CEPF Final Project Completion Report

Organization Legal Name:	Wildlife Conservation Society
Project Title:	Building National Capacity to Mitigate Industry Impacts in MFNP
Grant Number:	CEPF-103663
CEPF Region:	Eastern Afromontane
Strategic Direction:	1 Mainstream biodiversity into wider development policies, plans and projects to deliver the co-benefits of biodiversity conservation, improved local livelihoods and economic development in priority corridors.
Grant Amount:	$104,998.65
Project Dates:	January 01, 2018 - October 31, 2019
Date of Report:	January 17, 2020

IMPLEMENTATION PARTNERS

List each partner and explain how they were involved with the project.

Please see document titled "CEPF 103663 WCS Uganda_Implementation Partners" in the Other Funding tab.

CONSERVATION IMPACTS

Summarize the overall impact of your project, describing how your project has contributed to the implementation of the CEPF ecosystem profile.

Project Impact	Summary
10,250 hectares of the total 102,496 ha under the oil and gas development area in MFNP (KBA) is protected from habitat conversion due to effective implementation of mitigation measures by the extractive industries	**WCS has been engaging oil and gas companies [Total E&P Uganda (TEPU), Tullow Uganda Oil Production (TUOP), Chinese National Offshore Oil Company (CNOOC)] since 2007 to adopt biodiversity friendly best practices in the Murchison Falls. The CEPF project has contributed towards this effort in facilitating the monitoring of restoration of the exploration oil and gas wells in Contract Areas 1 and 2. The approximate area whose management has been improved is 60,381 ha (Contract Area 1). Assessing species population and distribution on alternative tourism sites using aerial survey**

	data was crucial in identifying other alternative routes.
Four CSOs engaged in EIA/ESIA and site safeguard process	**ACODE is the CSO that coordinates the CSCO activities. WCS worked closely with ACODE, which provides support in reviewing the ESIA reports and training CSCO members in the mitigation hierarchy. WCS also conducted a gender training for the CSOs, namely ECOTRUST, Chimpanzee Trust, Uganda Biodiversity Fund, Fauna and Flora International, African Wildlife Foundation, Jane Goodall Institute and WCS.** **Uganda Association of Impact Assessors (UAIA): This is a body that governs EIA practitioners and, working with the secretariat, we trained 45 of their members Part of their training included field work.**
Successful application of best management practices resulting in impact mitigation of oil and gas exploration	**Oil and gas companies have worked to apply best management practices, as seen in the assessment that WCS conducted on restoration of oil and gas exploration sites inside the park, and environmental management plans developed, especially by TOTAL E&P Uganda.**

Planned Long-term Impacts – 3+ years (as stated in the approved proposal)

Impact Description	**Impact Summary**
Successful application of best management practices resulting in impact mitigation of oil and gas exploration	WCS has worked closely with the oil and gas companies in the review and discussion of preemptive mitigation plan implementation, and has prioritized environmental gap studies for the Tilenga Project Exploration Area (EA) EA1 and north of EA2. Four preemptive mitigation interventions were identified and prioritized by TEPU for immediate implementation, involving corridor and park buffer areas restoration, human-wildlife conflict mitigation, optimization of routing of roads, pipeline, labour and staff camps, and reduction of well pads from 47 to 10 inside the park. A number of species-specific studies were also identified and prioritized and tagging or collaring of lions and other species is ongoing.

Planned Short-term Impacts – 1 to 3 years (as stated in the approved proposal)

