

## ACKNOWLEDGMENTS

A multi-stakeholder planning team constituted by the Nkuringo Buffer Zone Joint Management Board (JMB) prepared this General Management Plan with financial support from the International Gorilla Conservation Programme (IGCP). Consultations were held with all relevant stakeholders at Local community, Sub County, NGOs and District leadership levels. Furthermore an analysis of stakeholders was done which gave guidance on the consultations made.

Uganda Wildlife Authority (UWA) and the Nkuringo Community Conservation and Development Foundation (NCCDF) highly acknowledge all the stakeholders especially the International Gorilla Conservation Programme for their contribution and majority funding of this plan.

**Prepared by:** The Buffer zone Planning Team (Appendix 1)

**Guidance from:** Joint Management Board (JMB)

## FOREWORD

Human–Gorilla conflict has been a serious challenge to the conservation of Mountain Gorillas in and around Bwindi Impenetrable National Park. Occasionally, in Nkuringo area Gorillas and other wild animals come into human settlement creating negative impact on both the conservation of Gorillas and the livelihoods of the people. The major problem has been that the habituated Gorillas spend 60% of their time on community land and in the process cause damage to crops and injury to human beings. The contact between humans and gorillas increases the risk of contracting diseases.

Successful management of such ecosystem requires a very well thought guidance which is achieved through a Management Plan. This plan is therefore aimed at providing NCCDF and UWA management team with guidance towards sustainable management of the ecosystem that includes Bwindi Impenetrable National Park which is also a world heritage site.

One way of promoting conservation of wildlife is through forming strategic partnerships with all stakeholders. Accordingly, management plans for wildlife-protected areas are prepared with full stakeholder participation. The preparation of this plan was through a multidisciplinary and consultative approach involving various stakeholders at community, subcounty and district levels to ensure that all concerns were adequately addressed. Having taken into consideration emerging opportunities and challenges, I am confident that implementation of this plan will enjoy the support of all stakeholders. It is my strong belief that the plan will enhance the conservation and management of Nkuringo Buffer Zone for the benefit and enjoyment of UWA and the communities surrounding BINP.

I would like to thank all those who worked tirelessly to prepare this General Management Plan. Special thanks go to the Planning team for the time and effort put into the process. Allow me to also express my gratitude to the entire Joint Management Board (JMB) for their valuable comments, which enabled the planning team to improve the document.

It is with great pleasure that I now entrust the technical staff of Uganda Wildlife Authority and the leadership of Nkuringo Community Conservation and Development Foundation with the authority to implement this General Management Plan for the next five years (2015-2019).

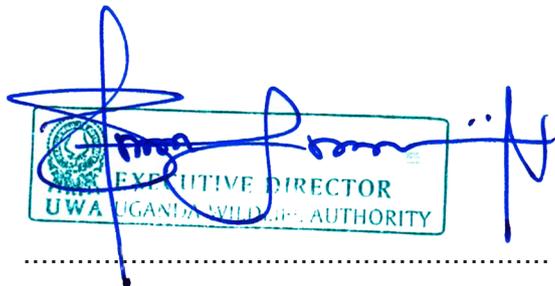


.....  
Mr. Joseph Asimwe

**Chairman Joint Management Board**

## APPROVAL

The Nkuringo Buffer Zone Joint Management Board at their meeting of March 11, 2015 in Kabale approved this General Management Plan for implementation.



A blue ink signature of Dr. Andrew G. Seguya is written over a rectangular stamp. The stamp contains the text 'EXECUTIVE DIRECTOR' and 'UWA UGANDA WILDLIFE AUTHORITY' along with a circular logo on the left.

Dr. Andrew G. Seguya

**Executive Director-UWA**

In the presence of;



A blue ink signature of M/s. Margret Kasumba is written over a dotted line.

M/s. Margret Kasumba

**Secretary Joint Management Board**



A blue ink signature of Mr. Kanyamunyu Fidelis is written over a dotted line.

Mr. Kanyamunyu Fidelis

**Chairman NCCDF**



A blue ink signature of Mr. Joseph Asimwe is written over a dotted line.

Mr. Joseph Asimwe

**Chairman Joint Management Board**

ABBREVIATIONS	MEANING
<b>ASCA</b>	- Accumulated Savings and Credit Association
<b>AWF</b>	- African Wildlife Foundation
<b>BINP</b>	- Bwindi Impenetrable National Park
<b>BMCA</b>	- Bwindi Mgahinga Conservation Area
<b>BMCT</b>	- Bwindi and Mgahinga Conservation Trust
<b>CTPH</b>	- Conservation Through Public Health
<b>DRC</b>	- Democratic Republic of Congo
<b>EIA</b>	- Environmental Impact Assessment
<b>FFI</b>	- Fauna and Flora International
<b>IGCP</b>	- International Gorilla Conservation Program
<b>ITFC</b>	- Institute of Tropical Forest Conservation
<b>JMB</b>	- Joint Management Board
<b>KDLG</b>	- Kisoro District Local Government
<b>LC's</b>	- Local Councils
<b>MGVP</b>	- Mountain Gorilla Veterinary Project
<b>MUST</b>	- Mbarara University of Science and Technology
<b>NAADS</b>	- National Agricultural Advisory Services
<b>NARO</b>	- National Agricultural Research Organization
<b>NCC</b>	- Nkuringo Cultural Centre
<b>NCCDF</b>	- Nkuringo Community Conservation and Development Foundation
<b>NEMA</b>	- National Environmental Management Authority
<b>NGO's</b>	- Non Governmental Organizations
<b>PAC</b>	- Problem Animal Contro
<b>PAM</b>	- Problem Animal Management
<b>SWIFT</b>	- Special Wildlife Information Force for Tourism
<b>SWOT</b>	- Strengths, Weakness, Opportunities and Threats
<b>TMAC</b>	- Technical Management Advisory Committee
<b>UOBD</b>	- United Organization for Batwa Development in Uganda
<b>UPDF</b>	- Uganda Peoples Defense Forces
<b>UWA</b>	- Uganda Wildlife Authority

## EXECUTIVE SUMMARY

The habituated gorillas in Nkuringo area south of Bwindi Impenetrable National Park (BINP) used to spend much of their time on community land and in the process caused damage to crops and injury to human beings and increased the risk of disease transmission. In response to this problem, the Uganda Wildlife Authority (UWA), with support from the International Gorilla Conservation Program (IGCP) and other Development Partners, purchased land (later to be known as Nkuringo Buffer zone) along the edge of BINP, where the gorillas ranged most.

The Nkuringo Buffer Zone borders the Kashesha River along the southern boundary of BINP in south-western Uganda, and covers an area measuring approximately 12km by 350m. The buffer zone was sub-zoned into two: the inner sub-zone measuring about 12km by 200m owned by UWA and an outer sub-zone measuring about 12km by 150m jointly owned by NCCDF and UWA.

In order to address the above challenge, the two institutions managing the buffer zone are guided by a five year General management plan (2015 -2019). The purpose of this plan is to guide the conservation of Nkuringo Buffer Zone as a control to problem animals and vermin while providing a habitat for the critically endangered Mountain Gorillas in addition to BINP and contributing to the improvement of community livelihoods. To achieve this purpose, six programs have been identified. These are:

1. Vermin and Problem Animal Control Program
2. Mountain Gorilla Protection Program
3. Community Livelihood Improvement Program
4. Stakeholder Participation Program
5. Tea Growing program
6. Buffer zone administration program

**Under the above broad programs, the following outputs shall be achieved;**

1. Problem animal and vermin incidences reduced
2. A continuous well managed Mauritius thorn hedge along the buffer zone in place
3. Skills and knowledge of communities and staff in buffer zone management improved
4. Management oriented research in and around the buffer zone conducted
5. A healthy ecosystem ensured
6. Regulated resource access in the buffer zone ensured

7. Support for communities around the buffer zone on social services provided.
8. Contributions towards household incomes increased
9. Community awareness programs enhanced
10. Stakeholder collaboration and coordination strengthened
11. Tea project plans developed and implemented
12. Tea facilities and infrastructure established
13. Tea project administration in the buffer zone streamlined
14. Buffer zone management guidelines and procedures developed and implemented
15. Security and safety in and around the buffer zone improved
16. Funding for buffer zone activities secured
17. Buffer zone management structure streamlined

The actions to be implemented in order to achieve the above outputs are detailed in the next chapters and will be implemented under the guidance of the Joint Management Board, on the advice of the technical advisory committee; while two management committees will oversee the implementing organizations i.e. Uganda wildlife Authority and Nkuringo Community Conservation and Development Foundation. The total cost over the five years to implement the plan is shillings 1,487,705,000/= (appendix 3).

Basing on the Monitoring and Evaluation Framework, plan implementation shall be monitored and the results of implementation shall be continually evaluated to ensure accomplishment of planned overall objectives under each program. The evaluation findings may necessitate consideration during the Buffer Zone's Annual Operations Plans preparation to enable more effective plan implementation.

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# PART 1: BACKGROUND

## 1.1 BUFFER ZONE DESCRIPTION AND MANAGEMENT HISTORY

### 1.1.1 Location and access

The Nkuringo Buffer Zone lies along the Southern boundary of BINP (Kashasha River) in Kisoro District, South-Western Uganda. It lies between latitude 0o53' and 1o8' South and Longitude 29o35' and 29o50' East (Figure 2). It is found in Nteko and Rubuguri Parishes of Nyabwishenya and Kirundo Sub-Counties respectively, Bufumbira County, Kisoro District.

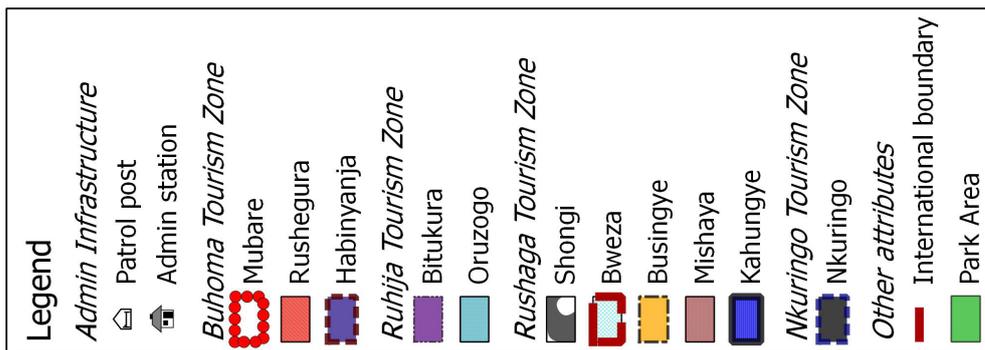
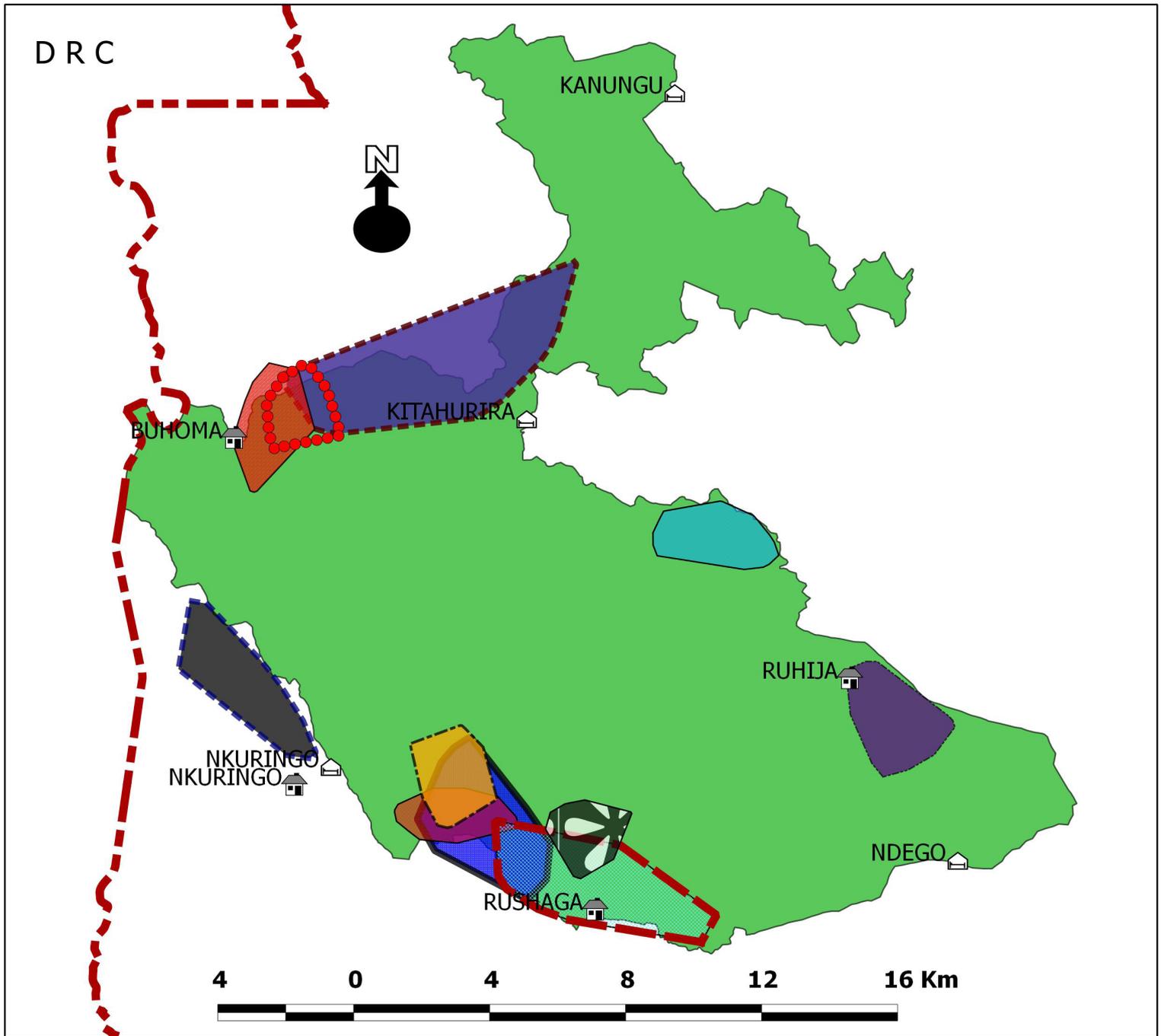
The Nkuringo buffer zone can be accessed via the Kisoro- Nteko road (approximately 38kms), approximately 2hours to Ntungamo trading centre near UWA offices. At this point you descend through a non motorable rugged terrain that is characterized by very steep slopes from the Rubuguri-Nteko main road up to the buffer zone boundary of the outer subzone.

### 1.1.2 Buffer zone establishment history

Human–Gorilla conflict has been a serious challenge to the conservation of Mountain Gorillas in and around Bwindi Impenetrable National Park. This is particularly acute in areas of high human population density, such as Nkuringo, with many people living and farming close to the edge of the protected area. Where gorillas and other wild animals come into human settlement, this has a negative impact on both the conservation of gorillas and the livelihoods of the people. The major problem has been that the habituated gorillas spend 60% of their time on community land and in the process cause damage to crops and injury to human beings. The contact between humans and gorillas increases the risk of contracting diseases. Figure 1 below shows the ranging area for the habituated gorilla groups as obtained from data captured by Research and Monitoring Department of Bwindi in their Ranger Based Monitoring program.

