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Training Needs Assessment (TNA) for Protected Areas Staff of the Kidepo Critical Landscape (KCL)

FINAL REPORT



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On behalf of the Consultant Team,



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Team Leader/HRM/D & Sustainable Development Consultant

Acronyms

CA	Competency Assessment
CAO	Chief Administrative Officer
CC	Climate Change
CFR	Central Forest Reserve
DDP	District Development Plan
DEAP	District Environment Action Plan
ENR	Environment & Natural resources
FGD	Focus Group Discussion
GIS	Geographical Information System
GMP	General management Plan
GOU	Government of Uganda
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information & Communication Technology
IT	Information Tecchnology
KCL	Kidepo Critrical Landscape
KII	Key Informant Interview
KVCA	Kidepo Valley Conservation Area
KVNP	Kidepo Valley National Park
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NSOER	National State of the Environment Report
PA	Performance Appraisal
PAT	Participatory Analytical techniques
TNA	Training Needs Assessment
TOR	Terms of Reference
UWA	Uganda Wildlife Authority



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Executive Summary

Overview

This Consultancy Assignment was commissioned by the National Environment Management Authority (NEMA) – on behalf of the Government of Uganda, and in its capacity as the Implementing Partner of the Kidepo Critical Landscape (KCL) Project – to carry out Competency Assessment (CA) and Training Needs Assessment (TNA) for Protected Area (PA) Staff of the Kidepo Critical Landscape – with a view to: determining the necessary training for the said PA Staff; and designing an appropriate Training Program for the same staff. The desired deliverables of the Assignment were expected to, inter alia, contribute to the pursuit of the overall “aim” of the KCL Project of: “*strengthening management effectiveness of the Kidepo Critical Landscape (KCL) Protected Area systems and integrating Protected Area management in a wider landscape approach*”.

Key Findings of the CA and TNA

It was established that all the KCL PA Staff, whose competencies were assessed, had varying degrees of Competency profiles – with each of them possessing some important competencies – in accordance with his/her specific Job Description and Person Specifications – while also lacking a number of, in many cases, vital ones – that are crucial for successful performance of their various jobs. Identified *Cross-cutting priority* Competency Needs (which are considered to be crucial, but largely lacking – at the Institutional/Entity level, are summarized in Matrix 1 of the Main Report; while the detailed Competency Needs per individual assessed PA Staff are documented in Annex 1 to the same Report. As regards the TNA, the exercise revealed that, largely in line with the findings of the Competency Assessment, all the PA staff assessed – both for UWA and NFA – need various forms and degrees of training – inter alia, depending on their attained levels of formal education; prior training and exposure; experience; as well as the level of sophistication of their various duties and responsibilities.

The said respective training is needed in order to empower them to acquire enhanced capacity to execute their *ecosystem* and *biodiversity conservation-related* duties and responsibilities more effectively and efficiently. The said duties and responsibilities are with respect to the mandatory functions of their respective Institutions (UWA and NFA) – as per their Missions and Strategic Objectives; as well as with regard to their “*new*”/“*future*” roles – as per the desired and planned *results* of the KCL Project – duly articulated in the *Project Results Framework*. The required training ranges between intermediate and advanced training programs – especially for managerial and technical staff; to tailor-designed, or regular short courses; or even workshops and retreats – offered by suitable Training Service Providers; as well as study tours/exposure visits – as will be deemed most appropriate, affordable and cost-effective. Consideration will also have to be given to ensuring that any training intervention does not significantly disrupt the optimum, or reasonable day-to-day functioning of the respective PA Entities and their respective “Parent” Institutions.

The entire report comprises the Main Report and six (6) Annexes thereto, namely; **Annexes 1, 2, 3, 4, 5 and 6**. The Main Report documents: the Background to the Assignment; the Approach to Work and Methodology employed; largely summarized findings of the Assignment – including a summary of the main findings of the CA and TNA for KCL PA Staff; a summary of the corresponding tailor-designed Training Program (2016 – 2017); as well as overall conclusions and recommendations for the way forward. **Annex 1** documents **the detailed findings of the CA and TNA** for KCL PA Staff; while **Annex 2** documents the corresponding **detailed tailor-designed Training Program** (2016 – 2017). **Annex 3** presents the Terms of Reference (TOR) for the Assignment; **Annex 4** presents the list of key Documents/Materials reviewed; **Annex 5** presents the list of Persons Met/Consulted; while **Annex 6** presents the key Instruments Employed in Constructive Engagement and Primary data/information collection with regard to PA staff – for the purpose of Competency and Training Needs Assessment.

1: Background

1.1. Overview

This Consultancy Assignment was commissioned by the National Environment Management Authority (NEMA) – on behalf of the Government of Uganda, and in its capacity as the Implementing Partner of the Kidepo Critical Landscape (KCL) Project – to carry out Competency Assessment (CA) and Training Needs Assessment (TNA) for Protected Area (PA) Staff of the KCL – with a view to: determining the necessary training for the said PA Staff and designing an appropriate Training Program for the same staff.

The overall purpose of the Assignment was stipulated as: to assess the competencies of the Staff of the Protected Area (PA) systems – within the KCL – in planning, administration, conflict resolution, policing and enforcement – as well as and upon which basis – to carry out a Training Needs Assessment (TNA) for the said staff; to, accordingly, propose the necessary training for the said staff to address the needs to be identified; and to propose an appropriate Training Program for the said staff.

It was further understood that the above-noted desired Competency Assessment, as well as TNA and Training Program design, were anchored within the **broader conceptual** and **strategic context**, characterized by the **overall “aim”** of the KCL Project of: *“strengthening management effectiveness of the Kidepo Critical Landscape (KCL) protected area systems and integrating protected area management in a wider landscape approach”*. Accordingly, the needed competency assessment, TNA and training program design, were further anchored in the **strategic consideration** that the above-noted desired *strengthening of management effectiveness of the KCL protected area systems and integrating protected area management in a wider landscape approach* can best be achieved through, inter alia, ensuring that PA staff are duly equipped with **optimum levels** of all **the necessary** kinds of **competencies** in all their areas of mandate, responsibility and operation – most importantly, in planning, administration, conflict resolution, policing and enforcement.

1.2. Organization of the Report

Against the above background, the entire report comprises this Main Report and six (6) Annexes thereto, namely; **Annexes 1, 2, 3, 4, 5 and 6**. The Main Report documents: the Background to the Assignment; the Approach to Work and Methodology employed; largely summarized findings of the Assignment – including a summary of the main findings of the CA and TNA for KCL PA Staff; a summary of the corresponding tailor-designed Training Program (2016 – 2017); as well as overall conclusions and recommendations for the way forward. **Annex 1** documents **the detailed findings of the CA and TNA** for KCL PA Staff; while Annex 2 documents the corresponding **detailed tailor-designed Training Program** (2016 – 2017). Furthermore, **Annex 3** presents the Terms of Reference (TOR) for the Assignment; **Annex 4** presents the list of key Documents/Materials reviewed; **Annex 5** presents the list of Persons Met/Consulted in the course of Assignment execution; and **Annex 6** presents the key Instruments Employed in Constructive Engagement and Primary data/information collection with regard to PA staff – for the purpose of Competency and Training Needs Assessment.

2: Approach to Work and Methodology Employed

2.1. Overview

First, the Competency Assessment (CA) and Training Needs Assessment (TNA) for KCL PA Staff, as well as the design of the Training Program for the same staff, were executed with the guidance of a **rigorous Conceptual and Analytical Framework** and basis developed by the Consultant. In accordance with this framework, inter alia, the **central focus** of the Consultant in the execution of this assignment was on **identifying** and **uncovering gaps, deficiencies, or discrepancies** between the **desired optimum performance capacities** for all the PA Staff on the one hand, and their **actual existing performance capacities** on the ground, on the other – with regard to the functions that they have to execute and the outputs that they have to deliver – now and in the future. This would be mainly achieved through competency assessment for all PA staff; and carrying out a TNA for the same staff. Subsequently and on **the basis** of the **scientifically established findings**, the Consultant then, proceeded to determine and propose the necessary training; as well as to design and prepare the necessary and appropriate Training Program. The main objective of the Training Program is to facilitate **performance improvement** – among all the respective PA Staff – in the area of ecosystem and biodiversity conservation for ENR sustainability and sustainable development in pursuit of: the visions, missions and objectives, as well as desired outcomes and impacts of their respective Institutions (UWA and NFA); as well as of the KCL Project.

Secondly, a largely **flexible, participatory, consultative** and **iterative Approach to Work, Strategy and Methodology** were employed throughout the assignment execution process.

This approach was considered to be the most appropriate to the nature of the tasks at hand and to the essence of the objectives and deliverables pursued; as well as to the manner in which the Client wished the assignment to be executed. It was chosen and considered by the Consultant to be the most appropriate, inter alia, because of the fact that the Competencies of KCL PA Staff that had to be assessed; their Training Needs that also had to be assessed; the necessary training that had to be determined and proposed; as well the corresponding staff Training Program that had to be designed and prepared – all directly affect each of the PA members Staff in the KCL (including Managers, Supervisors and operational staff). The above-noted considerations do, similarly, concern – in one way, or another – various other actors/stakeholders within the “KCL system” – including, inter alia: members of KCL Project Management; relevant officials of NEMA, NFA and UWA; and the actual KCL PA systems (comprising Kidepo Valley National Park (KVNP), Karenga Community Wildlife Area, and the six (6) Central Forest Reserves (CFRs) of: Nyangea-Napore, Timu, Morungole, Orom, Lwala and Zulia). They also concern relevant actors/stakeholders within the Local Governments of the six KCL stakeholder Districts of Kaabong; Kotido; Abim; Otuke; Agago; and Kitgum.

In addition, the above-noted assessments and deliverables are – in particular – also integral parts of the **Human Resource Management & Development (HRM/D) Strategies** of UWA and NFA; and – in general – integral parts of the overall **Human Resource Management & Development (HRM/D) Strategy** of the KCL Project – which is directly linked to the Project’s overall goal; and is also linked – in various ways – to the activities and performance of various

actors/stakeholders in the KCL Project. In a related way, the execution of an assignment like this one, required the analysis of a wide range of Project Management factors – relating to its goal, objectives, operations and outputs, as well as planned/desired outcomes and impacts – for which it exists.

Furthermore, since all the above-noted objectives and deliverables of the assignment were aimed at **facilitating performance improvement** for all PA Staff, their full participation was considered to be absolutely necessary to ensure “ownership” and successful operationalization of the said objectives and deliverables. Similarly, since PA staff performance improvement is also, inter alia, aimed at achieving **overall Project effectiveness** and **results**, this *participatory approach* was considered to play a crucial role in cultivating, inculcating and ensuring the much-needed spirits and senses of: “**constructive stake**” and “**collective responsibility**”, as well as “**buy-in**”, among all the relevant actors/stakeholders.

2.2. The Assignment Execution Phases and Methodology

The assignment was executed through **three (3) main phases** (iteratively wherever necessary) – with all phases closely inter-related; and each involving a set of tasks/activities and outputs. These, ultimately, culminated into the overall assignment deliverables – as stipulated in the TOR. In summary, the said Phases included: Phases 1 and 2 – relating to mobilization, scoping and planning; and Phase 3, which involved the **actual assignment execution** – focusing on the major *Activities/Tasks*, as well as Deliverables of the assignment – in accordance with the requirements of the TOR.

2.3. Major Cross-cutting Data/Information Management Techniques

In line with the above-summarized *overall* Approach to Work and Methodology, a number of major *cross-cutting* techniques were meticulously employed concurrently with particular regard to data/information management, reporting and presentation of outputs – throughout assignment execution, up to its end. These were a combination of mainly **Participatory Analytical Techniques (PAT)** of consultation; data/information collection and analysis; as well as presentation, as summarized below.

- Comprehensive review of all relevant secondary materials/information – including relevant documents, reports and other records (mainly using the Content Analysis technique). Annex 4 to this report presents the list of key documents/materials reviewed/studied in the course of Assignment execution.
- Focus Group Discussions (FGDs) – with a range of actors/stakeholders in the Field (KCL) – to elicit from them necessary primary data/information. The major actors/stakeholders consulted using this technique included, inter alia, selected leaders and staff of the KCL Local Governments consulted at their various District Headquarters.
- Key Informant Interviews (KIIs) – both within KCL and in the major partner/stakeholder institutions (NEMA; UWA and NFA) – to elicit from them necessary primary data/information. The major actors/stakeholders consulted using this technique included Top level Managers of NEMA, UWA and KVCA, as well as of NFA (both at the Headquarters and in KCL).
- Use of structured data/information collection instruments (for Competency Assessment and TNA for each PA Staff that was made available to participate in these vital processes – using meticulously designed and administered CA and TNA Instruments respectively). The said CA and TNA Instruments that were employed are presented in Annex 6 to this report.
- Observation and Benchmarking.
- The techniques also included the Workshop Method (for Draft Report presentation and Validation).

2.4. Data/Information Collection, Processing and Analysis

Data/information that were gathered from FGDs, KIs and other consultations/engagements were largely processed and analyzed qualitatively, as well as summarized and presented in appropriate formats. Subsequently, the Consultant utilized these 'raw inputs' in overall analyses and interpretations, in accordance with the desired outputs of the assignment.

Processing and analysis of data/information that were gathered from the CA and TNA Instruments – using appropriate techniques – mainly involved, inter alia, sorting; cross-checking of stated/expressed competency status and training needs – with relevant benchmarks (including Job Descriptions, Person Specifications, Performance Appraisal reports, as well as other pieces of reliable information accessed by the Consultant); and ranking of established competency/capacity deficiencies. Each filled Competency Assessment Instrument and TNA Instrument – for each PA Staff – was analyzed – together with other relevant information – to establish the competencies he/she actually needs to perform his/her job optimally – in accordance with his/her Job Description and Person Specifications – focusing on those areas, which constitute significant capacity deficiencies – *significant enough to warrant training* – to enable the concerned PA staff to perform his/her job to the desired levels.

On the basis of the findings, their interpretations and conclusions, the Consultant has proceeded to prepare the necessary CA and TNA reports. The Consultant has also, subsequently, documented the established necessary training and carried out the required designing and preparation of the Staff Training Program (2016 – 2017) – as per the requirements of the TOR.

3: Strategic Context of the Competency Assessment and Training Needs Assessments for KCL PA Staff

3.1. Overview

First, against the background documented in the foregoing Sections, Section 4.0 of this report presents the Findings of the Competency Assessment (CA) for KCL PA Staff (for UWA and NFA); while Section 5.0 documents the corresponding Findings of the Training Needs Assessment (TNA) for the same staff.

Secondly, in line with the *Conceptual and Analytical Framework* summarized under Sub-section 2.1 of this report, the CA and TNA for KCL PA staff were also meticulously carried out in pursuit of, and partly guided by, a number “other” **strategic considerations** – besides the *overall “goal”, “aim” and objectives* of the KCL Project – which have already been documented. The said “other” “strategic aspects” that were taken into consideration and also partly guided that CA and TNA, include, inter alia, the Visions; Missions; Strategic Objectives; and Key Result Areas of the two “Parent” Institutions for the KCL PA Entities, for which the said CA and TNA were carried out, namely; UWA – for the KVCA; and the NFA – for the six KCL CFRs. In addition, also taken into consideration was the General Management Plan (GMP) (2012 – 2022) for the KVCA; and **major aspirations/desired results** for the six KCL CFRs.

Thirdly, also taken into account in determining the summary and detailed Competency gaps and needs, as well as the corresponding Training Needs for PA Staff, were the **assessments** and **inputs** made by the various KCL **Stakeholder District Local Governments** that were consulted during fieldwork – as per the requirements of the TOR.

The above-noted “**strategic aspects**” were effectively utilized as important *guides* and *considerations* to be taken into account, largely in recognition of the fundamental Human Resource Management/Development principle that: *the demand for Human Resources of any kind, as well as the rationale for any major investment in the development of such Human Resources (including training), are essentially derived from the goods and/or services that such Human Resources are required to produce and/or provide.* Hence, the Visions, Missions, Strategic Objectives, planned/desired outcomes and impacts, targets, plans/programs, desired outputs/deliverables, and corresponding activities of both the KCL Project and the respective PA Entities, as well as their Parent Institutions (UWA and NFA), constituted important elements of **the basis** upon which: Competencies of their respective PA Staff had to be assessed; their corresponding TNA had to be appropriately carried out; and the desired corresponding Training Program had to be designed. As already noted, all the above were done with a view to enhancing PA staff performance – all in pursuit of the above-noted desired results – at both the KCL Project and PA Entity/Institutional levels.

Thus, summarized in the Sub-sections that follow are the main identified “**other strategic aspects**” of the respective KCL PA Entities/Institutions that were considered to be **most relevant** for this Assignment.

3.2. The UWA and its KVCA

As regards the UWA, its **Vision** is stipulated as: “To be a leading self-sustaining conservation agency with healthy ecosystems that transforms Uganda into an outstanding ecotourism destination in the world”; while its **Mission** is stated as: “To conserve, economically develop and sustainably manage the wildlife and protected areas of Uganda, in partnership with the neighboring communities and other stakeholders for the benefit of the people of Uganda and the global community”. Also important in this regard, are the **Core Values** of the Authority, which are articulated as: Commitment to conservation; Team work; Customer care and quality service; Professionalism; and Integrity.

In addition, the **Strategic Goal**, which the Authority aims to achieve through its current Strategic Plan (2013 – 2018), is: “To have sustainably managed wildlife areas that are providing enjoyment, supporting community livelihoods and contributing to National development”. In a related way, through implementation of the above-noted Strategic Plan (2013 – 2018), UWA is committed to, inter alia, comprehensively addressing the **key identified organizational challenges/critical issues**, the most important ones of which are: Restoring and maintaining healthy Ecosystems; Management of the Human-wildlife conflict; Achieving financial self sustainability; and Improvement of the Infrastructure and equipment.

Furthermore, UWA’s summarized **Key Result Areas** for the Plan Period 2013 – 2018 are articulated in its Strategic Plan (2013 – 2018), as including: Resource conservation and management; Research and Ecological Monitoring; Capacity Development; Community Conservation; Tourism development and financial sustainability; as well as Governance and Corporate Affairs.

In line with the above-noted UWA-level aspirations and desired *results*, summarized below are among the most important **aspirations/desired results**, as well as planned interventions – with **particular regard to the KVCA** – documented in the Kidepo Valley National Park (KVNP) General Management Plan (2012 – 2022) that are most relevant to the Competency Assessment, Training Needs Assessment and the corresponding Training Program – which constitute the “main subject” of this Assignment. First, it is documented in KVNP’s General Management Plan (GMP) (2012 – 2022), inter alia, that: the current Overall KVNP Management Purpose is defined as: “To conserve KVNP as one of Africa’s true wilderness areas with its serenity, unique flora and fauna, beautiful landscape, while maintaining its ecosystem services for sustainable development”. Furthermore, a number of priority actions under different management programs were identified and documented in the same GMP, namely; Resource conservation; Community conservation; Park operations; Ecological Monitoring and Research; and Tourism revenue generation.

Lastly, the major **Human Resource Development-related priorities** of UWA in general – including those for KVCA in particular (focusing on **staff Competencies** and **capacity building** – including **staff training**), that are documented in the Authority’s Strategic Plan (2013 – 2018) and KVNP’s GMP (2012 – 2022), are as summarized below. First, in the Authority’s Strategic Plan (2013 – 2018), it is asserted, inter alia, that:

*“UWA recognizes **human resource as one of the most important resources** in achieving its mandate. The organization is committed to ensuring that this resource is developed through **training**, provision of logistical needs, as well as improved infrastructure for its staff to effectively and efficiently perform their duties and contribute to the achievement of the overall goal. To address the gaps in staffing needs for effective protected area management, efforts have been made to recruit and **train** new staff. In the next five years, therefore, emphasis will be put on staff replacement, **training** and **capacity development**”.*

Similarly, documented in KVNP's General Management Plan (2012 – 2022), among the priority actions to be taken during the Plan Period include: *“Employing and **training** community rangers in sub-counties surrounding the park”; and “Conducting **staff training** in customer care, tour guiding, fire management, crime handling and prosecution procedures, and Financial management”.*

3.3. The NFA and its Six KCL CFRs

Regarding the NFA – the “Parent” Institution of the six KCL CFRs – its Vision is stipulated in its Business Plan (2009 – 2014)¹ as: *“A sufficiently forested, ecologically stable and economically prosperous Uganda”; while its **Mission** is stated as: “to manage the Central Forest Reserves on a sustainable basis, and to supply high quality forestry-related products and services to Government, local communities and the private sector”.* NFA's stated **Core Values** are: *integrity, excellence and transparency*; while the Authority's Business Plan (2009 – 2014) Theme is: *“sustainable forest management and utilization”.*

In a related way, the **Strategic Objectives** (under each of which are a number of **articulated priority areas**) – which the Authority aimed to pursue through its Business Plan (2009 – 2014)² are as summarized below:

- 1) **Improve Management of the Central Forest Reserves** – targeting improved conservation of biodiversity, sustainable yield of forest products and environmental health through agreed plans, research, investments, and responsible management.
- 2) **Expand Partnership Arrangements** – with a wide range of stakeholders, aiming at increasing the area of forest cover, responsible management of CFRs, new investments, benefit sharing, and efficient resource utilization.
- 3) **Equitably Supply Forest & Non-Forest Products and Services** – aiming at providing both the public and private consumers, on commercial basis, with quality forest products, planting materials, forest services, and other non-forest products & services, such as maps and technical advice, taking due consideration of the livelihoods of the forest adjacent communities.
- 4) **Organizational sustainability** – including all aspects of sustainability required for an organization's stability that engenders environmentally conscious economic and social progress.

In line with the foregoing NFA's strategic objectives, summarized below are among the most important **aspirations/ desired results**, as well as planned interventions³ with **particular regard to the six KCL CFRs**⁴, that are most relevant to the Competency Assessment, Training Needs Assessment and the corresponding Training Program – which constitute the “main subject” of this Assignment. First, the “**Mission**” for all the CFRs in KCL is stated as: *“To improve management standards so as to raise economic values of natural forests and restore the forest integrity”.* Accordingly, the **strategic** and **operational objectives** for **each of the CFRs** are as outlined below:

As regards **Zulia**, the strategic and operational objectives are stated as: (1) *“To manage the natural vegetation so as to protect and conserve the ecological and productivity functions of the forest”; and (2) “To expand partnership arrangements, as well as supply forest and non-forest products and services”.* For **Timu**, the strategic objective is stated as: *“To manage the natural vegetation so as to protect and conserve the ecological functions and productivity functions of the forest”.*

With regard to **Morungole**, the strategic and operational objectives are documented as: (1) *“To improve the management of the Central Forest Reserve”; and (2) “To expand partnership arrangements, as well as supply of forest and non-forest products and services”.*

¹ This is the Business Plan currently in use – as the “successor” Business Plan (2015 – 2019) is in the process of being developed

² Same as in Footnote 1 above.

³ Source: Sector Manager, Agoro-Agu/NFA-KCL Project Field Contact Person

⁴ The six KCL CFRs are: Zulia, Timu, Morungole, Nyangea-Napore, Orom and Lwala.

Regarding **Nyangea-Napore**, the CFR's strategic objective is stipulated as: *"To improve management standards so as to raise economic values of the natural forest and to restore the forest.* As regards Orom, the CFR's strategic and operational objectives are documented as: (1) *"To improve the management of the Central Forest Reserve";* and (2) *"To expand partnership arrangements, as well as supply of forest and non-forest products and services".*

For **Lwala**, just like Zulia, its strategic and operational objectives are articulated as: (1) *"To manage the natural vegetation so as to protect and conserve the ecological and productivity functions of the forest";* and (2) *"To expand partnership arrangements, as well as supply forest and non-forest products and services".*

Lastly, the major **Human Resource Development-related priorities** of NFA in general – including those for the six KCL CFRs in particular (focusing on **staff Competencies** and capacity building – including **staff training**) – that are documented in the Authority's Business Plan (2009 – 2014), as well as its Annual/M&E Reports – especially for FY 2013/14 – are as summarized below. In NFA's Business Plan (2009 – 2014), under STRATEGIC OBJECTIVE 4, Priority Area 3: *"Strengthen the Human Resource Capacity of NFA"*, it is documented, inter alia, that: *"... NFA will pro-actively increase staff skills through **hands-on training** and planned **short-term vocational training** in specialized disciplines".* In a related way, it is documented in the Authority's Annual Report (2013/14), under Sub-section 4.1: *"Constraints and Lessons Learnt"*, inter alia, that: *"Inadequate infrastructure, transport requirements, stakeholder participation, coupled with **insufficient human and financial capacity**, continue to limit effective and efficient forest management in all Central Forest Reserves".*

4: Findings of the Competency Assessment for Kcl Protected Area Staff

4.1. Findings of the Competency Assessment at the Broad and Summary Level

Against the background documented in the foregoing Sections, the Competency Assessment for KCL PA staff – at the **broad** and **summary** level – was carried out at the **PA Entity** and **Occupational Category** levels – with regard to each of the KCL PA Entities (under UWA and NFA). This involved the identification of cross-cutting **priority** Competency gaps with regard to PA staff vis-à-vis the tasks and functions that they currently have to efficiently execute and perform in pursuit of their respective organizational missions and objectives – particularly as stipulated by their Job Descriptions – on the one hand; and the additional “*new*”/“*future*” ones that they have to execute as per the respective requirements of the KCL Project *Results Framework*⁵.

Matrix 1 documents summaries of the identified **Priority** and **Cross-cutting Competency Needs – at the Institutional/Entity** level – as well as their justifications⁶ – for each of the two (2) Protected Area Entities of the KCL, namely; the KVCA of the UWA; and the six CFRs⁷ of the NFA.

4.2. Detailed Findings of the Competency Assessment

Details of the findings of the entire Competency Assessment – with regard to each engaged⁸ PA member of staff for both Protected Area Entities (i.e. KVCA/KVNP of UWA and the Six CFRs of NFA respectively) – are documented in Matrix 3 and Matrix 4 in **Annex 1** to this report.

⁵ The said KCL Project Results Framework – which duly articulates, inter alia, the summary of the KCL Project Strategic Objectives and their corresponding OVIs; the Project’s Baselines and EOP Indicators; as well as the entities responsible for the various Results, is presented on Pages 79 to 91 of the KCL Project Design Document

⁶ These were articulated/reported by Top Managements of the two (2) “Parent” Institutions of the respective KCL Protected Area Entities (KVCA and the six CFRs), namely; UWA and NFA.

⁷ The six (6) KCL Central Forest Reserves (CFRs) are: Nyangea-Napore, Timu, Morungole, Orom, Lwala and Zulia.

⁸ The said detailed findings of the CA are with regard to all the PA Members of Staff of the KVNP that were made available to the Consultant for technical and constructive engagement in the process of CA and TNA during Fieldwork – out of the total number of KVCA PA Members of staff. KVCA Top Management assured the Consultant that those were the ones that they were able to make available to the Consultant during that time – and an agreement was reached with the said KVCA Top Management to work with those that were available. The same applied to the NFA PA Staff in that, out of the total PA Staff involved with the six (6) KCL CFRs, six (6) members of staff were made available to the Consultant for technical and constructive engagement in the process of CA and TNA during Fieldwork – and an agreement was reached with the responsible NFA Managers that the Consultant should work with those that were available. However, NFA Management ultimately confirmed that four (4) of these, were actually the substantive NFA Staff.

Matrix 1: Summary of Identified Priority Cross-cutting Competency Needs at Protected Area Entity Level (as Expressed by the UWA and NFA)

Protected Area Entity/Institution	Identified <i>Priority Cross-cutting Competency Needs</i>
Kidepo Valley Conservation Area (KVCA) of UWA	<p>With regard to All Staff:</p> <p>(1) Knowledge & skills in Customer Care.</p> <p>(2) Knowledge & skills in Public Relations (including with neighbouring communities)⁹.</p> <p>(3) Basic Knowledge & skills in Fire management.</p> <p>(4) Knowledge & skills in constructive Community Engagement & Mobilization¹⁰.</p> <p>(5) Knowledge & skills in use of participatory methodologies¹¹.</p>
	<p>With regard to All Managers (Assistant Wardens and above):</p> <p>(1) Knowledge & skills in Conflict Management.</p> <p>(2) Intermediate to advanced Knowledge & skills in Wildlife Management.</p>
	<p>With regard to Rangers¹²:</p> <p>(1) Basic Knowledge & skills in Wildlife Management (including problem animals).</p> <p>(2) Basic Knowledge & skills in Investigation and Intelligence gathering.</p> <p>(3) Basic Knowledge & skills in First aid management.</p>
	<p>With regard to Law Enforcement Staff:</p> <p>(1) Basic Knowledge & skills in Investigation and Intelligence gathering.</p> <p>(2) Knowledge & skills in Statement recording; prosecution; and suspect handling.</p> <p>(3) Knowledge & skills in Radio Communication & maintenance.</p>
	<p>With regard to Finance & Administration Staff:</p> <p>Knowledge & skills in management of the Cashless system.</p>
	<p>With regard to Drivers:</p> <p>Proficiency in Defensive Driving skills.</p>
	<p>Further Priority <u>Cross-cutting Competency Needs</u> Identified especially for Rangers (with regard to <u>Wildlife Resource-based Ecosystem & Biodiversity Conservation</u>):</p> <p>General knowledge & understanding of Sustainable Development; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Basic Analytical, coordination and networking skills; Basic report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in conflict prevention and management; Basic knowledge & skills in conflict mapping; Basic negotiation & consensus building skills; Basic skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in community mobilization for Wildlife resource monitoring & reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; and Basic knowledge and skills in use of GPS technology.</p>

⁹ This was also emphasized by some of the KCL District Local Government actors/stakeholders consulted during Fieldwork.

¹⁰ This was also emphasized by some of the KCL District Local Government actors/stakeholders consulted during Fieldwork. Same as in Footnote 10 above.

¹¹ Same as in Footnote 10 above.

¹² With particular regard to Rangers of the KVCA, it was established, inter alia, that their levels of Basic Education are generally low largely due to the fact KVNP is remotely located, hence, "sustainable" recruitment is mainly restricted to the neighboring communities – which are characterized by limited numbers of moderately to highly educated persons. Accordingly, UWA's practical strategy is to recruit those available – albeit with low basic education – and to give them paramilitary Ranger training – followed by, if resources permit, Basic Wildlife Management training.

¹³ The six (6) KCL Central Forest Reserves (CFRs) are: Nyangea-Napore, Timu, Morungole, Orom, Lwala and Zulia.

¹⁴ This was also emphasized by some of the KCL District Local Government actors/stakeholders consulted during Fieldwork.

¹⁵ This was also emphasized by some of the KCL District Local Government actors/stakeholders consulted during Fieldwork.

Protected Area Entity/Institution	Identified <i>Priority Cross-cutting</i> Competency Needs
The Six KCL Central Forest Reserves (CFRs) ¹³ of NFA	<p>With regard to Sector Managers:</p> <ul style="list-style-type: none"> (1) Basic managerial and administrative knowledge and skills. (2) Basic knowledge & skills in Human Resource Management & Development. (3) Knowledge & skills in use of GPS Technology¹⁴.
	<p>With regard to Forest Supervisors:</p> <ul style="list-style-type: none"> (1) Knowledge & skills in constructive Community Engagement & Mobilization¹⁵. (2) Knowledge & skills in use of participatory methodologies¹⁶. (3) Knowledge & skills in use of GPS Technology
	<p>With regard to Accounts Assistants:</p> <ul style="list-style-type: none"> (1) Knowledge and skills in Financial Management & Administration. (2) Basic knowledge & skills in Human Resource Management (including management of Performance Appraisals and HR records management). (3) Knowledge & skills in logistics management, including fleet management.
	<p>With regard to Transport Assistants:</p> <ul style="list-style-type: none"> (1) Interpersonal and public relations skills. (2) Knowledge and skills in Customer care. (3) Proficiency skills in Defensive Driving. (4) All other skills necessary for providing a complete Transport Service package

¹⁶ Same as in Footnote 15 above.

