



No Net Loss for Biodiversity and Communities in Uganda: Inception Workshop Report

1. The Inception Workshop

The inception workshop for the Darwin project **No Net Loss for Biodiversity and Communities in Uganda** took place at the Makindye Country Club, Kampala, on the 23rd and 24th May 2016. The project is funded by the UK's Darwin Initiative and is a collaboration between six partners: Oxford University (project lead), Uganda's National Environment Management Authority (lead project partner), Nature Uganda, the International Institute of Environment and Development, Wild Business Ltd and the Wildlife Conservation Society - Uganda. People from a further four organisations comprise the advisory committee: Forest Trends' Business and Biodiversity Offsets Programme, the Ministry of Water and Environment, the Jane Goodall Institute and Makerere University. Representatives of all the project partners were present at the workshop, as well as two of the Advisory Committee members:

- Oxford University (Project leader): [E.J. Milner-Gulland](#) (EJMG - PI), [Victoria Griffiths](#) (VG - project researcher) and [Carlyn Samuel](#) (CS - Research Coordinator)
- National Environment Management Agency (NEMA): [Francis Ogwal](#) (FO, Monday only, Lead Partner)
- Nature Uganda (NU): [Achilles Byaruhanga](#) (AB, Monday only, team leader), [Michael Opige](#) (MO) and [Judith Mirembe](#) (JM)
- International Institute for Environment and Development (IIED): [Dilys Roe](#) (DR) and [Julia Baker](#) (JB, consultant to IIED)
- Wildlife Conservation Society - Uganda: [Simon Nampindo](#) (SN, Monday only) and [Beatrice Kyasiimire](#) (BK)
- Wild Business: [Joseph Bull](#) (JoeB)
- Ministry of Water and Environment: [Mark Infield](#) (MI, project advisory committee)
- Jane Goodall Institute: [Panta Kasoma](#) (PK, project advisory committee)

Workshop Agenda

Day 1: Monday 23 May 2016 (10:00 – 17:00)		
10:00 – 10:30	Welcome and introductions	E.J. Milner-Gulland (Oxford University)
10:30 – 11:00	National context to biodiversity offsetting and the role that NEMA plays	Francis Ogwal (NEMA)
11:00 – 11:30	International context to biodiversity offsetting and guidelines on incorporating social impacts into ESIAs	Joseph Bull (Wild Business) and Julia Baker (Consultant to IIED)
11:30 – 11:50	BREAK	
11:50 – 12:20	Introduction to the COMBO Project and how this links to our Darwin Project	Simon Nampindo (WCS Uganda)
12:20 – 12:50	Conservation activities around the Kalagala Offset area and NU's monitoring	Achilles Byaruhanga (NU)

12:50 – 13:30	LUNCH	
13:30 – 13:45	Project objectives and ethos	E.J. Milner-Gulland (Oxford University)
13:45 – 14:15	Research progress to date	Victoria Griffiths (Oxford University)
14:15 – 15:15	Developing a theory of change for the project	Led by Dilys Roe (IIED)
15:15 – 15:35	BREAK	
15:35 – 16:30	Project activities: Outputs and indicators of the logframe Assign roles and responsibilities	Led by Julia Baker (Consultant to IIED)
16:30 – 17:00	Policy and practice impact and dissemination	Led by Francis Ogwal (NEMA) and Joseph Bull (Wild Business)
17:00 – 17:15	Wrap up and agenda for day 2	E.J. Milner-Gulland (Oxford University)
17:15 - onwards	Optional: Drinks at the bar and dinner at the Makindye Country Club	Please let Victoria know if you are able to come

Day 2: Tuesday 24 May 2016 (09:00 – 13:00)		
09:00 – 10:00	Project schedule, products, deadlines, reporting, workshops/meeting timings and publications	Led by Julia Baker (Consultant to IIED)
10:00 – 10:30	Contracts and managing budgets (Q & A)	Led by E.J. Milner-Gulland (Oxford University)
10:30 – 11:00	BREAK	
11:00 – 11:15	Introductions and role of the advisory committee	E.J. Milner-Gulland (Oxford University)
11:15 – 12:00	Presentations by Project Advisors on their work relevant to the project, and reflections on the project's activities	Panta Kasoma (JGI), Mark Infield (MoWE)
12:00 – 12:45	Logistics and planning: fieldwork	Led by Victoria Griffiths (Oxford University) and Michael Opige (NU)
12:45 – 13:00	Way forward and action points	Led by E.J. Milner-Gulland (Oxford University)
13.00	LUNCH	



2. Project objectives and expected outcomes

The main outcome of the project is as follows:

Government, developers and NGOs work collaboratively on 'no net loss' biodiversity offsets that genuinely reflect local people's needs and values, support poverty alleviation in the long-term and are implemented equitably.

The project has two main objectives:

- To support government, NGOs and business to integrate local poverty alleviation, wellbeing, equity and cultural heritage into biodiversity offsets to ensure no net loss to both biodiversity and communities in Uganda.
- To draw out lessons learned that have international applicability.

The questions to be answered in the research are:

- What are the potential impacts of the Isimba dam on the Kalagala Offset?
- How can governments, NGOs and business go about achieving NNL with regard to people's use of, and cultural values for, biodiversity?
- How can the socio-economic and conservation outcomes of biodiversity offsetting be improved at site, national and international levels?

To address these questions, three activities are planned:

- Research on the costs and benefits that the Bujagali and Isimba Hydropower Projects have on local people and biodiversity in the study area.
- Review of the existing Kalagala Offset Sustainable Management Plan and the Isimba Management Plan and provision of recommendations on how to address key gaps and aid their implementation.
- Draft new national and international guidelines on incorporating social costs and benefits into biodiversity offsetting. Establish a Business and Biodiversity Forum, enabling government, NGOs and businesses to work together on NNL of biodiversity goals for development which better account for local people's needs and priorities. Work with NEMA and Nature Uganda to improve their

understanding on how to achieve NNL through biodiversity offsetting so that they are better equipped to design, implement, monitor and evaluate biodiversity offsets.