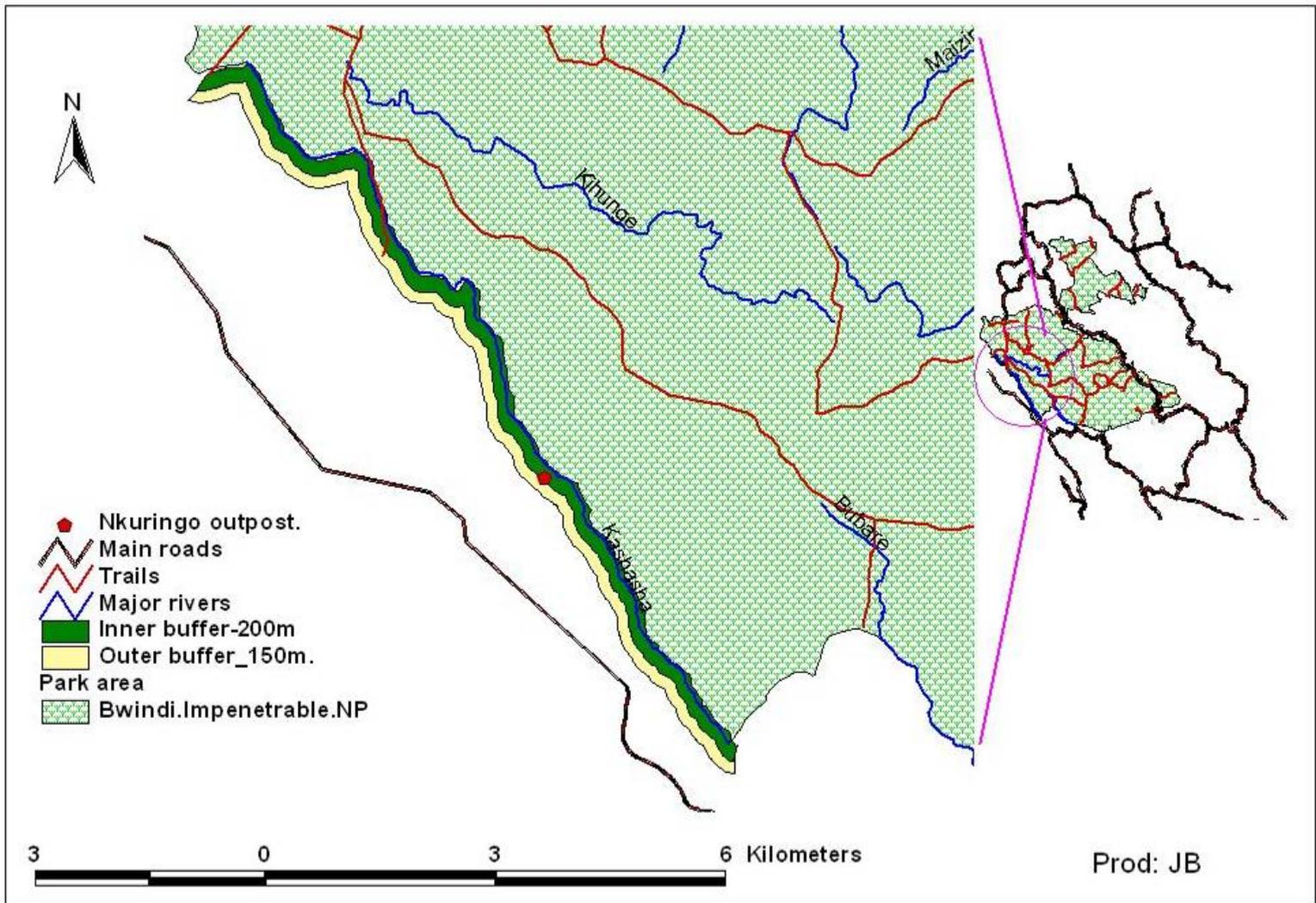
Figure 1: Map of BINP showing the ranging patterns of the Habituated Gorillas

Bwindi Impenetrable National Park: Habituated Gorilla groups” home ranging- April - June 2013



In response to Human-Gorilla conflict in Nkuringo area, UWA with support from IGCP and other Development Partners purchased a strip of land along the southern edge of Bwindi Impenetrable National Park, where gorillas ranged most (Figure 2). The purpose was to create a buffer zone to minimize conflict between the local community and the gorillas. Effective management of the buffer zone thus provides an opportunity to address the general human-wildlife issues in the area as a whole. Programs for implementing buffer zone management options that are compatible with the core purpose of mitigating general human-wildlife conflict are currently taking place such as the Mauritius thorn hedge. This management plan is meant to consolidate those interventions in a more organized and focused manner.

**Figure 2: Map showing location of Nkuringo Buffer Zone**



## 1.1.3 Previous management planning and implementation

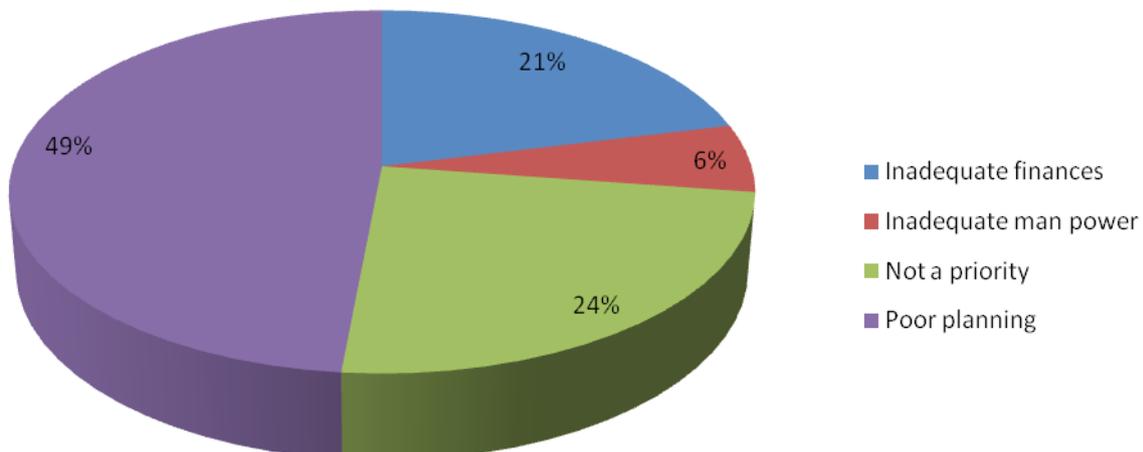
The buffer zone jointly owned and managed by Uganda Wildlife Authority (UWA) and Nkuringo Community Conservation and Development Foundation (NCCDF) had been without a management plan from 2003 when it was created until 2007 when the first management plan was developed. The 2007 plan set out a new approach, taking into account the existing land use and buffer zone management concepts at that time, intended to benefit all stakeholders directly or indirectly.

This 2007 Management Plan was the culmination of research, meetings, discussions, negotiations and agreements regarding the land at Nkuringo. It was the final outcome of a planning process that started in 2006. The planning process was mainly supported by the International Gorilla Conservation Program (IGCP) / African Wildlife Foundation (AWF) and the Institute of Tropical Forest Conservation (ITFC) of Mbarara University of Science and Technology.

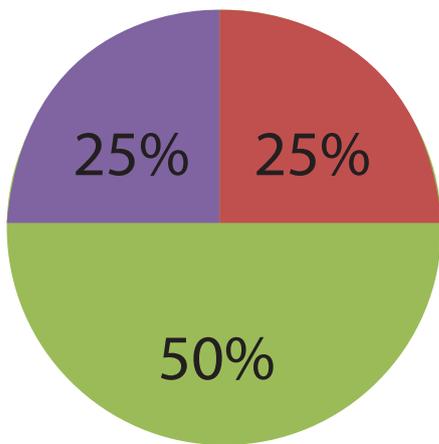
The planning process involved UWA, working in partnership with various institutional partners involved in the management of BINP: IGCP, PRIME WEST and Government institutions. In addition to these institutional partners, there was widespread consultation with local communities in the six villages adjacent to the Buffer Zone, Local Councils (LCI to LCV of Kisoro District) and individuals. The challenge was to produce a Management Plan for the Nkuringo Buffer Zone, which would meet the needs of all stakeholders and provide a useful guide for managing the area over the next five years (2007- 2012).

At the expiry of this first plan, it was necessary to extend its implementation for at least one year (2013) as arrangements were being made to develop a new one. Funded by IGCP, a planning team was constituted to start the process of developing a new management plan 2014-2018. One of the planning steps decided by the team was to evaluate the previous plan so as to learn lessons which would inform the new planning process. Below are some of the results of the evaluation on the implementation of the old Nkuringo Buffer zone management plan.

### **Overall level of planned activity implementation**

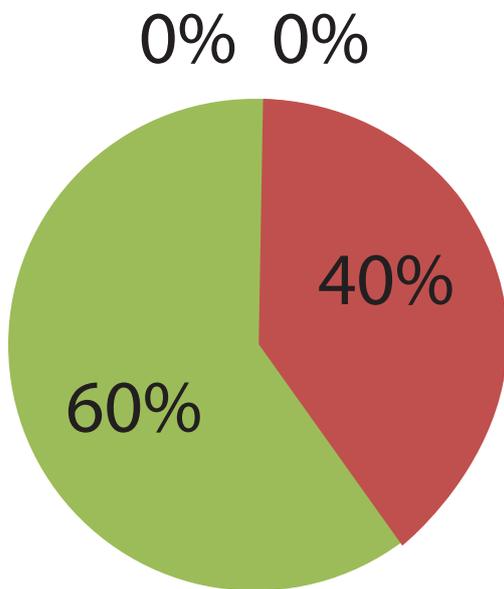


**Broad reasons for the performance indicated**



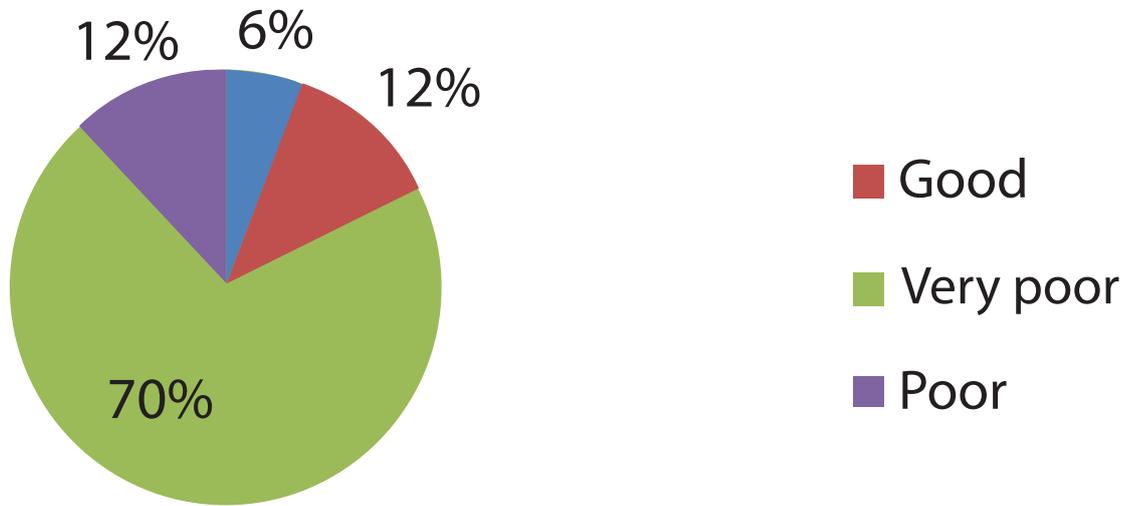
- Very Good
- Good
- Very poor
- Poor

**Program2: Gorilla Protection**

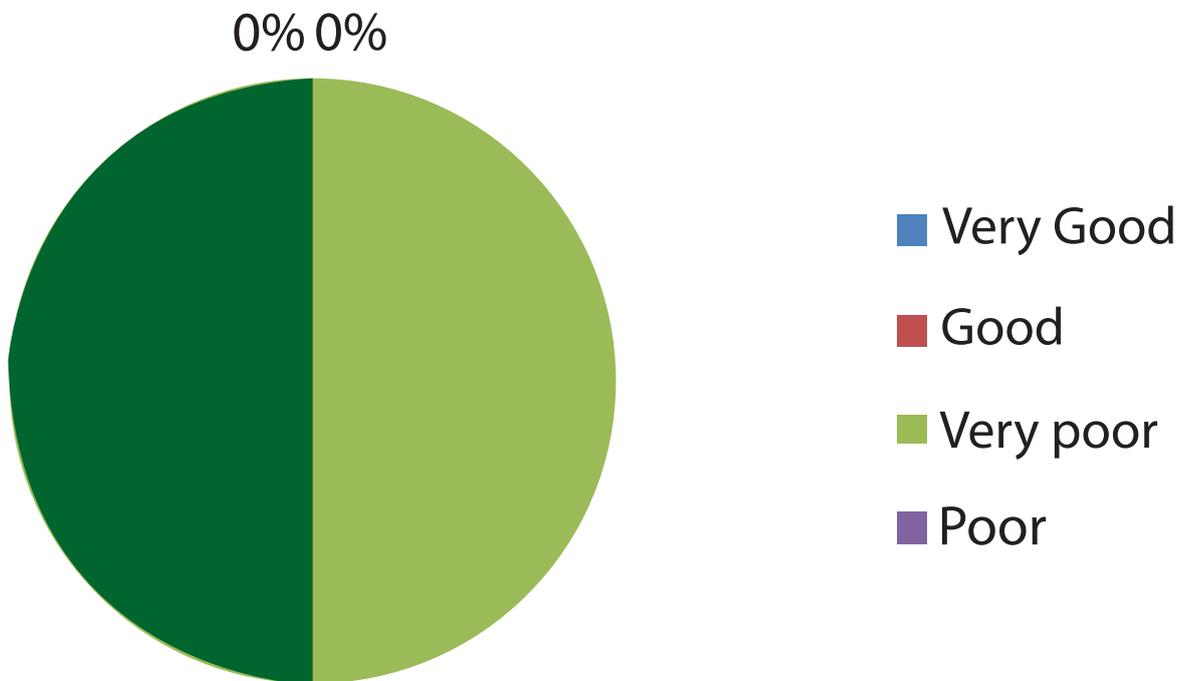


- Very Good
- Good
- Very poor
- Poor

**Program 3: Community livelihood improvement**



**Program 4: Local community participation**



In summary, evaluation indicated that the 2007-2012 General Management Plan was poorly implemented due to the reasons given above. In addition, the management challenges in appendix 3 below contributed significantly to the poor plan implementation.

### **1.1.4 The Planning process for the 2014 – 2018 General Management Plan**

The Nkuringo Buffer Zone Joint Management Board formed a multi-stakeholder planning team shown in appendix 1 below. The team went through the following steps to prepare this management plan which was a consultative and bottom up process;

#### **Planning team initiation meeting:**

The objective of this meeting was to bring together all the team members to a common understanding

of the task ahead and to schedule the proceeding activities related to the task.

#### **Evaluation of the previous management plan:**

This involved desk work and field work (as part of reconnaissance) to try and identify successes and failures which would form part of the background to identifying activities for the next planning period.

#### **Field reconnaissance:**

This exercise involved the movement of the planning team members into the interior of the buffer zone to have the members acquaint themselves with the area they were planning for and to identify specific issues in the zone that required to be addressed in the new management plan.

#### **Stakeholder consultations:**

The neighbouring communities, the political leaders, stakeholders in conservation such as NGOs in the region, tour operators and other stakeholders were identified during the initiation meeting and consulted in separate meetings (appendix 2) so as to generate issues / opportunities/solutions to be considered in the new Plan.

#### **Proposal generation:**

The planning team through a retreat analysed all the data and information collected and put together the proposals into a concept document.

#### **Presentation of the concept document (Draft plan) to stakeholders:**

The concept document was presented to all stakeholders and their comments incorporated.

## **Plan drafting:**

The team members came together to draft the final plan into a detailed Nkuringo Buffer zone Management Plan 2015-2019 which would later be presented to the JMB for their comments and approval.

## **Presentation of the Draft plan to the Joint Management Board:**

The edited version incorporating stakeholder comments was presented to the JMB for their input and approval.

## **Printing:**

The final plan was edited to incorporate JMB comments and printed

## **Dissemination of the Final Plan:**

The printed copies of the General Management Plan were distributed to the relevant stakeholders for implementation.

## **1.2 ENABLING LEGISLATION AND POLICY**

It is essential for the Buffer Zone managers to understand some of the relevant laws that empower them to do their work. With this knowledge, they can effectively implement the planned actions. Some of the laws and policies pertaining to wildlife and biodiversity conservation in Uganda are summarized below.

### **1.2.1 The Constitution of Uganda (1995)**

Overall government policy on natural resource conservation is enshrined in the Constitution, which provides that the State shall protect important natural resources such as land, water, wetlands, minerals, fauna and flora on behalf of the people of Uganda. In addition, the State shall create and develop parks and reserves to protect the biodiversity of Uganda (objectives XIII and XXVII).

### **1.2.2 The Uganda Wildlife Policy (1999 Draft)**

The draft Uganda Wildlife Policy of 1999 is a revision of a 1995 version prepared prior to the enactment of the 1996 Uganda Wildlife Statute. This policy aims at making wildlife management more acceptable to Ugandans by ensuring that resources contribute to the well being of present and future generations. The policy seeks to conserve areas with great biological diversity which

are representative of the major habitats of Uganda and which, together, include all indigenous species.

## 1.2.3 The Uganda Wildlife Act (Cap 200)

The management of wildlife and protected areas is guided by the Uganda Wildlife Act of 2000 (Chapter 200 in the Laws of Uganda, 2000). The Act authorizes UWA to assume responsibility for wildlife management in Uganda, both inside and outside its protected areas.

## 1.2.4 The National Environment Act (Cap 153) 2000

The National Environment Act establishes the National Environment Management Authority (NEMA) as the principal agency in Uganda for the management of the environment. Section 37(1) of the Act provides for the identification and sustainable management of wetlands. Wetlands according to Section 37 (2) can be of “local, national and international importance as ecosystems and habitats of species of fauna and flora.”

The Third Schedule of the Act requires that environmental impact studies be carried out when national parks, game reserves (now wildlife reserves) and buffer zones and several other developments are being established. Guidelines for this process are given in the National Environmental Impact Assessment Regulations, 1998.

## 1.2.5 The Tourism Policy of Uganda 2003

The Tourism Policy recognizes that in the 1960's Uganda was a main tourism destination in Eastern Africa and therefore tourism was one of the major economic sectors for the country. Unfortunately the turmoil of the 1970's and 1980's drastically reduced wildlife numbers and destroyed infrastructure resulting into reduced numbers of tourists. This policy is aimed at ensuring that tourism becomes a vehicle for poverty eradication in the future to the extent possible within the resource base and market limitations. It further recognizes UWA's role and contribution towards the achievement of this objective. This is mainly in the area of managing and developing the extensive resource base as well as developing and marketing various products. The policy further emphasizes the need to facilitate the flow of tourists within the region and promotion of East Africa as a single tourist destination.

## 1.2.6 The National Forestry and Tree Planting Act, 2003

The Act provides for among other things, the conservation, sustainable management and development of forests, and the promotion of tree planting for the benefit of people of Uganda and the international community. It classifies forests in Uganda as central forest reserves, local forest reserves, community forests and forests forming part of a wildlife conservation area declared under the Uganda Wildlife Statute, 1996. The Act recognizes various stakeholders in the management of forest reserves, which should be guided by the Management Plan prepared by the responsible body. In addition the Act aims at ensuring that forests and trees are conserved and managed in a manner that meets the needs of the present generation without comprising the rights of future generations by safeguarding forest biological diversity and the environmental benefits that accrue from forest and trees.

