

TIWAI ISLAND WILDLIFE SANCTUARY – ISLAND OF THE APES





Tiwai Island is a 12 square km inland island situated at the southern part of Sierra Leone in West Africa. It is an area with one of the highest densities of wildlife species in the world.

At the end of the decade-long civil war in Sierra Leone, the infrastructure for research and hosting of visitors on the island had been completely destroyed. The Environmental Foundation for Africa (EFA) and Njala University College (NUC) contacted CEPF for support in the rehabilitation of these infrastructures and to restart research. The Netherlands Committee of the IUCN (IUCN NL) came in with support for the re-instatement of the Tiwai Island Administrative Committee (TIAC) and the establishment of a TIAC Secretariat. The Irish AID provided support for upgrading the facilities for low impact ecotourism and enhancement of accommodation conditions for researchers.

The communities have played a major role in declaring the island a nature reserve and in the management of it. The ecosystems of the Island have generally been revived and intact. The wildlife populations have also increased with greater numbers of sightings, including that of the indicator species, the Pigmy-hippo.

The outcomes of the projects implemented through the years being reviewed could be attributed to the benevolence of the International Conservation bodies named above, the support of communities through the tough periods of diminished livelihoods and the resilience of the implementing National Environmental organization and its University partner.

An Evaluation of six years of project intervention (2002-2008)

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This work would not have been successful without the support from Mr. Tommy Garnett, Director of EFA. He provided guidance and necessary information regarding the various projects and was willing to respond to impromptu interviews and calls for additional documentation.

I would like to extend thanks to the following Tiwai staff: Mrs. Jeneba E. Navo, the Public Relations Officer; Mr. Momoh Magona, the Facilities Manager; Mr. Minah Conteh and Mr. Ibrahim Luama, Community Liaisons Officers; Ms. Catherine Kerr, a VSO Volunteer attached to the Tiwai project. In the same vein, the communities tried their best in providing information and their perspectives to various issues raised in the evaluation. The Paramount Chief of Barrie was also willing to set aside time for interviews and gave some useful insights to the history of Tiwai.

Tiwai Island is placed within an area with a predominantly Mende speaking population. Not being a native Mende speaker myself, I valued the support given to me by 'Kini Magona', 'Kini Mina' and 'Kini Luama'. Some community members who are multi-lingual also played useful roles in making sure that meanings of issues raised were not lost. My thanks go to all of you for the rigour in translation and interpretation.

The staff of the Gola Forest Programme, an adjacent Protected Area Management Programme, also gave support to this process through sharing their perspectives on the progress made by the projects so far. Thanks also to Mr. Umaru Woody of National Tourist Board, whose earlier interactions with the local community people provided some useful insights into their various perspectives on Tiwai.

I hope that the findings and recommendations from this evaluation will provide useful insights for decision making, by all who seek to enhance Tiwai's status as a valuable destination for biological research and community-based ecotourism.

1. INTRODUCTION

BACKGROUND OF THE EVALUATION

The Environmental Foundation for Africa (EFA) established initial contacts with the communities around the Tiwai Island, in 2000, close to the end of the decade long civil war. Several follow-up meetings and consultations were held with community leaders of Barri and Koya chiefdoms as well as the Forestry Division and other stakeholders. EFA was keen to facilitate a multi-stakeholder driven initiative to rehabilitate and /or reconstruct facilities and services on the island after the war.

In 2002, EFA secured funds (\$295,000) from the Critical Ecosystem Partnership Fund (CEPF) to reconstruct facilities at the research and visitors centers and to re-establish the spirit of nature conservation in the surrounding communities. The project commenced with multi-stakeholder consultations, which included Government officials, the Njala University College, Paramount Chiefs in the Barri and Koya Chiefdoms, respectively and local community leaders in the eight communities adjacent to Tiwai Island.

While construction of the facilities was ongoing, EFA in 2004 secured an 18-month grant (Euro 46,000) from the Netherlands Committee of the IUCN to strengthen the capacity of the Tiwai Island Administrative Committee (TIAC), including the setting up of a Secretariat and employment of staff to manage it. This initiative ran into some administrative problems and the Secretariat was temporarily suspended. In that interim, the day to day management of the Island was undertaken by TIAC members amongst which EFA, NUC (Biological Sciences Department), and host community leaders of Tiwai were key actors.

Shortly after the end of the IUCN-NL funding in July 2006, EFASL, through its Ireland based support group secured additional financial support (Euro 153,000) from the Irish Aid for a 2 year project to continue supporting the management of Tiwai and sustain the re-establishment of research, biodiversity conservation and community development efforts in the Tiwai communities.

Through the implementation of these projects, EFA has experienced various forms and phases of challenges. The multi-stakeholder process has stalled several times and commitments have not been as forth-coming as promised. However, EFA has still managed to steer the project through and the rehabilitation process is now concluded. Toward the close of the project, however, the communities had become increasingly impatient as they concluded that the project did not directly address their livelihood needs adequately. During the project implementation, EFA made several attempts to raise funds that could augment

the livelihood issues being raised by the communities. Success in this direction was limited. Ideas were floated by all interested parties considering the ecotourism and ecosystem services potentials of Tiwai. One of these ideas was submitted in a global competition of innovative ideas that combine entrepreneurship, sustainable environmental management and community livelihoods through the SEED initiative (Supporting Entrepreneurs in Environment and Development). The concept which became the only SEED award winner from Africa in 2007 among 4 others from Latin America and Asia, involves combining village based ecotourism, arts and craft, ethno and allopathic medical practices, scientific research, use of renewable energy the creation of herbaria of medicinal plants in all of the eight villages surrounding Tiwai Island – ‘Tiwai Health and Fitness Centre’.

The partners of award-winning partners SEED initiative are Biotechnology Association of Sierra Leone (Bio-Salone), the Environmental Foundation for Africa (EFA), the Environmental Forum for Action (ENFORAC), Njala University and the Sierra Leone Traditional Healers Association (SLENTHA). A basic requirement of the award was that the partners transform this idea into a fundable and implementable project, through developing a project and partnership profile document, which will inform the development of concepts and work plans that can become fundable projects with achievable goals. At the time of this evaluation the process was ongoing and the SEED partnership had desired to study the lessons from the EFA projects, which have been in contact with the communities for at least six years. In this regard, a summative lessons learning evaluation is being commissioned by EFA;

- (I) To highlight the learning areas through the project cycles within the multi-stakeholder context in which they were implemented
- (II) To provide guidelines that link these lessons to viable partnership engagements and;
- (iii) To recommend areas of community engagement that can ensure ownership of the SEED project(s)

BRIEF DESCRIPTION OF THE PROJECT

There were a total of three projects implemented on Tiwai Island, staggered through phases. There was the main Project which provided the framework for the current action on Tiwai. There were two subsequent auxiliary projects which were geared towards supporting specific components to enhance conservation.

THE CEPF FUNDED PROJECT

The main project, which involved the reconstruction of the structures on the island and titled: Reconstruction for Biodiversity Conservation, Research and Ecotourism on Tiwai

Island Wildlife Sanctuary, Sierra Leone; was supported by CEPF. This project will be referred to as the CEPF project. It forms the framework for most of the action currently seen on Tiwai. The CEPF project started on 1st July 2002 to end on 31st December, 2005¹.

The overall goal of the project was to revive biodiversity research, conservation and ecotourism activities on Tiwai by engaging local communities in small-scale and well-targeted activities on the island. Specific objectives included:

- i. Reopening and maintenance (through regular brushing) of trails on the island
- ii. Constructing and equipping the research center and a camp site for up to 30 visitors at a time
- iii. Conducting awareness programmes that increase knowledge and understanding of environmental problems and issues among internally displaced persons (IDPs), returnees and hosting communities in the area, in light of the environmental problems that have arisen and will continue to grow, as a result of IDPs' and returnees' interactions with their local environment;
- iv. Preparing the participating communities with practical skills in nature conservation domestic energy conservation and agro-forestry, in readiness for the return of large numbers of returnees from Guinea and Liberia in the coming months.

THE IUCN NL FUNDED PROJECT

This auxiliary project was designed to establish a Secretariat for the Tiwai Island Administrative Committee (TIAC) and to provide support for building its capacity. The project was titled: Secretariat for the Tiwai Island Administrative Committee. For the purpose of this document, this project will be referred to as the IUCN NL project.

The project was initiated in August 2004, two years after the inception of the CEPF project. The CEPF project provided the basic investments for bringing the Tiwai Island Administrative Committee in a position to run the visitor centre and research station. However, the need to establish a secretariat for TIAC was deemed necessary and described as a priority to ensure a more successful transition between the end of EFA's implementation and TIAC's take-over. It was also meant to assure the long-term development and success of the Tiwai Island Wildlife Sanctuary. The Secretariat was established to supervise management of Tiwai Island and develop a long-term strategy for financial & promotional project sustainability.

The Objectives of the IUCN NL Project were;

- i. To strengthen the capacity of TIAC and ensure the sustainability of the Tiwai Island Wildlife Sanctuary

¹ EFA's Final Completion Report to CEPF

- ii. To improve efficiency in the day-to-day management of the facilities
- iii. To develop and implement an intense and structured promotional campaign for Tiwai Island, both nationally and internationally
- iv. Give focus to lobbying for national funding resources and increase the income from Tiwai Island to ensure projected expenditures are covered and profits reach the Community Fund
- v. To maintain good relations with communities and oversee community development projects, which are supported by the profits from the Island
- vi. To ensure full transparency and proper financial recording
- vii. To enhance collaboration with the Ministries (Wildlife and Forestry Division, Ministry of Agriculture, Forestry & Food Security (MAF&FS), and Ministry of Tourism and Culture)

THE IRISH AID FUNDED PROJECT

The second auxiliary project was titled: Strengthening Management of Tiwai Island Wildlife Sanctuary. It was designed to be implemented on Tiwai Island and throughout the eight surrounding communities situated in two chiefdoms, Barri and Koya in the Pujehun and Kenema Districts respectively. For the purpose of this document this project will be referred to as the Irish Aid Project.

The objectives of this project were;

- To build the capacity of the Tiwai Island Administrative Committee (TIAC)
- Enable the surrounding communities to improve their income generating potential through their involvement in the eco-tourism facilities at the sanctuary
- Developing relevant guest services, i.e., accommodation/ food for visitors
- Undertake community development of health education and social facilities within the communities

TIAC encompasses representatives from the eight communities surrounding Tiwai Island, relevant government departments and local government; Njala University College (NUC) and EFA. TIAC was established to ensure sustainability and commitment from the surrounding villages to maintain the Wildlife Sanctuary. The project expected the Committee to ultimately take full responsibility for the Sanctuary. In order for the role of the Committee to be effective there was need to develop a strong core administrative Secretariat which will handle the day to day management of Tiwai Island and implement a business plan for the island and community development.

This project built on the significant progress already made on the island and within the communities to give local communities the financial and technical support they need to best

manage their shared resources. Overall, the project contributed to reducing poverty and inequality and improving livelihoods with the community development component, channeling funding and profits from tourism and research activities directly to the communities for communal projects, in line with the overarching goal of Irish Aid.

EVALUATION METHODOLOGY INCLUDING THE GENERAL APPROACH USED, MAIN SOURCES OF DATA AND LIMITATIONS ASSOCIATED WITH METHODOLOGY AND APPROACH

In consultation with the Regional Director of EFA, the consultant developed the design of the evaluation process and methodology to generate the lessons learnt through the implementation of the projects.