Research – and the outputs it delivers – are intended to lead to six key outcomes:

- Offset activities that take into account biodiversity and local communities to be implemented as part of the Kalagala Offset.
- Development of a Business and Biodiversity Forum in Uganda.
- Increased capacity to implement biodiversity offsets in Uganda.
- Draft national biodiversity offset guidelines for Uganda.
- Draft international guidelines incorporating social costs and benefits into biodiversity offsetting.
- Two international businesses to commit to implementing these new guidelines.

3. Presentations, Day 1.

EJ Milner-Gulland welcomed everyone to the meeting and gave everyone the opportunity to introduce themselves before introducing the first speaker:

Francis Ogwal - NEMA

Francis' presentation outlined the national context to biodiversity offsetting (BO) and the role that NEMA plays. He stressed that that they are trying to get back to where they were in the 1990s re biodiversity. He outlined Uganda's National Development Plan, and how this project will be key in meeting one point in particular: 'Expand research on the economic, ecological and social-cultural values of ecosystems and biodiversity'

He stated that NEMA 's overall mission was to promote and ensure sound environmental management practices for sustainable development, and their goal here was to expand research on the economic, ecological and social-cultural values of ecosystems and biodiversity. He outlined the specific roles and responsibilities that NEMA has in this respect. He ended by flagging some of the challenges for implementing biodiversity offsets (BO) in Uganda, noting in particular that BO and PES have been included in the Draft National Environment Management Policy (2016) and the National Environment Bill (2016), however, to date compliance with BO is still on a voluntary basis. He stressed that BO are to be viewed as part of a much larger strategy to preserve biodiversity.

Discussion

JB asked what exactly would be passed as law re biodiversity offsetting.

FO. There is not currently anything specific in the law but a recommendation to make provision for offsets in the policy and guideless. He noted that when they are developing guidelines they will be able to be more specific at this point. They will review the outcomes of this NNL project, and if NNL is possible will strive towards it.

JB noted that international learning suggests that NNL only works for certain habitats, she asked if Uganda has defined which habitats are replaceable etc.

FO. Currently discussions have not reached this level of specificity. He noted however, that everything should be on a case by case basis.

SN: Noted that we have to acknowledge that the government wants development to go ahead and NGOs will need to be mindful of this. There is the desire from government to see actual case studies that have been successful, which will then inform gvt about how they can work. As the concept is new to gvt they will need time to develop regulations, in the meantime there is a need to evidence and continue the development of habitat assessments. He noted that there is a great potential for this project to demonstrate how biodiversity offsetting works outside of a PA.

JB: Added that unless there is law there will not be NNL, there HAS to be legislation to make it work, otherwise it hinges on the ecologist to make NNL happen. She stressed that the EIA coordinator is KEY and as the EIA is driven by legislation unless NNL is mandatory in law NNL won't be achieved.

Julia Baker – Consultant to IIED

JB spoke about social impacts of biodiversity loss within EIAs. She noted that it is essential to understand who the various players are in each context, as for example there is no 'one developer'. She illustrated a typical supply chain, and noted the importance of being very specific about this chain, in order to achieve a better outcome.

JB stressed that it is essential to work to get NNL into the main contract so that it is a deliverable for their client, hence they will fail on their contractual obligations if they don't deliver NNL. Therefore, the higher up the chain you can go if you are trying to influence change, the better your outcome will likely be.

She mentioned that social impacts will often be 'hidden' throughout the EIA report, eg. in the chapter about cultural heritage, landscape and land use etc. She notes that the person carrying out the EIA will review the ecological features which will be effected by the development by looking at the legislation framework and legal designations, and what is deemed vip will get a detailed assessment. In JB's experience these are nowhere near NNL. Unless NNL is mandated in law we see legally compliant developments which follow the legislation, go through the EIA process, often with a good ecological outcome, but which will not result in NNL of biodiversity, you'll just get protection and minimisation of impact on what is important.

Joseph Bull – University of Copenhagen/ Wild Business

Joe gave an overview of what is meant by NNL and how BO fits into that. NNL being the policy principle (development without the associated negative impact) and delivered through the EIA process using the 'Mitigation hierarchy'. BO are just one part of achieving NNL, and depending on the design of the policy can be implemented in order to prevent further impacts or to restore ecosystems which we are losing. The starting point being to break the connection between development and biodiversity loss.

His presentation set BO in an international context and he commented on global policy, research and implementation. He noted that many countries around the world, either on a national or regional level now have a policy either in development or practice, see [Maron et al. \(2016\) BioScience](#). He also noted that a lot of offsetting activity is not driven by policy at all but by the financial backers of projects. The International Finance Commission lends projects money and can require offsetting to be a term for funding in certain countries, and their guidelines are often used by other lenders/banks. He also noted that increasingly corporates write NNL into their policy too, see [Rainey et al. \(2014\) Oryx](#). He noted that BO presents good opportunities for businesses to support nature conservation.

JoeB also commented on the increasing and intensive scientific research being put into NNL globally, see [Calvet et al. \(2015\) Biological Conservation](#). Notably from Australia Europe and North America, however, not so much from Africa so (except SA). JoeB commented that for this reason there is a lot of scientific interest in the results of this project.

JoeB finished by showing some of his own, as yet unpublished research into where BO are, having mapped 3000+ projects globally, with about another 7,000 unmapped projects. This amounts to over 100,000 km². JoeB mentioned that in such a short period of time this is large area, and comparable to the implementation of the PA network after the first 30/40 yrs of being in place. This project is the first in Uganda to be included in the research.

He notes that Uganda is way ahead of the vast majority of countries in this thinking.

Discussion

MI noted that the title of project is NNL for Biodiversity and Communities in Uganda, and asks what is the relationship between both supposed to be, does losing biodiversity equate to a loss for the community in this case? If it is not perceived as a loss by the community is it still a loss? Some losses will be directly related the loss of biodiversity and others will come at the same time, ie. cultural sites, he asks how they will play out.

VG noted that these are the kinds of questions the research will be trying to address and noted that subsequent ppts from EJMG and VG will make the links between biodiversity and social impacts clearer as well as who benefits and what the costs and benefits are.

EJMG noted that there hasn't been a proper typology of this kind to date and VG has been mapping interactions between social/biodiversity costs and social/biodiversity benefits which interact in different ways. Then you can just fill in the different kinds of situations that will impact biodiversity loss/social loss etc. and look at potential interactions.