5: Findings of the Training Needs Assessment (TNA) For KCL PA Staff

5.1. Findings of the TNA at the Broad and Summary Level

In a similar way to the **summary cross-cutting** Competency Assessment documented under Sub-section 4.0, at the **summary level**, the assessment of Training Needs for KCL PA staff was also carried out at the **PA Entity and Occupational Category levels** – with regard to each of the KCL PA Entities (under UWA and NFA). This involved the identification of cross-cutting Competency gaps, as well as the corresponding **priority cross-cutting Training Needs** – with regard to respective PA staff vis-à-vis the tasks and functions that they currently have to effectively and efficiently execute and perform in pursuit of their respective organizations’ missions and objectives – particularly as stipulated by their Job Descriptions – on the one hand, and the additional “new/future” ones that they have to execute as per the respective requirements of the KCL Project *Results Framework*¹⁷.

Matrix 2 documents **summaries** of the identified **Priority and Cross-cutting Training Needs** – as well as their justifications¹⁸ – for each of the two (2) Protected Area Entities/institutions of the KCL, namely; the KVCA of UWA; and the six CFRs¹⁹ of the NFA – at the *Entity* level.

5.2. Detailed Findings of the TNA

Details of the findings of the **entire Training Needs Assessment** – with regard to each engaged²⁰ PA member of staff for both Protected Area Entities (i.e. KVCA/KVNP of UWA and the Six CFRs of NFA respectively) – are documented in Matrix 5 and Matrix 6 in **Annex 1** to this report.

The said **detailed** Training Needs were, inter alia, established **in consultation with Top Managements** of the two (2) “Parent” Institutions of the respective KCL Protected Area Entities²¹ – with a view to ensuring that they are both accurate and “owned” by the principal stakeholders of the TNA.

It should also be noted that, in addition to the detailed Training Needs documented in Matrix 5 and Matrix 6 respectively, for each of the respective individual PA Staff (for UWA and NFA), shall be added – wherever necessary – the established **priority and cross-cutting Training Needs**²² for each respective staff category under which the respective PA Staff falls – which are documented in Matrix 2 of this report.

¹⁷ As already indicated under Footnote 5.

¹⁸ These were articulated/reported by Top Managements of the two (2) Parent Institutions of the respective KCL Protected Area Entities (KVCA and the six CFRs), namely; UWA and NFA.

¹⁹ The six (6) KCL Central Forest Reserves (CFRs) are: Nyangea-Napore, Timu, Morungole, Orom, Lwala and Zulia.

²⁰ In the same way as for the Competency Assessment (CA), the said **detailed findings of the TNA** are with regard to all the PA Members of Staff of KVNP that were made available to the Consultant for technical and constructive engagement in the process of CA and TNA during Fieldwork – out of the total number of KVNP PA Members of staff. KVCA Top Management assured the Consultant that those were the ones that they were able to make available to the Consultant during that time – and an agreement was reached with the said KVCA Top Management for the Consultant to work with those that were made available. The same applied to the NFA PA Staff in that, out of the total PA Staff involved with the six (6) KCL CFRs, six (6) members of staff were made available to the Consultant for technical and constructive engagement in the process of CA and TNA during Fieldwork – and an agreement was reached with the responsible NFA Managers that the Consultant should work with those that were made available. However, NFA Management ultimately confirmed that four (4) of these, were actually the substantive NFA Staff.

²¹ These are: the KVCA of the UWA; and the six CFRs of the NFA.

²² As already indicated, these **priority and cross-cutting Training Needs** were articulated/reported by Top Managements of the two (2) “Parent” Institutions of the respective KCL Protected Entities (KVCA and the six CFRs), namely; UWA and NFA.

Matrix 2: Summary of Identified Priority Cross-cutting Training Needs at Protected Area Entity Level (as Expressed by the UWA and NFA)

Protected Area Entity/Institution	Identified <i>Priority Cross-cutting</i> Competency Needs
Kidepo Valley Conservation Area (KVCA) of UWA	<p>With regard to All Staff:</p> <ul style="list-style-type: none"> (1) Basic to Intermediate Training in Customer Care. (2) Basic to Intermediate Training in Public Relations (including with neighbouring communities²³). (3) Basic Training in Fire management. (4) Basic to Intermediate Training in constructive Community Engagement & Mobilization²⁴. (5) Basic to Intermediate Training in use of participatory methodologies²⁵.
	<p>With regard to All Managers (Assistant Wardens and above):</p> <ul style="list-style-type: none"> (1) Basic to Intermediate Training in Conflict Management. (2) Basic to advanced Training in Wildlife Management.
	<p>With regard to Rangers²⁶:</p> <ul style="list-style-type: none"> (1) Basic Training in Wildlife Management (including problem animals). (2) Basic Training in Investigation and Intelligence gathering. (3) Basic Training in First aid management.
	<p>With regard to Law Enforcement Staff:</p> <ul style="list-style-type: none"> (1) Basic Training in Investigation and Intelligence gathering. (2) Basic to Intermediate Training in Statement recording; suspect handling and prosecution. (3) Intermediate Training in Radio Communication & maintenance.
	<p>With regard to Finance & Administration Staff:</p> <p>Basic to Intermediate Training in management of the Cashless system.</p>
	<p>With regard to Drivers:</p> <p>Refresher Training in Defensive Driving.</p>

²³ This was also emphasized by some of the KCL District Local Government actors/stakeholders consulted during Fieldwork.
²⁴ This was also emphasized by some of the KCL District Local Government actors/stakeholders consulted during Fieldwork.
²⁵ Same as in Footnote 24 above.
²⁶ With particular regard to Rangers of the KVCA, it was established, inter alia, their levels of Basic Education are generally low largely due to the fact KVNP is remotely located, hence, “sustainable” recruitment is mainly restricted to the neighboring communities – which are characterized by limited numbers of moderate to highly educated persons. Accordingly, UWA’s practical strategy is to recruit those available – albeit with low basic education – and to give them paramilitary Ranger training – followed by, if resources permit, Basic Wildlife Management training.
²⁷ The six (6) KCL Central Forest Reserves (CFRs) are: Nyangea-Napore, Timu, Morungole, Orom, Lwala and Zulia.
²⁸ This was also emphasized by some of the KCL District Local Government actors/stakeholders consulted during Fieldwork.
²⁹ This also emphasized by some of the KCL District Local Government actors/stakeholders consulted during Fieldwork.
³⁰ Same as in Footnote 29 above.

Protected Area Entity/Institution	Identified Priority Cross-cutting Competency Needs
The Six KCL Central Forest Reserves (CFRs) ²⁷ of NFA	<p>With regard to Sector Managers:</p> <ul style="list-style-type: none"> (1) Basic Training in Management and Administration. (2) Basic Training in Human Resource Management & Development. (3) Basic to advanced Training in use of GPS Technology²⁸.
	<p>With regard to Forest Supervisors:</p> <ul style="list-style-type: none"> (1) Basic to Intermediate Training in constructive Community Engagement & Mobilization²⁹. (2) Basic to Intermediate Training in use of participatory methodologies³⁰. (3) Basic to Intermediate Training in use of GPS Technology.
	<p>With regard to Accounts Assistants:</p> <ul style="list-style-type: none"> (1) Intermediate Training in Financial Management & Administration. (2) Basic Training in Human Resource Management (including management of Performance Appraisals and HR records management). (3) Basic to Intermediate Training in logistics management, including fleet management.
	<p>With regard to Transport Assistants:</p> <ul style="list-style-type: none"> (1) Basic to Intermediate Training in Interpersonal and public relations. (2) Basic to Intermediate Training in Customer care. (3) Refresher Training in Defensive Driving. (4) Basic to Intermediate Training to acquire all other competencies necessary for providing a complete Transport Service package.

6: The Tailor-Designed Training Program for KCL PA Staff

6.1. Overview

The Training Program for PA Staff of the KVCA of UWA and for the six KCL CFRs of NFA (Managerial/technical, Supervisory/administrative, Operational/technical, as well as Operational/support) – **whose details** with regard to each engaged and assessed PA staff **are documented in Annex 2** to this report – has been **tailor-designed** on the basis of the **broad and detailed findings** of the Competency Assessment (CA) and Training Needs Assessment (TNA) – which are duly documented in this report and **Annex 1** thereto. As already noted, the CA and TNA, themselves, were carried out within their appropriate *broader contexts* – which are mainly characterized by: the relevant *strategic aspirations* and desired/planned *Results* of the KCL Entities in particular, and their “Parent” Institutions (UWA and NFA) in general, as well as the relevant strategic objectives, planned outputs and desired outcomes and impacts of the KCL Project³¹. In addition, the design of the entire Training Program has also been guided, inter alia, by the principles of **suitability, cost-effectiveness, practicability and flexibility**.

The Program has also been tailor-designed to – variously – address both the specialized and multi-faceted nature of individual KCL PA Staff’s duties and responsibilities – as the case may be – as well as the great **variations** in their **training, exposure and experience backgrounds**. This has been done in order to **respond effectively to each** PA member of staff’s priority **training needs** – as dictated by their largely diverse functions. In so doing, however, institution-wide competency and training concerns and priorities have also been duly taken care of.

The entire Training Program is documented **in three (3) inter-related matrices**, namely; Matrix 7; Matrix 8; and Matrix 9. Matrix 7 & Matrix 8 mainly document the **areas of training** (emanating from the duly established training needs for each individual PA member of staff – presented in Matrix 5 & Matrix 6, **Annex 1**) – spread out over the 2-year Training Program (2016 – 2017). These 2 Matrices (constituting *Component 1* of the Program), thus, distribute the training areas for each individual PA member of staff (year by year) over the 2-year Program period. This was done in such a way as to ensure that by the end of the Training Program, all the established priority training needs for each PA member of staff, will have been optimally addressed – without significantly disrupting his/her duties and responsibilities in his/her respective PA Entity (KVCA or KCL CFRs). Matrix 9 (constituting *Component 2* of the Program), summarises the training area categories, as well as the recommended possible Training Service Providers/institutions in each case.

The **ultimate objective** is to facilitate the achievement of *optimum human resource capacity* in each individual PA Staff (depending his/her duties and responsibilities, or role and contribution), in particular, and in the entire respective PA Entity, as a whole – to ensure improved performance of each respective Entity, in particular, and in general, to successfully contribute to the pursuit of the **overall “aim”** of the KCL Project of: “*strengthening management effectiveness of the Kidepo Critical Landscape (KCL) Protected Area systems and integrating Protected Area management in a wider landscape approach*”.

³¹ As per KCL Project Results Framework, documented in the KCL Project Document.

6.2. Major Guidelines for Effective Program Implementation and Management

Outlined below are **major guidelines** for ensuring that the Training Program (documented in detail in **Annex 2**) is effectively and efficiently implemented – at all levels – with a view to ensuring that it is results-oriented and achieves the objectives for which it has been designed:

- 1) The Consultant recommends, inter alia, that using *Components 1 & 2* described above, Program Implementation should be carried out as follows. In the case of each respective PA member of staff – for each PA Entity – during each Program year, Managers of the program shall:
 - a) Determine the training areas for the concerned PA member of staff from Matrix 7 & Matrix 8.
 - b) Determine the appropriate type of training to address each training area; the appropriate duration of training for each training area; as well as the preferred Training Service Provider from among the possible ones for each training area, documented in Matrix 9.
 - c) Make appropriate arrangements for training – either for the individual PA member of staff, or collectively (as recommended above) – with the preferred Training Service Provider.
 - d) Contract the preferred Training Service Provider to provide the service (either collectively, or through the concerned individual PA member of staff enrolling for training at the chosen institution).
 - e) Facilitate the individual PA member of staff or group of staff – as the case may be – to optimize utility (in terms of capacity enhancement) from the training received.
- 2) The Consultant also recommends that training areas, which are **common to many members** of PA Staff and are, hence, also PA *'entity-wide'* in nature, should, as far as practicable, be addressed in a **'collective'** manner. This will include organising **retreats** at 'departmental' or "entity' level – with the short-term *collective* training being tailor-designed (within the framework of the respective PA Entity's functions) – and provided by competent local or international training Consultants/private training service providers. This option has, among other benefits, the added advantage of being **cost-effective**.

Accordingly, the Consultant recommends that with **particular regard** to KCL PA members of staff (of the KVCA and the six KCL CFRs), who fall in **Managerial** and **Supervisory** categories³², one of the **Options** to consider for training them in certain areas that are directly or indirectly related to **management/leadership knowledge and skills**, is as follows. Managers of the Training Program (both for the KVCA and the six KCL CFRs), should identify all **Managerial** and **Supervisory** PA members of staff – as specified above – with similar (*management/leadership-related*) **training needs**; and contract a competent Service Provider/Institution (from among those listed in Matrix 9, or otherwise), to **tailor-design** and implement a **collective Management Training program** covering all the (clustered) training needs – for all the identified staff at the same time. Under this arrangement, a decision can also be made to design the program **in phases**, so that it is not over-crowded and/or does not take too long – to the detriment of respective PA Entity's day-to-day operations that are handled by the affected **Managerial** and **Supervisory** members of staff. The program should preferably be implemented away from the usual premises of the respective PA Entity – to facilitate concentration and optimization of learning on the part of the participants. The above-noted **management/leadership-related** training areas are as listed below:

³² The said **Managerial** and **Supervisory** categories, in the Consultant's view, include **top** and **middle level Managers**, as well as **Supervisors** – within Entity structures of the KVCA (for UWA) and the six KCL CFRs (for NFA). With regard to the KVCA (under UWA), Top Management includes the Conservation Area Manager (CAM) and all the Wardens; while Middle Management and Supervisors mainly include the Assistant Wardens, as well as some members of the Administrative staff. As regards the six KCL CFRs (under NFA), the said **Managerial** and **Supervisory** category essentially includes the Sector Managers, the Forest Supervisors and the Accounts Assistants.

- Knowledge and skills in strategic planning & management.
- Knowledge and skills in program/project planning & management, including M&E.
- Knowledge and skills in participative management & change management.
- Decision-making skills.
- Skills in preparation and execution/management of budgets.
- Negotiation skills.
- Administration & supervision skills.
- Leadership skills.
- Knowledge & skills in Human resource planning, management & development.
- Knowledge & skills in team-building & management.
- Inter-personal and communication skills.
- Conflict management and consensus building skills.

Similarly, with regard to **all Rangers under KVCA of UWA**, it is recommended that the **Cross-cutting Competency Needs** identified for most of them – and documented in Matrix 1, should be addressed in a similar manner as recommended for the **Managerial** and **Supervisory** categories above – as regards **training of the respective Rangers**. The said Cross-cutting Competency Needs are as outlined below:

- General knowledge & understanding of Sustainable Development.
- General knowledge & understanding of Environment Management.
- General knowledge & understanding of ecosystem & biodiversity conservation.
- Basic Analytical, coordination and networking skills.
- Basic report preparation and presentation skills.
- Basic knowledge & skills in development and execution of action plans.
- Basic knowledge & skills in conflict prevention and management.
- Basic knowledge & skills in conflict mapping.
- Basic negotiation & consensus building skills.
- Basic skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management.
- Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting.
- Basic knowledge & skills in community mobilization for Wildlife resource monitoring & reporting.
- Basic knowledge of ecosystem & biodiversity conservation–related laws, agreements & protocols.
- Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.
- Basic knowledge and skills in use of GPS technology.

3) Furthermore, the Consultant recommends that while implementing the Training Program, Responsible Managers – in each case (i.e. the KVCA under UWA and the six KCL CFRs under NFA) – should be at liberty to exercise their *discretion and judgement* and choose any other Training Institution (outside those recommended in Matrix 9, Annex 2), that may come into their knowledge as a *more* suitable and competent one for cost-effectively training any of the PA members of staff in any given discipline or specialty. Accordingly, the Consultant further recommends to UWA and NFA Management to periodically monitor relevant Internet Websites for continuously emerging competent Training institutions – in the areas of: ENR Management (with emphasis on environmental sustainability (including climate change management)), sustainable development, wildlife conservation and

management, tourism development and management, forest and woodland resource management, as well as related areas – as highlighted by this TNA – with a view to identifying those that may be most suitable for PA staff in various disciplines or specialties – from time to time.

7: Overall Conclusions and Recommendations

7.1. Overall Conclusions

Suffice it to conclude here that given the statutory mandates, missions and strategic objectives of both UWA and NFA in general, and of their respective KCL PA Entities – namely, the KVCA and the six CFRs, in particular – the Competency Assessment and the TNA, as well as the corresponding Training Program, were **absolutely necessary**. This is because they are expected to significantly contribute to more effective and **results-oriented pursuit** of the missions and **strategic objectives** of both institutions, as well as to more effective and **results-oriented implementation** of the KCL Project.

Indeed, as is evident from the findings of the Competency Assessment and those of the TNA, all KCL PA staff do lack various kinds and degrees of vital competencies – and hence, urgently need various forms and degrees of training – in order to acquire optimum levels of capacity to execute their various **ecosystem and biodiversity conservation-related** functions more effectively and efficiently.

This is notwithstanding the fact that in general, most of the PA staff do possess various kinds and levels of competencies in accordance with their Job Descriptions – though for most KVCA Rangers, their major competencies are largely exposure and experience-based – given that their levels of basic education are generally low. This is mainly due to the remoteness of the KVCA – which considerably limits the scope of the field of potential employees in the neighboring areas with medium to high level education.

The above-noted need for training is mainly dictated by, inter alia, the broadness, diversity and multi-dimensional nature of the functions of both UWA and NFA – which are largely dictated by their broad and diverse mandates, as well as the ever-increasing demands and challenges in the area of sustainable ecosystem and biodiversity conservation – with regard to wildlife resources, as well as forest and woodland resources – in pursuit ENR sustainability and sustainable development.

Against the above background, and as required by the TOR, the Competency Assessment and the TNA, as well as the corresponding design of the Training Program, have been executed participatorily and with the highest possible professional standards. In so doing, the Consultant has also taken into account the major wishes and priorities with regard to the entire Assignment, which were expressed by various actors/stakeholders at Entity and Institutional levels during consultations. The major wishes and desired outputs expressed included, among others, the following:

- A competency Assessment and Training Needs Assessment that takes into consideration the concerns of the various key stakeholders of the KCL, including the stakeholder Local Governments and the communities neighbouring the Wildlife conservation facilities, as well as CFRs.

- A Training Program which can easily be implemented, taking into account various realities characterising the respective PA Entities and their “Parent” Institutions.
- A Training Program that is cost-effective and flexible, inter alia, with regard to the modes of training and service providers.
- The Training Program being able to facilitate achievement of significant Human Resource capacity enhancement in the respective KCL PA Entities – to enable them to more effectively and sustainably pursue ecosystem and biodiversity conservation – in pursuit of ENR sustainability and sustainable development – while at the same time, also taking into consideration healthy and symbiotic mutual co-existence with affected local communities, as well as the sustainable livelihoods of their populations.

7.2. Overall Recommendations for the Way Forward

In the light of the above overall conclusions, the Consultant makes the following overall recommendations:

- » Given the undisputable importance of **training** in Human Resource capacity building – which is crucial in the successful pursuit of institutional and project goals – deliberate and conscious efforts should be made by the major stakeholder KCL ENR institutions (NEMA, UWA and NFA) in particular, and the Management of the KCL Project, in general (including the supporting Development Partners), to mobilize optimum resources necessary for the effective implementation of the Training Program that has been designed. The above-noted actors/ stakeholders should, similarly, endeavor to put in place the necessary facilities and an enabling environment that are facilitative of successful implementation of the Training Program.
- » The Program should also be implemented as flexibly as possible. This should include balancing the focus on suitability and efficacy of training for each PA member of staff’s identified training needs, with such other considerations as cost-effectiveness of the training.
- » Responsible Managers of the PA Entities and their respective “Parent” Institutions (and Project Management), should also endeavor to ensure that as far as practicable, the training programs selected for PA staff have more *practical content* than theory, and are *localized*. In this regard, *localization* of training does not necessarily mean using only national training experts. International and regional experts as well, can be flown in to cost-effectively train a number of members of staff with the same or similar training needs at the same time. Otherwise, the respective Managers should also endeavor to facilitate trainees to **translate** theory into practice, either in the course of training, or after completion of training.
- » Lastly, Responsible Managers of the PA Entities and their respective “Parent” Institutions (and Project Management), should always ensure that before any PA member of staff embarks on any form of training under the Program, he/she is **sufficiently motivated** to undergo the training and is fully agreeable to the chosen training program (including the training institution/service provider). This is crucial in preventing the typical undesirable tendencies, whereby some employees are sent on training programs without their full consent, and they, ultimately, return – upon “completion” of the training program, with little, or no *value-added* – after scarce institutional resources have been spent on them to pursue “*unwanted*” training.

ANNEXES

ANNEX 1:

Detailed Findings of the Competency Assessment (CA) and Training Needs Assessment (TNA) for the Kidepo Critical Landscape (KCL) Protected Area (PA) Staff (Kvca of UWA and the Six CFRs of NFA)³³

Matrix 3: Overall Detailed Findings of the Competency Assessment for PA staff of KVCA (UWA) with regard to Wildlife Resource-Based Ecosystem and Biodiversity Conservation section 1.0: Location Description and Respondent Demographics

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Maserika Augustine Johnson; Employee No: UWA/00032 Entity: KVCA JOB TITLE: Conservation Area Manager AGE: 55 Years SEX: Male Highest Level of Education Attained: Msc. in CITES³³</p>	<p>Human Resource management skills; Financial management skills; Counseling skills; Computer-based skills in data analysis; Knowledge & skills in use of Computer-based Financial Accounting and Analysis packages; Research skills.</p>
<p>Name: Kitiimbo Herbert; Employee No: UWA/01984 Entity: KVCA JOB TITLE: Warden, Research and Ecological Monitoring AGE: 40 Years SEX: Male Highest Level of Education Attained: Msc. in Forestry</p>	<p>GIS and remote sensing skills; Leadership skills; Basic Public relations skills; Human-Wildlife conflict resolution skills; Coordination, networking & record management skills; Knowledge & skills in conflict mapping; Knowledge & skills in preparing and enforcing litigation for non-compliance with standards; Conflict resolution and management skills; Knowledge and skills in Wildlife disease management; Knowledge & skills in Environment management (especially Environmental Impact Assessment and Environmental management policies).</p>
<p>Name: Kataribabo John Bosco; Employee No: UWA/00816 Entity: KVCA JOB TITLE: Assistant Warden, Engineering AGE: 50 Years SEX: Male Highest Level of Education Attained: Certificate in Mechanics</p>	<p>Knowledge and skills in repairing, handling and managing modern equipment; General knowledge & understanding of Sustainable Development; General knowledge and understanding of ecosystem and biodiversity conservation; Knowledge and skills in participative management & change management; Analytical, coordination and networking skills; IT and computer proficiency skills; Knowledge & skills in data/information collection, processing and management; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in program/project planning & implementation, including M&E; Basic knowledge of Human Resource planning, management & development; Negotiation & consensus building skills.</p>
<p>Name: Nyadru Stephen; Employee No: UWA/01351 Entity: KVCA JOB TITLE: Assistant Warden, Tourism AGE: 39 Years SEX: Male Highest Level of Education Attained: Diploma in Tourism Management.</p>	<p>Intermediate skills in Wildlife management; General knowledge & understanding of Environment Management; General knowledge & understanding of Climate Change; General knowledge & understanding of Climate Change Management (especially mitigation & adaptation); Knowledge and skills in participative management & change management; Knowledge & skills in data/information collection, processing and management; Training and coaching skills; Knowledge & Skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Skills in reviewing technical reports on sound ecosystem & biodiversity conservation; Skills in assessing progress in sound terrestrial ecosystem & biodiversity conservation; Skills in effecting compliance with ecosystem & biodiversity conservation standards; Advanced skills in Tourism management; Tourism-related Business planning, administration and marketing skills; Basic knowledge and skills in project planning and implementation, including M&E.</p>

³³ The said **Managerial** and **Supervisory** categories, in the Consultant's view, include **top** and **middle level Managers**, as well as **Supervisors** – within Entity structures of the KVCA (for UWA) and the six KCL CFRs (for NFA). With regard to the KVCA (under UWA), Top Management includes the Conservation Area Manager (CAM) and all the Wardens; while Middle Management and Supervisors mainly include the Assistant Wardens, as well as some members of the Administrative staff. As regards the six KCL CFRs (under NFA), the said **Managerial** and **Supervisory** category essentially includes the Sector Managers, the Forest Supervisors and the Accounts Assistants.

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Owiny Joseph Adriko Employee No: UWA/02993 Entity: KVCA JOB TITLE: Assistant Warden, Civil Engineering AGE: 37 Years SEX: Male Highest Level of Education Attained: Higher Diploma in Civil Engineering</p>	<p>General knowledge & understanding of ecosystem & biodiversity conservation; Basic Public relations skills; Conflict prevention & management skills; Basic knowledge and skills in Ecosystem and biodiversity conservation Information/Intelligence gathering and management; Basic knowledge and skills in use of Google maps to determine the catchment areas for design of valley dams and tanks; Knowledge and skills in production of drawings and designs (using CAD Software); Basic knowledge and skills in use of GIS technology; Basic Computer proficiency skills (especially use of Ms Access); Assessment skills (especially in plumbing and electrical works).</p>
<p>Name: Abil Geoffrey; Employment No: /UWA 0593; Entity: KVNP Title: CPL Ranger; Sex: Male; Age: 42 yrs Highest Level of Education Attained: Senior Three</p>	<p>Basic Wildlife management skills; General knowledge & understanding of ecosystem & biodiversity conservation; Basic Public relations skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering; Basic knowledge & skills in conflict mapping; Basic negotiation & consensus building skills; Basic conflict prevention & management skills; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Teamwork skills.</p>
<p>Name: Abonga Alex; Employee No: UWA/02507 Entity: KVCA JOB TITLE: Private Ranger/Intelligence AGE: 29 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Wildlife management Skills; General knowledge and understanding of sustainable Development; General knowledge and understanding of Environment; Management; General knowledge and understanding of ecosystem and biodiversity conservation; Time management and stress management skills; Inter-personal, human relations and communication skills; Basic Public relations skills; Analytical, coordination and networking skills; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in ecosystem & biodiversity monitoring; Negotiation & consensus building skills; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Knowledge & skills Suspect handling and prosecution; Knowledge & skills in investigation; Writing, report preparation and presentation skills; Computer literacy.</p>
<p>Name: Achia Stephen; Employee No. UWA / 02509; Entity: KVCA JOB TITLE: Ranger Age: 25years, Male Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; Basic knowledge & skills in ecosystem & biodiversity monitoring; General knowledge and understanding of Environment Management; General knowledge and understanding of ecosystem and biodiversity conservation; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Inter-personal, human relations and communication skills; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic Public relations skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management.</p>
<p>Name Akeello Angella; Employment No. UWA 02367 Entity: KVCA Title: PTE Ranger Sex: Female Age: 28 years Highest Level of Education Attained: U.C.E</p>	<p>General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Time management & stress management skills; Basic Public relations skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Knowledge & Skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Writing, report preparation and presentation skills; Interpersonal, human relations and communication skills; Analytical, coordination and networking skills.</p>

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Akidi Paska; Employee No. UWA/02525 Entity: KVCA Title: Private Ranger; Age: 23 years Sex: Female Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Time management & stress management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Knowledge & skills in Conflict mapping; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Knowledge & skills in Fieldwork; Basic knowledge & skills in use of GPS and Smartphone technologies; Knowledge & skills in Tour guiding and Nature interpretation; Knowledge & skills in conflict resolution and management; Knowledge & Skills in animal disease surveillance and treatment.</p>
<p>Name: Akorongimoe Philip Employee No: UWA/01054 Entity: KVCA JOB TITLE: Private Ranger/Sergeant AGE: 42 Years SEX: Male Highest Level of Education Attained: U.A.C.E³⁴</p>	<p>Basic knowledge & skills in data/information collection, processing and management; Basic knowledge & skills in development and execution of action plans; Knowledge & skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic marketing skills; Bird watching skills; Basic skills in Wildlife management; Knowledge & skills in Tour guiding and Nature interpretation; Knowledge & skills in Customer care; Basic I.T and computer proficiency skills.</p>
<p>Akumu Josephine; Employee No.UWA/02528; Entity: KVCA Title: Private Ranger; Age: 25 years; Sex: Female Highest Level of Education Attained: U.A.C.E</p>	<p>Intermediate knowledge & skills in Wildlife management; General knowledge & understanding of Sustainable Development; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Time management & stress management skills; Inter-personal, human relations and communication skills; Basic Public relations skills; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Knowledge & skills in Conflict mapping; Negotiation & consensus building skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic I.T & computer proficiency skills.</p>
<p>Name: Alupo Grace; Employee No. 02365 Entity: KVCA Title: Private Ranger Sex: Female Age: 28 years Highest Level of Education Attained: U.C.E</p>	<p>Basic leadership skills; Basic knowledge & skills in development and execution of action plans; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Patrol skills; Suspect handling skills; First Aid skills; Search and rescue skills</p>
<p>Name: Amongin Immaculate; Employee No. 02364 Entity: KVCA Title: Private Ranger Sex: Female Age: 30 years Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Skills in range practice; Basic Public relations skills; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Intelligence gathering skills; Basic Computer proficiency skills.</p>
<p>Anywar Richard Employee No: UWA/02343 Entity: KVCA JOB TITLE: Private Ranger AGE: 31 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Knowledge and understanding of Work ethics; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Inter-personal, human relations and communication skills; Basic Public relations skills; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Basic knowledge & skills in data/information collection, processing and management; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in ecosystem & biodiversity monitoring; Knowledge & skills in conflict mapping; Negotiation & consensus building skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Skills in handling problem animals within communities; Conflict resolution and management skills.</p>

³⁴ U.A.C.E: Uganda Advanced Certificate of Education.

