Number of politically related declarations that are against the law Budgetary allocations by government Population density	Counting of human population in protected areas	Increasing	ACODE, NFA, UWA
Inadequate enforcement of legislation	Infringements of natural resources laws	Number of illegal activities	Vegetation surveys, remote sensing /GIS,	Strongly increasing	UWA, NFA , WCS/WWF, MUIENR, FFNC, JGI, BCFS, WCS, CSWCT, MUIENR (NBDB), NatureUganda, DWRM, Ecotrust
Lack of incentives for conservation	Area converted to other land uses such as agriculture / settlement	Clearance of new areas	Ground surveys	Strongly increasing	
Land shortages	Area converted to other land uses such as agriculture / settlement	Land prices and availability	Ground surveys	Increasing	
Unsustainable use of forest products	Trends in wild populations/ sources	Trends in populations of forest products	Forest Product surveys	Strong increase	UWA/NFA and partners within protected areas, DFSs and partners in forests outside protected areas, police and judiciary
Few or lack of alternatives	Harvesting levels	Numbers of illegal harvesting sites, incidents of power saw confiscations, forest products entering the market, roadside sales	Roadside surveys, Patrol data	Strong increase	
Increasing market demand	Emerging new markets (new places to sell or new products)	Availability of alternatives (e.g. % use of alternative energy)	Household surveys	Strong increase	

THREAT + contributing factor	PARAMETER	INDICATOR	METHODS	CURRENT TREND IN PARAMETER	INSTITUTIONS COLLECTING DATA
Poaching (wildlife and timber) and overfishing	Loss of wild species	Change/reduction in reported incidents, e.g. carcasses on patrols/surveys, snares/ traps removed, stumps	Census data (see species) and reports of enforcement agencies	Strong increase	UWA and partners, NFA and partners, police and judiciary
	Area occupied	Numbers of villages/land occupied within protected areas	Remote sensing	Strong increase	
	Trends in illegal activities	Cases prosecuted, successes; patrol coverage	Patrol and judicial reports	Mild decrease in actions (getting worse)	
Industrial development impacts, oil and gas, hydro-electric power, pollutants	Environmental compliance	Environmental Management Systems in place and implemented	Environmental audits, on-site	Not known	NEMA, conservation NGOs, DLGs
	CSR initiatives, biodiversity offsets	No. of CSR/offset programmes	Survey	Increasing	
	Sector-wide EIAs, and audits	Production of Strategic Environmental Assessment Plan	Survey	Increasing	
	Are PES schemes legally supported and functional	PES schemes (REDD, water fees, etc.) in place	Advocacy and monitoring of Government actions	(Some monitoring in place e.g. by ACODE)	ACODE, CBOs
Invasive species	Geographical spread of invasive species	Population density (number of species), spatial distribution, type of species, density and distribution of indigenous species	Ground surveys, remote sensing	Increasing (<i>Lantana, Senna</i>),	NARO, CODECA, NFA
Grazing (transmission of disease between wild and domestic animals)	Diseases	Number of diseases cases recorded (i.e. in chimps, and humans) that cause mortality,	Disease surveillance ground surveys socioeconomic	not known	UWA, CTPH, JGI, Makerere Veterinary School, BCFS, Ministry of Agriculture and Fisheries, CDC, RBM-UWA baseline figures
Over-reliance of rural communities on diminishing resources	Proportion of natural resource benefits to the communities	Percentage contribution of natural resources to community/ household incomes	Survey	Increasing	WCS, CBOs
Land use rights and traditions		Number of individuals with title/agreements Land conflicts resolved	Survey	not known	Local government, Ministry of Lands and Housing, ACODE

THREAT + contributing factor	PARAMETER	INDICATOR	METHODS	CURRENT TREND IN PARAMETER	INSTITUTIONS COLLECTING DATA
Climate change	Climatic changes	Degree of climate change: change in temperature, rainfall	Meteorological data	Mild increase	Dept. of Meteorology, MWE, Kinyara Sugar works, Tea plantations, NARO
Lack of policies for climate change adaptation	Are policies being developed related to adaptation and mitigation to CC from conservation point of view	Policies in place safeguarding protected areas, biodiversity, connectivity and potentially agricultural production	Advocacy and monitoring of Government actions	(Some monitoring in place e.g. by ACODE)	ACODE, CBOs



African skimmers by a rift lake, Photo by E. Schiller & W. Baumann

The flowchart illustrates the relationship between various goals, objectives, and outcomes. The central column lists 15 goals, which are linked to 15 outcomes on the left and 15 outcomes on the right. The outcomes are grouped into 15 objectives (Objs) at the top and bottom. The top objectives are: 1. Improve natural resources governance (7 Objs), 2. Support integrated and coordinated natural resources management (5 Objs), 3. Support restoration of degraded habitats (4 Objs), 4. Reduce illegal activities (4 Objs), 5. Improve management of environmental risks (5 Objs), 6. Climate change mitigation (5 Objs), 7. Poor market access/enterprise development, 8. Insufficient livelihood alternatives, 9. Disincentives for local management, 10. De facto open access to natural resources, 11. Low levels of awareness, 12. Under-evaluation of forest resources, 13. Invasive species, 14. Habitat loss, 15. Grazing, disease transmission, and poaching. The bottom objectives are: 1. Political interference, 2. Human-wildlife conflicts, 3. Disincentives for local management, 4. Insufficient livelihood alternatives, 5. Poor market access/enterprise development, 6. Unustainable use of forest products, 7. Local resource users are alienated, 8. Invasive species, 9. Habitat loss, 10. Grazing, disease transmission, and poaching, 11. Poaching and over-fishing, 12. Over-reliance of rural communities, 13. Settlement of villages within protected areas, 14. Expanding markets for wildlife and fish products, 15. Protection of livestock. The flowchart shows how these objectives and outcomes lead to the central goals.

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2.5 Strategies

A strategy is defined as a broad course of action designed to reduce threats through restoring natural systems, developing capacity, etc. A strategy typically forms an umbrella under which are nested a set of specific conservation objectives.

Based on the threats matrix, a set of strategies was developed, each of which addresses one or more of the threats (Table 3).

Table 4. Strategies and threats

Strategy	Threats to be addressed through the strategy						
	Habitat loss	Unsustainable use of natural resources	Poaching and over-fishing	Industrial development impacts	Invasive species	Grazing, disease transmission	Climate change
1. Improve natural resources governance	X	X	X	X		X	
2. Support restoration of degraded habitats on public and private land	X	X			X		
3. Support integrated and coordinated natural resources management and sustainable livelihoods	X	X		X		X	
4. Reduce illegal activities impacting on natural resources			X				
5. Improve corporate responsibility to mitigate threats and realize benefits from industrial or other private sector development				X			
6. Climate change mitigation, adaptation and monitoring							X

The development of strategies took place within the framework of the **National Development Plan** (see section 1.3.6), and took note of previous planning efforts and the existing protected area plans for the northern rift prepared by UWA and NFA. As this Strategic Plan was being completed, NFA conducted a similar (but wider) planning process to prepare a new **National Forest Plan 2011/12 – 2021/22**, which is itself nested under the National Development Plan. The National Forest Plan has a primary focus on improving the economic contribution of the forest sector to the national economy, but contains elements of forest restoration and conservation and of course addresses many of the same issues as this more local Strategic Plan. The links between this Strategic Plan and other key plans mentioned above are indicated in Table 4. Other national level plans, such as the National Tourism Plan, also share some goals with the current plan but are not dealt with here in detail.

Table 5. Links between the Strategic Plan and plans prepared by national authorities for the northern Albertine Rift

Strategy	Links to National Forest Plan	Specific links to Forest Management Plans			Kagadi group
		Budongo	Bugoma		
1. Improve natural resources governance	Programme 11: Forest law enforcement and forest governance	Objective 21. Patrolling and other protection measures in the CFR and buffer zone Objective 52. Integrating/ coordinating NFA budgets with DLG budgets	Objective 29. Liaison with DFSs to control illegal timber trade	Objective 19. Conduct protection activities Objective 29. Assessment of community impacts on forests on private land (outside the CFRs)	
2. Support restoration of degraded habitats on public and private land	Programme 3: Restoration and conservation of natural forests	Objective 40. Study of invasive species Objective 46. Planting of degraded areas with indigenous species Objectives 47-49. Boundary demarcation and planting	Objective 6. Boundary demarcation Objectives 44-45. Support of private tree nurseries Objective 109. Protection of riverine strips Objectives 118, 123. Mapping and appropriate management of wetlands within the CFRs, protection of water sources	Objective 26. Boundary demarcation	
3. Support integrated and coordinated natural resources management and sustainable livelihoods	Programme 2: Promotion and intensification of tree growing on-farm	Objective 32. Community participation in forest conservation through CFM Objective 51. Sustainable vermin control action plan	Objectives 102-105. CFM development Objective 124. Promotion of private tree planters	Objective 21. Develop CFM, develop programmes to improve community livelihoods Objective 22. Conduct studies to guide management of watershed areas, studies of sustainable charcoal production, crop-raiding, utilisation of NTFPs Objective 26, 28. Public education and environmental awareness raising	
4. Reduce illegal activities impacting on natural resources	Programme 11: Forest law enforcement and forest governance	Objective 21. Patrolling and other protection measures in the CFR and buffer zone	Objective 29. Liaison with DFSs to control illegal timber trade	Objective 19. Conduct protection activities	
5. Improve corporate responsibility to mitigate threats and realize benefits from industrial or other private sector development			Objectives 92-96. Ecotourism development (licensed contractors)		
6. Climate change mitigation, adaptation and monitoring	Programme 12: Forest financing and resource mobilization				

Strategy	Specific links to National Park and Wildlife Reserve General Management Plans	
	Murchison Falls NP*	Toro-Semliki WR
1. Improve natural resources governance	Joint meetings of enforcement agencies and joint patrolling (with NFA and district Environment offices)	Joint meetings of enforcement agencies Joint patrols Collaborative meetings and planning of activities
2. Support restoration of degraded habitats on public and private land		Study of invasive species
3. Support integrated and coordinated natural resources management and sustainable livelihoods	Environmental education and awareness programme (communications) Advice and support in the control of vermin and problem animals Revenue sharing with adjacent communities to support livelihoods development	Addressing issues of resource security that are currently leading to grazing of cattle inside the reserve Assess community attitudes and needs, socio-economic research Conservation education and awareness programme Control of vermin/problem animals
4. Reduce illegal activities impacting on natural resources	Joint meetings of enforcement agencies and joint patrolling (with NFA and district Environment offices)	Joint patrols
5. Improve corporate responsibility to mitigate threats and realize benefits from industrial or other private sector development		Objectives 92-96. Ecotourism development (licensed contractors)
6. Climate change mitigation, adaptation and monitoring		Control of wild fires and disease outbreaks (changed patterns due to CC)

* A new general Management Plan for Murchison Falls NP (including Karuma WR, Bugungu WR and Kabwoya WR) is in preparation at the time of completion of this Strategic Plan. The points indicated are likely links between the Plans, based on the previous GMP for the NP.



Nile crocodile, a target species, Photo by B. Grieser Johns

2.6 Objectives

Objectives are defined as key activity sets, outputs or milestones in the achievement of a strategy. Objectives are designed to be quantitative not qualitative, and a set of indicators will be developed for each (section 3).

The list of objectives follows, together with an initial assessment of benefits, feasibility and cost/inputs for each objective. These three factors combined give an idea of the practicability of the objective. With one exception, all the identified objectives receive one or less 'red ratings' which indicates achievability. The one exception, objective 4.4, aims for a major decrease in infringements of natural resources laws, and requires both a both high level of commitment of Government and politicians, and a high level of delivery of alternatives to wild-growing forest products. The achievement of these key enabling environment conditions has so far proven elusive.

Table 6. Objectives: their benefits, feasibility and cost

Strategy	Objectives	Benefits	Feasibility	Cost/inputs
1. Improve natural resources governance	1.1 National and locally-based institutions able to conduct advocacy and lobbying for improved governance identified and advocacy programmes in place by 2014	HIGH	MEDIUM	LOW
	1.2 Government structures, Kingdom structures and faith-based organizations are aware and informed of ENR laws and policies by 2013	MEDIUM	HIGH	LOW
	1.3 Mechanisms for coordination and cooperation between key players in the environment and natural resources sector in place by 2015	MEDIUM	MEDIUM	LOW
	1.4 Participatory structures for environment and natural resources management in place in all key target areas by 2015	HIGH	MEDIUM	HIGH
	1.5 Law enforcement agencies working collaboratively to enforce natural resources laws by 2017	HIGH	MEDIUM	MEDIUM
	1.6 Gaps in existing natural resources laws identified and filled by 2016	MEDIUM	HIGH	MEDIUM
	1.7 Natural resources governance systems in place and functioning effectively by 2020	HIGH	MEDIUM	MEDIUM
2. Support restoration of degraded habitats on public and private land	2.1 By 2015, 20% of degraded habitats in key target areas of public and private land restored	HIGH	MEDIUM	HIGH
	2.2 Institutional management capacity of public and private sector institutions for targeted habitats improved by 2015	HIGH	MEDIUM	MEDIUM
	2.3 Mechanisms in place for the control and management of invasive species on both public and private land by 2015	MEDIUM	HIGH	MEDIUM
	2.4 By 2020, 40% of degraded habitats in key target areas of public and private land restored	HIGH	MEDIUM	HIGH
3. Support integrated and coordinated natural resources management and sustainable livelihoods	3.1 DEAPS prepared for eight target districts, taking into account all natural resources issues at all levels of planning, and in place by 2012	HIGH	HIGH	LOW
	3.2 Empower 40% of communities in the northern Albertine rift to participate in natural resources management by 2015	HIGH	MEDIUM	MEDIUM
	3.3 Build capacity and enable 40% of the households in target areas of the northern Albertine rift actively to practise sustainable management of natural resources by 2018	HIGH	MEDIUM	HIGH
	3.4 Build awareness programmes for the sustainable management of natural resources in the northern Albertine rift landscape that reach 80% of communities by 2015	MEDIUM	HIGH	MEDIUM
	3.5 Enhanced integration and coordination of natural resources management and sustainable livelihoods within Local Government planning processes by 2020	HIGH	MEDIUM	MEDIUM

