

Applicant: **Lanchbury, Kate**  
Organisation: **WWF-UK**  
Funding Sought: **£599,858.00**

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## **DIR30S2\1036**

### **Effectively tackling Human-Carnivore Conflicts through Systematic Approaches in Uganda**

Human-Carnivore Conflict (HCC) in Queen Elizabeth Conservation Area, Uganda, impacts local communities through predation of livestock resulting in loss of income, and human injuries or fatalities, often leading to the retaliatory killing of carnivores. WWF will work with stakeholders to: improve local governance systems and strengthen stakeholder collaboration; address critical HCC prevention, mitigation and response gaps through a systematic multi-stakeholder approach; and develop holistic solutions, such as capacity building for rangers, and training and livelihood support for local communities.

# DIR30S2\1036

Effectively tackling Human-Carnivore Conflicts through Systematic Approaches in Uganda

## Section 1 - Contact Details

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### CONTACT DETAILS

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## GMS ORGANISATION

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## Section 2 - Title, Ecosystems, Approaches & Summary


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### Q3. Title:


Effectively tackling Human-Carnivore Conflicts through Systematic Approaches in Uganda

Please upload a cover letter as a PDF document.

 [Stage 2 Cover Letter HCC FINAL](#)

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**What was your Stage 1 reference number? e.g. DIR29S1\1123**

DIR30S1\1114

### Q4. Key Ecosystems, Approaches and Threats

Select up to 3 biomes that are of focus, up to 3 conservation actions that characterise your approach, and up to 3 threats to biodiversity you intend to address, from dropdown lists.

**Biome 1**

Tropical-subtropical forests

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**Biome 2**

Shrublands & shrubby woodlands

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**Biome 3**

Savannas and grasslands

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**Conservation Action 1**

Awareness Raising

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**Conservation Action2**

Livelihood, Economic & Moral Incentives

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**Conservation Action 3**

*No Response*

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**Threat 1**

Agriculture & aquaculture (incl. plantations)

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**Threat 2**

Biological resource use (hunting, gathering, logging, fishing)

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**Threat 3**

Other threats

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## Q5. Summary of project

**Please provide a brief non-technical summary of your project: the problem/need it is trying to address, its aims, and the key activities you plan on undertaking.**

Human-Carnivore Conflict (HCC) in Queen Elizabeth Conservation Area, Uganda, impacts local communities through predation of livestock resulting in loss of income, and human injuries or fatalities, often leading to the retaliatory killing of carnivores. WWF will work with stakeholders to: improve local governance systems and strengthen stakeholder collaboration; address critical HCC prevention, mitigation and response gaps through a systematic multi-stakeholder approach; and develop holistic solutions, such as capacity building for rangers, and training and livelihood support for local communities.

## Section 3 - Title, Dates & Budget Summary

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### Q6. Country(ies)

Which eligible host country(ies) will your project be working in?

Country 1	Uganda	Country 2	No Response
Country 3	No Response	Country 4	No Response

Do you require more fields?

No

## Q7. Project dates

Start date:	End date:	Duration (e.g. 2 years, 3 months):
01 June 2024	31 March 2027	2 years 10 months

## Q8. Budget summary

Year:	2024/25	2025/26	2026/27	
Amount:	£180,141.00	£203,185.00	£216,532.00	£ 599,858.00

## Q9. Do you have matched funding arrangements?

Yes

Please ensure you clearly outline your matched funding arrangement in the budget.

Q10. If you have a significant amount of unconfirmed matched funding, please clarify how you will deliver the project if you don't manage to secure this?

All matched funds are confirmed.

Q11. Have you received, applied for or plan to apply for any other UK Government funding for the proposed project or similar?

No

## Section 4 - Problem statement

Q12. Problem the project is trying to address

**Please describe the problem your project is trying to address in terms of biodiversity and its relationship with multi-dimensional poverty.**

The Queen Elizabeth Conservation Area (QECA) in Uganda is both home to approximately 90,000 people, who rely heavily on livestock farming as their main livelihood, and important natural resources. At its heart lies the Queen Elizabeth National Park (QENP), once a stronghold for carnivores, particularly lions, but now home to just 71 lions (1) across its 197,800ha, exhibiting a 50% decline since 2014.

The interface between carnivores (lion, hyena, and leopard), livestock and communities leads to significant levels of Human-Carnivore Conflict (HCC) within the QECA and throughout the region (East Africa) (4). Between 2018 and 2021, approximately 180 livestock were reportedly killed by carnivores, this does not include livestock injured in carnivore attacks. In the three year period preceding this, 21 people were killed and 100 people were severely injured by carnivores within the QECA. As a result, and due to the lack of other options when managing HCC, people often resort to the killing of carnivores in fear or retaliation. Since 2014, 70 lions (2), approximately 100 leopards (3) and 265 hyenas (3) have been killed in retaliatory attacks - this vicious circle, exacerbated by other factors such as non-selective poaching, habitat loss and climate change, is threatening the survival of some of Uganda's critical wildlife.

The level of conflict and magnitude of damage negatively affects safety, food security, livelihoods, and well-being throughout the community and is amplified in vulnerable, poor and marginalised communities that lack alternative income sources (average household income in the project area is ~\$163/year). A recent study has shown that for a set of African countries, including Uganda, human communities are vulnerable to losing all or more than double their annual income if a single calf is killed by a carnivore (4). Communities see the park as a threat to their livelihoods rather than an asset; citing lions, hyenas and other wildlife (elephant etc) as limiting their development opportunities (5). Lack of trust and transparency between the park authorities and local communities, and a lack of perceived benefits of living with carnivores, further increases the likelihood and impact of HCC.

According to studies by Uganda Wildlife Authority (UWA) and partners, the tourism revenue associated with an individual lion is about \$13,500 per year for the national economy. A benefit sharing mechanism exists for communities to access funds from QENP's revenue, however lack of transparency is hindering this process, with communities, at times, not having means, knowledge or capacity to ensure equitable distribution and use of these funds.

Preventative measures, mitigation and responses to de-escalate HCC are currently limited, uncoordinated amongst stakeholders, and inconsistently applied across QECA. Moreover, they are often overly focused on the symptoms of the conflict, lacking a coherent long-term strategy and having no basis in place to measure impact. There is therefore the need to systematically and holistically address the key drivers of HCC in QECA to establish a level of balanced coexistence between communities and carnivore populations, which ensures the safety of humans, assets, habitats, and wildlife.

## **Section 5 - Darwin Objectives and Conventions**

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### **Q13. Biodiversity Conventions, Treaties and Agreements**

**Q13a. Your project must support the commitments of one or more of the agreements listed below. Please indicate which agreement(s) will be supported.**

Convention on Biological Diversity (CBD)

- ☑ Convention on the Conservation of Migratory Species of Wild Animals (CMS)
- ☑ Global Goals for Sustainable Development (SDGs)

## Q13b. National and International Policy Alignment

Using evidence where available, please detail how your project will contribute to national policy (including NBSAPs, NDCs, NAP etc.) and in turn international biodiversity and development conventions, treaties and agreements that the country is a signatory of.

This project contributes to Uganda's mandate to conserve biodiversity under the new Global Biodiversity Framework (GBF) of the Convention on Biological Diversity (CBD) and under its National Biodiversity Strategy and Action Plan (NBSAP) II 2015-2025. Specifically, support to QECA will help ensure at least 30% of its terrestrial and inland water areas are conserved (GBF Target 3, NBSAP Target 3.1); human-induced extinction of carnivores is prevented and Human-Wildlife Conflict (HWC) minimised (GBF Target 4, NBSAP Target 3.3); protected area capacity is strengthened for effective implementation (GBF Target 20, NBSAP Target 2.1); data is made available to decision-makers (GBF Target 21); and women participate in decision-making (GBF Target 22).

The project will also contribute to several of Uganda's Sustainable Development Goal (SDG) targets: SDG 1 No Poverty - by supporting communities to live alongside wildlife and reducing the rate of HCC (exposure to economic shocks); SDG 5 Gender Equality - by strengthening the role of women in conservation; SDG 10 Reduced Inequalities by strengthening community led Community-based Organisations (CBOs) in institutional, technical and financial capacity (including at least 30% of women in decision-making roles), to advocate for increased conservation benefits for communities and inclusive community participation in decision-making; and SDG 15 Life on Land - by halting the decline of carnivore populations in QECA.

Regionally, Uganda is signatory to the East African Community (EAC) Protocol on Environment and Natural Resources and EAC's new Wildlife Conservation and Management Strategy and Action Plan. The project supports Uganda's requirement to sustainably conserve wildlife resources with local communities under the EAC protocol, and to strengthen HWC Schemes under the EAC Action plan. The policy highlights the need for addressing human wildlife conflict, greater engagement of youth and women and local communities to ensure greater benefits to local communities from wildlife and collaboration in the management of wildlife resources.

Nationally, the project supports the Wildlife Act (2019), Wildlife Policy (2014), Community Conservation Policy (2004) and Guidelines for Revenue Sharing between Wildlife Protected Areas and Adjacent Local Governments and Communities (2012), all of which encourage park authorities to develop strong relationships with communities and support them to benefit from living alongside wildlife. The project also contributes to Uganda's Convention on Migratory Species (CMS) commitments as part of the Africa Carnivore Initiative: applying holistic approaches, ensuring connectivity and promoting coexistence with predators.