Impact Description	**Impact Summary**
10,250 hectares of the total 102,496 ha under the oil and gas development area in MFNP (KBA) is protected from habit conversion due to effective implementation of mitigation measures by the extractive industries	WCS has been engaging oil and gas companies [Total E&P Uganda (TEPU), Tullow Uganda Oil Production (TUOP), Chinese National Offshore Oil Company (CNOOC)] since 2007 to adopt biodiversity friendly best practices in the Murchison Falls area. The CEPF project has contributed towards this effort by facilitating the monitoring of restoration of the exploration oil and gas wells in Contract Areas 1 and 2. The approximate area whose management has been improved is 60,381 ha (Contract Area 1). In this project we did not add to the KBAs in hectares and did not contribute to the management of the park.
Four CSOs engaged in EIA/ESIA and site safeguard process	Working with ACODE, WCS trained Civil Society Coalition on Oil and Gas (CSCO) in the mitigation hierarchy. Under this

	network, we interacted with over 20 CSOs in the training, who appreciated their new knowledge and working more closely with WCS in impact mitigation assessment. This resulted in WCS staff guiding and working with CSCO in the review of the ESIA reports for the Tilenga project. WCS was also invited to be part of the CSCO team that evaluated the activities of the joint venture partners in the implementation of the mitigation hierarchy of the oil and gas sector.

Describe the successes or challenges of the project toward achieving its short-term and long-term impact objectives.

Project Successes

- **The project supervisory team—i.e., the Country Director and Finance Director—acquired good knowledge during the training in Tanzania, which they successfully passed on to the technical team enabling them to effectively implement the project activities.**
- **The Project Coordinator attended a capacity-building training in biodiversity mainstreaming, gender mainstreaming and safeguarding for conservation projects, organized by Fauna & Flora International & Kijabe Environment Volunteers (KENVO), in March 2019. All CEPF grantees shared their experiences and were able to develop actions plans for the different components of their projects, which greatly contributed to their ultimate success.**
- **WCS Uganda's longstanding and positive relationships with UWA and oil and gas companies facilitated the adoption of the project concept.**
- **Training the EIA practitioners and CSOs was important and highly appreciated.**
- **Gender training to WCS staff greatly enhanced consideration of gender-related issues in project implementation.**
- **Both private sector companies and environmental pillar institutions of government of Uganda adapted the mitigation hierarchy principle and now frequently request technical assistance from WCS to design and implement biodiversity offsets.*Project Challenges***
- **Attribution of CEPF funding in KBA sites where there are multiple actors and donors presents a daunting challenge, even where we have strong baseline information. It is difficult to exclusively attribute the success of the project to CEPF funding.**
- **Working with government requires operating within their systems and structures, which often entails bureaucratic delays, approval by the relevant government for any planned activities, and the fact that WCS activities are not scheduled in their budgets. The government officials we worked with needed to be facilitated.**

Project Challenges

- **Attribution of CEPF funding in KBA sites where there are multiple actors and donors presents a daunting challenge, even where we have strong baseline information. It is difficult to exclusively attribute the success of the project to CEPF funding.**
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Were there any unexpected impacts (positive or negative)?

- **After the gender training of Uganda WCS staff, we started mainstreaming gender in other WCS Uganda projects**
- **Oil well survey results generated more interest than expected—for example, Total E&P specifically asked for the results for use in their monitoring. These results helped them to refine their restoration approaches.**

PROJECT COMPONENTS AND PRODUCTS/DELIVERABLES

Describe the results from each product/deliverable:

Component		Deliverable		
#	**Description**	**#**	**Description**	**Results for Deliverable**
1	Spatial Planning: Improve Spatial planning of O&G company activities to mitigate negative industry impacts on biodiversity in MFNP	1.1	Spatial distribution maps of species and critical habitats developed for use in the design of impact mitigation measures	WCS was able to generate all the required products for this activity. We used the data available to identify suitable sites for additional tourism routes in case currently active routes are closed off during the development phase. The outputs have been used by UWA to upgrade tourism routes within the area with high species numbers.
1	Spatial Planning: Improve Spatial planning of O&G company activities to mitigate negative industry impacts on biodiversity in MFNP	1.2	Developed environmental management plans incorporating mitigation measures approved and consistent with the mitigation hierarchy	Total E&P requested data input in their environment management plans. Additionally, we were part of the team that evaluated the environmental management plans being developed for the Tilenga project: i.e., the Biodiversity Management Plan, and the Environmental and Social Management Plan.
2	Capacity Building: Training of the private sector companies, including local ESIA consultants, and UWA in the design, planning and implementation of the mitigation hierarchy	2.1	Training curriculum on mitigation hierarchy and environmental monitoring tools and reports on these trainings	The training curriculum and materials were developed. The goal of the training was to strengthen the capacity of institutions to design and implement the mitigation hierarchy as a planning and management tool for biodiversity conservation. A total of 96 men and 53 women have been trained in the mitigation hierarchy.
3	Monitoring: Measure effectiveness	3.1	Report on the application of	WCS, working with CSCO, evaluated the implementation of the mitigation hierarchy by oil and gas companies using checklists that had been