Strategy	Objectives	Benefits	Feasibility	Cost/inputs
4. Reduce illegal activities impacting on natural resources	4.1 Levels of prosecution and fines raised to act as sufficient deterrents to carrying out of environmental crimes by 2015	HIGH	MEDIUM	HIGH
	4.2 Build capacity of regulatory authorities and other stakeholders to monitor and respond to environmental crimes by 2015	MEDIUM	LOW	LOW
	4.3 Mechanisms in place to report corruption issues to relevant authorities for effective redress by 2016	MEDIUM	LOW	LOW
	4.4 By 2020, 80% reduction in illegal activities impacting on natural resources through an improved enabling environment for law enforcement and improved capacity of regulatory authorities	HIGH	LOW	HIGH
5. Improve management of environmental risks and harness opportunities for private sector investment in conservation	5.1 Involve developers/investors in planning and monitoring processes for environmental management by 2015	HIGH	MEDIUM	LOW
	5.2 Ensure compliance with General Environmental Assessments through regular joint compliance reporting by the industrial developers and other private stakeholders from 2015	HIGH	MEDIUM	LOW
	5.3 Engage key developers/investors in the northern Albertine rift in off-setting their negative environmental impacts through payment of ecosystem services or similar private-public partnerships by 2015	HIGH	MEDIUM	MEDIUM
	5.4 Major investment opportunities in biodiversity conservation by private sector harnessed by 2018	HIGH	MEDIUM	MEDIUM
	5.5 Social and environmental risks from private sector investment mitigated by 2020	HIGH	MEDIUM	MEDIUM
6. Climate change adaptation, mitigation and monitoring	6.1 Develop a monitoring system at national and local level to document climate change impacts within the landscape by 2013	HIGH	HIGH	MEDIUM
	6.2 Promote CC adaptation measures reaching 50% of communities in the landscape by 2015	MEDIUM	MEDIUM	MEDIUM
	6.3 Promote CC mitigation measures reaching 50% of communities in target areas by 2015	MEDIUM	MEDIUM	HIGH
	6.4 CC adaptation mechanisms in place for 80% of communities in the landscape by 2020	HIGH	MEDIUM	MEDIUM
	6.5 CC mitigation mechanisms in place for 80% of communities in target areas by 2020	HIGH	MEDIUM	HIGH

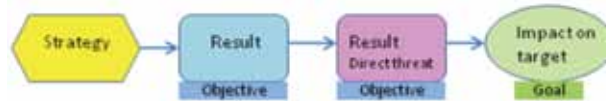
Colour scales are reversed for the 'cost/inputs' column since high benefit and high feasibility is positive, whereas low cost is positive.

3. RESULTS CHAINS

This section of the plan identifies the means by which the stated objectives will be achieved. For each of the six strategies a results chain is developed that identifies how the planning team believes that the strategy will lead to achievement of the desired results, and thereafter the goal in terms of positive impacts on the target species, habitat and/or processes.

In essence, results chains are diagrams that map out a series of causal statements that link short-, medium-, and long-term results in an “if...then” fashion.

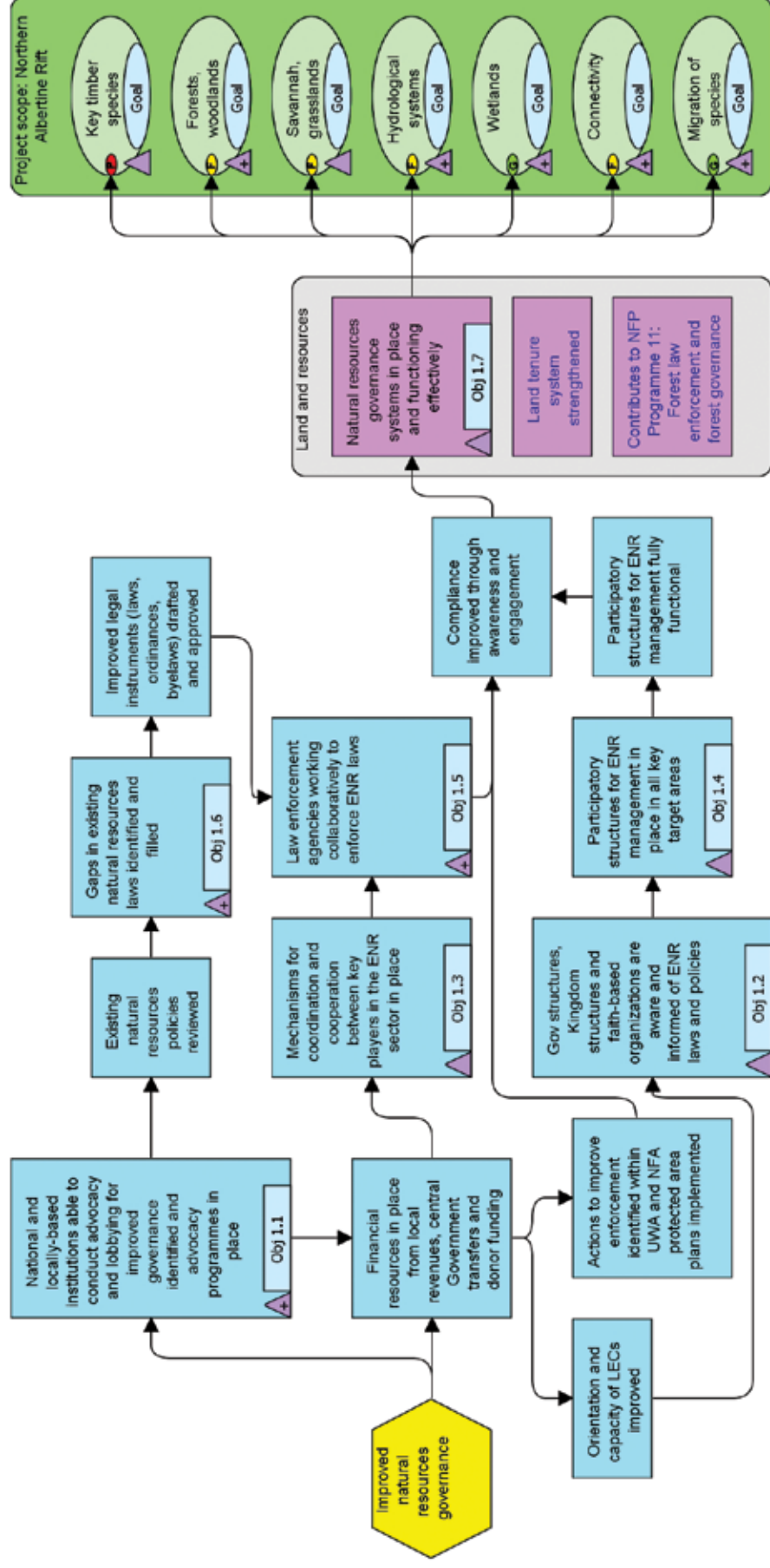
The basic components of a results chain are the strategy, interim results (in blue) leading to the threat reduction result (in purple), the achievement of which is expected by 2020 (the end of the planning cycle) and which demonstrates the achievement of the strategy. The threat reduction result links to the individual targets (green circles) on which the strategy is focussed.



Two endangered species of the Albertine Rift, Chimpanzee and African leopard, Photos by CSWCT and B. Grieser Johns

3.1 Improve natural resources governance

Figure 4. Results chain: Natural Resources Governance

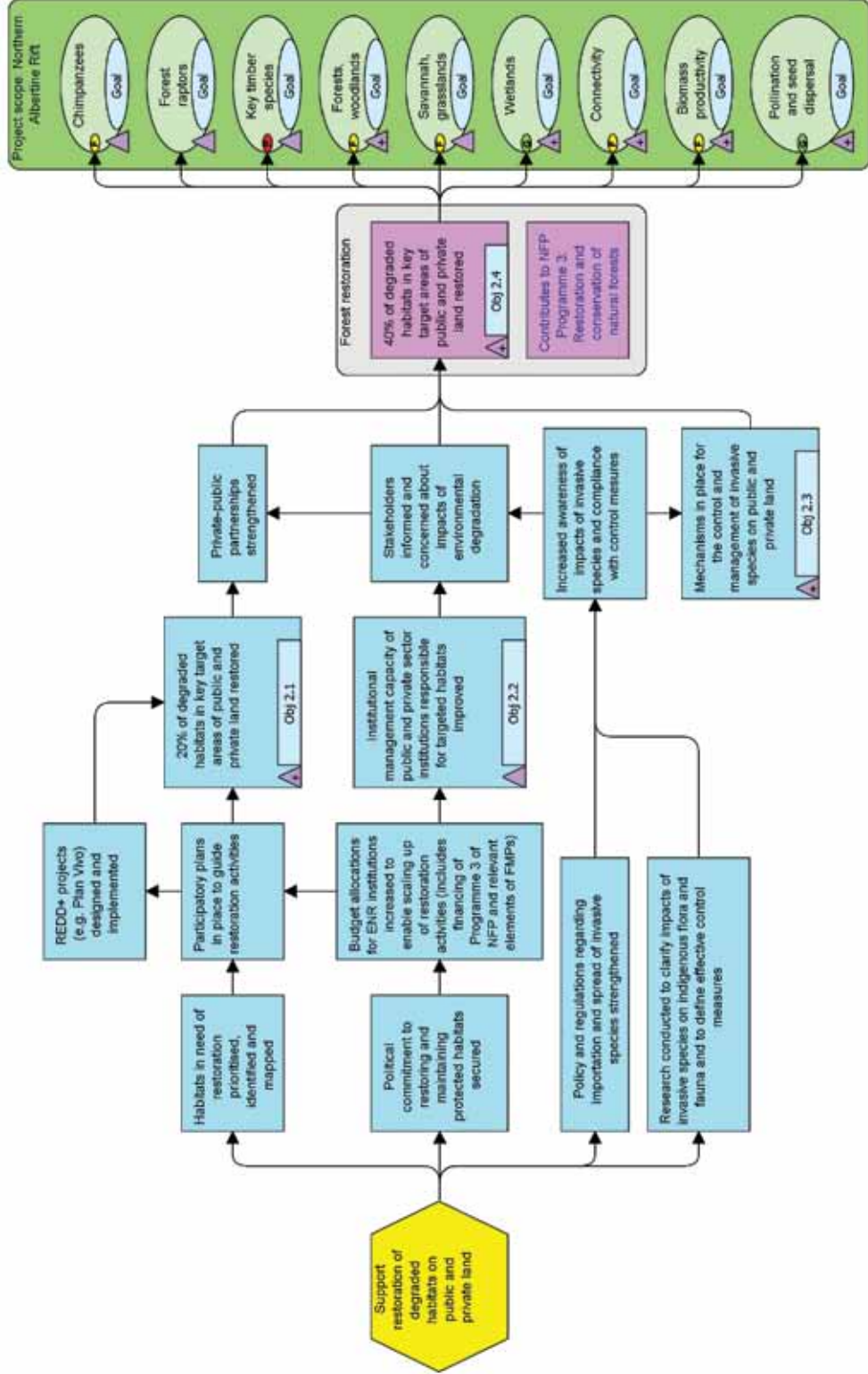


Poor Governance is a key issue in management of natural resources in the northern Albertine Rift. Key institutions have undergone extensive capacity building, and District Local Governments regularly develop action plans to address environmental issues, but the implementation of plans is hampered by a) a lack of funding from central government, which currently puts a very low priority on environment, b) contradictions between key statutes such as Land Laws and laws governing protected areas, ambiguity in their interpretation and political interference in their implementation, and c) widespread corruption and poor enforcement, in part due to a lack of coordination between key agencies responsible for natural resources management. The strategy aims to address these issues and thus to improve the enabling environment for natural resources protection.

Long-term objective	Outcome indicators	Baseline
Objective 1.7 Natural resources governance systems in place and functioning effectively by 2020	<ul style="list-style-type: none"> - Number of politically influenced declarations that are against ENR laws - Budgetary allocation by Government to support the ENR sector (%age of total investment) 	Poor governance contributing to net loss of natural habitats
(Land tenure system strengthened)	<ul style="list-style-type: none"> - Security of land tenure improved (%age of landowners with land titles) 	
(Programme 11 of NFP implemented)	<ul style="list-style-type: none"> - As per NFP 	
Short term objectives	Output indicators	Activities
Objective 1.1 National and locally-based institutions able to conduct advocacy and lobbying for improved governance identified and advocacy programmes in place by 2014	<ul style="list-style-type: none"> - Number of advocacy programmes in place - Number of Government declarations arising from advocacy programme 	<ul style="list-style-type: none"> - Identify and build capacity for national and local institutions to conduct advocacy - Target institutions facilitated to enable resource mobilisation
Objective 1.2 Government structures, Kingdom structures and faith-based organizations are aware and informed of ENR laws and policies by 2013	<ul style="list-style-type: none"> - Level of awareness (% of respondents within institutions demonstrating high level of awareness of ENR laws and policies) 	<ul style="list-style-type: none"> - Facilitate DLGs to orient in-coming Councillors and establish functional LECs Simplify/translate key ENR regulations for LECs and public dissemination - Facilitate Kingdoms and faith-based institutions to mainstream ENR in their interventions
Objective 1.3 Mechanisms for coordination and cooperation between key players in the ENR sector in place by 2015	<ul style="list-style-type: none"> - MOUs in place between key players in the ENR sector - Agreement reached on financing mechanism to support regular meetings 	<ul style="list-style-type: none"> - Meetings held to discuss and establish coordination structures
Objective 1.4 Participatory structures for ENR management in place in all key target areas by 2015	<ul style="list-style-type: none"> - Participatory planning and M&E system in place 	<ul style="list-style-type: none"> - Participatory M&E of ENR programmes
Objective 1.5 Law enforcement agencies working collaboratively to enforce ENR laws by 2017	<ul style="list-style-type: none"> - Number of reported incidents - Number of villages / area of land occupied within protected areas 	<ul style="list-style-type: none"> - Establish an information-sharing mechanism/agreement - Mobilize a task force made up of regulatory authorities (DLGs, authorities, police, RDC, DISO, judiciary, etc) to investigate and solve enforcement problems/issues (see Objective 4.2)
Objective 1.6 Gaps in existing natural resources laws identified and filled by 2016	<ul style="list-style-type: none"> - Contradictions in existing ENR laws removed - Revised legal instruments approved 	<ul style="list-style-type: none"> - Review existing ENR and land laws to identify gaps and contradictions - Develop improved ordinances and bye-laws where needed