Locally, the project supports the UWA's General Management Plan and Community-Based Wildlife Crime Prevention Action Plan (4) for QECA.

## Section 6 - Method, Change Expected, Gender & Exit Strategy

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### Q14. Methodology

Describe the methods and approach you will use to achieve your intended Outcome and contribute towards your Impact. Provide information on:

- how you have reflected on and incorporated evidence and lessons learnt from past and present similar activities and projects in the design of this project.

- the specific approach you are using, supported by **evidence** that it will be effective, and **justifying why you expect it will be successful** in this context.
- how you will undertake the work (activities, materials and methods)
- what will be the **main activities** and where will these take place.
- how you will **manage the work** (governance, roles and responsibilities, project management tools, risks etc.).

The project will use WWF's 'Conflict to Coexistence' (C2C) (revised 'SAFE Systems') approach to manage Human-Wildlife Conflict (HWC). This approach is: holistic - considering diverse drivers and impacts; integrated - connecting various management actions; participatory - involving all stakeholders and actors; and inclusive - working closely with those who are impacted. It provides a framework to assess, guide, implement, and monitor HWC management by improving safety for wildlife, habitat, people and assets, rather than just focusing on individual aspects of the conflict. The strategy focuses on actions needed to strengthen policy, understand, monitor, prevent, mitigate, and respond to HWC. In this way, the project considers the interconnectedness and complexity of the conflict in QECA to ensure longer term sustainability. WWF has tested the approach in over 40 sites globally and found that managing HWC not only assists conservation but also leads to better economic outcomes for local communities, whilst reducing conflict. The revision of the approach has been informed by lessons learnt from these 40 sites which have developed and implemented HWC management strategies using this framework.

By understanding conflict in a landscape through a structured stakeholder consultation process, it allows managers, decision makers, and communities to develop strategies together that gradually remove risks and, over time, make the area safer for people, their assets, wildlife, and their habitat.

To do so, the project will:

1. Build the capacity of the QECA ranger workforce to assess, develop and implement HCC mitigation and response actions: training will be conducted with UWA rangers to improve collection and management of data around HCC events using the Spatial Monitoring and Reporting Tool (SMART); and supported to develop efficient response actions to HCC events.
2. Improve the capacity of QECA households most affected by HCC to reduce its impacts, by more effectively protecting themselves and their assets (livestock), diversifying livelihood options, and empowering communities to respond to HCC safely, thus removing the perceived need to kill carnivores in response to predation attempts, and improving coexistence. Local level HCC Action plans will be developed with local communities in four HCC hotspots, in alignment with landscape level HCC management strategy developed using the C2C framework. A gender and inclusion analysis will be conducted to inform development of this plan, and identify actions to promote gender equality and social inclusion throughout the project. Support will then be provided to help implement the plan (including identified innovations to address HCC) and support community focused livelihood interventions which will be co-created. For example, coffee value addition to the coffee growing communities in the southern sector, commercial crafts making for youth and women, community tourism promotion, conversion of invasive plant species in the northern sector into briquettes for income generation, and milk value addition in the livestock communities of the northern sector. Bee-keeping and value addition to bee products can also be strengthened in some communities of the southern sector. Volunteer community wildlife scouts will also be trained as first responders and in the use of SMART, to work alongside rangers in reporting and responding to HCC events.
3. Improve capacity of Community-based Organisations (CBOs) who represent households in QECA conflict hotspots to effectively engage with UWA and local authorities: Using a CBO capacity assessment tool, two CBO hubs (representing multiple local organisations through Uganda's established CBO hub network) have been identified to build institutional capacity of various member community groups (e.g reformed poacher groups, community wildlife scouts, etc). These CBOs will be supported to engage in dialogue with UWA and local authorities around benefit sharing from QENP, and to ensure communities form part of the decision-making



process around HCC.

This project will be managed by WWF-UK as the lead partner and implemented by WWF-Uganda Country Office (WWF-UCO) as the lead implementing partner. A grant agreement will be in place between WWF-UK and WWF-UCO to ensure donor compliance and all WWF policies are adhered to. A Project Steering Committee will be established to validate the annual budget and action plan, provide strategic guidance, assess progress and help in troubleshooting; identify synergies with other initiatives and finalise technical and financial reports. The project steering committee will comprise project team members from WWF-UK, WWF-UCO and UWA. To ensure information sharing and participation in decision making, the QECA stakeholder platform (which is already in place) will be engaged regularly. The project steering committee will be supported strongly with technical expertise from WWF's East Africa Wildlife Crime Hub (EAWCH).

## Q15. Capability and Capacity

**How will the project support the strengthening of capability and capacity of identified local and national partners, and stakeholders during its lifetime at organisational or individual levels? Please provide details of what form this will take, who will benefit (noting GESI considerations), and the post-project value to the country.**

Capacity building for local communities and stakeholders is integrated throughout this project and is essential to its long-term success and sustainability beyond the project.

Capacity at organisational level: Uganda Wildlife Authority (UWA)

- At least 80 UWA staff (including QENP staff, with proportionate representation of female staff) will be trained in the application of the C2C approach to managing HCC.
- Increased capacity of at least 80 new UWA rangers in the use and application of Spatial Monitoring and Reporting Tool (SMART) to record HCC data.
- At least 15 UWA staff will have improved capacity to analyse and interpret HCC data (collected using SMART) for more effective adaptive management of HCC and implementation of the HCC management strategy for QECA.

Capacity at local level: local communities and stakeholders

- At least 40 community wildlife scouts from four HCC hotspots within the project area will have improved capability and capacity to respond to HCC incidents through training (conflict management, first aid, SMART data collection) and the provision of necessary equipment.
- At least 1,500 community members (300 households) are supported in the identification and development of diversified livelihood enterprises. Participants will receive training and mentorship to ensure success and sustainability of co-created livelihood interventions
- At least 1,500 community members in four HCC hotspots will have the capacity to implement identified HCC management actions (from the local HCC action plans).
- Finally, two CBO hubs (minimum 5 CBOs per hub) will have improved institutional, technical and financial capacity (including at least 30% of women in decision-making roles), to advocate for increased conservation benefits for communities, inclusive community participation in decision-making and support community development. This will be achieved through targeted training sessions, regular support and touch points.

## Q16. Gender equality and social inclusion

**All applicants must consider whether and how their project will contribute to promoting equality between persons of different gender and social characteristics. Explain your understanding of how individuals may be excluded from equal participation within the context of your project, and how you seek to address this. You should consider how your project will proactively contribute to ensuring individuals achieve equitable outcomes and how you will engage participants in a meaningful way.**

Women and girls are involved in over 75% of livestock related activities and thus are likely to be significantly impacted by HCC (6). Additionally, girls are likely to be disproportionately impacted by indirect effects, given that households may respond to a decrease in income by reducing girls' schooling (7).

Considering gender-specific and other marginalised group roles, the project will support enhanced participation and voice of women for greater equality in decision-making. Project design will both consider gender roles in the appropriateness of intervention design, and seek to generate direct benefits for women and girls. For example, evidence estimates that 4% of rural land in Uganda is owned by women, limiting their ability to determine land use (8) and implying that targeting interventions around agricultural practices which limit HCC to women may not be effective in isolation.

In order to systematically capture such issues, a Gender Equality and Social Inclusion analysis will be undertaken to design appropriate interventions by context. Some likely examples of project interventions targeting women include: enabling the empowerment of women within the household economy; and focusing on the inclusion of women and girls in decision making around conservation.

Contextually relevant activities will include (but not limited to):

- Ensuring women and youth participate in decision-making and solution design during the development of the HCC management strategy;
- Supporting women, men and youth to pursue appropriate resilient livelihood opportunities;
- Supporting women's participation and leadership in the CBO hubs and decision-making mechanisms at CBO level;
- Ranger training covering gender equality, ensuring rangers uphold women's rights and understand the value of gender in conservation; with proportionate representation of the female ranger force;
- Monitoring and evaluation of gender-disaggregated data to assess the effectiveness of interventions in promoting gender equality, and to guide evidence-based decision-making.

## Q17. Change expected

**Detail the expected changes to both biodiversity and multi-dimensional poverty reduction, and links between them, that this work will deliver. You should identify what will change and who exactly will benefit a) in the short-term (i.e. during the life of the project) and b) in the long-term (after the project has ended).**

**When talking about how people will benefit, please remember to give details of who will benefit, differences in benefits by gender or other layers of diversity within stakeholders, and the number of beneficiaries expected. The number of communities is insufficient detail – number of households should be the largest unit used.**

In the short-term, the project will enhance the capacity of 80 UWA rangers and 300 local households (both directly and through engagement with 2 CBO Hubs) to assess the drivers of HCC and to collaboratively develop and implement appropriate solutions, including livelihood interventions identified from analysis of market and value addition opportunities, and existing skills and resources available to local men and women in the different hotspots.

This will lead to direct benefits related to household income: as a result of decreased losses of livestock and due to the livelihood interventions delivered directly through the project.

Further direct benefits for the 300 households will come from the well-being impacts of reduced carnivore attacks, increasing community safety and decreasing the risk of injury/death.

