Country: Uganda

Project Title: Support for the Rehabilitation, Development and Sustainable Management of Forest Resources In Northern Uganda

Project Symbol: TCP/UGA/3303 (D)

Starting Date: 1st October 2010

Completion Date: 31st September 2012

Government Ministry responsible for Project Execution: Ministry of Water and Environment

Budget covering FAO contribution: USD 491 000

Signed: ………………………………………

(on behalf of the Government) 

Signed: ………………………………………

Percy W. Misika
(on behalf of Food and Agriculture Organisation of the United Nations - FAO)

Date of signature: ……………………………

Date of signature: ……………………………
**Executive Summary**

Uganda, like most African countries, remains vulnerable to the effects of climate change since agriculture depends primarily on climate. Under the current situation of climate change which has a big influence on economic and ecological issues, the condition of vulnerable social groups like women and children in Uganda, particularly the returning Internally Displaced Persons (IDP) population in the war ravaged region of Northern Uganda is of great concern. Moreover, the general trend in forest degradation indicates that Uganda is losing about 2% of its forest cover yearly. This has far reaching consequences to food security, livelihoods and the economy of the country. In Northern Uganda, a recent study indicates that during the period 1985-2002, Lira district lost about 19% of its woody cover while Apac/Oyam lost over 7%. Although overall woody cover (forest and woodland) has increased in the districts Gulu/Amuru (14%), Kitgum (19%) and Pader (19%) over the last 20 years, the areas where the IDP camps are located have been stripped of woody cover. As people are now returning home, threats to the regenerated forest, in the once desolate home areas are eminent.

Current forestry programs being implemented in Northern Uganda are faced with a number of challenges, including inadequate sources for forestry seedlings, inadequate extension services and product development. This two year project, which is building on previous and current FAO forestry projects is estimated at about USD 491,000. It will focus on the districts of Gulu, Amuru, Pader, Lira and Kitgum where the number of people in IDP camps are the largest, and at the moment where focus of returnee program is, and Lira having lost a great portion of the woody cover. However, some activities will be carried out in Apac and Oyam Districts. Specific problems and issues that the FAO intervention will address include:

1) Strengthening the planning framework at the national and the district levels through revision of the outdated National Forest Plan and development of District Forest Development Plans, including assistance to integrate sustainable forestry management (SFM) strategies and guidance in the Country Strategic Investment Framework (CSIF) for SLM in Uganda.
2) Improving forestry skills and knowledge in forestry administration and management of selected Local Governments and partner organisations,
3) Improving mechanisms for forestry quality assurance, monitoring and evaluation of forestry programs,
4) Promoting synergy and complementarities through partnership arrangements.

**Expected project impact:** 1,500 beneficiary households having improved livelihoods and environment and natural resources, particularly in-and-around former IDP sites in the Northern Uganda districts of Gulu, Amuru, Pader, Kitgum and Lira being sustainably managed by July 2012.

**Expected project outcome:** Capacity of 1,500 beneficiary households organised in communities and at least 45 Local Government staff in the districts of Gulu, Amuru, Pader, Kitgum and Lira built and equipped with sustainable forest management practices for increased social, economic and environmental benefits by July 2012.

This project is in line with government programs like National Development Plan (i.e. the replacement to the Poverty Eradication Action Plan), Peace, Recovery and Development Plan (PRDP), National Forest Plan (NFP), Millennium Development Goals (MDGs/United Nations Development Assistance Framework (UNDAF). The project is also in line with FAO Strategic Objective E - *Sustainable management of forests and trees*; as well as with the FAO

Existing farmer field schools will be good entry points for the forestry program to demonstrate the best practices and quality assurance on sustainable forest management. The demonstration sites will be located and owned by the land/forest owners or farmer groups who will be encouraged to contribute in kind towards the management costs.

Close collaboration and partnership will be maintained with Ministry of Water and Environment, District Local Governments and forestry development partners during the implementation of the project. Interest and participation of women, the elderly and other marginalised groups will be given special consideration. The main beneficiaries will be the local communities including private forest and land owners. In addition, Local government staff will benefit through skills and knowledge development.
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Acronyms

ALREP Agriculture and Livelihood Recovery Project
BFP Budget Framework Paper
CAO Chief Administrative Officer
CBO Community-based Organization
CFM Collaborative Forest Management
CFR Central Forest Reserve
CG Central Government
CSO Civil Society Organization
DDP District Development Plan
DEA Directorate of Environmental Affairs
DFD District Forestry Department
DFDP District Forest Development Plan
DFO District Forestry Officer
DFS District Forestry Services
DLG District Local Government
DRC Danish Refugee Council
ENR Environment and Natural Resources
FAO Food and Agriculture Organization of the United Nations
FBE Forest-based Enterprises
FD Forestry Department
FIEFOC Farm Income Enhancement and Forest Conservation (Project)
FMP Forest Management Plan
FNPP FAO Netherlands Partnership Programme
FR Forest Reserve
FSSD Forestry Sector Support Department
GCP Global Cooperation Program/Project
GDP Gross Domestic Product
GOU Government of Uganda
IDP Internally Displaced Person
IRC International Rescue Committee
LNC Lead National Consultant pg 21
LFR Local Forest Reserve
LG Local Government
LRA Lord’s Resistance Army
MDG Millennium Development Goals
MEA Multi-lateral Environment Agreements
MERCECP Mt. Elgon Regional Ecosystem Conservation Project
MoFPED Ministry of Finance, Planning and Economic Development
MTEF Medium Term Expenditure Framework
MWE Ministry of Water and Environment
NDF Nordic Development Fund
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>NDP</td>
<td>National Development Plan</td>
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<tr>
<td>NEA</td>
<td>National Environment Act</td>
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<tr>
<td>NEMA</td>
<td>National Environment Management Authority</td>
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<td>NFA</td>
<td>National Forestry Authority</td>
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<td>NFP</td>
<td>National Forest Plan</td>
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<tr>
<td>NFTPA</td>
<td>National Forestry and Tree Planting Act</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Government Organization</td>
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<tr>
<td>NORAD</td>
<td>Norwegian Development Agency</td>
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<tr>
<td>NPC</td>
<td>National Project Coordinator</td>
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<td>NRC</td>
<td>Norwegian Refugee Council</td>
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<td>NUREP</td>
<td>Northern Uganda Reconstruction Programme</td>
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<td>NUSAF</td>
<td>Northern Uganda Social Action Fund</td>
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<tr>
<td>PA</td>
<td>Protected Area</td>
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<td>PEAP</td>
<td>Poverty Eradication Action Plan</td>
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<td>PFO</td>
<td>Private Forest Owner</td>
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<td>PMA</td>
<td>Plan for Modernization of Agriculture</td>
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<td>PRDP</td>
<td>Peace, Recovery and Development Programme</td>
</tr>
<tr>
<td>PRIME/West</td>
<td>Productive Resource Investments for Managing the Environment (in Western Uganda)</td>
</tr>
<tr>
<td>PS</td>
<td>Permanent Secretary</td>
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<tr>
<td>SFE</td>
<td>Office for Eastern Africa</td>
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<tr>
<td>SFM</td>
<td>Sustainable Forest Management</td>
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<td>SIP</td>
<td>Sector Investment Plan</td>
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<tr>
<td>SP</td>
<td>Service Provider</td>
</tr>
<tr>
<td>SPGS</td>
<td>Sawlog Production Grant Scheme</td>
</tr>
<tr>
<td>TCP</td>
<td>Technical Cooperation Programme</td>
</tr>
<tr>
<td>TMF</td>
<td>Tropical Moist Forest (commonly known as “tropical high forest”)</td>
</tr>
<tr>
<td>UFWG</td>
<td>Uganda Forestry Working Group</td>
</tr>
<tr>
<td>WCS</td>
<td>Wildlife Conservation Society</td>
</tr>
<tr>
<td>WFP</td>
<td>World Food Programme</td>
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<tr>
<td>WILD</td>
<td>Wildlife, Landscapes and Development for Conservation</td>
</tr>
</tbody>
</table>
1 BACKGROUND