	of mitigation activities in protecting critical habitat and wildlife.		environment and biological monitoring tools being used by O&G companies and CSOs to monitor effectiveness of mitigation measures	developed by a consortium of institutions including central government institutions, CSOs and local government.
3	Monitoring: Measure effectiveness of mitigation activities in protecting critical habitat and wildlife.	3.2	Improved capacity of government agencies to enforce and monitor the application of mitigation hierarchy principle, and illegal monitoring tools e.g. SMART	A total of 86 men were trained (53 men benefited from the training in the mitigation hierarchy, 33 men received training in planning tools) and 44 women were trained (31 women benefited from the training in the mitigation hierarchy training 13 women in Planning tools).
3	Monitoring: Measure effectiveness of mitigation activities in protecting critical habitat and wildlife.	3.3	Media articles, stories and reports published to promote the best practices and application of developed metrics by other companies (influence change in behavior of other companies as well as improve internal company policies)	Initial outputs on spatial planning (maps, report and data) were shared with UWA and Total E&P for use in their monitoring activities. A scientific paper has been generated this semester and has been submitted to Bird Life International for review and upload. http://www.birdlife.org/africa/project/cepf-eastern-afromontane-hotspot
4	CEPF Management	4.1	Civil society tracking tool	WCS has highly qualified and specialized staff in various fields; consequently, most of the skills

	and trackers			required to implement our activities were sourced from within. WCS has capacity to fundraise through writing proposals and has a good working relationship with government.
4	CEPF Management and trackers	4.2	Gender tracking tool	WCS as an organization commits to gender equality and some staff for the WCS Uganda program have received an introductory training on gender issues. Some program planning requires gender analysis and monitors how projects impact men and women. Some donors (e.g., IWT and USAID) require incorporation of gender considerations.
4	CEPF Management and trackers	4.3	METT	The METT was carried out with UWA management for the Murchison Falls Protected Area. Murchison Falls Protected Area includes Murchison Falls National Park (MFNP), Karuma Wildife Reserve (KWR) and Bugungu Wildlife Reserve (BWR).
4	CEPF Management and trackers	4.4	Stakeholder engagement plan	The successful implementation of the project activities was made possible by a smooth interaction with all the stakeholders who work in the landscape. Stakeholder interactions took place through formal appointments, meetings, joint field surveys to the project area, e-mail communications, and sharing of outputs through workshops and trainings. This project leveraged funding from USAID to start the multi-sectoral approach for mitigating negative impacts and risks to ecosystems and biodiversity from oil and gas development. This approach is led by WCS in coordination with the office of the Prime Minister of Uganda (http://albertineforum.org/summary-of-albertine-stakeholders-workshop/background/)
4	CEPF Management and trackers	4.5	Communication products	Two articles on training in the mitigation hierarchy https://uganda.wcs.org/About-Us/News/ID/11467/Strengthening-the-Capacity-of-Institutions-to-Design-and-Implement-the-Mitigation-Hierarchy-as-a-Planning-and-Management-Tool-for-Biodiversity-Conservation.aspx https://uganda.wcs.org/About-Us/News/ID/11770/WCS-equips-members-of-the-civil-society-coalition-for-oil-with-skills-to-monitor-impacts-on-protected-areas-and-communities-to-ensure-No-Net-Loss.aspx

Describe and submit any tools, products or methodologies that resulted from this project or contributed to the results.