JoeB comments that this is the case in the majority of research into offsets which he has mapped, as most are about biodiversity not people. By default it tends to be the kind of biodiversity people care about; notably PAs and protected species, and there is a gap in terms of thinking about how people who live in the project are impacted. Which is partly why there is such a lot of interest in this project.



Simon Nampindo - WCS

SN presented WCS and its COMBO project and how it links to this NNL project. He outlined work being carried out in the four host countries: Republic of Guinea, Uganda, Mozambique and Madagascar, where their goal is to reconcile economic development with conservation of biodiversity and ecosystem services. The project looks at sequence of four key actions 'avoid', 'minimise', 'restore' and 'offset' to use best practice to reduce negative impacts of development projects on biodiversity.

SN outlined the activities which will support the key objectives of: Improving policy to reduce negative impacts of development; development of tools to monitor impacts on biodiversity; to id measures to reduce impacts; development of institutional, legal and financial mechanisms for offset implementation; supporting the uptake of best practice in the public and private sectors in demonstration landscapes and developing lessons learnt; and to build national / regional capacity by sharing lessons learnt.

Discussion

EJMG asked if there are there is a different emphasis in each of the four countries

SN said the objectives are the same but content will be different, ie what are the key issues that inform the acceptance, where is there enough regulation what does that mean, what kind of messages should we send out and what scientific research needs to be done?

MI asks about relationship between the trust fund and BO, i.e. with oil industry if there is a need for BO that could give money to trust fund, but is this creating a danger of delinking or passing off responsibilities by paying?

SM says yes, and they need to investigate these possibilities further as don't want to be seen to be green washing what the oil companies are doing, they need to look into how to strengthen the law and work with gvt to do this. Right now NEMA is not able to audit EIAs, particularly with mitigation, but if we make that a requirement in the law then it becomes easier to make industry comply.

JB: Noted that WCS can't enforce law and says he found that is it hard to spend money in a fund as people need to agree how and where to spend it.

SN: They are developing guidelines and priority areas for where the money is needed to go in advance, and guidelines as to how grant money can be passed on. Also capacity for groups to be able to meet requirements needs to be developed, and the fund will support capacity building for these groups to be able to meet the requirements. He mentioned that WCS will id gaps and train people.

FO: EIAs do get monitored but info is often weak as the baseline was superficial to start with, so need to capture better data at the start. Since capacity to do so is limited this is a big issue.

SN: Also mentioned that WCS will be looking to have a person seconded to gvt to develop meaningful participation with gvt moving forward.

Achilles Byaruhanga - Nature Uganda

AB spoke about Conservation activities around the Kalagala Offset area and NU's monitoring work. Notably, NU focusses on empowerment of local communities, promoting sustainable benefits and incentives, scientific monitoring of species, threats, pressures and responses/investments to safeguard ecosystems, and advocating for better protection of these areas.

They have been carrying out low key monitoring since 2000. He outlined projects currently in a pilot phase which they hope to scale up, and the kind of information which you can get with little expertise using local community volunteers (hunting, fires, species which are easily recognisable and a good indicator etc.)

He mentioned that key challenges are to: find ongoing funding / capacity at the national/local level; sustaining the monitoring even when simple and cheap; mainstreaming into government—it is not yet a top government priority; that there are inadequate institutional frameworks and linkages. He also mentioned the potential to involve the private sector, including establishing a forum for sharing experiences eg Business and Biodiversity Forum.

AB proposed that local communities can easily be trained to work on this NNL project.

Discussion

EJMG noted that the Kalagala area is not particularly biodiversity rich and what monitoring activities are going on there at present?

SN said that is more likely to be a case of being data deficient rather than poor in biodiversity, as there has been little research carried out perviously. Also, most of their research has focused on PAs, so there is more data on what is going on inside the PAs than outside them.

How do you ensure community data collection is robust?

AB: There is certainly an issue with robustness, but it is more than that, it is part of the process of local community empowerment, of having ownership of the resources and of fully understanding the issues and situation.

FO: Asked about engaging communities to do activities, how do you do this without resources as there must be an element of cost.

AB: Says it is not zero cost but local community empowerment and sustainability and enticing them to carry on is also part of educating the local communities, so by doing the monitoring it also educates them and helps them understand things better so there is more buy-in.

FO noted that some areas are data deficient so we need to do data collection to see what is there as they have no info about some species at all.

SN: Says that there is a study going on in KO he will send contacts for people doing the research. It is a rapid assessment but will give an idea about what there is

E.J. Millner-Gulland - University of Oxford

EJMG outlined the purpose of the project and why it is so timely and topical: Globally, more commitments are being made to NNL; social impacts are being highlighted – but with limited guidance; Uganda is actively pursuing offsets and Kalagala/Bujagali/Isimba is a particularly good case study; and VIP there is potential for impact at local, national, international scales. She mentioned that people are saying that there is a need to implement BO but not saying how it should be done!

She spoke about the need to recognise that there will be trade-offs between conservation and development and the need to think about the needs and aspirations of local people which is usually something which is overlooked. She looked at ways in which local people may win or lose from development, the fact that gains and losses may happen at different levels, scales, times and places may be short or long term, and gains and losses can be v different, ie materials losses/gains will need to be weighed up against social and cultural losses/gains. This all complicates what we mean when we talk about social NLL. Many questions are thrown up about whether you think about this at the household level v the individual level or livelihood level. You always have to aggregate, as it is unfeasible to think about social gains and loss at the individual level, but then questions arise about over where do you aggregate/ over what timeframe and how you do this.

This project will attempt to give answers to these questions based on a real case study. It will give guidance on how to implement social NNL locally, nationally and internationally. We will assess the biodiversity and social impacts of the Bujagali dam and Kalagala offset to date, evaluate the mitigation and offset outcomes to date which has been very rarely done, if ever. We will also consult local people on their views of offsets, and how to improve it. The next part of the project is forward looking and will focus on how to make things already happening, happen in a better way i.e. make Isimba better for people and biodiversity from the start.