1.1 General Context

Uganda’s forest cover has reduced by 27% from 4,933,000 Ha to 3,556,000 Ha between 1990 and 2005 (NFA, 2007). An average of 28% of the forest cover has disappeared in the past 15 years. The average rate of deforestation was 1.9%, with the well stocked Tropical Moist Forest (TMF) registering the lowest rate of 0.3%. Degradation has been more on forests outside the protected areas, which declined by 34% since 1990. These forests which constituted 70% of the total forests and woodland cover have reduced to 64% (Table 1).

Table 1: Percentage change in forest cover between 1990 and 2005

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Year 1990</th>
<th>Year 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total all forests in protected areas (PAs)</td>
<td>1,470,650</td>
<td>1,279,081</td>
</tr>
<tr>
<td>Total all forests outside PAs</td>
<td>3,462,725</td>
<td>2,275,513</td>
</tr>
<tr>
<td>Total all forests in Country</td>
<td>4,933,375</td>
<td>3,554,594</td>
</tr>
<tr>
<td>% of forests in PA</td>
<td>47%</td>
<td>41%</td>
</tr>
<tr>
<td>% forests outside PAs</td>
<td>70%</td>
<td>64%</td>
</tr>
<tr>
<td>% of forest of land area</td>
<td>24%</td>
<td>17%</td>
</tr>
<tr>
<td>% of forest of total area</td>
<td>20%</td>
<td>15%</td>
</tr>
</tbody>
</table>


More serious degeneration of forest cover has taken place in the central districts of Uganda where there are intense economic activities like agricultural expansion, brisk firewood and charcoal trade, furniture industry, and small-scale manufacturing industries (bakeries, brick making, etc). Virtually the only forests in these districts are those remaining in Central Forest Reserves (CFRs).

Lack of clearly defined ownership, access rights (particularly for forests on customary land), increase in population, and the growth of the economy have been the main drivers of forest degradation in Uganda. The main threats are forest clearance for agriculture, uncontrolled charcoal and firewood production, uncontrolled timber extraction and grazing.

In N. Uganda, forest and woodland cover has increased between 12-23% in the war ravaged districts of Kitgum, Gulu, Pader, Adjumani, Moyo and Yumbe. However, in localised areas where there are/were Internally Displaced People (IDP) camps, there has been significant loss of vegetation cover (WCS, 2005). On the other hand, the districts of Kotido, Apac and Katakwi experienced a decline in woodland cover of 1-12%. Lira and Moroto registered a decline in woodland cover of 13-24% and Nakapiripirit experienced the worst woodland cover loss of 25-36%.

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1 It took three years to interpret the satellite images and undertake ground truthing through out the whole country before NFA could publish the biomass survey results.
With the return of peace in Northern Uganda, and the re-settlement programme in place, there is likelihood of reversing the gains in forest cover achieved in some districts, through clearance of land for cultivation and uncontrolled harvesting of forest products for domestic use and for income generation.

1.2 Forestry Sub-Sectoral Context

Forests, trees and woodlands have been, and are important natural resources in Uganda which are producing numerous products and services to support economic growth, create jobs and contribute to the livelihoods of the majority of the people. Because of the key role forestry play in growth, employment and prosperity for all, government of Uganda has put in place policy and planning frameworks that support the forestry sub-sector. The key ones are highlighted below:

1.2.1 National Development Plan (NDP)

Until FY 2009/10, the Poverty Eradication Action Plan (PEAP) has been the national planning framework. However, from FY 2010/11 the National Development Plan (NDP) replaces the PEAP as the overall national planning framework.. The project provides support to NDP objectives 1 - Increasing household income and No. 6 - Harnessing natural resources and the environment for sustainable development In the NDP, The Forestry Sub-sector paper includes the following priority areas for forestry:

- Strengthening the District Forestry Services (DFS)
- Improving community livelihoods from forests, trees and woodland resources
- Expanding and increasing economic productivity of forest resources
- Promoting public-private partnerships to increase economic returns from forests and trees
- Promoting forestry based industry and trade
- Improving forestry information management
- Improving forestry management and governance.

1.2.2 Priorities in the Medium Term Expenditure Framework

The National Budget Framework provides for many forestry activities. However, the Medium Term Expenditure Framework (MTEF) on which the annual budgets are based, make very little provision for forestry. For instance, the budget provision for Environment and Natural Resources (ENR) Sector is between 0.3 – 0.6% of total national budget for 2006/07 – 2009/10. At the Local Government level, the situation mirrors the national level.

1.2.3 Environment and Natural Resources Sector Investment Plan (SIP)

Within the Key Result Areas of the ENR sector investment plan (2007), the forestry sub-sector addresses the following strategic objectives:

- Sustainable Harnessing/Use of Natural Resources
- Clean, Healthy and Productive Environment
- Productive Natural Resources Base.

1.2.4 Millennium Development Goals (MDGs)

In pursuit of MDGs especially MDG 7 on environment, Uganda has adopted to ensure that:
- Sector policies and laws and other land and environment-related policies and laws must integrate the principle of sustainable forest management (SFM).
- The macro-economic policies like PEAP/NDP and the Plan for Modernisation of Agriculture must also integrate the principles of SFM.

1.2.5 The National Food and Nutrition Security Policy (2003)

The National Food and Nutrition Security policy (2003) aims at ensuring food and nutrition security for all Ugandans. Although forestry is not specifically mentioned, there is evidence that forests and trees contribute to enhanced agriculture production and food security and hence the need to be included in the policy document. The key areas of interventions that are directly related to forestry are:
- Enhancing food supply and accessibility;
- Food processing, preservation, storage and marketing;
- Nutrition;
- Enhanced quality control.