These interventions will lead to a reduction in HCC events, reducing the impact on livelihoods and well-being

from losses of income from livestock predation, while making communities safer and less vulnerable to carnivore attacks. Improving livelihood opportunities will further build the resilience of local communities and increase their tolerance to living with wildlife. This will directly benefit 300 households (~1,500 men, women, boys and girls), while reducing the risk of HCC occurring will indirectly benefit further communities living in the vicinity.

Indirect benefits on poverty in the short term come from greater voice and better representation in conservation governance, as well as greater ability to hold the authorities to account for effective delivery of HCC interventions. At least 10 Community Based Organisations (approximately 30 members per group), organised in 2 CBO hubs in the north and south of the park, will have improved capacity to engage with park authorities on management solutions for HCC, to represent community views and to hold local authorities to account if benefits are not being shared equitably with communities as required.

In terms of biodiversity benefits, project interventions should lead to a decrease in carnivore (lions, hyenas, leopards) mortality, as a result of conflict, by the end of the three years.

In the longer term, household income will be increased due to livelihood interventions, improved livestock management and improved benefit sharing. CBOs will be able to play a stronger role in representing community interests, ensuring inclusive participation in decision-making and promoting benefits to communities through inclusive service provision and revenue sharing. As communities perceive more benefits to conserving wildlife, they will play a more effective role in curbing retaliatory killings and poaching. This will lead to further reductions in the killings of lions, hyenas and leopards, with the medium term impact of stable populations of these carnivores in the QECA. In turn, this should attract more tourists, thereby generating higher revenue which will feed back to further increases in household income as a result of equitable benefit sharing. Similar approaches can then be replicated out more widely in other conservation areas such as: Kidepo Valley and Murchison Falls Conservation Areas, building on the tried and tested approach.

## Q18. Pathway to change

**Please outline your project's expected pathway to change. This should be an overview of the overall project logic and outline why and how you expect your Outputs to contribute towards your overall Outcome and, in the longer term, your expected Impact.**

The project will:

- Improve the capacity of rangers and their managers to respond to HCC, to monitor HCC events and to use this information to increase the effectiveness of measures to predict and prevent HCC (Output 1);
- Increase household capacity to minimise loss/damage from HCC by collaboratively agreeing and implementing priority actions under the HCC Management Strategy - to reduce HCC incidents and enhance community well-being and livelihoods, as well as training and equipping community members to respond to HCC (Output 2)
- Improve awareness of community rights in relation to revenue sharing; strengthen the capacity of community groups to advocate for these rights and community interests in decision-making; and bring these groups together with UWA and local authorities to improve participation in decision making around HCC (Output 3).

This should result in fewer incidents of HCC, greater household income and well-being (due to reduced livestock losses and deaths/injuries) and more community buy-in to HCC mitigation and carnivore conservation measures taken by the authorities. In turn, fewer incidents of HCC should lead to fewer retaliatory killings (Outcome).

In the longer term, decreased HCC should lead to maintenance of improved well-being, along with stable numbers of carnivores in the QECA (Impact).

## Q19. Sustainable benefits and scaling potential

**Q19a. How will the project reach a point where benefits can be sustained post-funding? How will the required knowledge and skills remain available to sustain the benefits? How will you ensure your data and evidence will be accessible to others?**

Project design is based on priority needs identified by stakeholders, particularly local communities, ensuring that buy-in to sustain the project is strong from the outset. The key approach adopted, the C2C framework, uses participatory design for locally appropriate action plans and joint implementation by multiple stakeholders to manage HCC. It ensures that knowledge is shared, capacities built, working relationships established and long-term plans developed. Interventions implemented will be bespoke, bring direct benefits to local communities and therefore have increased likelihood of sustainability.

The project leaves in place a suite of documents and structures to guide and sustain future efforts, including: HCC Management Strategy for the QECA and local level action plans; HCC communication materials; a HCC monitoring framework for QECA; analysed data on HCC and wildlife populations through the improved collection of data by rangers and community scouts using SMART; and local communities engaging effectively with Protected Area Authority.


**Q19b. If your approach works, what potential is there for scaling the approach further? Refer to Scalable Approaches (Landscape, Replication, System Change, Capacitation) in the guidance. What might prevent scaling, and how could this be addressed?**


The rolling out of C2C in QECA is in itself a replication of success from other regions. The project will test it within the QECA/Uganda context, and demonstrate replicability for other regions within the Greater Virunga Landscape. Moreover, through future opportunities, C2C can be rolled out with more communities experiencing human-wildlife conflict in the wider landscape. Finally, the CBO hub approach has the potential to institutionalise best practices through capacitation, while the support to the wider QECA Stakeholders group provides the avenue for further replication as C2C becomes part of management planning.

What might impede scaling up would be failure to embrace multi-stakeholder approaches, reducing the potential to share and learn, and build on the experience of all stakeholders. This can nonetheless be addressed by building on the existing processes of multi stakeholder platforms currently being developed by UWA.

**If necessary, please provide supporting documentation e.g. maps, diagrams, references etc., as a PDF using the File Upload below:**

 [Uganda HCC Annex](#)

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## Section 7 - Risk Management

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### Q20. Risk Management

**Please outline the 6 key risks to achievement of your Project Outcome and how these risks will be managed and mitigated, referring to the Risk Guidance. This should include at least one Fiduciary, one Safeguarding, and one Delivery Chain Risk.**

Risk Description	Impact	Prob.	Gross Risk	Mitigation Header	Residual Risk
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<b>Fiduciary</b>	Funds are lost or not accounted for through mishandling or fraud, or not spent as per agreed budget. Any fraud or misuse of money could lead to failure to complete agreed project activities, reputational risk and donor withdrawal.	Major	Unlikely	Major	WWF's robust procurement, sub-granting and financial management processes are followed across all offices and zero tolerance on fraud and corruption.	Minor
<b>Safeguarding</b>	Potential for Human rights abuses and/or allegations of human rights abuses between the Park Authorities/rangers and the local communities during patrols and/or engagements related to the project.	Major	Possible	Major	Training for rangers are designed to sensitise them on human rights and ethical law enforcement behaviours and all rangers to successfully complete training.	Moderate
<b>Delivery Chain</b>	Limited government engagement due to lack of understanding of Human-wildlife conflict management approaches, resulting in delays in implementation and allocated resources/time from government partners.	Moderate	Unlikely	Moderate	Capacity building trainings for relevant government representatives are planned in the project Regular engagement and communication of project through relevant platforms (e.g. QECA Stakeholders group). Project design and project implementation aligns UWA action plans and strategies/priorities for QECA. And project steering committee will include government representatives from UWA.	Minor

<b>Risk 4</b>	Occurrence of terrorist attacks inside and outside Queen Elizabeth National Park could lead to harm, injury or death of staff and partners working in the field and/or delay in project implementation.	Severe	Unlikely	Major	Maintain close communication with QENP staff on any changes in safety or security within the region Ensure regular staff notifications on potential disruptions.	Major
					Follow WWF Guidance and protocols currently in place related to work in QENP.	
					For UK Staff Monitoring trips, follow UK Foreign Office travel advice.	
<b>Risk 5</b>	Change in management by UWA cause institutional change, staff turnover and impact delivery of activities, and transfer of trained staff to other reserves or positions.	Moderate	Possible	Moderate	Maintain strong working relationship with UWA staff at all levels to ensure sustainability and transfer of knowledge.	Minor
					Advocate for building capacity even for new people coming in, allowing staff overlap.	
					Train multiple staff to ensure limited loss of overall institutional knowledge.	
<b>Risk 6</b>	2023 enacted law - Anti-homosexuality Act of Uganda - could lead to harm and/or discrimination of staff and partners.	Major	Unlikely	Major	Orient staff/partners to WWF's Statement of Principles (includes Human-rights based approaches) and Discrimination/Harassment-free Standard.	
					Ensure social safeguard principles in place, providing safe spaces.	Minor
					Ensure staff/partners exercise caution to not endanger themselves or others; or to put WWF/partners in a position of direct conflict with Government.	

## Q21. Project sensitivities

Please indicate whether there are sensitivities associated with this project that need to be considered if details are published (detailed species location data that would increase threats, political sensitivities, prosecutions for illegal activities, security of staff etc.).

Yes

### **Please provide brief details.**

As highlighted in the feedback from Stage 1, Uganda has recently enforced an Anti-Homosexuality Act in its legislation. In line with WWF's safeguarding principles, WWF and partners have considered this as part of the project design (see Q20, Q30). However, as is the case for all of WWF's projects in Uganda for the time being, given the highly sensitive subject, discussing this in any published details about the project could increase the risk for WWF, partners and associated stakeholders.





## **Section 8 - Workplan**

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### **Q22. Workplan**

**Provide a project implementation timetable that shows the key milestones in project activities.**

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## **Section 9 - Monitoring and Evaluation**

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### **Q23. Monitoring and evaluation (M&E)**

**Describe how the progress of the project will be monitored and evaluated, making reference to who is responsible for the project's M&E.**

**Darwin Initiative projects are expected to be adaptive and you should detail how the monitoring and evaluation will feed into the delivery of the project including its management. M&E is expected to be built into the project and not an 'add' on. It is as important to measure for negative impacts as it is for positive impact. Additionally, please indicate an approximate budget and level of effort (person days) to be spent on M&E.**

Project delivery will be supported by WWF-Uganda Country Office's robust Monitoring and Evaluation strategy 2021 - 2025 that provides for integration of monitoring, evaluation and learning (MEL) throughout the project lifecycle. During project design, feedback generated from previous and current conservation initiatives and information obtained from both internal and external studies has significantly informed the development of this proposal.