Finally, EJMG talked about her criteria for success of the project and ways to think about in which we can work together to achieve success:

- Collaboration and sharing – of information, ideas, knowledge and opportunities inc exchanges.
- Transparency and a commitment to help each other and make the project the best it can be
- Openness of project leader(s) to suggestions, criticism, new approaches – and of all participants to voicing their views
- Project members taking the initiative, leading their components from the front, doing things without needing prompting
- Regular meetings and updates so as to build a strong team spirit and identity (by skype/email if not in person)

EJMG introduced the project partners and their roles and responsibilities. EJMG also introduced the project advisory committee and explained that they are there to provide expert advice and oversight of the project, they will provide their support and critique. They will also be involved in some project activities such as dissemination and policy implementation, training and international outreach. They will also join is at the annual meetings.

Discussion

MI commented in particular about low levels of offset follow up, as most are in north America, so can we assume in that context with the legal and constitutional basis that things will be going well there, is the issue of follow up in other less developed countries?

JB Replied that even though some NNL projects started in the USA 40 years ago and there is supposed to be a system for reporting, and we know where offsetting is supposed to be happening it doesn't mean that all projects have transpired, we still don't know if some projects didn't work, what happened to them or where has been no follow-up, or that some of the functions didn't happen. JB suggests not to make a distinction between whether it is happening in a developed or less developed country, but is more down to the motivation behind the BO. For example there are some very high profile BO projects in less developed countries where there is very good monitoring happening, purely as the company implementing the BO needs to follow up or will be fined etc.



Victoria Griffiths – University of Oxford

VG talked about the progress to date of her research. She set the scene and explained the concept of offsetting has been addressed in fields of economics, ecology and biology, but is relatively unexplored amongst social scientists. BO should achieve that NNL and preferably NG of biodiversity, and people should be no worse off in terms of their wellbeing.

She mentioned that social impacts may arise from biodiversity offsetting, including impacts to human rights, livelihoods, quality of life and overall well-being of individuals, households and communities. Therefore, there may be a trade-off between the protection of biodiversity and the safeguarding of local communities use and socioeconomic values associated with biodiversity. Critically, there is a lack of understanding in how to achieve Social NNL.

Her role is to focus on the social aspects of the project while NU focus on the ecological aspects. Aiming to look at the social impacts of biodiversity offsetting and more specifically, to evaluate the most effective approaches to integrating NNL of biodiversity with social gains.

VG outlined the two sites she is focusing on; the Bujagali HPP, completed in 2012 funded by the World Bank and the Isimba HPP due for completion in 2018. The WB stipulated that the Bujagali project have an offset to compensate for biodiversity loss and Kalagala Offset was born. This covers protection of biodiversity as well as cultural heritage, promotion of tourism, to conserve the ecosystems of the Mabira CFR and 6 other CFRs in the area. VG explained the importance of the area to local people. (Agriculture, cultural, spiritual, tourism,)

Moving on she proposed a definition for social NNL '*That people should be no worse off in terms to their well-being*'. Well-being referring to the things that you have -Objective- (such as food security, possession of animals etc.); -Relational- referring to what you can do with what you have, and - Subjective-, meaning how you feel about your current situation and what you can do with it.

She has three research questions:

1. The first will be to look at the communities perceived social impacts of the development and loss of access to nature as a result of the development, as well as the economic impact the offset activities have brought about to people's wellbeing.

2. The value of cultural heritage in the area and the potential to compensate for its loss.
3. Looking at the social acceptability of a BO by looking at which options local people prefer.

VG outlined the plan to work in three villages and the kinds of approaches and questions that will be implemented.

VG explained the results of her recent scoping trip, how she had chosen the villages in which to work; Kyabirwa near the Bujagali dam. Kalagala near the Kalagala Falls and Itanda Rapids. Finally, Nampanyi near the Isimba dam. She carried out 8 focus groups as well as key informant interviews (about 5 per village). This has given her a basis to design the choice experiments and household surveys, and will help to devise measures for indicators such as poverty.

Her next field trip will be September-November and she will be visiting three villages in each of the three sites, carrying out about 100 household surveys in each village. In the long run they are trying to find out what the social impacts are at an individual level and how they can be improved from a local perspective.

Discussion

AB, You are talking about benefits that communities have now, will you consider future benefits? As they may not see benefit now but it could be important later.

VG, yes but is hard to get them to think about future at the moment in the interviews, but yes for next time it will be a good idea to incorporate future costs as well.

AB, What is a community? Is the community the people living together or groups of hunters or farmers, etc?

VG clarified that she is referring to a village, however, after her fieldwork she notes that it would be better to focus on groups of individuals rather than a village.

At what point is nature Uganda going to inform you?

VG, we don't know much about what is happening in central forest reserves, what we have is info from NEMA and local communities etc. and it would be great to find out what ecology is out there and what level of degradation they are at etc., as part of the BO is to restore them.

4. Project planning - Day 1

Dilys Roe – developing a Theory of Change for the project

DR focussed her presentation around the importance of creating a theory of change for this particular project. She pointed out that trying to understand how and why change happens, before we begin a project is paramount to its success.

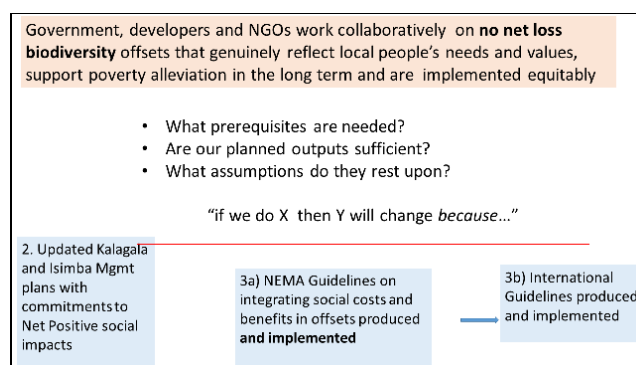
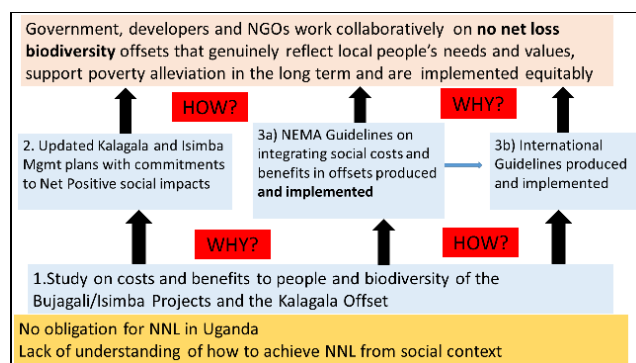
The Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or “filling in” what has been described as the “missing middle” between what a programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved.