DESK STUDY AND CONSULTATIONS

The consultant examined documentations prepared at the inception of the projects and generated as a result of or alongside their implementation. These included the following;

- (i) Project Proposals (CEPF, IUCN and Irish AID)
- (ii) Internal monitoring reports (CEPF, IUCN and Irish AID)
- (iii) Donor reports – technical and financial (CEPF, IUCN and Irish AID)
- (iv) Assessment reports
- (v) Consultants' reports
- (vi) Management/ Business Plan
- (vii) MOUs with communities

KEY INFORMANTS'/ STAKEHOLDERS' INTERVIEWS

The data collection process included Key Informants' Interviews at four levels; (1) the programme personnel – including the Secretariat staff, Finance Officer, project staff, managers, and Regional Director; (2) Communities – Youth, local authorities, traditional authorities; (4) TIAC representatives; and (3) the secondary stakeholders – line ministry(ies)[Tourism and Forestry], Gola Forest Conservation Concession Programme (GFCCP)

The facilitation tools used in this respect included ranking tools, checklists and semi-structured interview questionnaires.

FOCUS GROUP DISCUSSIONS (FGD)

Focus Group Discussions were conducted in each community to assure a true representation of data collected. The focus groups were sensitive to gender and socially stratified representations. The size of the groups participating in the FGD sessions ranged from a minimum of 8 and a maximum of 15 individuals. The issues discussed were guided directly by the overall terms of reference and more specifically by information generated in earlier part of the data collection process (Desk Study and Key Informants' Interviews).

PHYSICAL VERIFICATION

The consultant made physical verification of the presence of identified infrastructure, met with samples of group types identified and visited identified areas of interest to the projects.

COMMUNITY PREPAREDNESS

The on-ground project team was informed about the evaluation two weeks before the field exercise was undertaken. In consultation with the communities, a visit schedule was developed and implemented accordingly.

Name of community	Chiefdom	Date Visited	Groups Contacted
Jenneh	Barri	26-08-08	Elders, Youth and Women
Ngiema	Koya	26-08-08	Women, Men and Elders
Kambama	Barri	26-08-08	Mixed Group and Elders
Niahun	Barri	27-08-08	Women, Men and Elders
Boma	Barri	28-08-08	Women and Men
Saahun	Barri	28-08-08	Women and Men
Shegwema	Koya	29-08-08	Mixed: Men & Women Reps.
Mapuma	Koya	29-08-08	Mixed: Men, women & Youth

Depending on the specific appointments, the team made community visits in the morning or evening, respectively. In a few of the instances, even though the communities made the appointments the team had to wait for some members of the communities to return from farms. Generally, there were very good representations of the decision makers to participate in the sessions.

Due to the language barrier, the questions were asked in Mende and were responded to likewise. These responses were firstly translated into English before they were recorded. To

enhance communication of true meaning from respondents, practice sessions on the question lines were done and difficult translations were discussed on the instant.

The road to Shegbwema, one of the three Koya Chiefdom communities, was flooded and the bridge was broken. The community agreed to send over representatives and Elders to Mapuma to participate in the exercise. That underscored how seriously some of the communities value the inclusion of their voices in issues affecting them.

STRUCTURE OF REPORT

This evaluation was commissioned to inform EFA and its donors about the achievements of the projects on Tiwai Island Sanctuary and to provide insights to the SEED initiative on the implementation of similar projects within or around the villages within the Barri and Koya Chiefdoms. The rationale for this approach is to reduce risks to future projects due to these intrinsic or extrinsic factors, using this evaluation as a case study. This report is therefore structured using the following trend;

PROJECT RELEVANCE

- Rationale and context of the project at its inception
- Changes in project context during implementation
- Relevance of project in relation to development priorities

EFFICIENCY

- Project progress compared to plans
- Costs and utilisation of resources compared to budget and plans
- Achievement of results
- Results in relation to resource utilization

EFFECTIVENESS

- Expected achievement of objectives when the project was designed
- Actual or expected achievement of objectives at the time of evaluation
- Factors and processes affecting achievement of objectives.

IMPACT OF THE PROJECT

- Local priorities, needs and demands
- Foreseen and unforeseen impact on target groups and other affected parties
- Foreseen and unforeseen impacts at the institutional level

- Other major impacts of the project
- Factors and processes which explain project impacts

SUSTAINABILITY

- The extent to which the project is/will become sustainable
- Factors affecting sustainability
- socio-cultural and environmental

ISSUES AND LESSONS LEARNED

- Operational issues and lessons
- Developmental issues and lessons

CONCLUSIONS AND RECOMMENDATIONS

- Conclusions
- Recommendations

2. PROJECT RELEVANCE

RATIONALE AND CONTEXT OF THE PROJECT AT ITS INCEPTION

Before the Sierra Leone civil war broke out in 1990, the Tiwai Island Wildlife Sanctuary had gained widespread recognition for the contribution of ecological research, training, eco-tourism, and participatory conservation that it embodied. The 12 Km² Island in the River Moa in south eastern Sierra Leone was becoming a major haven for research on primate ecology, behavior and population dynamics. More than 30 publications and theses had emerged from research and conservation activities on Tiwai since the inception of activities in 1982. A fully operational field station, the first of its kind in the country was already serving students from seven universities worldwide, including the University of Sierra Leone, Hunter College (City University of New York), the University of Miami, and University College London. Tiwai was also emerging as a successful model of sound conservation management that accommodated human needs and created opportunities for returning benefits to communities. Along with the universities, the Forestry Department and a local NGO, the communities were represented on a Tiwai Island Administrative Committee (TIAC). A Management Plan was completed in 1988 but was never implemented before the conflict took hold and forced the suspension of all research and conservation programmes.

During the 10 year rebel insurgency, Tiwai remained inaccessible to researchers. Local staff and village communities suffered tremendously from the war, including several that lost their lives as a result. The Wildlife Conservation Society (WCS), which played a major role in

the establishment and management of the Tiwai programme through grants to Professor John Oates (Hunter College), no longer provided such financial support.

The signing of the Peace Agreement 1999 and subsequent disarmament process by the United Nations Peace Keeping Force in the following 2-3 years signaled the end of Sierra Leone's brutal civil conflict. There was a renewed sense of confidence and determination to rebuild broken lives and communities. The internally displaced population and returnees from neighboring Guinea and Liberia embarked on voluntary return and resettlement. In the midst of those positive developments, the potential threats to areas rich in biodiversity increased, especially to protected areas like Tiwai.

STATE OF COMMUNITIES ADJACENT TO TIWAI BEFORE THE PROJECTS

Most of the communities adjacent to Tiwai Island were deserted during the conflict, except for a few individuals and families. The villages were therefore very bushy and over-grown with wild plants. Over ninety percent of the household structures were destroyed by fighting forces or became dilapidated from years of abandonment. Some of the communities were rediscovered with the help coconut trees and other fruit trees they planted before the war. Returnees took months and years to settle as there was plenty of clearing and burning of bushes to do in order to establish settlements. Temporary structures called "baffas" were the first to be erected to shelter most of the returning populations. People lost almost everything they had but still had their humor – some of the baffas they built were nicknamed 'armored cars' by their owners.

In most cases, return was prompted by families and individuals who were left behind in communities. They went to big towns such as Potoru to convince their kinsmen that their villages were safe. When return did take place, the influx was unexpectedly much higher than anticipated, as some returned with friends from Internally Displaced Persons' (IDP) camps whose home areas were yet to be declared safe. Others were fugitives from their own communities and could not return home. Return was not always a straight forward matter. Some of the returnees had to stay in transit villages to maintain the security of numbers, while they rehabilitated their home communities. For example, Kambama village served as transit village to Jenneh and Ngiema. In such situations, shelter can be as basic as living under a tree. Another example, people in Boma were living under coffee trees as reconstruction was undertaken. A deer even gave birth within the village as it was initially completely deserted.

Livelihood support systems were not available and the returnees were basically on their own. The communities recalled very difficult times as food was very scarce. The period of return and the overgrown farmlands made it impossible to farm. There was no support from aid agencies or the government. Some relatives in Bo, in southern Sierra Leone, put together some aid packages and sent it to a few communities. The communities which

received this got only two bags of bulgur wheat per community. People literally fought to have a share.

STATUS OF TIWAI BEFORE THE START OF THE PROJECT

The island was completely abandoned when the lives of the former staff were threatened and some even got killed. As a result, the remaining former trained staff of Tiwai had lost their sole source income. With no income, and livelihoods threatened, the tendency for these personnel to join up with groups conducting illegal activities on the island became more likely. Some individuals from communities that used to receive benefits from the services they provided to visitors and researchers before the war, resorted to illegal activities such as logging, diamond mining and hunting.

These illegal activities decimated the forest ecology and wildlife at alarming rates. Gun shots were heard around the clock as animals were killed by armed men. Perceptions as to which groups were primarily responsible for perpetrating these illegal activities kept changing between the Kamajor Hunter Militias and the Revolutionary United Front (RUF) Rebels. It is however, generally held by the communities that the RUF rebels went in and vandalized the island. They were later chased out by the Kamajors who had to camp on the island to secure it. The cost of maintaining that security force on the ground had its own implications on the wellbeing of the sanctuary, especially its primate and other small mammal populations.

The structures on the island were all destroyed to the extent that it was even difficult to identify their former locations. The pride of Tiwai was only enshrined in its name but not in its status. There were no roads leading to the island and the trails on the island were all overgrown and unidentifiable.

THE ENVIRONMENTAL FOUNDATION FOR AFRICA AT THIS JUNCTURE

EFA first became aware of the growing problems of hunting on Tiwai during field visits conducted in March - April 2000. The aim of the visits was to collect up-to-date and reliable data about the status of nature on the island. This information was used in the compilation of a picture based booklet (The Upper Guinea Heritage - Nature Conservation in Liberia and Sierra Leone) published in September 2000 by EFA with the support of the Netherlands Committee of IUCN - Tropical Rainforest Programme.

Following that initial visit, EFA personnel made several follow up visits to the area and provided the necessary resources to facilitate meetings between the leaderships of Barri and Koya Chiefdoms, to revive hopes for restoration of the Wildlife Sanctuary status to the Island. In one of the meetings held in May 2001, a consensus was reached that if efforts

were made by the communities around Tiwai to reconstruct and manage a visitor center, this would, among other benefits, generate income for the communities, and deter further hunting of primates on the island. Soon after that meeting, all the Section Chiefs of both chiefdoms met and agreed on imposing an immediate ban on all hunting activities on the island. Subsequently, hunting on the island was stopped completely.

The communities still remember these consultative meetings which introduced the project to them. The passion of the Director of Programmes of EFA, Tommy Garnett, to conserve the island made particular impact on them. There were varying levels of skepticism among communities about the genuineness and ability of EFA as a local agency to take on this task, taking into account the communities' prior experiences of the challenges involved.

TIWAI ISLAND ADMINISTRATIVE COMMITTEE [TIAC]

Tiwai is gazetted as a Wildlife Sanctuary and its management is primarily in the hands of the local community and the TIAC. At the period of contact of EFA with the island and adjacent communities, TIAC was defunct as a result of the conflict.

As efforts were made to restore community support and management, an interim project management committee comprising representatives from both chiefdoms was formed. Its first task was to mobilize a workgroup to start reopening of the trails on the island. This was closely supported by EFA field staff assigned to Pujehun District and the former manager of the Sanctuary. Restoring the full function of TIAC was recognized from the beginning of the consultative process as paramount.

CHANGES IN PROJECT CONTEXT DURING IMPLEMENTATION

CHANGES IN SOCIO-ECONOMIC SITUATIONS NATIONWIDE

The signing of the Peace Agreement and subsequent disarmament process by the United Nations Peace Keeping Force indeed marked the end of Sierra Leone's brutal civil conflict. There was a marked improvement of security nationwide. The high concentration of populations of internally displaced persons and returnees from neighboring Guinea and Liberia gradually dwindled. The resurgence of fighting in neighboring Liberia introduced another reversal of population movement as refugees flooded in. Therefore the potential for increased threat to biodiversity only changed the source of such threat, but not the veracity.