3.2 Support restoration of degraded habitats on public and private land

Figure 5. Results chain: restoration of degraded habitats

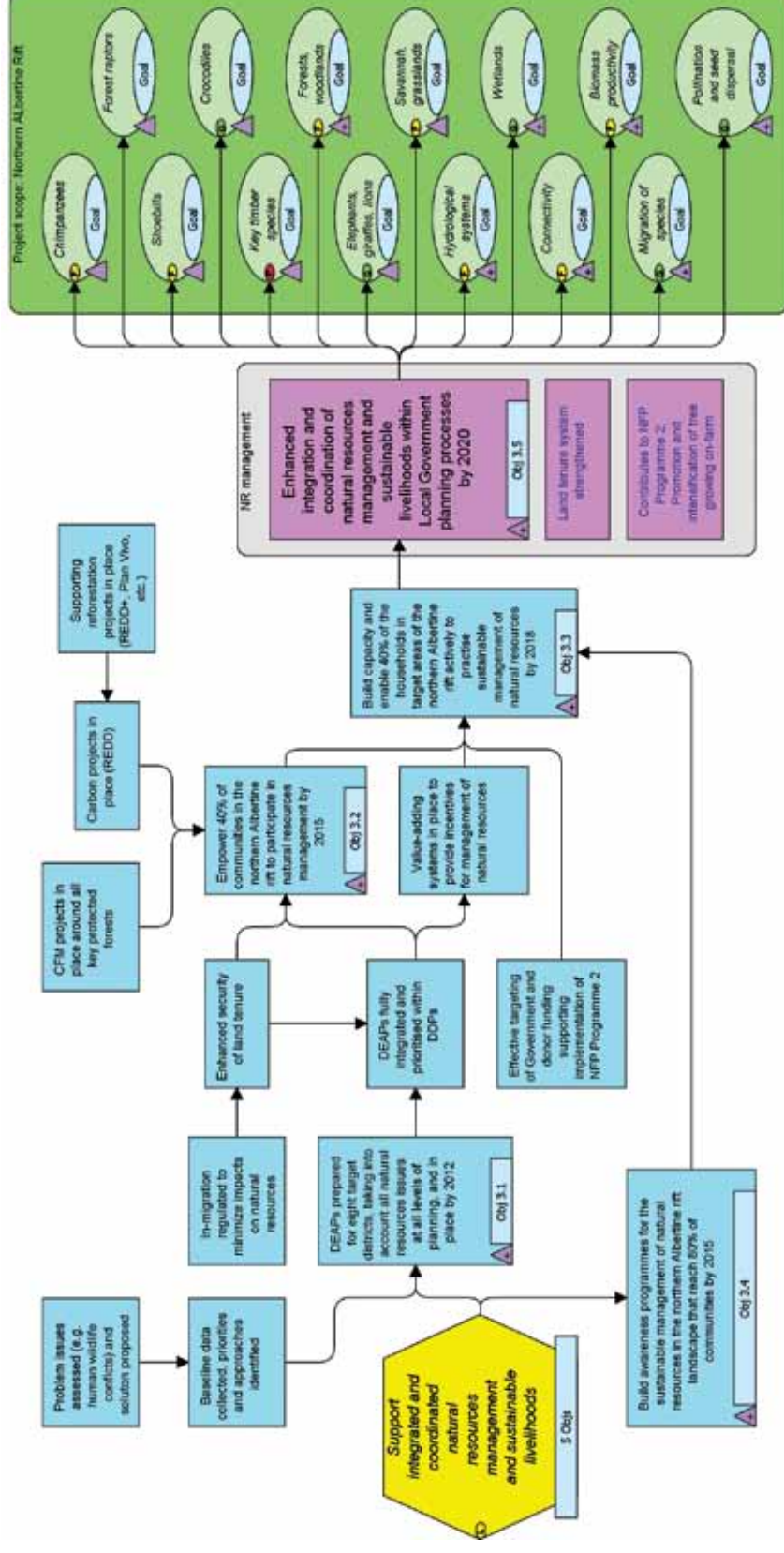


Creation of an enabling environment that allows for restoration of degraded habitats is largely dependent on addressing issues of political commitment (laws exist to protect natural resources but encroachment and degradation of forests and wetlands is rife) and on the provision of budgetary support as restoration is an expensive and long-term activity. Restoration of fragmented and degraded habitats will achieve habitat connectivity and thus support a variety of species.

Long-term objective	Outcome indicators	Baseline
Objective 2.4 By 2020, 40% of degraded habitats in key target areas of public and private land restored	<ul style="list-style-type: none"> - Area (ha) of continuous natural vegetation cover - Landscape connectivity (km of unbroken habitat connecting protected areas) 	Degradation of large and ecologically sensitive areas; no net gain through restoration
(Programme 3 of NFP implemented)	- As per NFP	
Short term objectives	Output indicators	Activities
Objective 2.1 By 2015, 20% of degraded habitats in key target areas of public and private land restored	<ul style="list-style-type: none"> - Area (ha) of continuous natural vegetation cover - Density of indicator species - Number of participatory action plans or local land use plans in place and extent of implementation (% of targets attained) 	<ul style="list-style-type: none"> - Map degraded areas on public and private land (through satellite imagery and ground truthing) and identify target areas; monitor habitat changes at 5-year intervals - Sensitize stakeholders in targeted areas on the extent of the problem and create concern for environmental degradation - Develop participatory action plans / local land use plans - Implement restoration activities identified in the plans
Objective 2.2 Institutional management capacity of public and private sector institutions responsible for targeted habitats improved by 2015	<ul style="list-style-type: none"> - Number of institutions with improved capacity (measured by skills level of staff and number of activities implemented) 	<ul style="list-style-type: none"> - Conduct an institutional capacity assessment (DFSs, PFOAs, etc.) - Conduct training in restoration techniques and equip staff - Institutionalise appropriate M&E systems
Objective 2.3 Mechanisms in place for the control and management of invasive species on both public and private land by 2015	<ul style="list-style-type: none"> - Number of functional monitoring and control units targeting invasive species - Number of ordinances/byelaws referring to control of invasive species 	<ul style="list-style-type: none"> - Assessment and threat mapping for invasive species in key areas - Establish and train monitoring and control units at district level - Develop monitoring and control plans - Enact ordinances and byelaws for the control of invasive species; sensitize the public to enable the implementation of the ordinances and byelaws - Conduct research on bio-friendly means of controlling the impacts of invasive species on ecosystems

3.3 Support integrated and coordinated natural resources management and sustainable livelihoods

Figure 6. Results chain: natural resources management

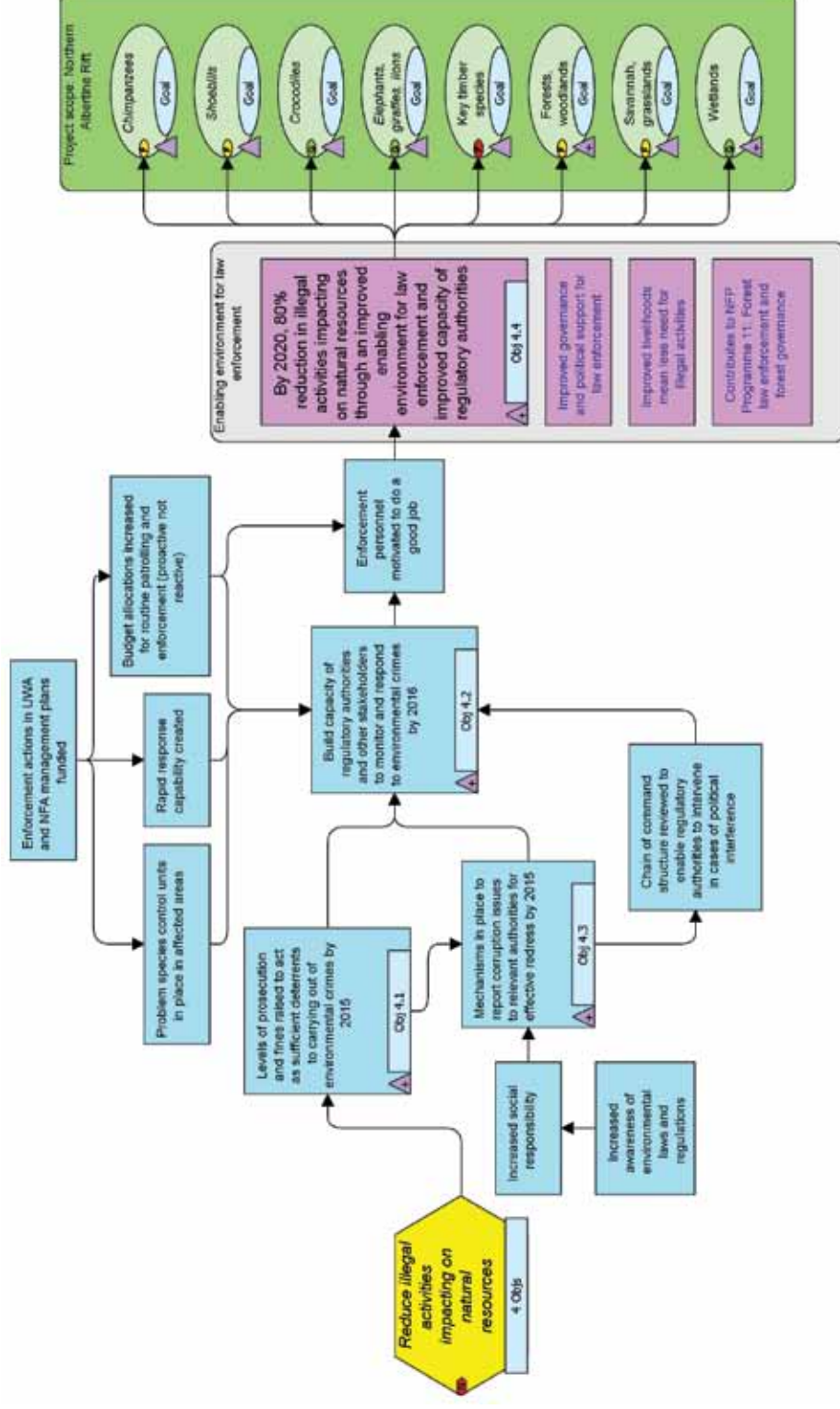


The key issue concerning the improving of natural resources management is to counter the current disincentives for forest and wetland conservation by providing income generating opportunities through projects that actively conserve the natural areas. A starting point for this is to ensure that environmental concerns as expressed through the DEAPs are fully integrated within the DDPs, not conflicting with development priorities and approaches, and fully funded. Creating a higher priority for environmental funding within Government spending, and support measures such as ear-marking of taxes from REDD funding towards DEAP implementation, or would strengthen the capacity of district to implement the DEAPs and thus to take a more effective role in improving systems for natural resources management. As the plan progresses it should move away from the use of incentives – paying for conservation – as opposed to engagement of people in natural resources management programmes that they then own.

Long-term objective	Outcome indicators	Baseline
Objective 3.5 Enhanced integration and coordination of natural resources management and sustainable livelihoods within Local Government planning processes by 2020	<ul style="list-style-type: none"> - Level of integration and coordination of NRM criteria within Local Government Development Plans - %age of households with sustainable livelihoods (poverty statistics) 	Disconnection of natural resource management considerations and livelihood development strategies
(Programme 2 of NFP implemented)	- As per NFP	
Short term objectives	Output indicators	Activities
Objective 3.1 DEAPs prepared for eight target districts, taking into account all natural resources issues at all levels of planning, and in place by 2012	<ul style="list-style-type: none"> - Number of district DEAPs and SEAPs updated and %age of activities within the plans funded and implemented - Number of stakeholders (segregated by men and women) involved in the implementation of the plans 	<ul style="list-style-type: none"> - Collect NRM baseline data (resources, uses, impacts), analyse in relation to defined agro-ecological zones Compile plans, obtain approval and commitment for funding - Participatory planning process undertaken to enable local community engagement in district planning processes (includes review of implementation of previous DEAP) - Compile plans, obtain approval and commitment for funding - Disseminate plans to stakeholders for transparency - Implement plans
Objective 3.2 Empower 40% of communities in the northern Albertine rift to participate in natural resources management by 2015	<ul style="list-style-type: none"> - Number of natural resource use agreements in place (CFM agreements, carbon project agreements, etc.) - Number of households signatory to natural resource use agreements 	<ul style="list-style-type: none"> - Conduct community sensitization meetings to disseminate opportunities for participation in natural resource use agreements - Establish resource centres on NRM management at district and sub-county level - Develop community-based NRM initiatives targeting key landscape areas (CFM agreements around small CFRs: REDD projects see strategy 6) and build capacity to implement them
Objective 3.3 Build capacity and enable 40% of the households in target areas of the northern Albertine rift actively to practise sustainable management of natural resources by 2018	<ul style="list-style-type: none"> - Number of training courses conducted - Number of NRM demonstration projects - Number of households requiring the delivery of incentives vs. households adopting sustainable resource use without the need for further incentives - Number of households with secured land tenure and engaged in sustainable NRN projects - Number of reports on human-animal conflict resolution 	<ul style="list-style-type: none"> - Organise and conduct training in NRM techniques, including private forest management for enhanced carbon - Establish NRM demonstrations (agro-forestry, fire management, problem animal/vermin management, soil erosion control measures) - Build capacity of DLGs and other stakeholders effectively to target Government poverty relief through the district DDPs and donor/carbon funding to maximise impacts on natural resource conservation - Develop a system for delivering incentives through Government programmes aimed at providing alternatives to unsustainable use of natural resources - Support landowners in corridor areas of four districts to obtain land titles to encourage investment in maintenance of natural resources - Explore the potential for value-adding for natural products - Address issues of problem animal and vermin control, especially where they involve key species such as chimpanzees
Objective 3.4 Build awareness programmes for the sustainable management of natural resources in the northern Albertine rift landscape that reach 80% of communities by 2015	<ul style="list-style-type: none"> - Number of awareness programmes/campaigns developed and conducted - Level of awareness among communities (measured through structured questionnaires) 	<ul style="list-style-type: none"> - Develop and implement awareness/communication programmes through DLG and Kingdom structures and through CBOs (community meetings, media engagement, dissemination of materials)