As we have already created the logframe it is a good opportunity to review it, to see if it is realistic and to add in any indicators and other activities.

She outlined the steps:

- Identify the desired long-term goals
- Work backwards to identify intermediate outcomes (Outputs) that must be in place (and how these related to one another causally) for the goals to occur.
- Identify what type of activity or intervention will lead to the intermediate outcomes/outputs

- Overall: the causal chain linking activities to the overall goal of the project needs to be discussed and clearly understood. And where there is no causal logic, or assumptions are unrealistic, action can be taken.



The Theory of Change for the project developed during the session is given below. This diagram is based on the desired outcomes for Uganda and internationally (yellow and green boxes) and the activities that will be carried out to achieve these outcomes (blue circles). The orange boxes in the diagram are long term activities that cannot be carried out during the duration of this project. These will be carried out by NEMA once the project has finished.



The Theory of Change requires that NEMA, the MoWE and BBOP will be engaged continuously with the project in order to bring about the desired changes in policy and practice in Uganda and internationally. In addition, the Theory of Change also needs collaboration with other offsetting projects in Uganda, most notably WCS, Biotopie (a leading consultancy in France) and BBOP-Forest Trends' COMBO project. Their work is focused on establishing and implementing effective mechanisms to compensate for impacts to biodiversity and ecosystems in order to achieve no net loss of biodiversity and to generate additional funds for conservation. They will be working in four African countries, one being Uganda. With WCS as a partner and BBOP-Forest Trends represented on the Advisory Committee, this Darwin Project will be well integrated with the broader aims of the Combo project. The collaboration will ensure that the detailed lessons learnt from the Bujagali/Kalagala/Isimba study site will inform national and global policy advice emanating from the Combo Project. Furthermore, the work from this Darwin project will feed into and be co-financed by the Combo project. The establishment of a Business and Biodiversity Forum will be done in conjunction with the COMBO Project, enabling government, NGOs and businesses to work together on NNL of biodiversity goals for development which better account for local people's needs and priorities.

During the design of the Theory of Change, four activities were identified that were not originally budgeted for:

1. Advocacy and meetings will be required during the review of the Kalagala Offset Sustainable Management Plan and the Isimba Management Plan. This will include meetings with and travel to local government officials in the affected Districts.
2. The practical policy brief resulting from the recommendations on the Management Plans will need to be printed and disseminated to local and national government.
3. Meetings to facilitate engagement with government outside of NEMA (for example the MoWE, Ministry of Energy and NGOs) will need to be carried out.
4. Meetings with other projects (such as COMBO) will need to be carried out to ensure collaboration during the development of NEMA and international guidelines, training of NEMA staff and the establishment of the Business and Biodiversity Forum.

Action: ToC to be circulated for comments and agreement (VG)

Julia Baker - the logframe, roles and responsibilities

Julia took the lead in this 'Project Activities' section, looking at the logframe and assigning roles and responsibilities, with the aim of matching it with the new project ToC.

During this session, the team reviewed the project implementation table and activity plan in the Darwin proposal. The main aim was to agree on the activities, assign roles and responsibilities to each activity, decide on what methodologies to use and when the activities will be completed by. A few changes were made to the project implementation table and log frame in the proposal and are documented below.

Summary of key activities on an output basis

What	How	Who
Output 1: Research on costs and benefits to local people and biodiversity using the case study	Collation of existing databases (including the creation of a spatially explicit database) and analysed to assess baseline conditions and planned mitigation Social and ecological field surveys Analysis of datasets Write-up and publication of	Social field surveys led by Victoria Griffiths Ecological field surveys led by Nature Uganda Research assistants to help with field work Victoria Griffiths and Nature Uganda to analyse, write-up and publish results

	<p>results</p> <p>Dissemination of research</p> <p>Six monthly project meetings</p> <p>Research meeting</p> <p>Annual reports</p>	<p>NEMA and IIED to assist with dissemination of results</p> <p>Project meetings and research workshops to be led by EJ Milner-Gulland and Carlyn Samuel</p>
<p>Output 2: Review of the Kalagala Offset Sustainable Management Plan and preparation of recommendations for the Isimba Management Plan (MP)</p>	<p>Review gaps in the existing Kalgala offset Sustainable Management Plan (SMP) and provide recommendations to address these gaps</p> <p>Provide recommendations for the Isimba MP, including local feedback on preferred offsetting options</p> <p>Local consultation and dissemination</p> <p>Analysis and reporting on implementation of recommendations</p>	<p>Victoria Griffiths and NU to review and draft the recommendations on the Kalagala Offset SMP. Final draft to be reviewed by MoWE</p> <p>Victoria Griffiths and NU to draft the recommendations on the Isimba MP. Final draft to be reviewed by MoWE</p> <p>NU to lead the local consultation and disseminate results. Victoria Griffiths to assist.</p> <p>This last point might not be possible – need to review it.</p>
<p>Output 3: New guidelines on incorporating social costs and benefits into biodiversity offsetting</p>	<p>Draft national guidelines prepared</p> <p>Research workshop to solicit feedback on research results and guidelines from a range of stakeholders</p> <p>Training of NEMA staff on the new guidelines</p> <p>Business and Biodiversity Forums held in Kampala</p> <p>Publication of new guidelines by NEMA and launch event</p> <p>Drafting new international guidelines and publication by BBOP</p> <p>Business engagement workshop in Oxford</p> <p>Two international businesses to commit to implementing these new guidelines</p>	<p>Drafting of national guidelines led by NEMA</p> <p>NEMA to lead the training of their staff</p> <p>Business and Biodiversity Forum to be established by WCS and NEMA</p> <p>Publication of new guidelines and launch event to be led by NEMA</p> <p>Victoria Griffiths to lead the drafting of international guidelines</p> <p>Business engagement workshop to be led by E.J. Milner-Gulland</p>