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Apei Galdino Employee No: UWA/00596 Entity: KVCA JOB TITLE: Private Ranger AGE: 46 Years SEX: Male Highest Level of Education Attained: Primary Five</p>	<p>General knowledge & understanding of Environment Management; Basic knowledge & skills in ecosystem and biodiversity monitoring; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Public relations skills.</p>
<p>Name: Arega Julius; Employment No. 02362; Entity: KVCA Title Private Ranger; Sex: Male; Age: 31 years; Highest Level of Education Attained: U.C.E</p>	<p>Basic leadership skills; Analytical, coordination and networking skills; Knowledge & Skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge and skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic IT and Computer proficiency skills; Basic Public relations skills; Writing, report preparation and presentation; Interpersonal, human relations and communication skills.</p>
<p>Name: Ariko Aquilino Employment No. 0597 Entity: KVCA Title: Private Ranger Sex: Male Age: 44 years Highest Level of Education Attained: Primary Three</p>	<p>General knowledge & understanding of Environment Management; Basic knowledge & skills in ecosystem and biodiversity monitoring; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Public relations skills.</p>
<p>Name: Candiya Kenneth Employee No: UWA /02596 Entity: KVCA JOB TITLE: Private Ranger AGE: 28 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Inter-personal, human relations and communication skills; Basic Public relations skills; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Knowledge & skills in Conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Computer literacy.</p>
<p>Name: Chilameri Mario Employee No: UWA/00601 Entity: KVCA JOB TITLE: Private Ranger AGE: 43 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic knowledge & skills in Financial Accounting & Book keeping; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Knowledge & skills in conflict prevention and management; Knowledge & Skills in conflict mapping; Negotiation & consensus building skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic IT & Computer proficiency skills; Basic knowledge and skills in use of GPS technology.</p>
<p>Name Esasu Gerald Employee No. UWA / 02621 Entity: KVCA JOB TITLE: Private Ranger Age: 23 Years Male Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment management; Knowledge & skills in Conflict mapping; Conflict prevention & management skills; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Knowledge & skills in Communication technology; Basic knowledge and skills in preparation and management of budgets.</p>

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Habarulema Benoni; Employee No; UWA/02631 Entity: KVCA JOB TITLE; Private Ranger AGE; 29 Years SEX: Male Highest Level of Education Attained: Degree in Business Administration</p>	<p>General knowledge & understanding of ecosystem & biodiversity conservation; Negotiation & consensus building skills; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic Wildlife management skills; Customer care skills; Basic Public relations skills; Computer-based data entry and analysis skills; Basic knowledge of Animal behavior; Knowledge and skills in detecting endangered animals; Problem animal handling skills.</p>
<p>Name: Hongom Isaiiah Employee No; UWA/01740 Entity: KVCA JOB TITLE; Private Ranger AGE; 36 Years SEX: Male Highest level of education attained: Primary Teachers Education</p>	<p>Basic Wildlife management skills;; General knowledge & understanding of ecosystem & biodiversity conservation; Basic Public relations skills; Analytical, coordination and networking skills; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Knowledge & Skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Teamwork skills; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>
<p>Name: Ikara Samson; Employee No. UWA 02360 Entity: KVCA Title: Private Ranger; Sex: Male; Age: 30 years; Highest Level of Education Attained: Grade III Teachers Certificate</p>	<p>Basic Wildlife management skills; Basic knowledge & skills in Public relations; Basic knowledge & skills in Community extension outreach; Knowledge & Skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Knowledge & skills in data/information collection and management; Computer literacy; Basic knowledge & skills in Intelligence gathering.</p>
<p>Name: Ikule Margret Ruth; Employee No; UWA/2359 Entity: KVCA JOB TITLE; Private Ranger AGE; 30 Years SEX: Female Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Inter-personal, human relations and communication skills; Basic Public relations skills; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Knowledge & skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Knowledge and skills in Customer care; Basic Tourism management skills; Computer literacy.</p>
<p>Name: Ilukol Gabriel; Employee No; UWA/0606 Entity: KVCA JOB TITLE; Private Ranger AGE; 52 Years SEX: Male Highest Level of Education Attained: Primary Five</p>	<p>General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem and biodiversity conservation; Basic Time management & stress management skills; Basic Inter-personal, human relations and communication skills; Basic Public relations skills; Basic knowledge & skills in conflict mapping; Basic conflict prevention and management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic Teamwork skills.</p>

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Ilukol Daniel Chiyo Employee No: UWA/01562 Entity: KVCA JOB TITLE: L/CPL Ranger/Guide AGE: 33 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Customer care skills; Nature interpretation skills; Basic Public relations skills; General knowledge and understanding of Environment Management; Analytical, coordination and networking skills; Basic knowledge and skills in development and execution of action plans; Basic knowledge and skills in effective institutional Wildlife resource monitoring and reporting; Basic skills in enforcing ecosystem and biodiversity conservation policies and legislation; Conflict resolution and management skills; Computer literacy; Basic Tourism marketing skills; Basic Driving skills; Basic Wildlife management skills.</p>
<p>Name: Ilukol Phillips; Employee No. UWA/02358 Entity: KVCA Title: Private Ranger Sex: Male 29 years Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Wildlife Management skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem and biodiversity conservation; Analytical, coordination and networking skills; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Knowledge and skills in Intelligence/information gathering; Tour guiding skills; Community sensitization skills; Basic wildlife research and monitoring skills.</p>
<p>Name: Isudo Vincent Employee No. UWA / 02636; Entity: KVCA JOB TITLE: Field Ranger Age: 25 Years Male Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Wildlife management skills; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in Ecosystem & biodiversity monitoring; Negotiation & consensus building skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Patrolling skills; Basic leadership skills.</p>
<p>Name: Kiplangat Silas Employee No: UWA/02357 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 30 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Field work and data entry skills; General knowledge & understanding of Environment Management; Basic knowledge & skills in development and execution of action plans; Knowledge & Skills in conflict mapping; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Suspect handling and prosecution skills.</p>
<p>Name: Kiptoo Sammy Employee No: UWA /02672 Entity: KVCA JOB TITLE: Private Ranger AGE: 26 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Sustainable Development; Time management & stress management skills; Analytical, coordination and networking skills; Basic knowledge & skills in development and execution of action plans; Knowledge & skills in Conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic IT and computer proficiency skills; Basic Public relations skills.</p>
<p>Name: Lobolia Joseph; Employment No.: UWA 0609; Entity: KVCA Title Cpl Ranger; SEX Male AGE 42 years; Highest Level of Education Attained: P.L.E³⁵</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment Management; Basic leadership skills; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic intelligence gathering skills; Basic Tour guiding skills.</p>

³⁵ U.A.C.E: Uganda Advanced Certificate of Education.

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Lochan Phillip Employee No: UWA/00659 Entity: KVCA JOB TITLE: Private Ranger AGE: 39 Years SEX: Male Highest Level of Education Attained: P.L.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment Management; Basic leadership skills; Basic Intelligence gathering skills; Basic Tour guiding skills; Basic Public relations skills; Basic ecosystem & biodiversity monitoring skills.</p>
<p>Name: Lodiye John Employee No: UWA/00611 Entity: KVCA JOB TITLE: Private Ranger AGE: 50 Years SEX: Male Highest Level of Education Attained: None</p>	<p>Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic Time management and stress management skills; Basic conflict prevention and management skills; General knowledge & understanding of Environment Management; Basic Team work skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>
<p>Name: Loita Phillips Employee No: UWA/00592 Entity: KVCA JOB TITLE: Private Ranger AGE: 38 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Radio and message communication skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Writing, report preparation and presentation skills; Negotiation & consensus building skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting.</p>
<p>Name: Lokapel Augustine Employee No: UWA / 1736; Entity: KVCA JOB TITLE: Private Ranger Age:44 Years SEX: Male Highest Level of Education Attained: Senior Three</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment Management; Basic skills in use of GPS technology; Basic data/information collection skills; Basic Intelligence gathering skills; Basic suspect handling skills; Basic security maintenance skills.</p>
<p>Name: Lokima David Employee No: UWA/00616 Entity: KVCA JOB TITLE: CPL Ranger AGE: 50 Years SEX: Male Highest Level of Education Attained: Primary 4</p>	<p>Basic leadership skills; Basic ecosystem & biodiversity monitoring skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Information/Intelligence gathering skills; Basic suspect handling skills; Basic Team work skills.</p>
<p>Name: Lokiru Michael Employee No: UWA/01987 Entity: KVCA JOB TITLE: Ranger AGE: 39 Years SEX: Male Highest Level of Formal Education Attained: U.C.E³⁶</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Time management & stress management skills; Inter-personal, human relations and communication skills; Basic Public relations skills; Analytical, coordination and networking skills; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Knowledge & skills in conflict mapping; Conflict prevention & management skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Teamwork skills; Computer literacy; Basic knowledge & skills in effective institutional Wildlife resource monitoring and reporting.</p>

³⁶ U.C.E: Uganda Certificate of Education.

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Lokiru Moses Employee No: UWA/02356 Entity: KVCA JOB TITLE: Private Ranger AGE: 33 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic leadership skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Analytical, coordination and networking skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic IT and computer proficiency skills; Basic Public relation skills.</p>
<p>Name: Lognee Zachary Oboya Employee No: UWA/01563 Entity: KVCA JOB TITLE: Ranger AGE: 42 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>General knowledge & understanding of ecosystem & biodiversity conservation; Writing, report preparation and presentation skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Negotiation & consensus building skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Nature interpretation skills; Customer care skills; Bird guiding skills; Basic IT and computer proficiency skills.</p>
<p>Name: Loruma Jackson Employee No: UWA / 1427; Entity: KVCA JOB TITLE: Private Ranger AGE: 45years; Male Highest Level of Education Attained: P.LE</p>	<p>Basic Wildlife management skills; General knowledge & understanding of environment management; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Computer literacy; General knowledge & understanding of ecosystem & biodiversity conservation; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>
<p>Name: Lotuk Bernard Aritei Employee No: UWA/00643 Entity: KVCA JOB TITLE: Ranger/Field AGE: 40 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Professional bird guiding skills; General knowledge & understanding of ecosystem & biodiversity conservation; Basic Public relations skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Customer care skills; Driving skills; Vegetation and shrub identification skills.</p>
<p>Name: Lotyang Hillary Employee No: UWA/00619 Entity: KVCA JOB TITLE: Cpl Ranger AGE: 41 Years SEX: Male Highest Level of Education Attained: P.LE</p>	<p>Basic Public relations skills; Basic Interpersonal & Communication skills; General knowledge & understanding of ecosystem & biodiversity conservation; Computer literacy; Basic problem solving, decision-making and occupational counseling skills; Basic leadership skills; Basic Time and stress management skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>
<p>Name: Lotyang Michael Employee No: UWA/00773 Entity: KVCA JOB TITLE: Private Ranger AGE: 53 Years SEX: Male Highest Level of Education Attained: Primary 4.</p>	<p><i>Preparation for retirement (Otherwise, upon the discretion of management): Basic skills in Ecosystem & biodiversity conservation Information/Intelligence gathering; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Public relations skills.</i></p>

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Loware Samuel Samie Employee No; UWA/01056 Entity: KVCA JOB TITLE; Private Ranger AGE; 42 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Intermediate Wildlife management skills; Basic leadership skills; General Knowledge and understanding of Sustainable Development; General knowledge and understanding of ecosystem and biodiversity conservation; Analytical, coordination and networking skills; Basic knowledge & skills in Ecosystem and biodiversity conservation intelligence gathering and management; Knowledge & skills in Conflict mapping; Negotiation and consensus building skills; Conflict prevention and management skills; Basic knowledge and skills in effective institutional Wildlife resource monitoring and reporting; Basic knowledge and skills in Community mobilization for Wildlife resource monitoring and reporting; Skills in enforcing ecosystem and biodiversity conservation policies & legislation; Basic knowledge and skills in monitoring and evaluation; Basic I.C.T and computer proficiency skills; Basic knowledge and skills in use of GIS technology; Knowledge and skills in fire management; Knowledge and skills in suspect handling and prosecution; Knowledge of court proceedings.</p>
<p>Name: Makliyo Dismas Employee No; UWA /02708 Entity: KVCA JOB TITLE; Field Ranger AGE; 26 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Wildlife management skills; General Knowledge and understanding of Sustainable Development; General knowledge and understanding of ecosystem and biodiversity conservation; Basic Intelligence/Information gathering skills; Tour guiding skills; Community sensitization skills; Computer literacy; Basic knowledge & skills in monitoring and evaluation.</p>
<p>Name: Masola Godfrey Employee No. UWA / 02718; Entity: KVCA JOB TITLE; Private Ranger Age: 28 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Wildlife Management skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Inter-personal, human relations and communication skills; Basic Public relations skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>
<p>Name: Mbusa Amos Employee No; UWA/02274 Entity: KVCA JOB TITLE; Private Ranger AGE; 34 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of ecosystem & biodiversity conservation; Basic Public relations skills; Writing, report preparation and presentation skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence/Information gathering & management; Knowledge & skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Computer literacy.</p>
<p>Name: Menya Geoffrey Joe Employee No; UWA/01733 Entity: KVCA JOB TITLE; Private Ranger AGE; 33 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Plumbing skills; Camp attendance skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Knowledge & Skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Knowledge and skills in automotive wiring; Knowledge and skills in records keeping; Basic Computer proficiency skills.</p>
<p>Name: Mucunguzi Alexander Employee no; UWA/02729 Entity: KVCA JOB TITLE; Ranger AGE; 30 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Basic knowledge & skills in development and execution of action plans; General knowledge & understanding of Environment Management; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreement & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Knowledge and skills in suspect handling and prosecution.</p>

SUMMARY OF HARMONIZED COMPETENCY NEEDS

BASIC PA STAFF DATA

<p>Name: Mulekensi Godson Employee No; UWA/00396 Entity: KVCA JOB TITLE: Private Ranger AGE: 45 Years SEX: Male Highest Level of Education Attained: Diploma in Tourism & Travel Agency Management.</p>	<p>Analytical, coordination and networking skills; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Knowledge & skills in conflict mapping; Negotiation & consensus building skills; Basic Computer proficiency skills; Basic knowledge and skills in use of G.P.S technology; Basic knowledge and skills in use of Aerial method of animal census; Knowledge and skills in data/information gathering and management.</p>
<p>Name: Musau Suleiman Employee No; UWA/02751 Entity: KVCA JOB TITLE: Private Ranger AGE: 32 Years SEX: Male Highest Level of Education Attained: Degree in Mass Communication</p>	<p>Basic knowledge and skills in book keeping; General knowledge & understanding of Environment Management; General knowledge & understanding of ecosystem & biodiversity conservation; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in program/project planning & implementation, including M&E; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Conflict resolution and management skills; Basic Tourism management skills; Basic IT and computer proficiency skills; Basic Public relations skills.</p>
<p>Name: Naabya Cathebati Employee No; UWA/02770 Entity: KVCA JOB TITLE: Private Ranger AGE: 23 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife Management skills; General knowledge & understanding of Environment Management; Time management & stress management skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic IT and computer proficiency skills.</p>
<p>Name: Namboozo Aidati Employee No; UWA/02780 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 28 Years SEX: Female Highest Level of Education Attained: U.A.C.E</p>	<p>Basic monitoring and research skills; General knowledge & understanding of Environment Management; Basic knowledge & skills in data/information collection, processing and management; Basic knowledge & skills in development and execution of action plans; Basic Wildlife management skills; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic knowledge of court and legal procedures; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>
<p>Nyeko Francis Employee No. UWA/2153; Entity: KVCA JOB TITLE: Private Ranger Age: 35 years; SEX: Male Highest Level of Education Attained: U.A.C.E.</p>	<p>Basic monitoring and research skills; General knowledge & understanding of Environment Management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Driving skills; skills in online data downloading; Basic Computer proficiency skills; Basic administration skills; Basic Proposal writing and presentation skills.</p>
<p>Name: Obore Patrick Employee No; UWA/01568 Entity: KVCA JOB TITLE: Private Ranger AGE: 42 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>General knowledge & understanding of Sustainable Development; General knowledge & understanding of ecosystem & biodiversity conservation; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic Computer proficiency skills; Knowledge and skills in use of smart phones; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Obulejo Stephen Apidra; Employment No. 02811; Entity: KVCA Sex: Male; Title: Private Ranger; Age: 29 years; Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of ecosystem & biodiversity conservation; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Knowledge & skills in conflict mapping; Negotiation & consensus building skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>
<p>Name: Ochan Robert Employee No; UWA/01737 Entity: KVCA JOB TITLE; Private Ranger/Field Ranger AGE; 33 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Wildlife management skills; Basic monitoring and research skills; General knowledge & understanding of Sustainable Development; General knowledge & understanding of Environment Management; Time management & stress management skills; Inter-personal, human relations and communication skills; Basic Public relations skills; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Conflict prevention & management skills; Basic skills in Tourism Management; Knowledge and skills in handling problem animals.</p>
<p>Name: Ochen Naboth Employee No; UWA/02145 Entity: KVCA JOB TITLE; Private Ranger AGE; 30 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Intermediate Wildlife management skills; General knowledge & understanding of ecosystem & biodiversity conservation; Basic knowledge & skills in ecosystem & biodiversity monitoring; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic IT and Computer proficiency skills; Knowledge and skills in Animal health and diseases outbreak detection; Tour Guiding skills.</p>
<p>Name: Odela Simon Peter Employee No; UWA /02818 Entity: KVCA JOB TITLE; Private Ranger AGE; 26 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Knowledge & skills in Conflict mapping; General knowledge & understanding of Environment Management; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge and skills in effective institutional Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic IT and computer proficiency skills; Basic knowledge and skills in information/Intelligence gathering, processing & management.</p>
<p>Name: Odong Denis Employee No; UWA/02151 Entity: KVCA JOB TITLE; Private Ranger AGE; 30 Years SEX: Male Highest Level of Education Attained: Diploma in Wildlife and Allied Natural Resources Management</p>	<p>Knowledge of Organizational ethics; Analytical, coordination and networking skills; General knowledge & understanding of Sustainable Development; General knowledge & understanding of Environment Management; Advanced knowledge and skills in Conservation science; Basic knowledge and skills in Tourism sales and marketing; Knowledge of international languages (especially French, Italian & Spanish); Basic IT and computer proficiency skills; Basic knowledge and skills in data collection and entry; Knowledge and skills in suspect handling and prosecution; Knowledge and skills in training and coaching; Knowledge and skills in conflict mapping.</p>
<p>Name: Ogwang Thomas Employee No; UWA/02369 Entity: KVCA JOB TITLE; Private Ranger AGE; 30 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; General knowledge & understanding of Environment Management; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in Ecosystem & biodiversity monitoring; Basic knowledge and skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Negotiation & consensus building skills; Intermediate Brick laying and concrete practice skills; Driving skills.</p>

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Okech Mario Employee No: UWA/00626 Entity: KVCA JOB TITLE: Private Ranger AGE: 49 Years SEX: Male Highest Level of Education Attained: P.L.E</p>	<p>Basic Wildlife management skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Information/Intelligence gathering skills; Basic Community sensitization skills; Basic Teamwork skills; Basic ecosystem & biodiversity monitoring skills.</p>
<p>Name: Okello Joseph Employee No: UWA/02353 Entity: KVCA JOB TITLE: Ranger/Radio Operator SEX: Male Age: 28 years Highest Level of Education Attained: U.A.C.E</p>	<p>Knowledge and skills in Radio communication; Basic Wildlife management skills; General knowledge & understanding of ecosystem & biodiversity conservation; Time management & stress management skills; Inter-personal, human relations and communication skills; Basic Public relations skills; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Knowledge & skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic knowledge and skills in Hospitality and Tourism management.</p>
<p>Name: Okiring David Employee No: UWA/00627 Entity: KVCA JOB TITLE: Private Ranger AGE: 47 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Intermediate Wildlife management skills; General knowledge & understanding of ecosystem & biodiversity conservation; Basic knowledge and skills in surveillance and management of emerging diseases (especially zoonotic diseases); General knowledge of Environment management; Data analysis skills; Fire management skills; General knowledge of Climate change.</p>
<p>Name: Okurut Amulani Employee No: UWA/02841; Entity: KVCA JOB TITLE: Field Ranger Age: 25 Years; Sex: Male Highest Level of Education Attained: Diploma in Business Administration and Management.</p>	<p>Basic Wildlife management skills; Analytical, coordination and networking skills; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in program/project planning & implementation, including M&E; Negotiation & consensus building skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic knowledge and skills in Financial Accounting; Basic knowledge and skills in Tourism management; Customer care skills; Nature interpretation Skills; Basic IT and Computer proficiency skills; Knowledge and skills in conflict mapping; Basic knowledge and skills in preparation and management of budgets; Basic knowledge and skills in Tourism marketing.</p>
<p>Name: Olum Gabriel Employee No: UWA/02351 Entity: KVCA Title: Private Ranger SEX: Male AGE: 31 years Highest Level of Education Attained: U.C.E</p>	<p>Analytical, coordination and networking skills; Knowledge & skills in Conflict mapping; General knowledge & understanding of Environment Management; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge and skills in effective institutional Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Computer literacy; Basic knowledge and skills in information/intelligence gathering, processing & management.</p>
<p>Name: Omuvema James Employee No: UWA/02853 Entity: KVCA JOB TITLE: Field Ranger Age: 31 Years Sex: Male Highest Level of Education Attained: Grade III Teaching Certificate</p>	<p>Basic Wildlife management skills; Basic Public relations skills; Computer literacy; General knowledge and understanding of Environment management; Basic leadership skills; General knowledge & understanding of ecosystem & biodiversity conservation; Basic knowledge and skills in data/information collection and management; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>

BASIC PA STAFF DATA		SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>Name: Opolot Simon Employee No: UWA/02346 Entity: KVCA JOB TITLE: Private Ranger AGE: 29 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>General knowledge and understanding of environment management; General knowledge and understanding of Climate Change; Basic Communication skills; Knowledge & skills in data/information collection, processing and management; Knowledge and skills in conflict mapping; Negotiation and consensus building skills; Conflict prevention & management skills; Basic knowledge and skills in effective institutional Wildlife monitoring and reporting; Basic knowledge and skills in Community mobilization for Wildlife resource monitoring and reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic Public relations skills (especially with communities); Basic knowledge of suspect prosecution and court proceedings; Knowledge and skills in animal disease identification.</p>		
<p>Name: Ochen Geoffrey Employee No: UWA/00734 Entity: KVCA JOB TITLE: Private Ranger AGE: 43 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>General knowledge and understanding of environment management; Communication skills; Knowledge & skills in data/information collection, processing and management; Knowledge and skills in conflict mapping; Negotiation and consensus building skills; Conflict prevention & management skills; Basic Wildlife management skills; Knowledge and skills in handling problem animals; First Aid skills; Basic Public relations skills (with communities and other stakeholders).</p>		
<p>Name: Ocheng Simon Employee No: UWA/02816 Entity: KVCA JOB TITLE: Private Ranger AGE: 31 Years SEX: Male Highest Level of Education Attained: Diploma in Wildlife and Allied Natural Resources Management</p>	<p>Basic knowledge and skills in Community mobilization for Wildlife resource monitoring and reporting; General knowledge and understanding of Climate Change; General knowledge & understanding of Sustainable Development; Analytical, coordination and networking skills; Basic knowledge & skills in data/information collection, processing and management; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in program/project planning & implementation, including M&E; Negotiation & consensus building skills; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>		
<p>Name: Ogwang Simon Peter Rock Employee No: UWA/02370 Entity: KVCA JOB TITLE: Private Ranger AGE: 26 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>General knowledge and understanding of environment management; Basic Communication skills; Basic knowledge & skills in data/information collection, processing and management; Knowledge and skills in conflict mapping; Negotiation and consensus building skills; Conflict prevention & management skills; Customer care skills; Nature interpretation skills; Analytical, coordination and networking skills; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic Tourism marketing skills; Basic skills in Wildlife conservation and management.</p>		
<p>Name: Okawa Charles; Employment No. UWA/2160; Entity: KVCA JOB TITLE: Private Ranger Age: 42 years; Sex: Male Highest Level of Education Attained: U.A.C.E</p>	<p>General knowledge and understanding of environment management; General knowledge & understanding of ecosystem & biodiversity conservation; Communication skills; Basic knowledge & skills in data/information collection, processing and management; Knowledge and skills in conflict mapping; Negotiation and consensus building skills; Conflict prevention & management skills; Knowledge and skills in problem animal handling (especially Elephants); Knowledge and skills in use of weapons; Basic knowledge and skills in use of GPS technology; Basic Public relations skills (especially with regard to community sensitization).</p>		
<p>Name: Okello Joseph Emodu Employee No: UWA/02833 Entity: KVCA JOB TITLE: Private Ranger AGE: 28 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; Knowledge & Skills in conflict mapping; Negotiation & consensus building skills; Basic knowledge and skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Training and coaching skills; Basic Marine skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Smartphone-based data collection skills; Basic knowledge and skills in use of GPS technology; Radio communication skills; Foot patrol skills.</p>		

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Okot Isaac Peter Employee No: UWA/02352 Entity: KVCA JOB TITLE: Private Ranger AGE: 29 Years SEX: Male Highest Level of Education Attained: U.A.C.E.</p>	<p>Basic Wildlife management skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Conflict prevention & management skills; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic Capacity building skills; Interpersonal skills; Basic Computer proficiency skills; Basic leadership skills; Basic knowledge and skills in training and coaching; Coordination and networking skills; Basic records management skills.</p>
<p>Name: Okullai John Justine Employee No: UWA/02840 Entity: KVCA JOB TITLE: Private Ranger AGE: 28 Years SEX: Male Highest Level of Education Attained: Degree in Social Development</p>	<p>Intermediate Wildlife management skills; General knowledge & understanding of Sustainable Development; General knowledge and understanding of Climate Change; Basic leadership skills; Basic Public relations skills; Writing, report preparation and presentation skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Knowledge & skills in conflict mapping; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Wildlife resource protection and management skills; Tour guiding skills; Basic research and monitoring skills</p>
<p>Name: Olara Jonathan Employee No: UWA/02846 Entity: KVCA JOB TITLE: Private Ranger AGE, 29 Years SEX: Male Highest Level of Education Attained: Diploma in Telecommunication Engineering</p>	<p>Basic knowledge & skills in use of GIS technology in biodiversity conservation; General knowledge and understanding of Environment management; Basic knowledge and skills in animal disease identification; Knowledge and skills in Radio communication and Radio maintenance and repair; Knowledge and skills in Problem animal handling; Knowledge and skills in Animal health monitoring; General knowledge and understanding of Climate Change; General knowledge & understanding of Sustainable Development.</p>
<p>Name: Oluka James Employee No. UWA/00629; Entity: KVCA JOB TITLE: Private Ranger Age: 44 Years; Male Highest Level of Education Attained: Primary five</p>	<p>Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering; Teamwork skills; General knowledge & understanding of Environment management; Basic Public relations skills; Basic Wildlife conservation and management skills; Basic Inter-personal, human relations and communication skills; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>
<p>Name: Omute Justine; Employee No. 02349; Entity: KVCA Title: Ranger; Sex: Male; Age: 27 years; Highest Level of Education Attained: U.C.E</p>	<p>Basic Radio Communication and management skills; General knowledge & understanding of ecosystem & biodiversity conservation; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Knowledge & skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Computer literacy; Basic Communication skills; Basic Wildlife management skills.</p>
<p>Name: Onama Plus Employee No: UWA/02348 Entity: KVCA JOB TITLE: Private Ranger AGE: 32 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>General knowledge & understanding of ecosystem & biodiversity conservation; Time management & stress management skills; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Basic knowledge & skills in development and execution of action plans; Basic knowledge & skills in ecosystem & biodiversity monitoring; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic IT and computer proficiency skills; Basic Tourism management skills.</p>

BASIC PA STAFF DATA		SUMMARY OF HARMONIZED COMPETENCY NEEDS
<p>Name: Ongom Simon Employee No; UWA/02854 Entity: KVCA JOB TITLE; Private Ranger AGE; 32 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic Wildlife management skills; Basic skills in handling support weapons; General knowledge & understanding of Environment Management; Analytical, coordination and networking skills; Basic knowledge & skills in development and execution of action plans; Knowledge & skills in conflict mapping; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic IT and Computer proficiency skills; Basic knowledge and skills in report preparation and presentation.</p>	
<p>Name: Opio John moe Employment No. 2157 Entity: KVCA Title: Lance CPL Sex: Male 32 years; Highest Level of Education Attained: U.C.E</p>	<p>Basic leadership skills; Basic knowledge & skills in development and execution of action plans; Negotiation & consensus building skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Basic knowledge and skills in Record and book keeping; Basic IT and computer proficiency skills.</p>	
<p>Name: Oryem Martin Employee No; UWA/00170 Entity: KVCA JOB TITLE; Ranger AGE; 48 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic Public relations skills; Conflict management skills; Basic skills in Human-wildlife conflict analysis and management; Basic knowledge of sustainable resource utilization; General knowledge and understanding of Environment Management; General knowledge and understanding of ecosystem and biodiversity conservation; Interpersonal, human relations and communication skills; Analytical, coordination and networking skills; Basic IT and computer proficiency skills; Basic knowledge and skills in development and executive of action plans; Basic knowledge and skills in ecosystem & biodiversity monitoring; Knowledge and skills in Conflict mapping; Negotiation and consensus building skills; Basic knowledge and skills in Ecosystem and biodiversity conservation Information/Intelligence gathering and management; Basic skills in enforcing ecosystem and biodiversity conservation policies & legislation; Basic reporting skills.</p>	
<p>Name: Oketayot Geoffrey Employee No; UWA/01739 Entity: KVCA JOB TITLE; Private Ranger AGE; 36 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>General knowledge and understanding of Sustainable Development; General knowledge and understanding of Environment Management; General knowledge and understanding of Climate Change; General knowledge and understanding of ecosystem and biodiversity conservation; Skills in problem animal handling; Basic knowledge and skills in use of GIS technology; Knowledge and skills in animal disease identification & monitoring.</p>	
<p>Name: Otim Denis Mandela Employment No. UWA/00240 Entity: KVCA Title Sergeant Major/Head Ranger; Sex Male Age: 40 years Highest Level of Education Attained: Senior Three</p>	<p>Basic Wildlife management skills; Basic leadership skills; General knowledge & understanding of ecosystem & biodiversity conservation; Basic Time management & stress management skills; Basic knowledge & skills in conflict mapping; Basic Negotiation & consensus building skills; Basic Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation.</p>	
<p>Name: Oyet David Kasisi Employee No; UWA/02344 Entity: KVCA JOB TITLE; Private Ranger AGE; 34 Years SEX: Male Highest Level of Education Attained: Grade III Primary Teaching Certificate</p>	<p>Basic Wildlife management skills; Basic skills in Extension work to facilitate community outreach; Time management & stress management skills; Basic Public relations skills; Basic report preparation and presentation skills; Basic knowledge & skills in conflict mapping; Basic Negotiation & consensus building skills; Basic Conflict prevention & management skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering; Basic skills in smart phone use; Basic coaching and training skills.</p>	

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Tugume Benon; Employee No; UWA /02898 Entity: KVCA JOB TITLE; Private Ranger AGE; 25 Years SEX: Male Highest Level of Education Attained: U.D.B.S³⁷</p>	<p>Knowledge and skills in Financial Accounting and management; Basic data entry and analysis skills; General knowledge & understanding of Sustainable Development; General knowledge & understanding of ecosystem & biodiversity conservation; Time management & stress management skills; Inter-personal, human relations and communication skills; Basic Public relations skills; Writing, report preparation and presentation skills; Basic knowledge & skills in program/project planning & implementation, including M&E; Knowledge & skills in conflict mapping; Basic knowledge & skills in Ecosystem & biodiversity conservation Information/Intelligence gathering & management; Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic decision-making skills; Communication skills; Basic Computer proficiency skills.</p>
<p>Name: Womaungo Timothy Employee No; UWA/02931 Name: KVCA JOB TITLE; Private Ranger AGE; 25 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Wildlife Management Skills; General knowledge and understanding of ecosystem and biodiversity in conservation; General knowledge & understanding of Environment Management; Time management & stress management skills; Inter-personal, human relations and communication skills; Analytical, coordination and networking skills; Writing, report preparation and presentation skills; Negotiation & consensus building skills; Conflict prevention & management skills; Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting; Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols; Basic Tourism marketing skills; Basic record keeping skills; Basic Public relations skills.</p>
<p>Name: Ekwee Niko Emp. No; UWA 02610 Entity: KVCA Job Title; Ranger; Sex: Male Age: 25 yrs Highest Level of Education Attained: U.A.C.E</p>	<p>Basic Intelligence/Information gathering, processing and management skills; Basic Public relations skills; Conflict management skills; Basic skills in Human-wildlife conflict analysis and management; General knowledge and understanding of Environment Management; General knowledge and understanding of ecosystem and biodiversity conservation; Interpersonal, human relations and communication skills; Basic knowledge and skills in development and executive of action plans; Knowledge and skills in Conflict mapping; Negotiation and consensus building skills; Basic skills in enforcing ecosystem and biodiversity conservation policies & legislation</p>
<p>Name: Lotyang Lokidorimoe; Employee No; UWA/0653 Entity: KVCA JOB TITLE; Private Ranger AGE; 53 Years SEX: Male Highest Level of Education Attained: Primary Three</p>	<p><i>Preparation for retirement (Otherwise, upon the discretion of Management); Basic Wildlife conservation and management skills; Basic Time management and stress management skills; Basic Interpersonal, human relations and communication skills; Basic knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Teamwork skills; General knowledge & understanding of Environment management; Basic Public relations skills.</i></p>
<p>Name: Agaba Florence; Employee No; UWA /02964 Entity: KVCA JOB TITLE; Information Clerk AGE; 29 Years SEX: Female Highest Level of Education Attained: Degree in Administrative and Secretarial Science</p>	<p>Customer care skills; Office management skills; Interpersonal, human relations and communication skills; Basic Public relations skills.</p>
<p>Name: AJUGA JUSTUS; Employee No; UWA/01623 Entity: KVCA JOB TITLE; Driver/Bulldozer Operator AGE; 44 Years SEX: Male Highest Level of Education Attained: P.L.E</p>	<p>Command of spoken and written English; Basic Time management and stress management skills; Basic knowledge and skills in operation of new machines; Basic Machine maintenance skills.</p>

³⁷ U.D.B.S: Uganda Diploma in Business Studies.