## 1.2.7 The Local Governments Act, Cap 243

According to the Local Governments Act, central Government is responsible for 'forests and game reserve policy', whilst District Councils are responsible for 'all decentralised services and activities including vermin control and management of forests and wetlands. Many functions of government, both administrative and legislative, have been decentralised to the district (LC 5) and sub-county

### (LC 3) levels.

Functions and services for which district councils are responsible include entomological services and vermin control. Those to be devolved to lower councils are:

- Control of soil erosion and protection of local wetlands
- Control of vermin in consultation with the ministry responsible for tourism and wildlife and any other relevant ministry
- Taking of measures for prohibition, restriction, prevention of fires
- Control of local hunting and fishing

Under decentralization the stake of local government in natural resources in their jurisdiction and the revenues generated has increased, which makes the demand for benefit sharing even greater. Local government will support conservation efforts much more ardently if they are benefiting from them in terms of revenue or development projects that are in line with their own development plans. Some districts in Uganda already have Environment Action Plans (EAPs) at district, sub-county and parish levels. Kisoro District is one of them. Projects prioritized by the EAPs should form an entry point for the revenue sharing Program.

## 1.2.8 The Land Act, Cap 227

According to Section 45 of the Land Act, Local Governments may, with the agreement of UWA, "hold in trust for the people and protect, among others, forest reserves, national parks and other land reserved for ecological and tourist purposes".

Section 44 provides that a person who owns or occupies land shall manage it in accordance with specified legislation including the Wildlife and Forestry Acts.

# PART2: BUFFER ZONE MANAGEMENT

## PLAN 2015 – 2019

### 2.1 SWOT Analysis

In an effort to try and come up with realistic objectives and actions for the next five years, an analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT) was done. The table below summarizes the SWOT analysis.

Strengths	Weaknesses	Opportunities	Threats
A contract between NCCDF and UWA for the management of the buffer zone	Inadequate commitment of the parties to the implementation of plans and actions	Government programme of tea growing in Kisoro District	Climate change
Presence of the JMB as an authority to manage the buffer zone	JMB committees not fully functional	Willingness by donor community to support community development initiatives	Political interference
Availability of the buffer zone land as a resource	Weak governance within the buffer zone management structures	Enabling national legal framework	Insecurity due to location being near DRC border
NCCDF is a legal body with the necessary operational structures for buffer zone management	Inadequate technical capacity for buffer zone management	Good will of Kisoro DLG	Poaching
Availability of resources in the buffer zone for livelihoods improvement	Inadequate funding	Presence of Tourism in Nkuringo	Crop damage
Availability of conservation skills		Government policy to prioritize tourism in the country	External selfish interests
Income generating projects for NCCDF e.g. Clouds Lodge	Internal politics	Presence of tea companies in kigezi region	
Big membership of NCCDF	Over dependence on donors for funding	Many conservation and development NGOs in the area	

Availability of Institutional policies on wildlife conservation	Limited stakeholder participation	Power line extension	
UWA's capacity to mobilize resources	UWA's limited mandate in the management of the buffer zone	Wide Publicity of Nkuringo buffer zone	
Partnership with conservation organizations e.g. IGCP, ITFC, CTPH, MGVP	Limited community awareness and understanding of the objectives of the buffer zone	Available market for processed tea	
Willingness of partners to provide support	Unclear ownership of the tea project in the buffer zone		
	Inadequate supervision of buffer activities		

## 2.2 Analysis of Stakeholders

Stakeholders in the management of Nkuringo Buffer zone include communities surrounding it and any other partner directly or indirectly working with the buffer zone or whose influence is likely to affect or get affected by the management activities of the buffer zone.

Identification and full involvement of stakeholders at all levels builds relationship among Partners. Considering the views put forward during consultations at different levels, it was reported that most stakeholders were not fully involved in the management activities of Nkuringo buffer zone and therefore a detailed analysis of these stakeholders was done to improve collaboration for better management of the buffer zone. The stakeholders were thus categorized into three groups as follows:

### 1. Primary

These are partners whose activities directly or indirectly interface with the buffer zone activities. They include; land owners around the buffer zone, UWA, IGCP, NCCDF, Kisoro DLG, ITFC, and the lower Local Governments of Kirundo and Nyabishenya.

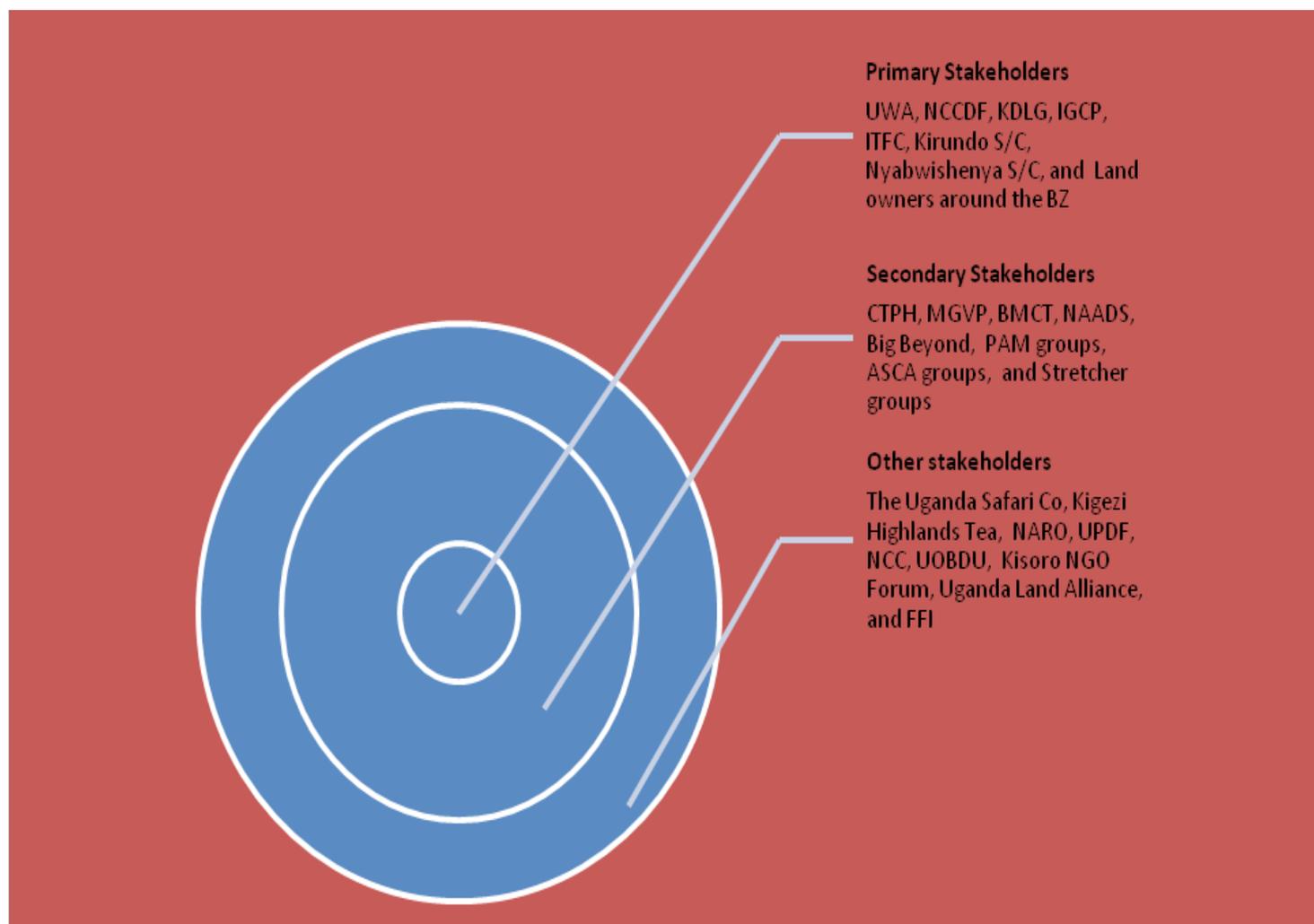
### 2. Secondary

These are partners that support planned buffer zone activities in terms of resources and services. They include; BMCT, MGVP, NAADS, ASCA groups, PAM groups and stretchers groups.

## 3. Others

These are external partners whose activities are likely to influence the management of Nkuringo Buffer zone. They include; the Uganda Safari Company, Kigezi Highland Tea Company, NARO,UPDF,NCC,UOBDU, Kisoro NGO forum, Uganda Land Alliance and FFI.

**Figure 4: Graph showing the categorization of the stakeholders**



**Figure 5: Table showing the detailed analysis of the buffer zone management stakeholders**

Strengths	Weaknesses	Opportunities	
A contract between NCCDF and UWA for the management of the buffer zone	Inadequate commitment of the parties to the implementation of plans and actions	Government programme of tea growing in Kisoro District	Climate change
Presence of the JMB as an authority to manage the buffer zone	JMB committees not fully functional	Willingness by donor community to support community development initiatives	Political interference
Availability of the buffer zone land as a resource	Weak governance within the buffer zone management structures	Enabling national legal framework	Insecurity due to location being near DRC border
NCCDF is a legal body with the necessary operational structures for buffer zone management	Inadequate technical capacity for buffer zone management	Good will of Kisoro DLG	Poaching
Availability of resources in the buffer zone for livelihoods improvement	Inadequate funding	Presence of Tourism in Nkuringo	Crop damage
Availability of conservation skills		Government policy to prioritize tourism in the country	External selfish interests
Income generating projects for NCCDF e.g. Clouds Lodge	Internal politics	Presence of tea companies in Kigezi region	
Big membership of NCCDF	Over dependence on donors for funding	Many conservation and development NGOs in the area	
Availability of Institutional policies on wildlife conservation	Limited stakeholder participation	Power line extension	
UWA's capacity to mobilize resources	UWA's limited mandate in the management of the buffer zone	Wide Publicity of Nkuringo buffer zone	
Partnership with conservation organizations e.g. IGCP, ITFC, CTPH, MGVP	Limited community awareness and understanding of the objectives of the buffer zone	Available market for processed tea	
Willingness of partners to provide support	Unclear ownership of the tea project in the buffer zone		
	Inadequate supervision of buffer activities		

## Nkuringo Buffer Zone - General Management Plan (2015 - 2019)

NO	Stakeholder	Location	Stake	Role/Responsibility
1	UWA	Kampala/Buhoma	<ol style="list-style-type: none"> <li>1. Land ownership of inner zone and co-ownership of outer zone</li> <li>2. Mgt Authority for Wildlife</li> <li>3. Legal obligation for land mgt with partners</li> </ol>	<ol style="list-style-type: none"> <li>1. Development and implementation of wildlife mgt guidelines</li> <li>2. Ecological monitoring</li> <li>3. Conservation education</li> <li>4. Funding</li> <li>5. Coordination and collaboration</li> </ol>
2	NCCDF	Ntungamo/Nkuringo	<ol style="list-style-type: none"> <li>1. Co-ownership of outer zone</li> <li>2. Legal obligation for land mgt with UWA</li> </ol>	<ol style="list-style-type: none"> <li>1. Community mobilization</li> <li>2. Implementation of PAM interventions</li> <li>3. Conservation education</li> <li>4. Funding and fundraising</li> <li>5. Coordination and collaboration</li> <li>6. Lobbying and advocacy</li> </ol>
3	Kisoro DLG	Kisoro	Community welfare	<ol style="list-style-type: none"> <li>1. Community mobilization and sensitization</li> <li>2. Funding</li> <li>3. Formulation of ordinances</li> <li>4. Social and infrastructural services</li> </ol>
4	IGCP	Kabale	Gorilla conservation	<ol style="list-style-type: none"> <li>1. Technical advice</li> <li>2. Capacity building</li> <li>3. Funding</li> <li>4. Advocacy</li> <li>5. Monitoring and Evaluation</li> </ol>
5	ITFC	Ruhija	Research	<ol style="list-style-type: none"> <li>1. Research</li> <li>2. Monitoring</li> <li>3. Capacity building</li> <li>4. Fundraising</li> </ol>
6	Kirundo S/C	Kirundo	Community welfare	<ol style="list-style-type: none"> <li>1. Community mobilization and sensitization</li> <li>2. Funding</li> <li>3. Formulation of byelaws</li> <li>4. Social and infrastructural services</li> </ol>
7	Nyabwishenya S/C	Nyabwishenya	Community welfare	<ol style="list-style-type: none"> <li>1. Community mobilization and sensitization</li> <li>2. Funding</li> <li>3. Formulation of</li> <li>4. Social and infrastructural services</li> </ol>

NO	Stakeholder	Location	Stake	Role/ Responsibility
8	CTPH	Entebbe/Buhoma	Gorilla health	<ol style="list-style-type: none"> <li>1. Veterinary services and research</li> <li>2. Capacity building</li> <li>3. Advocacy</li> <li>4. Fundraising</li> <li>5. Community awareness</li> <li>6. Public health</li> </ol>
9	MGVP	Kampala/Buhoma	Gorilla health	<ol style="list-style-type: none"> <li>1. Veterinary services and research</li> <li>2. Capacity building</li> <li>3. Gorilla health monitoring</li> <li>4. Funding</li> <li>5. Advocacy</li> </ol>
10	BMCT	Kabale	Conservation	<ol style="list-style-type: none"> <li>1. Funding</li> <li>2. Conservation education</li> <li>3. Community enterprise development</li> </ol>
11	The Uganda Safari Co	Kampala	Community Development	Fundraising
12	Kigezi Highlands Tea	Rugyeyo/Kanungu	Tea business	<ol style="list-style-type: none"> <li>1. Funding</li> <li>2. Technical advice</li> <li>3. Supplier of tea plantlets</li> </ol>
13	NARO	Kampala/Kabale	Ownership of land in neighborhood	Research on crop varieties
14	NAADS	Kampala/Kabale/Kisoro	14 NAADS Kampala/Kabale/Kisoro	<ol style="list-style-type: none"> <li>1. Funding</li> <li>2. Technical advice</li> <li>3. Community Livelihood projects</li> </ol>
15	UPDF	307 Brigade/Kanungu	Security	Provide security
16	Big beyond	Nombe	Conservation	<ol style="list-style-type: none"> <li>1. Awareness</li> <li>2. Tree planting</li> <li>3. Improve agricultural systems</li> <li>4. Capacity building</li> </ol>
17	NCC	Ruguri	Ecotourism	Community mobilization and awareness
18	UOBDU	Kisoro Town Council	Batwa welfare	Advocacy for the Batwa
19	Kisoro NGO Forum	Kisoro Town Council	Advocacy	Advocacy for community welfare
20	PAM Groups	Nteko/Rubuguri	Human-wildlife conflict	<ol style="list-style-type: none"> <li>1. Problem animals and vermin control</li> <li>2. Livelihood improvement</li> </ol>

NO	Stakeholder	Location	Stake	Role/Responsibility
21	Land owners around the BZ	Nteko/Rubuguri	Human-wildlife conflict	Problem animals and vermin control
22	ASCA groups	Nteko/Rubuguri	Human-wildlife conflict	<ol style="list-style-type: none"> <li>1. Problem animals and vermin control</li> <li>2. Livelihood improvement</li> </ol>
23	Stretcher groups	Nteko/Rubuguri	Community welfare	<ol style="list-style-type: none"> <li>1. Problem animals and vermin control</li> <li>2. Livelihood improvement</li> <li>3. Community mobilization</li> </ol>
24	Uganda Land Alliance	Kampala	Advocacy	Advocacy on land rights
25	FFI	Kampala	Conservation through culture	<ol style="list-style-type: none"> <li>1. Funding</li> <li>2. Capacity building</li> <li>3. Fundraising</li> <li>4. Advocacy</li> </ol>

## 2.3 Current land use of the Buffer zone and surrounding areas

The Nkuringo buffer zone is divided into two sub zones: the Community Exclusive Use Sub-Zone (outer sub zone) and the actively managed inner sub zone. Currently, the inner sub zone is gradually regenerating into a natural forest characterised by several indigenous tree species, lianas, among others. A few exotics such as avocados and Eucalyptus exist in the inner sub zone. The habituated Nkuringo gorilla group often ranges in the sub zone while one wild gorilla group has also been sighted in the area many times. The frequent occupation of the inner sub zone by the habituated gorilla group has facilitated gorilla tracking in the inner sub zone and the neighbouring areas.

In the outer sub zone, NCCDF has cleared most of the sub zone where it has currently planted tea as commercial agriculture. The outer sub zone is demarcated from the inner zone by live markers though in most sections, these are not seen. Also present in the outer sub zone is the Nkuringo SWIFT camp. Both the SWIFT camp and the rangers' camp were located in the buffer zone in order to check illegal activities. There are also tourism trails and foot bridges for gorilla tracking and nature walks, including the long trail from Nkuringo to Buhoma park headquarters.

Outside the buffer zone, the major land use activity is subsistence agriculture. Crops grown include sorghum, sweet potatoes, millet, Irish potatoes, and, on higher slopes, peas and wheat. Livestock farming especially piggery, goat rearing, and poultry takes place as well as bee keeping.

Forestry in form of small woodlots composed of mainly *Pinus patula* and *Eucalyptus* spp also take place in the two Parishes. Nursery beds for tree seedlings and tea plant lets are also common in the areas surrounding the buffer zone.

Tourism and its attendant facilities and infrastructure have been on the rise in the two parishes around the buffer zone. These include lodges, camp sites, bars, restaurants, discotheques among others. Also, other tourism products such as community walks, Forest walks, Batwa cultural experiences, bird watching have been developed.