3.4 Reduce illegal activities impacting on natural resources

Figure 7. Results chain: reducing illegal activities

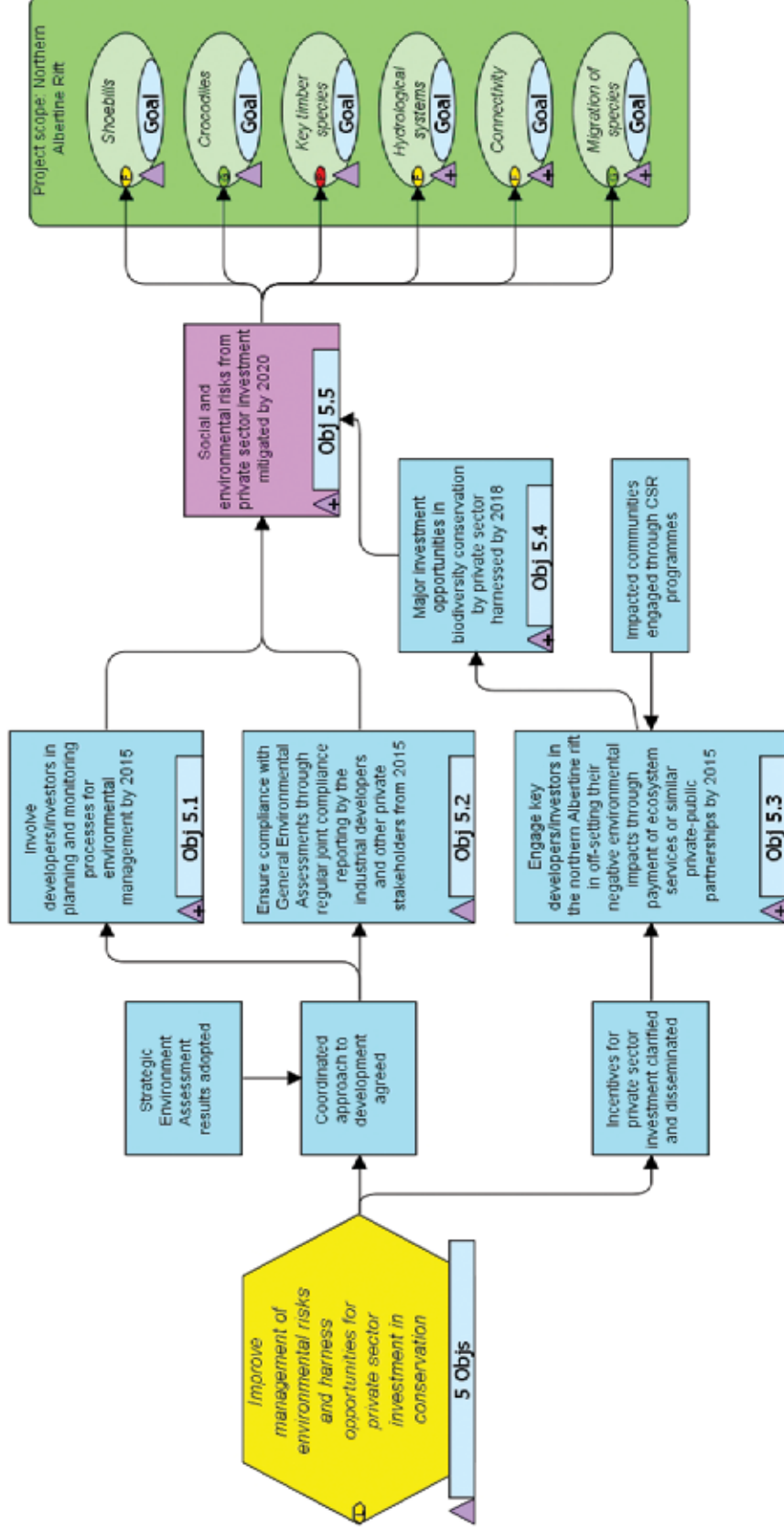


The capacity of regulatory authorities to prevent illegal use of natural resources has been eroded by a lack of motivation in the face of strong political drivers that support encroachers, including ambiguous content of the 2010 Lands Bill, and widespread corruption that allows or condones extraction of valuable timbers and trade in wildlife products. In many cases the local people undertaking illegal extraction activities benefit relatively little compared to traders and middlemen: they are involved primarily because they need cash, and are aware that they are damaging their own resource base. This strategy aims at improving the enabling environment for proper natural resources protection, but ultimately is dependent on the success of other strategies that develop alternatives to exploitation of forest products.

Long-term objective	Outcome indicators	Baseline
Objective 4.4 By 2020, 80% reduction in illegal activities impacting on natural resources through an improved enabling environment for law enforcement and improved capacity of regulatory authorities	<ul style="list-style-type: none"> - Number of illegal activities - Monetary value of illegally sourced products seized 	No effective controls in place to enforce environmental laws; little support for and low motivation of enforcement staff
(Programme 11 of NFP implemented)	- As per NFP	
Short term objectives	Output indicators	Activities
Objective 4.1 Levels of prosecution and fines raised to act as sufficient deterrents to carrying out of environmental crimes by 2015	<ul style="list-style-type: none"> - Number of ordinances and byelaws reviewed - Levels of fines and deterrents set by the revised ordinances and byelaws 	<ul style="list-style-type: none"> - Lobby and advocate for increased penalties that act as sufficient deterrents for environmental crime - Sensitize the judiciary as to the importance of the environment and biodiversity and the need for imposing appropriate deterrents - Sensitize local community leaders in how to react to environmental crimes committed within their areas
Objective 4.2 Build capacity of regulatory authorities and other stakeholders to monitor and respond to environmental crimes by 2015	<ul style="list-style-type: none"> - Number of capacity needs assessments carried out - Number of capacity building plans implemented and training courses conducted - Number of routine patrols and rapid responses 	<ul style="list-style-type: none"> - Conduct capacity needs assessments, develop capacity-building plans and supply the required equipment - Secure financial support for routine patrolling of key areas - Develop rapid response procedures and allocate resources for responding to reports originating from community leaders or other informants
Objective 4.3 Mechanisms in place to report corruption issues to relevant authorities for effective redress by 2016	<ul style="list-style-type: none"> - Number of incidences of corruption registered - Number of suspects arrested and number of corruption cases prosecuted - Number of audits and investigations 	<ul style="list-style-type: none"> - Develop a system for anonymous reporting of corruption issues (whistle blowing) and follow-up through investigation of allegations - Build capacity of regulatory authorities to conduct internal and external audits - Engage the media to publicize corruption cases

3.5 Improve management of environmental risks and harness opportunities for private sector investment in conservation

Figure 8. Results chain: private sector engagement

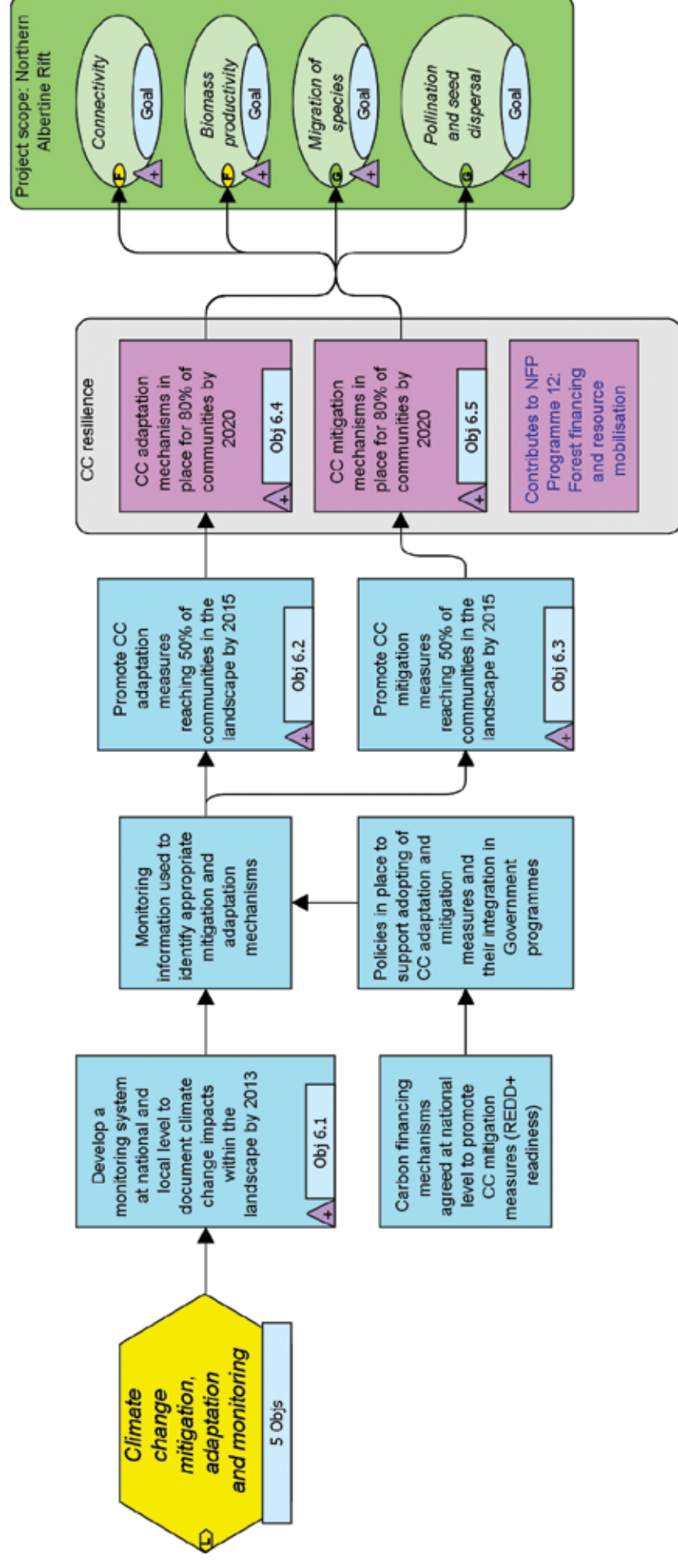


Industrial development in the northern rift is expanding, particularly developments associated with the oil and gas industry, hydropower and potentially mining. Industrial developments have high national priority and can take place within protected areas and fragile ecosystems, with a high potential impact on biodiversity and the environment. While MEMD has a policy to undertake and implement a Strategic Environmental Assessment for the energy sector (which includes Oil and Gas and HEP developments) and EIA for specific development sites, there is a need to work with the investors to identify and implement potential environmental benefits of the developments. In addition to energy development, agro-industries are also expanding and can occupy large land areas. This strategy aims to engage corporate interests through their corporate responsibility programmes to identify opportunities and channel corporate contributions into areas and actions where they can be most effective.

Long-term objective	Outcome indicators	Baseline
Objective 5.5 Social and environmental risks from private sector investment mitigated by 2020	<ul style="list-style-type: none"> - Number/area of natural ecosystems lost to industrial development - Pollution levels (air, water, soils) - Number of human and economic displacements 	Low private sector investment in biodiversity and environmental conservation
Short term objectives	Output indicators	Activities
Objective 5.1 Involve developers/ investors in planning and monitoring processes for environmental management by 2015	<ul style="list-style-type: none"> - Number of private investors engaged in environmental planning and monitoring - %age of CSR budgets committed to biodiversity and environmental conservation 	<ul style="list-style-type: none"> - Develop/adapt social and environmental monitoring guidelines/protocols based on SEA and agree modalities with the private sector - Provide technical support/capacity building to the private sector in implementing environmental monitoring - Promote participation of the private sector in planning, implementation and monitoring of rift-wide conservation programmes
Objective 5.2 Ensure compliance with General Environmental Assessments through regular joint compliance reporting by the industrial developers and other private stakeholders from 2015	<ul style="list-style-type: none"> - Compliance with environmental regulations/ standards such as EIA (measured by %age of required actions in the EIAs completed) 	<ul style="list-style-type: none"> - Promote and provide technical assistance to the restoration of degraded sites - Promote and provide technical assistance to the development of waste management plans - Together with the private sector produce and publish social and environmental reports
Objective 5.3 Engage key developers/ investors in the northern Albertine rift in off-setting their negative environmental impacts through payment of ecosystem services or similar private-public partnerships by 2015	<ul style="list-style-type: none"> - Number of PES or biodiversity offset programmes in place - Number of integrated CSR community development and environmental protection projects - Number of farmers conserving ecosystems through payments from PES schemes 	<ul style="list-style-type: none"> - Assess viability, define economic benefits and develop PES programmes. - Negotiate agreements between companies and land owners, and establish payment mechanisms - Develop mitigation and biodiversity offset programmes - Train environment officers recruited by private sector companies in implementing and monitoring of PES and offset programmes in addition to social development projects
Objective 5.4 Major investment opportunities in biodiversity conservation by private sector harnessed by 2018	<ul style="list-style-type: none"> - Number of new projects developed with private funding - Level of capital investment in conservation by private sector companies - Number of new and existing incentives developed to promote private sector investment 	<ul style="list-style-type: none"> - Identify potential sites for eco-friendly investment and development, particularly ecotourism - Develop business plans for communities receiving private investment (e.g. travel and tourism plans, handicraft development) and build capacity of the communities effectively to implement them - Lobby private investors to contribute to and involve themselves in implementing priorities for conservation (as embodied in this Strategic Plan) - Identify opportunities for concession agreements (e.g. private management of protected areas) - Encourage and promote private-sector led fundraising for conservation

3.6 Climate change adaptation, mitigation and monitoring

Figure 9. Results chain: climate change



Climate change is currently an unknown quantity although regional predictions indicate that the climate of the northern rift is likely to become hotter and dryer. There will not only impact on ecosystems and attendant biodiversity, especially in fragile wetlands and fragmented forests which will be prone to drying out, but will impact heavily on local people, reducing productivity of crops and increasing vulnerability to droughts and wild fires. This strategy aims at improving resilience of farming systems and developing carbon projects that retain or plant forests as income sources and a means of ameliorating local climate change.