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
BASIC PA STAFF DATA Name: Ayesiga Francis Employee No; UWA/02417 Entity: KVCA JOB TITLE; Accounts Clerk AGE; 29 Years SEX: Male Highest Level of Education Attained: U.D.B.S ³⁶	Knowledge and skills in Financial Accounting & Management; Basic monitoring and evaluation skills; Basic IT & Computer proficiency skills; Defensive driving skills.
Name: Logwetei Anjello Employee No; UWA/00579 Entity: KVCA JOB TITLE; Workshop Clerk AGE; 47 Years SEX: Male Highest Level of Education Attained: Grade III Teaching Certificate	Basic knowledge and skills in Record & book keeping; Basic knowledge and skills in Stores management; Customer care and handling skills; Basic Public relations skills; Basic knowledge and skills in Procurement.
Name: Lokamar Moses Employee No; UWA/02966 Entity: KVCA JOB TITLE; Information Clerk AGE; 29 Years SEX: Male Highest Level of Education Attained: Diploma in Business Administration	Basic Wildlife management skills; Customer care skills; Basic Communication skills; Basic Computer-based document processing skills; Computer proficiency skills (especially in use of modern Accounting packages); Administration skills related to Wildlife conservation.
Name: Okot Ramadhan Employee No; UWA/01622 Entity: KVCA JOB TITLE; Driver AGE; 62 Years SEX: Male Highest Level of Education Attained: P.L.E	<i>Preparation for Retirement.</i> (Otherwise, depending on the remaining Engagement time & Management's Discretion); Basic recording, record keeping and reporting skills; Basic Interpersonal, human relations and communication skills.
Name: Oleke Joseph Employee No; UWA/01177 Entity: KVCA JOB TITLE; Driver AGE; 41 Years SEX: Male Highest Level of Education Attained: Advanced Technical Certificate	Knowledge and skills in operation of new equipment; Basic decision-making skills; Basic road maintenance skills; Basic Interpersonal, human relations and communication skills.
Name: Onekgitu Isaijah Ojara Employee No; UWA/02496 Entity: KVCA JOB TITLE; Mechanic AGE; 32 Years SEX: Male Highest Level of Education Attained: Advanced Certificate Craft Part II (a) U.C.E	Electrical wiring skills; Basic Computer-based document processing skills; Machine operation skills; Automobile wiring skills; Basic knowledge and skills in driving computerized vehicles.

³⁶ U.C.E: Uganda Certificate of Education.

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Onyait John Bosco Employee No; UWA/02257 Entity : KVCA JOB TITLE; Driver AGE; 37 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Defensive driving skills; Basic mechanical skills; Computer literacy; Basic Interpersonal, human relations and communication skills.</p>
<p>Name: Okello Mike Employee No; UWA/02493 Entity: KVCA JOB TITLE; Driver AGE; 37 Years SEX: Male (KVCA) Highest Level of Education Attained: U.C.E</p>	<p>Basic decision-making skills; Basic vehicle maintenance skills; Computer literacy; Knowledge and skills in driving Motor vehicles fitted with advanced technology; Knowledge and skills in operating heavy equipment (especially tractors); Basic Interpersonal, human relations and communication skills.</p>
<p>Name: Emoruoit James Stephen Employee No; UWA/02995 Entity: KVCA JOB TITLE; Mason AGE; 39 Years SEX: Male Highest Level of Education Attained: Certificate in Brick Laying and Concrete Practice, Part II</p>	<p>Intermediate knowledge and skills in Civil engineering; Time management and stress management skills; Basic Interpersonal, human relations and communication skills.</p>
<p>Name: Ikosiot Julius Employee No; UWA/02992 Entity : KVCA JOB TITLE; Mason AGE; 29 Years SEX: Male Highest Level of Education Attained: Ordinary Diploma in Building and Civil Engineering</p>	<p>Advanced knowledge and skills in Building and Civil Engineering; Basic knowledge and skills in Tourism management; Basic IT and computer proficiency skills; Basic knowledge and skills in program/project planning and implementation, including M&E; Basic skills in law enforcement.</p>
<p>Name: Otuna Eluga David Employee No; UWA/02994 Entity: KVCA JOB TITLE; Mason AGE; 30 Years SEX: Male Highest Level of Education Attained: Ordinary Diploma in Building and Civil Engineering</p>	<p>Advanced knowledge and skills in Building and Civil Engineering; Computer proficiency skills; Knowledge and skills in Report preparation and presentation.</p>

BASIC PA STAFF DATA	SUMMARY OF HARMONIZED COMPETENCY NEEDS
<p>Name: Atidi Simon Employee No; UWA/02256 Entity: KVCA JOB TITLE; Senior Mechanic AGE; 37 Years SEX: Male Highest Level of Education Attained: Advanced Certificate, Motor Vehicle, Part II</p>	<p>Knowledge and skills in Mechanics for new plants and heavy machines; Intermediate skills in Mechanical Engineering; Knowledge and skills in Auto wiring; Basic knowledge and skills in Procurement and logistics management; Basic knowledge and skills in Fleet management; Team work skills.</p>
<p>Name: Auma Easther Employee No; UWA/02249 Entity: KVCA JOB TITLE; Room Attendant AGE; 29 Years SEX: Female Highest Level of Education Attained: U.C.E</p>	<p>Basic knowledge and skills in House-keeping and room maintenance; Basic interpersonal, human relations and communication skills; Basic Customer care skills.</p>
<p>Name: Chemonges Issa Mukusia Employee No; UWA/0296 Entity: KVCA JOB TITLE; Driver AGE; 48 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Basic decision-making skills; Defensive driving skills; Basic Customer care skills; Basic vehicle maintenance skills; Basic knowledge and skills in handling new equipment and plant; Basic Interpersonal, human relations and communication skills.</p>
<p>Name: Nakiru Betty Employee No; UWA/01474 Entity: KVCA JOB TITLE; Information Clerk AGE; 34 Years SEX: Female Highest Level of Education Attained: U.A.C.E</p>	<p>Basic knowledge & skills in data/information collection, processing and management; Basic IT and Computer proficiency skills; Basic Customer care skills; Basic Interpersonal, human relations and communication skills; Basic report preparation and presentation skills.</p>
<p>Name: Osuna Moses Employee No; UWA/02495 Entity: KVCA JOB TITLE; Driver AGE; 32 Years SEX: Male Highest Level of Education Attained: Advance Certificate in Motor vehicle II</p>	<p>Time management skills; Defensive driving skills; Basic knowledge and skills in vehicle maintenance; Tour guiding skills; Basic Customer care skills; Basic Team work skills; Basic Interpersonal, human relations and communication skills.</p>
<p>Name: Otuda Stephen Employee No; UWA/00729 Entity: KVCA JOB TITLE; Senior Mechanic AGE; 44 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<p>Advanced Mechanical skills (especially in carrying out engine overhaul); Basic decision-making skills; Basic knowledge and skills in Fleet Management; Basic Tour guiding skills; Knowledge and skills in Conflict resolution and management; Basic knowledge and skills in preparation and management of budgets.</p>

Matrix 4: Overall Detailed Findings of the Competency Assessment for PA Staff of the Six (6) KCL CFRs of NFA with Regard to Forest and Woodland Resource-Based Ecosystem and Biodiversity Conservation
Basic PA Staff Data Summary of Harmonized Competency Needs.

SUMMARY OF HARMONIZED COMPETENCY NEEDS	
<p>BASIC PA STAFF DATA</p> <p>Name: Atim Harriet Employee No: NFA/00375 Entity: KCL CFRs JOB TITLE: Sector Manager AGE: 38 Years SEX: Female Highest Level of Education Attained: B.A. in Environmental Management</p>	<p>Knowledge and skills in Participatory approaches to natural resource management (Forestry); Basic knowledge and skills in project planning and management; Conflict Management skills; Basic knowledge and skills in training and coaching; Knowledge and skills in Comprehensive report preparation and presentation; Basic knowledge and skills in Monitoring & Evaluation; Basic knowledge and skills in use of GPS technology.</p>
<p>Name: Nekesa Esther; Employee No: NFA/00387 Entity: KCL CFRs JOB TITLE: Sector Manager AGE: 37 Years SEX: Female Highest Level of Education Attained: MSc. in Natural Resource & Environment Management</p>	<p>General knowledge & understanding of Climate Change Management (esp. mitigation & adaptation); Knowledge & skills in Team-building & management; Inter-personal, human relations and communication skills; Skills in formulating & operationalizing ecosystem & biodiversity conservation strategies; Basic knowledge & skills in program/project planning & implementation; Skills in integration of ecosystem & biodiversity conservation in DEAPs & DDPs; Coordination and networking skills; Knowledge and skills in records management; Knowledge & Skills in conflict mapping; Conflict management skills; Negotiation & consensus building skills; Skills in reviewing technical reports on sound ecosystem & biodiversity conservation (forestry and woodland resources); Knowledge & skills in preparing and enforcing litigation for non-compliance with standards; Knowledge and skills in First Aid; Knowledge and skills in Procurement; Knowledge and skills in Collaborative Forest Management; Basic knowledge and skills in use of GPS & GIS technologies; Data storage, analysis and retrieval skills; Basic knowledge and skills in Monitoring & Evaluation; Knowledge and skills in Policing; Knowledge and skills in Ecological monitoring and mapping.</p>
<p>Nyeko Patrick; Employee No: NFA/00709; Entity: KCL CFRs JOB TITLE: Forest Supervisor AGE: 32 Years SEX: Male Highest Level of Formal Education Attained: Bsc. in Agriculture & BA in Public Administration</p>	<p>General knowledge and understanding of Environment management; Knowledge & skills in formulating & operationalizing ecosystem & biodiversity conservation strategies; Knowledge of economic methods as applied to ecosystem & biodiversity conservation; Basic knowledge & skills in ENR-based Business Planning & Management; Knowledge & skills in development and execution of action plans; Basic knowledge & skills in program/project planning & implementation, including M&E; Knowledge & skills in preparation and management of budgets; Analytical, problem solving and decision-making skills; Occupational counseling skills; Training and coaching skills; Basic Knowledge & skills in Ecosystem & biodiversity conservation Intelligence gathering & management; Knowledge & Skills in conflict mapping; Conflict prevention & management skills; Knowledge & skills in effective institutional forest resource use monitoring & reporting; Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation; Knowledge & skills in preparing and enforcing litigation for non-compliance with standards; Basic knowledge & skills in Environmental governance; Knowledge & skills in Land use planning; Knowledge and skills in use of GIS technology.</p>
<p>Name: Labu Twaha Entity: KCL CFRs (NFA) JOB TITLE: Transport Assistant AGE: 35 Years SEX: Male</p>	<p>Basic First Aid skills; Basic Fire fighting skills; Basic knowledge & skills in vehicle maintenance; Customer care skills; Team work skills; Basic Interpersonal, human relations and communication skills.</p>

Matrix 5: Overall Detailed Findings of the Training Needs Assessment (TNA) for PA Staff of KVCA (UWA) with regard to Wildlife Resource-Based Ecosystem and Biodiversity Conservation

BASIC PA STAFF DATA	HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Masereka Augustine Johnson; Employee No; UWA/00032 Entity: KVCA JOB TITLE; Conservation Area Manager AGE; 55 Years SEX: Male Highest Level of Education Attained: Msc. in CITES³⁹</p>	<ul style="list-style-type: none"> Knowledge & skills in measuring biodiversity offsets Knowledge & skills in managing staff and clients' expectations Advanced knowledge & skills in institutional Management Advanced knowledge & skills in institutional Management Staff Counseling skills Knowledge & skills in Human Resource Management & Development Knowledge & skills in modern Financial Management Computer-based Research skills 	<p>Whereas the Training Needs that are documented in Column 2 are mainly the <i>harmonized combination</i> of the priority ones reported by this Staff; those recommended by Management; and those established by the Consultant; there are some other more specific <i>Competency Needs</i> that were identified (and documented in Matrix 1) – which also <u>translate into Training Needs</u>. These also need to be considered when planning for this Staff Member's Training – over and above the priority ones listed in Column 2⁴⁰.</p>
<p>Name: Kitimbo Herbert; Employee No; UWA/01984 Entity: KVCA JOB TITLE; Warden, Research & Ecological Monitoring AGE; 40 Years SEX: Male Highest Level of Education Attained: Msc. in Forestry</p>	<ul style="list-style-type: none"> Advanced Wildlife Management skills Knowledge & skills in use of GIS & Remote sensing technology Basic knowledge & skills in Biodiversity resource assessment Knowledge & skills in natural resource planning Conflict resolution and management skills Leadership skills Knowledge & skills in Human Resource Management & Development Basic Public relations skills Knowledge & skills in preparing and enforcing litigation for non-compliance with standards 	<p>Same as Above</p>
<p>Name: Odokorwot Walter; Employee No; UWA/000117 Entity: KVCA JOB TITLE; Warden, Community Conservation AGE; 44 Years SEX: Male Highest Level of Education Attained: Degree in Conflict Resolution and Peace Building</p>	<ul style="list-style-type: none"> Advanced Wildlife Management skills Basic knowledge & skills in program/project planning & implementation, including M&E Conflict management skills Basic Public relations skills Basic knowledge & skills in IT & Computer proficiency Knowledge & skills in Natural resource valuation for decision-making Knowledge & skills in Human Resource Management & Development Basic knowledge and skills in ENR-based business planning and management Skills in integration of ecosystem & biodiversity conservation in DEAPs & DDPs 	<p>Same as Above</p>
<p>Name: Kataribabo John Bosco; Employee No; UWA/00816 Entity: KVCA JOB TITLE; Assistant Warden Engineering AGE; 50 Years SEX: Male Highest Level of Education Attained: Certificate in Mechanics</p>	<ul style="list-style-type: none"> Intermediate Wildlife Management skills Basic Computer proficiency skills Knowledge & skills in handling of Modern Equipment Basic knowledge & skills in Human Resource Management & Development Knowledge & skills in Modern machines maintenance Basic knowledge & skills in development and execution of action plans Basic knowledge & skills in program/project planning & implementation, including M&E 	<p>Same as Above</p> <p>It is also noteworthy, however, that this PA Staff is not far from retirement.</p>

³⁹ CITES: Convention in International Trade in Endangered Species.

⁴⁰ A recommendation is also made in this Report regarding how to cost-effectively handle most of these Cross-cutting Competency Needs in the Training Program.

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS		REMARKS
<p>Name: Nyadru Stephen; Employee No: UWA/01351 Entity: KVCA JOB TITLE: Assistant Warden, Tourism AGE: 39 Years SEX: Male Highest Level of Education Attained: Diploma in Tourism Management.</p>		<ul style="list-style-type: none"> Intermediate Wildlife Management skills Basic knowledge & skills in program/project planning & implementation, including M&E Basic knowledge & skills in I.C.T & Computer proficiency Advanced Knowledge & skills in Tourism management Basic knowledge and skills in ENR-based Business planning and management Conflict prevention & management skills 		<p>Same as Above</p>
<p>Name: Owiny Joseph Adriko Employee No: UWA/02993 Entity: KVCA JOB TITLE: Assistant Warden Civil Engineering AGE: 37 Years SEX: Male Highest Level of Education Attained: Higher Diploma in Civil Engineering</p>		<ul style="list-style-type: none"> Intermediate Wildlife Management skills General knowledge & understanding of ecosystem & biodiversity conservation Basic knowledge & skills in use of GIS technology Basic knowledge & skills in use of Civil CAD Software Basic Public relations skills Assessment skills (especially in plumbing and electrical works) Conflict prevention & management skills 		<p>Same as Above</p>
<p>Name: Abil Geoffrey; Employment No: /UWA 0593; Entity: KVCA Title: CPL Ranger; Sex: Male; Age: 42 yrs Highest Level of Education Attained: Senior Three</p>		<ul style="list-style-type: none"> Basic Wildlife Management skills Computer Literacy Basic Public relations skills Basic Teamwork skills Basic conflict prevention and management skills Basic negotiation & consensus building skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 		<p>Whereas the Training Needs that are documented in Column 2 are mainly the <i>harmonized combination</i> of the priority ones reported by this Staff; those recommended by Management; and those established by the Consultant; there are some other more specific <u>Competency Needs for Rangers</u> (Matrix 1, of this Report) that were identified (and documented in Matrix 1) – which also <u>translate</u> into Training Needs. These also need to be considered when planning for this Staff Member's Training – over and above the priority ones listed in Column 2⁴¹.</p>
<p>Name: Abonga Alex; Employee No: UWA/02507 Entity: KVCA JOB TITLE: Private Ranger/Intelligence AGE: 29 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>		<ul style="list-style-type: none"> Basic Wildlife Management skills Suspect handling and prosecution skills Basic Investigation skills Basic report preparation and presentation skills Basic I.T and Computer proficiency skills Basic Tourism and marketing skills Basic Intelligence/Information gathering & management skills Basic Public relations skills 		<p>Same as Above</p>
<p>Name: Achia Stephen; Employee No: UWA / 02509; Entity: KVCA JOB TITLE: Ranger Age: 25years, Male Highest Level of Education Attained: U.C.E</p>		<ul style="list-style-type: none"> Intermediate Wildlife management skills Basic knowledge & skills in development and execution of action plans Conflict resolution and management skills Basic Marketing & Customer care skills Bird watching skills Basic leadership skills Basic Knowledge & skills in Tour guiding and Nature interpretation 		<p>Same as Above</p>

⁴¹ A recommendation is also made in this Report regarding how to cost-effectively handle most of these Cross-cutting Competency Needs in the Training Program.

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
Name: Akeilo Angella; Employment No. UWA/02367 Entity: KVCA Title: PTE Ranger Sex: Female Age: 28 years Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife management skills Community conservation skills Basic IT and Computer proficiency skills Basic Public relation skills Analytical, coordination and networking skills Conflict prevention & management skills 	Same as Above	
Name: Akidi Paska; Employee No. UWA/02525 Entity: KVCA Title: Private Ranger Age: 23years Sex: Female Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management & field work skills Basic Computer proficiency skills Basic knowledge & skills in Intelligence gathering & management Basic knowledge & skills in use of GPS & Smartphone technologies Nature interpretation skills Basic knowledge & skills in Wildlife disease surveillance and treatment Conflict prevention and management skills 	Same as Above	
Name: Akorogimoe Philip Employee No: UWA/01054 Entity: KVCA JOB TITLE: Private Ranger/Sergeant AGE: 42 Years SEX: Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Intermediate Wildlife management skills Basic knowledge & skills in development and execution of action plans Conflict resolution and management skills Basic Marketing & Customer care skills Bird watching skills Basic leadership skills Basic Knowledge & skills in Tour guiding and Nature interpretation 	Same as Above	
Name: Akumu Josephine; Employee No.: UWA/02528; Entity: KVCA Title: Private Ranger; Age: 25 years; Sex: Female Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Intermediate knowledge & skills in Wildlife management Basic knowledge & skills in Intelligence gathering & management Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills Basic report preparation and presentation skills Negotiation & consensus building skills 	Same as Above	
Name: Alupo Grace; Employee No. 02365 Entity: KVCA Title: Private Ranger Sex: Female Age: 28 years Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Tourism management skills Basic Community conservation skills Basic Information & Intelligence gathering skills Basic leadership skills Patrol skills Suspect handling skills First Aid skills Search & rescue skills 	Same as Above	
Name: Amongin Immaculate Employee No. 02364 Entity: KVCA Title: Private Ranger Sex: Female Age: 30 years Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Computer proficiency skills Basic Intelligence gathering skills Skills in range practice Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills 	Same as Above	

BASIC PA STAFF DATA	HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Anywar Richard Employee No: UWA/02343 Entity: KVCA JOB TITLE: Private Ranger AGE: 31 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife management skills • Basic skills in Community mobilization and engagement for Wildlife conservation • Basic knowledge & skills in development and execution of action plans • Basic skills in Public relations (especially with Communities) • Basic Computer-based data processing skills • Basic report preparation and presentation skills • Problem Animal handling skills • Conflict resolution and management skills 	<p>Same as Above</p>
<p>Name: Apei Galdino Employee No: UWA/00596 Entity: KVCA JOB TITLE: Private Ranger AGE: 46 Years SEX: Male Highest Level of Education Attained: Primary Five</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic knowledge & skills in ecosystem and biodiversity monitoring • Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation • Basic Public relations skills 	<p>Same as Above</p>
<p>Name: Arega Julius Employment No. 02362 Entity: KVCA Title Private Ranger Sex: Male; Age: 31 years Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Basic Public relations skills • Basic knowledge & skills in Information/Intelligence gathering & management • Basic I.T. and Computer proficiency skills • Team work skills • Basic Analytical, coordination and networking skills • Basic leadership skills 	<p>Same as Above</p>
<p>Name: Ariko Aquilino Employment No. 0597 Entity: KVCA Title: Private Ranger Sex: Male Age: 44 years Highest Level of Education Attained: Primary Three</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Conflict prevention & management skills • Basic knowledge & skills in Information/Intelligence gathering • Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation • Basic Public relations skills 	<p>Same as Above</p>
<p>Name: Candiya Kenneth Employee No: UWA /02596 Entity: KVCA JOB TITLE: Private Ranger AGE: 28 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Computer literacy • Basic report preparation & presentation skills • Basic knowledge & skills in development and execution of action plans • Basic Negotiation & consensus building skills • Conflict prevention & management skills • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<p>Same as Above</p>
<p>Name: Chilameri Mario Employee No: UWA/00601 Entity: KVCA JOB TITLE: Private Ranger AGE: 43 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic knowledge & skills in Financial Accounting & Book keeping • Basic I.T & Computer proficiency skills • Basic knowledge and skills in use of GPS technology • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation • Basic report preparation & presentation skills • Basic knowledge & skills in development and execution of action plans • Basic knowledge & skills in conflict prevention and management • Basic negotiation & consensus building skills 	<p>Same as Above</p>

BASIC PA STAFF DATA	HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name Esasu Gerald; Employee No. UWA / 02621; Entity: KVCA JOB TITLE; Private Ranger Age; 23 Years; Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic knowledge & skills in Wildlife Management Basic conflict prevention and management skills Basic knowledge & skills in Customer care and quality service provision Knowledge & skills in suspect handling and prosecution Basic knowledge & skills in Tourism management Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic knowledge and skills in preparation and management of budgets 	Same as Above
<p>Name: Habarulema Benoni; Employee No; UWA/02631 Entity: KVCA JOB TITLE; Private Ranger AGE; 29 Years SEX: Male Highest Level of Education Attained: Degree in Business Administration</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Wildlife research Interpersonal & human relations skills Customer care skills Basic Conflict management skills Basic Public relations skills Basic skills in Computer-based data entry and analysis Knowledge and skills in detecting endangered animals Problem animal handling skills 	Same as Above
<p>Hongom Isaiah Employee No; UWA/01740 JOB TITLE; Private Ranger AGE; 36 Years SEX: Male (KVCA) Highest level of education attained: Primary Teachers Education</p>	<ul style="list-style-type: none"> Basic skills in Wildlife Management Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Computer literacy Basic Intelligence/Information gathering and management skills Basic Conflict resolution and management skills Report preparation and presentation skills Basic public relations skills 	Same as Above
<p>Name: Ikara Samson; Employee No. UWA 02360 Entity: KVCA Title: Private Ranger; Sex: Male; Age: 30 years; Highest Level of Education Attained: Grade III Teachers Certificate</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Computer literacy Basic Intelligence/Information gathering & management skills Basic Public relations skills Basic Conflict resolution and management skills Basic negotiation & consensus building skills Basic knowledge & skills in Community extension outreach 	Same as Above
<p>Name: Ikule Margaret Ruth; Employee No; UWA/2359 Entity: KVCA JOB TITLE; Private Ranger AGE; 30 Years SEX: Female Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife management skills Basic Customer care skills Basic skills in use of Smart phone technology Basic knowledge & skills in development and execution of action plans Basic knowledge & skills in conflict mapping Basic Public relations skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	Same as Above
<p>Name: Ilukol Gabriel; Employee No; UWA/0606 Entity: KVCA JOB TITLE; Private Ranger AGE; 52 Years SEX: Male Highest Level of Education Attained: Primary Five</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Conflict prevention and management skills Basic Intelligence gathering skills Basic Teamwork skills Basic Inter-personal, human relations and communication skills Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting 	<p>Same as Above</p> <p>It is also noteworthy, however, that this PA Staff is not far from retirement.</p>

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
Name: Ilukol Daniel Chiyio Employee No: UWA/01562 Entity: KVCA JOB TITLE: L/CPL Ranger Guide AGE: 33 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Intelligence/Information gathering & analysis skills • Nature interpretation skills • Basic Public relations skills • Basic skills in field guiding • Basic conflict prevention and management skills • Basic skills in enforcing ecosystem and biodiversity conservation policies and legislation • Computer literacy • Basic Tourism marketing & Customer care skills • Basic Driving skills 	Same as Above	
Name: Ilukol Philips Employee No. UWA / 02358 Entity: KVCA Title: Private Ranger Sex: Male 29 years Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Law enforcement skills • Basic knowledge & skills in Suspect handling & prosecution • Basic Intelligence/Information gathering & management skills • Tour guiding skills • Basic Community mobilization and sensitization skills • Basic knowledge & skills in Wildlife research 	Same as Above	
Name: Isudo Vincent Employee No. UWA / 02636; Entity: KVCA JOB TITLE: Field Ranger Age: 25 Years Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation • Basic Conflict mapping skills • Basic Conflict prevention and management skills • Basic knowledge & skills in preparation and management of budgets • Patrolling skills • Basic IT & computer proficiency skills • Basic Public relations skills 	Same as Above	
Name: Kiplangat Silas Employee No: UWA/02357 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 30 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> • Knowledge & skills in field work and data entry • Basic knowledge & skills in suspect handling and prosecution • Basic knowledge & skills in use of Smart phone technology • Basic knowledge & skills in Radio communication and Radio maintenance • Basic knowledge & skills in Law enforcement • Computer literacy • First aid skills 	Same as Above	
Name: Kiptoo Sammy Employee No: UWA /02672 Entity: KVCA JOB TITLE: Private Ranger AGE: 26 Years SEX: Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic knowledge & skills in Intelligence gathering & management • Basic IT. & Computer proficiency skills • Basic knowledge & skills in development and execution of action plans • Basic Report preparation & presentation skills • Basic Public relations skills • Basic Conflict resolution and management skills 	Same as Above	
Name: Lobolia Joseph; Employment No. UWA 0609; Entity: KVCA Title: Cpl Ranger SEX Male AGE 42 years; Highest Level of Education Attained: P.L.E ⁴²	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic leadership skills • Basic Intelligence gathering skills • Basic Tour guiding skills • Basic Public relations skills 	Same as Above	

⁴² P.L.E: Primary Leaving Examination.

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
Name: Lochan Phillip Employee No: UWA/00659 Entity: KVCA JOB TITLE: Private Ranger AGE: 39 Years SEX: Male Highest Level of Education Attained: P.LE	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Law enforcement skills Basic knowledge & skills in suspect handling Basic Intelligence/Information gathering skills Basic Tour guiding skills Basic Public relations skills Basic knowledge and skills in Radio communication 	Same as Above	
Lodiye John Employee No: UWA/00611 Entity: KVCA JOB TITLE: Private Ranger AGE: 50 Years SEX: Male Highest Level of Education Attained: None	<ul style="list-style-type: none"> Basic knowledge & skills in Community mobilization for Wildlife resource monitoring Basic Team work skills Basic Law enforcement skills Basic Public relations skills 	Same as Above It is also noteworthy, however, that this PA Staff is not far from retirement.	
Name: Loita Phillips Employee No: UWA/00592 Entity: KVCA JOB TITLE: Private Ranger AGE: 38 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Radio and message communication skills Basic report preparation and presentation skills Basic Negotiation & consensus building skills Basic knowledge & skills in Intelligence gathering & management Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic Public relations skills 	Same as Above	
Name: Lokapel Augustine Employee No: UWA / 1736; Entity: KVCA JOB TITLE: Private Ranger Age:44 Years SEX: Male Highest Level of Education Attained: Senior Three	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Intelligence/Information gathering skills Basic suspect handling skills Basic security maintenance skills Basic Public relations skills 	Same as Above	
Name: Lokima David Employee No: UWA/00616 Entity: KVCA JOB TITLE: CPL Ranger AGE: 50 Years SEX: Male Highest level of education attained: Primary 4	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Public relations skills (especially with communities) Basic Law enforcement skills Basic knowledge & skills in suspect handling Basic Intelligence gathering skills Basic paramilitary (refresher) skills 	Same as Above It is also noteworthy, however, that this PA Staff is not far from retirement.	
Name: Lokiru Michael Employee No: UWA/01987 Entity: KVCA JOB TITLE: Ranger AGE: 39 Years SEX: Male Highest Level of Formal Education Attained: U.C.E ⁴³	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Analytical, coordination and networking skills Basic knowledge & skills in development and execution of action plans Basic Conflict prevention & management skills Computer literacy Basic knowledge & skills in conflict mapping Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills 	Same as Above	

⁴³ U.C.E: Uganda Certificate of Education.

BASIC PA STAFF DATA	HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
Name: Lokiru Moses Employee No: UWA/02356 Entity: KVCA JOB TITLE: Private Ranger AGE: 33 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relation skills Basic Negotiating and consensus building skills 	Same as Above
Name: Lognee Zachary Oboya Employee No: UWA/01563 Entity: KVCA JOB TITLE: Ranger AGE: 42 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills Basic leadership skills Nature interpretation skills (especially birding) Basic Customer care skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	Same as Above
Name: Loruma Jackson Employee No: UWA / 1427; Entity: KVCA JOB TITLE: Private Ranger Age: 45years; Male Highest Level of Education Attained: P.LE	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic First Aid skills Basic Public relations skills 	Same as Above
Name: Lotuk Bernard Aritei Employee No: UWA/00643 Entity: KVCA JOB TITLE: Ranger/Field Ranger AGE: 40 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Professional bird guiding skills Basic Customer care and handling skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Skills in range practice Driving skills Vulture counting skills Vegetation and shrub identification skills 	Same as Above
Name: Lotyang Hillary Employee No: UWA/00619 Entity: KVCA JOB TITLE: Cpl Ranger AGE: 41 Years SEX: Male Highest Level of Education Attained: P.LE	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Community conservation skills Basic report writing, preparation and presentation skills Basic leadership skills Basic negotiation and decision-making skills Basic knowledge & skills in conflict mapping Basic Public relations skills Basic Interpersonal & Communication skills 	Same as Above
Name: Lotyang Michael Employee No: UWA/00773 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 53 Years SEX: Male Highest Level of Education Attained: Primary 4	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Information/Intelligence gathering skills Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills 	Same as Above It is also noteworthy, however, that this PA Staff is not far from retirement.