Trading centres have also sprung up and developed in addition to the initial village settlements. Schools, health centres, churches, water lines, power lines, security installations to serve both the urban and rural populations have since been extended to the area.

Mining for gold, iron ore, sand and stones for construction also takes place in some areas close to the buffer zone.

**Figure 6: Table showing Land use types in and around the buffer zone**

	<b>Current major land use types</b>	<b>Sub components of the current major land use types</b>
1	Conservation	Wildlife management, Research, Mauritius thorn hedge, Tea growing
2	Tourism	Hotels, lodges, campsites, Recreation, Gorilla tracking, Bird watching, Nature walks.
3	Settlements	Schools, Health centres, Roads and Paths, Power lines, Water sources, Trading centres, Security installations, Homesteads and Churches
4	Forestry	Lumbering, Tree planting, Nursery beds
5	Subsistence Agriculture	Food crop production-Subsistence Fish farming, Livestock rearing, Bee keeping
6	Commercial Agriculture	Tea growing inside and outside
7	Mining	Gold, Sand, Iron ore, Stones

## 2.4 Buffer zone management values

### A buffer to the world heritage site-BINP

The Nkuringo buffer zone stretches a distance of 12km along the boundary of BINP-a world heritage site. This makes it vital in reducing negative/edge effects from the surrounding community and their attendant activities to the heritage site thereby enhancing the conservation of the site. As already mentioned, the two parishes in which the buffer zone is located are fairly heavily populated, and the main economic activity in the parishes is subsistence agriculture which is often practiced using poor methods leading to soil degradation with associated results. The buffer zone is playing a big role in defusing these effects of land degradation. In addition, UWA has observed that the people from the neighbouring parishes illegally obtain materials for making hand crafts, poles for construction and bean stakes while signs of poaching have also been registered. Therefore, by providing these resources the buffer zone is helping to reduce pressure for these resources from the world heritage site.

## Community employment opportunities

Among other objectives for establishing Nkuringo buffer zone was to improve community livelihoods through resource access, growing high values buffer crops such as Tea, lemon grass, Artemisia, etc. These interventions have increased community incomes and employment opportunities through direct and indirect ways that include;

- i) Tourism activities
- ii) The Tea project, that currently employs substantial number of communities
- iii) NCCDF operations, etc.

## Habitat for the critically endangered Mountain gorillas and other wildlife

From the time the buffer zone was established, many faunal species have since inhabited the zone. The buffer zone is habitat for baboons, several species of monkeys, bush pigs, duikers and most importantly the endangered Mountain gorillas. The formation of the buffer zone has also boosted the floral diversity. The buffer zone especially the inner sub zone is supporting a very diverse plant community with associated economic and ecological benefits. For example, the diverse plant community is providing an enormous food source on which the faunal populations depend, thereby enhancing biodiversity conservation.

## Problem animal and vermin control

The buffer zone reduces crop raiding incidences. In so doing, agricultural activities are boosted thereby increasing community incomes which increases support for conservation. This value has been enhanced by planting unpalatable crops to Vermin and problem animals such as tea. The open tea plantation will expose forest dwelling animals like chimpanzees, and therefore scare them from crossing into community land. The buffer zone contributes tremendously in the management of problem animals hence reducing the conflict between the Park authorities and the Community.

## Scenic beauty

Nkuringo Buffer zone is found in the lower valleys of BINP and follows the meandering river Kashasha. The inner subzone of the buffer zone and the surrounding Bwindi Forest are characterized by beautiful riverine forests punctuated by grassland patches which, all in all form an attractive view to the eye. The growing of tea in the outer zone will itself form a green beautiful landscape in the valleys surrounded by steep hills in addition to the various activities of tea harvesting. The early morning and evening mist with cold breeze sweeping across Bwindi forest is a favourite for the video recording or film makers and photographers.

## Soil erosion control

The Nkuringo area is generally hilly and therefore susceptible to soil erosion and landslides. The conservation of the buffer zone helps to reduce soil erosion and landslides. Vegetation in the inner sub zone further enhances soil erosion control and stabilizes the ground against landslides. Also, tea planting in the outer subzone will ensure permanent soil vegetation cover which will further enhance the erosion control value of the buffer zone. The control of soil erosion will in the long run prevent the siltation of river Kashasha.

## Water catchment area

The buffer zone is a conduit of several rivers originating from the steep hills and feeding into River Kashasha. Most of these rivers emerge within the buffer zone and are sources of domestic water used by the surrounding communities. The presence of the buffer zone helps in improving the water quality of these rivers which feed into river Kashasha and wildlife make use of this water.

## 2.5 Management purpose

To conserve Nkuringo Buffer Zone as a control to problem animals and vermin while providing a habitat for the critically endangered Mountain Gorillas in addition to BINP and contributing to the improvement of community livelihoods.

## 2.6 Management programs, objectives, outputs and actions

This section describes the management issues, overall objectives, outputs and the identified actions to address those management issues for the next five years in order to achieve the conservation purpose of the buffer zone. Six management programs were identified as broad areas through which the management actions shall be addressed so as to have systematic and orderly management of the buffer zone. They are;

1. Vermin and Problem Animal Control Program
2. Mountain Gorilla Protection Program
3. Community Livelihood Improvement Program
4. Stakeholder Participation Program
5. Tea Growing program
6. Buffer zone administration program

## 2.6.1 Vermin and Problem animal Control Program

**Overall objective:** *To minimize human – wildlife conflicts*

### 2.6.1.1 Human – Wildlife conflict

**Output 1:** *Problem animal and vermin incidences reduced*

Human wildlife conflict is a major conservation issue in the two parishes surrounding the buffer zone in particular and BINP in general. The major forms of human wildlife conflict are crop raiding and human injury arising from attacks by wildlife. The major crop raiders are baboons, birds, bush pigs and mountain gorillas,. One of the interventions to control the human wildlife conflict issue was the recruitment of the human gorilla (HUGO) conflict resolution groups around the protected area. These are voluntary teams which chase gorillas back into the park when the animals come on the private land. However the HUGO teams are inadequately facilitated which sometimes demoralizes them from doing their work of effectively controlling crop raiding. As a result some sections of the community are demanding for compensation for crop damage and human injury although the Ugandan laws do not provide for compensation for loss of property and human life caused by wildlife. If this is not addressed will result in community resentment of the protected area with negative consequences to conservation. It is against this background that the buffer zone was established in order to address issues related to problem animal management.

If this management plan is well implemented, crop raiding will be significantly controlled along the 12 km park boundary with the buffer zone. However, the areas along the 4 km length in Nteko which is not covered by the buffer zone will remain susceptible to crop raiding.

During the tea planting exercise, some sections of the Mauritius thorn hedge were cut which created several gaps in the hedge. This has since resulted in several uncontrolled path in and out the buffer zone. It is through these paths where vermin and problem animals pass in order to raid crops in the neighboring gardens.

According to the buffer zone management plan (2007-2012), the inner subzone was supposed to be actively managed so that the conditions in the subzone remain unfavorable to wildlife habitation. However, the zone was not well managed and the vegetation has since grown into a secondary forest, which is not only conducive for many crop raiding animals, but has also kept wild animals at the edge of the park.

### Management actions

This plan recognizes the importance of the buffer zone achieving its original objective. In light of the above, a study to assess the impact of the buffer zone to the community of Nkuringo will be conducted. The findings of the study will help to inform consequent buffer zone management decisions aimed at achieving the original objective of the buffer zone of controlling crop raiding and conservation of the mountain gorillas. No single problem animal management intervention is perfect in its entirety.

As such, the strategy which appears to be an efficient PAC method may be inefficient in a few years. In view of the above, a section of the buffer zone land whose size shall be determined, will be set aside for various problem animal control trials in order to find the most efficient PAC method or combination of methods.

It should be noted that the buffer zone covers a stretch of only 12km of the Southern part of BINP leaving 4km to the DRC border without any buffer yet crop raiding has been reported in the villages along the 4km stretch. In order to develop appropriate PAM interventions along the 4km stretch, crop raiding incidences in the 4km stretch will be monitored. The information generated from the monitoring will inform the PAM strategy for the area.

Human-Wildlife conflict in the Nkuringo area has ranged from destruction of crops to human injury. In all these situations, there is loss of livelihood due to crop loss and money is required to meet the medical bills arising from human injury. As a way of transferring the risk of loss from the community neighbouring the buffer zone an insurance scheme is necessary.

In a further effort to control problem animals, the DLG of Kisoro will be encouraged to recruit vermin guards who will be trained and deployed in the Sub Counties of Kirundo and Nyabwishenya. These will be required to deal with vermin incidences in a professional way. The existing HUGO will also be maintained, trained and facilitated to supplement the work of the vermin guards in the two parishes of Rubuguri and Nteko. The community will also be sensitized to form voluntary vermin and problem animal response groups in their respective areas for quick response to crop raiding.

Strategies to control habitat regeneration in the inner subzone will be developed and implemented while the growing of unpalatable crops outside the buffer zone will be encouraged and supported.

## Detailed management action

Activity	Resp	Others	Time Frame	Cost Break Down	Total Cost	
1	Conduct a study to assess the impact of the buffer zone in relation to its original objective	IGCP	BMCT	Year 1	Consultant fees: 500,000/=x15days=7,500,000/-. Mobilization (transport & tel):200,000/-. Consultative meetings (refreshments, lunch & trans refund): 20pplex40,000/-x4meetings=3,200,000/-. Draft presentation workshop (20participants): 3,000,000/-. Printing (30copies):50,000/=x30=1,500,000/-	15,400,000
2	Implement the study recommendations	NCCDF	UWA, IGCP	Year 2 -5	To be covered under other planned activities	-
3	Monitor crop raiding incidences in the 4km section which is not part of the Buffer zone	UWA	NCCDF	Year 1-5	SDA:4Pplex15,000/-x2timesx-12monthsx5yrs=7,200,000/-. Fuel: 8ltsx4,000/-x2timesx-12monthsx5yrs=3,840,000/-. HUGO food(posho and beans): 50kgposhox1groupx12monthsx5yrsx3,000/-=9,000,000/-. Beans: 25kgx1groupx3,000/-x5yrsx-12months=4,500,000/-. Protective clothing(Assorted items): 100,000/-x8pplex-2times=1,600,000/-.GPS cells and torches: 500,000/=	26,640,000
4	Establish an insurance scheme or fund for wildlife conflict incidences around the neighboring parishes of the buffer zone	NCCDF	KDLG, UWA, NCCDF, IGCP	Year 2-5	Consultation meetings: 1meeting (21pple (3pple per stakeholder-igcp,uwa,kdlg,nccdf, gvtc,bmct, itfc, )x2,500,000/-=2,500,000/-. Community sensitization: 2meetingsx20pplex10,000/-(refreshments and lunch)=400,000/-.Proposal development (consultancy;5,000,000/-. Insurance scheme guidelines: Consultancy; 5,000,000/=	12,900,000
5	Sensitize communities to form voluntary problem animal and vermin management groups	UWA	NCCDF, KDLG	Year 1-5	Sensitisation meetings: 4meetingsx6villagesx5yearsx300,000/-=36,000,000/-. SDA: 15,000X3pplex4meetingsx6villagesx5years=5,400,000/-.Fuel: 8ltsx4meetingsx6villagesx4,000/-x5years=3,840,000/=	45,240,000

6	Assess and remove unpalatable tree spp of 20dbh and above (habitat manipulation) in the inner sub-zone	UWA	IGCP, NCCDF	Year 2 & 3	Field assessment: 12daysx6plex15,000/-=1,080,000/=. Equipment: Lumpsome-600,000/=. Supervision: 15,000/-x2plex12days=360,000/=. Fuel: 12daysx4000/-x10lts=480,000/-	2,520,000
7	Support the growing of unpalatable crops outside the buffer zone	NC-CDF	UWA, KDLG, IGCP	Year 1-5	Sensitisation meetings: 4meetingsx6villagesx5yearsx300,000/-=36,000,000/=. SDA:15,000X3plex4meetingsx6villagesx5years=5,400,000/=. Fuel: 8ltsx4meetingsx6villagesx4,000/-x5years=3,840,000/=. Seed/plantlets:2,000,000x6villagesx2seasonsx5years=120,000,000/=	165,240,000
8	Lobby for the recruitment of vermin guards at subcounty level	UWA	NCCDF	Year 1-5	SDA:2plex15,000/-x4timesx5 years=600,000/=. Fuel:4timesx20ltsx5yearsx4000/-=1,600,000/=	2,200,000
9	Train vermin guards and HUGO to deal with problem animals and vermin	UWA	KDLG	Year 1-5	Training workshops: 2timesx5daysx25participantsx150,000/==37,500,000/=. Facilitator: 5daysx2timesx4plex150,000/==6,000,000/=. Fuel: 150ltsx2timesx4000/-=1,200,000/=	44,700,000
10	Identify new and at the same time continue to implement mechanisms to motivate HUGO members	IGCP	UWA, NCCDF, KDLG	Year 1-5	HUGO food(posho and beans): 50kgposhox3groupsx12monthsx5 yrsx3,000/-=27,000,000/=. Beans: 25kgx3groupsx3,000/-x5yrsx12months=13,500,000/=. Protective clothing(Assorted items): 100,000/-x24plex5times=12,000,000/-. GPS cells and torches: 500,000/=. Other motivation:(lumpsome)-100,000/-x24plex5years=12,000,000/=	64,500,000
Total						379,340,000

## 2.6.1.2 Management of Mauritius Thorn Hedge

### **Output 2: *A continuous well managed Mauritius thorn hedge along the buffer zone Management issues***

The Mauritius thorn hedge is known to be an effective control against crop raiding if well maintained. However, the hedge is not well maintained in many areas while gaps exist along in sections where there are rivers, rocks, foot paths and swamps.

The Accumulated Savings and Credit Associations who, among their duties is to maintain the hedge are not adequately facilitated to do their work well. Also, in some sections the hedge was deliberately cut by the community members who are working on the tea project on the understanding that the tea, once fully established would form a total barrier to crop raiding wild animals.

### **Management actions**

The existing gaps in the Mauritius thorn hedge along the buffer zone will be filled and the hedge well maintained. The community will be sensitized on the importance of the MT hedge and also trained in the planting and management of the hedge. On the other hand the ASCAs will also be mobilized and facilitated to maintain the hedge.

In areas such as rivers, rocks, swamps where the hedge cannot grow other interventions will be explored and implemented in order to make the hedge as continuous as possible. In order to further reduce crop raiding incidences the existing MoUs between NCCDF, UWA, Nyabwishenya and Kirundo Sub County Local Governments on management of Problem Animals will be fully implemented.

## Detailed management action

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Fill the existing gaps along the buffer zone boundary with Mauritius thorns	NCCDF	UWA	Year 1-2	Mobilization & supervision: SDA: 15,000/-x6daysx4timesx2yearsx3pple= 2,160,000/=.Fuel: 4000/-x6x4timesx2 yearsx8lts=1,536,000/-.	3,696,000
2	Maintain all the Mauritius thorn hedge along the boundary	NCCDF	UWA	Year 1-5	Mobilization & supervision: SDA: 15,000/-x6daysx4timesx5yearsx3 pple=5,400,000/=.Fuel: 4000/-x6villages/ daysx4timesx5yearsx8lts=3,840,000/-. Equipments: 4,000,000/- (lumpsum). Refreshments:100,000/-x6days/ villagesx4timesx5years=12,000,000/=	23,240,000
3	Sensitize and facilitate ASCAS on problem animal management	NCCDF	IGCP, UWA, BMCT	Year 1-5	Mobilization & supervision: SDA: 15,000/-x6days/villagesx4timesx5yearsx3 pple=5,400,000/=.Fuel: 4000/-x6x4timesx5yearsx8lts=3,840,000/-. Equipments: 4,000,000/-(lumpsum)	13,240,000
4	Implement specific activities within the existing problem animal management MoU between UWA, NCCDF and Local Governments	UWA	NCCDF, KDLG, IGCP	Year 1-5	Supervision & Meetings: SDA: 15,000/-x6daysx4timesx5yearsx3pple= 5,400,000/=.Fuel: 4,000/-x6x4timesx 5yearsx10lts=4,800,000/-	10,200,000
5	Explore other feasible interventions where the Mauritius thorn cannot grow and implement those interventions.	UWA	NCCDF, IGCP, BMCT, ITFC	Year 1-5	Field assessment & Mapping: SDA-15,000/-x5daysx4pple=300,000/=. Fuel:8ltsx5daysx4000/-=160,000/- .GPS Cells: 10pairsx6000/-=60,000/-. Implementation: Lumpsome-25,000,000/=	25,520,000
6	Train communities on planting and management of Mauritius thorn hedge	UWA	IGCP, NCCDF	Year 2 & 3	Training workshops: 2timesx5daysx- 40participantsx150,000/==60,000,000/=. Facilitator: 5daysx2timesx3p- plex50,000/==1,500,000/=. Fuel: 100ltsx2timesx4,000/-=800,000/=	8,300,000
						84,196,000

## 2.6.1.3 Capacity Building

### **Output 3: *Skills and Knowledge to manage the Buffer zone improved among communities and buffer zone management staff***

#### **Management Issues**

The education levels among the people of Nkuringo are low with inadequate skills among communities neighbouring the buffer zone. Thus, it is not surprising that the technical capacity for buffer zone management in the area is inadequate.

During field reconnaissance, it was also evident that the agricultural practices outside the buffer zone were poor which could cause soil exhaustion and degradation over time. This will significantly reduce soil fertility and productivity thereby negatively affecting community livelihood.