1.2.6 Peace, Recovery and Development Plan (2007-2010)

Government has put in place the PRDP (Peace, Recovery and Development Plan) for Northern Uganda with 4 strategic objectives. All the 4 strategic objectives have activities relevant to the forestry sub-sector.

Objective 1 aims among others re-establishing the rule of law and strengthening local governments. Specifically, the following activities are relevant to the forestry sub-sector; support to cross-border initiatives; train personnel in crime intelligence and handling of cases (ref. forest law enforcement and governance); local revenue enhancement for local governments; local capacity enhancement; field monitoring and supervision of PRDP Programmes and coordination of international agencies.

Objective 2 aims at empowering the communities to participate in the recovery program which will lead to improvement of their livelihoods. The communities are to better plan and control their livelihoods. Important is the provision of services and protection of vulnerable groups. Specifically, the following activities are relevant to the forestry sub-sector; support provision, piloting and rollout of alternative education such as skills training (impartation of forestry-related skills) and support to organized groups that are implementing income generating activities, including value addition (ref. forestry-based IGAs).

Objective 3 aims at promoting both subsistence and commercialized economic activities within and outside the region through the revitalization of the production sectors and marketing system. There is a need to invest in capitals (natural, physical, human and social capitals) through skills development. Specifically, the following activities are relevant to the forestry sub-sector; growth of cash crops, as well as boosting food production (the forestry sub sector can contribute through agro-forestry and forest plantation development); environmental protection as populations return; ensuring household food security (fruit tree production); processing and marketing skills; enhancing land and labour productivity and shifting production pattern from subsistence towards medium-scale block farming to enhance incomes and food security. Other important activities include honey production and marketing; mobilizing local governments and communities on sound environment management and use of natural resources; building and strengthening capacity at all levels for
ENR action planning, mainstreaming, and implementation; Establishment of community/private nurseries and woodlots; Encouraging farmers to institutionalize tree planting and agro-forestry; Promoting use of energy-saving devices and Restoring degraded community forests.

Objective 4 aims at ensuring continuous prevalence of peace in the region. It involves peace-building and reconciliation. Specifically, the following activities are relevant to the forestry sub-sector: increased access to information by the population on available opportunities for increasing welfare, incomes and land-rights and support mechanisms for local communal conflict management (access to land and nature resources, change of land use).

1.2.7 Food Security Plan of Action for Northern Uganda (2008/9)

The FAO emergency program is participating in the Food Security Plan of Action for Northern Uganda (PoA) under the food security and agricultural livelihood cluster. The framework and strategy has been focusing on emergency recovery and rehabilitation interventions for the whole north. The plan of action which is hosted by the office of the Prime Minister is implemented by Government ministries, UN agencies and NGOs. FAO and WFP lead the intervention. The key objectives of the PoA relevant to forestry are to:

- guide intervention of stakeholders so that development and resettlement activities are coordinated
- Address transition from relief to development as peace returns to N. Uganda.

Proactive support to integrate forestry activities in the budget in the forestry sub sector of the National and Local/District Development Plans is critical.

1.3 Sectoral Policy and Legislation

The Constitution of the Republic of Uganda (1995) which is the supreme law of Uganda aims at sustainable national development, environmental conservation, social development and economic growth. The protection and management of forests and woody biomass is therefore taken care of in the constitution of Uganda.

The National Forestry Policy (2001) commits Government to work towards “an integrated forest sector that achieves sustainable increase in economic, social and environmental benefits from forests and trees by all the people of Uganda, especially the poor and vulnerable.”


The National Forestry and Tree Planting Act, 2003 (NFTPA), is the main legislative framework for the forestry sub-sector. Other sector laws of direct relevance to forestry include the National Environment Act (1995), Uganda Wildlife Act (1996), Local Governments Act (1997), and Land Act (1998). In summary, the following are the directions for some laws supportive to the forestry sub-sector:

1. National Environment Act (1995) - available from District Environment Officer (DEO), stressing the importance of community based environmental management, forestry inclusive;
2. Local Government Act (1997) – available from Chief Administrative Officer (CAO), emphasizes stakeholder participation, transparency, accountability and equitable sharing of benefits from resources management and development initiatives;

3. Land Act (1998) and Regulations (2001) - available from District Registrar of Titles (DRT) or District Land Board (DLB), provides for establishment of Communal Land Association (CLA) and communal ownership and management of land and the land base resources therein, forests inclusive;

4. Uganda Wildlife Act (CAP 200 of 2000 of the Law of Uganda), promotes community conservation of wildlife resources. This is important for the management of wildlife in a community or private forest;

5. National Forestry and Tree Planting Act (2003) available from DFO is the pinnacle law for forest management;


2 RATIONALE

2.1 Problems/Issues to be addressed

The Uganda Government development priorities are summarised as Growth, Employment and Prosperity for all. Forestry is identified as one of the key contributors to growth, employment and prosperity for all. After validating important issues raised in the Forestry Sector Review Report (2008) which was commissioned by FAO, and reviewing the opportunities in the forestry sector in Northern Uganda for support by FAO, the following are the important problems and issues that require attention:

1) An outdated NFP makes it difficult to focus on current national forestry related priorities;

2) Lack of DFDPs to inform the District Development Plans result into low priority status for forestry and hence under allocation of the budget for the forestry sub-sector;

3) National rate of deforestation currently stands at 1.9% per year. In N. Uganda, this has been exacerbated by concentrating people in IDP camps. Areas around the IDP camps have been stripped of trees and woody vegetation cover resulting in difficulty in accessing forest/woody products and loss of environment services (e.g. silting of rivers/streams, contamination of water sources, loss of wildlife/biodiversity etc.);

4) The people are now returning to their original homes and are clearing woodlands and forest for cultivation and settlement;

5) Poor forest governance due to corruption, inadequate implementation of SFM activities, delays in gazetting forestry regulations and failure to officially launch the DFS Hand book. This has led to increasing rates of illegal activities and change of land use from forestry;

6) Encroachment in Local Forest Reserves (LFR) and Central Forest Reserves (CFR). In N. Uganda the situation has been made worse by “gazetting” some of the IDP camps in Forest Reserves which are protected areas;

7) Inadequate or poor linking of sustainable forestry management (SFM) to growth and development in other sectors of the economy resulting into low prioritization and under budgeting for the sub-sector;

8) Limited investment for planting trees and management of forest resources compared with other sectors. This is because the cash flow in other investments is faster than those in forest management. For example it takes over 12 years to start receiving cash from a timber plantation compared to seasonal, annual or even perennial crops;
9) Limited skills and knowledge of SFM in the majority of development partner programs (especially in N. Uganda) resulting in poor quality of forestry products and services delivered;
10) Inadequate private sector involvement in forest management because of long term investment and poor cash-flow at the early and middle stages of investment.
11) Limited income from multiple forest products from natural forests and woodland
12) Limited research in forest management leading to difficulties in attracting investment in the forestry sub-sector.