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Loware Samuel Samie Employee No: UWA/01056 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 42 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Intermediate Wildlife Management skills Basic Project proposal writing skills Basic knowledge & skills in Intelligence gathering and management Basic knowledge & skills in Conflict mapping Basic Conflict resolution and management skills Basic knowledge and skills in Community mobilization for Wildlife resource monitoring and reporting Basic leadership skills Basic skills in enforcing ecosystem and biodiversity conservation policies & legislation Basic knowledge and skills in use of GIS technology 	Same as Above	
<p>Name: Makilyo Dismas Employee No: UWA /02708 Entity: KVCA JOB TITLE: Field Ranger AGE: 26 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Computer proficiency skills Basic knowledge & skills in Monitoring & Evaluation Basic Suspect handling and prosecution skills Basic Intelligence/information gathering skills Tour guiding skills Basic Community sensitization skills 	Same as Above	
<p>Name: Masola Godfrey Employee No. UWA / 02718 Entity: KVCA JOB TITLE: Private Ranger Age: 28 Years; Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills Basic Knowledge & skills in effective institutional Wildlife resource monitoring Basic Intelligence/information gathering & management skills Team work skills Basic report preparation and presentation skills Basic Public relations skills Basic knowledge & skills in development and execution of action plans Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	Same as Above	
<p>Name: Mbusa Amos Employee No: UWA/02274 Entity: KVCA JOB TITLE: Private Ranger AGE: 34 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Conflict prevention & management skills Basic knowledge & skills in conflict mapping Basic knowledge & skills in Intelligence gathering & management Basic Negotiation and consensus building skills Computer literacy Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills 	Same as Above	
<p>Name: Menyua Geoffrey Joe Employee No: UWA/01733 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 33 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Automotive wiring skills Basic Motor vehicle mechanical skills Record keeping skills Basic Plumbing skills Camp attendance skills Basic Negotiation & consensus building skills Basic Conflict prevention & management skills Basic Information/Intelligence gathering & management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	Same as Above	

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Mucunguzi Alexander Employee no: UWA/02729 Entity: KVCA JOB TITLE: Ranger AGE: 30 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreement & protocols Basic knowledge & skills in development and execution of action plans Basic Negotiation & consensus building skills Basic Conflict prevention & management skills Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic knowledge & skills in suspect handling and prosecution 	<p>Same as Above</p>	
<p>Name: Mulekensi Godson Employee No: UWA/00396 Entity: KVCA JOB TITLE: Private Ranger AGE: 45 Years SEX: Male Highest Level of Education Attained: Diploma in Tourism & Travel Agency Management</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Knowledge & skills in data/information gathering and management Basic knowledge and skills in Soil PH and vegetation Analysis General knowledge & understanding of Trees and shrub identification Basic knowledge & skills in Reptile and amphibian identification Basic Computer proficiency skills Basic knowledge & skills in use of GPS technology Knowledge & skills in use of Aerial method of animal census 	<p>Same as Above</p>	
<p>Name: Musau Suleiman Employee No: UWA/02751 Entity: KVCA JOB TITLE: Private Ranger AGE: 32 Years SEX: Male Highest Level of Education Attained: Degree in Mass Communication</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Tourism management & Marketing skills Basic Conflict resolution and management skills Basic Suspect handling and prosecution skills General knowledge of Investigative zoology Tour guiding skills Basic IT and computer proficiency skills Basic knowledge & skills in book keeping Basic knowledge & skills in program/project planning & implementation, including M&E 	<p>Same as Above</p>	
<p>Name: Naabya Cathabati Employee No: UWA/02770 Entity: KVCA JOB TITLE: Private Ranger AGE: 23 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Conflict resolution & management skills Basic IT and computer proficiency skills Basic leadership skills Basic Tourism marketing skills Basic knowledge & skills in development and execution of action plans Basic Conflict prevention & management skills Basic knowledge & skills in Information/Intelligence gathering & management Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<p>Same as Above</p>	
<p>Name: Namboozo Aidati Employee No: UWA/02780 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 28 Years SEX: Female Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife management skills Knowledge and skills in online data search and downloading Basic monitoring and research skills Basic knowledge & skills in data/information collection, processing and management Basic skills in use of Smart phone technology Basic knowledge & skills in Radio communication Basic knowledge & skills in development and execution of action plans Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic knowledge of court and legal procedures 	<p>Same as Above</p>	

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Nyeko Francis Employee No. UWA / 2153; Entity: KVCA JOB TITLE: Private Ranger Age: 35 years; SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Community conservation skills Basic IT & Computer proficiency skills Basic Public relations skills Basic knowledge and skills in Suspect handling Basic knowledge and skills in use of Smart phone technology Problem Animal handling skills Basic monitoring and research skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic Proposal writing and presentation skills 	Same as Above	
<p>Name: Obore Patrick Employee No; UWA/01568 Entity: KVCA JOB TITLE: Private Ranger AGE: 42 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting Basic Knowledge & skills in use of Smart phone technology Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	Same as Above	
<p>Name: Obulejo Stephen Apidra; Employment No. 02811 Entity: KVCA Sex: Male Title: Private Ranger; Age: 29 years; Highest Level of Education Attained: U.C.E Basic Wildlife Management skills</p>	<ul style="list-style-type: none"> Basic knowledge & skills in development and execution of action plans Computer literacy Basic skills in Intelligence gathering & management Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic skills in Store keeping and logistics management Basic Customer care skills Basic knowledge & skills in conflict mapping Basic Negotiation & consensus building skills 	Same as Above	
<p>Name: Ochan Robert Employee No; UWA/01737 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 33 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic monitoring and research skills Basic skills in Tourism management Basic Customer care skills Inter-personal, human relations and communication skills Basic Public relations skills Basic Analytical, coordination and networking skills Basic report preparation and presentation skills Basic knowledge & skills in Intelligence gathering & management Conflict prevention & management skills Knowledge and skills in handling problem animals 	Same as Above	
<p>Name: Ochen Naboth Employee No; UWA/02145 Entity: KVCA JOB TITLE: Private Ranger AGE: 30 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Intermediate Wildlife Management skills Basic IT & Computer proficiency skills Basic Knowledge and skills in Animal health monitoring and diseases outbreak identification Basic Customer care skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills (especially with communities) Tour guiding skills 	Same as Above	

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS		REMARKS
<p>Name: Odela Simon Peter Employee No; UWA /02818 Entity: KVCA JOB TITLE; Private Ranger AGE; 26 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic IT & Computer proficiency skills Basic report preparation & presentation skills Basic knowledge and skills in Information/Intelligence gathering & management Basic knowledge & skills in Conflict mapping Basic Negotiation & consensus building skills Basic Conflict prevention & management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<p>Same as Above</p>		
<p>Name: Odong Denis Employee No; UWA/02151 Entity: KVCA JOB TITLE; Private Ranger AGE; 30 Years SEX: Male Highest Level of Education Attained: Diploma in Allied Natural Resource and Wildlife</p>	<ul style="list-style-type: none"> Advanced knowledge of Conservation Science Basic knowledge of Organizational ethics Basic knowledge & skills in Tourism sales and marketing Knowledge of international languages (especially French, Italian & Spanish) Basic IT & Computer proficiency skills Basic knowledge & skills in Information/Intelligence gathering & management Basic Law enforcement skills Basic knowledge & skills in suspect handling and prosecution Basic knowledge & skills in training and coaching Basic knowledge and skills in conflict mapping 	<p>Same as Above</p>		
<p>Name: Ogwang Thomas Employee No; UWA/02369 Entity: KVCA JOB TITLE; Private Ranger AGE; 30 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Inter-personal, human relations & communication skills Basic knowledge & skills in development and execution of action plans Basic Conflict prevention and management skills Intermediate knowledge & skills in Brick laying and concrete practice Driving skills Basic knowledge & skills in Technical Drawing Basic Negotiation & consensus building skills Basic knowledge & skills in Intelligence gathering & management 	<p>Same as Above</p>		
<p>Name: Okech Mario Employee No; UWA/00626 Entity: KVCA JOB TITLE; Private Ranger AGE; 49 Years SEX: Male Highest Level of Education Attained: P.LE</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Law enforcement skills Basic Information/Intelligence gathering skills Basic Community sensitization skills Basic Teamwork skills Basic Public relations skills 	<p>Same as Above</p>		
<p>Name: Okello Joseph; Employee No: 02353 Entity: KVCA Job Title Ranger/Radio Operator Male; Age: 28 years; Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Hospitality & Tourism Management Inter-personal, human relations and communication skills Basic knowledge & skills in Radio communication and Maintenance Basic IT & Computer proficiency skills Basic knowledge & skills in development and execution of action plans Basic Conflict prevention & management skills Basic knowledge & skills in Information/Intelligence gathering & management Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 			

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Okiring David Employee No: UWA/00627 Entity: KVCA JOB TITLE: Private Ranger AGE: 47 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Fire management skills Basic knowledge & skills in surveillance and management of emerging diseases (especially zoonotic diseases) Basic Range land management skills Basic knowledge and skills in re-introduction of extinct animal species Basic knowledge and skills in Control of invasive species Basic Public relations skills 	Same as Above	
<p>Name: Okurut Amulani Employee No. UWA / 02841; Entity: KVCA JOB TITLE: Field Ranger Age: 25 Years; Male Highest Level of Education Attained: Diploma in Business Administration and management</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills Basic knowledge & skills in Information/Intelligence gathering & management Basic knowledge & skills in program/project planning & implementation, including M&E Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic knowledge and skills in Financial Accounting Basic knowledge & skills in suspect handling and prosecution Basic knowledge & skills in Tourism management Nature interpretation skills 	Same as Above	
<p>Name: Olum Gabriel; Employee No. 02351 Entity: KVCA Title: Private Ranger SEX: Male AGE: 31 years Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Analytical, coordination and networking skills Basic knowledge & skills in Conflict mapping Basic Negotiation & consensus building skills Conflict prevention & management skills Basic knowledge and skills in effective institutional Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Computer literacy Basic knowledge and skills in information/intelligence gathering & management 	Same as Above	
<p>Name: Omuvema James Employee No. UWA/02853 Entity: KVCA JOB TITLE: Field Ranger Age: 31 Years; Sex: Male Highest Level of Education Attained: Grade III Teaching Certificate</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Computer literacy Basic leadership skills Basic knowledge & skills in Intelligence/information collection and management Basic conflict resolution & management skills Basic negotiation and consensus building skills Basic training and coaching skills Basic public relations skills 	Same as Above	
<p>Name: Opolot Simon Employee No: UWA/02346 Entity: KVCA JOB TITLE: Private Ranger AGE: 29 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic leadership skills Basic Conflict prevention & management skills Basic knowledge & skills in animal disease identification Basic intelligence gathering & management skills Basic Public relations skills Customer care & Communication skills Basic knowledge & skills in suspect handling & prosecution 	Same as Above	

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Ochen Geoffrey Employee No; UWA/00734 Entity: KVCA JOB TITLE: Private Ranger AGE: 43 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Communication skills • Basic knowledge & skills in Intelligence/information gathering and management • Basic knowledge and skills in conflict mapping • Basic Negotiation and consensus building skills • Basic Conflict prevention & management skills • Knowledge & skills in handling problem animals • First Aid skills • Basic Public relations skills (especially with communities and other stakeholders) 	<p>Same as Above</p>	
<p>Name: Ocheng Simon Employee No; UWA/02816 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 31 Years SEX: Male Highest Level of Education Attained: Diploma in Wildlife and Allied Natural Resources Management</p>	<ul style="list-style-type: none"> • Basic knowledge & skills in Tourism management • Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation • Community conservation skills • Basic Computer proficiency skills • Basic Negotiation & consensus building skills • Basic knowledge & skills in program/project planning & implementation, including M&E 	<p>Same as Above</p>	
<p>Name: Ogwang Simon Peter Rock Employee No; UWA/02370 Entity: KVCA JOB TITLE: Private Ranger AGE: 26 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Basic knowledge & skills in Intelligence/information collection and management • Basic Computer proficiency skills • Knowledge and skills in problem animal handling (especially Elephants) • Basic Human-wildlife conflict management skills • First Aid skills • Basic knowledge and skills in use of weapons • Basic knowledge and skills in use of GPS technology • Basic Public relations skills (especially with regard to community sensitization) 	<p>Same as Above</p>	
<p>Name: Okawa Charles; Employee No.UWA/2160 Entity: KVCA JOB TITLE: Private Ranger Age: 42years; Sex: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> • Basic knowledge & skills in Intelligence/information collection and management • Basic Computer proficiency skills • Knowledge and skills in problem animal handling (especially Elephants) • Basic Human-wildlife conflict management skills • First Aid skills • Basic knowledge and skills in use of weapons • Basic knowledge and skills in use of GPS technology • Basic Public relations skills (especially with regard to community sensitization) 	<p>Same as Above</p>	
<p>Name: Okello Joseph Emodu Employee No; UWA/02833 Entity: KVCA JOB TITLE: Private Ranger AGE: 28 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife management skills • Basic knowledge & skills in Intelligence/information collection and management • Basic knowledge and skills in use of GPS technology • Basic knowledge and skills in Radio communication • Foot patrol skills • Basic Training and Coaching skills • Basic Marine skills • Basic Analytical decision-making and problem solving skills • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<p>Same as Above</p>	

BASIC PA STAFF DATA	HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Okot Isaac Peter Employee No: UWA/02352 Entity: KVCA JOB TITLE: Private Ranger AGE: 29 Years SEX: Male Highest Level of Education Attained: U.A.C.E.</p>	<ul style="list-style-type: none"> • Basic wildlife Management skills • Basic Community conservation skills • Basic Conflict prevention and management skills • Basic leadership skills • Basic decision-making and problem solving skills • Basic Capacity building skills • Basic Computer proficiency skills • Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<p>Same as Above</p>
<p>Name: Okullai John Justine Employee No: UWA/02840 Entity: KVCA JOB TITLE: Private Ranger AGE: 28 Years SEX: Male Highest Level of Education Attained: Degree in Social Development</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Public relations skills • Basic Intelligence/Information gathering & management skills • Basic leadership skills • Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols • Knowledge & skills in conflict mapping • Tour guiding skills • Basic Community sensitization skills 	<p>Same as Above</p>
<p>Name: Olara Jonathan Employee No: UWA/02846 Entity: KVCA JOB TITLE: Private Ranger AGE: 29 Years SEX: Male Highest Level of Education Attained: Diploma in Telecommunications Engineering</p>	<ul style="list-style-type: none"> • Basic knowledge & skills in use of GIS and smart technologies • Basic knowledge & skills in Animal disease identification and animal health monitoring • Knowledge & skills in Radio communication & Radio maintenance • Knowledge and skills in Problem animal handling • Basic knowledge and skills in Invasive species identification 	<p>Same as Above</p>
<p>Name: Oluka James Employee No. UWA/00629; Entity: KVCA JOB TITLE: Private Ranger Age: 44 Years SEX: Male Highest Level of Education Attained: Primary Five</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Intelligence gathering skills • Basic Teamwork skills • Basic Record keeping skills • Basic Public relations skills • Basic Inter-personal, human relations and communication skills 	<p>Same as Above</p>
<p>Name: Omute Justine Employee No. 02349 Entity: KVCA Title: Ranger Sex: Male; Age: 27 years Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Knowledge & skills in Radio communication • Computer literacy • Basic knowledge & skills in development and execution of action plans • Basic knowledge & skills in Intelligence gathering & management • Basic Negotiation & consensus building skills • Basic Conflict prevention & management skills • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<p>Same as Above</p>

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
Name: Onama Pius Employee No: UWA/02348 Entity: KVCA JOB TITLE: Private Ranger AGE: 32 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Analytical, coordination and networking skills Basic report preparation & presentation skills Basic knowledge & skills in preparation and management of budgets Basic knowledge & skills in development and execution of action plans Basic knowledge & skills in ecosystem & biodiversity monitoring Basic Tourism management skills 	Same as Above	
Name: Ongom Simon Employee No: UWA/02854 Entity: KVCA JOB TITLE: Private Ranger AGE: 32 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic skills in handling support weapons Basic I.T and Computer proficiency skills Basic Analytical, coordination and networking skills Basic knowledge and skills in development and execution of action plans Basic knowledge & skills in Information/Intelligence gathering & management Basic Negotiation & consensus building skills Basic Conflict prevention & management skills 	Same as Above	
Name: Opio John moe Employment No. 2157 Entity: KVCA Title: Lance CPL Sex: Male 32 years; Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Information/Intelligence gathering & management Basic I.T. and Computer proficiency skills Knowledge and skills in Record and book keeping Basic leadership skills Basic knowledge & skills in development and execution of action plans Negotiation & consensus building skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	Same as Above	
Name: Oryem Martin Employee No: UWA/00170 Entity: KVCA JOB TITLE: Ranger AGE: 48 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Public relations skills Knowledge & skills in Community conservation Basic Human-Wildlife conflict analysis & management skills Basic knowledge & skills in sustainable resource utilization Basic biodiversity monitoring & reporting skills Interpersonal, human relations and communication skills Basic knowledge & skills in development and executive of action plans Basic Negotiation and consensus building skills 	Same as Above	
Name: Oketayot Geoffrey Employee No: UWA/01739 Entity: KVCA JOB TITLE: Private Ranger AGE: 36 Years SEX: Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills First Aid skills Knowledge and skills in Problem Animal control (especially Elephant tracking) Basic knowledge & skills in use of GIS technology Basic knowledge & skills in animal disease identification & Animal health monitoring Basic knowledge and skills in Invasive species identification Defensive driving skills 	Same as Above	
Name: Otim Denis Mandela Employment No. UWA/00240 Entity: KVCA Title Sergeant Major/Head Ranger Sex: Male Age: 40 years Highest Level of Education Attained: Senior Three	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic policing & conflict mapping skills Basic conflict prevention & management skills Basic leadership skills Basic knowledge & skills in Information/Intelligence gathering Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic knowledge & skills in Public relations and Tourism marketing Basic First Aid skills 	Same as Above	

BASIC PA STAFF DATA	HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Oyet David Kasisi Employee No: UWA/02344 Entity: KVCA JOB TITLE: Private Ranger AGE: 34 Years SEX: Male Highest Level of Education Attained: Grade III Primary Teaching Certificate</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic knowledge and skills in problem animal control • Basic knowledge & skills in use of GPS and Smart phone technologies • Basic Intelligence/information gathering & management skills • Computer literacy • Basic coaching and training skills • Basic Public relations skills • Basic Conflict prevention & management skills • Basic knowledge & skills in Extension work to facilitate community outreach 	<p>Same as Above</p>
<p>Name: Tugume Benoni; Employee No: UWA/02898 Entity: KVCA JOB TITLE: Private Ranger AGE: 25 Years SEX: Male Highest Level of Education Attained: U.D.B.S⁴⁴</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic knowledge & skills in Financial Accounting & Management • Basic report preparation and presentation skills • Basic skills in preparation and management of budgets • Basic Public relations skills • Basic Customer care skills • Inter-personal, human relations and communication skills • Basic knowledge & skills in program/project planning & implementation, including M&E; • Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols 	<p>Same as Above</p>
<p>Name: Womaungo Timothy Employee No: UWA/02931 Entity: KVCA JOB TITLE: Private Ranger AGE: 25 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Computer literacy • Basic Public relations skills • Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting • Inter-personal, human relations and communication skills • Basic Analytical, coordination and networking skills • Basic Conflict prevention & management skills • Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols • Basic Tourism marketing skills 	<p>Same as Above</p>
<p>Name: Ekwee Niko Emp. No: UWA 02610 Entity: KVCA Job Title: Ranger Sex: Male Age: 25 yrs Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic skills in Human-wildlife conflict analysis & management • Basic leadership skills • Interpersonal, human relations and communication skills • Basic Conflict management skills • Basic Intelligence/information gathering & management skills • Basic knowledge & skills in Ammunition use and handling • Basic knowledge and skills in development and executive of action plans 	<p>Same as Above</p>
<p>Name: Lotyang Lokidorimoe; Employee No: UWA/0653 No: UWA/0653 Entity: KVCA JOB TITLE: Private Ranger AGE: 53 Years SEX: Male Highest Level of Education Attained: Primary Three</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Interpersonal, human relations and communication skills • Basic knowledge & skills in Intelligence gathering • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation • Teamwork skills • Basic Public relations skills 	<p>Same as Above</p> <p>It is also noteworthy, however, that this PA Staff has already reached retirement.</p>

⁴⁴ U.D.B.S: Uganda Diploma in Business Studies.

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Agaba Florence; Employee No; UWA /02964 Entity: KVCA JOB TITLE; Information Clerk AGE; 29 Years SEX: Female Highest Level of Education Attained: Degree in Administrative and Secretarial Science</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Customer care skills Knowledge and skills in Record keeping Knowledge and skills in Office management Basic Public relations skills Interpersonal, human relations and communication skills 	-	
<p>Name: AJUGA JUSTUS; Employee No; UWA/01623 Entity: KVCA JOB TITLE; Driver/Bulldozer Operator AGE; 44 Years SEX: Male Highest Level of Education Attained: P.L.E</p>	<ul style="list-style-type: none"> Basic knowledge & skills in operating new machines (Bulldozers and Graders) Basic knowledge & skills in Machine maintenance Command of spoken and written English Basic Public relations skills Basic Time management and stress management skills 	-	
<p>Name: Ayesiga Francis Employee No; UWA/02417 Entity: KVCA JOB TITLE; Accounts Clerk AGE; 29 Years SEX: Male (KVCA) Highest Level of Education Attained: U.D.B.S</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Monitoring & Evaluation skills Basic IT & Computer proficiency skills Knowledge & skills in Financial Accounting & Management Defensive Driving skills Basic Investigation and intelligence gathering skills 	-	
<p>Name: Logwetel Anjello Employee No; UWA/00579 Entity: KVCA JOB TITLE; Workshop Clerk AGE; 47 Years SEX: Male Highest Level of Education Attained: Grade III Teaching Certificate</p>	<ul style="list-style-type: none"> Basic knowledge & skills in Stores management Basic knowledge & skills in Procurement Knowledge and skills in use of new fuel pumps (digital pumps) Basic knowledge & skills in Record & Book keeping Basic Computer proficiency skills Basic Customer care and handling skills Basic Public relations skills Driving skills 	-	
<p>Name: Lokamar Moses Employee No; UWA/02966 Entity: KVCA JOB TITLE; Information Clerk AGE; 29 Years SEX: Male Highest Level of Education Attained: Diploma in Business Administration</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Computer proficiency skills (especially use of Accounting & document processing Packages) Basic Customer care skills Knowledge & skills in Record keeping and reporting Basic Administration skills related to Wildlife conservation Basic Communication skills 	-	
<p>Name: Okot Ramadhan Employee No; UWA/01622 Entity: KVCA JOB TITLE; Driver AGE: 62 Years SEX: Male Highest Level of Education Attained: P.L.E</p>	<ul style="list-style-type: none"> <i>Preparation for Retirement</i> Basic skills in vehicle maintenance Basic recording, record keeping and reporting skills Basic Interpersonal, human relations and communication skills 	It is also noteworthy, however, that this PA Staff has already reached retirement.	

BASIC PA STAFF DATA	HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Oleke Joseph Employee No; UWA/01177 Entity: KVCA JOB TITLE; Driver AGE; 41 Years SEX: Male Highest Level of Education Attained: Advanced Technical Certificate</p>	<ul style="list-style-type: none"> • Defensive driving skills • Record keeping skills • Basic knowledge & skills in Machine operation • Basic knowledge & skills in operating new equipment • Basic knowledge & skills in road maintenance • Basic decision-making & problem solving skills • Basic Interpersonal, human relations and communication skills 	-
<p>Name: Onekgiu Isaijah Ojara Employee No; UWA/02496 Entity: KVCA JOB TITLE; Mechanic AGE; 32 Years SEX: Male Highest Level of Education Attained: Advanced Certificate Craft Part II (a)U.C.E</p>	<ul style="list-style-type: none"> • Electrical wiring skills • Knowledge & skills in machine operation • Basic knowledge & skills in Automotive wiring • Basic Computerized data entry skills • Knowledge and skills in maintenance of Advanced machines • Basic knowledge and skills in driving computerized vehicles • Basic Computer-based document processing skills 	-
<p>Name: Onyait John Bosco Employee No; UWA/02257 Entity: KVCA JOB TITLE; Driver AGE; 37 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Defensive driving skills • Computer literacy • Basic skills in vehicle mechanics • Skills in vehicle maintenance • Interpersonal, human relations and communication skills 	-
<p>Name: Okello Mike Employee No; UWA/02493 Entity: KVCA JOB TITLE; Driver AGE; 37 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic decision-making & problem solving skills • Computer literacy • Basic vehicle maintenance skills • Basic knowledge and skills in Motor vehicle technology • Knowledge and skills in driving Motor vehicles fitted with advanced technology • Knowledge and skills in operating heavy equipment (especially tractors) • Basic Interpersonal, human relations and communication skills 	-
<p>Name: Emoruoit James Stephen Employee No; UWA/02995 Entity: KVCA JOB TITLE; Mason AGE; 39 Years SEX: Male Highest Level of Education Attained: Certificate in Block laying and Concrete Practice Part II</p>	<ul style="list-style-type: none"> • Intermediate knowledge and skills in Civil engineering • Knowledge and skills in use of Auto CAD software • Knowledge and skills in use of Arch CAD software • Basic knowledge and skills in Road network maintenance • Time management and stress management skills • Basic Interpersonal, human relations and communication skills 	-

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Ikosiot Julius Employee No; UWA/02992 Entity: KVCA JOB TITLE; Mason AGE; 29 Years SEX: Male Highest Level of Education Attained: Ordinary Diploma in Building and Civil Engineering</p>	<ul style="list-style-type: none"> Advanced knowledge & skills in Building and Civil Engineering Knowledge & skills in use of Arch CAD and Auto CAD Software Basic IT and Computer proficiency skills Basic knowledge and skills in Tourism management Basic knowledge & skills in program/project planning and implementation, including M&E Basic knowledge & skills in data/information collection, processing and management Basic Coordination and network skills Records management skills Basic knowledge & skills in law enforcement 	-	
<p>Name: Otuna Eluga David Employee No; UWA/02994 Entity: KVCA JOB TITLE; Mason AGE; 30 Years SEX: Male Highest Level of Education Attained: Diploma in Building and Civil Engineering</p>	<ul style="list-style-type: none"> Advanced knowledge & skills in Building and Civil Engineering Knowledge & skills in use of Auto CAD software Knowledge & skills in use of Arch CAD software Knowledge & skills in Road network maintenance Basic Computer proficiency skills Basic knowledge & skills in report preparation and presentation 	-	
<p>Name: Atidi Simon Employee No; UWA/02256 Entity: KVCA JOB TITLE; Senior Mechanic AGE; 37 Years SEX: Male Highest Level of Education Attained: Advanced Certificate Motor Vehicle Part II</p>	<ul style="list-style-type: none"> Intermediate knowledge & skills in Mechanical Engineering Knowledge & skills in Mechanics for new plants and heavy machines Knowledge and skills in Auto wiring Basic knowledge & skills in Fleet management Basic knowledge & skills in Procurement and logistics management Basic Customer care skills Basic Team work skills 	-	
<p>Name: Auma Esther Employee No; UWA/02249 Entity: KVCA JOB TITLE; Room Attendant AGE; 29 Years SEX: Female Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic knowledge and skills in Housekeeping and room maintenance Basic Interpersonal, human relations and communication skills Basic Customer care skills Team work skills Basic Communication skills Basic Book and record keeping skills 	-	
<p>Name: Chemonges Issa Mukusia Employee No; UWA/02996 Entity: KVCA JOB TITLE; Driver AGE; 48 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic decision-making & problem solving skills Defensive driving skills Basic Customer care skills Basic vehicle maintenance skills Basic knowledge & skills in handling new equipment and plant Interpersonal, human relations and communication skills 	-	

BASIC PA STAFF DATA	HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
Name: Nakiru Betty Employee No; UWA/01474 Entity: KVCA JOB TITLE; Information Clerk AGE; 34 Years SEX: Female Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic knowledge & skills in data/information collection, processing and management • Basic IT and Computer proficiency skills • Basic Customer care skills • Interpersonal, human relations and communication skills • Basic report preparation and presentation skills • Basic knowledge & skills in Accounting • Basic Marketing & Public relations skills 	-
Name: Osuna Moses Employee No; UWA/02495 Entity: KVCA JOB TITLE; Driver AGE;32 Years SEX: Male Highest Level of Education Attained: Advance Certificate in Motor vehicle II	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Defensive driving skills • Basic knowledge & skills in vehicle maintenance • Tour guiding skills • Basic Time & stress management skills • Basic Customer care skills • Basic Team work skills • Interpersonal, human relations and communication skills 	-
Name: Otuda Stephen Employee No; UWA/00729 Entity: KVCA JOB TITLE; Senior Mechanic AGE;44 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> • Advanced Mechanical skills (especially in carrying out engine overhaul) • Basic decision-making & problem solving skills • Basic knowledge & skills in Fleet Management • Basic Tour guiding skills • Basic knowledge & skills in Conflict resolution and management • Basic knowledge & skills in preparation and management of budgets 	-

Matrix 6: Overall Detailed Findings of the Training Needs Assessment (TNA) For PA Staff of the Six (6) KCL Cfrs of NFA with regard to Forest and Woodland Resource-Based Ecosystem and Biodiversity Conservation

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
Name: Aitim Harriet Employee No: NFA/00375 Entity: KCL CFRs JOB TITLE: Sector Manager AGE: 38 Years SEX: Female Highest Level of Formal Education Attained: B.A. in Environmental Management	<ul style="list-style-type: none"> Knowledge & skills in Comprehensive report preparation and presentation Basic knowledge & skills in use of GIS & GPS technologies Knowledge & skills in Collaborative Forest Management Basic knowledge & skills in data collection and management Basic knowledge & skills in project planning and management Basic knowledge & skills in Monitoring & Evaluation Knowledge & skills in Conflict management in Forest Reserve use 	Whereas the Training Needs that are documented in Column 2 are mainly the <i>harmonized combination</i> of the priority ones reported by this Staff; those recommended by Management; and those established by the Consultant; there are some other more specific <i>Competency Needs</i> that were identified (and documented in Matrix 1) – which also translate into Training Needs . These also need to be considered when planning for this Staff Member's Training – over and above the priority ones listed in Column 2 ⁴⁵ .	
Name: Nekesa Esther; Employee No: NFA/00387 Entity: KCL CFRs JOB TITLE: Sector Manager AGE: 37 Years SEX: Female Highest Level of Education Attained: MSc. in Natural Resource & Environment Management	<ul style="list-style-type: none"> Basic knowledge & skills in program/project planning & implementation Skills in integration of ecosystem & biodiversity conservation in DEAPs & DDPs Knowledge & Skills in conflict mapping Conflict management skills Negotiation & consensus building skills Skills in reviewing technical reports on sound ecosystem & biodiversity conservation (forestry and woodland resources) Knowledge & skills in First Aid Knowledge & skills in Procurement Knowledge & skills in Collaborative Forest Management Basic knowledge & skills in use of GPS & GIS technologies Basic knowledge and skills in Monitoring & Evaluation Knowledge and skills in Policing Knowledge & skills in Ecological monitoring and mapping Knowledge and skills in Law enforcement 	Same as Above	
Name: Nyeiko Patrick; Employee No: NFA/00709; Entity: KCL CFRs JOB TITLE: Forest Supervisor AGE: 32 Years SEX: Male Highest Level of Formal Education Attained: Bsc. in Agriculture B.A. in Public Administration	<ul style="list-style-type: none"> Basic knowledge & skills in use of GIS & Remote sensing technology Basic knowledge & skills in ENR-based Business Planning & Management Basic knowledge & skills in program/project planning & implementation, including M&E Knowledge & skills in preparation and management of budgets Basic knowledge & skills in Intelligence gathering & management Basic knowledge & skills in conflict mapping Basic Conflict prevention & management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Knowledge & skills in Land use planning Knowledge & skills in M&E for natural resource management Knowledge & skills in Inventory & land survey 	Same as Above	
Name: Labu Twaha Entity: KCL CFRs (NFA) JOB TITLE: Transport Assistant AGE: 35 Years SEX: Male	<ul style="list-style-type: none"> Basic First Aid skills Basic Fire fighting skills Knowledge & skills in Vehicle Maintenance Team work skills Interpersonal, human relations & communication skills Basic Public relations skills Basic Customer Care skills 	-	

⁴⁵ A recommendation is also made in this Report regarding how to cost-effectively handle most of these Cross-cutting Competency Needs in the Training Program.