Long-term objective	Outcome indicators	Baseline
Objective 6.4 CC adaptation mechanisms in place for 80% of communities by 2020	<ul style="list-style-type: none"> - Number of water harvesting programmes in place - %age of households adopting improved farming methods - %age reduction in wild fire occurrence 	Climate change trends undocumented; no adaptation or mitigation measures in place (current natural resource use patterns will become less and less sustainable under likely climate change scenarios)
Objective 6.5 CC mitigation mechanisms in place for 80% of communities by 2020	<ul style="list-style-type: none"> - Area of forest under REDD - Area of planted forest 	
(Programme 12 of NFP implemented)	- As per NFP	
Short term objectives	Output indicators	Activities
Objective 6.1 Develop a monitoring system at national and local level to document climate change impacts within the landscape by 2013	<ul style="list-style-type: none"> - Number of functional weather stations - Data management system in place (providing annual reports, 5-year assessment reports, habitat change predictions, etc.) - Number of staff trained in management of weather and climate data 	<ul style="list-style-type: none"> - Set up local weather stations - Establish a mechanism to collect and forward data to a national databank in the Department of Meteorology - Train district-based staff of the Department of Meteorology to collect, analyse and feed data back to local levels - Develop a regular 5-year assessment process to document climate trends - Build capacity of the Department of Meteorology to model regional climate trends and make future predictions
Objective 6.2 Promote CC adaptation measures reaching 50% of communities in the landscape by 2015	<ul style="list-style-type: none"> - Number of households in target areas adopting water harvesting methods - Number of households adopting improved farming methods 	<ul style="list-style-type: none"> - Promote water harvesting methods for communities - Assess CC impacts on crops and identify suitable varieties for the reason that will better withstand climate variations; provide seed varieties tolerant of higher temperatures - Promote improved farming methods in vulnerable areas (agro-forestry, mulching) and train farmers to implement them - Monitor the emergence and spread of new pests and diseases
Objective 6.3 Promote CC mitigation measures reaching 50% of communities in the landscape by 2015	<ul style="list-style-type: none"> - Number of households in target areas receiving REDD credits - Number of households engaged in forest planting under REDD+ schemes 	<ul style="list-style-type: none"> - Complete approval of REDD Project Design Document, validation and registration of credits, and raise funds - Establish a financial mechanism to channel funds to farmers - Develop a REDD+ scheme to promote tree planting in degraded forest corridor areas

4. BUDGET AND FINANCING STRATEGY

4.1 Budget

Implementation of the objectives and activities described in this Strategic Plan will require significant funding if the forests and savannas in the Murchison-Semliki Landscape are to be conserved in the long-term. A breakdown of the required budget for implementing the Plan is given in Annex 1. The following sections examine the options available for obtaining the necessary financing.

The cost of implementing both the Strategic Plan for the landscape and its component protected area plans developed by UWA and NFA is around US\$ 17,000,000 (excluding costs of implementing the new general Management Plan for Murchison Falls NP which is in preparation at the time of completing this current plan). The implementation of the Strategic Plan itself will cost US\$ 12,726,900 of which US\$ 1,680,000 is secured at the time of completing this plan (including some existing contributions from Government programmes), and sources of a further US\$ 7,680,000 are identified (including a REDD project, which is accepted as a demonstration project within Uganda's REDD strategy and which will market around \$150 million of carbon credits over a 30 year period). Around US\$ 3,366,000 remains to be secured from donors or investors, almost half of which is to support Strategy 4: reduction of illegal activities.

No contributions beyond recurring expenses of DLG environmental departments and national authorities are expected from GOU sources (although a proportion, probably 50%, of any taxes levied on REDD payments by national and district governments will be expected to be recycled into currently underfunded NFA management plans and DEAPs: agreements signed with REDD investors will likely specify this).

4.2 Payments for Ecosystem Services

4.2.1 REDD Financing – carbon payments from reduced deforestation and degradation

REDD financing has the potential to generate significant funding for the conservation of forests in the corridors on private land. A feasibility study (WWF, WCS, JGI & CSWCT 2010) has calculated baseline emissions from deforestation at 1.7M tCO₂ in the first year and levelling off to a maximum of 31M tCO₂e after 15 years of project implementation - including a 30% discount for leakage and annual average discount of 6% for non- performance. Benefits from regeneration are relatively small with 304,339 tCO₂e per year excluding a discount of 30%. Net carbon benefits are projected to be 15 M tCO₂ on average per year for the first 14 years and 31M tCO₂e on average per year afterwards.

Transaction costs for project development, monitoring, validation and verification, are estimated at US\$ 220,000 and will be covered by existing funds to complete a Project Design Document by the end of 2011.

The commercialization model is assumed to be a forward sale of issued credits at a lower carbon price to secure upfront payments, with a higher carbon price after validation and verification.

Net potential revenues from avoided deforestation are projected to reach US\$7.8 million (at \$5/tCO₂e) on average per year for the first 14 years and a maximum of US\$153 million over the 20 year project life time.

Opportunities for REDD+ funding to encourage reforestation (tree planting) also exist and are a logical add-on to a REDD project given the extent of deforestation in the target area and the needed reforestation of some corridor areas. The potential for carbon enhancement projects such as Plan Vivo will be investigated as part of the REDD Project Design Document, probably in terms of scaling up already existing Plan Vivo initiatives in the region.

4.2.2 Payment for water

Several private companies operating in the landscape require clean water with low sediment during processing of their products. These include the tea companies of Mcleod Russell, Mbale Tea Growers Company Ltd, Toro Mityana Tea Company and Mpanga Tea Growers Factory Ltd, as well as Kinyara Sugar Ltd. and Hydromax power generating plant.

While no legal basis for requiring PES exists as yet, these companies have stated an interest in investing in the protection of their watersheds, as well as protecting forests where streams and rivers flow through tea estates. Investing in means to operationalize the Uganda laws that require people to leave a buffer of natural habitat around streams and rivers is a potential mechanism that could be applied by the companies to protect their water resources as well as to conserve the corridors through the landscape.

In effect, these payments support the Government responsibility for implementation of water resource

management plans that already exist for key catchments in the target area. As a legal basis for PES emerges, the required contribution of downstream industrial users to the implementation of water resource management plans, or requirements to support incentives for upstream communities to protect catchments, will be clarified.

4.3 Corporate Social Responsibility and the Private Sector

Many of the larger companies operating in the region have a corporate social responsibility (CSR) policy and give funding to projects that support the environment. Several banks including Barclays Bank, Stanbic and Centenary Rural Development Bank support tree planting schemes under their CSR projects. Other companies with CSR policies include Kinyara Sugar Ltd, the tea companies mentioned in section 4.2.2, the oil companies Tullow Oil and Total, and the tobacco company British American Tobacco (BAT). Electricity and telecom companies, who routinely cause much damage to forest and woodlands in erecting power and communications lines, should also be considering such policies.

Activities of the private sector are currently unfocussed and not cost-effective in terms of contributing to conservation priorities of the landscape. Several are involved in tree planting, but more as livelihoods support initiatives than to contribute to conservation: the purpose of tree planting should be re-evaluated. A process for formalising an engagement with the private sector to better focus their interventions is being developed through the network of NGOs operating in the northern rift.

4.4 Biodiversity Offsets

Biodiversity offsets are used by companies to offset residual environmental impacts after they have done their best to minimize those impacts they might create. Guiding principles for offsets are defined by the international Business and Biodiversity Offsets Partnership (BBOP) (<http://bbop.forest-trends.org/guidelines>). BBOP members in Uganda include NEMA (on behalf of GOU) and several NGOs (including WWF and WCS).

Several companies, particularly oil companies operating in the Murchison-Semliki Landscape have been interested in the idea of biodiversity offsets provided they can conserve a similar type of habitat as the one they are impacting and in the same region where they are working. Several identified corridors could be conserved using an offset scheme with Tullow or Total, notably the forest corridor from Bugoma CFR to Kabwoya WR and the savanna corridors along the escarpment from Bugungu WR to Kabwoya WR. These corridors are close to the oil operations in the two wildlife reserves. It should be noted, however, that Government has not so far been supportive of offsets, preferring oil companies to contribute to the established Oil Fund (the purpose of which is not clear but which is perhaps unlikely to contribute to the implementation of this strategic plan).

Given the GOU through NEMA is a BBOP member, there is also a need to consider offset projects linked to major infrastructure developments in the rift, such as improvement of the transport network that requires cutting forest to build roads and bridges, or the construction of power line extensions through Murchison Falls NP and Bugoma CFR.

The concept of offsets needs also to be pursued with BAT and other tobacco companies, whose activities are driving about 40% of the deforestation in the landscape. While BAT is involved in tree planting for conservation purposes, this currently amounts mostly to growing eucalyptus or pine in woodland forest reserves and setting aside some land for conservation in these reserves. An offset scheme that quantifies forest loss and encourages them to replant degraded corridors with native species of tree needs to be developed to guide their financial inputs.

4.5 Tourism Revenues

Tourism can potentially generate significant funding for some sites in the Murchison-Semliki Landscape, particularly Murchison Falls National Park and Budongo Forest Reserve where tourist visitation rates are increasing. The income generation potential of these sites is considerable, much of it untapped,

Murchison Falls NP generates the second highest amount of revenue of any Ugandan protected area (after Bwindi Impenetrable National Park). There is a danger of oil operations in the key delta area of Murchison Falls NP impacting on tourist visits: this area is currently one of the two main tourist destinations within the park, the other being the falls themselves. However, if tourist numbers and revenues generated continue to increase there is the potential to use some of the funds to support the management of lesser-known reserves such as Kabwoya and Toro-Semliki WRs (which currently don't generate enough revenue to cover their operating costs).

Establishing stop-over points on the Biiso-Hoima-Kyenjojo road which tourists take from Murchison Falls NP to Fort Portal would help break up the long drive, but most tour operators will not want to stop for long unless there is something very special to see. Establishing cafés serving food, drinks and arts and crafts (similar to the Equator Café on the Masaka-Kampala Road) could generate income to conserve small corridor forest areas as well as providing income for local communities. Other opportunities might include cultural tourism (Bunyoro-Kitara and Tooro Kingdoms) and private investment in adventure tourism in forests such as Bugoma CFR (e.g. canopy walkway).

However, it is unlikely that tourism though will be a major income generator for much of the corridor region as it has few attractions compared to the better-known and better-developed tour locations.

4.6 Government/Donor funding and Trust Funds

To implement the strategic plan completely, there is a need to source and integrate a number of different funding options. These include not only the sustainable financing mechanisms covered in earlier sections, but also Government funding programmes and donor funds. In particular, there will be a need to source conservation funding to support the operations of some of the key biodiversity conservation areas which are currently not self-sufficient (such as the large CFRs, Budongo and Bugoma, and the Kabwoya and Toro-Semliki WRs).

Government funding to the natural resources sector is currently very low, but could be improved if there was a better awareness of the roles of agro-forestry in maintaining soil and environmental quality, and the importance of protecting water quality through maintenance of forested catchments and riverbanks. The role of the environment in development and poverty alleviation, clearly stated in the NDP, needs to be supported through funding allocations to departments mandated to protect it.

Similarly, while most donors focus on development and poverty relief agendas, funds for maintaining environmental quality and mitigating climate change as a necessary part of poverty relief may be sought from donors active in this region, including USAID, NORAD, EU, and GEF (UNDP/World Bank). Some funding may be sought through existing donor-funded projects such as the SPGS and Nile Basin Initiative.

Smaller foundations and funds can be approached to support more specific activities such as the USFWS grants for Great Apes and Elephants.

NEMA is in the process of establishing an Environmental Trust Fund. UWA is in the process of establishing a further Trust Fund to finance the protected areas under its management. These types of fund would be established at a national level and fund environmental and protected area conservation across the whole country, but could still contribute to the implementation of this strategic plan.

5. ENABLING CONDITIONS

5.1 Enabling conditions

In order for this strategic plan to work effectively as a tool for conserving the biodiversity and landscape of the northern rift, there are several main preconditions (enabling environment conditions) that need to be addressed.

5.1.1 Governance issues

Natural resources governance is not strong. While there are adequate national laws and regulations in regard to natural resources, implementation and enforcement is weak. This is less a question of capacity, since the staff members of regulatory authorities tend to be well trained, but of financial, logistical and political support. Laws and regulations are sometimes conflicting. Political intervention tends to come down on the side of forest squatters and encroachers who claim rights under Land Laws rather than on the side of the regulatory authorities tasked with protecting the forests and wetlands under environmental regulations. The Plan contains actions designed to improve natural resources governance, but these will not be entirely effective unless there is a high level of political buy-in. This buy will not be easily achieved, and not by the plan in isolation (although the plan contains actions addressing sensitisation and governance). A number of donor-funded projects are addressing natural resources governance issues, notable projects of UNDP and World Bank (e.g. the environmental accounting initiative), and these will contribute to the overall enabling environment for the project.

5.1.2 Prioritisation of financing for natural resources management

Despite the reliance of 80% of the Ugandan population on natural resources, Government financing to the natural resources sector is minimal (e.g. budgets for ENR activities at the DLGs may be less than \$1,200 per year). While this Plan is designed to raise funds for support of the sector, a commitment of Government to co-financing through improved resource allocation to the regulatory authorities and to the DLGs is desirable. It is also important that taxes raised on key interventions such as REDD are recycled into this sector – indeed it should be a provision for incoming REDD funding that taxes extracted at national level are allocated to the regulatory authorities and property or other taxes extracted at district level are recycled into the DEAP.

Attendant to this issue is the use of taxes and of contributions in terms of offset payments from the developing oil and gas industry. Needs for mitigatory actions and their costs should emerge from Strategic Environment Assessment. Funding of these actions through tax revenues and offset projects should be a priority, either implemented directly or through the centrally managed Oil Fund.

5.1.3 Recognition of the role of natural resources in sustainable development

Uganda's vision is to move towards an industrialised economy by 2025, which will require rapid development of resources such as oil, gas and minerals - which can already be seen to have severe impacts on the environment. Industrialisation and infrastructure development is proceeding without due reference to the central role of natural resources in supporting the livelihoods of rural people – even though this is recognised in the Uganda NDP as a central pillar of development. There is a need for proper coordination and targeting of development within the framework of NDP implementation. Government and donor investment in the public sector, aimed at reducing dependence on natural resources, needs equally to consider the needs for protection of those natural resources (reduced dependence can, paradoxically, lead to a reduction in the perceived value of those resources).

5.1.4 Gender issues

The plan recognises the fact that environmental degradation is most keenly felt among women, who are required to supply their household with fuel wood and water. Continuing degradation for forests and wetlands, climate change and water conflicts will all affect poor women the most, and exacerbate existing high poverty levels. Being closest to the environment, women have key roles in protection of these resources. Implementation of governance, sensitisation and livelihoods improvement measures will all target women in particular, and women will be brought into all training and other interventions during the project lifetime.

5.2 Addressing enabling conditions

5.2.1 Reporting lines

Currently, poor environmental governance at the highest levels is leading to failure of environmental action

at all levels. Uganda's environmental agendas are overseen by the Parliamentary Committee on Natural Resources, to whom the Plan owner ultimately reports. That Committee, supported by the Donors Forum on Environment, ultimately has the responsibility of addressing issues both of environmental governance and of government funding to the natural resources sector.

5.2.2 Resource mobilisation

Resources for implementation of the Strategic Plan are in process of being mobilised. Around 14% of activities are funded and on-going at the time of completing the Plan. Several new projects contributing to the implementation of the Plan are funded and will commence in 2012. A REDD project which will provide substantial funding to strategies 2 and 3 is expected to commence in 2012.