The challenges above lead to poor management of forests, and thus increasing rate of forest degradation and deforestation. Deforestation and forest degradation hinder the role of forests, among others, in ameliorating climatic conditions, thus negatively affecting sustained crop production. For example, the Uganda National Household Survey 2005/2006 (Agriculture Module) revealed that 43% of all national crop plots suffered from damage, mainly due to rain shortage (19%), followed by crop disease (10%) (Kazoora, 2007). The two conditions are closely associated with degraded environment which compromised the livelihoods of many Ugandans.

Majority of the current forestry programs being implemented in N. Uganda are lacking in quality of products and service delivery. For example, poor quality tree seedlings are being distributed, the timing for planting seedlings is poor and forestry based training and service provision is being undertaken by non forestry professionals or personnel. Unless checked, this will result into people not getting benefits that are commensurate with the investment of these programs.

Therefore, specific problems and issues that need FAO intervention under this project include:

1) Strengthening the policy and planning framework at the national level and in N. Uganda,
2) Improving skills and knowledge in forestry administration and Sustainable Forest Management (SFM),
3) Improving mechanisms for quality assurance, monitoring and evaluation of forestry programs,
4) Promoting synergy and complementarities through partnership.

### 2.2 Past and Related Work

In general, the following are the main programs within the forestry sub-sector that are related to this project.

<table>
<thead>
<tr>
<th>Government Programme and Project</th>
<th>Objectives and funding sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Forestry Authority (NFA)</td>
<td>Managing Central Forest Reserves in the whole country. Funding for the first 4 Years (2004-08) was from GOU, EU and NORAD</td>
</tr>
<tr>
<td>Farm Income Enhancement and Forestry Conservation Project</td>
<td>A 5-year project recently launched and being implemented by the FSSD of MWE. The main players are the local governments. Funding is from GOU, ADB and NDF</td>
</tr>
<tr>
<td>Lake Victoria Environnemental Management Project</td>
<td>A regional project with a forestry component operating in the L. Victoria surroundings. Funding is mainly from</td>
</tr>
<tr>
<td>Government Programme and Project</td>
<td>Objectives and funding sources</td>
</tr>
<tr>
<td>---------------------------------</td>
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</tr>
<tr>
<td>Mount Elgon Regional Ecosystem Conservation Programme (MERECP)</td>
<td>A cross-border project for management of the Mt. Elgon Ecosystem straddling the Uganda – Kenya border. Implemented by IUCN/East African Community and funded by NORAD</td>
</tr>
<tr>
<td>Rwenzori Mountains Conservation and Environmental Management Project</td>
<td>For the conservation of Mt. Rwenzori Ecosystem, straddling the Uganda-DRC. Implemented by WWF and GOU.</td>
</tr>
<tr>
<td>Lake Albert Eastern Catchment Management Initiative</td>
<td>For conservation of L. Albert which straddles the Uganda-DRC border. Implemented by WWF and GOU.</td>
</tr>
<tr>
<td>Conservation of Biodiversity in the Albertine Rift Forests in Uganda</td>
<td>For management of forests within 4 districts in the Albertine Rift. Implemented by WWF and GOU.</td>
</tr>
<tr>
<td>Productive Resource Investments for Managing the Environment (PRIME/West)</td>
<td>Financing a conglomeration of activities aimed at biodiversity conservation. It recently shifted its focus to northern Uganda. Funded by USAID</td>
</tr>
<tr>
<td>Wildlife and Landscape Conservation &amp; Development (WILD) Project</td>
<td>The Project is just starting. It is a five-year cross-border project for managing protected areas along the Uganda – Sudan border. Funded by USAID</td>
</tr>
</tbody>
</table>

In N. Uganda the following are the major programs designed and operating or are in design phases:

a) **Northern Uganda Social Action Fund I - (2003 -2008)**

The Northern Uganda Social Action Fund (NUSAF I) is a 5 year US$ 100 million project that aims to empower communities in Northern Uganda by enhancing their capacity to systematically identify, prioritize, and plan for their needs and implement sustainable development initiatives that improve socio-economic services and opportunities. Major support areas for NUSAF program are as follows:

- Other social services (35%)
- Education (Primary education) (20%)
- Health (20%)
- Water, sanitation and flood protection (Water supply) (15%)
- Agriculture, fishing, and forestry (General agriculture, fishing and forestry sector) (10%)

b) **Peace, Recovery and Development Plan (2007-2010)**

Government has put in place the Peace, Recovery and Development Plan (PRDP) which is the main strategic government development program for N. Uganda. It has the objectives of:

1. Consolidation of State Authority: This aims among others at re-establishing the rule of law and strengthening local governments.
2. Rebuilding and empowering communities: The objective aims at empowering the communities to participate in the recovery program which will lead to improvement of their livelihoods.
3. Revitalization of the economy: The objective aims at promoting both subsistence and commercialized economic activities within and outside the region through the revitalization of the production sectors and the marketing system.


c) Food Security Plan of Action for Northern Uganda (2008/9)

The FAO emergency program participating in the Food Security Plan of Action for Northern Uganda (PoA) is under the food security and agricultural livelihood cluster. The framework and strategy has been focusing on emergency recovery and rehabilitation interventions for the whole of Northern Region. The plan of action which is hosted by the office of the Prime Minister is implemented by Government ministries, UN agencies and NGOs. FAO and WFP lead the intervention. The key objectives of the PoA are to:

1. guide intervention of stakeholders so that activities are coordinated;
2. Address transition from relief to development as peace return to N. Uganda.

d) NORAD Northern Uganda Project (2008 - 2011)

This Project aims to sustain development of the Uganda National Forestry Authority (NFA) with enhanced focus on Northern Uganda. The Project covers the following activities:

- Corporate Governance and Institutional Sustainability
- Forest Plantation Development
- Restoration of Forests in Northern Uganda
- Institutional Cooperation with Statskog


The Wildlife Conservation Society (WCS) is spearheading implementation of Wildlife, Landscapes and Development for Conservation (WILD), a new biodiversity conservation program in Northern Uganda. Funding for the WILD project (US$ 4.8m) is from the United States Agency for International Development (USAID). WILD is focused on 3 priority landscapes for conservation: the Murchison Falls National Park- East Madi Wildlife Reserve Landscape, the Greater Kidepo National Park – Agoro Agu Landscape and the Greater Otzi Forest Reserve Landscape. Program implementation will improve knowledge of biodiversity and land use practices, strengthen protected areas management and promote ecologically responsible land and resource use options.

f) Sawlog Production Grant Scheme (SPGS)

SPGS main intervention in Northern Uganda is still in the planning process and their focus will be on supporting medium and large scale private plantation development. Management and conservation of natural woodland and forest will constitute a key factor in signing of the tree growing grant. Private investors will be encouraged to raise quality seedlings. SPGS is willing to partner with any organisation on demonstration of best practices in tree growing, sharing lessons learned and producing guidelines on tree growing as a viable economic enterprise.