ANNEX 2:

THE DETAILED TAILOR-DESIGNED TRAINING PROGRAM FOR THE KCL PA STAFF (KVCA OF UWA AND THE SIX CFRs OF NFA)

Matrix 7: Two-year Training Program for KVCA (UWA) PA Staff (2016 – 2017): Distribution of Training Areas over the KCL Project Training Period

Basic PA Staff Data		Distribution of Training Areas by Program Years	
		2016	2017
Name: Maseroka Augustine Johnson; Employee No: UWA/00032 Entity: KVCA JOB TITLE: Conservation Area Manager AGE: 55 Years SEX: Male Highest Level of Education Attained: Msc. in CITES ⁴⁶		<ul style="list-style-type: none"> Knowledge & skills in measuring biodiversity offsets Knowledge & skills in managing staff and clients' expectations Advanced knowledge & skills in institutional Management 	<ul style="list-style-type: none"> Staff Counseling skills Knowledge & skills in Human Resource Management & Development Knowledge & skills in modern Financial Management Computer-based Research skills
Name: Kitimbo Herbert; Employee No: UWA/01984 Entity: KVCA JOB TITLE: Warden, Research & Ecological Monitoring AGE: 40 Years SEX: Male Highest Level of Education Attained: Msc. in Forestry		<ul style="list-style-type: none"> Advanced Wildlife Management skills Knowledge & skills in use of GIS & Remote sensing technology Basic knowledge & skills in Biodiversity resource assessment Knowledge & skills in natural resource planning 	<ul style="list-style-type: none"> Conflict resolution and management skills Leadership skills Knowledge & skills in Human Resource Management & Development Basic Public relations skills Knowledge & skills in preparing and enforcing litigation for non-compliance with standards
Name: Odokorwot Walter; Employee No: UWA/000117 Entity: KVCA JOB TITLE: Warden, Community Conservation AGE: 44 Years SEX: Male Highest Level of Education Attained: Degree in Conflict Resolution and Peace Building		<ul style="list-style-type: none"> Advanced Wildlife Management skills Basic knowledge & skills in program/project planning & implementation, including M&E Conflict management skills Basic Public relations skills 	<ul style="list-style-type: none"> Basic knowledge & skills in IT & Computer proficiency Knowledge & skills in Natural resource valuation for decision-making Knowledge & skills in Human Resource Management & Development Basic knowledge and skills in ENR-based business planning and management Skills in integration of ecosystem & biodiversity conservation in DEAPs & DDPs
Name: Kataribabo John Bosco; Employee No: UWA/00816 Entity: KVCA JOB TITLE: Assistant Warden Engineering AGE: 50 Years SEX: Male Highest Level of Education Attained: Certificate in Mechanics		<ul style="list-style-type: none"> Intermediate Wildlife Management skills Basic Computer proficiency skills Knowledge & skills in handling of Modern Equipment 	<ul style="list-style-type: none"> Basic knowledge & skills in Human Resource Management & Development Knowledge & skills in Modern machines maintenance Basic knowledge & skills in development and execution of action plans Basic knowledge & skills in program/project planning & implementation, including M&E
Name: Nyadru Stephen; Employee No: UWA/01351 Entity: KVCA JOB TITLE: Assistant Warden, Tourism AGE: 39 Years SEX: Male Highest Level of Education Attained: Diploma in Tourism Management.		<ul style="list-style-type: none"> Intermediate Wildlife Management skills Basic knowledge & skills in program/project planning & implementation, including M&E Basic knowledge & skills in I.C.T & Computer proficiency 	<ul style="list-style-type: none"> Advanced Knowledge & skills in Tourism management Basic knowledge and skills in ENR-based Business planning and management Conflict prevention & management skills

⁴⁶ CITES: Convention in International Trade in Endangered Species.

Basic PA Staff Data			Distribution of Training Areas by Program Years	
			2016	2017
<p>Name: Owiny Joseph Adriko Employee No: UWA/02993 Entity: KVCA JOB TITLE: Assistant Warden Civil Engineering AGE: 37 Years SEX: Male Highest Level of Education Attained: Higher Diploma in Civil Engineering</p>	<ul style="list-style-type: none"> Intermediate Wildlife Management skills General knowledge & understanding of ecosystem & biodiversity conservation Basic knowledge & skills in use of GIS technology 	<ul style="list-style-type: none"> Basic knowledge & skills in use of Civil CAD Software Basic Public relations skills Assessment skills (especially in plumbing and electrical works) Conflict prevention & management skills 		
<p>Name: Abil Geoffrey; Employment No: /UWA 0593; Entity: KVCA Title: CPL Ranger; Sex: Male; Age: 42 yrs Highest Level of Education Attained: Senior Three</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Computer Literacy Basic Public relations skills 	<ul style="list-style-type: none"> Basic Teamwork skills Basic conflict prevention and management skills Basic negotiation & consensus building skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 		
<p>Name: Abonga Alex; Employee No: UWA/02507 Entity: KVCA JOB TITLE: Private Ranger/Intelligence AGE: 29 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Suspect handling and prosecution skills Basic Investigation skills 	<ul style="list-style-type: none"> Basic report preparation and presentation skills Basic I.T and Computer proficiency skills Basic Tourism and marketing skills Basic Intelligence/Information gathering & management skills Basic Public relations skills 		
<p>Name: Achia Stephen; Employee No. UWA / 02509; Entity: KVCA JOB TITLE: Ranger Age: 25years, Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Community conservation skills Animal tracking skills 	<ul style="list-style-type: none"> Basic Intelligence/Information gathering skills Knowledge & skills in carrying out Spot checks Basic skills in Public relations (especially with neighboring communities) Basic leadership skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 		
<p>Name: Akeilo Angella; Employment No. UWA /02367 Entity: KVCA Title: PTE Ranger Sex: Female Age: 28 years Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife management skills Community conservation skills 	<ul style="list-style-type: none"> Basic I.T and Computer proficiency skills Basic Public relation skills Analytical, coordination and networking skills Conflict prevention & management skills 		
<p>Name: Akidi Paska; Employee No. UWA/02525 Entity: KVCA Title: Private Ranger Age: 23years Sex: Female Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management & field work skills Basic Computer proficiency skills Basic knowledge & skills in Intelligence gathering & management 	<ul style="list-style-type: none"> Basic knowledge & skills in use of GPS & Smartphone technologies Nature interpretation skills Basic knowledge & skills in Wildlife disease surveillance and treatment Conflict prevention and management skills 		

Distribution of Training Areas by Program Years		
Basic PA Staff Data	2016	2017
<p>Name: Akorongimoe Philip Employee No: UWA/01054 Entity: KVCA JOB TITLE: Private Ranger/Sergeant AGE: 42 Years SEX: Male Highest Level of Education Attained: U.A.C.E⁴⁷</p>	<ul style="list-style-type: none"> Intermediate Wildlife management skills Basic knowledge & skills in development and execution of action plans Conflict resolution and management skills 	<ul style="list-style-type: none"> Basic Marketing & Customer care skills Bird watching skills Basic leadership skills Basic Knowledge & skills in Tour guiding and Nature interpretation
<p>Name: Akumu Josephine; Employee No.: UWA/02528; Entity: KVCA Title: Private Ranger; Age: 25 years; Sex: Female Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Intermediate knowledge & skills in Wildlife management Basic knowledge & skills in Intelligence gathering & management 	<ul style="list-style-type: none"> Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills Basic report preparation and presentation skills Negotiation & consensus building skills
<p>Name: Alupo Grace; Employee No. 02365 Entity: KVCA Title: Private Ranger Sex: Female Age: 28 years Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Tourism management skills Basic Community conservation skills Basic Information & Intelligence gathering skills 	<ul style="list-style-type: none"> Basic leadership skills Patrol skills Suspect handling skills First Aid skills Search & rescue skills
<p>Name: Amongin Immaculate Employee No. 02364 Entity: KVCA Title: Private Ranger Sex: Female Age: 30 years Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Computer proficiency skills Basic Intelligence gathering skills 	<ul style="list-style-type: none"> Skills in range practice Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills
<p>Name: Anywar Richard Employee No: UWA/02343 Entity: KVCA JOB TITLE: Private Ranger AGE: 31 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife management skills Basic skills in Community mobilization and engagement for Wildlife conservation Basic knowledge & skills in development and execution of action plans 	<ul style="list-style-type: none"> Basic skills in Public relations (especially with Communities) Basic Computer-based data processing skills Basic report preparation and presentation skills Problem Animal handling skills Conflict resolution and management skills
<p>Name: Apei Galdino Employee No: UWA/00596 Entity: KVCA JOB TITLE: Private Ranger AGE: 46 Years SEX: Male Highest Level of Education Attained: Primary Five</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in ecosystem and biodiversity monitoring 	<ul style="list-style-type: none"> Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills

⁴⁷ U.A.C.E: Uganda Advanced Certificate of Education.

Basic PA Staff Data		Distribution of Training Areas by Program Years	
		2016	2017
<p>Name: Arega Julius Employment No. 02362 Entity: KVCA Title: Private Ranger Sex: Male; Age: 31 years Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Public relations skills Basic knowledge & skills in Information/Intelligence gathering & management 	<ul style="list-style-type: none"> Basic I.T. and Computer proficiency skills Team work skills Basic Analytical, coordination and networking skills Basic leadership skills 	
<p>Name: Ariko Aquilino Employment No. 0597 Entity: KVCA Title: Private Ranger Sex: Male Age: 44 years Highest Level of Education Attained: Primary Three</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Conflict prevention & management skills Basic knowledge & skills in Information/Intelligence gathering 	<ul style="list-style-type: none"> Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills 	
<p>Name: Candiya Kenneth Employee No: UWA /02596 Entity: KVCA JOB TITLE: Private Ranger AGE: 28 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Computer literacy Basic report preparation & presentation skills 	<ul style="list-style-type: none"> Basic knowledge & skills in development and execution of action plans Basic Negotiation & consensus building skills Conflict prevention & management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	
<p>Name: Chilameri Mario Employee No: UWA/00601 Entity: KVCA JOB TITLE: Private Ranger AGE: 43 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Financial Accounting & Book keeping Basic I.T & Computer proficiency skills Basic knowledge and skills in use of GPS technology 	<ul style="list-style-type: none"> Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic report preparation & presentation skills Basic knowledge & skills in development and execution of action plans Basic knowledge & skills in conflict prevention and management Basic negotiation & consensus building skills 	
<p>Name: Esasu Gerald; Employee No. UWA / 02621; Entity: KVCA JOB TITLE: Private Ranger Age: 23 Years; Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Wildlife research Interpersonal & human relations skills Customer care skills 	<ul style="list-style-type: none"> Knowledge & skills in suspect handling and prosecution Basic knowledge & skills in Tourism management Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic knowledge and skills in preparation and management of budgets 	
<p>Name: Habarulema Benoni; Employee No: UWA/02631 Entity: KVCA JOB TITLE: Private Ranger AGE: 29 Years SEX: Male Highest Level of Education Attained: Degree in Business Administration</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Wildlife research Interpersonal & human relations skills Customer care skills 	<ul style="list-style-type: none"> Basic Conflict management skills Basic Public relations skills Basic skills in Computer-based data entry and analysis Knowledge and skills in detecting endangered animals Problem animal handling skills 	

Basic PA Staff Data			Distribution of Training Areas by Program Years	
			2016	2017
<p>Hongom Isaiiah Employee No: UWA/01740 JOB TITLE: Private Ranger AGE: 36 Years SEX: Male (KVCA) Highest level of education attained: Primary Teachers Education</p>	<ul style="list-style-type: none"> Basic skills in Wildlife Management Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Computer literacy 	<ul style="list-style-type: none"> Basic Intelligence/Information gathering and management skills Basic Conflict resolution and management skills Report preparation and presentation skills Basic public relations skills 		
<p>Name: Ikara Samson; Employee No. UWA 02360 Entity: KVCA Title: Private Ranger; Sex: Male; Age: 30 years; Highest Level of Education Attained: Grade III Teachers Certificate</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Computer literacy Basic Intelligence/Information gathering & management skills 	<ul style="list-style-type: none"> Basic Public relations skills Basic Conflict resolution and management skills Basic negotiation & consensus building skills Basic knowledge & skills in Community extension outreach 		
<p>Name: ikule Margaret Ruth; Employee No; UWA/2359 Entity: KVCA JOB TITLE: Private Ranger AGE: 30 Years SEX: Female Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife management skills Basic Customer care skills Basic skills in use of Smart phone technology 	<ul style="list-style-type: none"> Basic knowledge & skills in development and execution of action plans Basic knowledge & skills in conflict mapping Basic Public relations skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 		
<p>Name: Ilukol Gabriel; Employee No; UWA/0606 Entity: KVCA JOB TITLE: Private Ranger AGE: 52 Years SEX: Male Highest Level of Education Attained: Primary Five</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Conflict prevention and management skills 	<ul style="list-style-type: none"> Basic Intelligence gathering skills Basic Teamwork skills Basic Inter-personal, human relations and communication skills Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting 		
<p>Name: Ilukol Daniel Chiyo Employee No; UWA/01562 Entity: KVCA JOB TITLE: L/CPL Ranger Guide AGE: 33 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Intelligence/Information gathering & analysis skills Nature interpretation skills Basic Public relations skills 	<ul style="list-style-type: none"> Basic skills in field guiding Basic conflict prevention and management skills Basic skills in enforcing ecosystem and biodiversity conservation policies and legislation Computer literacy Basic Tourism marketing & Customer care skills Basic Driving skills 		
<p>Name: Ilukol Phillips Employee No. UWA/02358 Entity: KVCA Title: Private Ranger Sex: Male 29 years Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Law enforcement skills Basic knowledge & skills in Suspect handling & prosecution 	<ul style="list-style-type: none"> Basic Intelligence/Information gathering & management skills Tour guiding skills Basic Community mobilization and sensitization skills Basic knowledge & skills in Wildlife research 		

Basic PA Staff Data			Distribution of Training Areas by Program Years	
			2016	2017
Name: Isudo Vincent Employee No. UWA / 02636; Entity: KVCA JOB TITLE: Field Ranger Age: 25 Years, Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Conflict mapping skills 	<ul style="list-style-type: none"> Basic conflict prevention and management skills Basic knowledge & skills in preparation and management of budgets Patrolling skills Basic IT & computer proficiency skills Basic Public relations skills 		
Name: Kiplangat Silas Employee No: UWA/02357 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 30 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Knowledge & skills in field work and data entry Basic knowledge & skills in suspect handling and prosecution Basic knowledge & skills in use of Smart phone technology 	<ul style="list-style-type: none"> Basic knowledge & skills in Radio communication and Radio maintenance Basic knowledge & skills in Law enforcement Computer literacy First aid skills 		
Name: Kiptoo Sammy Employee No: UWA /02672 Entity: KVCA JOB TITLE: Private Ranger AGE: 26 Years SEX: Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Intelligence gathering & management Basic IT. & Computer proficiency skills 	<ul style="list-style-type: none"> Basic knowledge & skills in development and execution of action plans Basic Report preparation & presentation skills Basic Public relations skills Basic Conflict resolution and management skills 		
Name: Lobolia Joseph; Employment No. UWA 0609; Entity: KVCA Title: Cpl Ranger SEX Male AGE 42 years; Highest Level of Education Attained: P.L.E ⁴⁸	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic leadership skills 	<ul style="list-style-type: none"> Basic intelligence gathering skills Basic Tour guiding skills Basic Public relations skills 		
Name: Lochan Phillip Employee No; UWA/00659 Entity: KVCA JOB TITLE; Private Ranger AGE: 39 Years SEX: Male Highest Level of Education Attained: P.L.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Law enforcement skills Basic knowledge & skills in suspect handling 	<ul style="list-style-type: none"> Basic Intelligence/Information gathering skills Basic Tour guiding skills Basic Public relations skills Basic knowledge and skills in Radio communication 		
Lodiye John Employee No; UWA/00611 Entity: KVCA JOB TITLE; Private Ranger AGE; 50 Years SEX: Male Highest Level of Education Attained: None	<ul style="list-style-type: none"> Basic knowledge & skills in Community mobilization for Wildlife resource monitoring Basic Team work skills 	<ul style="list-style-type: none"> Basic Law enforcement skills Basic Public relations skills 		

⁴⁸ P.L.E: Primary Leaving Examination.

Basic PA Staff Data			Distribution of Training Areas by Program Years	
			2016	2017
Name: Loita Phillips Employee No: UWA/00592 Entity: KVCA JOB TITLE: Private Ranger AGE: 38 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Radio and message communication skills Basic report preparation and presentation skills 	<ul style="list-style-type: none"> Basic Negotiation & consensus building skills Basic knowledge & skills in Intelligence gathering & management Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic Public relations skills 		
Name: Lokapel Augustine Employee No. UWA / 1736; Entity: KVCA JOB TITLE: Private Ranger Age: 44 Years SEX: Male Highest Level of Education Attained: Senior Three	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Intelligence/Information gathering skills 	<ul style="list-style-type: none"> Basic suspect handling skills Basic security maintenance skills Basic Public relations skills 		
Name: Lokima David Employee No: UWA/00616 Entity: KVCA JOB TITLE: CPL Ranger AGE: 50 Years SEX: Male Highest level of education attained: Primary 4	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Public relations skills (especially with communities) 	<ul style="list-style-type: none"> Basic Law enforcement skills Basic knowledge & skills in suspect handling Basic Intelligence gathering skills Basic paramilitary (refresher) skills 		
Name: Lokiru Michael Employee No: UWA/01987 Entity: KVCA JOB TITLE: Ranger AGE: 39 Years SEX: Male Highest Level of Formal Education Attained: U.C.E ⁴⁹	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Analytical, coordination and networking skills Basic knowledge & skills in development and execution of action plans 	<ul style="list-style-type: none"> Basic Conflict prevention & management skills Computer literacy Basic knowledge & skills in conflict mapping Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills 		
Name: Lokiru Moses Employee No: UWA/02356 Entity: KVCA JOB TITLE: Private Ranger AGE: 33 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills 	<ul style="list-style-type: none"> Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relation skills Basic Negotiating and consensus building skills 		
Name: Lognee Zachary Oboya Employee No: UWA/01563 Entity: KVCA JOB TITLE: Ranger AGE: 42 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills 	<ul style="list-style-type: none"> Basic leadership skills Nature interpretation skills (especially birding) Basic Customer care skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 		

⁴⁹ U.C.E: Uganda Certificate of Education.

Basic PA Staff Data		2016		2017	
Distribution of Training Areas by Program Years					
<p>Name: Loruma Jackson Employee No: UWA / 1427; Entity: KVCA JOB TITLE: Private Ranger Age: 45years; Male Highest Level of Education Attained: P.L.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting 	<ul style="list-style-type: none"> Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic First Aid skills Basic Public relations skills 			
<p>Name: Lotuk Bernard Aritei Employee No: UWA/00643 Entity: KVCA JOB TITLE: Ranger/Field Ranger AGE: 40 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Professional bird guiding skills Basic Customer care and handling skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<ul style="list-style-type: none"> Skills in range practice Driving skills Vulture counting skills Vegetation and shrub identification skills 			
<p>Name: Lotyang Hillary Employee No: UWA/00619 Entity: KVCA JOB TITLE: Cpl Ranger AGE: 41 Years SEX: Male Highest Level of Education Attained: P.L.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Community conservation skills Basic report writing, preparation and presentation skills 	<ul style="list-style-type: none"> Basic leadership skills Basic negotiation and decision-making skills Basic knowledge & skills in conflict mapping Basic Public relations skills Basic Interpersonal & Communication skills 			
<p>Name: Lotyang Michael Employee No: UWA/00773 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 53 Years SEX: Male Highest Level of Education Attained: Primary 4</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Information/Intelligence gathering skills 	<ul style="list-style-type: none"> Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills 			
<p>Name: Loware Samuel Samie Employee No: UWA/01056 Entity: KVCA JOB TITLE: Private Ranger/Field Ranger AGE: 42 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Intermediate Wildlife Management skills Basic Project proposal writing skills Basic knowledge & skills in Intelligence gathering and management Basic knowledge & skills in Conflict mapping 	<ul style="list-style-type: none"> Basic Conflict resolution and management skills Basic knowledge and skills in Community mobilization for Wildlife resource monitoring and reporting Basic leadership skills Basic skills in enforcing ecosystem and biodiversity conservation policies & legislation Basic knowledge and skills in use of GIS technology 			
<p>Name: Makliyo Dismas Employee No: UWA /02708 Entity: KVCA JOB TITLE: Field Ranger AGE: 26 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Computer proficiency skills Basic knowledge & skills in Monitoring & Evaluation 	<ul style="list-style-type: none"> Basic Suspect handling and prosecution skills Basic Intelligence/information gathering skills Tour guiding skills Basic Community sensitization skills 			

Basic PA Staff Data		Distribution of Training Areas by Program Years	
		2016	2017
Name: Masola Godfrey Employee No. UWA / 02718 Entity: KVCA JOB TITLE: Private Ranger Age: 28 Years; Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills Basic Knowledge & skills in effective institutional Wildlife resource monitoring Basic Intelligence/Information gathering & management skills 	<ul style="list-style-type: none"> Team work skills Basic report preparation and presentation skills Basic Public relations skills Basic knowledge & skills in development and execution of action plans Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<ul style="list-style-type: none"> Basic knowledge & skills in Intelligence gathering & management Basic Negotiation and consensus building skills Computer literacy Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills
Name: Mbusa Amos Employee No; UWA/02274 Entity: KVCA JOB TITLE; Private Ranger AGE; 34 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Conflict prevention & management skills Basic knowledge & skills in conflict mapping 	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Conflict prevention & management skills Basic knowledge & skills in conflict mapping 	<ul style="list-style-type: none"> Basic Wildlife Management skills Automotive wiring skills Basic Motor vehicle mechanical skills Record keeping skills
Name: Menya Geoffrey Joe Employee No; UWA/01733 Entity: KVCA JOB TITLE; Private Ranger/Field Ranger AGE; 33 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Automotive wiring skills Basic Motor vehicle mechanical skills Record keeping skills 	<ul style="list-style-type: none"> Basic Plumbing skills Camp attendance skills Basic Negotiation & consensus building skills Basic Conflict prevention & management skills Basic Information/Intelligence gathering & management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<ul style="list-style-type: none"> Basic Negotiation & consensus building skills Basic Conflict prevention & management skills Basic knowledge & skills in Community mobilization for Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic knowledge & skills in suspect handling and prosecution
Name: Mucunguzi Alexander Employee No; UWA/02729 Entity: KVCA JOB TITLE; Ranger AGE; 30 Years SEX: Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreement & protocols Basic knowledge & skills in development and execution of action plans 	<ul style="list-style-type: none"> Basic Wildlife Management skills Knowledge & skills in data/information gathering and management Basic knowledge and skills in Soil PH and vegetation Analysis 	<ul style="list-style-type: none"> General knowledge & understanding of Trees and shrub identification Basic knowledge & skills in Reptile and amphibian identification Basic Computer proficiency skills Basic knowledge & skills in use of GPS technology Knowledge & skills in use of Aerial method of animal census
Name: Mulekensi Godson Employee No; UWA/00396 Entity: KVCA JOB TITLE; Private Ranger AGE; 45 Years SEX: Male Highest Level of Education Attained: Diploma in Tourism & Travel Agency Management	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Tourism management & Marketing skills Basic Conflict resolution and management skills Basic Suspect handling and prosecution skills 	<ul style="list-style-type: none"> General knowledge of Investigative zoology Tour guiding skills Basic IT and computer proficiency skills Basic knowledge & skills in book keeping Basic knowledge & skills in program/project planning & implementation, including M&E 	

Basic PA Staff Data		Distribution of Training Areas by Program Years	
		2016	2017
<p>Name: Naabya Cathabati Employee No; UWA/02770 Entity: KVCA JOB TITLE; Private Ranger AGE; 23 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Conflict resolution & management skills Basic IT and computer proficiency skills Basic leadership skills 	<ul style="list-style-type: none"> Basic Tourism marketing skills Basic knowledge & skills in development and execution of action plans Basic Conflict prevention & management skills Basic knowledge & skills in Information/Intelligence gathering & management Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	
<p>Name: Namboozo Aidati Employee No; UWA/02780 Entity: KVCA JOB TITLE; Private Ranger/Field Ranger AGE; 28 Years SEX: Female Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife management skills Knowledge and skills in online data search and downloading Basic monitoring and research skills Basic knowledge & skills in data/information collection, processing and management 	<ul style="list-style-type: none"> Basic skills in use of Smart phone technology Basic knowledge & skills in Radio communication Basic knowledge & skills in development and execution of action plans Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic knowledge of court and legal procedures 	
<p>Name: Nyeko Francis Employee No. UWA / 2153; Entity: KVCA JOB TITLE; Private Ranger Age: 35 years; SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Community conservation skills Basic IT & Computer proficiency skills Basic Public relations skills Basic knowledge and skills in Suspect handling 	<ul style="list-style-type: none"> Basic knowledge and skills in use of Smart phone technology Problem Animal handling skills Basic monitoring and research skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic Proposal writing and presentation skills 	
<p>Name: Obore Patrick Employee No; UWA/01568 Entity: KVCA JOB TITLE; Private Ranger AGE; 42 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills 	<ul style="list-style-type: none"> Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting Basic Knowledge & skills in use of Smart phone technology Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	
<p>Name: Obulejo Stephen Apidra; Employment No. 02811 Entity: KVCA Sex: Male Title: Private Ranger; Age: 29 years; Highest Level of Education Attained: U.C.E Basic Wildlife Management skills</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in development and execution of action plans Computer literacy Basic skills in Intelligence gathering & management 	<ul style="list-style-type: none"> Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic skills in Store keeping and logistics management Basic Customer care skills Basic knowledge & skills in conflict mapping Basic Negotiation & consensus building skills 	
<p>Name: Ochan Robert Employee No; UWA/01737 Entity: KVCA JOB TITLE; Private Ranger/Field Ranger AGE; 33 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic monitoring and research skills Basic skills in Tourism management Basic Customer care skills 	<ul style="list-style-type: none"> Inter-personal, human relations and communication skills Basic Public relations skills Basic Analytical, coordination and networking skills Basic report preparation and presentation skills Basic knowledge & skills in Intelligence gathering & management Conflict prevention & management skills Knowledge and skills in handling problem animals 	

Distribution of Training Areas by Program Years		
Basic PA Staff Data	2016	2017
<p>Name: Ochen Naboth Employee No: UWA/02145 Entity: KVCA JOB TITLE: Private Ranger AGE: 30 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Intermediate Wildlife Management skills Basic IT & Computer proficiency skills Basic knowledge and skills in Animal health monitoring and diseases outbreak identification 	<ul style="list-style-type: none"> Basic Customer care skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic Public relations skills (especially with communities) Tour guiding skills
<p>Name: Odela Simon Peter Employee No: UWA /02818 Entity: KVCA JOB TITLE: Private Ranger AGE: 26 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic IT & Computer proficiency skills Basic report preparation & presentation skills Basic knowledge and skills in Information/Intelligence gathering & management 	<ul style="list-style-type: none"> Basic knowledge & skills in Conflict mapping Basic Negotiation & consensus building skills Basic Conflict prevention & management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation
<p>Name: Odong Denis Employee No: UWA/02151 Entity: KVCA JOB TITLE: Private Ranger AGE: 30 Years SEX: Male Highest Level of Education Attained: Diploma in Allied Natural Resource and Wildlife</p>	<ul style="list-style-type: none"> Advanced knowledge of Conservation Science Basic knowledge of Organizational ethics and marketing Knowledge of international languages (especially French, Italian & Spanish) 	<ul style="list-style-type: none"> Basic IT & Computer proficiency skills Basic knowledge & skills in Information/Intelligence gathering & management Basic Law enforcement skills Basic knowledge & skills in suspect handling and prosecution Basic knowledge & skills in training and coaching Basic knowledge and skills in conflict mapping
<p>Name: Ogwang Thomas Employee No: UWA/02369 Entity: KVCA JOB TITLE: Private Ranger AGE: 30 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Inter-personal, human relations & communication skills Basic knowledge & skills in development and execution of action plans Basic Conflict prevention and management skills 	<ul style="list-style-type: none"> Intermediate knowledge & skills in Brick laying and concrete practice Driving skills Basic knowledge & skills in Technical Drawing Basic Negotiation & consensus building skills Basic knowledge & skills in Intelligence gathering & management
<p>Name: Okech Mario Employee No: UWA/00626 Entity: KVCA JOB TITLE: Private Ranger AGE: 49 Years SEX: Male Highest Level of Education Attained: P.L.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Law enforcement skills 	<ul style="list-style-type: none"> Basic Information/Intelligence gathering skills Basic Community sensitization skills Basic Teamwork skills Basic Public relations skills
<p>Name: Okello Joseph; Employee No: 02353 Entity: KVCA Job Title Ranger/Radio Operator Male; Age: 28 years; Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Hospitality & Tourism Management Inter-personal, human relations and communication skills Basic knowledge & skills in Radio communication and Maintenance 	<ul style="list-style-type: none"> Basic IT & Computer proficiency skills Basic knowledge & skills in development and execution of action plans Basic Conflict prevention & management skills Basic knowledge & skills in Information/Intelligence gathering & management Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation

Basic PA Staff Data			Distribution of Training Areas by Program Years	
			2016	2017
<p>Name: Okiring David Employee No: UWA/00627 Entity: KVCA JOB TITLE: Private Ranger AGE: 47 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Fire management skills Basic knowledge & skills in surveillance and management of emerging diseases (especially zoonotic diseases) 	<ul style="list-style-type: none"> Basic Range land management skills Basic knowledge and skills in re-introduction of extinct animal species Basic knowledge and skills in Control of invasive species Basic Public relations skills 		
<p>Name: Okurut Amulani Employee No. UWA / 02841; Entity: KVCA JOB TITLE: Field Ranger Age: 25 Years; Male Highest Level of Education Attained: Diploma in Business Administration and management</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic IT & Computer proficiency skills Basic knowledge & skills in Information/Intelligence gathering & management Basic knowledge & skills in program/project planning & implementation, including M&E 	<ul style="list-style-type: none"> Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic knowledge and skills in Financial Accounting Basic knowledge & skills in suspect handling and prosecution Basic knowledge & skills in Tourism management Nature interpretation skills 		
<p>Name: Olum Gabriel; Employee No. 02351 Entity: KVCA Title: Private Ranger SEX: Male AGE: 31 years Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Analytical, coordination and networking skills Basic knowledge & skills in Conflict mapping Basic Negotiation & consensus building skills 	<ul style="list-style-type: none"> Conflict prevention & management skills Basic knowledge and skills in effective institutional Wildlife resource monitoring & reporting Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Computer literacy Basic knowledge and skills in information/intelligence gathering & management 		
<p>Name: Omuvema James Employee No. UWA/02853 Entity: KVCA JOB TITLE: Field Ranger Age: 31 Years; Sex: Male Highest Level of Education Attained: Grade III Teaching Certificate</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Computer literacy Basic leadership skills 	<ul style="list-style-type: none"> Basic knowledge & skills in Intelligence/information collection and management Basic conflict resolution & management skills Basic negotiation and consensus building skills Basic training and coaching skills Basic public relations skills 		
<p>Name: Opolot Simon Employee No: UWA/02346 Entity: KVCA JOB TITLE: Private Ranger AGE: 29 Years SEX: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic leadership skills Basic Conflict prevention & management skills 	<ul style="list-style-type: none"> Basic knowledge & skills in animal disease identification Basic intelligence gathering & management skills Basic Public relations skills Customer care & Communication skills Basic knowledge & skills in suspect handling & prosecution 		
<p>Name: Ochen Geoffrey Employee No: UWA/00734 Entity: KVCA JOB TITLE: Private Ranger AGE: 43 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Communication skills Basic knowledge & skills in Intelligence/information gathering and management Basic knowledge and skills in conflict mapping 	<ul style="list-style-type: none"> Basic Negotiation and consensus building skills Basic Conflict prevention & management skills Knowledge & skills in handling problem animals First Aid skills Basic Public relations skills (especially with communities and other stakeholders) 		