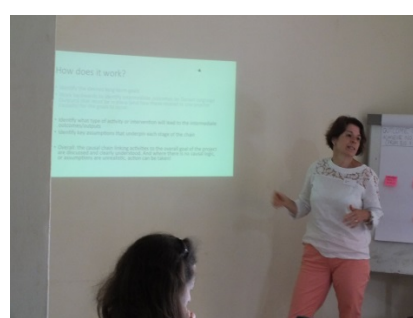
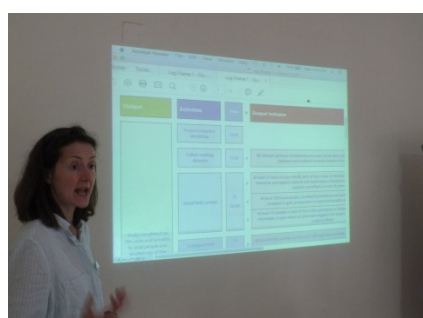
Action: The revised logframe will be placed in the Basecamp folder asap. (CS)

Francis Ogwal and Joseph Bull - links to national policy processes

FO and JB outlined how the project will inform No Net Loss Policy Development and Practice in Uganda.

They asserted that the project's research will improve decision making on biodiversity offsets in Uganda. Notably, the project will: (a) produce and support implementation of local and national policy guidance for Uganda on Biodiversity Offset; (b) support Government, NGOs and business to integrate local poverty alleviation, equity and cultural heritage into biodiversity offsets for national economic development.

They also outlined several ways in which the research outcomes could be disseminated: Training/capacity building on the Guidelines developed – NEMA staff, lead agencies, ESIA practitioners and district technical staff, stakeholder in-country workshops to present and disseminate the findings of the study, sharing the research findings with policy-makers, dissemination of the findings through the CHM and other information sharing mechanisms, use the findings from the research to refine, as appropriate, issues on biodiversity offsets in the draft National Environment Management Policy (2016) and the draft National Environment Bill (2016), production of awareness and education materials from the study, use the Biodiversity and Biodiversity Forum when established and operationalized, hold public lectures and seminars.



5. Project planning. Day 2.

Julia Baker - reviewing the project activities

JB began the day with a review of the project schedule, products deadlines, reporting, workshops and timings and publications. A few changes were made to the original products presented in the proposal. The updated products are presented in the table below.

Summary of products that are indicated in the proposal

Description	Type	Output	Owner	Deadline
Project website	Website	1	Victoria	June 2016
Inception meeting report	Report	1	Victoria and Carlyn	June 2016
Project flyer	Report	1	Victoria and Carlyn	July 2016
Updated logframe	Document	1	Carlyn	July 2016
Social fieldwork protocol	Report	1	Victoria	July 2016
Biodiversity fieldwork protocol	Report	1	Michael	July 2016
Spatially explicit biological database	Database	1	Michael	August 2016

Social database	Database	1	Victoria	August 2016
Presentation to advisory committee and Darwin 1	Presentation	1	EJ	February 2017
Social field surveys	Data	1	Victoria	March 2017
Ecological field surveys	Data	1	Michael	September 2017
Presentation to advisory committee and Darwin 2	Presentation	1	All	February 2018
Analyse and write up social data	Report	1	Victoria	March 2018
Research workshop	Event	3	All	March 2018
Report on research workshop	Report	1	EJ, Julia, Joe	March 2018
Draft national guidelines	Report	3	Victoria	March 2018
Analyse and write up ecological data	Report	1	Michael	March 2018
Review of Kalagala Offset Sustainable management Plan	Report	2	Victoria and Michael	June 2018
Recommendations on Isimba Management Plan	Report	2	Victoria and Michael	June 2018
Project findings published and disseminated locally	Posters, flyers, non-technical summaries	2	Michael and Victoria	July 2018
Training of NEMA staff	Training	3	Francis	September 2018
Development of Business and Biodiversity Forum	Forum	3	Francis, Beatrice	December 2018
Draft international guidelines	Report	3	Victoria	December 2018
Business engagement workshop	Event	3	EJ and Carlyn	December 2018
Presentation to advisory committee and Darwin 3	Presentation	1	All	February 2019
Final team meeting	Event	3	All	March 2019
Two peer reviewed papers	Academic articles	1	Victoria	March 2019
IIED report	Report	1	Dilys	March 2019
Launch event for new NEMA guidelines	Event	3	Francis	March 2019

E.J Milner-Gulland - linking the Theory of Change with the project's logframe, budget and activities



EJMG led a discussion around the various contracts needed to implement the project, Oxford Uni has already been sending these out. She also led the discussion around the budgets (Darwin to pay first tranche in June) and what can and can't be incorporated into the logframe which arose from yesterday's discussions, on the basis of the current funding.

Three areas were identified which had come up in the Theory of Change as vital for the success of the project, but not currently in our activities or budget:

- 1) The need for a stakeholder analysis for the study site (Bujagali and Isimba HPPs and the Kalagala Offset, as well as the ESIs and mitigation activities). Who is responsible for what in implementing these projects?
- 2) The engagement of business at an early stage and throughout the project, particularly at the national level through a Business and Biodiversity Forum or similar mechanism.

3) The engagement of local government, both in the project activities and in the dissemination and implementation of results.

EJ suggested that there is some money available in the Oxford budget, which had been earmarked for an MSc student. This could be reallocated towards a person to carry out the stakeholder analysis. The person suggested is Nafessa Esmail, who is a businesswoman in Kampala (family furniture firm) but also has an MSc in Conservation Science from Imperial College, and experience and interest in the business-biodiversity field.

She also suggested that Nafeesa would potentially be a good person to coordinate the B&BF, but that this would require further funding. This may be available from underspends on the travel of UK-based partners to the inception workshop, once expense claims have been processed.

Action: Group to discuss a Terms of Reference for Nafeesa, and EJMG to sub-contract her based on this.

Discussion:

Particularly flagged was the need to find money for advocacy and gvt engagement, especially with local government, as project partners would have to travel or bring locals to Kampala if meetings were to be held, all of which is costly.