2 A Norwegian Forestry Authority similar to National Forestry Authority of Uganda.
From the above, it is clear that there exists a critical technical assistance gap in updating the NFP, DFP development and enhanced integration of forestry activities in the District Development Plans, complemented by community knowledge and skills development, which the TCP hopes to fill. This TCP will operate in partnership with the above on going programs and plans. The main mechanisms for collaboration will be through regular meetings convened by this project through the established government structures. Other synergistic options will include sharing of geographical areas (districts, sub counties) and experiences during implementation.

2.3 Stakeholders and Target Beneficiaries

In implementing this project, interest and participation of women, the elderly and other marginalised groups will be given special attention. The following are the key stakeholders and target beneficiaries:

A) Primary beneficiaries:
   - Forest owners and tree growers will benefit through skills development, provision of quality planting materials, support to farm/forest planning, Forest Based Enterprises (FBEs) and quality assurance,
   - Private investors will benefit through expanded opportunities for investment in the forestry sector.
   - Other members of the communities will benefit in the long run through improved water supplies, climate amelioration and availability of forest and tree products among others.

B) Secondary beneficiaries:
   - Service providers will benefit through employment related to provision of services and improved knowledge and skills for SFM,
   - Local government staff will benefit through skills and knowledge development.
   - Development partners programs will benefit through improved quality of product and service delivery,

C) Tertiary beneficiaries:
   - Government of Uganda will benefit through improved planning, coordination and delivery of products and services.
   - Development partner programs will generate lessons and experiences for use elsewhere in Development Cooperation.

2.4 Project Justification

Some of the important contributions of forests, woodlands and trees to Ugandans are highlighted below:

- The total economic value of Uganda’s forests has been estimated at 593 billion shillings, equivalent to approximately 5.2% of the Gross Domestic Product (Glenn Bush, 2004).
- The forestry sector supports about 24 million people mainly in the rural areas for their basic needs such as firewood, building poles, furniture and traditional medicine (NFP, 2002).
- Forests and woodlands contribute an average of 332 billion shillings annually to the household incomes (Glenn Bush, 2004).
- Over 90% of Ugandans use firewood as their main and sole source of energy, consuming nearly 27 million tones in 2007, valued at UShs 324 billion. It is expected
that fuel wood will continue to be the dominant source of energy in Uganda for the foreseeable future, despite the growing use of petroleum and electricity (MWE, 2008).

- Forests contribute significantly to the protection and stabilization of the environment including water catchment areas. The contribution of forests to soil and water management, carbon sequestration, and future use for Uganda’s biodiversity is valued at UShs 222 billion annually (Glenn Bush, op cit).

In spite of the importance of forestry, the forests and woodlands continue to be degraded (Subsection 1.1). If the current rate of deforestation continues unabated the economy and the livelihoods of many Ugandans will suffer.

Most rural Ugandans can not sustain forests capital (assets) including those got through interventions of development partners. The social and human capacity developed around forestry is weak and hence the ability for sustaining forests as a means of supporting livelihoods is very low. Most rural communities whose livelihoods depend on forestry and the environment are exposed to stress and shocks which result from inadequate supply of products and services and reduced productivity of human capital.

Intervention in the forestry sub-sector should therefore focus on programs that will increase the resource base, and enable Ugandans to sustainably maintain the assets/capital associated with forestry. This will enable them to meet their needs and cope with any external environmental stress and shocks that are likely to continue coning in the future, notably climate change.

At the national level, the planning frameworks have become outdated and therefore they need revision in order to take into account the prevailing economic and social environment and the emerging issues. The FNPP (2007) funding supported production of simplified version of the 2003 NFP (in English and three local languages) and production of guidelines for private forest management and Guidelines for the formulation, registration and management of Community Forests. Therefore this project will:

- Support the revision of the NFP;
- Complete the preparation of forestry regulations and finalise the DFS handbook;
- Strengthen skills and knowledge in SFM.

If the planning and legal framework are not revised and put in operation, the basis for budget allocation and investment in the forestry sector will continue to be faulty.

In N. Uganda, as people leave the IDP camps, there are opportunities for restoring the degraded areas where the camps were located. It is also opportune at this time to help people who are returning to their land to manage the regenerated forests and woodland in a sustainable manner. This is particularly so for fragile ecosystems like river banks, hills and swamps. Therefore, this project will:

- Support the development of strategic plans for forestry at district level.
- Build skills and knowledge of stakeholders in SFM
- Pilot best practices for SFM
- Promote partnerships and synergy in SFM

If this project is not implemented, tree planting being supported and undertaken in N. Uganda by Government and Partners will most likely not get the full social, economic and environmental benefits associated with Sustainable Forest Management due to current low knowledge and skills capacity among stakeholders. The regenerated woody cover will
continue to be cleared and thus the ecological functions (biodiversity, watershed, river banks and soil conservation) will suffer. Consequently, the opportunities for sustained generation of income from the regenerated woody cover may be lost in the near future.

2.5 FAO’s Comparative Advantage and related Past Assistance

FAO as the inter-governmental agency of the United Nations System is mandated to help build a food secured world for the present and future generations. This includes, among others, helping to improve the management and utilization of natural resources. To this end, FAO has developed and supported the following forestry-related programmes in Uganda:

- NFP Facility is jointly implemented by the Uganda Forestry Working Group and the Ministry of Water and Environment. The facility is managed by a steering committee and the beneficiaries are government agencies, NGOs and CBOS, participating communities, funding partners and investors in forestry. The facility largely supports knowledge sharing, capacity building, provision of information services and support to institutions implementing the NFP. The impact of the facility support includes integration of SFM in poverty reduction strategies and inter-sectoral processes, consensus building on forestry issues at national level, national forestry dialogue and the incorporation of international agreements, conventions and protocol into national strategies.

- GCP/INT/808/UK ‘Strengthening Participatory Approaches in Forest Management in Uganda (2003-2005). The GCP/INT/808/UK project promoted greater participation by a wide range of actors in the forestry sector and the involvement of the local communities in managing forests and forestry resources. Upto 50% of the activities focused on forest management and the other 50% focused on mentoring middle managers on how to efficiently and effectively manage forest resources for both conservation and sustainable development through participatory approaches. Implementation of this project was done in partnership with Forestry Inspection Division (FID), NFA, Civil society and some District Local Governments. N. Uganda did not benefit from this project due to security reasons at that time.