A common-interest group (NARCG), comprising NGOs and Government Authorities, was originally established to coordinate the REDD project process but is developing a wider role in coordinating corporate interests in funding conservation activities in the northern rift and generally in mobilising donor and private funding to meet the priorities of the Plan. The MWE Secretariat will continuously assess possibilities for funding from government programmes and lobby for support through environmental programmes of donors in Uganda; the NARCG will assist the Secretariat in assessing incoming funding opportunities from international sources and from the private sector.

5.3 Communications strategy

A communications strategy for the northern rift is already in place, aimed at environmental sensitisation and local community buy-in to improved conservation measures (such as reducing forest clearance, and protection of wetlands and riverine forest corridors as required by law). The implementation of the strategy has a particular focus on women, and engages local institutions, faith-based organisations, and grassroots NGOs in delivering common messages. The strategy is currently implemented by several NGOs operating in the landscape, and is working with through variety of stakeholders including DLGs, and the two Kingdoms. The implementation is currently coordinated by WWF.

As the Plan moves into full implementation, the delivery of the communications strategy will be an integral part of delivery of the plan as a whole and coordinated through the same implementation structure. Elements of the communications strategy will likely continue to be handled by key NGOs, DLGs and Kingdoms (see Objective 3.4).



Tourists in rift forest, photo by E. Schiller and W. Blaumann

6. IMPLEMENTING ARRANGEMENTS

6.1 Introduction

On adoption by Government, this Plan is intended to guide future Government spending in the natural resources sector within the target area and to focus donor and private funding initiatives. Its preparation has been cross-jurisdictional to ensure ownership by all stakeholders. Thus it is hoped that the Plan will be referred to in discussions concerning natural resources sector investment at all levels and between all players.

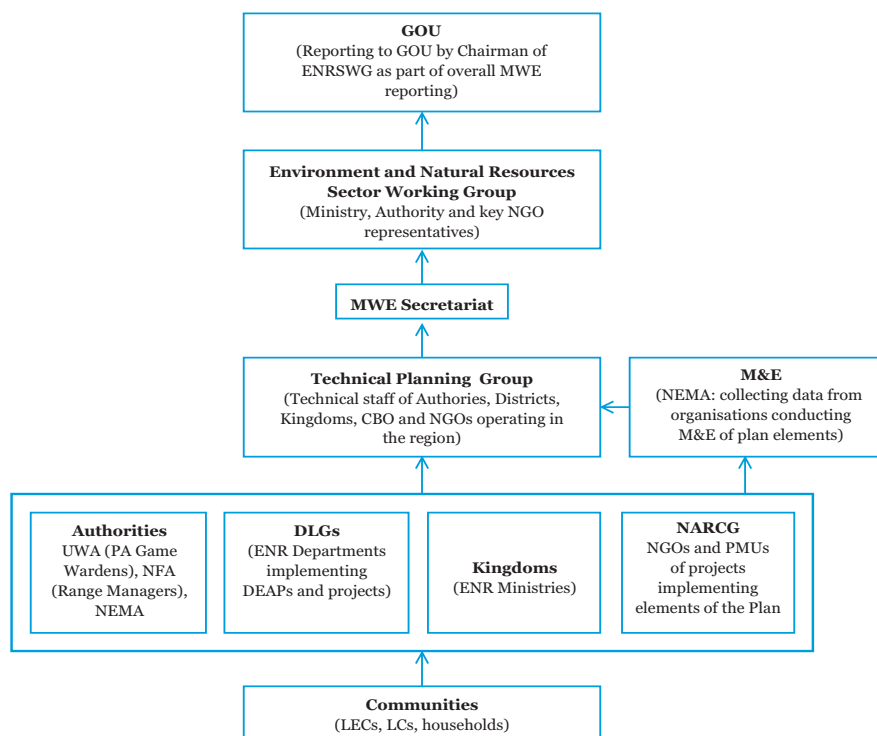
This is the first strategic plan to be developed that covers the entire northern Albertine rift landscape. There are a number of institution-specific strategic plans: a UWA Strategic Plan, a National Forest Plan, a Wetlands Strategic Plan, and so on. None of these have been effectively funded and thus have not been fully implemented. This current strategic plan has been prepared in a somewhat different way, based at ground level and developed in a multi-stakeholder process. Its implementation will require a continued multi-stakeholder engagement process. Political interest and engagement will need to be generated through high level consultation and promotion of the plan, primarily by members of the coordinating body (see below), and through demonstration of the process whereby funding is being accumulated to support Plan implementation. A key feature of the Plan is that it does not require massive new financial inputs from Government, since funding is being sourced elsewhere, although it does require a better focus of Government spending and more realistic allocations particularly to district environmental departments which have a major role in Plan implementation.

6.2 Coordination

The execution of this Strategic Plan requires effective cross-district and cross-jurisdictional coordination.

The implementation structure of the Plan is summarised in Figure 10, opposite.

Figure 10. Implementation structure



The Plan owner, MWE, has the key role of exercising oversight. A focal point will be assigned at MWE to act as the Secretariat for the Plan and a point of contact for the Technical Planning Group (see below) who will actually coordinate the Plan implementation.

In order to ensure effective engagement of Government departments there is a need for MWE to engage at the level of the National Planning Authority in terms of plan approval (the NPA has the mandate to conduct cross-district planning) and the Parliamentary Committee on Natural Resources in terms of reporting on plan implementation.

Rather than establish a new Steering Committee, the implementation of the Plan will be guided by the Environment and Natural Resources Sector Working Group, convened and chaired by MWE; members of the ENRSWG are MAAIF, MFPED, MTWH, MEMD, MLG, the national authorities (NFA, UWA and NEMA), and NGO representative/s. The ENRSWG will advocate for and guide the implementation of the Plan, and will meet annually to review and approve the annual reports and work plans.

The implementation of the Plan is not expected to be undertaken as a stand-alone project with a separate Project Management Unit. Rather it is a common agenda for a variety of initiatives, Government, private and donor-funded, which together contribute to the realisation of the vision. A Technical Planning Group will be established to coordinate the implementation of the Plan and report progress to the ENRSWG. This Group will be chaired by MWE and consist of technical staff of the three authorities, the involved districts (numbers may increase as districts continue to be fragmented), the two Kingdoms, regional CBOs (e.g. ARPFOCA) and the NARCG representing NGO interests. The possibility of including a representative of the private sector within the Group will be explored. The Group will normally meet twice each year, but the Secretariat may call extraordinary meetings if needed. The Technical Planning Group has the key role of assessing all on-going initiatives within the framework of the Plan, and ensuring a coordinated and coherent approach through the region. It is also responsible for identifying gaps in the implementation of the Plan and lobbying for those gaps to be addressed, thus ensuring a holistic approach.

6.3 Monitoring

The various stakeholders involved in environmental and threats monitoring, against which the success of implementation of the Plan can be measured, are outlined in Tables 1 and 2 (Section 2). There will be a need for this monitoring data to be collected from various sources, analysed and reported to the Technical Planning Group who could then assess plan implementation more effectively.

Environmental monitoring is the responsibility of NEMA, but the extensive technical work required in compiling and analysing the data for monitoring of plan implementation may need to be conducted by consultant organisations (for example, Makerere University institutions MUIENR and MUISR). Monitoring data will be accumulated at Makerere University in the NBDB.

A feedback mechanism will be established by the Technical Planning Group such that monitoring reports presented and approved are disseminated back to individual contributing organisations (it is important that each stakeholder is clearly aware of how their individual efforts contribute to the overall plan implementation). Reports and documentation will be disseminated more widely as part of the implementation of the Communications Strategy.

Periodic monitoring events are also required within the implementation period of the plan, specifically a mid-term and a terminal evaluation. These would be joint M&E exercises coordinated through the Technical Planning Group.

6.4 Financing of coordination and monitoring

The activities of the ENRSWG and Technical Planning Group will need to be financed to some extent as an element of the Plan, as will the collection and analysis of the various monitoring data collected by stakeholders. Budgetary requirements are noted in the financial annex (Annex 1). Funds may be raised by the relevant Ministries and authorities through their own funding sources, or contributed by donors or NGOs implementing projects in the region. The Secretariat is financed directly by MWE and there are no other administrative costs as there is no Project Management Unit - all stakeholders implementing projects or programmes that contribute to the Plan implementation have their own management arrangements.

7. CONCLUSION

This Strategic Plan represents the culmination of a two-year multi-stakeholder consultation process aimed at developing a conservation strategy for one of Uganda's most important landscapes – important in terms of its environment and biodiversity, but also in terms of its rising environmental concerns - due largely to rapidly increasing populations. Without clear interventions, as outlined in this plan, natural forests outside of protected areas will be gone within 15 years, and protected areas will face increasing pressures leading to heavy encroachment and calls for giveaways. Within 30 years the population will be facing impacts of climate change and loss of environmental services from forests and wetlands that are likely to cause catastrophic reductions in food production capacity. Poverty levels will increase, and a wave of out-migration will commence as people become 'climate refugees'.

This Plan is intended as a guide to environmental and natural resource conservation interventions. It is primarily an exercise in coordination, as the potential funding sources for its implementation are largely identified.

The targets of the Plan reflect its role in the conservation of natural resources in the landscape. However, the beneficiaries of Plan implementation are largely the rural populations whose engagement in conservation and management of natural resources is critical. Thus a major focus of the plan, and most of its budget, is aimed at improving livelihoods of communities to reduce the pressure on natural resources and to enable the achievement of conservation aims.

Experience indicates that the implementation of strategic plans requires a clear accountability and a functioning coordination mechanism to ensure implementation proceeds as planned. Accountability, who is actually responsible for implementation, is indicated under each line of the work plan and the budget – these also indicate the roles of individual institutions in contributing to the plan. The coordination mechanism, which is of key importance, is indicated in section 6.2. The key coordination role is taken by the MWE Secretariat, who have the role of making sure that the coordination structure is established and functions according to the schedules given.

MWE and other key stakeholders, operating through the implementation arrangements indicated in section 6 of the Plan, have an opportunity to work together to ensure effective delivery of the plan to the benefit of the landscape, its people and the future of the northern Albertine Rift.



Discussing future directions, Photo by Helena Nambogwe

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Uganda kob and the rift wall, Photo by Ivan Ebong

Annex 1. BUDGET ESTIMATES

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Strategy 1. Improve natural resources governance					
Objective 1.1 National and locally-based institutions able to conduct advocacy and lobbying for improved governance identified and advocacy programmes in place by 2014	Identify and build capacity for national and local institutions to conduct advocacy	Capacity assessment Capacity building plan Implementing capacity building plan (training and development of revenue enhancement plans for the target institutions)	5,000 15,000 30,000	MWE	Some NGO initiatives, such as WWF working with Oil and Gas advocacy groups. Needs to be bought together. Funding status: to be identified
	Target institutions facilitated to enable resource mobilisation	Operationalise plans (operational support for CBOs for 3 years, thereafter expected to be sustainable)	90,000	MWE	Funding status: to be identified
	Facilitate DLGs to orient in-coming Councillors and establish functional LECs	Training/orientation meetings for LEC at district level (2012 and 16) Training meetings for sub-c LECs at county level	16,000 64,000	DLGs	Funding status: to be identified
Objective 1.2 Government structures, Kingdom structures and faith-based organizations are aware and informed of ENR laws and policies by 2013	Simplify/translate key ENR regulations for LECs and public dissemination	Distil out key issues for LECs into a briefing document Translate into local languages (five language groups) Dissemination (printing)	3,000 5,000 2,500	DLGs	Funding status: to be identified
	Facilitate Kingdoms and faith-based institutions to mainstream ENR in their interventions	Dissemination meetings (9 faith-based diocese, 2 kingdoms)	33,000	Kingdoms, faith-based organisation	UNDP-GEF-WWF CBARFP Funding status: committed
	Meetings held to discuss and establish coordination structures	Annual district level coordination meetings, 8 districts (about 10 people in each)	64,000	DLGs	This is a key element in implementing DEAPs Funding status: through DEAPs
Objective 1.4 Participatory structures for ENR monitoring in place in all key target areas by 2015	Participatory M&E of ENR programmes	Facilitation of LECs in corridor areas.	120,000	DLGs	Funding status: through DEAPs
Objective 1.5 Law enforcement agencies working collaboratively to enforce ENR laws by 2017	Establish an information-sharing mechanism/agreement	Workshop to determine a suitable mechanism	6,000	NPA	Funding status: to be identified
	Mobilize a task force made up of regulatory authorities (DLGs, authorities, police, RDC, DISO, judiciary, etc) to investigate and solve enforcement problems/issues (see Objective 4.2)	Joint field missions at need	50,000	DNROs	Funding status: through DEAPs

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Objective 1.6 Gaps in existing natural resources laws identified and filled by 2016	Review existing ENR and land laws to identify gaps and contradictions	Review and prioritize ENR regulations, guidelines, etc. Identify needs for amendment Revise key regulations and strategies (4 by 2014)	225,000	MWE (ACODE)	UNDP-MWE project on development and review of policies and strategies for ENRM, CC adaptation/mitigation and disaster risk management Funding status: committed
	Develop improved ordinances and bye-laws where needed	Review of district ordinances and sub-county bye-laws in relation to new instructions from national level (by Law Sub-committee)	24,000	MWE	District Local Governments – part of normal process to integrate new national policies into district regulations Funding status: to be allocated
	<i>Strategy sub-total</i>		752,500		<i>Committed: \$258,000 Source identified: \$258,000 Source unidentified: \$ 236,500</i>
Strategy 2. Support restoration of degraded habitats on public and private land					
Objective 2.1 By 2015, 20% of degraded habitats in key target areas of public and private land restored	Map degraded areas on public and private land (through satellite imagery and ground truthing) and identify target areas; monitor habitat changes at 5-year intervals	Image purchase Consultancy services Ground truthing as needed Map printing and dissemination	13,000	ARFCG	Completed for 2011. Re-analyses to be funded in 2016 and 2020 through REDD+/+ project. Funding status: to be allocated from REDD funds
	Sensitize stakeholders in targeted areas on the extent of the problem and create concern for environmental degradation	(Communications strategy: included in 3.4)			
	Develop participatory action plans / local land use plans	Parish level meetings/field consultations in target areas (80) Stationary and materials	154,000	DLGs, NFA	REDD+ (Plan Vivo or similar) Funding status: REDD+ project to be developed
	Implement restoration activities identified in the plans	Purchase of seedlings, transport and delivery Field training in out-planting for growers Monitoring	180,000	WWF, DFSS, NFA	UNDP-WWF ENRM and CC mitigation project to cover pilot activities; other funds from REDD+ (Plan Vivo or similar) Local people to contribute labour and maintenance Funding status: half regarded as committed, half to be sourced from elsewhere
	Conduct an institutional capacity assessment and develop training plans (DFSS, PFOAs, etc.)	Consultancy service	35,000	MWE	Funding status: REDD/+ project funds
Objective 2.2 Institutional management capacity of public and private sector institutions responsible for protection of targeted habitats improved by 2015	Conduct training in restoration techniques and equip staff	Training courses Provision of equipment	154,000	DFSS/NFA	Funding status: REDD/+ project funds