Government investment was mainly concentrated on reconstruction, especially of communal infrastructure that gives a semblance of government's re-assertion of authority. These included court/community barris (meeting halls), police posts, military outposts, clinics and schools, especially in areas where visibility was easy. The NGOs whose implementation strategies were relief and reconstruction focused, were well suited within that context of operation and it attracted resources nationally and internationally. Programs or activities related to nature conservation were generally outside the spectrum of priorities and therefore attracted no support at the national level and very little internationally.

Inflation was high and made it difficult to forecast costs for project interventions as the market kept changing by the day. Investors from more stable economies were flocking in very fast to take advantage of the chaotic economic situation that prevailed in the post war environment. Landline telephones were not reliable, so it was still easy for mobile phone companies to fill this gap charging between \$0.7 and \$1 per minute for local calls. Electricity could not be accessed from a central grid for almost the entire country. These extraordinary expenditures, for otherwise basic services, exerted extra-ordinary demands on project managers, more so than the technical issues they were supposed to address.

CHANGES IN ADJACENT COMMUNITIES

During the project implementation, the communities were gradually settling in. New additions of returnees, politicians and other elites were entering the area. Expectations of the outputs of the project kept changing with time as ambitions grew and the livelihood challenges deepen.

By end of 2003, the communities had settled down into their farming activities and yields were gradually improving. The houses within villages were gradually being rebuilt.

The livelihood situation within the villages was slightly improved as they were being employed by the project at various stages to perform specific tasks – from the clearing of trails, to gathering local materials to providing labor for the construction work.

Prior to the war, only two (Kambama and Mapuma) of the eight communities surrounding Tiwai, demonstrated keen interest and were in contact with the former Tiwai project, as was indicated in the draft Management Plan.

During the current interventions all eight have shown keen interest and have been very much a part of the project.

CHANGE OF CONTEXT ON TIWAI ISLAND

The rapid loss of the ecologies within the island and their wildlife was reversed, creating increased demand for nature trail maintenance. The general ban on small arms and the

disarmament process benefited the project directly as poaching was brought close to zero during the project implementation.

CHANGE OF CONTEXT FOR EFA

The Environmental Foundation for Africa was implementing environmental activities in the Pujehun District on behalf of UNHCR. This made it possible for Pujehun-based EFA staff to provide additional technical and logistical support to the Tiwai project. Other EFA staff from Bo with specific assignments on Tiwai could practically catch rides to Potoru or Kambama. Also, EFA had its regional office in Bo which coordinated its activities in the South and Eastern Sierra Leone. When the team in Potoru was rolled back and the regional office in Bo subsequently closed, a major logistics challenge unfolded and this did affect the project in its entirety, notably on the cost of trips and frequency of awareness raising, supervisory and monitoring visits to the island and surrounding communities, by EFA staff based in headquarters in Freetown.

THE GOLA FOREST CONSERVATION CONCESSION PROGRAMME

The Gola Forest Reserve is managed by a concession framework called the Gola Forest Conservation Concession Programme (GFCCP). The model is designed to pay annual concession to communities based on projected returns they could have derived through exploitation of the forest products. Compensation comes through cash incentives, local management rights and the practical enhancement of local capabilities to exploit NTFPs sustainably and profitably.

The management has a tripartite model of Government (Forestry and Wildlife Divisions), National NGO (Conservation Society of Sierra Leone – CSSL) and International Partner (Royal Society for the Protection of Birds – RSPB). To ensure perpetuity of the programme, a GFCCP Trust Fund was set up.

In addition to direct financial benefits realized by the communities living in and adjacent to the Gola Forest Reserve, the Trust Fund also provides support to education through the provision of scholarships to primary and secondary school students and infrastructure for learning. The communities decide on specific development projects they put their annual concession money into.

Being very poor communities and unable to restore their local economic infrastructure after the war, the communities were easily distracted by the packages in this management model.

RELEVANCE OF PROJECT IN RELATION TO DEVELOPMENT PRIORITIES

The island was officially opened as a wildlife sanctuary and an ecotourism destination by no less a person than the Vice President of the Republic of Sierra Leone, His Excellency Solomon Ekuma Berewa on the 11th April, 2006.

At the national level, the government of Sierra Leone is reviewing its tourism strategies, with ecotourism very high on its agenda. The reviewed strategy is expected to be operational starting January 2009. It is expected to have a detailed seven year work plan with Tiwai as one of the priority sites. The government of the day is prioritizing ecotourism with the realization that with minimal investment it can be able to generate revenue that can boost other tourism support services.

The government is aiming to put more attention on research. Already, students from Njala University College (NUC) and other researchers from the university use the research station to undertake biological, anthropological and development research. At least 20 dissertations have already been written by Sierra Leonean students on various aspects of Tiwai to date.

3. EFFICIENCY

PROJECT PROGRESS COMPARED TO PLANS

The CEPF Funded Project

The project generally progressed according to plans. There were some delays in the implementation of some components that warranted the request for an extension of the end date for a further six months. This additional time requested to complete the project represented 16.7% of the time initially proposed by the project.

There were compelling issues that were directly affecting the project that warranted the injection of strategic funds and additional time to amicably settle them. Some of the reasons stated to justify an extension included, but not limited to the following;

1. Non-commitment of TIAC members to the promotion of the island as a valuable conservation resource and to manage the facilities in a sustainable way
2. The recruited staff to run the TIAC secretariat did not demonstrate the basic competence required to function with minimum supervision; only the Paramount Chief of Koya Chiefdom was exhibiting some interest in the proper functioning of the Secretariat
3. The Gola Forest Conservation Concession Programme managed by the Government of Sierra Leone, Conservation Society of Sierra Leone (CSSL) and Royal Society for the Preservation of Birds (RSPB) operates a Trust Fund, which diverted a lot of community attention to the cash and other benefits; this exerted a lot of pressure on the modestly-resourced project to meet the ever-growing expectations of the neighboring communities

4. Illegal diamond mining started in one corner of the island attracting the participation of approximately 200 individuals, mainly from the Koya Chiefdom; there was a belief that the TIAC members and other relevant government ministries will not take any tangible actions, even though a formal complaint was registered.
5. The construction work on the dormitory was held up by the unavailability and skyrocketing price of cement; on top of that the rains started early that year
6. The main contact person for Njala University College, EFA's partner for the project, left the University suddenly and the college administration failed to sign on his Research Assistant as a full time staff/lecturer; there were no steps taken toward substantive replacement of the representative; to maintain the research component, the Research Assistant was paid as a fulltime employee by EFA.
7. EFA requested that CEPF examine the possibility of small grants to support a number of development projects in the surrounding communities, in the hope of deterring impatient agitators in some of the communities from embarking on /or continuing destructive livelihood activities on the island.

There was definitely a need for the extension of the timeframe of the project but a few issues need a little more reflection.

The non-commitment of the TIAC members and the competence of the staff recruited for the TIAC Secretariat were serious issues, but not serious enough within the framework of this project. This point is made significant because there was an existing auxiliary project designed to deal with exactly those issues. To a large extent, the diamond mining issue also lies within the domain of the IUCN NL project. It was clearly an issue of the Secretariat not having done enough to maintain the positive atmosphere through dialogue and introduction of livelihood opportunities. Also, the inability of TIAC to ensure law and order on the Island and adjacent communities was not lying squarely within the CEPF Project in the context of the existence of a capacity building project for TIAC.

The influence of the Gola Forest programme, the sudden hike in costs of building materials and the non-replacement of the Njala representative in the project were all directly relevant to the project and significant enough to make a case for extension. Justifications for extension for the Gola influence could have best been seen in prescribed actions for coordination and engagements between the two national managements and their principal donors/ international partners. The issue of the Njala Administration did not warrant an extension by itself because there was no guarantee it could have been resolved in six months. The bureaucratic nature of the management within universities is such that a change of personnel status could not be easily influenced by external institutions. However, if the frameworks for future research engagement by the university on the island was at critical stage of its formation then there was need to bring it to a reasonable state of completion. Therefore a call for an extension based on this could have been more justifiable. From the change in project context section it could be clearly seen that the most prudent financial planning could have run into trouble very quickly, at the time the project

was being implemented. There was definitely a need to request an extension of time and possible additional resources for the completion of the structure.

The specific request for small grants was necessary for maintaining the project outputs but not prudent for project planning, as it was completely out of target in the project design. This is where the grants management policies of CEPF need to be well understood, regarding their willingness to support additional phases of an initiative in the same project location. The best opportunity for Tiwai at that stage was to support an additional phase that invests in community livelihood enhancement for the security of the protected area. This was clearly an issue of emerging needs which had the potential to erode gains made by the project. However, it should have been approached as a well thought out project in terms of strategies for implementing such small grants scheme.

Finally, the time proposed was definitely not going to be sufficient to implement all what was proposed as a justification for a time extension.

The IUCN NL Funded Project

The IUCN NL project, numbered 6AF00307A, was an 18 months project proposed to start in August 2004 and end in December 2005. It however started on 1st October 2004 to end on 31st March 2006. Therefore, in terms of meeting its 18 months deadline, the project was spot on time.

There were some objectives of the project which were difficult for EFA to predict their state of being complete or not. For example, the objective to 'Improve efficiency in the day-to-day management of the facilities,' definitely showed an improvement in quality of management. The lack of an output indicator here results in a situation which the completion report can only describe as 'ongoing.' There were various modifications on some components of the project in response to unpredictable changes.

The Irish Aid Funded Project

The Irish Aid Project was a 24 month project proposed to start in October 2006 and end in September 2008. The project started and ended on the planned dates.

COSTS AND UTILISATION OF RESOURCES COMPARED TO BUDGET AND PLANS

The CEPF Funded Project

The prevailing economic climate in Sierra Leone at the time of the project implementation quickly caught up with the very streamlined budget. There was hyper inflation in the economy and the cost of almost every material and basic service provided escalated. The budget did not take into consideration the realities of the prevailing situation, especially

since the time frame of the project was more than 12 months. In spite of this, it is worth pointing out some of the areas where the project was unduly stressed out of the already very limited resources. These were due to both internal and external factors to the project.

INTERNAL FACTORS

While it is generally true that the economic inflation issue was a reality of the period, the fact that it took the project off-guard very quickly was evidence of poor forecasting. This makes it an internal issue. Also to be considered in this analysis, is the time between project application and approval. There is almost one year between application submission and project start date. The approval negotiations should not only focus on magnitude of funds to be utilized, but the socio-economic climate within which such funds are going to be utilized.

It is very true that local costs for labor are generally lower and it was expedient for the project to employ community members to fulfill this. The project implementer however took these facts and the expressed good will of the communities for granted and did not conduct a formal cost assessment at the community level. It turned out that the communities were asking for exorbitantly high fees for minor tasks. In a short while the project could no longer afford the high costs.

As the project was being implemented, some of the realities of its dynamics were also emerging. These dynamics sometimes require changes to be made with resource and cost implications. This meant that quantities of some line items were increased. For example, outboard machine and boat were one each on their budget lines. Both were respectively increased to two with the realization that the needs for the visitor's centre and research centre were quite separate.