A project specific MEL plan will be developed at the inception stage and the collection of baselines (where required) will be carried out within six months of project inception. The project MEL system will be integrated in digital systems to ensure efficiency, accessibility, and integrity of the project data.

The WWF-UCO M&E Specialist will coordinate the project MEL processes. They will build the capacity of the project team to institutionalise the M&E function in the project. They will work closely with and be supported by a Design and Impact Advisor in WWF-UK.

Monitoring will take place in an integrated way throughout implementation, combining formal and informal data collection, and validation of results, with support from communities to build long term capacity and ownership of evidence, for example, through the ongoing review of HCC reduction activities. Regular engagement with community groups by implementing partners will provide opportunities to collect feedback from community members, to ascertain satisfaction levels or grievances, assess inclusion and to enable the co-design of adaptive

management solutions and allow assumptions to be validated or improved.

Periodic review of progress and results will inform adaptive management and future activities. Project partners will work together, and through the steering committee, review progress and adapt, using the logframe and MEL plan as 'living' tools to support and adapt implementation as needed. An independent final project evaluation and audit with WWF-UK & project partners will be conducted.

Different levels of results will be tracked through different assessments:

- Outcome: Baselines have been collected and endline assessments will be repeated for its five indicators: O.1 Carnivore survey reports and SMART reports; O.2 HCC monitoring reports; O.3 & O.4 Household well-being surveys
- Outputs: The project will use various Means of Verification such as training evaluation records (1.1-1.5, 2.2, 2.3); HCC monitoring and SMART reports (2.4); community surveys (2.5, 3.4, 3.5); and a CBO capacity assessment tool (3.1)
- Other output level indicators will be validated through activity completion reports and documentation of government engagement such as meeting minutes.

The key MEL activities will include but not be limited to:

- MEL planning workshops to develop the project M&E system. This will be done during the project inception phase.
- Training sessions on monitoring and evaluation for the project team, partners, and other stakeholders;
- Joint project monitoring with WWF-UCO Senior Management Team, community representatives, partners, and other key stakeholders;
- Project reviews and reflections with the project team, partners, and other stakeholders;
- Data quality assessments; and documentation to capture the project impact;
- Knowledge dissemination workshops;
- An end of project evaluation.

<b>Total project budget for M&amp;E (£)</b>	£ [REDACTED]
<b>(this may include Staff and Travel and Subsistence Costs)</b>	
<b>Total project budget for M&amp;E (%)</b>	[REDACTED]
<b>(this may include Staff and Travel and Subsistence Costs)</b>	
<b>Number of days planned for M&amp;E</b>	226

## Section 10 - Logical Framework

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### Q24. Logical Framework (logframe)


**Darwin Initiative projects will be required to monitor and report against their progress towards their Outputs and Outcome. This section sets out the expected Outputs and Outcome of your project, how you will measure progress against these and how we can verify this.**




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 [R28-Darwin-St2-Logical-Framework-WWFUganda-HCC](#)

 23/11/2023

 19:08:42

 pdf 138.73 KB

### Impact:

Systematic approaches to Human-Carnivore Conflict (HCC) in Queen Elizabeth Conservation Area (QECA), Uganda, lead to stable carnivore populations and sustainable livelihoods and well-being for local communities.

### Outcome:

By 2027, Human-Carnivore Conflicts have reduced in QECA, leading to decreased carnivore mortality and improved community livelihoods and wellbeing.

---

### Project Outputs

#### Output 1:

By the end of year 2, QECA ranger workforce has improved capacity to assess, develop and implement HCC mitigation and response actions.

---

#### Output 2:

By the end of year 3, households affected by Human Carnivore Conflict in the QECA have improved income and capacity to reduce its impacts; thus removing the perceived need to kill carnivores in retaliation.

---

#### Output 3:

By end of year 3, CBOs representing households affected by HCC in QECA have the capacity and opportunity to engage effectively with the UWA and local authorities.

---

#### Output 4:

*No Response*

---

#### Output 5:

*No Response*

---

### Do you require more Output fields?

No

### Activities

**Each activity is numbered according to the Output that it will contribute towards, for example, 1.1, 1.2, 1.3 are contributing to Output 1.**

0.1 Conduct the inception meeting with the key QECA stakeholders

Output 1: By the end of year 2, QECA ranger workforce has improved capacity to assess, develop and implement Human Carnivore Conflict mitigation and response actions:

1.1 Collate baseline data for equipment provisions/availability

1.2 Conduct training of QEPA/UWA staff on Conflict to Co-existence (C2C) systems approach.

1.3 Train rangers in the Spatial Monitoring and Reporting Tool (SMART) to record HCC events and the efforts of

response units and conservation.

1.4 Train ranger supervisors/managers in the analysis and adaptive management planning of SMART data to improve management approaches and HCC responses.

1.5 Train rangers in First Respondent Training to ensure efficient response to HCC events in QECA

Output 2: By the end of year 3, households affected by Human Carnivore Conflict in the QECA have improved income and capacity to reduce its impacts, thus removing the perceived need to kill carnivores in retaliation:

2.1 Support community sensitization on C2C approach (around Holistic approaches, tolerance, shared responsibility and promotion of sustainable development)

2.2 Conduct gender and inclusion analysis to inform development of action plans, and identify actions to promote gender equality and social inclusion throughout the project.

2.3 Hold a workshop with communities to collaboratively develop an HCC Action Plan for at least 4 hotspot sites, based on findings from the rapid SAFE assessment.

2.4 Train and equip communities in the Spatial Monitoring and Reporting Tool (SMART) to record HCC events and the efforts of response units and conservation and as 'First Respondents' for HCC events

2.5 Support community patrols to monitor carnivores and potential conflict situations and report and respond to conflict events.

2.6 Repeat HCC assessment and community well-being surveys to reflect on successes and impact of the project, share lessons learned and discuss the project's final evaluation.

2.7 Support co-created livelihood initiatives (e.g. Southern Sector: coffee value addition, commercial crafts, community tourism; Northern Sector: briquette making from invasive plants, milk value addition, zero grazing programs and strengthening Cattle Infrastructure and Vet Services.)

Output 3: By end of year 3, CBOs representing households affected by HCC in QECA have the capacity and opportunity to engage effectively with the UWA and local authorities:

3.1. Conduct baselines for CSOs/CBO Capacity Assessment; community engagement in integrated HCC; community awareness of rights and responsibilities; perception of effectiveness of authorities' responses to HCC

3.2 Support institutional capacity development of selected community groups involved in reducing HCC through training.

3.3: Facilitate regular meetings between community groups and park management on conservation challenges, adaptive measures and opportunities and develop shared actions to reduce human carnivore conflict.

3.4 Support CBOs to engage in dialogue and raise awareness with UWA around benefit sharing arrangements and share information/processes with communities including revenue sharing guidelines, and better manage community expectations.

3.5 Support UWA to conduct quarterly QECA Carnivore Conservation Alliance stakeholder partner meetings/ workshops to enable data harmonisation, ensure coherence of actions, leverage technical/financial support and enable adaptive management.

3.6. Conduct second CBO Capacity assessment to measure and evaluate increase in capacity of local CBOs


## Section 11 - Budget and Funding

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### Q25. Budget


**Please complete the appropriate Excel spreadsheet, which provides the Budget for this application and ensure the Summary page is fully completed. Some of the questions earlier and below refer to the information in this spreadsheet.**


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 [BCF-Budget-over-100k-MASTER-Aug23 \(Uganda\)](#)

 V3

 27/11/2023

 10:53:39

 xlsx 100.49 KB

## Q26. Alignment with other funding and activities

**This question aims to help us understand how familiar you are with other work in the geographic/thematic area, and how this proposed project will build on or align with this to avoid any risks of duplicating or conflicting activities.**

**Q26a. Is this new work or does it build on existing/past activities (delivered by anyone and funded through any source)?**

- Development of existing/past activities

**Please provide details:**

This project builds on programmes of work that WWF, UWA and other stakeholders have developed across the QECA (e.g support to reformed poachers), and WWF's tried and tested C2C approach (currently implemented across more than 40 sites globally).

Concerning the wider engagement with and support to local communities (e.g capacity building and livelihood support) and UWA (strengthening management), the project builds on and aligns with the Swedish International Development Cooperation Agency (SIDA) 'Leading the Change' (LTC) programme, the Danish International Development Agency (DANIDA) 'Triple Benefits Programme', and the Global Affairs Canada (GAC) Climate Adaptation and Protected Areas (CAPA) Initiative. All three are led by WWF and support capacity building for CSOs (and other stakeholders) to participate effectively in conservation and nature based solutions initiatives in the wider QECA landscape.

The project also builds on the QENP's management plan (2021-2031) and community engagement plans across QECA, as well as other initiatives developed by stakeholders in the region, including Wildlife Conservation Society's (WCS) Lion monitoring programme and ranger training programme, Uganda Conservation Fund's (UCF) support to rangers; and Uganda Carnivore Programme's (UCP) for HCC monitoring work.