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Objective 2.3 Mechanisms in place for the control and management of invasive species on both public and private land by 2015	Institutionalise appropriate M&E systems	Meetings and consultations to establish M&E approach Field monitoring, data analysis and reporting	307,000	DFSS, REDD/+ implementer	Funding status: REDD/+ project funds
	Assessment and threat mapping for invasive species in key areas	Consultancy services	80,000	NARO/FORRI	Some funds available for studies and development of eradication methods under UWA and NFA management plans Funding status: to be clarified
	Establish and train monitoring and control units at district level	Training workshops	46,000	Makerere University	Funding status: to be identified
	Develop monitoring and control plans	Meetings	30,800	DNROs, NFA, UWA	Funding status: to be identified
	Enact ordinances and byelaws for the control of invasive species; sensitize the public to enable the implementation of the ordinances and byelaws	Data collection/collation, field assessment of issues Drafting of ordinances/byelaws Approval process Dissemination	115,000	DLGs	Funding status: through DEAPs
	Conduct research on bio-friendly means of controlling the impacts of invasive species on ecosystems	Consultancy services	100,000	NARO/FORRI	Some funds available for studies under UWA and NFA management plans Funding status: to be clarified
Strategy sub-total			1,214,800		Committed: \$ 90,000 Source identified: \$ 778,000 Source unidentified: \$ 346,800
Strategy 3. Support integrated and coordinated natural resource management and sustainable livelihoods					
Objective 3.1 DEAPs prepared for eight target districts, taking into account all natural resources issues at all levels of planning, and in place by 2012	Collect NRM baseline data (resources, uses, impacts), analyse in relation to defined agro-ecological zones	DLG staff collate secondary information and collect any new data needed	24,000	DLGs	Required activity of DLGs to produce DEAPs for each 5-year planning cycle Funding status: on-going activity
	Participatory planning process undertaken to enable local community engagement in district planning processes (includes review of implementation of previous DEAP)	LEC planning meetings at sub-county level (x 2 planning cycles) Information collation by Technical Planning Committee (x 2 planning cycles)	128,000 24,000	DLGs	Some support provided by projects such as UNDP-GEF-CBARFP, other districts using own funds Funding status: on-going activity
	Compile plans, obtain approval and commitment for funding	Drafting sub-committee prepares DEAP Sensitization meetings for district councils Approval process (funded by district (part of normal procedures)	54,000 26,000	DNROs	Some support provided by projects such as UNDP-GEF-CBARFP, other districts using own funds Funding status: on-going activity
	Disseminate plans to stakeholders for transparency	Printing copies of final DEAP (100 per district)	- 3,700	DNROs	Funding status: on-going activity

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Objective 3.2 Empower 40% of communities in the northern Albertine rift to participate in natural resources management by 2015	Implement plans (Kyenjojo, Kibaale, Hoima, Masindi)	Implementation according to DEAP work plans (approximately \$50,000 per plan per year)	2,000,000	DNROs	Government funds Funding status: to be covered by recycling of taxes levied on REDD payments
	Implement plans (Kabarole, Kyegegwa, Bulisa)	Implementation according to DEAP work plans (approximately \$50,000 per plan per year)	1,500,000	DNROs	Government funds Funding status: to be allocated
	Conduct community sensitization to disseminate opportunities for participation in natural resource use agreements	Identify and map out opportunities for involvement in NRM activities Broadcast radio programmes concerning NRM opportunities Hold parish-level meetings in key areas	8,000 18,600 38,000	DNROs, NFA, UWA	UNDP-GEF-WWF CBARFP activities on-going in Kibaale district, UNEP-GEF-CSWCT activities on-going in Hoima district UWA revenue sharing opportunities Funding status: about half committed, half to be identified
	Establish resource centres on NRM management at district and sub-county level	Provide materials to resource centres at district level Contribute materials (brochures, information packages) to sub-county has \$2500 per district	8,000 20,000	DNROs	Funding status: to be identified
Objective 3.3 Build capacity and enable 40% of the households in target areas of the northern Albertine rift actively to practise sustainable management of natural resources by 2018	Develop community-based NRM initiatives targeting key landscape areas (CFM agreements around small CFRs: REDD projects see strategy 6) and build capacity to implement them	Roll out CFM in key areas of Kibaale and Kyenjojo districts, 6 new CFM agreements	48,000	NFA	UNDP-GEF-WWF CBARFP funding 3 agreements, remaining to be identified Funding status: half committed, half to be identified
	Organise and conduct training in NRM techniques, including private forest management for enhanced carbon	Training needs assessments Deliver training	80,000	NAROG	Various on-going projects delivering training, additional training in REDD start-up Funding status: committed
	Establish NRM demonstrations (agro-forestry, fire management, problem animal/vermin management, soil erosion control measures)	Identify model farmers/farmer groups in target areas Establish models: \$20,000 /district	8,000 160,000	NR and Production Depts, in DLGs, UWA	UNDP-WWF ENRM and CC mitigation project to cover some demo activities UWA revenue sharing opportunities Funding status: half regarded as committed, half to be sourced from elsewhere
	Build capacity of DLGs and other stakeholders effectively to target Government poverty relief through the district DDPs and donor/carbon funding to maximise impacts on natural resource conservation	Normal duty of District Planners		District planners	

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Objective 3-4 Build awareness programmes for the sustainable management of natural resources in the northern Albertine rift landscape that reach 80% of communities by 2015	Develop a system for delivering incentives through Government programmes aimed at providing alternatives to unsustainable use of natural resources	Normal duty of District Planners		District planners	
	Support landowners in corridor areas of four districts to obtain land titles to encourage investment in maintenance of natural resources	Inform farmers of the procedure for obtaining certificates (freehold) Mobilize groups of farmers in key areas to apply, individually or through communal land associations Support surveying and documentation Facilitate community representatives to present documentation to area land committees (sub-county) and district land boards	1,600,000	DFSS, Secretary District Land Boards	REDD project to provide funds for farmers to register land title prior to obtaining credits Funding status: REDD/+ project funds for target districts
	Explore the potential for value-adding for natural products	Market assessment and analysis of opportunities	15,000	Faculty of Food Science and Technology, MU	Funding status: to be identified
	Address issues of problem animal and vermin control, especially where they involve key species such as chimpanzees	Deployment of UWA and vermin control units Community meetings and conflict resolution	200,000 200,000	UWA, DNROs	Funding status: to be identified
	Develop and implement awareness/communication programmes through DLG and Kingdom structures and through CBOs (community meetings, media engagement, dissemination of materials)	Meetings to develop communications strategy Implement strategy	6,000 1,000,000	NARCG	Individual projects, mostly implemented by NGOs, several of which are on-going Funding status: perhaps \$100,000 already committed through existing projects, remainder to be incorporated as new projects come on-line
Strategy sub-total			7,169,300		Committed: \$ 320,000 Source identified: \$ 6,667,700 Source unidentified: \$ 181,600
Strategy 4. Reduce illegal activities impacting on natural resources					
Objective 4.1 Levels of prosecution and fines raised to act as sufficient deterrents to carrying out of environmental crimes by 2015	Lobby and advocate for increased penalties that act as sufficient deterrents for environmental crime	Workshops, meetings	200,000	DLGs	Funding status: to be identified
	Sensitise the judiciary as to the importance of the environment and biodiversity and the need for imposing appropriate deterrents	Workshops, distribution of materials	30,000	DLGs	Funding status: to be identified
	Sensitize local community leaders in how to react to environmental crimes committed within their areas	Workshops	307,000	DNROs	Funding status: to be identified

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Objective 4.2 Build capacity of regulatory authorities and other stakeholders to monitor and respond to environmental crimes by 2015	Conduct capacity needs assessments, develop capacity-building plans and supply the required equipment	Consultancy services Procurement of equipment	43,800	WWF, UWA, NFA	Assessment in regard to illegal timber trade underway through WWF FLEG. Overall capacity building to be part of annual work plans of the authorities Funding status: some funds through FLEG, remainder to be identified
	Secure financial support for routine patrolling of key areas	Lobbying workshops/meetings		MWE	Part of general lobbying for improved Government financing of the ENR sector (normal activity of MWE).
	Develop rapid response procedures and allocate resources for responding to reports originating from community leaders or other informants	Workshops to develop procedures Rapid response operations	20,000 320,000	DLGs	Funding status: to be identified
	Develop a system for anonymous reporting of corruption issues ('whistle blowing') and follow-up through investigation of allegations	Workshops to develop procedures (enforcement authorities, judiciary, etc)	100,000	DLGs	Funding status: to be identified
Objective 4.3 Mechanisms in place to report corruption issues to relevant authorities for effective redress by 2016	Build capacity of regulatory authorities to conduct internal and external audits	Consultancy and HR development	32,000	MWE	Funding status: to be identified
	Engage the media to publicize corruption cases	Support for investigative journalists, radio air time, news articles	115,000	ACODE	Funding status: to be identified
<i>Strategy sub-total</i>			<i>1,167,800</i>		<i>Committed: \$ 10,000 Source identified: \$ 0 Source unidentified: \$ 1,157,800</i>
Strategy 5. Improve management of environmental risks and harness opportunities for private sector investment in conservation					
Objective 5.1 Involve developers/investors in planning and monitoring processes for environmental management by 2015	Develop/adapt social and environmental monitoring guidelines/protocols based on SEA and agree modalities with the private sector	Consultancy services	80,000	NGO	Funding status: to be identified
	Provide technical support/capacity building to the private sector in implementing environmental monitoring	Consultancy services	120,000	NGO	At least part payment from companies concerned Funding status: to be identified
	Promote participation of the private sector in planning, implementation and monitoring of rift-wide conservation programmes	Consultations and workshops	60,000	NARCG	Funding status: to be identified

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Objective 5.2 Ensure compliance with General Environmental Assessments through regular joint compliance reporting by the industrial developers and other private stakeholders from 2015	Promote and provide technical assistance to the restoration of degraded sites	Consultancy services	80,000	NGO	At least part payment from companies concerned Funding status: to be identified
	Promote and provide technical assistance to the development of waste management plans	Consultancy services	80,000	NGO or Engineering services	At least part payment from companies concerned Funding status: to be identified
	Together with the private sector produce and publish social and environmental reports	Working group meetings Report publication	100,000 50,000	NARCG	At least part payment from companies concerned Funding status: to be identified
Objective 5.3 Engage key developers/investors in the northern Albertine rift in off-setting their negative environmental impacts through payment of ecosystem services or similar private-public partnerships by 2015	Assess viability, define economic benefits and develop PES programmes.	Workshop to review results of pilot programme and applicability to rest of the AR Based on PES guidelines developed, discuss with potential payers	6,000 16,000	CSWCT, NARCG	At close of UNEP-GEF project Funding source: committed
	Negotiate agreements between companies and land owners, and establish payment mechanisms	Consultations	20,000	NARCG	Funding status: to be identified
	Develop mitigation and biodiversity offset programmes	Consultations	20,000	NARCG	Funding status: to be identified
	Train environment officers recruited by private sector companies in implementing and monitoring of PES and offset programmes in addition to social development projects	Sensitization and training courses	30,000	NARCG	At least part payment from companies concerned Funding status: to be identified
Objective 5.4 Major investment opportunities in biodiversity conservation by private sector harnessed by 2018	Identify potential sites for eco-friendly investment and development, particularly ecotourism	Publicising of potential opportunities Mapping and site assessment (identification of suitable communities) based on business investment opportunities	1,000 15,000	WWF-UNDP	Ecotourism plans funded under UNDP-WWF ENRM and CC mitigation project to cover pilot activities (additional inputs under USAID STAR project) Funding status: committed
	Develop business plans for communities receiving private investment (e.g. travel and tourism plans, handicraft development) and build capacity of the communities effectively to implement them	Consultation with target communities Business plans developed Infrastructure developed Implementation of plans Training of communities Monitoring	294,000	WWF-UNDP	
	Identify opportunities for concession agreements (e.g. private management of protected areas)	Consultations	20,000	UWA, NFA	From internal revenues. Funding status: committed

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
	Lobby private investors to contribute to and involve themselves in implementing priorities for conservation (as embodied in this Strategic Plan)	Consultation and business forums	30,000	NARCG	A core role of the NARCG and funded by its constituent members Funding status: to be allocated through NARCG members' funds/projects
	Encourage and promote private-sector led fundraising for conservation	Advocacy	10,000	NARCG	A core role of the NARCG and funded by its constituent members Funding status: to be allocated through NARCG members' funds/projects
			1,032,000		Committed: \$ 392,000 Source identified: \$ 230,000 Source unidentified: \$ 410,000
Strategy 6. Climate change adaptation, mitigation and monitoring					
Objective 6.1 Develop a monitoring system at national and local level to document climate change impacts within the landscape by 2013	Set up local weather stations	Equipment	60,000	Dept. Meteorology, CC Unit	DANIDA has committed \$957,000 for CC Unit capacity building during 2008-2012, which may cover these activities at national level Funding status: on-going activity
	Establish a mechanism to collect and forward data to a national databank in the Department of Meteorology	HR development Equipment and materials	154,000	Dept. Meteorology	DANIDA as above.
	Train district-based staff of the Department of Meteorology to collect, analyse and feed data back to local levels	Training courses	38,500	Dept. Meteorology	Funding status: to be identified
	Develop a regular 5-year assessment process to document climate trends	Consultancy services	20,000	Dept. Meteorology	DANIDA as above
	Build capacity of the Department of Meteorology to model regional climate trends and make future predictions	Consultancy services Equipment, software	20,000	Dept. Meteorology	DANIDA as above
	Promote water harvesting methods for communities	Assess appropriateness of water harvesting techniques Raise awareness Prepare implementation plans Monitoring Development of policy briefs	100,000	WWF-UNDP	UNDP-WWF ENRM and CC mitigation project to cover pilot activities (assuming some pilots located in target area) Funding status: committed
	Assess CC impacts on crops and identify suitable varieties for the reason that will better withstand climate variations; provide seed varieties tolerant of higher temperatures	Assessment and mapping against CC scenarios Identification of adaptive seed varieties Procurement and distribution	10,000 10,000 40,000	CIAT (International Centre for Tropical Agriculture)	CIAT has a programme working on this in the target area Funding status: on-going activity
Objective 6.2 Promote CC adaptation measures reaching 50% of communities in the landscape by 2015					