EXTERNAL FACTORS

The construction of structures was contracted to a construction company from Bo, the second city of Sierra Leone, through an open bid system. There were lots of technical and administrative lapses on their part which resulted in wastage of resources. For example, the Barre in the visitor's centre was disqualified after inspection by some construction experts and it had to be demolished and rebuilt. This was as a result of the use of low quality materials such as sand from the swamp. The floor was also redone due to the initial use of poor quality materials. The roof was dismantled and restructured because, though it was an extensive structure, there were no pillars to support the framework.

Apart from high costs charged by the community members for unskilled labor, they were also making demands for support of other local initiatives, which was not foreseen by the project.

The office of the Coordinator was expected to perform multiple technical and administrative roles by the close of the project. Therefore, the individual to be recruited for this position was expected to be of high professional standard with the ability to function with minimal supervision. The resource set aside could not have facilitated that plan.

Due to the dysfunction of the recruited Secretariat staff, the Office premise was under-utilized. It was impossible for EFA to recoup this money because it was already paid to the landlord to facilitate some physical adjustments to the interior of the building and enhancing its security. There was no possibility to sublet the building as it would have attracted unforeseen legal consequences. There was little choice left for EFA but to use the building in a less productive way.

The funds allocated to the maintenance of the vehicle, bikes and boats could not meet the challenge, especially for the boats and vehicle. The boats and the vehicles were heavily utilized in the construction phase of the structures on Tiwai Island. They were already in a state where their maintenance costs were significantly higher than anticipated. The vehicle had been shuttling between Freetown and Tiwai, which is a 350km lap, carrying construction materials, research staff and project staff. With the weak resource management capabilities of the Secretariat team, maintenance of this vehicle was just beyond the project finances to afford. The boat suffered a lot of troubles as construction could only go faster during the dry season when the tide is low and increased probability for hitting rocks with a loaded boat.

Other components of the budget went on as was expected, especially supported by the fact that this project was building on some gains already achieved on the CEPF project.

The Irish Aid Funded Project

The Irish Aid Project was implemented according to plan. The final lap of the project, especially from February 2008, was challenging for the project as the food and fuel crisis were having their full effects. The Programme Support (overhead) costs were further stretched out as the EFA headquarter office in Lakka was forced to move to Lumley, due to extremely bad road condition and the road construction work that was underway.

The project planned to construct jetties in at least two locations. The costs were very expensive for the available resources. Both the technical expertise and materials needed were on the high side.

The project planned to install communications equipment on Tiwai Island but it was not realised within the life of the project. The Plans to install a satellite internet at the research centre is still on and the hardware is already available. The indicator set by EFA to proceed with its installation is an increase in activity at the research station, so the equipment will not be redundant. For the present cell phone communication from specific locations on the

edge of the island is the primary mode of communication between head office and Tiwai Personnel. A portable internet device provided by a local mobile phone company is also being used to send email from selected sites with good reception near Tiwai and from Potoru.

Construction of the dormitory was already in progress when the Irish aid funds came in. Some of the funds were to complete construction and other ancillary facilities on the visitor centre.

Perhaps the most significant contribution of Irish Aid funds to the project was the installation of solar power electricity and the provision of a fridge and freezer at the research and visitor centres. This has greatly improved the quality of services available for visitors including among others, 24 hour electricity for lighting, charging batteries of field equipment, cold drinks and food storage.

ACHIEVEMENT OF RESULTS

The CEPF Funded Project

Proposed Result	Actual Result at Project Completion
Result 1: Reopening and maintenance of forest trails on Tiwai Island	Forest trails were reopened and regularly maintained on Tiwai Island
1.1. Hired staff to maintain trail, guide visitors and provide overall security for the Island	Volunteers from surrounding project communities are being engaged to maintain nature trails. Some have been trained in addition to project staff to serve as guides to visitors and provide security for the island
1.2. Regularly scheduled brushing of trails.	Brushing of trails is regular due to fast regeneration rates of vegetation
Result 2: Construction and equipping of research center and visitors camp site on Tiwai Island	Research Centre and Visitors' camp site constructed and equipped
2.1. Properly laid out research and camp sites, with all	Research and Camp Sites properly laid out with all

structures in place	structures in place
2.2. Refurbished and equipped research building and dwelling for researchers 5 tent baffas and 2 communal baffas	Refurbished and equipped research building and dwelling for researchers; 5 tent baffas and 2 communal baffas
2.3. 5 newly built tent baffas, 1 communal baffa, 1 office baffa and 1 provision store at Kambama	5 tent baffas, 1 communal baffa, 1 office baffa and 1 provision store at Kambama built
2.4. Construction of sanitation and kitchen facilities 4 VIP toilets and 2 central kitchens	4 VIP toilets and 2 central kitchens built
2.5. Camping equipment, furniture, tools and other utensils in place.	Camping equipment, furniture, tools and other utensils acquired
Result 3: Increased knowledge and awareness of conservation and environmental issues in schools and communities around Tiwai Island	Increased awareness of conservation and environmental issues in schools and communities around Tiwai Island
3.1. Fully formed environmental action groups in 2 communities and environmental clubs in all schools in project area	Informal environmental action groups in two communities and environmental clubs in three primary schools Koya and three primary schools in Barri Chiefdom; also one secondary school in Barri Chiefdom
3.2. Monthly open days for 2 participating communities and fortnightly visits to schools for awareness raising and conservation	Monthly open days for two participating communities and weekly visit to schools for awareness raising in conservation issues
3.3. Existence and use of environmental education materials (videos, posters, billboards, booklets & manuals), highlighting environmentally destructive activities and promoting best practice	Environmental Education materials (videos, posters, billboards, booklets & manuals) acquired
Result 4: Build capacity through training in tree nursery	Training in tree nursery establishment and domestic energy conservation done

establishment domestic energy conservation and income generation from ecotourism in communities around Tiwai Island	
4.1. Tree nurseries for indigenous tree species in 4 schools and 2 communities around Tiwai	Tree nurseries for indigenous tree species in 4 schools and 2 communities around Tiwai established
4.2 Established woodlots by communities in deforested and degraded areas around Tiwai	Woodlots were established by communities in deforested and degraded areas around Tiwai
4.3 Established structures for skills training in construction of energy efficient stoves, local manufacture of gift items for sale to visitors, catering for guest and first aid	Structures for skills training in construction of energy efficient stoves, local manufacture of gift items for sale to visitors, catering for guest and first aid were established in both Kambama and Mapuma
Result 5: Research opportunities for graduate and undergraduate students of University of Sierra Leone / Njala University College	At least graduate and 2 undergraduate students conducted wildlife and ecotourism related research on Tiwai in 2003
5.1 Fully refurbished and equipped research center with accommodation for researchers and other related personnel	Fully refurbished and equipped research center with accommodation for researchers and other related personnel
5.2 Inventory of flora and fauna on Tiwai Island	Inventory of flora and fauna on Tiwai Island with reports available
5.3 Established system of monitoring population dynamics of primates on Tiwai Island	Not established by this time
5.4 Permanent vegetation plot with marked individual plants for long-term monitoring and comparative studies	Permanent vegetation plot with marked individual plants for long-term monitoring and comparative studies established

<p>5.5</p> <p>Assessment reports on ecotourism resources in surrounding communities and areas, including the Gola rainforests</p>	<p>Assessment reports on ecotourism resources in surrounding communities and areas, including the Gola rainforests – copies available</p>
<p>5.6</p> <p>Report on evaluation of economic potential of non-timber forest products (NTFP), on Tiwai Island and Gola Forest</p>	<p>Report on evaluation of economic potential of non-timber forest products (NTFP), on Tiwai Island and Gola Forest</p>
<p>Result 6:</p> <p>Fully established community based ecotourism programme in Barri and Koya Chiefdoms</p>	<p>Not fully achieved by the project completion but the framework for its achievement was in place</p>
<p>6.1</p> <p>Fully functional visitor center and regular visits by guests to Tiwai Island</p>	<p>Visitors' Centre fully functional but visit of guests was irregular and in small numbers</p>
<p>6.2</p> <p>Established local committee responsible for receiving and hosting visitors</p>	<p>Local committee responsible for receiving and hosting visitors was established in Kambama</p>
<p>6.3</p> <p>Established local structure for care, maintenance and security of trails, visitor center and all equipment on Tiwai Island</p>	<p>Local structure for care, maintenance and security of trails, visitor center and all equipment on Tiwai Island established</p>
<p>6.4</p> <p>Established procedures for accounting of and redistribution/expenditure of funds raised from visitors on Tiwai Island</p>	<p>Procedures for accounting for funds raised from visitors on the island and redistribution mechanism established</p>
<p>Result 7:</p> <p>Infrastructural support and capital equipment for the project</p>	<p>Infrastructural support and capital equipment for the project provided</p>
<p>7.1</p> <p>Rental for shared head office in Freetown and field</p>	<p>Rental for shared head office in Freetown and field office in Potoru honored in cooperation with other</p>

office in Potoru	projects being hosted at these facilities
7.2 Produced 4x4 vehicle for environmental awareness raising (EAR), in Pujehun and Kenema Districts and for transportation of researchers, field staff and supplies to and from Tiwai	A 4x4 Toyota Hilux vehicle for environmental awareness raising (EAR), in Pujehun and Kenema Districts and for transportation of researchers, field staff and supplies to and from Tiwai was acquired
7.3 Procured motorbike (x1) and bicycles (x6) for monitoring by project officer and other field staff and community based volunteers	Motorbike (x1) and bicycles (x6) for monitoring by project officer and other field staff and community based volunteers were procured
7.4 Constructed boat and procured outboard engine to enable efficient transportation of research personnel field staff and visitors to and from Tiwai all year around	Two boats and two outboard engines procured to enable efficient transportation of research personnel field staff and visitors to and from Tiwai all year around
7.5 Procured electricity generators (1KVA x 2) for limited use at the research and visitors centres	Procured electricity generators (1KVA x 2) for limited use at the research and visitors centres

The IUCN NL Funded Project

Proposed Result	Actual Result at Project Completion
1. A fully effective Secretariat	EFA was performing this function from a dedicated desk as the Secretariat was not effective
2. A well-functional office in Bo, and work space in Freetown	The Secretariat was established in Bo with a work space in Freetown. By the completion of project the office in Bo was not in its optimal use, though it was fully paid for
3. Well managed visitor centre and research station	Visitors' Centre and Research Station were well managed by EFA

4. A transparent financial system established and running	A transparent financial system was established and running smoothly
5. Improved relations with the communities and governmental ministries	Relations with community was not very cordial and the government ministries were interested but not participating fully; NaCEF was the only government body fully engaged
6. A developed strategy for sustainability of the Tiwai Island and its facilities	A developed strategy for sustainability of the Tiwai Island and its facilities
7. A launched ongoing promotional campaign	Promotional campaign launched and ongoing
8. Increased number of visitors and researchers	Number of visitors and researchers increased

The Irish Aid Funded Project

Proposed Result	Actual Result at Project Completion
Activity 1: Establish the TIAC Secretariat and recruit staff	TIAC Secretariat established and staff recruited
1.1. A fully functioning Secretariat with four managerial staff established by 6/07	TIAC Secretariat fully functioning with four staff recruited
1.2. An enhanced capacity of TIAC in management and implementation through the Secretariat 6/07	The capacity of TIAC was enhance through the management and implementation of its Secretariat
Activity 2: Build the capacity of the Secretariat	
2.1. A well managed visitor centre and research station attracting visitors nationally and internationally by 10/06 (marking the beginning of the dry season and increased tourism in the country generally)	The visitors' Centre and the research Centre were well managed and attracted visitors nationally and internationally