Basic PA Staff Data			Distribution of Training Areas by Program Years	
			2016	2017
<p>Name: Ocheng Simon Employee No; UWA/02816 Entity: KVCA JOB TITLE; Private Ranger/Field Ranger AGE; 31 Years SEX: Male Highest Level of Education Attained: Diploma in Wildlife and Allied Natural Resources Management</p>	<ul style="list-style-type: none"> Basic knowledge & skills in Tourism management Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 	<ul style="list-style-type: none"> Community conservation skills Basic Computer proficiency skills Basic Negotiation & consensus building skills Basic knowledge & skills in program/project planning & implementation, including M&E 		
<p>Name: Ogwang Simon Peter Rock Employee No; UWA/02370 Entity: KVCA JOB TITLE; Private Ranger AGE; 26 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife management and conservation skills Basic knowledge & skills in Intelligence/information gathering and management Basic Customer care and marketing skills 	<ul style="list-style-type: none"> Basic IT and Computer proficiency skills Nature interpretation skills Basic Tourism marketing skills Basic knowledge & skills in conflict mapping Basic Conflict prevention & management skills 		
<p>Name: Okawa Charles; Employee No.UWA/2160 Entity: KVCA JOB TITLE; Private Ranger Age: 42years; Sex: Male Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> Basic knowledge & skills in Intelligence/information collection and management Basic Computer proficiency skills Knowledge and skills in problem animal handling (especially Elephants) 	<ul style="list-style-type: none"> Basic Human-wildlife conflict management skills First Aid skills Basic knowledge and skills in use of weapons Basic knowledge and skills in use of GPS technology Basic Public relations skills (especially with regard to community sensitization) 		
<p>Name: Okello Joseph Emodu Employee No; UWA/02833 Entity: KVCA JOB TITLE; Private Ranger AGE; 28 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife management skills Basic knowledge & skills in Intelligence/information collection and management Basic knowledge and skills in use of GPS technology Basic knowledge and skills in Radio communication 	<ul style="list-style-type: none"> Foot patrol skills Basic Training and Coaching skills Basic Marine skills Basic Analytical decision-making and problem solving skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 		
<p>Name: Okot Isaac Peter Employee No; UWA/02352 Entity: KVCA JOB TITLE; Private Ranger AGE; 29 Years SEX: Male Highest Level of Education Attained: U.A.C.E.</p>	<ul style="list-style-type: none"> Basic wildlife Management skills Basic Community conservation skills Basic Conflict prevention and management skills Basic leadership skills 	<ul style="list-style-type: none"> Basic decision-making and problem solving skills Basic Capacity building skills Basic Computer proficiency skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation 		
<p>Name: Okullai John Justine Employee No; UWA/02840 Entity: KVCA JOB TITLE; Private Ranger AGE; 28 Years SEX: Male Highest Level of Education Attained: Degree in Social Development</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Public relations skills Basic Intelligence/information gathering & management skills 	<ul style="list-style-type: none"> Basic leadership skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Knowledge & skills in conflict mapping Tour guiding skills Basic Community sensitization skills 		

Distribution of Training Areas by Program Years		
Basic PA Staff Data	2016	2017
<p>Name: Olara Jonathan Employee No: UWA/02846 Entity: KVCA JOB TITLE: Private Ranger AGE: 29 Years SEX: Male Highest Level of Education Attained: Diploma in Telecommunications Engineering</p>	<ul style="list-style-type: none"> Basic knowledge & skills in use of GIS and smart technologies Basic knowledge & skills in Animal disease identification and animal health monitoring 	<ul style="list-style-type: none"> Knowledge & skills in Radio communication & Radio maintenance Knowledge and skills in Problem animal handling Basic knowledge and skills in Invasive species identification
<p>Name: Oluca James Employee No. UWA/00629; Entity: KVCA JOB TITLE: Private Ranger Age: 44 Years SEX: Male Highest Level of Education Attained: Primary Five</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Intelligence gathering skills 	<ul style="list-style-type: none"> Basic knowledge & skills in development and execution of action plans Basic knowledge & skills in Intelligence gathering & management Basic Negotiation & consensus building skills Basic Conflict prevention & management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation
<p>Name: Omure Justine Employee No. 02349 Entity: KVCA Title: Ranger Sex: Male; Age: 27 years Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Knowledge & skills in Radio communication Computer literacy 	<ul style="list-style-type: none"> Basic knowledge & skills in development and execution of action plans Basic knowledge & skills in Intelligence gathering & management Basic Negotiation & consensus building skills Basic Conflict prevention & management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation
<p>Name: Onama Pius Employee No: UWA/02348 Entity: KVCA JOB TITLE: Private Ranger AGE: 32 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Analytical, coordination and networking skills Basic report preparation & presentation skills 	<ul style="list-style-type: none"> Basic knowledge & skills in preparation and management of budgets Basic knowledge & skills in development and execution of action plans Basic knowledge & skills in ecosystem & biodiversity monitoring Basic Tourism management skills
<p>Name: Ongom Simon Employee No: UWA/02854 Entity: KVCA JOB TITLE: Private Ranger AGE: 32 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic skills in handling support weapons Basic IT and Computer proficiency skills 	<ul style="list-style-type: none"> Basic Analytical, coordination and networking skills Basic knowledge and skills in development and execution of action plans Basic knowledge & skills in Information/Intelligence gathering & management Basic Negotiation & consensus building skills Basic Conflict prevention & management skills
<p>Name: Opio John moe Employment No. 2157 Entity: KVCA Title: Lance CPL Sex: Male 32 years; Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Information/Intelligence gathering & management Basic IT and Computer proficiency skills 	<ul style="list-style-type: none"> Knowledge and skills in Record and book keeping Basic leadership skills Basic knowledge & skills in development and execution of action plans Negotiation & consensus building skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation

Basic PA Staff Data		Distribution of Training Areas by Program Years	
		2016	2017
Name: Oryem Martin Employee No; UWA/00170 Entity: KVCA JOB TITLE; Ranger AGE; 48 Years SEX; Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Public relations skills Knowledge & skills in Community conservation Basic Human-Wildlife conflict analysis & management skills 	<ul style="list-style-type: none"> Basic knowledge & skills in sustainable resource utilization Basic biodiversity monitoring & reporting skills Interpersonal, human relations and communication skills Basic knowledge & skills in development and executive of action plans Basic Negotiation and consensus building skills 	
Name: Oketayot Geoffrey Employee No; UWA/01739 Entity: KVCA JOB TITLE; Private Ranger AGE; 36 Years SEX; Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills First Aid skills Knowledge and skills in Problem Animal control (especially Elephant tracking) 	<ul style="list-style-type: none"> Basic knowledge & skills in use of GIS technology Basic knowledge & skills in animal disease identification & Animal health monitoring Basic knowledge and skills in Invasive species identification Defensive driving skills 	
Name: Otim Denis Mandela Employment No. UWA/00240 Entity: KVCA Title Sergeant Major/Head Ranger Sex: Male Age: 40 years Highest Level of Education Attained: Senior Three	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic policing & conflict mapping skills Basic conflict prevention & management skills 	<ul style="list-style-type: none"> Basic leadership skills Basic knowledge & skills in Information/Intelligence gathering Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Basic knowledge & skills in Public relations and Tourism marketing Basic First Aid skills 	
Name: Oyet David Kasisi Employee No; UWA/02344 Entity: KVCA JOB TITLE; Private Ranger AGE; 34 Years SEX; Male Highest Level of Education Attained: Grade III Primary Teaching Certificate	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge and skills in problem animal control Basic knowledge & skills in use of GPS and Smart phone technologies Basic Intelligence/information gathering & management skills 	<ul style="list-style-type: none"> Computer literacy Basic coaching and training skills Basic Public relations skills Basic Conflict prevention & management skills Basic knowledge & skills in Extension work to facilitate community outreach 	
Name: Tugume Benoni; Employee No; UWA/02898 Entity: KVCA JOB TITLE; Private Ranger AGE; 25 Years SEX; Male Highest Level of Education Attained: U.D.B.S ⁵⁰	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in Financial Accounting & Management Basic report preparation and presentation skills Basic skills in preparation and management of budgets 	<ul style="list-style-type: none"> Basic Public relations skills Basic Customer care skills Inter-personal, human relations and communication skills Basic knowledge & skills in program/project planning & implementation, including M&E Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols 	
Name: Womaungo Timothy Employee No; UWA/02931 Entity: KVCA JOB TITLE; Private Ranger AGE; 25 Years SEX; Male Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Computer literacy Basic Public relations skills Basic knowledge & skills in effective institutional Wildlife resource monitoring & reporting 	<ul style="list-style-type: none"> Inter-personal, human relations and communication skills Basic Analytical, coordination and networking skills Basic Conflict prevention & management skills Basic knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols Basic Tourism marketing skills 	

⁵⁰ U.D.B.S: Uganda Diploma in Business Studies.

Distribution of Training Areas by Program Years		
2016	2017	
Basic PA Staff Data		
<p>Name: Ekwee Niko Emp. No: UWA 02610 Entity: KVCA Job Title: Ranger Sex: Male Age: 25 yrs Highest Level of Education Attained: U.A.C.E</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic skills in Human-wildlife conflict analysis & management • Basic leadership skills 	<ul style="list-style-type: none"> • Interpersonal, human relations and communication skills • Basic Conflict management skills • Basic Intelligence/Information gathering & management skills • Basic knowledge & skills in Ammunition use and handling • Basic knowledge and skills in development and executive of action plans
<p>Name: Lotyang Lokidorimoe; Employee No; UWA/0653 No; UWA/0653 Entity: KVCA JOB TITLE; Private Ranger AGE; 53 Years SEX: Male Highest Level of Education Attained: Primary Three</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Interpersonal, human relations and communication skills 	<ul style="list-style-type: none"> • Basic knowledge & skills in Intelligence gathering • Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation • Teamwork skills • Basic Public relations skills
<p>Name: Agaba Florence; Employee No; UWA /02964 Entity: KVCA JOB TITLE; Information Clerk AGE; 29 Years SEX: Female Highest Level of Education Attained: Degree in Administrative and Secretarial Science</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Customer care skills 	<ul style="list-style-type: none"> • Knowledge and skills in Record keeping • Knowledge and skills in Office management • Basic Public relations skills • Interpersonal, human relations and communication skills
<p>Name: AJUGA JUSTUS; Employee No; UWA/01623 Entity: KVCA JOB TITLE; Driver/Bulldozer Operator AGE; 44 Years SEX: Male Highest Level of Education Attained: P.L.E</p>	<ul style="list-style-type: none"> • Basic knowledge & skills in operating new machines (Bulldozers and Graders) • Basic knowledge & skills in Machine maintenance 	<ul style="list-style-type: none"> • Command of spoken and written English • Basic Public relations skills • Basic Time management and stress management skills
<p>Name: Ayesiga Francis Employee No; UWA/02417 Entity: KVCA JOB TITLE; Accounts Clerk AGE; 29 Years SEX: Male (KVCA) Highest Level of Education Attained: U.D.B.S</p>	<ul style="list-style-type: none"> • Basic Wildlife Management skills • Basic Monitoring & Evaluation skills 	<ul style="list-style-type: none"> • Basic IT & Computer proficiency skills • Knowledge & skills in Financial Accounting & Management • Defensive Driving skills • Basic Investigation and intelligence gathering skills
<p>Name: Logwetei Anjello Employee No; UWA/00579 Entity: KVCA JOB TITLE; Workshop Clerk AGE; 47 Years SEX: Male Highest Level of Education Attained: Grade III Teaching Certificate</p>	<ul style="list-style-type: none"> • Basic knowledge & skills in Stores management • Basic knowledge & skills in Procurement • Knowledge and skills in use of new fuel pumps (digital pumps) 	<ul style="list-style-type: none"> • Basic knowledge & skills in Record & Book keeping • Basic Computer proficiency skills • Basic Customer care and handling skills • Basic Public relations skills • Driving skills

Distribution of Training Areas by Program Years		
Basic PA Staff Data	2016	2017
<p>Name: Lokamar Moses Employee No: UWA/02966 Entity: KVCA JOB TITLE: Information Clerk AGE: 29 Years SEX: Male Highest Level of Education Attained: Diploma in Business Administration</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic Computer proficiency skills (especially use of Accounting & document processing Packages) 	<ul style="list-style-type: none"> Basic Customer care skills Knowledge & skills in Record keeping and reporting Basic Administration skills related to Wildlife conservation Basic Communication skills
<p>Name: Okot Ramadhan Employee No: UWA/01622 Entity: KVCA JOB TITLE: Driver AGE: 62 Years SEX: Male Highest Level of Education Attained: P.L.E</p>	<ul style="list-style-type: none"> Preparation for Retirement It is noteworthy that this PA Staff has already reached retirement. Basic skills in vehicle maintenance 	<ul style="list-style-type: none"> Basic recording, record keeping and reporting skills Basic Interpersonal, human relations and communication skills
<p>Name: Oleke Joseph Employee No: UWA/01177 Entity: KVCA JOB TITLE: Driver AGE: 41 Years SEX: Male Highest Level of Education Attained: Advanced Technical Certificate</p>	<ul style="list-style-type: none"> Defensive driving skills Record keeping skills Basic knowledge & skills in Machine operation 	<ul style="list-style-type: none"> Basic knowledge & skills in operating new equipment Basic knowledge & skills in road maintenance Basic decision-making & problem solving skills Basic Interpersonal, human relations and communication skills
<p>Name: Onekgiu Isaiah Ojara Employee No: UWA/02496 Entity: KVCA JOB TITLE: Mechanic AGE: 32 Years SEX: Male Highest Level of Education Attained: Advanced Certificate Craft Part II (a)U.C.E</p>	<ul style="list-style-type: none"> Electrical wiring skills Knowledge & skills in machine operation Basic knowledge & skills in Automotive wiring 	<ul style="list-style-type: none"> Basic Computerized data entry skills Knowledge and skills in maintenance of Advanced machines Basic knowledge and skills in driving computerized vehicles Basic Computer-based document processing skills
<p>Name: Onyait John Bosco Employee No: UWA/02257 Entity: KVCA JOB TITLE: Driver AGE: 37 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Defensive driving skills Computer literacy 	<ul style="list-style-type: none"> Basic skills in vehicle mechanics Skills in vehicle maintenance Interpersonal, human relations and communication skills
<p>Name: Okello Mike Employee No: UWA/02493 Entity: KVCA JOB TITLE: Driver AGE: 37 Years SEX: Male Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic decision-making & problem solving skills Computer literacy 	<ul style="list-style-type: none"> Basic vehicle maintenance skills Basic knowledge and skills in Motor vehicle technology Knowledge and skills in driving Motor vehicles fitted with advanced technology Knowledge and skills in operating heavy equipment (especially tractors) Basic Interpersonal, human relations and communication skills

Basic PA Staff Data		2016		2017	
Distribution of Training Areas by Program Years					
<p>Name: Emoruoi James Stephen Employee No: UWA/02995 Entity: KVCA JOB TITLE: Mason AGE: 39 Years SEX: Male Highest Level of Education Attained: Certificate in Block laying and Concrete Practice Part II</p>	<ul style="list-style-type: none"> Intermediate knowledge and skills in Civil engineering Knowledge and skills in use of Auto CAD software 	<ul style="list-style-type: none"> Knowledge and skills in use of Arch CAD software Basic knowledge and skills in Road network maintenance Time management and stress management skills Basic Interpersonal, human relations and communication skills 			
<p>Name: Ikosiot Julius Employee No: UWA/02992 Entity: KVCA JOB TITLE: Mason AGE: 29 Years SEX: Male Highest Level of Education Attained: Ordinary Diploma in Building and Civil Engineering</p>	<ul style="list-style-type: none"> Advanced knowledge & skills in Building and Civil Engineering Knowledge & skills in use of Arch CAD and Auto CAD Software Basic IT and Computer proficiency skills Basic knowledge and skills in Tourism management 	<ul style="list-style-type: none"> Basic knowledge & skills in program/project planning and implementation, including M&E Basic knowledge & skills in data/information collection, processing and management Basic Coordination and network skills Records management skills Basic knowledge & skills in law enforcement 			
<p>Name: Otuna Eluga David Employee No: UWA/02994 Entity: KVCA JOB TITLE: Mason AGE: 30 Years SEX: Male Highest Level of Education Attained: Diploma in Building and Civil Engineering</p>	<ul style="list-style-type: none"> Advanced knowledge & skills in Building and Civil Engineering Knowledge & skills in use of Auto CAD software 	<ul style="list-style-type: none"> Knowledge & skills in use of Arch CAD software Knowledge & skills in Road network maintenance Basic Computer proficiency skills Basic knowledge & skills in report preparation and presentation 			
<p>Name: Atidi Simon Employee No: UWA/02256 Entity: KVCA JOB TITLE: Senior Mechanic AGE: 37 Years SEX: Male Highest Level of Education Attained: Advanced Certificate Motor Vehicle Part II</p>	<ul style="list-style-type: none"> Intermediate knowledge & skills in Mechanical Engineering Knowledge & skills in Mechanics for new plants and heavy machines Knowledge and skills in Auto wiring 	<ul style="list-style-type: none"> Basic knowledge & skills in Fleet management Basic knowledge & skills in Procurement and logistics management Basic Customer care skills Basic Team work skills 			
<p>Name: Auma Esther Employee No: UWA/02249 Entity: KVCA JOB TITLE: Room Attendant AGE: 29 Years SEX: Female Highest Level of Education Attained: U.C.E</p>	<ul style="list-style-type: none"> Basic knowledge and skills in Housekeeping and room maintenance Basic Interpersonal, human relations and communication skills 	<ul style="list-style-type: none"> Basic Customer care skills Team work skills Basic Communication skills Basic Book and record keeping skills 			

Distribution of Training Areas by Program Years		
Basic PA Staff Data	2016	2017
Name: Chemonges Issa Mukusia Employee No; UWA/0296 Entity: KVCA JOB TITLE; Driver AGE; 48 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic decision-making & problem solving skills Defensive driving skills 	<ul style="list-style-type: none"> Basic Customer care skills Basic vehicle maintenance skills Basic knowledge & skills in handling new equipment and plant Interpersonal, human relations and communication skills
Name: Nakiru Betty Employee No; UWA/01474 Entity: KVCA JOB TITLE; Information Clerk AGE; 34 Years SEX: Female Highest Level of Education Attained: U.A.C.E	<ul style="list-style-type: none"> Basic Wildlife Management skills Basic knowledge & skills in data/information collection, processing and management Basic IT and Computer proficiency skills 	<ul style="list-style-type: none"> Basic Customer care skills Interpersonal, human relations and communication skills Basic report preparation and presentation skills Basic knowledge & skills in Accounting Basic Marketing & Public relations skills
Name: Osuna Moses Employee No; UWA/02495 Entity: KVCA JOB TITLE; Driver AGE; 32 Years SEX: Male Highest Level of Education Attained: Advance Certificate in Motor vehicle II	<ul style="list-style-type: none"> Basic Wildlife Management skills Defensive driving skills Basic knowledge & skills in vehicle maintenance 	<ul style="list-style-type: none"> Tour guiding skills Basic Time & stress management skills Basic Customer care skills Basic Team work skills Interpersonal, human relations and communication skills
Name: Otuda Stephen Employee No; UWA/00729 Entity: KVCA JOB TITLE; Senior Mechanic AGE; 44 Years SEX: Male Highest Level of Education Attained: U.C.E	<ul style="list-style-type: none"> Advanced Mechanical skills (especially in carrying out engine overhaul) Basic decision-making & problem solving skills 	<ul style="list-style-type: none"> Basic knowledge & skills in Fleet Management Basic Tour guiding skills Basic knowledge & skills in Conflict resolution and management Basic knowledge & skills in preparation and management of budgets

Matrix 8: Two-year Training Program for NFA PA Staff (2016 – 2017): Distribution of Training Areas over the KCL Project Training Period

BASIC PA STAFF DATA		HARMONIZED PRIORITY TRAINING NEEDS	REMARKS
<p>Name: Atim Harriet Employee No: NFA/00375 Entity: KCL CFRs JOB TITLE: Sector Manager AGE: 38 Years SEX: Female Highest Level of Formal Education Attained: B.A. in Environmental Management</p>	<ul style="list-style-type: none"> Knowledge & skills in Comprehensive report preparation and presentation Basic knowledge & skills in use of GIS & GPS technologies Knowledge & skills in Collaborative Forest Management 	<ul style="list-style-type: none"> Basic knowledge & skills in data collection and management Basic knowledge & skills in project planning and management Basic knowledge & skills in Monitoring & Evaluation Knowledge & skills in Conflict management in Forest Reserve use 	
<p>Name: Nekesa Esther; Employee No: NFA/00387 Entity: KCL CFRs JOB TITLE: Sector Manager AGE: 37 Years SEX: Female Highest Level of Education Attained: MSc. in Natural Resource & Environment Management</p>	<ul style="list-style-type: none"> Basic knowledge & skills in program/project planning & implementation Skills in integration of ecosystem & biodiversity conservation in DEAPs & DDPs Knowledge & skills in conflict mapping Conflict management skills Negotiation & consensus building skills Skills in reviewing technical reports on sound ecosystem & biodiversity conservation (forestry and woodland resources) 	<ul style="list-style-type: none"> Knowledge & skills in First Aid Knowledge & skills in Procurement Knowledge & skills in Collaborative Forest Management Basic knowledge & skills in use of GPS & GIS technologies Basic knowledge and skills in Monitoring & Evaluation Knowledge and skills in Policing Knowledge & skills in Ecological monitoring and mapping Knowledge and skills in Law enforcement 	
<p>Name: Nyeko Patrick; Employee No: NFA/00709; Entity: KCL CFRs JOB TITLE: Forest Supervisor AGE: 32 Years SEX: Male Highest Level of Formal Education Attained: Bsc. in Agriculture B.A. in Public Administration</p>	<ul style="list-style-type: none"> Basic knowledge & skills in use of GIS & Remote sensing technology Basic knowledge & skills in ENR-based Business Planning & Management Basic knowledge & skills in program/project planning & implementation, including M&E Knowledge & skills in preparation and management of budgets Basic knowledge & skills in Intelligence gathering & management 	<ul style="list-style-type: none"> Basic knowledge & skills in conflict mapping Basic Conflict prevention & management skills Basic skills in enforcing ecosystem & biodiversity conservation policies & legislation Knowledge & skills in Land use planning Knowledge & skills in M&E for natural resource management Knowledge & skills in inventory & land survey 	
<p>Name: Labu Twaha Entity: KCL CFRs (NFA) JOB TITLE: Transport Assistant AGE: 35 Years SEX: Male</p>	<ul style="list-style-type: none"> Basic First Aid skills Basic Fire fighting skills Knowledge & skills in Vehicle Maintenance 	<ul style="list-style-type: none"> Team work skills Interpersonal, human relations & communication skills Basic Public relations skills Basic Customer Care skills 	

Matrix 9: Recommended Training Areas and Possible Training Service Providers/Institutions

Training/Competency Area	Possible Training Service Provider(s)/Institution(s)
Biodiversity Analysis & Information Management	Makerere University Institute of Environment and Natural Resources (MUIENR), Kampala
Biodiversity Inventory Techniques	MUIENR
Basic knowledge & skills in Wildlife Management	Uganda Wildlife Training Institute (UWTI), Kasese
Intermediate & Advanced knowledge & skills in Wildlife Management	College of African Wildlife Management (CAWM), Mweka Tanzania
Wildlife Resource Management	UWTI; CAWM; Kenya Wildlife Service Training Institute (KWSTI); Southern African Wildlife College (SAWC), S. Africa; Pansiansi Wildlife Training Institute
Forest Resource Management and Biodiversity Conservation	Nyabyeya Forestry College (NFC), Masindi; MUIENR; Kenya Forestry Research Institute (KeFRI)
Environmental Management and Sustainable Natural Resource use for Development	MUIENR; ESAMI; Centre for Training and Integrated Research in ASAL Development (CETRAD), Kenya; Kenyatta University, School of Environmental Studies
Climate Change and Climate Change Management	MUIENR; Makerere University Centre for Climate Change Research and Innovations (MUCCRI); Institute of Environmental & Water Management, Nairobi; University of Dar Es Salaam; Centre for Climate Change Studies
TOURISM Management and Hospitality	Hotel and Tourism Training Institute – Jinja; Tourism and Hotel Training Institute, Kabale; YMCA College of Business Studies; Uganda Wildlife Training Institute; Panworld Tourism and Airways institute, Kampala, Uganda; MUBS; Tourism Institute of East Africa (Offices in Uganda); Kenya Utalii College; The International Hotel & Tourism Institute – Nairobi Kenya
Economic Methods and Techniques as Applied to Ecosystem & Biodiversity Conservation	MUIENR; UNEP, Nairobi, Kenya
Economic Valuation of Biodiversity Resources	MUIENR; UNEP, Nairobi; Centre for Environmental Strategy, University of Surrey, UK.
Enforcement and Compliance Tools	UNEP, Nairobi, Kenya; EPA, USA
GIS Techniques	Makerere University; Regional Centre of Mapping of Resources for Development, Nairobi, Kenya
General Knowledge of Sustainable Development	MUIENR; MUCCRI; Institute of Environmental & Water Management, Nairobi; University of Dar Es Salaam, Centre for Climate Change Studies
General Knowledge of Environment Management	MUIENR; MUCCRI
General Knowledge of Climate Change	MUIENR; MUCCRI
General Knowledge of Climate Change Management	MUIENR; MUCCRI
General Knowledge of Ecosystem & biodiversity conservation	MUIENR; MUCCRI
Knowledge of ecosystem & biodiversity conservation–related laws, agreements & protocols	MUIENR; MUCCRI
Skills in enforcing ecosystem & biodiversity conservation policies & legislation	MUIENR; MUCCRI
Coordinating District level Environment & Natural resource management activities	MUIENR; UNEP, Nairobi, Kenya
Training/Competency Area	Possible Training Service Provider(s)/Institution(s)
Information/Data collection, analysis & management	Makerere University, Institute of Computer Science; MISR; UMI; MTAC
Project Planning, Implementation & Management, including M&E	UMI ⁵¹ ; MTAC ⁵² ; ESAMI ⁵³
Action planning & execution of Action Plans	UMI; MTAC; ESAMI

⁵¹ Uganda Management Institute.

⁵² Management Training and Advisory Centre.

⁵³ Eastern and Southern Management Institute.

Training/Competency Area	Possible Training Service Provider(s)/Institution(s)
Budget preparation & Management	UMI; MUBS; ESAMI; School of Management, Makerere University
Computer Proficiency skills & Document processing (including various Computer Applications/ modern Software packages)	MTAC; UMI; APTECH
Inter-personal skills, Human relations & Communication skills	UMI; MTAC; ESAMI
Knowledge & skills in conflict prevention and management	UMI; MUBS; MTAC; ESAMI
Knowledge & Skills in conflict mapping	UMI; MUBS; MTAC; ESAMI
Negotiation & consensus building skills	UMI; MUBS; MTAC; ESAMI
Networking skills	UMI; MTAC
Public Relations	UMI; MTAC; ESAMI
Record keeping & database management	UMI; MUBS; MTAC; APTECH
Strategic planning & management	UMI; MUBS; MTAC
Team building, teamwork & management	UMI; MUBS; MTAC
Time management & stress management	UMI; MUBS; MTAC
Decision-making & problem solving skills	UMI; MUBS; MTAC
Coordination, mobilization & negotiation skills	UMI; MTAC
Analytical, coordination and networking skills	UMI, MTAC, ESAMI
Report preparation & presentation skills	UMI; MTAC; ESAMI
Designing & implementing training programs	UMI; MUBS; MTAC; ESAMI
Administration & Supervision	UMI; MUBS; MTAC; School of Management, Makerere University; ESAMI; Ghana Institute of Management and Public Administration (GIMPA)
General knowledge in Business Administration	UMI; MUBS; MTAC; School of Management, Makerere University; ESAMI
Leadership skills	ESAMI; MUBS; UMI; School of Management, Makerere University; GIMPA
Litigation skills	Makerere University, School of Law; UNEP, Nairobi
Office Management	UMI; MUBS; MTAC; School of Management, Makerere University; ESAMI
Human Resource Management & Development	UMI; MUBS; MTAC; ESAMI; School of Management, Makerere University
Financial Accounting & Financial Management	UMI; MUBS; Local Institutions offering ACCA; Institute of Certified Public Accountants; APTECH; ESAMI
Basic Motor Vehicle Mechanics & Maintenance	Spear Motors Apprenticeship Training Center, Nakawa
Defensive driving (practical refresher course)	Various reputable Driving Schools in Uganda; Resource persons from the Uganda Police, Traffic Section
Operating Heavy Duty Vehicles	Various reputable Driving Schools in Uganda

ANNEX 3

GOU/GEF/UNDP PROJECT ON THE CONSERVATION AND SUSTAINABLE USE OF THE THREATENED SAVANNA WOODLAND IN THE KIDEPO CRITICAL LANDSCAPE IN NORTH EASTERN UGANDA

TERMS OF REFERENCE FOR TRAINING NEEDS ASSESSMENT FOR PROTECTED AREA STAFF

1. BRIEF BACKGROUND

Government of Uganda has, through the United Nations Development Programme (UNDP), received financial support from the Global Environment Facility (GEF) for a project on the Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda. The Project is implemented by the National Environment Management Authority (NEMA) on behalf of government in collaboration with Uganda Wildlife Authority (UWA) and relevant partners at the national and district level.

The Goal of the project is to “Conserve the biodiversity and ecosystem values of the Kidepo Critical Landscape to provide sustainable benefit flows at local, national and global levels through enhanced operational capacity and functional landscape planning approaches” while its objective is to “Protect the biodiversity of the Kidepo Critical Landscape in North Eastern Uganda from existing and emerging threats”.

The project aims at strengthening management effectiveness of the Kidepo Critical Landscape (KCL) protected area systems (comprising of Kidepo Valley National Park, Karenga Community Wildlife Areas, Central forest reserves of Nyangea Napore, Timu, Morungole, Rom, Lwala and Zulia) and integrating protected area management in a wider landscape approach. The project will thus focus on conservation of biodiversity inside and outside protected areas in KCL. A short term consultant is to undertake a training needs assessment for PA staff.

2. THE ASSIGNMENT

2.1. Purpose

The purpose of the consultancy is to assess Protected Area (PA) staff competencies in planning, administration, conflict resolution, policing and enforcement.

2.2. Scope

The consultant is expected to conduct an assessment of PA staff competencies for Kidepo Valley National Park, Karenga community wildlife area and the six Central Forest Reserves (CFRs) of Nyangea Napore, Timu, Morungole, Rom, Lwala and Zulia. In consultation with UWA, NFA and local governments in the pilot districts, the consultant will consider but not be limited to the following;

- a) Review information on staff competencies for Kidepo National Park, Karenga Community Wildlife area and the six CFRs,
- b) Assess and document competencies of staff of Kidepo National Park, Karenga community wildlife area and the six CFRs in carrying out their mandates, identify training needs and propose training that should be undertaken to address the training needs;
- c) Basing on the three above, propose a staff training programme covering all aspects of PA cluster operations.

2.3. Approach and Methodology

The assignment will involve field work and desk study complemented by extensive stakeholder consultations. Also, the Consultant will be expected to present the report at a validation workshop organized by NEMA and UWA to validate the findings and build stakeholder consensus.

The Terms of Reference (TOR) will be discussed with the successful consultant prior to signing of the contract. During the assignment, the consultant is expected to update the Project Manager UWA and NFA project contact persons in the field through regular meetings (preferably every 14 days) on progress and implementation of the agreed tasks.