#### **Management actions**

In a bid to build capacity, various capacity building programmes will be identified and implemented. Agricultural extension services to farmers of Nkuringo will also be provided.

Training is critical in capacity building. This will target the top management of NCCDF and community in leadership and management skills. The community will also be trained in business development and entrepreneurship skills and educated on government policies.

Tourism has gradually become a major economic activity in the Nkuringo area; the benefits from which have not only contributed to community livelihood improvement but also to improved conservation. In an effort to boost tourism in the area further, tourism technical advice and backstopping to Nkuringo Community Conservation and Development Foundation (NCCDF) will be provided.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Train NCCDF Top Management and committees in leadership and management skills	Resp	BMCT, KDLG	Year 1 & 3	Consultancy fee:500,000/- x5daysx2trainings=5,000,000/=.Participants facilitation:5daysx2trainingsx16pplex150,000/-=24,000,000/-. Training venue: 200,000/-x5daysx2trainings=2,000,000/-. Training materials:300,000/-x2 trainings=600,000/-	31,600,000
2	Educate local communities on Government policies	IGCP	UWA	Year 2	Awareness meetings: Refreshments:3,000/- x50pplex6villages=900,000/-	900,000
3	Train communities in business development and entrepreneurship skills	KDLG	IGCP, BMCT	Year 2	Resource person's facilitation fee:150,000/- x3days=450,000/=.Resource person's transport: 100,000/-Participants facilitation:3daysx20pplex20,000/transportx20,000/-meals=2,400,000/-. Training materials:300,000/-	3,250,000
4	Implement specific activities within the existing problem animal management MoU between UWA, NCCDF and Local Governments	NCCDF	KDLG	Year 1-5	Resource person's facilitation fee:150,000/- x2RPsx2daysx5years=3,000,000/=.Resource person's transport: 100,000/-x2RPx5years=1,000,000/-. Participants facilitation:2daysx10pplex20,000/transportx20,000/- mealsx5yrs=4,000,000/-. Training materials:300,000/- x5yrs=1,500,000/=	9,500,000
5	Explore other feasible interventions where the Mauritius thorn cannot grow and implement those interventions.	UWA	NCCDF, NARO	Year 1-5	SDA: 15,000/-x2plex12monthsx5yrs=1,800,000/-. Fuel: 4000/-x3ltsx2m/cx12monthsx5yrs=1,440,000/=	3,240,000
6	Train communities on planting and management of Mauritius thorn hedge	KDLG	IGCP, NCCDF	Year 2 & 3	Training workshops: 2timesx5daysx40participantsx150,000/==60,000,000/=. Facilitator: 5daysx2timesx3pplex50,000/==1,500,000/=. Fuel: 100ltsx2timesx4,000/-=800,000/=	48,490,000

## 2.6.2 Mountain Gorilla Protection Program

**Overall objective:** *To protect the Mountain Gorilla and its habitat*

### 2.6.2.1 Research

**Output 1:** *Management oriented research in and around the buffer zone conducted*

#### Management Issues

Gorillas are critically endangered according to the IUCN red list of endangered species. Their current total population is estimated at 840 individuals, and is only found in Bwindi Impenetrable National Park and the Virungas.

One of the factors that determine Gorilla population size is weather/climate. Climate change has negatively impacted on the habitats of the gorillas, leading to loss of suitable habitats. Gorillas have therefore shifted their home ranges to community land occasionally, resulting into crop raiding incidences.

In due of the above, a lot of interventions are taking place in the buffer zone with the aim of controlling problem animals, such as use of Mauritius Thorn hedge, scaring, use of domestic dogs, trapping shelters for baboons, designating the buffer area etc. In spite of all these interventions, crop raiding still takes place.

To minimize crop raiding incidences, a study is on-going and will determine the most effective problem animal management strategy.

Most research in Bwindi Impenetrable National Park takes a multi-disciplinary approach to studying the social system of Bwindi Mountain Gorillas. There is little research that has been conducted on other resources in and outside Bwindi Impenetrable National park and most especially in the Inner Buffer Zone. With little research taking place in the buffer zone, this has led to inadequate information on some of the resources in the Inner Buffer zone which may be of ecological importance. The following actions will be adopted to ensure the safety and protection of the mountain gorilla.

#### Management actions

A research study will be conducted that is aimed at examining the long term patterns of foraging and habitat utilization of Bwindi gorillas in conjunction with measures of food availability, in order to better understand gorilla movement patterns, habitat requirements, and the capacity for the population to increase. Study and assess potentially risky sanitary human behaviors which may contribute to environmental loading with parasitic and infectious agents. Biodiversity inventory studies to assess the resource availability in the buffer zone for gorillas and community utilization will be carried out. Much as many interventions have been implemented to address the problem animal issues, crop raiding still takes place. Studies will be put in place to look for the most effective method to deal with problem animals.

Research recommendations from the above studies will be implemented for the purpose of keeping a health ecosystem that will ensure the health of gorillas and other wildlife.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Implement recommendations of the study on community risky behaviours that negatively impact on Gorillas	UWA	NCCDF	Year 1-5	Covered under other routine activities	-
2	Carry out research to determine effectiveness of current problem animal and vermin control methods	IGCP	UWA, BMCT, ITFC	Year 1	Consultancy fee: 10,000,000/=	10,000,000
3	Implement research recommendations	UWA	NCCDF	Year 2-5	Covered under other routine activities	-
4	Conduct research on availability of resources for Gorillas and communities in the inner zone	IGCP	ITFC, UWA	Year 1	Consultancy fee: 21,000,000/=	21,000,000
5	Implement research recommendations	UWA	NCCDF, KDLG	Year 2-5	Covered under other routine activities	-
6	Set aside a section within the buffer zone for trial problem animal interventions	UWA	NCCDF, IGCP, ITFC	Year 1	Field assement: SDA- 15,000/=X7pple=105,000/= . Fuel: 3daysx10ltsx2vehiclesx4,000/=240,000/= . Area demarcation: 2daysx10pplex15,000/=300,000/= . Equipment: Lumpsume-200,000/=.	845,000
						31,845,000

### 2.6.2.2 Ecological Monitoring

#### Output 2: *A healthy ecosystem ensured*

#### Management Issues

Habitat Loss and Degradation is currently minimal but the threat is real considering the numbers and livelihood of forest (BZ) edge communities who almost depend on the forest for survival. There is also pressure for mining and mineral exploration. Tea planting has led to total clearing of other vegetation in the outer zone. With the clearing of vegetation negative environmental consequences will emerge. These include among others soil erosion, emergence and re-emergence of infectious zoonotic diseases from wildlife hosts, constant interaction between humans and gorillas etc.

With Disease transmission, Gorillas are most vulnerable because they are closely related to humans, vulnerable to many of the same diseases and have not developed necessary immunities. When gorillas are tracked on private land there is high level of interaction and therefore increased risks of cross-transmission of infectious diseases owing to the close genetic relationship with humans. The registered human sanitary behaviors fall-short of the expectations and are potential sources of environmental contamination in and around Bwindi impenetrable national park. Laxity in sanitary behaviors among park staff and poverty among the communities make the problem worse. As the number of people increases going for buffer zone activities such as tea planting, harvesting and transportation, there will be high chances of gorilla-human interactions.

## Management actions

The following actions will be undertaken to ensure a healthy ecosystem and therefore minimize disease transmission between wildlife and human beings.

1. Design & implement a comprehensive gorilla health risk reduction strategy
2. Develop and implement a problem animal Monitoring Information System
3. Demarcate the inner zone using appropriate live markers
4. Eradicate exotic plants from the inner buffer sub-zone
5. Monitor household sanitation

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Design & implement a comprehensive gorilla health risk reduction strategy	MGVP	MGVP, UWA, IGCP	Year 2-5	Strategy development: 25,000,000/-(Lumpsume). Strategy implementation:12,000,000/-	37,000,000
2	Develop and implement a problem animal Monitoring Information System	UWA	IGCP, NCCDF	Year 2-5	Hardware (computers, batteries,printer, scanner, etc):5,000,000/-. Maintenance costs: 600,000/-x5years=3,000,000/-	8,000,000
3	Demarcate the inner zone using appropriate live markers	UWA	NCCDF, IGCP	Year 1	Live markers(12km): 240markersx1000/=-=240,000/-. Labour:240markersx1000/=-=240,000/=. Supervision: SDA;15000/- x4pplex6days=360,000/=.Fuel:4000/- x8ltsx6days=192,000/-	1,032,000
4	Eradicate exotic plants from the inner buffer sub-zone	UWA	NCCDF, IGCP	Year 2	Field assessment: 12daysx6pplex15,000/=-=1,080,000/=. Equipment: Lumpsume-600,000/=. Supervision: 15,000/-x2pplex12days=360,000/=. Fuel: 12daysx4000/-x10lts=480,000/-	2,520,000

5	Monitor household sanitation	KDLG	NCCDF	Year 1-5	SDA: 15,000/-x2plex12monthsx5yrs=1,800,000/-. Fuel: 4000/-x3ltsx2m/cx12monthsx5yrs=1,440,000/=	3,240,000
						51,792,000
						31,845,000

## 2.6.3 Community Livelihood Improvement Program

**Overall objective:** *To contribute towards poverty eradication programs of Government*

### 2.6.3.1 Resource access

**Output 1:** *Resource access in the buffer zone regulated*

#### Management Issues

According to the BINP general management plan, the Nkuringo zone was designated as a tourism zone with no provision for resource access, which explains the lack of Resource Access MoUs in the area. As a result, the community access to resources for various needs is limited to illegal access in the buffer zone and a few pocket forests in the area. Poaching has also been recorded by UWA especially in form of snares in the buffer zone. During the consultative meetings, pressure for indigenous tree products from the inner sub zone such as medicinal plants was evident as these are lacking outside the buffer zone. The tree species on private land is mainly exotics especially Eucalyptus spp and Pinus percula.

#### Management actions

Needs assessment of the resources required from the buffer zone will be conducted from which priority indigenous species will be selected in a participatory process for propagation on private land.

Community sensitization and awareness on resource access will be conducted with the objective the community understanding that the area has been designate a tourism zone and does not have a resource use program under resource access arrangement. In addition, bye laws to control illegal activities in the buffer zone will be developed through a consultative and participatory process.

The high and ever increasing human population around the buffer zone will continue to exert increasingly high pressure for resources in the buffer zone and the park. In order to defuse the pressure, propagation of indigenous plant species on community land will be encouraged and supported based on community needs.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Carry out community sensitization on resource access	UWA	NCCDF		Sensitisation meetings: 4meetingsx6villagesx 5yearsx300,000/-=36,000,000/=. SDA:15,000X3pplex4meetingsx6 villagesx5years=5,400,000/=. Fuel: 8ltsx4meetingsx6villagesx 4,000/-x5years=3,840,000/=.	45,240,000
2	Develop MoUs for resource access	UWA	NCCDF	Year 1	Meetings: 4meetingsx6villagesx 200,000/-=4,800,000/=. SDA:15,000X4 pplex4meetingsx6villages= 1,440,000/=.Fuel: 8ltsx4meetingsx6 villagesx4,000/-=768,000/=.	7,008,000
3	Develop and implement bye-laws to control illegal activities in the buffer zone	UWA	NCCDF	Year 1-2	Meetings: 8meetings(villages+ subcounty level)x200,000/-= 1,600,000/=. SDA:15,000X4 pplex8meetings=480,000/=.Fuel: 10ltsx8meetingsx4,000/-=320,000/=. Translation to local language: 500,000/-lumpsum. Printing: 30copiesx50,000/-=1,500,000/-	4,400,000
4	Support establishment of indigenous plants on individual land parcels based on individual needs for tree growing.	UWA	NCCDF, IGCP, Big beyond	Year 1-5	Seedlings/Wildlings: Lumpsume costs;1,000,000/-x5yrs=5,000,000/-	5,000,000
						61,648,000

### 2.6.3.2 Social benefits

#### Output 2: Provision of social services for communities around the buffer zone supported

#### Management Issues

Nkuringo buffer zone is located in Nyabwishenya and Kirundo sub counties which are one of the remote areas of Kisoro district. It is surrounded by two parishes of Nteko and Rubuguri with population of 8,000 and 10,500 people respectively. There are only two government aided secondary schools around the buffer zone, one healthy centre iv, poor road network and no piped water.

Because of limited social amenities, community members have less chances of attaining formal education up to institutions of higher learning and therefore lack skills to compete for gainful employment.

There is limited alternative sources of income for communities neighboring the buffer zone as a result of lack of skills and market opportunities for their agricultural products.

### Management actions

To address the challenges above, the following proposed actions will be undertaken;

1. Lobby for the provision of social amenities to the communities around the buffer zone
2. Develop new and market existing tourism facilities and other income generating infrastructure for NCCDF (Buniga trail, community walks, Community camp, Technical institute)

### Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Lobby for the provision of social amenities to the communities around the buffer zone	NCCDF	UWA, IGCP, KDLG	Year 1-5	Fuel: 20ltsx4quartersx5yrsx4,000/-=1,600,000/- SDA: 15,000/-x3plex4quartersx5yrs=900,000	2,500,000
2	Develop new and market existing tourism facilities and other income generating infrastructure for NCCDF (Buniga trail, community walks, Community camp, Technical institute)	NCCDF	UWA, KDLG	Year 1-5	Brochures+website development and update:Lumpsum;4,000,000/=x5yrs=20,000,000/- Exhibitions(National/Regional): lumpsume;4,000,000/- x2exhibitionsx5yrs=40,000,000/-	60,000,000
						62,500,000

## 2.6.3.3 Poverty

### Output 3: *Contributions towards household incomes increased*

#### Management Issues

Areas around the buffer zone suffer intense population pressure, lack alternative revenue generating activities, poor agricultural practices and poor social infrastructure. This is compounded by high crop damage the buffer zone adjacent communities face due to problem animal incursions into their lands. The revenue sharing funds which are remitted to the Nkuringo community is insufficient due to the increasing population and poor management.

This means that the communities around the buffer zone have remained very poor and actually surviving on less than a dollar per day. A combination of poverty, lack of skills and limited social infrastructure has led to heavy dependency of the communities on the park resources.

#### Management actions

Initiate, support and implement projects to increase house hold income generating alternatives to the communities surrounding the buffer zone such as apiary, growing of high value agricultural crops for both home consumption and sale of surplus, piggery projects and chicken raring. This will be supported by pattern organizations for funding through proposal writing.

Continue lobbying for an increment in revenue sharing funds from the current 20% by parliament due to growing population increase in areas surrounding the buffer zone. This together with good management and utilization of these funds will bring an economic change in this community. This can only be possible through holding grass root planning meetings, evaluating projects being implemented by revenue sharing funds, accountability and responsibility.

The people living at the forefront of the buffer zone face the biggest challenge of crop raiding and therefore should always be given first priority while implementing buffer zone activities that aim at improving their livelihoods.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Purchase and distribute appropriately modern beehives and honey harvesting equipments to supplement household incomes	NCCDF	IGCP, UWA, BMCT	Year 2 & 4	Bee hive purchase: 20 beehives x 6 villages x 20,000/- = 2,400,000/-. Honey harvesting gear: 100,000/- x 120 beehives = 1,200,000/-	3,600,000
2	Develop proposals for an affirmative action for immediate neighbors of the buffer zone	IGCP	NCCDF, UWA, KDLG	Year 2	Consultancy fee: 9,000,000/=	9,000,000
3	Hold meetings to discuss the affirmative action proposals	IGCP	NCCDF, UWA, KDLG	Year 2	Workshop expenses: 5,000,000/=	5,000,000
4	Implement the approved affirmative action proposal	NCCDF	UWA, KDLG	Year 3-5	Budget to be developed based on approved affirmative action	-
5	Support the growing of high value agricultural crops	NCCDF	KDLG, IGCP, BMCT	Year 1-5	Lumpsum (storage/seed/organic pesticides, etc..): 10,000,000/= x 5yrs = 50,000,000/=	50,000,000
6	Lobby members of parliament for an increase in revenue sharing	NCCDF	KDLG	Year 1-5	Subsistence: 150,000/- x 4pplex 2times x 5yrs = 6,000,000/-. Transport: 100,000/- x 4pplex 2times x 5yrs = 4,000,000/=	10,000,000
						<b>77,600,000</b>

### 2.6.4 Stakeholder Participation Program

**Overall objective:** *To increase stakeholder participation and support for buffer zone activities*

#### 2.6.4.1 Community Awareness

**Output 1:** *Community awareness programs enhanced*

#### Management Issues

Limited community awareness about their roles, responsibilities and the objectives of the buffer zone has negatively affected their participation in buffer zone activities, resulting into high expectations from the buffer zone projects. The situation is worsened by disillusionment of the

community due to failed trials in the buffer zone such as the growing of lemon grass, artemisia etc, where the people had invested their time and other resources.

Whereas all adult members in the two parishes of Rubuguri and Nteko are automatically supposed to be members of NCCDF, it is surprising to notice lack of ownership of NCCDF by some members of the two parishes. This is attributed to limited community mobilization, negative political influence and bad governance. For example the community accused NCCDF leadership of lack of consultations with the grass root communities and proper engagement of other stakeholders in the District and information sharing.