2.2. The communities are satisfied with the management of the island by 4/08	The communities could recount a lot of good outcomes of the project for their communities and individual circumstances, but were still expecting more from the management
2.3. The Secretariat develops a strategy for the sustainability of Tiwai Island and its facilities by 3/07	Strategy for the sustainability of Tiwai Island and its facilities was developed by the Secretariat
Activity 3: Establish a TIAC Secretariat office in Freetown	A TIAC Secretariat was established in Freetown
3.1. Ongoing partnership with NUC further developed into the Tiwai Institute by 04/08	Partnership still exists but not developed into a Tiwai Institute
3.2. Continued participation from Ministry representatives and other government officials in all TIAC meetings, to be held every three months	Ministry representatives and other government officials continued to participate in about 90% of TIAC meetings held once a year and two or more times when urgent needs arise
3.3. Improved relations with the communities (through the Paramount Chiefs and Chiefdom representatives) and governmental ministries	Relations with communities slightly improved, mostly by direct intervention by EFA and especially the Paramount Chief of Koya
3.4. Increased collaboration with the National Tourist Board	Collaboration with National Tourist Board significantly improved
3.5. Improved accessibility to Tiwai Island for interested people by 10/06	Accessibility to Tiwai Island for interested people improved
Activity 4: Develop a promotional campaign	Promotional Campaign Developed
4.1. Increased number and quality of collaborations with tourism industry partners by 10/07	There is an increase in collaboration with tourism industry partners; The Tiwai Secretariat has undertaken regional missions as a result of such collaborations and cooperations
4.2. Increased number of visitors and researchers on the island by 4/07 (end of dry season / tourism season)	Since October 2006, the number of visitors and researchers have increased by 58%

<p>Activity 5:</p> <p>Development of funding and income generation strategies</p>	
<p>5.1. Tiwai Island is mostly financially sustainable with income coming from visitor fees and other services provided by the communities by 4/08</p>	<p>Tiwai Island was not financially sustainable as the income from visitors' fees and other services provided by the communities could not match the running cost of the facilities on the island.</p> <p>As a brand, Tiwai has been sustainable as it constantly attracts interest of conservationist and nature lovers. There is an invitation by CEPF to submit a proposal for using Tiwai as a model to upscale community-led conservation in West Africa. This process is at an advanced stage and will provide support for two years</p>
<p>5.2. Additional funding needs are identified and secured as needed.</p>	<p>Additional funding needs are being identified and funds were being sought; in one of such efforts, funds are being sought from the EU in partnership with an international NGO to support food security and livelihood activities in 50 communities in Kenema and Pujehun Districts, including the 8 Tiwai communities</p>
<p>Activity 6:</p> <p>Establishment of a transparent financial system</p>	<p>A transparent financial system was established</p>
<p>6.1. A transparent financial system is in place by 4/08</p>	<p>A transparent financial system is in place</p>
<p>6.2. Enhanced confidence and support from the communities by 4/08</p>	<p>The confidence of the communities regarding the financial system has been enhanced but they still think that the rate of turnover is too meager</p>
<p>Activity 7:</p> <p>Coordinate community development projects prioritised by the community in consultation with community leaders</p>	<p>Communities prioritized and implemented development projects in consultation with their leaders</p>
<p>7.1. At least one community development project (chosen by the community) completed in</p>	<p>Wells constructed in 2 villages with support from German Embassy. More recently, funds given from</p>

each of the eight villages by 12/06	Tiwai income to communities is to helping to build a school in Kambama (Barri Chiefdom) and repaired several local mosques in Koya Chiefdom
7.2. Plans in place and funding available to continue community development projects by 4/07	Plans have been in place since 2007 but funding took a bit more time. Some funds for 2 yrs expected by end 2009
7.3. Community development projects using funds generated from the island ongoing 4/08	Community development projects using funds generated from the island was facilitated through funds shared to the two Chiefdoms involved with the management of Tiwai Island
<p>Activity 8:</p> <p>Coordinate the installation of solar panels, jetties (for docking boats), kitchen and shower facilities, communications technologies and a dormitory</p>	Solar panels were installed, a block (containing the kitchen, an office, a showroom and a store) and shower facilities were constructed;
8.1. Solar panels, jetties, kitchen, showers, dormitory and communication technologies all installed and working properly on the island by 12/06 (provides several months after the rains end to transport the materials to the island and construct facilities); some facilities will be completed earlier (4/06)	<p>Solar panels were installed, a block (containing the kitchen, an office, a showroom and a store) and shower facilities were constructed;</p> <p>Jetties not constructed –too difficult technically and expensive for the available resources;</p> <p>Currently cell phone communication from specific locations on the edge of Tiwai is the primary mode of communication between head office and Tiwai Personnel; a portable internet device provided by a local mobile phone company is also being used to send email from the field in Potoru;</p> <p>Construction of the dormitory was already in progress when the Irish Aid funds was realised; some of the funds was to complete construction and provide other ancillary facilities on the visitor centre.</p>

4. EFFECTIVENESS

EXPECTED ACHIEVEMENT OF OBJECTIVES WHEN THE PROJECT WAS DESIGNED

The CEPF Funded Project

The expected achievements of objectives when the CEPF funded project was designed were the following;

1. Reopening and maintenance (through regular brushing) of trails on the island
2. Constructing and equipping the research center and a camp site for up to 30 visitors at a time
3. Conducting awareness programmes that increase knowledge and understanding of environmental problems and issues among internally displaced persons (IDPs), returnees and hosting communities in the area, in light of the environmental problems that have arisen and will continue to grow, as a result of IDPs' and returnees' interactions with their local environment;
4. Preparing the participating communities with practical skills in nature conservation domestic energy conservation and agro-forestry, in readiness for the return of large numbers of returnees from Guinea and Liberia in the coming months.

The IUCN NL Funded Project

The expected achievements of objectives when the IUCN NL funded project was designed were the following;

1. To strengthen the capacity of TIAC and ensure the sustainability of the Tiwai Island Wildlife Sanctuary
2. To improve efficiency in the day-to-day management of the facilities
3. To develop and implement an intense and structured promotional campaign for Tiwai Island, both nationally and internationally
4. Give focus to lobbying for national funding resources and increase the income from Tiwai Island to ensure projected expenditures are covered and profits reach the Community Fund
5. To maintain good relations with communities and oversee community development projects, which are supported by the profits from the Island
6. To ensure full transparency and proper financial recording
7. To enhance collaboration with the Ministries (Wildlife and Forestry Division, Ministry of Agriculture, Forestry & Food Security (MA,F&FS), and Ministry of Tourism and Culture)

The Irish Aid Funded Project

The expected achievements of objectives when the Irish Aid funded project was designed were the following;

1. Strengthen the capacity of TIAC to ensure sustainability of the Tiwai Island Wildlife Sanctuary
2. Ensure efficient day-to-day management of Tiwai Island Wildlife Sanctuary
3. Enhance collaboration with the Government of Sierra Leone, tourism industry and universities
4. Develop a more intense and structured promotion campaign for Tiwai Island nationally and internationally
5. Increase in the income for / from Tiwai Island
6. Maintain good relations between the communities, the Secretariat and TIAC
7. Support initiatives that will improve health, education and other social services in the communities involved with Tiwai Island Wildlife Sanctuary
8. Improve the infrastructure on the island to better accommodate visitors and raise the profile of Tiwai Island Wildlife Sanctuary

ACTUAL OR EXPECTED ACHIEVEMENT OF OBJECTIVES AT THE TIME OF EVALUATION

The CEPF Funded Project

1. Reopening and maintenance (through regular brushing) of trails on the island

The trails have been reopened and regularly maintained. The frequency with which brushing is done is higher in the rainy season than in the dry season. The communities provide volunteers for periodic brushing, as determined by the Tiwai Island project staff. These volunteers are scheduled for participation in the brushing as competition for the incentives attached to the activity is increasing.

2. Constructing and equipping the research center and a camp site for up to 30 visitors at a time

The camp site is now referred to as the Visitors' Centre. It comprises of five raised concrete platforms, each covered with corrugated zinc roof. These concrete platforms or tent platforms are fitted with two camping tents or a maximum of three smaller ones. The tents are equipped with a mattress each and other beddings. The capacity of this camp is 15 per night. There is a sanitary block with two apartments (for male and female visitors) each

fitted with a toilet, a shower and wash basin. Close to the sanitary block, a water tank tower is erected to provide pipe borne water for the sanitary facility. The barri is at the centre of the Visitors' Centre. It serves as the communal area, dining and meeting/ workshop facility. Recently a large block was built at the edge of the camp, close to the entrance from the direction of the boat landing. This block contains a store, an office, an art display area and a kitchen. A bamboo and thatch kitchen was erected to facilitate cooking with firewood.

The Research Centre has two dormitory blocks. The larger block has two self contained apartments with the capacity to accommodate five researchers apiece – a total of ten. The smaller block has the capacity to accommodate five researchers. There is a kitchen and a store with platforms where camping tents could be mounted.

3. Conducting awareness programmes that increase knowledge and understanding of environmental problems and issues among internally displaced persons (IDPs), returnees and hosting communities in the area, in light of the environmental problems that have arisen and will continue to grow, as a result of IDPs' and returnees' interactions with their local environment;

By the time of this evaluation there were no IDPs and returnees. Even the Refugees produced by the Liberian conflict across the border, had returned home. The communities however recalled that they had to protect their forests from the displaced populations because they recognized their values.

4. Preparing the participating communities with practical skills in nature conservation domestic energy conservation and agro-forestry, in readiness for the return of large numbers of returnees from Guinea and Liberia in the coming months.

At the time of the evaluation there were no community based tree nurseries, eco-stove production centers or any of the communities using such fuel efficient stoves in their kitchens. The communities widely recalled that their participation in the sapling collection initiated by EFA caused them to realize that this was a possible way to enrich similar ecologies that are under stress, without introducing alien species.

The IUCN NL Funded Project

1. To strengthen the capacity of TIAC and ensure the sustainability of the Tiwai Island Wildlife Sanctuary

A fully functional TIAC secretariat is now established in Freetown with full time personnel responsible for marketing, public relations and other promotional activities related to the Island. The rented office in Bo was given up at the end of the tenancy period paid for at the time of recruitment of the initial Secretariat team, who were laid off 3 months later. The office on Tiwai island also retained staff from the CEPF project long after completion of the CEPF project. The TIAC members were not as visible as the project objective would have

wanted them to be. There is now an appreciable number of visitors being attracted to the island, underscoring its potential to generate revenues on a consistent basis.

2. To improve efficiency in the day-to-day management of the facilities

There has been a definite improvement of efficiency in the day-to-day management of the facility. However, the management is still in a state where more professionalism is required. There is still a situation where the facilities have not been transitioned well from a charity management to a business management. The field staffs were specifically trained for meeting the needs of the project management rather than the business management component.

3. To develop and implement an intense and structured promotional campaign for Tiwai Island, both nationally and internationally

The promotional campaign is still under development and gradually taking shape. Meanwhile, there is a steady campaign ongoing on the dedicated Tiwai website with links to the EFA website, through brochure and posters, also through word of mouth promotion among the expatriate community in Sierra Leone and Liberia. Tiwai Island is also being promoted on the Visitsierraleone.org website, using information mainly provided by EFA. So far this is attracting visitors and researchers from the region and internationally. There have been far improved relationship with the National Tourist Board and some links have already been established with Lonely Planet and other groups internationally. Added to this has been the strategic distribution of the materials developed. The Tiwai Secretariat has organised two visits to the Gambia in the bid to promote the ecotourism aspect of the Island. The first of those visits (which included the 2 MPs from Barri and Koya Chiefdoms, the Facilities Manager, the EFA focal point in the TIAC Secretariat and the VSO Volunteer working on building a community livelihood program) was to see and learn from established ecotourism destinations, including 'Tumani Tenda.' The second visit (coordinated by the National Tourist Board) invited EFA to participate in an international tourism fare organised by the Tourism sector in the Gambia.