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Objective 6.3 Promote CC mitigation measures reaching 50% of communities in target areas by 2015	Promote adaptive farming methods in vulnerable areas (agro-forestry, mulching) and train farmers to implement them)	Identify adaptive technologies and prepare briefing documents Dissemination Training	10,000 10,000 80,000	NARO	An objective of NAADS and Government programmes Funding status: to be allocated
	Monitor the emergence and spread of new pests and diseases	Data collection and analysis	50,000	NARO	An objective of NAADS and Government programmes Funding status: to be allocated
	Complete approval of REDD Project Design Document, validation and registration of credits, and raise funds	REDD consultant District level consultations/ workshops National level consultation/ workshop	197,000	WWF/WCS (completion of PDD) NARCG (fund raising)	UNDP-GEF-WWF CBARFP, JGI, WCS and other sources. Funding status: committed (project under development, discussion underway with interested buyers) NOTE: A REDD Project Design Document to be completed by end 2011. Discussions are underway with investors, with initial funds hopefully secured during 2012. Forward selling of pre-verified credits for first three years of project to generate about \$7 million (2013-2015), thereafter \$6 million per year through sale of verified credits.
	Establish a financial mechanism to channel funds to farmers	Developing the concept for the mechanism, meshed with national REDD policies	Included above	WWF/WCS	UNDP-GEF-WWF CBARFP, JGI, WCS and other sources. Funding status: committed
Strategy sub-total	Develop a REDD+ scheme to promote tree planting in degraded forest corridor areas		150,000	NARCG	To follow on from the development of the REDD PDD. Funding status: to be identified
			949,500		Committed: \$ 611,000 Source identified: \$ 150,000 Source unidentified: \$ 188,500
Coordination and monitoring costs					
Environment and NR Sector Working Group	Annual meeting focusing on strategic plan implementation			MWE	Meetings of the ENRSWG covered by Government funds
Technical Planning Group	2 meetings per year to assess implementation progress; second meeting to prepare for presentation to Sector WG Field assessments Dissemination of reports and documents	Twice yearly meetings Field assessments Documentation and dissemination	74,000 37,000 50,000	MWE, NARCG	NARCG to coordinate funding contributions from different projects to support the TPG Funding status: to be identified

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Monitoring	Liaison with institutions collection information Collation of data Ground truthing Preparation of reports to TPG	Contractual services	200,000	MWE, NARCG	NARCG to coordinate funding contributions from different projects to support the monitoring Funding status: to be identified
Mid-term and final evaluations			80,000	MWE	Funding status: to be identified
<i>Coordination and monitoring sub-total</i>			441,000		Source unidentified: \$ 441,000
Implementation costs of Strategic Plan					
TOTAL			12,726,900		
Associated protected area plans					
Murchison Falls NP, Bugungu WR, Karuma WR (Murchison Falls Protected Area) General Management Plan 2011-2020. UWA.	New general management plan under development: prescriptions not yet known (this new GMP is also to incorporate Kabwoya WR)		?	UWA	Likely to be covered under Government funds, tourism revenues and funds under the Oil for Development programme Funding status: committed (UWA internal revenues)
Toro Semliki WR General Management Plan (2007-2017). UWA	Resource conservation and management Monitoring and research Community conservation Tourism development	Details in the GMP	796,000	UWA	Covered to some extent under Government revenues (few tourism revenues). Indicated costs exclude management costs. Funding status: committed (UWA internal revenues)
Forest Management Plan for Budongo CFRs (Budongo, Siba, Biiso, Kitigo, Busaju and Kaniyo Pabidi blocks), 2009-2019. NFA.	Production: harvesting and silviculture Conservation: collaborative arrangements, patrolling and determining the impacts of improved protection on livelihoods of surrounding communities Recreation: capacity building and improved management of ecotourism facilities Partnerships and community livelihoods: licensed harvesting and involvement of communities in CFM Research: key species conservation and the ecology of invasive species Savannah: plantation development Environment: control of invasive species General: restoration of encroached areas, demarcation of boundaries, maintenance of forest roads and trails, vermin control, integration with DLG budgetary allocation	Details in the FMP	1,710,000	NFA	Some funds from Government, but limited as FMP not officially approved Funding status: underfunded

Strategy and objectives	Activities (from section 3)	Inputs	Cost (US\$)	Implementing partner	Funding source and status of funds
Forest Management Plan for Bugoma Forest Management Plan Area, 2006-2016. NFA.	<p>Conservation: protection of strict nature reserve areas</p> <p>Production: inventory and harvesting, replanting</p> <p>Savannah: enrichment planting and plantation development, fire control</p> <p>Recreation: development of camping site for ecotourism,</p> <p>Research: forest dynamics, monitoring of PSPs, Community integration and education: piloting of CFM, development of community woodlots to reduce pressure on the forest</p>	Details in the FMP	440,000	NFA	Some funds from Government, but limited as FMP not officially approved Funding status: underfunded
Forest Management Plan for Kagadi Group of CFRs, 2008-2018. NFA. (covers 16 CFRs)	<p>Production: enrichment and gap planting, support regeneration of economic species in savannahs, sustainable charcoal production and bee-keeping, small-scale plantation development</p> <p>Conservation: monitor biodiversity, protection activities</p> <p>Partnership and community livelihoods: develop CFM, develop programmes to improve community livelihoods</p> <p>Research: studies to guide management of watershed areas, studies of sustainable charcoal production, crop-raiding, utilisation of NTFPs</p> <p>General: public education, boundary demarcation</p>	Details in the FMP	1,410,000	NFA	Some funds from Government, but limited as FMP not officially approved Funding status: underfunded
OVERALL INVESTMENT IN THE LANDSCAPE	(excludes implementation costs of Murchison Falls NP GMP)		17,082,900		

Annex 2. WORK PLAN

Strategy and objectives	Activities (from section 3)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Strategy 1. Improve natural resources governance											
Objective 1.1 National and locally-based institutions able to conduct advocacy and lobbying for improved governance identified and advocacy programmes in place by 2014	Identify and build capacity for national and local institutions to conduct advocacy										
	Target institutions facilitated to enable resource mobilisation										
Objective 1.2 Government structures, Kingdom structures and faith-based organizations are aware and informed of ENR laws and policies by 2013	Facilitate DLGs to orient in-coming Councillors and establish functional LECs										
	Simplify/translate key ENR regulations for LECs and public dissemination										
	Facilitate Kingdoms and faith-based institutions to mainstream ENR in their interventions										
	Meetings held to discuss and establish coordination structures										
Objective 1.3 Mechanisms for coordination and cooperation between key players in the ENR sector in place by 2015	(Coordination activities)										
Objective 1.4 Participatory structures for ENR management in place in all key target areas by 2015	Participatory M&E of ENR programmes										
	(Monitoring activities)										
Objective 1.5 Law enforcement agencies working collaboratively to enforce ENR laws by 2017	Establish an information-sharing mechanism/ agreement										
	Mobilize a task force made up of regulatory authorities (DLGs, authorities, police, RDC, DISO, judiciary, etc) to investigate and solve enforcement problems/issues (see Objective 4.2)										
	(Task force operations continue under Government funding)										
Objective 1.6 Gaps in existing natural resources laws identified and filled by 2016	Review existing ENR and land laws to identify gaps and contradictions										
	Develop improved ordinances and bye-laws where needed										
Strategy 2. Support restoration of degraded habitats on public and private land											

Strategy and objectives	Activities (from section 3)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Objective 2.1 By 2015, 20% of degraded habitats in key target areas of public and private land restored	Map degraded areas on public and private land (through satellite imagery and ground truthing) and identify target areas; monitor habitat changes at 5-year intervals										
	Sensitize stakeholders in targeted areas on the extent of the problem and create concern for environmental degradation										
	Develop participatory action plans / local land use plans										
	Implement restoration activities identified in the plans										
Objective 2.2 Institutional management capacity of public and private sector institutions responsible for targeted habitats improved by 2015	Conduct an institutional capacity assessment and develop training plans (DFSS, PFOAs, etc.)										
	Conduct training in restoration techniques and equip staff										
	Institutionalise appropriate M&E systems										
	Assessment and threat mapping for invasive species in key areas										
Objective 2.3 Mechanisms in place for the control and management of invasive species on both public and private land by 2015	Establish monitoring and control units at district level										
	Develop monitoring and control plans										
	Enact ordinances and byelaws for the control of invasive species; sensitize the public to enable the implementation of the ordinances and byelaws										
	Conduct research on bio-friendly means of controlling the impacts of invasive species on ecosystems										
Strategy 3.3 Support integrated and coordinated natural resource management and sustainable livelihoods											
Objective 3.1 DEAPS prepared for eight target districts taking into account all natural resources issues at all levels of planning, and are place by 2012	Collect NRM baseline data (resources, uses, impacts), analyse in relation to defined agro-ecological zones										
	Participatory planning process undertaken to enable local community engagement in district planning processes (includes review of implementation of previous DEAP)										
	Compile plans, obtain approval and commitment for funding										
	Disseminate plans to stakeholders for transparency										
Objective 3.2 Empower 40% of communities in the northern Albertine rift to participate in natural resources management by 2015	Implement plans										
	(Revise DEAPs for next Government planning cycle)										
	Conduct community sensitization to disseminate opportunities for participation in natural resource use agreements										

Strategy and objectives	Activities (from section 3)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Objective 3.3 Build capacity and enable 40% of the households in target areas of the northern Albertine rift actively to practise sustainable management of natural resources by 2018	Establish resource centres on NRM management at district and sub-county level										
	Develop community-based NRM initiatives targeting key landscape areas (CFM agreements around small CFRs: REDD projects see strategy 6) and build capacity to implement them										
	Organise and conduct training in NRM techniques, including private forest management for enhanced carbon										
	Establish NRM demonstrations (agro-forestry, fire management, soil erosion control measures)										
	Build capacity of DLGs and other stakeholders effectively to target Government poverty relief through the district DDPs and donor/carbon funding to maximise impacts on natural resource conservation										
	Develop a system for delivering incentives through Government programmes aimed at providing alternatives to unsustainable use of natural resources										
	Support landowners in corridor areas of four districts to obtain land titles to encourage investment in maintenance of natural resources										
	Explore the potential for value-adding for natural products										
	Address issues of problem animal and vermin control, especially where they involve key species such as chimpanzees										
	Develop and implement awareness/ communication programmes through DLG and Kingdom structures and through CBOs (community meetings, media engagement, dissemination of materials)										
Strategy 4. Reduce illegal activities impacting on natural resources											
Objective 4.1 Levels of prosecution and fines raised to act as sufficient deterrents to carrying out of environmental crimes by 2015	Lobby and advocate for increased penalties that act as sufficient deterrents for environmental crime										
	Sensitise the judiciary as to the importance of the environment and biodiversity and the need for imposing appropriate deterrents										

Strategy and objectives	Activities (from section 3)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Objective 4.2 Build capacity of regulatory authorities and other stakeholders to monitor and respond to environmental crimes by 2015	Sensitize local community leaders in how to react to environmental crimes committed within their areas										
	Conduct capacity needs assessments, develop capacity-building plans and supply the required equipment										
	Secure financial support for routine patrolling of key areas										
	Develop rapid response procedures and allocate resources for responding to reports originating from community leaders or other informants										
Objective 4.3 Mechanisms in place to report corruption issues to relevant authorities for effective redress by 2016	Develop a system for anonymous reporting of corruption issues (whistle blowing) and follow-up through investigation of allegations										
	Build capacity of regulatory authorities to conduct internal and external audits										
	Engage the media to publicize corruption cases										
Strategy 5. Improve management of environmental risks and harness opportunities for private sector investment in conservation											
Objective 5.1 Involve developers/investors in planning and monitoring processes for environmental management by 2015	Develop/adapt social and environmental monitoring guidelines/protocols based on SEA and agree modalities with the private sector										
	Provide technical support/capacity building to the private sector in implementing environmental monitoring										
	Promote participation of the private sector in planning, implementation and monitoring of rift-wide conservation programmes										
Objective 5.2 Ensure compliance with General Environmental Assessments through regular joint compliance reporting by the industrial developers and other private stakeholders from 2015	Promote and provide technical assistance to the restoration of degraded sites										
	Promote and provide technical assistance to the development of waste management plans										
	Together with the private sector produce and publish social and environmental reports										
Objective 5.3 Engage key developers/investors in the northern Albertine rift in off-setting their negative environmental impacts through payment of ecosystem services or similar private-public partnerships by 2015	Assess viability, define economic benefits and develop PES programmes.										
	Negotiate agreements between companies and land owners, and establish payment mechanisms										
	Develop mitigation and biodiversity offset programmes										
	Train environment officers recruited by private sector companies in implementing and monitoring of PES and offset programmes in addition to social development projects										

Strategy and objectives	Activities (from section 3)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Objective 5.4 Major investment opportunities in biodiversity conservation by private sector harnessed by 2018	Identify potential sites for eco-friendly investment and development										
	Develop business plans for communities receiving private investment (e.g. travel and tourism plans) and build capacity of the communities effectively to implement them										
	Identify opportunities for concession agreements (e.g. private management of protected areas)										
	Lobby private investors to contribute to and involve themselves in implementing priorities for conservation (as embodied in this Strategic Plan)										
	Encourage and promote private-sector led fundraising for conservation										
Strategy 6. Climate change adaptation, mitigation and monitoring											
Objective 6.1 Develop a monitoring system at national and local level to document climate change impacts within the landscape by 2013	Set up local weather stations										
	Establish a mechanism to collect and forward data to a national databank in the Department of Meteorology										
	Train staff to collect, analyse and feed data back to local levels										
	Develop a regular 5-year assessment process to document climate trends										
	Build capacity of the Department of Meteorology to model regional climate trends and make future predictions										
Objective 6.2 Promote CC adaptation measures reaching 50% of communities in the landscape by 2015	Promote water harvesting methods for communities										
	Assess CC impacts on crops and identify suitable varieties for the reason that will better withstand climate variations; provide seed varieties tolerant of higher temperatures										
	Promote improved farming methods in vulnerable areas (agro-forestry, mulching) and train farmers to implement them										
	Monitor the emergence and spread of new pests and diseases										
	Complete approval of REDD Project Design Document, validation and registration of credits, and raise funds										
Objective 6.3 Promote CC mitigation measures reaching 50% of communities in the landscape by 2015	Establish a financial mechanism to channel funds to farmers										
	Develop a REDD+ scheme to promote tree planting in degraded forest corridor areas										

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