2.4. Desired Skills and Competence

- i) Relevant academic background (post graduate qualification as minimum) in forestry, biodiversity, sustainable and socio-economic development, and or environmental management.
- ii) Proven experience of at least 3 years in undertaking training needs assessments in conservation programmes and projects.
- iii) The consultant should be able to access both private and public documentation on training needs, engage stakeholders and be able to produce excellent written reports in such a manner that also non-expert audiences can easily understand the information gathered.
- iv) Solid analytical and conceptual skills, ability to think creatively and meet deadlines.
- v) Good knowledge of local context (culture, political environment, and geography) of the Kidepo PA cluster is an added advantage.
- vi) An eye for detail with ability and sense to synthesize large data and paint a coherent overall picture.

2.5. Deliverables

The Consultant is expected to prepare reports as well as facilitate a validation workshop as suggested below;

1. Submit an inception report five days after signing the contract detailing how the assignment will be undertaken
2. Prepare a draft report (50 pages max) consisting of findings of the training needs and a staff training programme not later than five weeks after signing the contract.
3. Present the draft report at a validation workshop organized by NEMA and UWA. The presentation will, among others, cover methods used, areas covered, key findings and a staff training programme should be made.
4. Submit a final report which has stakeholders' comments incorporated (before end of the 6th week from the date of signing the contract).

2.6. Duration of the Assignment

The assignment is expected to be completed within one and a half months after signing of the contract.

2.7. Budget

The estimated total cost of this assignment covers both professional fees and any other costs to be incurred by the consultant. However, the project will take care of transportation of the Consultant to, in and from the field.

3. REPORTING

The Consultant(s) shall report to the Executive Director NEMA, but will work closely with the Project Manager and Project Liaison Officers in UWA and NFA.

ANNEX 4

LIST OF KEY DOCUMENTS/MATERIALS REVIEWED/STUDIED

1. GOU/UNDP/GEF (2013): Conservation and Sustainable Use of the Threatened Savanna Woodland in the Kidepo Critical Landscape in North Eastern Uganda: **Project Document**, Kampala, Uganda.
2. UWA (2012): Uganda Wildlife Authority Strategic Plan 2013 – 2018, Kampala, Uganda.
3. UWA (2012): Kidepo Valley National Park: General Management Plan (GMP), 2012 – 2022, Kampala, Uganda
4. NFA (2009): National Forestry Authority: Business Plan 2009 – 2014, Kampala, Uganda.
5. NFA (2014): National Forestry Authority Annual Report for FY 2013/14, Kampala, Uganda.
6. NFA (2013): National Forestry Authority Annual Report for FY 2012/13, Kampala, Uganda.
7. UWA (2015): Kidepo Valley Conservation Area (KVCA) Annual Report for FY 2014/15, Kampala, Uganda.
8. UWA (2013): Kidepo Valley Conservation Area (KVCA) Annual Report for FY 2012/13, Kampala, Uganda.
9. UWA/KVCA: Job Descriptions of Engaged and Assessed PA Staff of KVCA of UWA.
10. UWA/KVCA: Person Specifications of Engaged and Assessed PA Staff of KVCA of UWA.
11. UWA/KVCA: Performance Appraisal Reports of Engaged and Assessed PA Staff of KVCA of UWA.
12. NFA/CFRs: Job Descriptions of Engaged and Assessed PA Staff of the Six KCL CFRs of NFA.
13. NFA/CFRs: Person Specifications of Engaged and Assessed PA Staff of the Six KCL CFRs of NFA.
14. NFA/CFRs: Performance Appraisal Reports of Engaged and Assessed PA Staff of the Six KCL CFRs of NFA.

ANNEX 5

LIST OF PERSONS CONSULTED/MET

No	Names	Position/Designation & Institution/Entity
1.	Dr. Tom Okurut	Executive Director, NEMA
2.	Mr. James Okiria Otekat	KCL Project Manager, NEMA
3.	Mr. Sabino Francis Ogwal	Natural Resource Management & Biodiversity Manager, NEMA
4.	Dr. Andrew Seguya	Executive Director, UWA
5.	Ms. Jackline Bakobaki	Deputy Director, Human Resources, UWA
6.	Ms. Nali Lilian	Warden, Human Resource Management, UWA
7.	Ms. Gumikiriza Philo	Human Resource Manager, UWA
8.	Ms. Susan Namuli	M&E Manager, UWA
9.	Mr. Michael Mugisa	Executive Director, NFA
10.	Dr. Kodilo Gilbert	Public Relations Manager, NFA
11.	Ms. Rosette Natumanya	Human Resource Manager, NFA
12.	Mr. Johnson Masereka	KCL Field Contact Person/Conservation Area Manager for Kidepo (UWA)
13.	Mr. Herbert Kitimbo	Warden, Research & Ecological Monitoring, KVCA (UWA)
14.	Ms. Esther Nekesa	KCL Field Contact Person/Sector Manager for Agoro-Agu Sector (NFA)
15.	Hon Komol Joseph Miidi	District Chairperson, Kaabong District
16.	Mr. Lamongin Emmanuel	DEO, Kaabong District
17.	Ms. Achil Christine Lodon	Senior Community Development Officer, Kaabong District
18.	Mr. Ekwee Simon	Ag. District Planner, Kaabong District
19.	Hon. Akii Emma	Secretary for Production, Kaabong District
20.	Hon. Genesisus Benson Ogwang	Chairperson, Otuke District
21.	Hon. Beatrice Anyait	Vice Chairperson, Otuke District
22.	Ms. Achen Mary	Representing the CAO, Otuke District
23.	Mr. Okello Tom	Secretary for Production, Otuke District
24.	Mr. Ebong Boniface	Ag. DNRO, Otuke District
25.	Mr. Etil Tom	District Planner, Otuke District
26.	Mr. Okwir Charles	RDC, Agago District
27.	Mr. Oweka John	Speaker, Agago District
28.	Mr. Odong John	SAA, Agago District
29.	Mr. Odoch Richard	PAS, Agago District
30.	Mr. Lakony Lino	District Planner, Agago District
31.	Ms. Lakomakech Nancy	Gender Officer, Agago District
32.	Hon. Achan Filder Mary	Representing the Chairperson, Kitgum District
33.	Mr. Wany Oyok David	Senior Environment Officer, Kitgum District
34.	Mr. Kilama Christopher	District Planner, Kitgum District
35.	Ms. Oroma Rhoda	Deputy CAO, Kitgum District
36.	Ms. Labol Sarah	DCDO, Kitgum District
37.	Mr. Mark Locheng	Kotido District
38.	Mr. Etuko Emmy Brian	Kotido District
39.	Mr. Nyanga E. Fredrick	Kotido District
40.	Mr. Peter C. Addia	Kotido District
41.	Mr. Wachara Godfrey	Kotido District
42.	Ms. Irar Sabina	Kotido District

ANNEX 6

THE KEY INSTRUMENTS EMPLOYED IN CONSTRUCTIVE ENGAGEMENT AND PRIMARY DATA/ INFORMATION COLLECTION WITH REGARD TO ALL PA STAFF

KIDEPO CRITICAL LANDSCAPE (KCL) PROJECT

TRAINING NEEDS ASSESSMENT (TNA) FOR PROTECTED AREAS (PA) STAFF OF KCL

COMPETENCY ASSESSMENT INSTRUMENT

FOR WILDLIFE RESOURCE-BASED ECOSYSTEM & BIODIVERSITY CONSERVATION PA STAFF (MANAGERIAL & TECHNICAL/OPERATIONAL)

PARENT EMPLOYING
INSTITUTION:

LOCAL EMPLOYING ENTITY:

JOB POSITION/TITLE:

DEPARTMENT/UNIT:

1. Name:

2. Sex:

3. Age:

4. Date of FIRST employment by the Parent Institution (Month & Year):

5. Job Position at FIRST Employment by the Parent Institution:

6. Period of **continuous** employment in the **Current** Job Position (Years & Months):

7(a) What is your **highest attained** academic/professional qualification? (State precisely as appears on the Certificate, including the academic/professional field/area of your qualification).

7(b) Where and when was your **highest** academic/professional qualification attained (Country, Institution & Year)?

Country	Institution	Year
.....

7(c) What were your **major subjects** of training/specialisation? (List precisely in the space below):

.....

.....

.....

7(d) If you have other **major qualifications**, list them briefly, but precisely in the space below (in the following order: Qualification; Awarding Institution; Country & Year of award):

.....

.....

.....

8. Necessary Knowledge & Skills and Other Capabilities

With specific regard to your official duties & responsibilities, on a relative ‘self-assessment’ scale of 1 to 5 (**1 being no** skills or knowledge or capability; and **5 being complete Knowledge, Skills, or other Capability**), please **circle your level** in respect of each of the following aspects. Wherever, a knowledge/skill/capability aspect is NOT AT ALL relevant to your official duties & responsibilities, write **Not Applicable (N/A)** against it.

Overall/Cross-cutting Aspects

- | | | |
|--|-----------|-------|
| a) General Knowledge & Understanding of Sustainable Development | 1 2 3 4 5 | |
| b) General Knowledge & Understanding of Environment Management | 1 2 3 4 5 | |
| c) General Knowledge & Understanding of Climate Change (CC) | 1 2 3 4 5 | |
| d) General Knowledge & Understanding of CC Management (esp. mitigation & adaptation) | 1 2 3 4 5 | |
| e) General Knowledge & Understanding of ecosystem & biodiversity conservation | 1 2 3 4 5 | |
| f) Leadership, managerial, negotiation & decision-making skills | 1 2 3 4 5 | |
| g) Knowledge and skills in Strategic Planning & management | 1 2 3 4 5 | |
| h) Knowledge and skills in participative management & change management | 1 2 3 4 5 | |
| i) Time management & stress management skills | 1 2 3 4 5 | |
| j) Knowledge & skills in team-building & management | 1 2 3 4 5 | |
| k) Inter-personal, human relations and communication skills | 1 2 3 4 5 | |
| l) Public relations skills | 1 2 3 4 5 | |
| m) Analytical, coordination and networking skills | 1 2 3 4 5 | |
| n) Skills in formulating & operationalizing ecosystem & biodiversity conservation strategies | 1 2 3 4 5 | |
| o) Knowledge of economic methods as applied to ecosystem & biodiversity conservation | 1 2 3 4 5 | |
| p) Knowledge & skills in ENR-based Business Planning & Management | 1 2 3 4 5 | |
| q) IT and computer proficiency skills | 1 2 3 4 5 | |
| r) Maturity, self-confidence, ethics and integrity | 1 2 3 4 5 | |
| s) Ability to work under tight deadlines & results-oriented mind-set | 1 2 3 4 5 | |
| t) Ability to deliver high quality outputs with minimal supervision | 1 2 3 4 5 | |
| u) Writing, report preparation and presentation skills | 1 2 3 4 5 | |

Planning

- | | | |
|---|-----------|-------|
| a) Knowledge & Skills in Data/information collection, processing and management | 1 2 3 4 5 | |
| b) Knowledge & Skills in development and execution of action plans | 1 2 3 4 5 | |
| c) Knowledge & Skills in Program/project planning & implementation, including M&E | 1 2 3 4 5 | |
| d) Knowledge & Skills in preparation and management of budgets | 1 2 3 4 5 | |
| e) Skills in integration of ecosystem & biodiversity conservation in DEAPs & DDPs | 1 2 3 4 5 | |

Administration

- a) Administration, supervision, negotiation and communication skills 1 2 3 4 5
- b) Knowledge of Human Resource planning, management & development 1 2 3 4 5
- c) Coordination, networking & records management skills 1 2 3 4 5
- d) Analytical, problem solving, decision-making and occupational counselling skills 1 2 3 4 5
- e) Interpersonal, human relations and team management skills 1 2 3 4 5
- f) Training and coaching skills 1 2 3 4 5
- g) Writing, presentation and reporting abilities 1 2 3 4 5
- h) Ability to deliver high quality outputs with minimal supervision 1 2 3 4 5

Conflict Resolution/Management

- a) Ecosystem & biodiversity conservation Intelligence gathering & management skills 1 2 3 4 5
- b) Knowledge & Skills in Conflict mapping 1 2 3 4 5
- c) Negotiation & consensus building skills 1 2 3 4 5
- d) Conflict prevention & management skills 1 2 3 4 5

Policing

- a) Ecosystem & biodiversity conservation Information/Intelligence gathering & management skills 1 2 3 4 5
- b) Knowledge & Skills in effective institutional Wildlife resource monitoring & reporting 1 2 3 4 5
- c) Knowledge & Skills in Community mobilization for Wildlife resource monitoring & reporting 1 2 3 4 5
- d) Skills in reviewing technical reports on sound ecosystem & biodiversity conservation 1 2 3 4 5
- e) Skills in assessing progress in sound terrestrial ecosystem & biodiversity conservation 1 2 3 4 5

Enforcement

- a) Knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols 1 2 3 4 5
- b) Skills in promoting sound terrestrial ecosystem & biodiversity conservation practices 1 2 3 4 5
- c) Skills in enforcing ecosystem & biodiversity conservation policies & legislation 1 2 3 4 5
- d) Knowledge & Skills in providing technical support in ecosystem & biodiversity conservation 1 2 3 4 5
- e) Skills in effecting compliance with ecosystem & biodiversity conservation standards 1 2 3 4 5
- f) Knowledge & Skills in preparing and enforcing litigation for non-compliance with standards 1 2 3 4 5

9. What **aspects** of your job duties & responsibilities do you feel **most confident** and **comfortable technically** carrying out **at present**? (List briefly, but precisely in the space below).

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.....

10. What aspects of your job do you feel **least confident** and **comfortable technically** carrying out at **present**? (List briefly, but precisely in the space below).

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11. Please list in the order of your priority, **five (5) most important *knowledge & skills-related* factors** that you do consider to be responsible for making you feel **NOT confident** and **comfortable enough** in **technically** carrying out your job ((1) being your **highest priority**; and (5) being your **lowest priority**

- 1)
- 2)
- 3)
- 4)
- 5)

12. If you have **any other *knowledge & skills-related* aspects of your job** in which you feel that you **immediately need to be assisted to enable you to more efficiently and comfortably carry out your duties and responsibilities** in UWA, please feel free to briefly, but precisely, state them in the space provided below:

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13. If you have **any other *knowledge & skills-related* aspects of your job** in which you feel that you need **to be assisted over the medium- to long-term to enable you to more efficiently and comfortably carry out your duties and responsibilities** in UWA (*including your "new" duties under the KCL Project*), please feel free to briefly, but precisely, state them in the space provided below:

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Thank you for your participation

KIDEPO CRITICAL LANDSCAPE (KCL) PROJECT

TRAINING NEEDS ASSESSMENT (TNA) FOR PROTECTED AREAS (PA) STAFF OF KCL

COMPETENCY ASSESSMENT INSTRUMENT

FOR WILDLIFE RESOURCE-BASED ECOSYSTEM & BIODIVERSITY CONSERVATION PA STAFF (SUPPORT STAFF)

PARENT EMPLOYING

INSTITUTION:

LOCAL EMPLOYING ENTITY:

JOB POSITION/TITLE:

DEPARTMENT/UNIT:

1. Name:

2. Sex:

3. Age:

4. Date of FIRST employment by the Parent Institution (Month & Year):

5. Job Position at FIRST Employment by the Parent Institution:

6. Period of **continuous** employment in the **Current** Job Position (Years & Months):

7(a) What is your **highest attained** academic/professional qualification? (State precisely as appears on the Certificate, including the academic/professional field/area of your qualification).

7(b) Where and when was your **highest** academic/professional qualification attained (Country, Institution & Year)?

Country

Institution

Year

.....

7(c) What were your **major subjects** of training/specialisation? (List precisely in the space below):

.....

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7(d) If you have other **major qualifications**, list them briefly, but precisely in the space below (in the following order: Qualification; Awarding Institution; Country & Year of award):

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.....

.....

8. Necessary Knowledge & Skills and Other Capabilities

With specific regard to your official duties & responsibilities, on a relative ‘self-assessment’ scale of 1 to 5 (**1 being no** skills or knowledge or capability; and **5 being complete Knowledge, Skills, or other Capability**), please **circle your level** in respect of each of the following aspects. Wherever, a knowledge/skill/capability aspect is NOT AT ALL relevant to your official duties & responsibilities, write **Not Applicable (N/A)** against it.

- a) A responsible, respectful, courteous and dedicated person 1 2 3 4 5
- b) Ability to effectively execute one’s duties with minimal supervision 1 2 3 4 5
- c) Recording, record keeping and reporting skills 1 2 3 4 5
- d) Computer proficiency and document processing skills 1 2 3 4 5
- e) Computer literacy 1 2 3 4 5
- f) Interpersonal and public relations skills. 1 2 3 4 5
- g) Time management and stress management skills. 1 2 3 4 5
- h) Command of spoken and written English 1 2 3 4 5
- i) Results-oriented, flexible, organized and customer care focused 1 2 3 4 5
- j) Communication skills. 1 2 3 4 5
- k) Honesty, Ethics and integrity 1 2 3 4 5
- l) A patient, friendly, resilient, helpful and reliable personality, as well as a Team player 1 2 3 4 5
- m) Ability to work under tight deadlines and for long hours 1 2 3 4 5
- n) Skills in formulating & operationalizing ecosystem & biodiversity conservation strategies 1 2 3 4 5
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- p) Knowledge & skills in ENR-based Business Planning & Management 1 2 3 4 5
- q) IT and computer proficiency skills 1 2 3 4 5
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- s) Ability to work under tight deadlines & results-oriented mind-set 1 2 3 4 5
- t) Ability to deliver high quality outputs with minimal supervision 1 2 3 4 5
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9. What **aspects** of your job duties & responsibilities do you feel **most confident** and **comfortable technically** carrying out **at present?** (List briefly, but precisely in the space below).

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KIDEPO CRITICAL LANDSCAPE (KCL) PROJECT

TRAINING NEEDS ASSESSMENT (TNA) FOR PROTECTED AREAS (PA) STAFF OF KCL

COMPETENCY ASSESSMENT INSTRUMENT

FOREST & WOODLAND RESOURCE-BASED ECOSYSTEM & BIODIVERSITY CONSERVATION PA STAFF

(MANAGERIAL & TECHNICAL/OPERATIONAL)

PARENT EMPLOYING INSTITUTION:

LOCAL EMPLOYING ENTITY:

JOB POSITION/TITLE:

DEPARTMENT/UNIT:

1. Name:

2. Sex:

3. Age:

4. Date of **FIRST** employment by the Parent Institution (Month & Year):

5. Job Position at **FIRST** Employment by the Parent Institution:

6. Period of **continuous** employment in the **Current** Job Position (Years & Months):

7(a) What is your **highest attained** academic/professional qualification? (State precisely as appears on the Certificate, including the academic/professional field/area of your qualification).

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Country	Institution	Year
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7(d) If you have other **major qualifications**, list them briefly, but precisely in the space below (in the following order: Qualification; Awarding Institution; Country & Year of award):

8. Necessary Knowledge & Skills and Other Capabilities

With **specific regard** to your official duties & responsibilities, on a relative 'self-assessment' scale of 1 to 5 (**1 being no** skills or knowledge or capability; and **5 being complete Knowledge, Skills, or other Capability**), please **circle your level** in respect of each of the following aspects. Wherever, a knowledge/skill/capability aspect is **NOT AT ALL** relevant to your official duties & responsibilities, write **Not Applicable (N/A)** against it.

Overall/Cross-cutting Aspects

a) General Knowledge & Understanding of Sustainable Development	1	2	3	4	5
b) General Knowledge & Understanding of Environment Management	1	2	3	4	5
c) General Knowledge & Understanding of Climate Change (CC)	1	2	3	4	5
d) General Knowledge & Understanding of CC Management (esp. mitigation & adaptation)	1	2	3	4	5
e) General Knowledge & Understanding of ecosystem & biodiversity conservation	1	2	3	4	5
f) Leadership, managerial, negotiation & decision-making skills	1	2	3	4	5
g) Knowledge and skills in Strategic Planning & management	1	2	3	4	5
h) Knowledge and skills in participative management & change management	1	2	3	4	5
i) Time management & stress management skills	1	2	3	4	5
j) Knowledge & skills in team-building & management	1	2	3	4	5
k) Inter-personal, human relations and communication skills	1	2	3	4	5
l) Public relations skills	1	2	3	4	5
m) Analytical, coordination and networking skills	1	2	3	4	5
n) Skills in formulating & operationalizing ecosystem & biodiversity conservation strategies	1	2	3	4	5
o) Knowledge of economic methods as applied to ecosystem & biodiversity conservation	1	2	3	4	5
p) Knowledge & skills in ENR-based Business Planning & Management	1	2	3	4	5
q) IT and computer proficiency skills	1	2	3	4	5
r) Maturity, self-confidence, ethics and integrity	1	2	3	4	5
s) Ability to work under tight deadlines & results-oriented mind-set	1	2	3	4	5
t) Ability to deliver high quality outputs with minimal supervision	1	2	3	4	5
u) Writing, report preparation and presentation skills	1	2	3	4	5

Planning

a) Knowledge & Skills in Data/information collection, processing and management	1	2	3	4	5
b) Knowledge & Skills in development and execution of action plans	1	2	3	4	5
c) Knowledge & Skills in Program/project planning & implementation, including M&E	1	2	3	4	5
d) Knowledge & Skills in preparation and management of budgets	1	2	3	4	5
e) Skills in integration of ecosystem & biodiversity conservation in DEAPs & DDPs	1	2	3	4	5

Administration

a) Administration, supervision, negotiation and communication skills	1	2	3	4	5
b) Knowledge of Human Resource planning, management & development	1	2	3	4	5
c) Coordination, networking & records management skills	1	2	3	4	5
d) Analytical, problem solving, decision-making and occupational counselling skills	1	2	3	4	5
e) Interpersonal, human relations and team management skills	1	2	3	4	5

- f) Training and coaching skills 1 2 3 4 5
- g) Writing, presentation and reporting abilities
- h) Ability to deliver high quality outputs with minimal supervision 1 2 3 4 5

Conflict Resolution/Management

- a) Ecosystem & biodiversity conservation Intelligence gathering & management skills 1 2 3 4 5
- b) Knowledge & Skills in Conflict mapping 1 2 3 4 5
- c) Negotiation & consensus building skills 1 2 3 4 5
- d) Conflict prevention & management skills 1 2 3 4 5

Policing

- a) Ecosystem & biodiversity conservation Information/Intelligence gathering & management skills 1 2 3 4 5
- b) Knowledge & Skills in effective institutional Wildlife resource monitoring & reporting 1 2 3 4 5
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- d) Skills in reviewing technical reports on sound ecosystem & biodiversity conservation 1 2 3 4 5
- e) Skills in assessing progress in sound terrestrial ecosystem & biodiversity conservation

Enforcement

- a) Knowledge of ecosystem & biodiversity conservation-related laws, agreements & protocols 1 2 3 4 5
- b) Skills in promoting sound terrestrial ecosystem & biodiversity conservation practices 1 2 3 4 5
- c) Skills in enforcing ecosystem & biodiversity conservation policies & legislation 1 2 3 4 5
- d) Knowledge & Skills in providing technical support in ecosystem & biodiversity conservation 1 2 3 4 5
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- f) Knowledge & Skills in preparing and enforcing litigation for non-compliance with standards 1 2 3 4 5

9. What **aspects** of your job duties & responsibilities do you feel **most confident** and **comfortable technically** carrying out **at present?** (List briefly, but precisely in the space below).

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11. Please list in the order of your priority, five (5) most important *knowledge & skills-related* factors that you do consider to be responsible for making you feel **NOT confident** and **comfortable enough** in technically carrying out your job ((1) being your **highest priority**; and (5) being your **lowest priority**)

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Thank you for your participation

**KIDEPO CRITICAL LANDSCAPE (KCL) PROJECT
TRAINING NEEDS ASSESSMENT (TNA) FOR PROTECTED AREAS (PA) STAFF OF KCL**

COMPETENCY ASSESSMENT INSTRUMENT

FOREST & WOODLAND RESOURCE-BASED ECOSYSTEM & BIODIVERSITY CONSERVATION PA STAFF

(SUPPORT STAFF)

PARENT EMPLOYING INSTITUTION:

LOCAL EMPLOYING ENTITY:

JOB POSITION/TITLE:

DEPARTMENT/UNIT:

1. Name:

2. Sex:

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4. Date of FIRST employment by the Parent Institution (Month & Year):

5. Job Position at FIRST Employment by the Parent Institution:

6. Period of **continuous** employment in the **Current** Job Position (Years & Months):

7(a) What is your **highest attained** academic/professional qualification? (State precisely as appears on the Certificate, including the academic/professional field/area of your qualification).

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Country	Institution	Year
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7(c) What were your **major subjects** of training/specialisation? (List precisely in the space below):
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7(d) If you have other **major qualifications**, list them briefly, but precisely in the space below (in the following order: Qualification; Awarding Institution; Country & Year of award):
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8. Necessary Knowledge & Skills and Other Capabilities

With **specific regard** to your official duties & responsibilities, on a relative 'self-assessment' scale of 1 to 5 (**1 being no** skills or knowledge or capability; and **5 being complete Knowledge, Skills, or other Capability**), please **circle your level** in respect of each of the following aspects. Wherever, a knowledge/skill/capability aspect is **NOT AT ALL relevant** to your official duties & responsibilities, write **Not Applicable (N/A)** against it.

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**KIDEPO CRITICAL LANDSCAPE (KCL) PROJECT
TRAINING NEEDS ASSESSMENT (TNA) FOR PROTECTED AREAS (PA) STAFF OF KCL**

COMPETENCY ASSESSMENT INSTRUMENT

FOREST & WOODLAND RESOURCE-BASED ECOSYSTEM & BIODIVERSITY CONSERVATION PA STAFF

(MANAGERIAL & TECHNICAL/OPERATIONAL)

PARENT EMPLOYING INSTITUTION:

LOCAL EMPLOYING ENTITY:

JOB POSITION/TITLE:

DEPARTMENT/UNIT:

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Country	Institution	Year
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Thank you for your participation

**KIDEPO CRITICAL LANDSCAPE (KCL) PROJECT
TRAINING NEEDS ASSESSMENT (TNA) FOR PROTECTED AREAS (PA) STAFF OF KCL**

COMPETENCY ASSESSMENT INSTRUMENT

FOREST & WOODLAND RESOURCE-BASED ECOSYSTEM & BIODIVERSITY CONSERVATION PA STAFF

(SUPPORT STAFF)

PARENT EMPLOYING INSTITUTION:

LOCAL EMPLOYING ENTITY:

JOB POSITION/TITLE:

DEPARTMENT/UNIT:

1. Name:

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11. Please list in the order of your priority, **five (5) most important *knowledge & skills-related* factors** that you do consider to be responsible for making you feel **NOT confident** and **comfortable enough** in technically carrying out your job ((1) being your **highest priority**; and (5) being your **lowest priority**

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**KIDEPO CRITICAL LANDSCAPE (KCL) PROJECT
TRAINING NEEDS ASSESSMENT (TNA) FOR PROTECTED AREAS (PA) STAFF OF KCL**

TRAINING NEEDS ASSESSMENT (TNA) INSTRUMENT

FOR WILDLIFE RESOURCE-BASED ECOSYSTEM & BIODIVERSITY CONSERVATION PA STAFF

PARENT EMPLOYING INSTITUTION:

LOCAL EMPLOYING ENTITY:

JOB POSITION/TITLE:

DEPARTMENT/UNIT:

1. Name:

2. Sex:

3. Age:

4. **As a member of staff of UWA**, have you received any job-related training **under** a training program of the Authority over the last five (5) years?

Yes

No

5. If yes, please describe briefly, but precisely, the **kind of training** that you received, the **training service provider**, and **the time** you received the training.

.....
.....
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6. Please describe briefly, but precisely, **how you benefited from the training** you received, including your own assessment of the level of benefit.

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.....
.....

7. Have **you received** any job-related training **under the auspices of another institution/entity** over the last five (5) years?

Yes

No

8. If yes, please describe briefly, but precisely, the **kind of training** that you received, the **training service provider**, and **the time** you received the training.

.....
.....
.....

9. Please describe briefly, but precisely, **how you benefited from the training** you received, including your own assessment of the level of benefit.

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.....
.....

10. In your own assessment, were there **any gaps that were left** in your desired job-related knowledge & skills profile at the time you received the training noted in (5) and (8) above?

Yes

No

11. If yes, please describe briefly, but precisely, in the space below, **the most important gaps** that you do believe remained in your **desired job-related knowledge & skills profile**:

.....
.....
.....

12. Please list in the order of your priority, **five (5) areas of immediate need** to you for efficiently carrying out your duties and responsibilities in UWA, in which you wish to be trained ((1) being your **highest priority**; and (5) being your **lowest priority**).

- 1)
- 2)
- 3)
- 4)
- 5)

13. Please list in the order of your priority, **five (5) areas** of medium- to long-term need to you for efficiently carrying out your duties and responsibilities in **UWA**, in which you wish to be trained ((1) being your **highest priority**; and (5) being your **lowest priority**).

- 1)
- 2)
- 3)
- 4)
- 5)

14. What specific **form of training** do you consider to be **most beneficial to you** and your work (e.g. attachment, study tours, coaching, short courses, seminars/workshops)? (State precisely in the space below).

.....
.....

15. If you have **any other training or exposure needs of special interest** to you for enabling you to efficiently carry out your duties and responsibilities in **UWA**, please feel free to briefly state them in the space provided below, including the **specific form** of training, or exposure that you prefer

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.....
.....

Thank you for your participation

**KIDEPO CRITICAL LANDSCAPE (KCL) PROJECT
TRAINING NEEDS ASSESSMENT (TNA) FOR PROTECTED AREAS (PA) STAFF OF KCL**

TRAINING NEEDS ASSESSMENT (TNA) INSTRUMENT

FOR WILDLIFE RESOURCE-BASED ECOSYSTEM & BIODIVERSITY CONSERVATION PA STAFF

PARENT EMPLOYING INSTITUTION:

LOCAL EMPLOYING ENTITY:

JOB POSITION/TITLE:

DEPARTMENT/UNIT:

1. Name:

2. Sex:

3. Age:

4. **As a member of staff of UWA**, have you received any job-related training **under** a training program of the Authority over the last five (5) years?

Yes

No

5. If yes, please describe briefly, but precisely, the **kind of training** that you received, the **training service provider**, and **the time** you received the training.

.....
.....
.....

6. Please describe briefly, but precisely, **how you benefited from the training** you received, including your own assessment of the level of benefit.

.....
.....
.....

7. Have **you received** any job-related training **under the auspices of another institution/entity** over the last five (5) years?

Yes

No

8. If yes, please describe briefly, but precisely, the **kind of training** that you received, the **training service provider**, and **the time** you received the training.

.....
.....
.....

9. Please describe briefly, but precisely, **how you benefited from the training** you received, including your own assessment of the level of benefit.

.....

.....

.....

10. In your own assessment, were there **any gaps that were left** in your desired job-related knowledge & skills profile at the time you received the training noted in (5) and (8) above?

Yes

No

11. If yes, please describe briefly, but precisely, in the space below, **the most important gaps** that you do believe remained in your **desired job-related knowledge & skills profile**:

.....

.....

.....

12. Please list in the order of your priority, **five (5) areas of immediate need** to you for efficiently carrying out your duties and responsibilities in UWA, in which you wish to be trained ((1) being your **highest priority**; and (5) being your **lowest priority**).

1)

2)

3)

4)

5)

13. Please list in the order of your priority, **five (5) areas** of medium- to long-term need to you for efficiently carrying out your duties and responsibilities in UWA, in which you wish to be trained ((1) being your **highest priority**; and (5) being your **lowest priority**).

1)

2)

3)

4)

5)

14. What specific **form of training** do you consider to be **most beneficial to you** and your work (e.g. attachment, study tours, coaching, short courses, seminars/workshops)? (State precisely in the space below).

.....

.....

15. If you have **any other training or exposure needs of special interest** to you for enabling you to efficiently carry out your duties and responsibilities in UWA, please feel free to briefly state them in the space provided below, including the **specific form** of training, or exposure that you prefer

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Thank you for your participation



Republic of Uganda