**Q26b. Are you aware of any current or future plans for work in the geographic/thematic area to the proposed project that may duplicate or cut across this proposed project?**

- Yes

**Please give details explaining similarities and differences, and explaining how your work will be additional, avoiding duplicating and conflicting activities and what attempts have been/will be made to co-operate with and share lessons learnt for mutual benefit.**

We aren't aware, however through engagement across various platforms, including the QECA stakeholders group which brings together QECA stakeholders and partners for easy sharing of conservation challenges and management opportunities, WWF and UWA and stakeholders have discussed the pressing need to apply a holistic, multi-stakeholder approach to address the increasing issues arising from HCC in the region, which is currently lacking. At project inception, stakeholders will be invited to further discuss the proposed approach, to ultimately collaborate together to build a more cohesive strategy to address HCC, that brings together the efforts of all QECA stakeholders and ensures it is reflected in future management plans.

Through the QECA stakeholder meetings, project partners can develop a systematic approach of ensuring that information regarding what each partner is doing is shared as well as lessons learned. This will help in avoiding duplication and repeating failures while enhancing collective actions building on the shared experience. Similarly, lessons learned will be shared with stakeholders in the Greater Virunga Landscape through future planned transboundary workshops. The cross learning between EAC member states coordinated by WWF's East Africa Wildlife Crime Hub brings another opportunity for regional collaboration in reducing HWC, enhancing co-existence and improving community livelihoods.

## Q27. Value for Money

**Please demonstrate why your project is good value for money in terms of impact and cost-effectiveness of each pound spend (economy, efficiency, effectiveness and equity). Why is it the best feasible project for the amount of money to be spent?**

Within WWF, value for money (VfM) is analysed around the 4E framework (economy, efficiency, effectiveness and equity) to maximise results. VfM has been central to project design by building on the learnings of the C2C approach.

**Economy & Efficiency:** WWF adheres to its rigorous Finance and Operations Standards, encompassing procurement, programme management, and M&E systems. We will ensure the most efficient means of project delivery by working with key identified partners and stakeholders in the QECA landscape. Regular project tracking and review will allow for efficiency, adapting as needed, while the C2C approach in itself is designed to provide long-term sustainability to outcomes. The budget was prepared based on current knowledge of real-costs. The project has potential for scaling up in other HWC hotspots in QECA and other protected areas.

**Effectiveness:** By building on the C2C approach, the project demonstrates effectiveness in its design, improving the rapid response to HCC, and strengthening informed decision-making. Strengthening local capacity to deliver project results and secure long-term benefits will ensure sustainability, while leveraging skills and knowledge of partners/stakeholders will help to make this cost-effective.

**Equity:** WWF's interventions are designed to ensure local ownership, embedding comprehensive social, gender, and indigenous peoples' policies. Training sessions will ensure a proportionate representation with the ranger workforce, and will emphasise participation of women and other vulnerable groups within the CBO platforms.

Overall, the project aims to secure threatened carnivore populations and strengthen community resilience. The economic value of this over time will significantly outweigh the initial investment.

## Q28. Capital items

**If you plan to purchase capital items with Darwin Initiative funding, please indicate what you anticipate will happen to the items following project end. If you are requesting more than 10% capital costs, please provide your justification here.**

A total of 16 Smartphones will be purchased for use by the community wildlife scouts and rangers to facilitate data collection using the SMART software. Items for the rangers will be formally handed over to the Uganda Wildlife Authority who will then issue them to the ranger teams. Items for the community wildlife scouts will be formally handed over to UWA's Community Conservation Unit who will hand them over to the community wildlife scouts leadership in the 4 HCC hotspots.

## Section 12 - Safeguarding and Ethics

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## Q29. Safeguarding

**All projects funded under the Biodiversity Challenge Funds must ensure proactive action is taken to promote the welfare and protect all individuals involved in the project (staff, implementing partners, the public and beneficiaries) from harm. In order to provide assurance of this, projects are required to have specific procedures and policies in place.**

**Please upload the following required policies:**

- **Safeguarding Policy**: including a statement of commitment to safeguarding and a zero tolerance statement on bullying, harassment and sexual exploitation and abuse.
- **Whistleblowing Policy**: which details a clear process for dealing with concerns raised and protects whistle blowers from reprisals.
- **Code of Conduct**: which sets out clear expectations of behaviours – inside and outside the workplace – for all involved in the project and makes clear what will happen in the event of non-compliance or breach of these standards, including compliance with IASC 6 Principles.

**If any of these policies are integrated into a broader policy document or handbook, please upload just the relevant or equivalent sub-sections to the above policies, with (unofficial) English translations where needed.**

**Please outline how (a) beneficiaries, the public, implementing partners, and staff are made aware of your safeguarding commitment and how to confidentially raise a concern, (b) safeguarding issues are investigated, recorded and what disciplinary procedures are in place when allegations and complaints are upheld, (c) you will ensure project partners uphold these policies.**

**If your approach is currently limited or in the early stages of development, please clearly set out your plans address this.**

WWF believes anyone connected to our work should be safe from harm.

(a) Beneficiaries, the public, partners, and staff are informed about WWF's safeguarding commitment and how to raise concerns confidentially. We ensure clear communication of policies, conduct training sessions, and establish confidential reporting channels. Stakeholders receive information and training to identify/report concerns, and policies and appropriate contacts are listed publicly on our website.

(b) Safeguarding issues are thoroughly investigated, recorded, and addressed. We maintain detailed records and follow impartial investigation procedures overseen by WWF's ombudsperson. Upheld allegations and complaints are dealt with through appropriate disciplinary procedures, adhering to legal and organisational guidelines. Disciplinary actions may include warnings, suspension, termination, or legal interventions, depending on the severity of misconduct.

(c) Project partners uphold safeguarding policies by incorporating requirements into partnership agreements (e.g. subcontracts), providing guidance and training, monitoring compliance, and establishing reporting/feedback mechanisms. Non-compliance by partners can result in consequences such as funding loss or termination.

Robust reporting mechanisms, capacity-building initiatives, and regular monitoring ensure protection of vulnerable individuals and maintain a safe environment.

An QECA Environmental and Social Safeguarding (ESS) screening has been completed, and a mitigation framework will be developed to inform future project decision-making.

## Q30. Ethics

**Outline your approach to meeting the key principles of good ethical practice, as outlined in the guidance.**

WWF ESS policies require activities to meet standards and uphold cross-cutting principles, reflecting key ethical principles, and mandate the following:

Participation: WWF engages stakeholders in planning and implementation, with an emphasis on women, rights-holders and vulnerable groups. Locally appropriate grievance mechanisms are agreed.

Consent: Free Prior Informed Consent (FPIC) is a mandatory standard; through stakeholder engagement, consent regarding the activities (including communication and participation) is sought.

WWF Code of Ethics: Our staff, partners and consultants are contractually bound by this.

Human Rights: WWF is a founding member of the Conservation Initiative on Human Rights and is active in updating the framework. Any potential human rights risks, e.g. Uganda's anti-homosexuality law, are mitigated through analysis with stake/rights-holders, ensuring support for capacity assessments, appropriate training and explicit conditionalities on respect for human rights and dignity, along with inclusive engagement in project co-development.

WWF-UCO and UWA have agreed on how best to ensure key stakeholder participation. The project has been discussed with relevant stakeholders and a draft governance structure has been developed to ensure full participation and transparency. Working with CBOs, WWF UCO will ensure they participate in decision-making processes, with emphasis on engaging women and other vulnerable groups.

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## **Section 13 - British embassy or high commission engagement**





### **Q31. British embassy or high commission engagement**

**It is important for UK Government representatives to understand if UK funding might be spent in the project country/ies.**

**Please indicate if you have contacted the relevant British embassy or high commission to discuss the project.**

Yes

**Please attach evidence of request or advice if received.**

-  [FW \[EXTERNAL\] VS Invite to Stage 2 Application for IWTCF Main](#)
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## **Section 14 - Project Staff**

### **Q32. Project staff**

**Please identify the core staff (identified in the budget), their role and what % of their time they will be working on the project.**

Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Dervla Dowd	<b>Project Leader</b>	10	Checked
TBD (new role)	HCC Project Officer	100	Checked
Paul Mulondo	Lead Partner - Forests and Wildlife Program Coordinator	25	Checked
Winnie Mirembe	Social safeguards and gender advisor - ESSF Officer	20	Checked


#### Do you require more fields?


Yes


Name (First name, Surname)	Role	% time on project	1 page CV or job description attached?
Daniel Ndizihiwe	Technical support - Wildlife and Protected Areas Manager	15	Checked
Flora Nakibuuka	Finance Lead - Uganda - Grants Specialist	30	Checked
Drew McVey	Technical Support / East Africa Wildlife Crime Hub Lead	10	Checked
Henry Mukiibi	M&E Specialist	15	Checked
Silver Birungi	Community engagement and livelihood support - Community Conservation Manager	10	Checked
Catriona McLean	M&E oversight	5	Checked
<i>No Response</i>	<i>No Response</i>	<i>No Response</i>	Unchecked
<i>No Response</i>	<i>No Response</i>	<i>No Response</i>	Unchecked

**Please provide 1 page CVs (or job description if yet to be recruited) for the project staff listed above as a combined PDF.**

 [DI Uganda Combined CVs](#)

 23/11/2023

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 pdf 93.4 KB

**Have you attached all project staff CVs?**

Yes

## Section 15 - Project Partners

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### Q33. Project Partners

Please list all the Project Partners (including the Lead Partner who will administer the grant and coordinate delivery of the project), clearly setting out their roles and responsibilities in the project including the extent of their engagement so far.