- FAO NETHERLANDS PARTNERSHIP PROGRAMME – FNPP Uganda (FNPP/GLO/003/NET) supported FID in 2007. This project aimed at promoting good governance of forest resources, improving public accountability and strengthening the decentralization of forestry services thus directly contributing towards poverty alleviation in Uganda in line with the PEAP. The input from FNPP built the capacity of FID to prioritize forestry issues, production of 2 guidelines and simplified version of the 2003 NFP and to formulate strategies to assure these priorities are taken on board. FNPP also increased the capacity of FID to collaborate with other government institutions on cross-cutting issues and to raise the profile and influence of forestry in central planning processes, especially those associated with poverty alleviation.

- FAO is implementing Food Security Plan of Action for Northern Uganda (PoA) under the food security and agricultural livelihood cluster with a number of partners. Partners such as Tree Talk, ASB (ALREP), WFP, ACTED, NRC, IRC, DRC are implementing forestry related projects through the farmer field schools. The approach used for the farmer field schools can be used for promoting Sustainable Forest Management.

The lessons learnt and experiences gained from the above projects makes FAO particularly suitable for supporting this Project. These include:

- Participatory planning and monitoring
Improving livelihoods of people;
Innovative capacity building through mentoring;
Partnerships with communities, NGOs and Government organisations.

3 PROJECT FRAMEWORK

3.1 Impact: 1,500 beneficiary households having improved livelihoods and environment and natural resources, particularly in-and-around former IDP sites in the Northern Uganda districts of Gulu, Amuru, Pader, Kitgum and Lira being sustainably managed by September 2012.

3.2 Outcome, Outputs and Activities

Outcome: Capacity of 1,500 beneficiary households organised in communities and at least 45 Local Government staff in the districts of Gulu, Amuru, Pader, Kitgum and Lira built and equipped with sustainable forest management practices for increased social, economic and environmental benefits by September 2012.

Output 1: Forestry Policy & Planning Framework strengthened

Activities

1.1 Reviewing and printing 3,000 copies of the National Forest Plan and its Popular Version
1.2 Finalising Forest Regulations and print 3,000 copies.
1.3 Finalising the District Forestry Hand book and print 1,000 copies.
1.4 Capacity of 5 DFOs built to monitor the management of forest outside Protected Areas in Amuru, Gulu, Pader, Kitgum and Lira Districts.
1.5 Four steering committee meetings held to guide implementation of the project.

Output 2: Government/partner staff skills and knowledge in forest administration and management improved

Activities

2.1 Developing and conducting a mentoring training program (in forest administration and management) for 45 DFS staff and partners who will in turn help mentoring the implementing farmers.
2.2 Organise 3 international/regional technical backstopping missions on training and project monitoring.
2.3 Establish/strengthen 50 farmer/forest field schools in 5 districts, targeting at least 1500 farmers.
2.4 Develop & implement mentoring programmes through forestry field schools
2.5 Organise 3 field/exchange visits by selected members of the farmer/forestry field schools to areas of best forestry management practises. This will include exchange visits to the FAO (NRL) executed Kagera transboundary agroecosystem management programme for the Kagera basin in SW Uganda (http://www.fao.org/nr/land/projects-programmes/kagera-tamp-project/en/). These visits will involve on one hand, sharing experiences for familiarising Forestry TCP project staff in other sustainable land management techniques besides forestry, and on the other hand familiarising the Kagera staff in forest rehabilitation techniques and
strategies. Training materials and approaches for community/micro-catchment action planning would also be shared by the Kagera project. Also the Terrafrica SLM database and tools/questionnaires would be shared for monitoring and assessment of technologies and approaches on the ground. These activities should be preferably in year 2 of the TCP and Kagera projects to give them a chance to get some evidence on the ground.

**Output 3:** Local Government capacity to carry out strategic forest management planning at district level strengthened

**Activities**

3.1 Undertake a case study on the value of forests to river banks, watershed from the 5 main project districts in Northern Uganda.

3.2 Develop at least 5 District Forest Development Plans (DFDP) to guide strategic forestry sub-sector operation in the main project districts.

3.3 Develop 10 model farm-forestry plans (2 per district) to be used as a model for land use planning and management at the farm level, and mainstreaming into DDPs and relevant programs of district Partners at district level.

3.4 Planning for Farm Forestry - on farm land-use plan (which is much broader than Agroforestry) 3 per district in 5 districts.

3.5 Support 20 land owners where the IDP camps were located to rehabilitate and establish forest based enterprises (4 in each district).

3.6 Pilot 5 natural forest and woody regeneration in selected IDP camps.

**Output 4:** Mechanisms for forestry quality assurance, monitoring and evaluation developed and implemented at all local government levels

**Activities**

4.1 Establish 3 field based units for advising implementers of FAO and partner forestry program on principles and practise of Sustainable Forest Management.

4.2 Carry out 7 strategic monitoring and 1 evaluation of the project.

4.3 Carrying out 2 knowledge, experience sharing and lesson learning meetings for the implementation of the project.

4.4 Undertake field monitoring and supervision by FSSD/DEA and FAO Uganda

**3.3 Sustainability**

Sustainability of activities will require funding, skills, positive attitude, and stable supportive institutions to continue with the activities when the FAO support ends. With many programs coming to N. Uganda, it is anticipated that activities initiated by this project will continue to be implemented even after FAO support ceases.

Because planning is one of the key objectives of this project, inclusion of forestry sub-sector plan in the District Development plan is expected to increase the chance for Government/Development Partners budget support and continued implementation of project activities even after FAO support ceases.

**Institutional sustainability**
The Project will work with and mentor local governments, local communities and other development partners on the principles and practises of SFM. A strong institutional landscape for the continuity of the activities supported by the Project will have been established.

**Financial sustainability**

Other partners will be expected to scale up on project outputs and activities since this project will be focusing on best practices in forestry field work. The links with, for example NUREP (NUSAFF II), WILD, ALREP among others will be strengthened through the project coordination mechanisms. Where practical forest management will take place under this project, demonstration sites will be located on farmers land and the farmer will continue to maintain the trees and woody vegetation.

**Ecological sustainability**

Forest areas restored and/or protected are on farmers land or within Forest Reserves. The beneficiaries will take on the management role from the start. The Forest-based Enterprises (FBEs) will be an incentive for farmers and forest owners to continue managing forests and woodlands for their ecological benefits.

**Social sustainability**

The community approach (farmer/forestry field schools) will provide and reinforce strong community social capitals (networks, groups, trusts, access to institutions) for the management and conservation of forest resources. This in turn is expected to attract support from other organisations.