Visitor surveys are not being formally done but there is ongoing visitor comments received in the guest book, which will inform the structure of such survey.

4. Give focus to lobbying for national funding resources and increase the income from Tiwai Island to ensure projected expenditures are covered and profits reach the Community Fund

There were efforts to raise local funds from different sources, including international funding sources, the diplomatic community and the government of Sierra Leone. These include a Le12 million grant from the German Embassy to construct a well with hand pump at Mapuma, one of the project villages. There were several other attempts to raise funds from DFID.

The Bristol Zoo was approached for funding to undertake a scientific study of the pigmy hippo; a rare and endangered endemic species that inhabits Tiwai. It is proposed that the study includes a national, regional and international awareness program about the plight of nature reserves in West Africa, using the pygmy hippo as a flagship species. This did not materialise.

The Executive Director of the Maritime Administration, who is also one of the community representatives for Barri Chiefdom on TIAC, was facilitating the submission of a proposal by EFA and Ministry of Tourism and Culture for the construction of two jetties. The Ministry of Tourism and Culture put out a call for proposal in 2008, for which EFA was advised to request for the erection of infrastructure that can support observation of wildlife and easy access to various parts of the island. There have not been further updates from the ministry on this issue, especially so as there has been a change of political governance.

Generally, income generation from local sources have been very meager and has not contributed much to the realization of a substantial financial base that can ensure that projected expenditures are covered.

5. To maintain good relations with communities and oversee community development projects, which are supported by the profits from the Island

Extensive needs assessments were conducted in all eight neighbouring communities to determine their development priorities and expectations on how revenue from Tiwai can contribute to community development. So far, funds were raised from external sources for the construction of wells in 2 communities and efforts ongoing for more support to the others. Some of the communities have prioritised school buildings or health facilities.

The objective presupposes that income from Tiwai due to visitors' payments will be redistributed. However it will take 2-3 years of savings before the island can start contributing meaningfully to the communities. In the meantime every effort is being made

to source funding for subsidising the cost of maintaining the island and its staff, to ensure that all fees paid by visitors go into savings.

6. To ensure full transparency and proper financial recording

The finance office of EFA has set up a user-friendly financial system at the field and headquarters level to capture all transactions and properly report them. The system has taken into consideration that the financial records at field level is not computerized. It was also tailor-made in consideration of findings from an internal audit of the Island's finances conducted by the finance office in collaboration with the TIAC Secretariat.

7. To enhance collaboration with the Ministries (Wildlife and Forestry Division, Ministry of Agriculture, Forestry & Food Security (MA,F&FS), and Ministry of Tourism and Culture)

The status of this objective at the time of the evaluation will be described but it is not feasible to determine attribution to which project. It is understood from the context within which this project is being implemented that this objective will keep recurring as incremental measurements will be certain but minimal over the project periods. To compound this, there has been a change of government resulting in a change of Ministry and Departmental representatives. Government priorities have undergone a significant variety of changes. The project has generated a lot of interest from the Ministry of Tourism and Culture, together with its professional body – The National Tourist Board. Over the past years, this body has been providing hospitality training and other tourism related training for Island staff and community volunteers. The National Commission for Environment and Forestry (NaCEF) had been a keen supporter of the Tiwai initiative. The new government has shifted from having a commission to the establishment of an Environmental Protection Agency, which is yet to function by the time of this evaluation. The relationship with the Forestry Division, which has been reintegrated with the Ministry of Agriculture, has been thriving more on information provision by TIAC.

The Irish Aid Funded Project

1. Strengthen the capacity of TIAC to ensure sustainability of the Tiwai Island Wildlife Sanctuary

Deliberate efforts have been made to engage the Members of Parliament (MPs) and Paramount Chiefs (PCs) of both Chiefdoms. There have been changes of personalities in these offices over the lifespan of the project. In August-September 2007, the country witnessed Parliamentary and Presidential elections. The two former MPs lost their seats. In June 2008, the Paramount Chief of Koya died and his position is yet to be filled.

The two new MPs were thoroughly briefed about the project, to the extent that one of them was able to capture the Tiwai issues in his introductory speech at the opening of Parliament when the newly elected APC government was getting started. Since then, the MPs have been very active in conflict resolution and educating the political community on Tiwai. In April 2008, the two MPs joined the Tiwai Secretariat staff on a tour of community ecotourism initiatives in the Gambia. This visit provided an opportunity for the MPs to witness how communities in other Protected Areas with a high turnover of tourists manage their affairs and partner with other institutions.

Since the beginning of the project in October 2006 to the time of this evaluation, four TIAC meetings have been held. Three of these meetings were held on Tiwai Island and one was held in Potoru. These meetings were well attended by all the stakeholders.

2. Ensure efficient day-to-day management of Tiwai Island Wildlife Sanctuary

To ensure the day to day management of the Island, staffs from the previous projects were upgraded in terms of capacities, responsibilities and remunerations. Up to the time of the evaluation, the team responsible for the day-to-day management of Tiwai included the Public Relations Officer (Tiwai Focal Point) based in the Secretariat in Freetown; the Facilities Manager based in Potoru; and the two Project Assistants based in Kambama, the main entry point to the Island.

At the Freetown Secretariat Level, the Public Relations Officer is responsible to;

- Report to TIAC through the Director of Programmes
- Coordinate visits to Tiwai Island
- Improve visitor approval ratings for the island
- Provide administrative and logistics support where necessary for staff
- Assist with advertising Tiwai
- Link between Tiwai staff and EFA Head Office
- Assist with organising TIAC meetings and other functions on the Island
- Focal person for SEED partners
- Work with the VSO volunteer in all related job functions
- Be proactive and take self-initiatives

At the field level the job description of the three staff are as follows;

The Facilities Manager's Job description includes;

- Train new staff/ Volunteer
- Answerable to the Director (EFA/TIAC)
- Supervise Project Assistants
- Link between Barri and Koya Chiefdoms
- Link activities with host communities
- Be an advocate for Tiwai within the communities
- Participate in community discussions and sometimes EAR/ EE
- Ensure the smooth running of visitor's and research centres
- Communicate with other protected areas staff

The Project Assistants Job Descriptions include;

- Training of new staff/volunteers in specified areas of work
- Answerable to the Facilities Manager
- Organise and monitor temporary staff/ volunteers in camp activities, management an trail brushing
- Assess work quality of temporary staff/ volunteers
- Management, maintenance and monitor use of project equipment
- Supervise and communicate visitor reservations
- Host and care for visitor needs (including supervising other staff to do so)
- Ensure that structured management of Tiwai is maintained
- Protect Tiwai's nature – enforce wildlife regulations
- Support and initiate community sensitisation

The finance office of EFA provides technical backstopping to the TIAC Secretariat in budget management and financial reporting at headquarters level.

The Communities provided personnel to be trained as securities, cooks, camp assistants, boat/canoe operators, and tour guides. They also provide support as research assistants to researchers residing on the island and maintain clear nature trails to ensure access to facilities.

3. Enhance collaboration with the Government of Sierra Leone, tourism industry and universities

The change of government has meant a change of Ministry and Departmental representatives in TIAC. The level of interest among the new personnel varies. The Ministry of Tourism and Culture has demonstrated huge interest in the development of Tiwai Island, though concrete actions are yet to happen. The National Commission for Environment and Forestry (NaCEF) had been a keen supporter of the Tiwai initiative. With the coming in of a new government the focus was shifted from having a commission to the establishment of an Environment Protection Agency. This body is yet to be fully established in order for it to form partnerships for collaboration. The relationship with the Forestry Division, which has been reintegrated with the Ministry of Agriculture, has been thriving more on information provision by TIAC. The National Tourist Board (NTB)

Collaboration with the Tourism Industry

There has not been tangible collaboration between Tiwai Island management and other actors in the tourism industry. Some contacts have been made with both national and international tourism agencies, which promise some level of collaboration in the near future.

Meanwhile, the primary means of contacts between Tiwai and the tourism industry in SL is through the publicity campaign through the Tiwai website, the London based visitsierraleone.org, Lonely Planet, Brandt Tour Guide and distribution of vast quantities of brochures and posters to all the travel agencies, hotels and guest houses. Tiwai has also established contacts with a Holland based tourism promotion agency – ECEAT, which has listed Tiwai in its publications and website. The Ministry of Tourism and its operating arm – the National Tourist Board – has been actively promoting Tiwai in their international promotions. In October 2008, Tiwai personnel were part of a contingent attending a West African Tourism Fair in Banjul, organised by the Gambia Tourism Agency. The SL contingent was led by the National Tourist Board.

Collaboration with the Universities

The Njala University has been managing the research component of the Island. The relationship with the university and the TIAC Secretariat has been cordial but there has not

been active engagement of researchers by the university in the past year. Undergraduate students from the university are being fielded for research, including primate censuring, gaps in the forest, feeding habits of the red colobus monkey, termite species and infestations; within the island, in 2008.

4. Develop a more intense and structured promotion campaign for Tiwai Island nationally and internationally

At the time of the evaluation, visibility of Tiwai had been significantly increased. New sign boards promoting Tiwai have been placed at various strategic locations along the road, leading to Bo City, also between Bo and Tiwai Island. Some of these sign boards have been erected in strategic locations around Freetown; including the roads leading to the TIAC Secretariat. Posters, brochures and leaflets were distributed to local hotels, guesthouses, international NGOs, government agencies and donor agencies. The expatriate community has been the major source of visitors to Tiwai.

5. Increase in the income for / from Tiwai Island

Income for the island was limited to the project funds.

Sources of income from the island are somewhat limited to visitor's fees, site use fees for research and bar. Income from visitors' fees has increased through the past two years due to increase in number of visitors. Research has brought in limited income as the national researchers from Njala University were not paying fees and the international researchers were subsidised.

From January to May 2007 Tiwai Island hosted two international researchers, the first researchers since 1991. The two researchers were from the German University of Jena "Friedrich Schiller", and studied the behavior of Colobus and Diana monkeys. They were basically given concession on payment of research fees by TIAC.

6. Maintain good relations between the communities, the Secretariat and TIAC

There has been cordial relationship among the communities, the TIAC Secretariat and TIAC. Community members are still dissatisfied over some issues but understanding has been built to enhance trust.

The communities have been willing and determined to prevent poaching and other illegal practices, which used to undermine the management of the Island. The Secretariat has been active in coordinating visits to the island, which has guaranteed some level of income to the TIAC fund. The communities have been deeply encouraged by the accrual of this fund as it has provided some development initiatives within their respective Chiefdoms.

Annually, there have been entertainment events held alternatively between the two chiefdoms. They are being organised and supported by TIAC and some benevolent

individuals associated with TIAC. The events include inter-chiefdom football match, music and dance. The purpose of these end-of-year events is to increase the bonding among the communities, the Secretariat and TIAC.

7. Improve health, education and other social services in the communities involved with Tiwai Island Wildlife Sanctuary

Two pre-schools were set up in the Tiwai host communities; one in Kambama of Barri Chieftdom and another in Mapuma of Koya Chieftdom. Environmental Education materials are being distributed to primary and secondary schools in the two chieftdoms.

Health and safety training was conducted for staff, volunteers and community representatives by a VSO health specialist. The need for a first Aid kit on the Island, expressed during the training is yet to be met. Feedbacks from the communities on the outcome of the training have been sketchy.