It was raised that there is uncertainty around what mechanism is in place to connect to the players of the Isimba dam so that they know that this work is going on and to make sure we engage with them at the correct level. MO commented that NEMA has a biodiversity monitoring team which will be doing assessments and so we should be working alongside them in this respect.

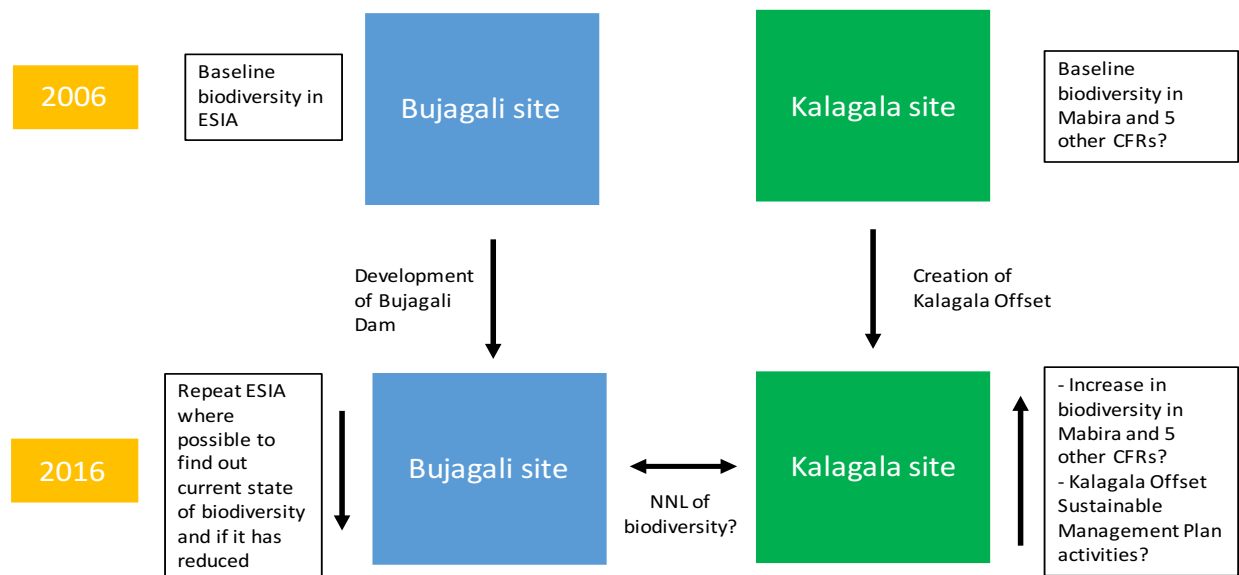
JS: suggests we need an engagement strategy for engagement with the Chinese contractors constructing the dam.

E.J Milner-Gulland - Research methodology and fieldwork planning

EJMG then led a discussion on the research methodology. This discussion produced a figure which expresses the conceptual framing of the project's research elements:

Ecological research:

- How has biodiversity in Bujagali and Kalagala changed between 2006 and present (2016)?
- How much of this change is owing to the dam and offset?



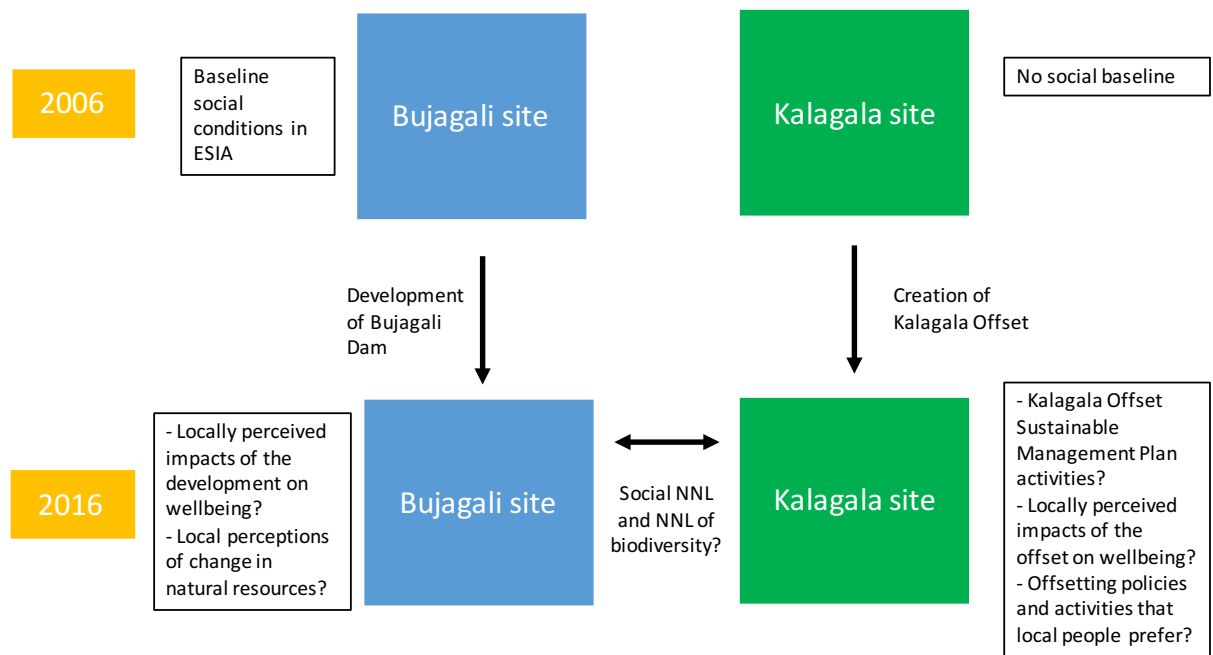
Schematic representation of the ecological framework

Timeline for NU's ecological field research

- June - desk review of existing datasets by NU, to be distributed to the project team for comment and feedback.
- July/August - Planning of NU field work (go back to the ESIA to see what datasets were used in the baseline study, and see if it is possible to access the original data) - methods and timings, consistency with previous research. Two technical working groups at NU, focussed on birds and trees
- September - NU Implement fieldwork
- Report to the group on preliminary results by Dec 2017
- Potential for a project member to apply to come to Oxford in early 2017 as a Biodiversity fellow (talk to Carlyn about the application process).