**Exit strategy**

Early integrated planning and project exit will be communicated in time so that other stakeholders can prepare to continue some project activities. After capacity building of project beneficiaries, it is expected that they will have the interest to continue implementing some activities beyond the project period. The mentoring approach will also equip stakeholders with knowledge, attitude and skills to continue implementing forestry based activities when the project closes. The physical assets will revert to the DLGs and FSSD of MWE.

### 3.4 Risks and Assumptions

The project will be implemented in an environment that has undergone several man-made and natural shocks. This includes cattle rustling, civil strife and droughts. The key risk assessment is given in the table below.

<table>
<thead>
<tr>
<th>Risk</th>
<th>Level of risk</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deterioration of the security situation due to civil disorder, cattle rustling and conflicts over access to natural resources</td>
<td>Low</td>
<td>Close collaboration with responsible government authorities; adherence to UN security regulation and alerts</td>
</tr>
<tr>
<td>Adverse climatic change</td>
<td>Medium</td>
<td>- use of appropriate forestry technologies</td>
</tr>
<tr>
<td>Risk</td>
<td>Level of risk</td>
<td>Mitigation</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Lack of commitment from LG authorities, and beneficiaries to project activities</td>
<td>Low</td>
<td>- Intensive mobilisation and sensitisation of stakeholders on importance of sustainable management of forestry resources and continuous communication with stakeholders</td>
</tr>
<tr>
<td>and mitigation measures; appropriate use of Indigenous knowledge.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Key project assumptions:*
- The people in the Project area are fully resettled;
- Peace will continue to prevail in the Project area;
- Cabinet will consider and approve the regulations in time;
- Maximum collaboration between private sector development partners and Government Organisations during the implementation of this forestry project.
4 IMPLEMENTATION AND MANAGEMENT ARRANGEMENTS

4.1 Institutional Framework and Coordination

The project will be implemented by Government and executed by FAO, in collaboration with other relevant partners in the project area. At MWE, the project will be coordinated by the Directorate of Environmental Affairs. The Local Governments of participating Districts will be responsible for project implementation at community level.

A Project Steering Committee chaired by Permanent Secretary (PS) MWE will guide the implementation of this project. The steering committee members will be composed of 11 people drawn from Forestry Sector Support Department (FSSD), FAO, Representatives of DLG, NFA and representative of tree farmers and forest owners. Steering committee meetings are encouraged to be held in the field. This will enable close monitoring and direct provision of guidance to project implementation.

Field level mechanism for coordination and synergies in implementation in N. Uganda will be established under the Environment and Natural resources sector.

4.2 Strategy/Methodology

The project will focus on the districts of Gulu, Amuru, Pader, Kitgum and Lira where the numbers of people in IDP camps were the largest, and forestry degradation highest over the last two decades in northern Uganda. These are also the districts on which return programs are being focused. However, some activities will be carried out in Apach and Oyam District. This program will build on what has been initiated in the field but it will also strive to improve on the quality of delivery and output of existing programs and activities. The project will also lead the way to introduce new initiatives which other partners can build on and upscale.

The project will emphasise technical backstopping rather than full scale farm/forest level implementation. The mentoring process will be at district and field levels. It is planned that there will be a chief mentor (Lead National Consultant, LNC), who will work with 5 field supervisors located at district level. These in turn will mentor field based facilitators (Forestry Field School Assistant) who will work with farmer field school facilitators, farmers and forest owners. FAO will provide for the LNC, District field supervisors and Forestry Field School Assistants.

The approach used by the farmer field schools and established farmer field schools will be good entry point for the forestry project. However, demonstration of best practices and quality assurance on the ground will be a key aspect during the technical backstopping. The demonstration sites will be located and owned by the land/forest owners who will be encouraged to contribute in kind towards the management costs. This will include exchange visits to the FAO (NRL) executed Kagera transboundary agroecosystem management programme for the Kagera basin in SW Uganda for sharing experiences and familiarising Forestry TCP project staff/beneficiaries in other sustainable land management techniques besides forestry. Training materials and approaches for community/micro-catchment action planning would also be shared by the Kagera project. Also the Terrafrica SLM database and tools/questionnaires would be shared for monitoring and assessment of technologies and approaches on the ground.
Support to participatory planning will also be a key aspect in order to take into account the emerging issues in national development. That is why revision of the NFP and support for development of DFDPs are important to the success of forestry implementation in the field. The plans produced will be mainstreamed into the national and local government planning frameworks. Short term national consultants and service providers will be used for revising the NFP, organising workshops and events management, and for printing and visibility of project activities.

4.3 Government Inputs

i. Prior obligations and prerequisites

The Ministry of Water and Environment will be responsible for the national implementation of the project. For this purpose, the Directorate of Environmental Affairs will designate a National Project Coordinator (NPC) and will also mobilise the district team. MWE and DLGs will delegate counterpart staff during the implementation of the project.

ii. Financial and/or contributions in kind

Government through MWE will contribute the following:

- Provision of office space at national level and at the district level,
- Government staff time and salaries,
- Tax exemption on imported project equipment
- Access to project areas and relevant information by project staff/personnel/stakeholders

4.4 FAO Contribution

4.4.1 Personnel services:

FAO Advisory Technical Services (ATS)

- 40 man days for FAO East African Sub-regional officer (from SFE) for technical backstopping (3 missions with TOR as detailed in Annex 4, section 4.5).

National experts and consultants:

The project will require 1 national professional (Lead National Consultant, LNC), 3 national consultants, 5 district mentors (professionals) and 15 forest facilitators. The timing for hiring them is as summarised below:

- 60 days for short term National consultancy on NFP revision,
- 30 days for production of case studies on value of forests to river banks, watersheds and establish the link between forestry loss and decline on other sectors of the economy
- 120 days for Planning for Farm Forestry (which is much broader than Agroforestry - 3 per district in 5 districts)
- 207 man months for mentors and field facilitators.
- Provision of facilities (e.g. transport support, photocopying)
Refer to Annex 4 for the Terms of Reference (ToR) for the national/local professionals required.

4.4.2 **Contracts** (USD 66 076)
- Workshops and event management (USD 30,782, Annex 4; section 4.9)
- Printing and visibility (USD 35,294, Annex 4; section 4.10)

**Administrative support**
- FAO Uganda will undertake financial management and procurement function.
- Where necessary, secretarial and email support will be provided.

4.4.3 **Duty travel** (USD 57 077)

The following categories of personnel will require transport facilitation during the process of implementing the project:
- Field supervisors/mentors during the mentoring period and when monitoring project implementation;
- National consultants while undertaking specific field based assignments,
- FAO Uganda staff during project planning and monitoring in N. Uganda;
- FAO Advisory Technical Services (ATS) from FAO Sub-regional Office while on country missions;
Steering committee members and staff of MWE assigned to the project during planning and monitoring of the project (Travel Non-staff – i.e. FSSD/DEA & Steering committees).