This section should demonstrate the capability and capacity of the Project Partners to successfully deliver the project. Please provide Letters of Support for all project partners or explain why this has not been included. The order of the letters must be the same as the order they are presented in below.

Lead partner name:	WWF-UK
Website address:	www.wwf.org.uk
Why is this organisation the Lead Partner, and what value to they bring to the project? (including roles, responsibilities and capabilities and capacity):	<p>In 2019, WWF-UK made a commitment to the UK Government that it will be the lead organisation for all grant proposals from the global WWF Network, taking on the responsibility for overall programme oversight, financial and quality assurance, monitoring and evaluation, and safeguarding. WWF-UK has worked in close collaboration with all project partners to co-develop this proposal and will continue to provide support throughout implementation. For this project, WWF UK will be responsible for the overall project management, including financial and quality assurance management; and ensuring that financial, monitoring, evaluation, accountability, learning, safeguarding, and project outcomes are achieved. Working closely with WWF Uganda Country Office who will be leading the programme in country, WWF UK will support the development of strong working relations with partners, organising monthly progress tracking calls, project steering groups calls, grant payments, etc. WWF UK will also provide staff capacity (Senior Programme Advisor as Project Lead at 10% Full-time Equivalent (FTE), Grants Specialist for financial management and reporting at 10% FTE, and Design &amp; Impact Advisor for project monitoring, evaluation and learning at 5% FTE) to ensure project outcomes are delivered to standard, on time and in-budget.</p>
International/In-country Partner:	<input checked="" type="radio"/> International
Allocated budget (proportion or value):	£ [REDACTED]
Representation on the Project Board (or other management structure):	<input checked="" type="radio"/> Yes
Have you included a Letter of Support from the Lead Partner?	<input checked="" type="radio"/> Yes

Do you have partners involved in the Project?

Yes



**1. Partner Name:** WWF Uganda Country Office (WWF-UCO)  
**Website address:** [www.wwfuganda.org/](http://www.wwfuganda.org/)

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):

WWF established an office in Uganda in 2009 though has been working in Uganda since 1992. WWF-UCO has a large programme of work within the Greater Virunga Landscape, home to the QECA, where they have been working with park authorities and communities for over 30 years.

WWF-UCO is responsible for national level coordination of project delivery and management. WWF-UCO will lead on coordinating activities with project partners and stakeholders; technical and financial reporting; data collection for monitoring and evaluation; procurement of services from third parties, and ensuring safeguarding and other related policies and standard operating procedures are adhered to. WWF-UCO is responsible for ensuring open and regular communication with partners and stakeholders. They will lead on the delivery of training, community engagement, livelihoods and rolling out of C2C. WWF-UCO will bring in expertise where needed, and support UWA as needed.

WWF-UCO will provide key staff for the project including: a full-time project officer, and oversight and/or technical support from their Forest, Biodiversity and Freshwater Program Coordinator; ESS Officer, Wildlife and Protected Areas Manager, Community Conservation Manager and their M&E Specialist. Support will also be provided from the finance, administration, and communications teams.

**International/In-country Partner:**  In-country  
**Allocated budget:** £ [REDACTED]  
**Representation on the Project Board (or other management structure):**  Yes  
**Have you included a Letter of Support from this partner?**  Yes

**2. Partner Name:** Uganda Wildlife Authority (UWA)  
**Website address:** <https://ugandawildlife.org/>

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):

Uganda Wildlife Authority, (UWA) manages 10 National Parks; 12 Wildlife reserves; 5 Community Wildlife Management Areas; and 13 Wildlife Sanctuaries. UWA's mission is to "conserve, economically develop and sustainably manage the wildlife and protected areas of Uganda in partnership with neighbouring communities and other stakeholders for the benefit of the people of Uganda and the global community." For this project, UWA will support all range training efforts and SMART training sessions; support all planned stakeholder dialogues; and help coordinate relevant project assessments. Additionally, through its Community Conservation Unit, UWA will support training of wildlife community scouts, and community engagements. UWA will be responsible for ensuring staff are allocated to the project and available for training, and encourage staff to put the new skills into practice. UWA will also be responsible for associated QECA management activities (eg. responding to HCC incidents) and leading the QECA stakeholders meetings. While funding will not be directly subcontracted to UWA, WWF UCO will cover UWA related joint activities and expenses during implementation.

**International/In-country Partner:**  In-country

**Allocated budget:** £ [REDACTED]

**Representation on the Project Board (or other management structure):**  Yes

**Have you included a Letter of Support from this partner?**  Yes

**3. Partner Name:** East Africa Wildlife Crime Hub - WWF-Kenya

**Website address:** [www.wwfkenya.org/](http://www.wwfkenya.org/)

What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):

WWF-Kenya is a locally registered non-governmental conservation organisation; an affiliate of World Wide Fund for Nature International (WWF). It hosts the East Africa Wildlife Crime Hub (EAWCH) which acts as a support hub to country level programmes in Uganda, Kenya and Tanzania and transboundary links to Mozambique, Rwanda and Democratic Republic of Congo, to ensure "People and nature at local, national and global levels gain benefits from improved natural resource governance and the elimination of wildlife crime linked to East Africa".

For this project, the EAWCH, through its Coordinator, will provide technical support, training and advice to project partners on C2C approaches, SMART, community based approaches, Monitoring and evaluation support, alignment with regional approaches, as well as ad hoc support as and when needed.

**International/In-country Partner:**  International

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**Allocated budget:** £ ██████████

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**Representation on the Project Board  
(or other management structure)**  Yes

---

Have you included a Letter of Support  
from this partner?  Yes

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**4. Partner Name:** *No Response*

---

**Website address:** *No Response*

---

What value does this Partner bring to  
the project? (including roles,  
responsibilities and capabilities and  
capacity): *No Response*

---

**International/In-country Partner:**  International  
 In-country

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**Allocated budget:** *No Response*

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**Representation on the Project Board  
(or other management structure):**  Yes  
 No

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Have you included a Letter of Support  
from this partner?  Yes  
 No

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**5. Partner Name:** *No Response*

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**Website address:** *No Response*

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What value does this Partner bring to  
the project? (including roles,  
responsibilities and capabilities and  
capacity): *No Response*

---

**International/In-country Partner:**  International  
 In-country

---

**Allocated budget:** *No Response*

---

**Representation on the Project Board  
(or other management structure):**  Yes  
 No

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Have you included a Letter of Support  
from this partner?  Yes  
 No

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**6. Partner Name:** *No Response*

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<b>Website address:</b>	<i>No Response</i>
What value does this Partner bring to the project? (including roles, responsibilities and capabilities and capacity):	<i>No Response</i>
<b>International/In-country Partner:</b>	<input type="radio"/> International <input type="radio"/> In-country
<b>Allocated budget:</b>	<i>No Response</i>
<b>Representation on the Project Board (or other management structure):</b>	<input type="radio"/> Yes <input type="radio"/> No
Have you included a Letter of Support from this partner?	<input type="radio"/> Yes <input type="radio"/> No


If you require more space to enter details regarding Partners involved in the project, please use the text field below.


*No Response*

Please provide a **combined PDF** of all letters of support.

 [Darwin Uganda Combined LoS](#)

 24/11/2023

 12:13:59

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## Section 16 - Lead Partner Capability and Capacity

### Q34. Lead Partner Capability and Capacity

Has your organisation been awarded Biodiversity Challenge Funds (Darwin Initiative, Darwin Plus or Illegal Wildlife Trade Challenge Fund) funding before (for the purposes of this question, being a partner does not count)?

Yes

If yes, please provide details of the most recent awards (up to 6 examples).

Reference No	Project Leader	Title
DIR29S2\1011	WWF-UK	Reviving Trans-Himalayan Rangelands: A community-led vision for people and nature
DIR29S2\1010	WWF-UK	Strengthening communities' livelihood and stewardship to conserve Otters in Karnali
IWTR9S2\1027	WWF-UK	Breaking the illegal wildlife trade chain in Bagmati Province, Nepal.

IWTEVR9S2\1001	WWF-UK	Women and IWT: Understanding Gender Dynamics in Pakistan's Wildlife Trafficking
IWTEVR9S2\1003	WWF-UK	Closing the evidence gap on the role of Community Rangers
DIR29IN\1050	WWF-UK	Wildlife Credits: Launching a Conservation Performance Payments Scheme in Tanzania

**Have you provided the requested signed audited/independently examined accounts?**

Yes

## Section 17 - Certification

### Q.35 Certification

**If this section is incomplete the entire application will be rejected.**

**Please note if you do not upload the relevant materials below your application may be made ineligible.**

**On behalf of the**

Trustees

**of**

WWF-UK

**I apply for a grant of**

£599,858.00

**I certify that, to the best of our knowledge and belief, the statements made by us in this application are true and the information provided is correct. I am aware that this application form will form the basis of the project schedule should this application be successful.**

(This form should be signed by an individual authorised by the applicant institution to submit applications and sign contracts on their behalf.)