## Management actions

In order to bridge the gap between NCCDF and the Community of Nkuringo, community mobilization and consultative meetings will regularly be organized. During these meetings, feedback and information on the buffer zone activities and projects will be shared. Other stakeholders will be brought on board and constantly engaged in buffer zone and NCCDF management. Of importance is the need to mobilize, sensitize and bring on board key political leaders in the District to take a more active role in the buffer zone activities.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Carry out periodic meetings to update the communities on projects being undertaken in the buffer zone	NCCDF	UWA, LLG	Year 1-5	Periodic meetings: 2meetings at subcounty levelx2timesx5yearsx20 pplex40,000/- =16,000,000/=. SDA:15,000X3pplex2meetingsx5yrs=450,000/=.Fuel: 8ltsx2meetingsx2timesx 5yrsx4,000/-=640,000/=.	17,090,000
2	Sensitize and involve political leaders in buffer zone activities	UWA	NCCDF	Year 1-5	Sensitization meetings: 2meetings at subcounty levelx2timesx5yearsx20 pplex40,000/- =16,000,000/=. SDA:15,000X3pplex2meetingsx5yrs=450,000/=.Fuel: 8ltsx2meetingsx2timesx 5yrsx4,000/-=640,000/=.	17,090,000
3	Engage NCCDF leadership to give accountability and feedback to the communities	KDLG	UWA, IGCP, NGO Forum	Year 1-5	SDA:15,000X8pplex2timesx5yrs=1,200,000/=.Fuel: 20ltsx2timesx5yrsx4,000 /-=800,000/=.	2,000,000
						<b>36,180,000</b>

## 2.6.4.2 Stakeholder collaboration and coordination

### Output 2: *Stakeholder collaboration and coordination strengthened*

#### Management Issues

Lack of incorporated stakeholder management structure in place contributed to poor stakeholder coordination thereby creating gaps for information sharing, lack of consultations and poor decision making. In some instances key stake holders like the district local government were sidelined while making major decisions. This created mistrust, political interference and poor implementation of programs in the buffer zone.

#### Management actions

In order to address the above management issues, a number of actions have been suggested that will include;

- (i) Lobby Local Government to integrate buffer zone activities into its development plan for both financial and technical support.
- (ii) Establish information sharing platform that will bring all the stakeholders together for better informed decision making.
- (iii) Develop and implement mechanisms for members of NCCDF to identify themselves with their company through mobilization and sensitization, formal membership and involvement in decision making.

#### Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Lobby Local Government to integrate buffer zone activities into its development plan	NCCDF	UWA, IGCP	Year 1-5	SDA:2pplex15,000/- x4timesx5years=600,000/= .Fuel:4timesx20ltsx5 yearsx4000/- =1,600,000/=	2,200,000
2	Establish information sharing platforms	NCCDF	UWA, IGCP, KDLG	Year 1-5	Publicity:200,000/- x2timesx5yrs=2,000,000/=	2,000,000
3	Develop and implement mechanisms for members of NCCDF to identify themselves with their company	NCCDF	IGCP, KDLG	Year 1	Documentation: (IDs/forms/Cards/files, etc..):Lumpsum;6,000,000/=	6,000,000
						<b>10,200,000</b>

## 2.6.5 Tea growing program

**Overall objective:** *To effectively and efficiently manage the tea project in the buffer zone*

### 2.6.5.1 Tea Project Planning

**Output 1:** *Tea project plans developed and implemented*

#### Management issues

NCCDF, with support from Kigezi Highlands Tea Company has embarked on planting tea in the outer sub zone after a feasibility study indicated that the area was suitable for tea growing. Tea is a high value as well as a buffer crop which when fully established will help to control problem animals and vermin as well as contributing to community livelihoods.

Much as tea is being grown in the buffer zone, there is no plan in place for the tea growing project, neither is there an agreement or contract between NCCDF and Kigezi Highlands Tea Company regarding the tea project. Also, the tea project is being established without an Environmental Impact Assessment (EIA) as required by law.

During the field reconnaissance, it was observed that the buffer zone and the adjacent areas lack sanitary facilities for the people working on the tea project. For example there were no toilets, waste bins, waste pits, shelter for food preparation and eating thus the people working on the tea project prepare serve and eat their food in the open and discharge their waste in the bush.

Many community members were using fire to clear the vegetation instead of carrying it to the side or skillfully placing it in the garden in form of bands which has negative effects to the environment in light of the buffer zone location adjacent to the National Park which is also a world heritage site. Furthermore, the area was heavily littered especially with polythene paper from pots after removing and planting the tea plant lets. If the polythene waste is not urgently well managed, it will lead to soil degradation and negatively affect underground hydrology.

The capacity of the local community to undertake the tea project was wanting as the community was not trained on basic aspects of tea growing prior the commencement of the project and/ or the initial stages of the project.

It is therefore not surprising that most of the project technical persons and supervisors are not from Nkuringo area.

#### Management actions

According to the National Environment Act 1995, (Cap 153) plantation agriculture; tea growing inclusive should only be undertaken after an EIA has been conducted. Since this was not done, Environmental Audits (EA) of all activities of the tea project which are likely to have significant effects on the environment given the location of the zone adjacent to a protected area which is also a World Heritage Site (WHS) will be carried out and the recommendations implemented.

In order to further safeguard the environment against damage the tea project promoters will undertake to discourage employees in the tea project against any further littering and also ensure that the existing litter especially polythene is removed and reused/recycled. Recycling of polythene will not only help to conserve the environment but will also reduce the project costs and increase profitability to the tea owners.

Like any other successful business, the tea project needs to be implemented according to a good business plan. The plan among others gives an insight of the projected costs/expenditure and income and thus the profitability of the business, in addition to the business model of how the business will be managed generally. It is therefore critical that a business plan for the tea project in the buffer zone be made as a matter of urgency.

In order to enhance the capacity of the Nkuringo community to undertake the tea project, they (community) will be trained in tea growing, processing, branding and marketing, and well exposed through study tours to model tea farmers and farms in the country.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Conduct an environmental audit for tea growing in the Buffer zone	NCCDF	UWA	Year 1 & 4	Consultant fees: 9,000,000/=x2=18,000,000	18,000,000
2	Implement mitigation measures highlighted in the environmental audit	NCCDF	UWA, KDLG	Year 1-5	Budget to be developed based on the audit but others to be covered within planned activities	-
3	Remove and re-use the polythene bags from the buffer zone	NCCDF	UWA	Year 1-3	SDA: 15,000/-x4plex6daysx-2timesx3yrs=2,160,000/-.	2,160,000
4	Develop and implement Tea business plan	NCCDF	IGCP, KDLG, UWA, BMCT	Year 2	Consultant fees: 9,000,000/=	9,000,000
5	Organize study tours for selected farmers to other tea growing areas	NCCDF	UWA, IGCP	Year 2 & 4	Tours: Vehicle hire+fuel=400,000/=x4daysx-2trips=3,200,000/=. Facilitation:150,000/=x14plex-4daysx2times=16,800,000/=	20,000,000
						49,160,000

## 2.6.5.2 Tea Project Facilities and Infrastructure

### Output 2: *Tea facilities and infrastructures established*

Almost the entire outer buffer zone has already been planted with tea. Therefore green leaf is expected to be ready for picking and processing within the next 1 year. However the necessary facilities and infrastructure to facilitate the tea collection, transportation and processing are still lacking. There is no tea factory in areas near the buffer zone, or anywhere in Kisoro District; space for establishment of green tea collection centres in and/or around the buffer zone is nonexistent while access to markets for green leaf is still limited. Access roads to the buffer zone to collect the green leaf are also lacking. This is compounded by the difficult terrain which makes road construction in the area very difficult and expensive.

### Management actions

As part of completion of the tea value chain and for maximization of benefits from the tea project, a tea factory within Kisoro District to process the green leaf will be constructed. There are a number of companies in the region which are engaged in the business of not only tea growing but also tea processing, packaging, branding, marketing and selling which can be contacted and encouraged to set up a tea factory in the area. Access roads to the buffer zone including T-offs need to be opened in appropriate places in order to facilitate the transportation of the green leaf from the gardens to the factory. Fortunately, Kisoro DLG possesses some road equipment which, if funds for fuel, machine service and the operators' allowances allow can be used to open the access roads at a cheaper cost. Green tea collection centers will also be constructed at various places either in the outer sub zone or in the adjacent areas. In order to do this, suitable space for construction of these vital facilities will be identified and secured.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Lobby for establishment of a tea factory within the district.	NCCDF	KDLG, IGCP	Year 1-5	SDA:15,000X8pplex2timesx5yrs=1,200,000/= .Fuel: 20ltsx2timesx5yrsx4,000/-=800,000/=.	2,000,000
2	Lobby for Opening up and maintenance of access road along the Buffer zone and the T- off roads by the Government	S/C LGs	NCCDF, UWA	Year 1-5	SDA:15,000X8pplex2timesx5yrs=1,200,000/= .Fuel: 20ltsx2timesx5yrsx4,000/-=800,000/=.	2,000,000
3	Identify un utilised spaces and construct green tea collection centres within the tea plantation	NCCDF	KDLG, IGCP	Year 1	Shade construction: 10shadesx3,000,000/= =30,000,000/=	30,000,000
						<b>34,000,000</b>

### 2.6.5.3 Tea Project Administration

#### Output 3: *Tea project administration in the buffer zone streamlined*

#### Management issues

Although the outer sub zone of the Nkuringo buffer zone is jointly owned between Uganda Wildlife Authority (UWA) and NCCDF, the later went ahead to plant tea on the land without a written approval from JMB. Further, there is no contract between NCCDF and Kigezi Highland Tea Company (KHTC) on the tea project. For example, it is neither clear nor documented on who owns the tea fields in the buffer zone, how much KHTC has so far invested in the project and how much more it intended to invest in the same project. This is likely to cause unnecessary misunderstandings and conflict between NCCDF and UWA on one part, and NCCDF and KHTC on the other, which could have been avoided. Further, Kisoro DLG which supplied the initial plantlets for the tea project appears disenfranchised in the buffer zone tea project Also, some community members in their stretcher groups had earlier been allocated land in the outer sub zone and they had made the initial effort to clear the bush and plant tea.

However, with the coming on board of KHTC which has since provided the financial resources to pay those working on the tea project, the stretcher groups felt sidelined and gave up the tea planting and care and are now demanding a refund (in form of money) of their investment in the tea project as their stake in the project is now unclear. This coupled with the fact that those currently working on the tea project are paid cash shades a gloomy picture of the community ownership of the project.

Inadequate supervision of the tea activities is also observed as reflected in the encroachment and clearance of some sections of the inner sub zone, cutting down some sections of the Mauritius thorn hedge, littering and abandonment of some tea plantlets.

### **Management actions**

For the tea project in the buffer zone to succeed the key stakeholders need to be brought on board. As a major step towards this, negotiation meetings which will culminate into the signing of an agreement among NCCDF, UWA, Kisoro DLG and KHTC on the terms and costs of land clearing, planting and maintenance of the tea gardens in the buffer zone will be conducted within the first year of the plan. In the same line, NCCDF will engage the stretcher groups who were involved in the initial tea growing and sign an agreement with them on their stake in the tea project.

District Local Governments play a big role in the service delivery and development to her people in any one District. They have a responsibility and duty to spur development through provision of extension services, health services, education, roads construction and maintenance, planning, advisory services among others. Such roles of the District LGs cannot be relegated if the tea project is to succeed. In light of the aforementioned, a tripartite agreement on tea growing highlighting the stake, roles and responsibilities among NCCDF, UWA and Kisoro DLG will be signed.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Conduct meetings to negotiate and sign an agreement between NCCDF, UWA, KDLG and Kigezi highland tea company on the costs of land clearing, planting and maintenance of the tea gardens in the Buffer zone.	NCCDF	IGCP, KDLG, UWA	Year 1	Meetings: 2meetings (Initiation meeting & select committee presentation/feedback); 2meetingsx1dayx150,000/-x12pple=3,600,000/=. Fuel: 2meetingsx4vehiclesx40ltsx4000/-=1,280,000/- .3rd meeting to sign the agreement:1dayx150,000/-x12pple=1,800,000/=. Fuel: 4vehiclesx40ltsx4000/-=640,000/-	7,320,000
2	Conduct meetings to negotiate an MoU between NCCDF and the stretcher groups who were involved in the initial tea growing project on their stake.	NCCDF	IGCP, KDLG, UWA	Year 1	Meetings: 6meetingsx1dayx3,000/-x40pple=720,000/=. SDA: 15000/-x4pplex6meetings=360,000/-	1,080,000
3	Conduct meetings to negotiate, draft and sign a tripartite agreement for tea growing among UWA, NCCDF and KDLG.	IGCP	UWA, NCCDF, KDLG	Year 1	Meetings: 2meetings (Initiation meeting & select committee presentation/feedback); 2meetingsx1dayx150,000/-x12pple=3,600,000/=. Fuel: 2meetingsx4vehiclesx40ltsx4000/-=1,280,000/- .3rd meeting to sign the agreement:1dayx150,000/-x12pple=1,800,000/=. Fuel: 4vehiclesx40ltsx4000/-=640,000/-	7,320,000
	<b>Subtotal</b>					<b>15,720,000</b>

### 2.6.6 Buffer zone administration program

**Overall objective:** *To ensure an effective administration of the buffer zone*

#### 2.6.6.1 Guidelines and Procedures

**Output 1:** *Buffer zone management guidelines and procedures developed and implemented.*

#### Management Issues

To effectively manage and implement all the programs in the buffer zone, there should be guide lines and procedures in place that guide implementation plan. These guidelines were not followed for example the communication procedure, sharing of reports leading to conflicting roles and responsibilities among stakeholders, conflicting interests among beneficiary communities and poor implementation of roles by stake holders.

There was no comprehensive guidelines to streamline activities in the Buffer zone among all stakeholders in as far as tea growing in the buffer zone is concerned, for example UWA's stake in planting and management of tea is not clear yet both UWA and NCCDF co own the land where tea is being planted.

## Management actions

To streamline the activities and programs in the buffer zone clear operational guidelines will be put in place that stipulate responsibilities of each of the partners and stakeholders. Vital among these guidelines is the communication protocol and reporting procedure for decision making.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Lobby Local Government to integrate buffer zone activities into its development plan	NCCDF	UWA, IGCP	Year 1-5	SDA:2pplex15,000/- x4timesx5years=600,000/= .Fuel:4timesx20ltsx5 yearsx4000/- =1,600,000/=	2,200,000
2	Establish information sharing platforms	NCCDF	UWA, IGCP, KDLG	Year 1-5	Publicity:200,000/- x2timesx5yrs=2,000,000/=	2,000,000
3	Develop and implement mechanisms for members of NCCDF to identify themselves with their company	NCCDF	IGCP, KDLG	Year 1	Documentation: (IDs/forms/Cards/files, etc.):Lumpsum;6,000,000/=	6,000,000
						<b>10,200,000</b>

### 2.6.6.2 Security

#### Output 2: *Security and safety in and around the buffer zone improved*

#### Management Issues

The buffer zone is located a few kilometers from the international boundary with the DRC which is currently facing civil strife. This has a negative effect on the neighboring buffer zone activities.

Security Installations by UWA in the buffer zone will be exposed as the vegetation is cleared for tea growing and therefore be rendered inefficient to serve their purpose. The number of people that will be working in the buffer zone will increase and therefore pose another security challenge in terms of manpower and equipments. Increased population in the buffer zone as a result of tea planting is likely to escalate the poaching and encroachment incidences, illegal entry into the park, theft, illegal harvesting of park resources, setting of snares and illegal tracking

## Management actions

In order to address the above safety and security threats highlighted above, below are the management actions put forward.

UWA will relocate its security installations in the outer zone to appropriate locations in the inner zone where they can serve their purpose without antagonism from tea growing activities. UWA working with other security agencies will screen all workers on tea planting project will be screened to avoid wrong elements from infiltrating. Another outpost will be created toward the border with DRC especially at river Ivi to curb down insecurity and illegal activities from that side since an access road has been constructed there and will also help to intensify patrols in and around the buffer zone. There will be lobbying the private sector and the government to extend communication infrastructure and services near the buffer zone for effective coordination and communication between security agencies.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Acquire land near River Ivy for establishment of a ranger camp	UWA	NCCDF, IGCP	Year 3	1/2acre=35,000,000/-	35,000,000
2	Intensify patrols in the buffer zone by making use of the Nkuringo Ranger camp	UWA	NCCDF	Year 1-5	Patrols:allowance+food; 15,000/- x2timesx12monthsx4daysx6pplex5yrs=43,200,000/=	43,200,000
3	Relocate the Nkuringo SWIFT camp from the outer zone to the inner zone	UWA	NCCDF	Year 4	Construction:12room block=160,000,000/=	160,000,000
4	Screen and identify all workers within the buffer zone	NCCDF	UWA, Police,ISO	Year 1-5	Supervision: SDA: 15,000/- x2daysx12monthsx5yearsx4pple=7,200,000/= .Fuel: 4,000/- x2daysx12monthsx5yearsx8lts=3,840,000/-	11,040,000
5	Lobby the private sector to extend communication infrastructure and services near the buffer zone.	NCCDF	KDLG, UWA	Year 1-5	SDA:15,000X8pplex2timesx5yrs=1,200,000/= .Fuel: 20ltsx2timesx5yrsx4,000/-=800,000/=.	2,000,000
						<b>251,240,000</b>

## 2.6.6.3 Funding for Buffer Zone Activities

### Output 3: *Funding for buffer zone activities mobilized*

#### Management Issues

Currently, buffer zone activities heavily depend on external funding for implementation and where funders couldn't raise financial requirements for implementing certain activities, such activities were left unimplemented. In fact lack of adequate finance was ranked highly as a reason for poor performance in the last plan.

#### Management actions

Financial sustainability is essential to successful implementation of buffer zone activities and programs for income generating will be identified and developed in order to avoid over dependency on donor funds, such as capacity building to NCCDF on financial management and sustainability and proposal writing to attract funding from well wishers and development partners.