8. Improve the infrastructure on the island to better accommodate visitors and raise the profile of Tiwai Island Wildlife Sanctuary

The infrastructure on the Island provides the basic standards for the accommodation of visitors. A multi-purpose building was erected at the visitors' centre and it houses a showroom for arts and craft from the local community people, a storeroom, office and kitchen. A piped water system including showers and tower for water tank have been installed at both visitors and research centers. The dormitory at the research centre was completed during this phase of the project. A larger boat and engine were procured to improve transportation of visitors, researchers and staff, to and from the Island. Local community people serving as volunteers on Tiwai Island were involved heavily in the construction of all the above facilities. The provision of a kitchen and showers has helped to ensure a greater quality of stay for visitors. While the showroom offers a space for crafts and other items from the villages to be sold thus enabling a direct source of income. The showroom also compliments the solar fridge and freezer for the provision of food and drinks which will in turn help to diversify the island's income.

Solar powered electrification is now completed and operational in both visitors' and Research Centers. Maintenance of the system is now been undertaken by volunteers under the supervision of the resident solar technician of EFA.

FACTORS AND PROCESSES AFFECTING ACHIEVEMENT OF OBJECTIVES

PROJECT DESIGN

The projects implemented on Tiwai Island since 2002 have been widely successful. From the archive and field data collected for this exercise, it has emerged that commitment of the

implementers to success in the accomplishment of objectives far outweighs the contribution of design. As a result of this, EFA has worked beyond the financial, logistical and technical means provided for by the projects. As a result some of the objectives easily slip out of focus and the projects had to move resources across budget lines very quickly. Also, there was significant spending from institutional resources of EFA to meet unforeseen needs emerging from the project. Unfortunately, this was recurring very often.

Some statements of objectives were difficult to decipher from activity statements. Therefore, most of the objectives ended up as a few line activities, then become redundant. Because of the activity nature of the objectives, the number of objectives per project is generally numerous. The project documents were lacking in indicators. In cases where indicators were provided, the choices were not SMART enough. It therefore makes it difficult to measure the progress and achievements of objectives. As a result the quality of outputs cannot be assured as the feedback mechanism, which is basically dependent on monthly reports, cannot easily capture change in indicators to inform the project managers to provide change.

ATTRIBUTION OF PROJECT OUTPUT

The time lapses between the CEPF project closure and the initiation of the IUCN NL overlapped toward the end of the CEPF project. It was expedient to start looking beyond the structural rehabilitation of the Island to strengthening the management/ governance framework to maintain and function through the achieved outputs. At this point, follow-on objectives begin to overlap without being able to measure the performance of similar objectives in previous projects. The Irish Aid project materialized after a significant gap between the end of the IUCN NL and CEPF projects. Some of the outputs and outcomes of these prior projects were under serious danger of being lost to socio-political forces. This seems to have prompted the rewriting of a lot of the previously stated objectives, presented in more elaborate forms.

At the time of measuring the achievement of these objectives, it becomes difficult to attribute resource to particular output outcomes.

FOLLOW UP ON PROJECT OUTPUTS

The follow up on project outputs and outcomes have not been logical as a result of the weakness in project design and subsequent difficulty in measurement and appropriation of change. The follow up projects are reflective of an assemblage of reactions to host community pressures, lethargy of TIAC membership, general government's apathy to national development and capacity (logistical, financial and technical) stress on EFA to succeed on its commitment for Tiwai to be a success. Follow up has not been strategically directed at the bottom of the 'problem tree' where the root causes are and rather directed at the effects. Once the effects have been cleared off the screen there is an easing of attention and the root causes continue to produce more hybrid effects.

PARTNERSHIP BUILDING AND COLLABORATION

The principles for success of the three projects have been built around successful partnerships. The principal partners in the CEPF project are the communities, EFA and Njala University. Line ministries and the members of the defunct TIAC, which was in place before the war, were the secondary partners. In the IUCN NL and Irish Aid Projects, the restructured TIAC and its composite members were the principal partners.

The implementation of the CEPF project by EFA and Njala University did not always work out in smooth collaboration. Communication gaps, including weakness of reporting lines or complete break in communication, generated wrong perceptions. Administration within a university setting and that of an NGO is a whole world apart. The partnership did not come down to understand this uniqueness in order to facilitate collaboration.

On the IUCN NL and Irish Aid projects that followed, TIAC was restructured to present a broader base of representation. There have been consistent observations that the members within TIAC have not demonstrated the level of commitment that is expected to produce the kind of change expected in the selected objectives. The members of TIAC seem to assume that they are representing the first line of beneficiaries, while the projects view them as implementers. Roles and responsibilities of TIAC do not seem to have been well defined or understood by the members. The communities are even more confused when it comes to the role of TIAC as they do not feel represented even by their own people.

The project was designed with the assumption that partnership happens naturally or is already existent. There is no resource allocation or processes defined to foster partnership building in any of the project documents, yet success is incumbent on the healthy functioning of such partnership.

COMMUNITY DEMANDS

The communities seem to have contributed to the distraction of efforts and resources in the achievement of the objective. The communities had just emerged from the war when the first project started. They were very eager to receive cash per individual/ household from the project as early in the project life as possible to guarantee their livelihoods. Individuals who are influential over the others incited the communities to charge exorbitantly for minor tasks carried out on behalf of the project.

Apart from extra charges to the project, the communities relentlessly kept on demanding favors beyond the provisions made by the budget. This has resulted in resources being shifted across budget lines to appease them – overheads and administrative costs.

5. IMPACT OF THE PROJECT

LOCAL PRIORITIES, NEEDS AND DEMANDS

Taking a general preview of the three main projects implemented on Tiwai, one can say the CEPF was focused on the reconstruction of facilities, the IUCN to re-establish conservation governance and Irish Aid to enhance ecotourism potentials. There has been very little focused investment on enhancing livelihood of adjacent communities to ensure sustainable conservation of the Tiwai Island. However, there has been a lot of non-structured but consistent support to community needs and meeting their emerging demands.

Toward the close of the CEPF project and the start of the IUCN NL's, EFA conducted a participatory rural appraisal (PRA) to identify and prioritize community needs. This exercise and every other type of needs assessment following were grossly misunderstood by the communities as a way of the project promising to provide every single service or facility they propose. A sentiment on this is so high in the communities to the extent that they view these assessment processes as a way of the project trying to ridicule their predicament. In spite of this there has been very strong appreciation of what has been realized from the project so far.

Environmental Education in schools and community Environmental Awareness Campaigns has enhanced knowledge in conservation and natural resource management. Environmental Education materials were and are being provided for schools by the project. Children were taken on field trips to appreciate nature beyond what they were used to. Teachers and students are now knowledgeable on the ecology and wildlife of Tiwai and the values of conservation. Skills training centers in Kambama and Mapuma supported capacity building of community women, in accordance with the District Council Strategic Plan (DCSP). Several community based technologies were introduced, including the construction, use and maintenance of ecostoves (clay-based fuel efficient stoves).

The community Barris erected in the respective communities also underpins this strategic plan, which seeks to support the erection of public structures to support governance. In 2005, with funds sourced by EFA from the German Agency GTZ, two culverts bridges were erected between Potoru and Kambama in support of the DCSP to improve road networks and road surfaces in the district.

The project provided a lot of job opportunities for community members through the reconstruction phase of the project, sapling collection, trail maintenance, security service, forest guide, etc. Income generation has been very difficult for the community people and the project has provided a handful of opportunities. At the time of the evaluation, there was heavy demand for job creation on the island as the competition for the current tasks has increased greatly. The women seem to be finding their voice in this, as for the first time the women were openly complaining about something in the presence of the men. They complained that all the jobs are being given to the men by the project. This is very positive as it unveils a new direction in the gender dimension of the project.

On the other hand, some of the adjacent communities are complaining that the current set of projects have not diversified land uses on the island to incorporate their other livelihood needs. They strongly feel that they have lost something valuable and are having very little in return.

The annual end of year celebration introduced by the project has brought the two Chiefdoms closer than they have ever been. There had been very little interactions between the two Chiefdoms other than trade, solving disputes and other official matters. The annual recreation and entertainment has ushered fresh comradeship between the two Chiefdoms.

FORESEEN AND UNFORESEEN IMPACT OF THE PROJECTS ON THE ISLAND AND ITS ENVIRONS

The buildings erected on the Island have contributed somewhat the aesthetics and material value of the Island, and increased its profile as an asset of the people and the profile of the Island as an ecotourism destination and a prolific research site.

Since the start of the implementation of projects on the Island, illegal activities including mining, farming and logging have stopped and poaching is on the decrease. Forest canopies are closing quickly and succession processes are happening distinctly in open areas. Swamps are recovering from previous mining and farming episodes. Sightings of rare species like the pigmy hippo has increased significantly as their population seemed to have increased.

Through the investments in promotion of the Island, cooperation with government ministries, agencies and commissions the island is gaining more prominence as a national asset and of international conservation interest/ ecotourism destination.

FORESEEN AND UNFORESEEN IMPACTS AT THE INSTITUTIONAL LEVEL

The projects on Tiwai Island have increased the profile of EFA internationally, especially bringing it to prominence in the conservation community and protected area management. The research and ecotourism components have been huge learning points for EFA, increasing its capacity to manage similar initiatives. The magnitude of the projects also provided a break for EFA in terms of the size of project portfolio it was able to manage. In a way, EFA's own knowledge of its capacity to manage a specific threshold of portfolio limited its true assessment of the initial phase of the Tiwai project. Subsequently, the cost and context of implementation of the project was not well understood by EFA. The challenge of management has helped the organization to evolve in its institutional capacities.

This increased capacity has attracted a lot more international organizations to EFA. The SEED initiative is an example of the positive influence of EFA's work on Tiwai.

The projects provided the opportunity for Njala University to reopen its research activities on the Island.

The TIAC is made up of the respective Members of Parliament (MP) from the two constituencies, Paramount Chiefs of the two Chiefdoms, District Chairpersons of the two Districts, representatives from the eight communities, Line Ministries representatives, Njala University and EFA. During the implementation of these projects TIAC was reconstituted and empowered, including the setting up of a TIAC Secretariat. Unfortunately, this body has not been able to imbibe a beyond project thinking and function. It has been heavily dependent on EFA and project resources for its survival.

FACTORS AND PROCESSES WHICH EXPLAIN PROJECT IMPACTS

The increase in environmental awareness in communities and among some leaders greatly contributed to the achievement of the impacts described. This awareness together with the willingness of the communities to conserve Tiwai Island, led to the formulation of byelaws and active enforcement. This contributed was primarily responsible for the reduction or complete stop of some illegal activities on the Island.

Even in the absence of structured livelihood enhancement program on the Island, EFA enjoyed support from the communities due to the demonstration of transparency in the use of funds generated for and from the Island. Public declaration of funds has helped in this regard. The restructuring of TIAC was very much welcomed by the communities as it became more inclusive and enhanced accountability. Once this committee started convening meetings the communities started complaining that they are not representing their views, nor communicating proceedings and/or decisions taken at such meetings. There seem to be some lack of understanding of roles and responsibilities of members of this committee.

The voices of women have not been fully represented because of cultural issues. Men are still being sent to fill women's slots for meetings. The women believe that they would have made a difference in some of the stalemates encountered by the projects in relating with the communities.

6. SUSTAINABILITY

THE EXTENT TO WHICH THE PROJECT IS/WILL BECOME SUSTAINABLE

Funds generated from the Island at the time of the evaluation could only demonstrate that the aspirations of the projects are not just myths but realities that could be achieved down the road. The actual turnover from the Island is still reading negative. The analysis below, gives a quick overview of the financial status of Tiwai Island Managements for 2006 and 2007. The analysis does not include salaries and EFA Headquarter costs for managing Tiwai.