- I have enclosed CVs for key project personnel, cover letter, letters of support, a budget, logframe, Safeguarding and associated policies, and project workplan.
- Our last two sets of signed audited/independently verified accounts and annual report (covering three years) are also enclosed.


Checked


**Name** Kate Akhtar


**Position in the organisation** Director of Public Sector Partnerships, WWF-UK

**Signature (please upload e-signature)**

 [Kate A signature1 \(002\)](#)

 23/11/2023

 09:55:02

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Date


24 November 2023


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**Please attach the requested signed audited/independently examined accounts.**


 [WWF-UK-Annual-Report-and-Financial-Statements-2021-22](#)


 23/11/2023

 09:57:22

 pdf 5.86 MB

 [WWF-UK Annual Report and Financial Statements 2020-21 web](#)


 23/11/2023


 09:57:11


 pdf 2 MB

**Please upload the Lead Partner's Safeguarding Policy, Whistleblowing Policy and Code of Conduct as a PDF**


 [WWF UK Safeguarding Policy September 2022 - internal-4](#)


 23/11/2023


 09:59:09


 pdf 223.57 KB


 [WWF UK Safeguarding Code of Conduct - September 2022-1](#)


 23/11/2023


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 pdf 110.03 KB


 [Whistleblowing Policy](#)


 23/11/2023


 09:58:54


 pdf 118.04 KB


 [CORE STANDARD - Discrimination and harassment vJun2018](#)


 23/11/2023


 09:58:40


 pdf 649.91 KB


 [CORE STANDARD - Gender Equality vJun2023](#)


 23/11/2023


 09:58:33

 pdf 160.94 KB

 [CORE STANDARD - Human Rights v2023](#)

 23/11/2023

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## Section 18 - Submission Checklist

### Checklist for submission

	Check
<b>I have read the Guidance, including the "Darwin Initiative Guidance", "Monitoring Evaluation and Learning Guidance", "Standard Indicator Guidance", "Risk Guidance", and "Finance Guidance".</b>	Checked
<b>I have read, and can meet, the current Terms and Conditions for this fund.</b>	Checked
<b>I have provided actual start and end dates for the project.</b>	Checked
<b>I have provided my budget based on UK government financial years i.e. 1 April – 31 March and in GBP.</b>	Checked
<b>I have checked that our budget is complete, correctly adds up and I have included the correct final total at the start of the application.</b>	Checked
<b>The application been signed by a suitably authorised individual (clear electronic or scanned signatures are acceptable).</b>	Checked

I have attached the below documents to my application:	
• a cover letter from the Lead Partner, outlining how any feedback received at Stage 1 has been addressed where relevant, as a single PDF.	Checked
• my completed logframe as a PDF using the template provided and using "Monitoring Evaluation and Learning Guidance" and "Standard Indicator Guidance".	Checked
• my budget (which meets the requirements above) using the template provided.	Checked
• a signed copy of the last 2 annual report and accounts (covering three years) for the Lead Partner, or provided an explanation if not.	Checked
• my completed workplan as a PDF using the template provided.	Checked
• a copy of the Lead Partner's Safeguarding Policy, Whistleblowing Policy and Code of Conduct (Question 29).	Checked
• 1 page CV or job description for all the Project Staff identified at Question 32, including the Project Leader, or provided an explanation of why not, combined into a single PDF.	Checked
• a letter of support from the Lead Partner and partner(s) identified at Question 33, or an explanation of why not, as a single PDF.	Checked
I have been in contact with the FCDO in the project country/ies and have included any evidence of this. If not, I have provided an explanation of why not.	Checked
My additional supporting evidence is in line with the requested evidence, amounts to a maximum of 5 sides of A4, and is combined as a single PDF.	Checked
(If copying and pasting into Flexi-Grant) I have checked that all my responses have been successfully copied into the online application form.	Checked
I have checked the Darwin Initiative website immediately prior to submission to ensure there are no late updates.	Checked
I have read and understood the Privacy Notice on the Darwin Initiative website.	Checked

### We would like to keep in touch!

Please check this box if you would be happy for the lead applicant (Flexi-Grant Account Holder) and project leader (if different) to be added to our mailing list. Through our mailing list we share updates on upcoming and current application rounds under the Darwin Initiative and our sister grant scheme, the IWT Challenge Fund. We also provide occasional updates on other UK Government activities related to biodiversity conservation and share our quarterly project newsletter. You are free to unsubscribe at any time.

Checked

### Data protection and use of personal data

Information supplied in the application form, including personal data, will be used by Defra as set out in the **Privacy Notice**, available from the [Forms and Guidance Portal](#).

This **Privacy Notice must be provided to all individuals** whose personal data is supplied in the application form. Some information may be used when publicising the Darwin Initiative including project details (usually title, lead partner, project leader, location, and total grant value).



Project Title: Effectively tackling Human - Carnivore Conflict through systematic approaches in Uganda

Log frame

Project Summary	SMART Indicators	Means of Verification	Important Assumptions
<p><b>Impact:</b> Systematic approaches to Human-Carnivore Conflict (HCC) in Queen Elizabeth Conservation Area (QECA), Uganda, lead to stable carnivore populations and sustainable livelihoods and well-being for local communities.</p>			
<p><b>Outcome:</b> By 2027, Human-Carnivore Conflicts have reduced in QECA, leading to decreased carnivore mortality and improved community livelihoods and wellbeing.</p>	<p>0.1 By end of year 3, no retaliatory killings of lions, hyenas and leopards occur within targeted hotspots in QECA  <b>[DI-D04]</b>  <i>(Baseline: since 2014: 70 lions, 100 leopards, 265 hyenas lost due to retaliatory killings; Target 0 retaliatory killings) (NB. Due to the high cost of species monitoring data collection across the project area, poaching/mortality data is taken as a proxy to species population data).</i></p> <p>0.2 By end of year 3, a 50% reduction in HCC within targeted hotspots QECA  <b>[DI-D15]</b>  <i>(Baseline: Lions, leopards and hyenas predated 178 livestock, 2018 - 2021; 21 people killed; and &gt;100 people severely injured between 2014-2017 - Target; 50% reduction) (Note this is likely to be an underrepresentation as losses are not always reported and also does not include livestock injuries, baseline sources to be reviewed and consolidated at start of project)</i></p>	<p>0.1 Lion and other Carnivore Survey and Monitoring Reports (on populations, distribution/movement, mortalities from Uganda Wildlife Authority(UWA) and partners such as Uganda Carnivore Program (UCP), Wildlife Conservation Society (WCS) and Uganda Conservation Foundation (UCF); SMART reports</p> <p>0.2 Human Carnivore Conflict monitoring reports from UWA and Partners (UCP, WCS and UCF)</p>	<p>Continuous goodwill from protected areas management authorities especially UWA and partners to continue implementing/ maintaining HCC interventions after the completion of the project</p> <p>Government maintain effective security measures so that QECA remains safe for tourists to visit and staff to work</p> <p>COVID/ Ebola recovery allows for implementation of activities as planned and that a new outbreak won't happen</p> <p>Political stability continues in Uganda, and the environment remains favourable for implementation of the project in target areas.</p> <p>UWA and local communities can see value in HCC mitigation</p>

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	<p>0.3 By the end of year 3, 300 households (~1,500 men, women, youth) report an improvement in wellbeing (from reduced income losses from HCC and/or improved income opportunities &amp; jobs from implementation of the Carnivore Conservation Action Plans). (disaggregated by gender, age). <b>[DI-D16]</b>  <i>(Baseline 2023: Financial Wellbeing - 54% male, 67% female report satisfactory level; Material Well being - 41% male, 60% female report satisfactory level; Average daily HH income 2023 = UGX 1713; Target: 600 households report increased wellbeing)</i></p> <p>0.4 By end of year 3, at least 50% of the target population in 4 HCC hotspots report greater tolerance to living with carnivores, measured by greater acceptance of wildlife, reduction in perceived threats and likelihood to engage in retaliatory attacks, (disaggregated by gender, age).  <i>(Baseline: 2023 Tolerance to wildlife - 35% male, 20% female report satisfactory levels of tolerance; Target: 50% of households report increased</i></p>	<p>0.3 Baseline and endline well-being surveys (<i>disaggregated by gender, age</i>).</p> <p>0.4 Baseline and endline household surveys including questions on people's perceptions of HCC, coexistence, tolerance and likelihood of retaliation.</p>	<p>measures and maintain a trusted relationship</p>
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	<i>tolerance to carnivores against baseline)</i>		
<p><b>Outputs:</b></p> <p>1. By the end of year 2, QECA ranger workforce has improved capacity to assess, develop and implement HCC mitigation and response actions</p>	<p>1.1 By end of year 1, at least 25 key UWA staff complete structured training in holistic approaches to HCC (i.e. Conflict to Coexistence Framework) [DI-A01] (Baseline 2023: 0; Target: 25)</p> <p>1.2 By end of year 1, 80 new UWA Rangers are trained to use SMART to record HCC events and response efforts (Baseline 2023: 0; Target: 80)</p> <p>1.3 By end of year 2, 15 UWA rangers are trained to use SMART data to improve adaptive management to HCC events and to predict and prevent HCC (Baseline 2023:TBD at start of the project; Target: 15)</p> <p>1.4 By end of year 2, 80 UWA rangers are trained and equipped as 'First Respondents' for HCC events (Baseline 2023:0; Target: 80)</p> <p>1.5. By end of year 3, 80 UWA rangers report that they are still applying the</p>	<p>1.1 Meeting/workshop attendance and participants lists, training reports; disaggregated by gender</p> <p>1.2 Training reports , attendance lists, training evaluation records, Disaggregated by gender</p> <p>1.3 Training reports , attendance lists, training evaluation records, Disaggregated by gender</p> <p>1.4 Training reports , attendance lists, training evaluation records, equipment inventory, Disaggregated by gender</p> <p>1.5. Follow-up surveys, SMART reports</p>	<p>UWA trained staff do not get transferred during the project.</p> <p>UWA remains committed to using SMART to collect data.</p> <p>Park management and rangers fully support the implementation of the tools.</p>