Diversification of activities such as developing and efficiently managing the tourism attractions in and around the buffer zone is another way of generating income which has not been tapped. This income can be used to fund activities such as crop raiding monitoring, Mauritius thorn maintenance, exotic spp removal, etc.

Incorporating the buffer zone activities within the district plan for a possible funding is essential as funds will be allocated on jointly planned activities from the district budget

## Detailed management actions

Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1 Identify and develop project proposals for funding for community development and conservation	NCC DF	UWA, IGCP, BMCT	Year 1-5	Desk work	-
2 Identify and manage income generating projects in and outside the buffer zone such as tea, etc.	NCC DF	UWA, IGCP	Year 1-5	Covered under other routine activities	-
3 Identify and implement Fundraising activities	NCC DF	IGCP	Year 1-5	Organizing fundraising functions: 2,000,000/-x5yrs	10,000,000
4 Identify and develop tourism attractions in and around the Buffer zone	UWA	KDLG, NCCDF	Year 1-5	Lumpsum:500,000/- x5yrs	2,500,000
5 Lobby Kisoro District Local Government and Lower Local Governments to allocate funds for planned activities in the buffer zone	NCC DF	UWA, IGCP, NGO Forum- Kisoro	Year 1-5	SDA:15,000X8pplex 2timesx5yrs=1,200,000/=.Fuel: 20ltsx2timesx5yrsx4,000/-=800,000/=.	2,000,000
6 Initiate and support the formation of a savings and credit cooperative society scheme.	NCC DF	IGCP, UWA, KDLG	Year 2-5	Mobilization: Meetings;6meetings x300,000/=1,800,000/=.Seed money:36,000,000/=.SDA:5pplex15,000/- x6days=450,000/- .Fuel:6ltsx6daysx4,000/-=144,000/-	38,394,000
					<b>52,894,000</b>

## PART 3: PLAN IMPLEMENTATION, MONITORING AND EVALUATION

### 1.1 Buffer Zone Management Structure

**Output:** *Buffer zone management structure streamlined during the next five years*

#### 1.1.1 Management Issues

During the evaluation of the previous general management plan, it was realized that its implementation was very poor. Most of the activities were not implemented as was planned. This was partly due to inadequate commitment of the responsible parties expected to implement planned activities. During stakeholder consultations, it was also realized that the various management committees that were set up to directly supervise activity implementation in the field were not functional. These committees included; The Management Committee, Habitat and Gorilla Health Sub-Committee, Community Participation and Livelihoods Sub-Committee, and Monitoring and Evaluation Sub-Committee. The above situation resulted into weak governance manifesting itself into poor accountability, lack of transparency, poor participation and eventually this led into poor decision making which hampered the proper management of the buffer zone to achieve its intended purpose. The identified actions below when fully implemented in the next five years shall address the above discussed issues.

#### 1.1.2 Management actions

The Parties responsible for the management of the buffer zone are guided by a Policy document known as “The Contract Agreement” which is signed between NCCDF and UWA. This agreement specifies the roles, responsibilities, rewards, penalties and the Joint Management Board composition among others. For the proper implementation of the planned actions for the next five years, all the sections of the contract agreement shall be reviewed in line with what has been approved in this General Management Plan. The responsibility of implementing this action has been placed under the current Joint Management Board whose composition remains as follows:

1. Three members from NCCDF
2. Three members from UWA

The Joint Management Board mentioned above will make decisions basing on the technical advice from the Technical Management Advisory Committee (TMAC) that shall be composed as shown in the table below. The TMAC will be responsible for reviewing reports from the lower committees and issuing technical advisory notes to the JMB for decision making. The TMAC will also directly supervise the work of the lower committees. In some cases where it is deemed not a necessary matter for the JMB, the TMAC shall issue advice to the lower committees for further implementation. A staff from BINP specifically from the Southern sector shall be part of the TMAC to act as a secretariat for the committee.

**Figure 7: Table showing the composition of the Technical Management Advisory Committee**

	<b>Institution</b>	<b>Numbers</b>
1	Uganda Wildlife Authority-Planning Unit	1
2	International Gorilla Conservation Program (IGCP)	1
3	The secretary of the Problem Animal Management Committee (PAMC)	1
4	The secretary of the Gorilla Protection Committee (GPC)	1
5	The District Commercial Officer-Kisoro District Local Government	1
6	The Subcounty Chief, Nyabwishenya	1
7	The Subcounty Community Development Officer, Kirundo	1
8	Institute of Tropical Forest Conservation (ITFC)	1
9	Bwindi Impenetrable National Park-Southern Sector (Committee secretariat)	1
10	Nkuringo Community Conservation Development Foundation (NCCDF)	2
	Total	11

The TMAC will receive progress reports from the two committees; the Gorilla Protection Committee (GPC) as the science arm in the management of the buffer zone and from the Community Livelihood Improvement Committee (CLIC) as the Community Development arm in the management of the buffer zone. These two committees are responsible for the supervision of the implementing institutions and are expected to report to the TMAC. The secretary of each committee shall automatically become a member of the technical committee (TMAC) mentioned above to provide a linkage on matters reaching the technical committee from the two management committees. The composition of the two committees is shown in the table below.

**Figure 8: Table showing the composition of the Management Committees**

Gorilla Protection Committee (GPC)		Community Livelihood Improvement Committee (CLIC)	
Institution	Numbers	Institution	Numbers
Bwindi-Mgahinga Conservation Trust (BMCT)	1	Nkuringo Community Conservation and Development Foundation (NCCDF)	1
International Gorilla Conservation Program (IGCP)	1	International Gorilla Conservation Program (IGCP)	1
Bwindi Impenetrable National Park (BINP)	1	Natural Resources Officer (KDLG)	1
Mountain Gorilla Veterinary Program (MGVP)	1	Women S/C councilor from Nteko parish	1
Institute of Tropical Forest Conservation (ITFC)	1	Women S/C councilor from Rubuguri parish	1
Conservation through Public Health (CTPH)	1	Subcounty Community Development Officer (Nyabwishenya or Kirundo)	1
District Tourism Officer (KDLG)	1	Subcounty Chief (Nyabwishenya or Kirundo)	1
Nkuringo Community Conservation and Development Foundation (NCCDF)	1	Bwindi Impenetrable National Park (BINP)	1
	8		8

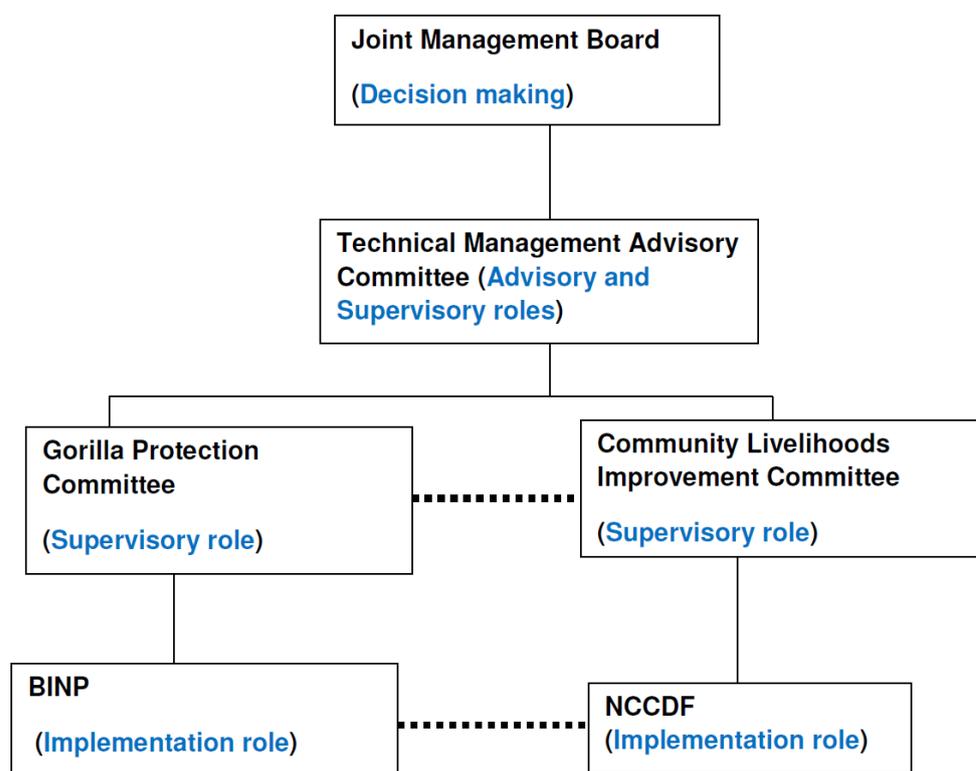
Implementation of the planned activities on the day to day basis will be undertaken by BINP staff and NCCDF staff as per the existing management structures at that particular time. BINP will report directly to the Gorilla Protection Committee while NCCDF will report directly to the Community livelihoods Improvement but the two implementing institutions will continue to collaborate and coordinate as they implement planned activities.

## Detailed management actions

	Activity	Resp	Others	Time frame	Cost breakdown	Total cost
1	Hold JMB management meetings to review programs and budgets	BINP	IGCP, NCCDF	Year 1-5	Meetings: 2meetings per yr x 5yrs x 3m = 30,000,000/=	30,000,000
2	Hold TMAC advisory meetings and field work	BINP	IGCP, NCCDF	Year 1-5	Meetings: 4meetings per yr x 5yrs x 5m = 100,000,000/=	100,000,000
3	Hold Gorilla and community committee meetings	BINP	IGCP, NCCDF	Year 1-5	Meetings: 4meetings per yr x 5yrs x 5m = 100,000,000/=	100,000,000
						<b>230,000,000</b>

### 1.1.3 Buffer zone management organogram

**Figure 9: Buffer zone management structure**



## 1.2 Activity Performance Monitoring and Evaluation

Monitoring and evaluation is about identifying and collecting information to help determine if planned actions are producing the required outputs. It is most effective if it is used as a learning experience to identify what works and improve the plan where planned actions are not as effective as expected.

As the plan is implemented, the results of implementation shall be continually evaluated to ensure that the planned outputs and overall objectives are being accomplished. Evaluation activities shall focus on determining the causes of differences in what is actually happening and what is expected to happen. The evaluation findings shall be used to inform the next plan since final evaluation shall take place at the end of five years. In summary evaluation of this plan shall be done at the end of five years to:

- i. Determine the level of activity implementation as planned
- ii. Asses and create awareness about buffer zone operations for the benefit of stakeholders
- iii. Stream line management effectiveness and create transparency to the Partners and stakeholders
- iv. Assess the effectiveness of the planning process as a tool for effective and efficient management
- v. Identify gaps and propose a way forward to fill the gaps.
- vi. Identify new issues and activities for implementation

Figure 10: Table showing the Monitoring and Evaluation Framework

Output	Indicator	Indicator Definition	Data Collection Methodology	Frequency of Data Collection	Who is Responsible?
Problem animal and vermin incidences reduced	No of reports of crop raiding and vermin	Reduced reports of crop raiding from communities around the buffer zone	Problem animal monitoring forms	Monthly, quarterly	UWA, NCCDF
A continuous well managed Mauritian thorn hedge along the buffer zone in place	MT hedge deterring problem animal/vermin from crossing to community land	Fewer reports of problem animals and vermin outside the park and buffer zone	Problem animal monitoring forms	Monthly, quarterly	UWA, NCCDF
Skills and knowledge of communities and staff in buffer zone management improved	11 capacity building trainings conducted	5 trainings in agricultural practices, 3 trainings in governance, 3 trainings in entrepreneurship	Training reports	Annually	NCCDF,
Management oriented research in and around the buffer zone conducted	2 research reports shared	Research relevant to the management of the buffer zone	Research simposia	Annually	UWA
A healthy ecosystem ensured	Number of decisions taken basing on the findings of the management oriented research	Key management decisions for buffer zone activities will be guided by research findings	Review of research documents	Annually	NCCDF, UWA
Regulated resource access in the buffer zone ensured	Mountain gorilla health and community livelihoods improved	Fewer and well managed incidences of diseases among gorillas, reduced crop raiding	Field reports,	Monthly, quarterly	UWA, NCCDF
Support for communities around the buffer zone on social services provided.	Number of resource access MoUs signed and complied with	Negotiated resource access from the buffer zone	MoU review	Annually	UWA
Contributions towards household incomes done	Number of functional social service infrastructure	Increased and functional social services around the buffer zone	Reports, Sign posts, stickers	Annually	UWA, NCCDF, KDLG
Community awareness programs enhanced	Number of awareness meetings conducted	Households able to meet their basic needs	Household survey reports	Every two years	KDLG
		Meetings geared towards informing communities on buffer zone activities	Meeting reports	Quarterly	NCCDF

Output	Indicator	Indicator Definition	Data Collection Methodology	Frequency of Data Collection	Who is Responsible?
Stakeholder collaboration and coordination strengthened	Number of coordination meetings held	Lobbying and information sharing meetings	Meeting reports	Quarterly	NCCDF, UWA
Tea project plans developed and implemented	Number of tea project plans developed and implemented	Tea project plans stipulating terms and conditions of tea growing	EIA reports, and business plans	Annually	NCCDF, UWA
Tea facilities and infrastructure established	No facilities/infrastructure established	Tea infrastructure include: tea factory, access roads, green leaf collecting centres	M+E reports, annual reports, field reports	Quarterly, annually	NCCDF, KDLG, UWA
Tea project administration in the buffer zone streamlined	Agreements between: NCCDF, UWA and KDLG, NCCDF and private investor, on tea growing	Legally binding commitments on tea growing	Agreement documents, negotiation meeting minutes	Annually	NCCDF, UWA
Buffer zone management guidelines and procedures developed and implemented	Number of guidelines developed and implemented	Guidelines for buffer zone management	Guideline documents, meeting reports	quarterly, annually	NCCDF, UWA
Security and safety in and around the buffer zone improved	Number of security installations	Presence of Police, UPDF and UWA	Security reports	Quarterly	UWA, KDLG
Funding for buffer zone activities secured	Number of funded buffer zone projects	Successfully implemented projects	Project documents	Quarterly, annually	UWA, NCCDF
Buffer zone management structure streamlined	Strong and coordinated buffer zone governance structure	Buffer zone management structures and systems fully functional	JMB reports, Activity implementation reports, Policy documents	Annually	UWA, NCCDF, KDLG

## References

1. Republic of Uganda (1996), Uganda Wildlife Statute 1996. Statutes Supplements to the Uganda Gazette No. 32 Volume LXXXXIX of 24th May 1996.
2. Republic of Uganda (2000) National Environment (Wetlands, River Banks and Lake 1 Shores Management) Regulations, 2000. Statutory Instruments supplements to the Uganda Gazette No. 5 Volume XCIII dated 21st January 2000.
3. The Uganda Wildlife Act, 1996
4. Uganda Wildlife Authority (UWA) Bwindi Impenetrable National Park General Management Plan, 2014
5. Uganda Wildlife Authority (UWA) Bwindi-Mgahinga Protected Areas General Management Plan, 2001
6. Uganda Wildlife Authority (UWA) Strategic Plan, 2013-2018
7. Uganda Wildlife Authority (UWA), Nkuringo Buffer zone management plan 2007-2012

## Appendices

### *Appendix 1: List of the planning team members*

	<b>Name</b>	<b>Institution</b>	<b>Designation</b>
1	Mr. Richard Kapere	UWA-Kampala Headquarters	Senior Warden-Planning & EIA ( <b>Team Leader</b> )
2	Mr. Richard Munezero	Kisoro District Local Government	District Tourism Officer
3	Mr. John Justice Tibesigwa	UWA-BINP	Senior Warden-In charge Bwindi Southern Sector
4	Mr. Raymond Kato	UWA-BINP	Warden Ecological Monitoring
5	M/s Olivia Biira	UWA- BINP	Warden Community Conservation
6	Dr. Fred Nizeyimana	MGVP	Field Veterinarian
7	Mr. Medard Twinamatsiko	ITFC	Social Research Team leader
8	Mr. Stephen Asuma	IGCP	Uganda Country Representative
9	Mrs. Aurelia Asigariyo	NCCDF	Executive Member
10	Mr. Innocent Ayebare	NCCDF	Executive Member

## Appendix 2: *Management Issues generated during the stakeholder consultations*

### A. **Vermin and Problem animal Control Program**

1. Human injury from wild animals
2. Crop raiding
3. Gorillas and other wildlife ranging outside the buffer zone
4. Lack of compensation for crops and injuries caused
5. A section of 4km length in Nteko not covered by the buffer zone
6. Uncontrolled paths to the buffer zone
7. Inadequate management of the Inner zone
8. Inadequate motivation of HUGO members
9. Gaps in the Mauritius thorn hedge due to rocks, rivers and footpaths
10. Mauritius thorn hedge deliberately cut in areas where tea planting is taking place
11. Inadequate maintenance of the Mauritius thorn hedge
12. Inadequate facilitation to the Accumulated Savings and Credit Associations(ASCA) to manage the Mauritius thorn
13. Inadequate technical capacity for buffer zone management
14. Low level of education among communities surrounding the buffer zone
15. Poor agricultural practices outside the buffer zone
16. Inadequate skills among communities neighboring the buffer zone

### B. **Mountain Gorilla Protection Program**

1. Negative impacts of Climate change
2. Lack of research on resources in the inner buffer zone
3. Inadequate information on the resources in the inner zone
4. Inadequate research on the effectiveness of the current PAM strategies
5. Environmental consequences of extensive clearance of the outer zone
6. Exotic species in the inner zone especially avocados
7. Human-Wildlife diseases
8. Poor household sanitation
9. Inadequate monitoring of interventions in the buffer zone
10. Gorillas being tracked on private land
11. Lack of live markers between inner and outer zone