The impacted/restored areas had more species than control sites, demonstrating that these areas were recovering quickly in terms of vegetative cover. The Cluster analysis showed that the impacted/restored sites had similar species composition, which is different from that of the control sites (Figure1). This was good information to guide future restoration activities.

Table: Plant species richness for decommissioned well sites (Jobi 1, Jobi East 4,), proposed well sites (i.e., Jobi Rii 10, Jobi Rii 4) and proposed tourism routes (Borassus road, top of falls road).

Sites	Species richness	Status
Jobi 1	**22**	**Impact plots**
Jobi 1 C	**13**	**Control plots**
Jobi East 4	**25**	**Impact plots**
Jobi East 4 C	**17**	**Control plots**
Jobi Rii 10	**45**	**Proposed site**
Jobi Rii 4	**36**	**Proposed site**
Borassus road	**36**	**Proposed tourism route**
Top of falls road	**52**	**Proposed tourism route**

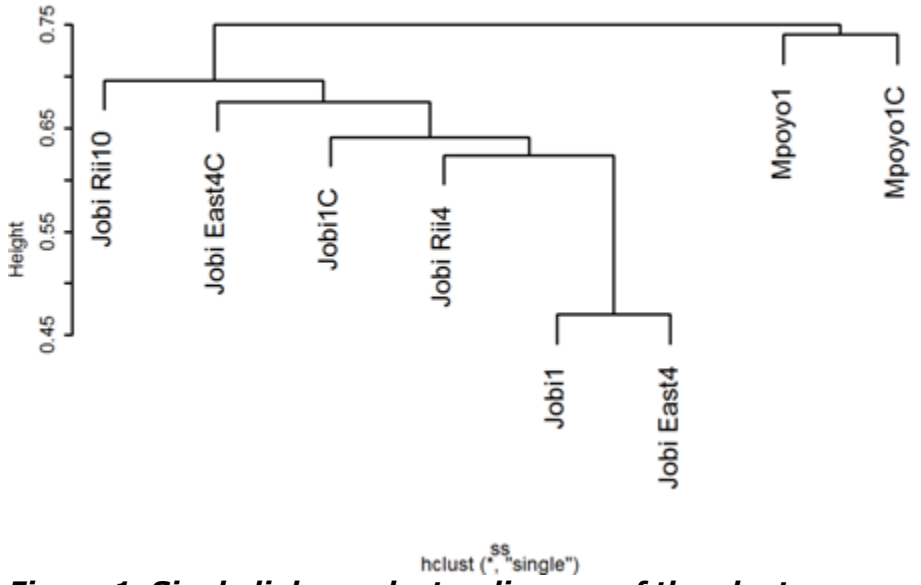

Figure 1: Single linkage cluster diagram of the plant communities in the decommissioned and proposed well sites

LESSONS LEARNED

Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building.

Consider lessons that would inform:

- Project design process (aspects of the project design that contributed to its success/shortcomings)

- Project implementation (aspects of the project execution that contributed to its success/shortcomings)
- Any other lessons learned relevant to the conservation community

Project Design

- **WCS had good knowledge of the landscape: WCS had a lot of data and knowledge at the start of the project, which was useful in assessing areas of species congregation. However, we needed new data and new approaches to assess the restoration stage of the mitigation hierarchy.**
- **Stakeholders were not consulted: During proposal preparation, more in-house knowledge about the landscape was used instead of consulting other stakeholders. We later had to brief UWA and Total E&P—the main stakeholders—about the project to obtain their buy-in.**
- **Project financial requirements were more restrictive than other projects handled by WCS: WCS Uganda has implemented many projects with varied requirements but the CEPF project presented additional, unforeseen requirements, requiring WCS to make adjustments in project implementation.**