Income	2005	2006	2007	Total
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Visitors fee	3,675,000	18,968,500	25,893,800	48,537,300
Research fee			900,000	900,000
				-
				-
Expenditure				-
Forest quards		1,938,000	2,970,000	4,908,000
Boat tour		1,238,000	2,560,000	3,798,000
canoe tour		331,500	3,900,000	4,231,500
Camp help		1,030,000	860,000	1,890,000
Cooks		636,000	1,050,000	1,686,000
Fuel			2,750,000	2,750,000
Total Exp		5,173,500	14,090,000	19,263,500
Balance		13,795,000	11,803,800	29,273,800

Self sustenance of the island is still some way off. For example, the benefit sharing model adopted by TIAC provides for 40% of all income from Tiwai to be distributed to the two Chiefdoms at 50% apiece basis. The remaining 60% is supposed to be spent on improvement and maintenance of the Island. At the first instance of sharing benefits at the end of 2007, 60% of the money was given out to the communities by EFA because the communities were so expectant, yet the money was so relatively small. A total of 17,400,000 (seventeen million four hundred thousand Leones was given to the two chiefdoms in December 2007. Actual balance for year was therefore Le 11,873,800. It was not quite a good precedent - not adhering to an agreed benefit sharing model, but it was deemed expedient for the moment.

When some of the management costs were factored into the financial analysis, the following were obtained;

Description	Monthly Amount	Annual Amount
Lump sum amount of direct EFA inputs		
Salaries	3,000,000	36,000,000
Marketing and community liaisons	1,000,000	12,000,000
Management & Supervision	1,500,000	18,000,000

Need-based Incentives (Lump sum)	Community	-	5,000,000
Total			71,000,000

With the realization that a good management team and practice is necessary and costly, but essential to increase efficiency and effectiveness, it must be rudimental in the sustainability discussion. Irrespective of income generated by the Island, just to get the Island managed, will cost a minimum of Le 71,000,000 (Seventy One Million Leones, approximately \$23,500) to maintain it annually. This means, for the two years analysed, at least Le 142,000,000 (One Hundred and forty two million Leones; approximately \$47,000) was spent on management alone. When this is factored with income from Tiwai, after Daily Wage Staff, we get;

Bi-annual Income from Tiwai after Daily Wage Payments 29,273,800

Bi-annual Management Costs	142,000,000
	-112,726,200

This analysis is suggesting that, if Tiwai was run as a business at the moment, it will be losing at least Le 56.5M (Fifty six and a half million Leones annually) to produce the same result.

Non-profitable as the results would seem to a business enterprise, one should also realize that Tiwai has come a long way from only losing resources to making money from them. Conservation perspectives in a cost-benefit analysis will look way beyond financial investments, as in a business, to consider ecosystem values and the level and imminence of threat to its biodiversity. Weaning Tiwai will have to be a systematic process, through strategic interventions and various kinds of capacity endowment of communities, conservation institutions and governance systems.

This makes it impossible for the project to meet needs, priorities and demands of the communities. Without the external intervention with resources at this stage, the situation presents a risk that communities will go back to the island and create havoc.

FACTORS AFFECTING SUSTAINABILITY

As the profile of Tiwai increases, so too its vulnerability to be used as political bargaining chip. On a positive note, the central government is very keen to develop high potential sites for generating income for the tourism industry. Tiwai happens to be one of the priority sites for ecotourism. Even within that context, the livelihood of the adjacent communities is still an issue.

Some of the adjacent communities such as Sahun, Jenneh, Niahun and Boma are showing apathy because they view the current TIAC as not representing them. Of the eight communities surrounding Tiwai, three are in Koya Chiefdom and five in Barri Chiefdom. However, representation in TIAC is on a 50-50 basis. Even with the limited slots for Barri Chiefdom, Kambama has more than one representative. The dominance of Kambama, the main Tiwai entry point village, has not been welcomed by the others. They dominate in terms of representation and resource benefits from the projects. The caliber of representatives is another issue that the communities think need to be reconsidered if Tiwai is to be sustainable. Some of the representatives are redundant 'as they can only afford to sleep in meetings rather than contribute meaningfully'.

The communities have not been able to shrug off their dependency to relief or total dependency even long years after the war. They have not been able to offer any alternative means of raising funds in the face of exhaustion of funding sources.

The non-commitment and undefined role of some TIAC members do threaten the continuous existence of the initiative. When some members realize that they are expected to be carrying out some responsibilities rather than just receiving immediate benefits, they simply sit back and stir up trouble. The District Councils were recently making heavy demands of payment from TIAC for sign posts erected, without any consideration of their role in TIAC.

7. ISSUES AND LESSONS LEARNED

The communities realized that there could be tangible benefits from conservation of standing healthy forest. The project also made them to understand that the communities can support nature to heal itself, as was demonstrated by sapling collection and restorative planting done in demonstration plots.

To conserve any protected area, one should have a clearer understanding of the host/adjacent communities through active consultation. Consultations should take into consideration the power relations and levels of communication within the project area. Initial consultations seem to have been limited to the previous TIAC members who were not interested in disseminating such information, including major decisions. The communities were therefore not in the know of the arrangements upon which the project was based. For example, trail brushing was agreed upon by the Paramount Chief as a free-of-charge task to

be offered by the host communities. Lot of resources have been paid and continue to be paid in this direction.

The project was purely focused on conservation of nature and little attention was paid to the livelihood of the people at the beginning of the project. Projects of similar nature should consider a more interactive approach from the outset.

8. CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

Tiwai Island has a high conservation value forest; therefore the importance of its conservation is of high priority. The CEPF came in at a critical period to support the rehabilitation of a heritage, which could have easily been lost within a period of heightened lawlessness and poverty. The Netherlands Committee of the IUCN was also in time to kick-start the management of the forest through the re-instatement of the Tiwai Island Administrative Committee (TIAC) and the establishment of a TIAC Secretariat. The Irish Aid support strengthened the governance, management and provided additional infrastructure for Tiwai, putting it on course for its function as a research and ecotourism resort.

The objectives stated by the projects were broad-based, and somehow repetitive through most of the projects. The evaluation found that the objectives were not well selected as they represented activity statements. Such activities were crucial for the running of Tiwai, so they kept coming up in every/ almost every project. Commitment to conservation has kept the vision going in a stronger measure than the project designs or adherence to such designs.

The adjacent communities to Tiwai are very poor and are dependent on a basic agrarian economy, which is not lucrative at the moment. The communities were very quick to consider the project as an opportunity for survival, in the face of the 'relief brand' that projects carried at the time of recovery from the war. The projects have not been strong in providing the livelihood support, which the communities hoped they will.

The rationale for which TIAC was constituted has not been quite evident in its functions through the life of the projects. The committee faces an identity problem, bearing greatly on the lack of appreciation of its roles, responsibilities and scope of work. The representatives are mostly far removed from their constituents.

Communication by the project and from the community has been strained. This is not necessarily an indication of the project not contacting the communities regularly, but the project seemed to be oblivious of the stereotyping of project institutions by communities as exploiters. The project staff are not quite sure who they represent, but can express allegiance easily to the source of the pay package. The employees are staff of TIAC but are

mostly caught in the uncomfortable space where they are being accused of representing the interest of individual members of that body.

From the money side of things, Tiwai can readily be seen to be a non-profitable venture. However, such analysis should take on board that Tiwai was not just at zero profit, but it was losing every resource through poaching, uncontrolled slash and burn agriculture, logging and mining. No revenue was being made off the island. Beyond the financial sustainability, which clearly needs more time to mature, the conservation objectives have been quite good. One of the proxy indicators in this regard is the more frequent sighting and filming of the pigmy-hippo.

Overall, it has been a timely and worthwhile investment into Tiwai

RECOMMENDATIONS

The following recommendations should be considered by TIAC and EFA:

PROJECT DESIGN AND IMPLEMENTATION

- Project development training for programme and finance staff – such training should consider emphasis on;
 - Problem Analysis
 - Making objective statements
 - Activity Planning
 - Choosing good indicators
 - Risk analysis
 - Project Financing – budgetary allocations
 - Communication Strategy
- Project Implementation training for programme and finance staff – with special emphasis on;
 - Developing Project Implementation Plan (PIP)/ Project Management Plans (PMP)
 - Professional/ community Facilitation skills
 - Programme/ project Financial Management
 - Monitoring and evaluation

- Need to conduct a thorough stakeholder analysis so that representation in consultation process will cover every sector influencing the project/ stakeholders that the project field of influence will affect

STRENGTHENING THE SOCIO ECONOMIC AND HUMAN CAPITALS OF THE COMMUNITIES

- Develop, strengthen and/or promote sustainable agricultural practices and systems within and around Tiwai communities (PRSP document will be very useful in this regard)
 - Survey and document traditional agricultural technologies being practiced by the communities
 - Match existing traditional practices with modern sustainable agricultural technologies, with adaptations to traditional settings being the key focus
 - Provide initial agricultural inputs and market support systems to ensure that the market chain is viable and sustainable
 - Create the environment for farmers' access to loan facilities, especially through the community banking initiatives
- Promote adult literacy and numeracy forums for communities
 - Basic literacy and numeracy
 - Civic education, especially at the local government level
 - Community rights and responsibilities in protected area management – Tiwai Island Wildlife Sanctuary and Gola Forest Reserve a Key focus
 - Small to Medium-Scale Enterprise Management
- Create the enabling conditions for increased involvement of community stakeholders in terms of what they could provide for the project and what they could gain from it
 - Training in simple ecosystem and wildlife monitoring
 - Training in plant and animal identification using visual and auditory aids
 - Training in the art of supporting a research process
 - Protection of intellectual property rights
- Set the sustainability thinking in motion within the communities and TIAC
- Create, strengthen and/or promote social event within and among Tiwai communities, such as the New Year's Dance and Football Gala

- Identify traditional social events that are being practiced, or is threatened to be lost and does not create any form of discrimination among the community members
- Obtain consensus from the community on the inclusion of events identified by the survey within the menu of social events
- Identify funding sources for such events
- Create the framework to facilitate the design and organization of the events selected

STRENGTHEN THE MEMBERSHIP AND DELIVERY POTENTIALS OF TIAC

- Define a scope of work for TIAC and Terms of Reference for each constituent stakeholder
- Create a more effective means of communication with communities
 - working groups were being put in place, which provides an opportunity in this regard; the working groups will serve as an implementing body of TIAC with strong emphasis on communicating such recommendations being implemented
 - Documents produced by TIAC must be circulated to Tiwai communities with accompanying verbal explanation of such documents
 - Each community should be encouraged to have a filing system to be introduced by TIAC
 - A working group representative should be tasked with attending TIAC meetings so as to act as a liaisons between TIAC and the Working Group
- TIAC needs to track the Draft Management Plan done for Tiwai for updating/ review; it is believed that copies should be at the Wildlife Branch, of the Forestry Division and Fourah Bay College
- TIAC needs to be more involved and aggressive with its marketing strategy
- Technical and business management capacity of TIAC Secretariat and field staff needs to be enhanced as the
- Incorporate partnership building into project designs that are dependent on the successful functioning of that partnership; resources commensurate to such process should be allocated accordingly

DONOR/ FUNDING MECHANISM

- There is need to now concentrate on the communities for their livelihood as the initial stages were focusing on reconstruction and getting the management systems off the ground
- More financial commitment to adjacent-community empowerment is essential for the realization of conservation goals that can produce lasting change

- There is need to incorporate partnership building into project designs that are dependent on the successful functioning of that partnership; resources commensurate to such process should be allocated accordingly
- Conservation projects with very short timelines (1-3 years) are themselves providing constraint to conservation of the asset; thorough situational analysis should be invested in to assess the level of time and financial commitment needed to undertake such ventures