## C. Community Livelihood Improvement Program

1. Limited access of Craft materials from the inner zone
2. Pressure for indigenous tree products from the inner buffer zone
3. Presence of exotic tree species outside the buffer zone
4. Illegal activities in the buffer zone
5. Inadequate social amenities, tourist accommodation facilities, health facilities, schools etc in the surrounding villages
6. Lack of safe water in the buffer zone
7. Limited employment of people around the buffer zone
8. High levels of poverty within the communities surrounding the buffer zone
9. High Illiteracy levels within the surrounding communities
10. Insufficient Revenue sharing funds

## D. Stakeholder Participation Program

1. Limited community awareness and understanding of the objectives of the buffer zone
2. Inadequate community mobilization and sensitization on activities within the buffer zone
3. Lack of ownership of NCCDF by some members
4. High community expectations from the buffer zone projects
5. Disillusionment of communities because of failed trials (projects) e.g. lemon grass, atimisia, etc.
8. Conflicting interests among beneficiary communities
9. Conflict of roles among stakeholders
10. Poor implementation of roles by stakeholders
11. UWA installations (ranger's camp) in the buffer zone
12. Insecurity in the neighbouring DRC
13. Limited communication network
14. Over dependence on donors for funding
15. Inadequate funding for buffer zone activities

## E. Tea growing program

- |   |   |
|---|---|
| 1. Lack of project proposal and plan for tea growing in the buffer zone                   | 12. Inadequate supervision of activities associated with the tea planting   |
| 2. Lack of an Environmental Impact Assessment for the tea growing project                 | 13. Lack of agreements between stakeholders involved in tea growing   |
| 3. Inadequate capacity building of local communities to undertake the tea growing project | 14. Lack of ownership of the tea project by the community   |
| 4. Use of fire in the clearing of the outer sub zone                                      | 15. Lack of agreements between participating members of stretcher groups with NCCDF on the initial tea growing efforts  |
| 5. Littering with polythene bags  | 16. Lack of agreement between NCCDF, UWA and Kigezi high land Tea Company on the costs associated with land clearing, tea seedling planting and tea shamba maintenance. |
| 6. Lack of sanitation facilities in the outer buffer zone                                 | 17. Un clear Ownership of the old tea gardens in the outer zone   |
| 7. Lack of a tea factory  | 18. Unclear ownership of the tea project in the buffer zone   |
| 8. Lack of space for the green tea collection centres in the outer zone                   |   |
| 9. Limited access to green tea leaf markets   |   |
| 10. Lack of access roads to the buffer zone<br>Difficult terrain                          |   |

## F. Buffer zone administration program

- |  |  |
|--|--|
| 1. JMB committees not fully functional   | 8. Conflicting interests among beneficiary communities   |
| 2. Weak governance within the buffer zone management structures e.g. poor accountability, lack of transparency, poor procedures, poor decision making, poor participation, etc | 9. Conflict of roles among stakeholders                  |
| 3. Inadequate commitment of the parties to the implementation of plans and actions   | 10. Poor implementation of roles by stakeholders         |
| 4. Lack of reports on the resources which are removed from the outer sub zone  | 11. UWA installations (ranger's camp) in the buffer zone |
| 5. Lack of procedures for communication  | 12. Insecurity in the neighbouring DRC                   |
| 6. No comprehensive guidelines to streamline activities in the Buffer zone   | 13. Limited communication network                        |
| 7. UWA's limited participation in the management of the buffer zone  | 14. Over dependence on donors for funding                |
|  | 15. Inadequate funding for buffer zone activities        |

**Appendix 3: Annual implementation estimates**

	Activity	2,015	2,016	2,017	2,018	2,019	Total Cost
	<b>2.6.1 Vermin and Problem animal Control Program</b>						
	<b>Human – Wildlife conflict</b>						
1	Conduct a study to assess the impact of the buffer zone in relation to its original objective	15,400,000	-	-	-	-	15,400,000
2	Implement the study recommendations	-	-	-	-	-	-
3	Monitor crop raiding incidences in the 4km section which is not part of the Buffer zone	5,328,000	5,328,000	5,328,000	5,328,000	5,328,000	26,640,000
4	Establish an insurance scheme or fund for wildlife conflict incidences around the neighboring parishes of the buffer zone	-	2,500,000	5,133,333	5,133,333	133,333	12,899,999
5	Sensitize communities to form voluntary problem animal and vermin management groups	9,048,000	9,048,000	9,048,000	9,048,000	9,048,000	45,240,000
6	Develop strategies and manage habitat regeneration of the inner sub-zone	-	1,680,000	840,000	-	-	2,520,000
7	Support the growing of unpalatable crops outside the buffer zone	33,048,000	33,048,000	33,048,000	33,048,000	33,048,000	165,240,000
8	Lobby for the recruitment of vermin guards	440,000	440,000	440,000	440,000	440,000	2,200,000
9	Train vermin guards and HUGO to deal with problem animals and vermin	8,940,000	8,940,000	8,940,000	8,940,000	8,940,000	44,700,000
10	Identify new and at the same time continue to implement mechanisms to motivate HUGO members	12,900,000	12,900,000	12,900,000	12,900,000	12,900,000	64,500,000
	<b>Subtotal</b>	<b>85,104,000</b>	<b>73,884,000</b>	<b>75,677,333</b>	<b>74,837,333</b>	<b>69,837,333</b>	<b>379,339,999</b>
	<b>Management of Mauritius Thorn Hedge</b>						
1	Fill the existing gaps along the buffer zone boundary with Mauritius thorns	1,848,000	1,848,000	-	-	-	3,696,000
2	Maintain all the Mauritius thorn hedge along the boundary	4,648,000	4,648,000	4,648,000	4,648,000	4,648,000	23,240,000
3	Sensitize and facilitate ASCAS on Mauritius Thorn hedge maintenance	2,648,000	2,648,000	2,648,000	2,648,000	2,648,000	13,240,000

## Nkuringo Buffer Zone - General Management Plan (2015 - 2019)

	Activity	2,015	2,016	2,017	2,018	2,019	Total Cost
	<b>Subtotal</b>	<b>31,845,000</b>	-	-	-	-	<b>31,845,000</b>
	<b>Ecological Monitoring</b>						
1	Design & implement a comprehensive gorilla health risk reduction strategy	-	25,000,000	4,000,000	4,000,000	4,000,000	37,000,000
2	Develop and implement a problem animal Monitoring Information System	-	5,000,000	1,000,000	1,000,000	1,000,000	8,000,000
3	Demarcate the inner zone using appropriate live markers	1,032,000	-	-	-	-	1,032,000
4	Eradicate exotic plants from the inner buffer sub-zone	-	2,520,000	-	-	-	2,520,000
5	Monitor household sanitation	648,000	648,000	648,000	648,000	648,000	3,240,000
	<b>Subtotal</b>	<b>1,680,000</b>	<b>33,168,000</b>	<b>5,648,000</b>	<b>5,648,000</b>	<b>5,648,000</b>	<b>51,792,000</b>
	<b>2.6.3 Community Livelihood Improvement Program</b>						
	<b>Resource access</b>						
1	Carry out community sensitization on resource access	9,048,000	9,048,000	9,048,000	9,048,000	9,048,000	45,240,000
2	Develop MoUs for resource access	7,008,000	-	-	-	-	7,008,000
3	Develop and implement bye-laws to control illegal activities in the buffer zone	2,400,000	2,000,000	-	-	-	4,400,000
4	Support establishment of indigenous plants on individual land parcels based on individual needs for tree growing.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
	<b>Subtotal</b>	<b>19,456,000</b>	<b>12,048,000</b>	<b>10,048,000</b>	<b>10,048,000</b>	<b>10,048,000</b>	<b>61,648,000</b>
	<b>Social benefits</b>						
1	Lobby for the provision of social amenities to the communities around the buffer zone	500,000	500,000	500,000	500,000	500,000	2,500,000
2	Develop and market existing tourism facilities and other income generating infrastructure for NCCDF (Buniga trail, community walks, Community camp, Technical institute)	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	60,000,000
	<b>Subtotal</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>12,500,000</b>	<b>62,500,000</b>
	<b>Poverty</b>						
1	Purchase and distribute appropriately modern beehives and honey harvesting equipments to supplement household incomes	-	1,800,000	-	1,800,000	-	3,600,000

## Nkuringo Buffer Zone - General Management Plan (2015 - 2019)

	Activity	2,015	2,016	2,017	2,018	2,019	Total Cost
4	Implement specific activities within the existing problem animal management MoU between UWA, NCCDF and Local Governments	2,040,000	2,040,000	2,040,000	2,040,000	2,040,000	10,200,000
5	Explore other feasible interventions where the Mauritius thorn cannot grow	520,000	6,250,000	6,250,000	6,250,000	6,250,000	25,520,000
6	Train communities on planting and management of Mauritius thorn hedge	-	4,150,000	4,150,000	-	-	8,300,000
	<b>Subtotal</b>	<b>11,704,000</b>	<b>21,584,000</b>	<b>19,736,000</b>	<b>15,586,000</b>	<b>15,586,000</b>	<b>84,196,000</b>
	<b>Capacity Building</b>						
1	Train NCCDF Top Management and committees in leadership and management skills	15,800,000	-	15,800,000	-	-	31,600,000
2	Educate local communities on Government policies	-	900,000	-	-	-	900,000
3	Train communities in business development and entrepreneurship skills	-	3,250,000	-	-	-	3,250,000
4	Provide tourism technical advice and backstopping to Nkuringo Community Conservation and Development Foundation (NCCDF)	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	9,500,000
5	Provide agricultural extension services to farmers around the buffer zone	648,000	648,000	648,000	648,000	648,000	3,240,000
	<b>Subtotal</b>	<b>18,348,000</b>	<b>6,698,000</b>	<b>18,348,000</b>	<b>2,548,000</b>	<b>2,548,000</b>	<b>48,490,000</b>
	<b>2.6.2 Mountain Gorilla Protection Program</b>						
	<b>Research</b>						
1	Implement recommendations of the study on community risky behaviours that negatively impact on Gorillas	-	-	-	-	-	-
2	Carry out research to determine effectiveness of current problem animal and vermin control methods	10,000,000	-	-	-	-	10,000,000
3	Implement research recommendations	-	-	-	-	-	-
4	Conduct research on availability of resources for Gorillas and communities in the inner zone	21,000,000	-	-	-	-	21,000,000
5	Implement research recommendations	-	-	-	-	-	-
6	Set aside a section within the buffer zone for trial problem animal interventions	845,000	-	-	-	-	845,000

	Activity	2,015	2,016	2,017	2,018	2,019	Total Cost
2	Develop proposals for an affirmative action for immediate neighbors of the buffer zone	-	9,000,000	-	-	-	9,000,000
3	Hold meetings to discuss the affirmative action proposals	-	5,000,000	-	-	-	5,000,000
4	Implement the acceptable affirmative action proposal	-	-	-	-	-	-
5	Support the growing of high value agricultural crops	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	50,000,000
6	Lobby members of parliament for an increase in revenue sharing	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
	<b>Total cost</b>	<b>12,000,000</b>	<b>27,800,000</b>	<b>12,000,000</b>	<b>13,800,000</b>	<b>12,000,000</b>	<b>77,600,000</b>
<b>2.6.4 Stakeholder Participation Program</b>							
	<b>Community Awareness</b>						
1	Carry out periodic meetings to update the communities on projects being undertaken in the buffer zone	3,418,000	3,418,000	3,418,000	3,418,000	3,418,000	17,090,000
2	Sensitize and involve political leaders in buffer zone activities	3,418,000	3,418,000	3,418,000	3,418,000	3,418,000	17,090,000
3	Engage NCCDF leadership to give accountability and feedback to the communities	400,000	400,000	400,000	400,000	400,000	2,000,000
	<b>Subtotal</b>	<b>7,236,000</b>	<b>7,236,000</b>	<b>7,236,000</b>	<b>7,236,000</b>	<b>7,236,000</b>	<b>36,180,000</b>
	<b>Stakeholder collaboration and coordination</b>						
1	Lobby Local Government to integrate buffer zone activities into its development plan	440,000	440,000	440,000	440,000	440,000	2,200,000
2	Establish information sharing platforms	400,000	400,000	400,000	400,000	400,000	2,000,000
3	Develop and implement mechanisms for members of NCCDF to identify themselves with their company	6,000,000	-	-	-	-	6,000,000
	<b>Subtotal</b>	<b>6,840,000</b>	<b>840,000</b>	<b>840,000</b>	<b>840,000</b>	<b>840,000</b>	<b>10,200,000</b>
<b>2.6.5 Tea growing program</b>							
	<b>Tea Project Planning</b>						
1	Conduct an environmental audit for tea growing in the Buffer zone	9,000,000	-	-	9,000,000	-	18,000,000
2	Implement mitigation measures highlighted in the	-	-	-	-	-	-

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	Activity	2,015	2,016	2,017	2,018	2,019	Total Cost
	environmental audit						
3	Removal and reuse the polythene bags from the buffer zone	720,000	720,000	720,000	-	-	2,160,000
4	Develop and implement Tea business plan	-	9,000,000	-	-	-	9,000,000
5	Organize study tours for selected farmers to other tea growing areas	-	10,000,000	-	10,000,000	-	20,000,000
	<b>Subtotal</b>	<b>9,720,000</b>	<b>19,720,000</b>	<b>720,000</b>	<b>19,000,000</b>	<b>-</b>	<b>49,160,000</b>
	<b>Tea Project Facilities and Infrastructure</b>						
1	Lobby for establishment of a tea factory within the district.	400,000	400,000	400,000	400,000	400,000	2,000,000
2	Lobby for Opening up and maintenance of access road along the Buffer zone and the T- off roads by the Government	400,000	400,000	400,000	400,000	400,000	2,000,000
3	Identify and construct green tea collection centres within the tea growing areas	30,000,000	-	-	-	-	30,000,000
	<b>Subtotal</b>	<b>30,800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>	<b>34,000,000</b>
	<b>Tea Project Administration</b>						
1	Conduct meetings to negotiate and sign an agreement between NCCDF, UWA, KDLG and Kigezi highland tea company on the costs of land clearing, planting and maintenance of the tea gardens in the Buffer zone.	7,320,000	-	-	-	-	7,320,000
2	Conduct meetings to negotiate an MoU between NCCDF and the stretcher groups who were involved in the initial tea growing project on their stake.	1,080,000	-	-	-	-	1,080,000
3	Conduct meetings to negotiate, draft and sign a tripartite agreement for tea growing among UWA, NCCDF and KDLG.	7,320,000	-	-	-	-	7,320,000
	<b>Subtotal</b>	<b>15,720,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,720,000</b>
	<b>2.6.6 Buffer zone administration program</b>						
	<b>Guidelines and Procedures</b>						
1	Develop and implement communication protocol	-	-	-	-	-	-
2	Develop and implement operational guidelines for all activities in the Buffer zone	-	-	10,900,000	-	-	10,900,000

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	Activity	2,015	2,016	2,017	2,018	2,019	Total Cost
	<b>Subtotal</b>	-	-	10,900,000	-	-	10,900,000
	<b>Security</b>						
1	Acquire land near River Ivy for establishment of a ranger camp	-	-	35,000,000	-	-	35,000,000
2	Intensify patrols in the buffer zone by making use of the Nkuringo Ranger camp	8,640,000	8,640,000	8,640,000	8,640,000	8,640,000	43,200,000
3	Relocate the Nkuringo SWIFT camp from the outer zone to the inner zone	-	-	-	160,000,000	-	160,000,000
4	Screen and identify all workers within the buffer zone	2,208,000	2,208,000	2,208,000	2,208,000	2,208,000	11,040,000
5	Lobby the private sector to extend communication infrastructure and services near the buffer zone.	400,000	400,000	400,000	400,000	400,000	2,000,000
	<b>Subtotal</b>	<b>11,248,000</b>	<b>11,248,000</b>	<b>46,248,000</b>	<b>171,248,000</b>	<b>11,248,000</b>	<b>251,240,000</b>
	<b>Funding for Buffer Zone Activities</b>						
1	Identify and develop project proposals for funding for community development and conservation	-	-	-	-	-	-
2	Identify and manage income generating projects in and outside the buffer zone such as tea, ...	-	-	-	-	-	-
3	Identify and implement Fundraising activities	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
4	Identify and develop tourism attractions in and around the Buffer zone	500,000	500,000	500,000	500,000	500,000	2,500,000
5	Lobby Kisoro District Local Government and Lower Local Governments to allocate funds for planned activities in the buffer zone	400,000	400,000	400,000	400,000	400,000	2,000,000
6	Initiate and support the formation of a savings and credit cooperative society scheme.	-	2,394,000	12,000,000	12,000,000	12,000,000	38,394,000
	<b>Subtotal</b>	<b>2,900,000</b>	<b>5,294,000</b>	<b>14,900,000</b>	<b>14,900,000</b>	<b>14,900,000</b>	<b>52,894,000</b>
	<b>Buffer zone Administrative/ management costs</b>						
1	Hold JMB management meetings to review programs and budgets	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
2	Hold TMAC advisory meetings and field work	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
3	Hold Gorilla and community committee meetings	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000	100,000,000
	<b>Subtotal</b>	<b>46,000,000</b>	<b>46,000,000</b>	<b>46,000,000</b>	<b>46,000,000</b>	<b>46,000,000</b>	<b>230,000,000</b>
	<b>Total cost</b>						<b>1,487,705,000</b>