Project Implementation

- **A good working relationship with government institutions was key to implementing projects in a timely manner and with less cost. We were able to obtain the necessary permits to access the protected area in time and with no cost associated, due to our already established relationship with Uganda Wildlife Authority (UWA) and Total E&P. UWA also availed us of senior staff to work with, which enhanced our ability to locate the sites of interest.**
- **The study provided some of the first comprehensive results on assessment of species recovery on restored sites. Since the habitat restoration in Murchison Falls National Park (MFNP) is part of a major oil and gas development process that is likely to result in high environmental impacts, both managers of the park and the developers were eager to learn from the results generated by this project.**
- **Whereas the restored sites had more species than the undisturbed sites, most of them were optimistic colonizers. The woody species similar to those in the undisturbed area were only at seedling size. The monitoring of restored well sites should not stop at observation of increased vegetation cover but continue until species composition of these sites has converged with the adjacent control site.**
- **The planned new route in MFNP offers an opportunity for a great tourism experience with a high abundance of wildlife and less human disturbance.**
- **CEPF funds are very costly to manage, and yet the allowable overhead is low. It demands a lot of administration time, documentation and reporting compared to other donors. This needs to be re-thought at CEPF level.**
- **Attribution of CEPF funding in KBA sites where there are multiple actors and donors presents a daunting challenge, even where we have strong baseline information. It is difficult to exclusively attribute the success of the project on CEPF funding.**

SUSTAINABILITY/REPLICATION

Summarize the successes or challenges in ensuring the project will be sustained or replicated, including any unplanned activities that are likely to result in increased sustainability or replicability.

Successes

- **The project has high sustainability from the stakeholders: The project is within UWA's estate and UWA is very keen on ensuring that the landscape is fully restored to allow for continued tourism in the area. They therefore hold any developer—in this case, Total E&P—accountable for any impacts made in the landscape. The assessment WCS carried out was an eye opener for UWA on how restoration and recovery should be assessed.**
- **Government has implemented new laws that require all developers to follow the mitigation hierarchy requirements. Developers like Total E&P are now required to follow the IFC standards and this contributes to the sustainability of the project.**
- **The estate managers (UWA) have an interest in our map products and field assessment, and will use them in decision-making.**

Challenges

- **Lack of financial support to encourage adoption and streamlining of the mitigation hierarchy into other sectors.**
- **Lack of documented lessons and examples from developments that follow the mitigation hierarchy.**

SAFEGUARDS

If not listed as a separate project component and described above, summarize the implementation of any required action related to social, environmental or pest management safeguards.

Health and Safety

- **During the fieldwork in Murchison Falls National Park, the team was briefed on safety measures; additionally they were provided with safety gear and were required to move with UWA rangers to ensure their safety.**
- **During training activities, field teams received briefings about safety measures and required field gear. At the field site, Uganda Electricity company (UEGCL) provided each team member with head gear and a reflector jacket to ensure total safety. UEGCL also provided an induction on safety measures while at the Isimba hydro power plant.**

ADDITONAL COMMENTS/RECOMMENDATIONS

Use this space to provide any further comments or recommendations in relation to your project or CEPF.

CEPF has a unique approach to project development and implementation. CEPF provided training for the project supervisory team and technical teams, as well as

the opportunity to share experiences with and learn from other project implementers across the hotspot.

ADDITONAL FUNDING

Provide details of any additional funding that supported this project and any funding secured for the project, organization or region as a result of CEPF investment.

Total additional funding (US$)
$21,044.76

Type of funding
Provide a breakdown of additional funding (counterpart funding and in-kind) by source, categorizing each contribution into one of the following categories:

A. Project co-financing (other donors or your organization contribute to the direct costs of this project)
B. Grantee and partner leveraging (other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF-funded project)
C. Regional/portfolio leveraging (other donors make large investments in a region because of CEPF investment or successes related to this project)

During project implementation, we leveraged activities supported by a grant from Agence Francaise de Developpement (AFD) in the amount of USD $21,044.76.

INFORMATION SHARING AND CEPF POLICY

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned and results. Final project completion reports are made available on our website, www.cepf.net, and may be publicized in our e-newsletter and other communications.

1. Please include your full contact details (name, organization, mailing address, telephone number, email address) below.

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