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	skills acquired from the trainings at least 6 months after training <b>[DI-A04]</b> (Baseline 2023:0; Target: 80)		
2. By the end of year 3, households affected by Human Carnivore Conflict in the QECA have improved income and capacity to reduce its impacts; thus removing the perceived need to kill carnivores in retaliation.	<p>2.1 By end of year 1, one Human-Carnivore Conflict Management Strategy and Action Plan collaboratively developed covering 4 HCC hotspots (in line with national level Carnivore Conservation Plan currently in development), incorporating consideration of gender and inclusion issues with the involvement of key stakeholders <b>[DI-B03]</b> (Baseline 2023:0; Target: 1)</p> <p>2.2 By end of year 1, 40 community members (community wildlife scouts) from 4 key HCC hotspots are trained and equipped to monitor and respond to HCC, and as 'First Respondents for HCC events (Baseline 2023:0; Target: 40)</p> <p>2.3 By end of year 3, priority activities from HCC Action Plans (e.g co-created livelihoods interventions, livestock insurance scheme pilot; predator proof bomas; predator lights etc) have been implemented, showing improvement</p>	<p>2.1 Finalised Human-Carnivore Conflict Resolution Strategy and Action Plan</p> <p>2.2 Training reports , attendance lists, training evaluation records, disaggregated by gender</p> <p>2.3 Project monitoring reports; monitoring of HCC Action Plan; Conflict 2 Coexistence (C2C) follow-up assessment in Year 3</p>	<p>Other stakeholders (e.g. private sector operators) will continue to engage</p> <p>By focusing on what is already underway and identifying the key gaps, stakeholders will be able to agree on the highest priority actions to implement.</p> <p>If successful, livelihood related activities will help to improve resilience to cope with HCC, thereby improving tolerance to carnivores</p>

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	<p>against the relevant pillars to managing HCC within the C2C approach (strengthen policy, understand, monitor, prevent, mitigate, and respond) <i>(Baseline: Rapid HCC assessment completed and no local level HCC action plans; Target C2C assessment scores for pillars relevant to priority actions show an improvement against baseline)</i></p> <p>2.4 By end of year 3, targeted community members' (300 households ~1,500 men, women, youth) income has increased by 10% through engagement with co-created livelihood interventions <b>[DI-D16]</b> <i>(Baseline 2023: Average daily income = UGX 1713 ; Target: 10% increase)</i></p>	<p>2.4 Baseline and end line community well-being survey, interviews, Rapid socio economic assessment <i>(disaggregated by gender, age);</i></p>	
<p>3. By end of year 3, CBOs representing households affected by HCC in QECA have the capacity and opportunity to engage effectively with the UWA and local authorities</p>	<p>3.1 By end of year 3, 2 targeted local CBO hubs (with minimum 10 CBO's) have improved institutional, technical and financial capacity (including at least 30% of women in decision-making roles), to advocate for increased conservation benefits for communities, inclusive community participation in decision-making and support community development. <b>[DI-A03]</b></p>	<p>3.1 CBO capacity assessment tool</p>	<p>Increasing transparency between park authorities and communities will support a better understanding of actions taken in response to HCC, and help to reduce community perceptions of a lack of responses to HCC.</p> <p>Supporting stronger civil society groups will help to ensure that</p>

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	<p>Action (Baseline: TBD at start of project; <i>Target: Capacity assessment score/ranking increased by at least one level for 2 targeted CSOs /CBOs</i>)</p> <p>3.2 By end of year 1, representatives from village development committees (where at least 30% of those in decision-making positions are women) covering at least 4 communities are engaged in development of integrated solutions to HCC <b>[DI-B05]</b> (Baseline 2023 – TBD at start of project; <i>Target: 4 communities engaged in development of integrated solutions to HCC</i>)</p> <p>3.3 By end of year 3, at least 10 quarterly meetings between UWA, local authorities and CBOs conducted to engage communities around wildlife management and decision-making and to share information on responses to HCC events (Baseline 2023 - no regular meetings established; <i>Target: 10 completed meetings</i>).</p> <p>3.4 By end of year 3, 70% of 300 households (~ 1,500 men, women, young people) in frontline communities have improved awareness of 1) community rights and processes to access revenue and other resources from QECA; and 2) responsibilities of</p>	<p>3.2 Meeting notes and attendance lists</p> <p>3.3 Meeting notes and attendance lists</p> <p>3.4 Baseline and end line community survey. (disaggregated by gender, age).</p>	<p>community members feel better represented in decision-making, and better able to access benefits accruing from wildlife (such as proceeds from tourism).</p>
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	<p>government bodies, and of communities to support conservation in QECA. (Baseline: to be collected at start of project; Target 70% have improved awareness)</p> <p>3.5 By the end of year 3, men and women living with wildlife in at least 4 conflict hotspots perceive that more effective actions are being taken by authorities to respond to incidences of HCC. (Baseline: 2023: 36% of men and women trust in the authorities to resolve HWC; Target 50% of target HHs)</p>	<p>3.5 Baseline and end line survey; Interviews with CSOs/CBOs. (disaggregated by gender, age).</p>	
<p><b>Activities</b></p> <p><b>0.1 Conduct the inception meeting with the key QECA stakeholders.</b></p> <p><b>Output 1: By the end of year 2, QECA ranger workforce has improved capacity to assess, develop and implement Human Carnivore Conflict mitigation and response actions:</b></p> <p>1.1 Collate baseline data for equipment provisions/availability.  1.2 Conduct training of QEPA/UWA staff on Conflict to Co-existence (C2C) systems approach.  1.3 Train rangers in the Spatial Monitoring and Reporting Tool (SMART) to record HCC events and the efforts of response units and conservation.  1.4 Train ranger supervisors/managers in the analysis and adaptive management planning of SMART data to improve management approaches and HCC responses.  1.5 Train rangers in First Respondent Training to ensure efficient response to HCC events in QECA</p> <p><b>Output 2: By the end of year 3, households affected by Human Carnivore Conflict in the QECA have improved income and capacity to reduce its impacts, thus removing the perceived need to kill carnivores in retaliation:</b></p> <p>2.1 Support community sensitization on C2C approach (around Holistic approaches, tolerance, shared responsibility and promotion of sustainable development)</p>			

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- 2.2 Conduct gender and inclusion analysis to inform development of action plans, and identify actions to promote gender equality and social inclusion throughout the project.
- 2.3 Hold a workshop with communities to collaboratively develop an HCC Action Plan for at least 4 hotspot sites, based on findings from the rapid SAFE assessment.
- 2.4 Train and equip communities in the Spatial Monitoring and Reporting Tool (SMART) to record HCC events and the efforts of response units and conservation and as 'First Respondents' for HCC events
- 2.5 Support community patrols to monitor carnivores and potential conflict situations and report and respond to conflict events.
- 2.6 Repeat HCC assessment and community well-being surveys to reflect on successes and impact of the project, share lessons learned and discuss the project's final evaluation.
- 2.7 Support co-created livelihood initiatives (e.g. Southern Sector: coffee value addition, commercial crafts, community tourism; Northern Sector: briquette making from invasive plants, milk value addition, zero grazing programs and strengthening Cattle Infrastructure and Vet Services.)

**Output 3: By end of year 3, CBOs representing households affected by HCC in QECA have the capacity and opportunity to engage effectively with the UWA and local authorities:**

- 3.1. Conduct baselines for CSOs/CBO Capacity Assessment; community engagement in integrated HCC; community awareness of rights and responsibilities; perception of effectiveness of authorities' responses to HCC
- 3.2 Support institutional capacity development of selected community groups involved in reducing HCC through training.
- 3.3: Facilitate regular meetings between community groups and park management on conservation challenges, adaptive measures and opportunities and develop shared actions to reduce human carnivore conflict.
- 3.4 Support CBOs to engage in dialogue and raise awareness with UWA around benefit sharing arrangements and share information/processes with communities including revenue sharing guidelines, and better manage community expectations.
- 3.5 Support UWA to conduct quarterly QECA Carnivore Conservation Alliance stakeholder partner meetings/ workshops to enable data harmonisation, ensure coherence of actions, leverage technical/financial support and enable adaptive management.
- 3.6. Conduct second CBO Capacity assessment to measure and evaluate increase in capacity of local CBOs