Social research:

- What are the locally perceived impacts of the development and offset activities on wellbeing?
- What are the local perceptions of change in natural resources over time?
- What offsetting policies and activities do local people prefer?



Schematic representation of the social framework

Timeline for social research

- Y1 Sept-March: main data collection - 3x villages at each site
- Y2 March – Sept main analysis. Dissemination to communities second half of Y2

Action: The revised project timeline will be put into Basecamp ASAP (CS)

6. Feedback from project advisory committee members

Panta Kasoma – JGI

Panta outlined the work which the JGI carries out in Uganda. The focus is on 5 major forest blocks with 75% of chimp population in Uganda; their main focus is on habitat/species protection, environmental education and alternative livelihoods. PK made several suggestions as to how JGI work can inform the NNL project:

- Where possible help us with our collaboration with government– he flags that government liaison can take a long time!
- Helping with a sustainable solution to engage local government after the end of the project timeframe;
- Help to facilitate formation of local community interest groups;
- Help with formation of Business and Biodiversity Forum (B&BF) and introductions to business interests.

Mark infield – MoWE

He sees great value in this project and its ability to help us reflect on BO, he mentions that as scientists we collect and analyse data, but wants us to remember that during the project we shouldn't lose sight of why we are collecting it – to be able to comment on this particular example of an offset.

He notes that often we can as conservationists, be very focused on 'good versus bad', but he would like us to use this as an opportunity to engage with the 'bad boys' and to break down these barriers, however, he wants to make sure that as we carry out the project we retain the perspective that there may well be 'good and bad boys' which will help us critically analyse the case study.

Lots of work to be done but we need to make sure we are all using our strengths to reflect on the question of the offset, how successful it has been and to analyse what that might mean for other BO globally. MI notes that he's excited to be involved with this unique projects and its potential to really have some impact and publish something very unusual.

MI noted that we are almost coining a new concept within the context of a BO by bringing in the concept of social NNL. He is interested to see how social NNL will relate to the potential for a Net Gain. NNL in biodiversity is easy to measure, he highlights social NNL is very different, there are some values associated with biodiversity which may be transferrable but likely that there are also some values that are not transferrable. So it's an exciting opportunity to bring these values into the idea of offsetting.

7. Project logistics and coordination

Carlyn Samuel – Project communications

CS outlined the tool which will be used to communicate project progress. Basecamp is a free platform which groups can use to store files, message each other, use a joint calendar, schedule to do lists and send direct messages to group members.

Action: CS to set up a basecamp site and invite the group.

Discussion - Business and Biodiversity Forum

We discussed approaches for moving forward on the Business and Biodiversity Forum, as a key component of project success. It was agreed that someone would be needed as the point-person to coordinate this effort, which is led by NEMA.

Nafeesa Esmail was suggested as a potential candidate for this role. Nafeesa could set up the forum website, develop and manage a database of contacts and arrange events. She can work with NEMA as the convening organisation and link to WCS as they have a similar output in their COMBO project. It can be badged as NEMA, WCS and NU. The group discussed that the members should be national level, international (overseas contractors) practitioners, government and industry. We are looking to target oil and gas, mining, hydro, not infrastructure as this awarded through government commissions and built by international companies. However, possibly target people in government who award these contracts.

MI: noted that they have tried to engage with business previously and this was under the auspices of the 'Uganda poverty and conservation learning group' which had a relatively low profile with business, it worked to have a general discussion, and it proved virtually impossible to do so. MI suggests that as we now have a specific conservation to have it may work better. He noted that it may still be difficult to engage at this level as there is already lots going on between business and government.

Suggestion is to be very clear about what businesses can gain from engaging, possibly: 'NEMA is developing new regulations on the implementation of its offset policy and legislation which should be

in place by the end of 2016, this is an opportunity for you to come and engage with us and to help develop these new regulations.'

NEMA will also be setting up a mechanism which is also a B&BF (not an event), which the forum could feed into, but it is vital to understand NEMA's vision better before moving on.

Action: As FO was not present for this discussion, team to consult with him on NEMA's vision for the BBF, and whether this suggestion would be useful for NEMA or not.

8. Summary of Agreed Immediate Actions:

All: Review this inception meeting report, and give comments and edits to EJMG for inclusion in the final report.

EJ Milner-Gulland: Liaise with the group to discuss a Terms of Reference for Nafeesa, and EJMG to sub-contract her based on this (initially just for the stakeholder analysis).

Frances Ogwal: To update the group on NEMA's thinking on business engagement, and whether there is a need for an additional project team member to support him on coordinating this.

Beatrice Kyasiimire: To consider the synergies between COMBO and our project, and to let the group know of any activities that could be carried out jointly, or led by the COMBO team, which we could be included in (for example with business engagement, government engagement).

Beatrice Kyasiimire: To give EJMG an idea of the likely cost of local government engagement based on her experience, so that EJMG can see where cost savings could be targeted in years 2 and 3.

Julia Baker: Propose an engagement strategy for engagement with government and in particular with Chinese contractors appointed to construct the Isimba dam (after the stakeholder analysis).

Ugandan project partners: Review potential for nominating an Oxford-based biodiversity fellow in 2017, and contact Carlyn Samuel with an expression of interest. <http://www.iccs.org.uk/biodiversity-fellows/>

Simon Nampindo: Says that there is a study going on in KO; he will send contacts for people doing the research. It is a rapid assessment but will give an idea about what data there is available.

Mark Infield: To liaise with NU regarding availability of NFA dataset currently being collected

Michael Opige: desk review of existing datasets by NU, to be distributed to the project team for comment and feedback.

Dilys Roe: IIED communications training in Feb 2017 – is it possible to get our project people on and can we find funds? Who would be interested to join? DR to circulate information about the training content to the group.

Simon Nampindo: to update the team on COMBO on activities and timeline

Mark Infield/Frances Ogwal: investigate who is responsible for updating the Isimba management plan and how/when this happens

Carlyn Samuel & Victoria Griffiths: Revised timeline, logframe

Carlyn Samuel and Victoria Griffiths: Web page and project flyer

Carlyn Samuel: Set up Basecamp, invite people and upload relevant documents and ppts etc.