4.4.4 **Training** (USD 122 412)

- Training Workshops & Seminars (USD 22,412); and
- Training on farm/forest (restoration of degraded forest cover & management of forest-best practise (USD 100,000) as detailed below:
  - Workshop and Sector Working Group meeting for the revision, edition and formatting of the revised NFP will be done at two levels. At the Ministry level, a consultative meeting will review the improved reviewed NFP draft. At the national level 40 participants will witness the launch and dissemination of the new and published NFP in a one day workshop.
  - The second set of training will focus on the development of the District Forest Development plan (DFDP) and its integration to the DDP. Workshops and seminars will also help in the visibility of the project. Capacity of 160 participants in 5 districts will be developed in strategic forest planning.
  - Exchange/field visits to sites where there are good practice of sustainable forest management (Natural forests/woodland and plantation forests). At least a member (50 farmers) from the farmer/forestry field school will attend.
  - On farm/forestry demonstrations will mainly focus on best practice in the management and utilisation of natural forests/woodland, Agro-forestry (traditional and modern), restoration of degraded forests/woodland, woodlot establishment, medium-large scale plantation development, nursery operation. At least 800 households or farmers will benefit from this training.

4.4.5 **Expendable Equipment** (USD 10 000)
For stationery and low visibility materials/supplies

4.4.6 **Non-Expendable Equipment** (USD 7 394)
3 laptops for the field offices

**4.4.7 General Operating Expenses (GOE USD 22,409)**

To cover miscellaneous expenses required in the field for the operation of the project, such as for communication and networking with field staff, faxes, telephones and photocopying, fuel, vehicle operation, etc.

**4.4.8 Support Cost (DOC USD 32,121)**

To cover miscellaneous expenses at FAO headquarters related to the implementation of the project.

**4.5 Technical Support/ Linkages**

The following technical support will be required:

- International technical backstopping from FAO lead technical unit (FOMR) and Sub-regional Office for Eastern Africa (SFE) on NFP and monitoring progress of implementation of field activities through country missions, comments on documents by email telecommunications etc.
- Support of NRL is envisaged to clear some land and water management aspects as part of a Project Task Force. Through the TAMP which will mobilise the adoption of productive and sustainable land management and livelihood strategies of local populations in range, agro-pastoral and arable lands, cross learning from their integrated ecosystem management approach will contribute and help to combat degradation, rehabilitate degraded IDP lands and achieve local and global environmental benefits in terms of biodiversity conservation, and mitigating the effects of climate change through enhanced carbon sequestration.
- FAO Country Office will provide support on financial disbursement and accountability, procurement and monitoring of field programs. This will be done through provision of relevant formats and guidelines, comments on documents by email, telecommunications, processing of payment and monitoring accountabilities, etc.
- Technical backstopping by 1 national consultant (chief mentor, i.e.) and 5 mentors at the district level on SFM practices will be undertaken through field visits, emails and telecommunications. This will provide technical back-up for the 15 Forestry field facilitators.

**4.6 Management and Operational Support Arrangements**

There will be an inception phase (about 3 months) in which inception workshop, review of workplan, and budget, review of the log frame without changing the project outcome and outputs will be done. Other important activities to be done during this phase include holding meetings with partners and stakeholder to explain roles, responsibilities, returns (benefits), recruitment of local staffs (mentors and field facilitators) and procurement of start up equipments (laptops, etc), will be undertaken.

The National Project Coordinator (NPC) – the liaison person will be nominated by PS MWE. The LNC (Chief Mentor) will be recruited and supervised by FAO. All consultants will liaise closely with each other, NPC and FAO.. The District mentors will report to NPC through the Chief Mentor and a copy of their report is submitted to the CAOs office.
5 OVERSIGHT, MONITORING, MANAGEMENT INFORMATION AND REPORTING

5.1 Monitoring and Knowledge Sharing

During the inception phase, a participatory monitoring plan will be formulated collaboratively with participating communities and partners. FAOR office in Uganda will focus on monitoring outcome of the project. The Planning and Quality Assurance Department at the MWE will focus on monitoring the output level, the steering committee will focus on monitoring output and activity levels and the DLG (CAO & District Council) will focus on monitoring output and activity levels.

Monitoring will largely be through field visits, observation and discussions with various stakeholders. An external evaluation will be done towards the end of the project.

The monitoring information and lessons learned will be used by project implementers (GOU, implementing partners, local communities and DLGs) and other forestry related projects, to improve project implementation and performance. Every year, a stakeholder’s forum will be organised to share knowledge and experiences generated through project implementation. Publication of reports and case studies (on website and email distribution) will also be undertaken as part of knowledge sharing.

5.2 Communication and Visibility

The project visibility actions will include, among others:
- launching of NFP, Regulations & DFS Handbook
- radio programmes particularly in N. Uganda
- signposts at demo sites
- media coverage of key project workshops

5.3 Reporting Schedule

In addition to technical reports of consultants, project reporting schedule will involve:
- Monthly reports prepared by field facilitators (prepared within 3 days of succeeding month) will be sent to the Chief Mentor (LNC) through the district mentors. A copy of the report will be sent to the CAO of participating district.
- The Lead National Consultant, in liaison with NPC will prepare monthly reports to FAO. The NPC will regularly keep MWE informed of project activities using existing reporting mechanisms of Government.
- Quarterly Project Implementation Report (QPIRs) – submitted to FAO by NPC
- Mission Reports - End of technical mission (submitted to FAO)
- Terminal Statement - End of project (draft submitted to FAO by NPC for finalisation by LTO)
Annex 1: Project Budget

PROJECT BUDGET

Country: Uganda
Project title: Support for the Rehabilitation, Development and Sustainable Management of Forest Resources In Northern Uganda
Project symbol: TCP / UGA /3303 (D)

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<td>6000</td>
<td>Expendable Equipment Budget</td>
<td>10 000</td>
<td></td>
</tr>
<tr>
<td>5025</td>
<td>Non Expendable Equipment</td>
<td></td>
<td>7 394</td>
</tr>
<tr>
<td>6100</td>
<td>Non Expendable Equipment Budget</td>
<td>7 394</td>
<td></td>
</tr>
<tr>
<td>5027</td>
<td>Technical Support Services</td>
<td></td>
<td>31 422</td>
</tr>
<tr>
<td>6111</td>
<td>Report costs</td>
<td>2 100</td>
<td></td>
</tr>
<tr>
<td>6120</td>
<td>Technical Support Services (Honorarium)</td>
<td>29 322</td>
<td></td>
</tr>
<tr>
<td>5028</td>
<td>General Operating Expenses</td>
<td></td>
<td>22 409</td>
</tr>
<tr>
<td>6300</td>
<td>General Operating Expenses Budget</td>
<td>22 409</td>
<td></td>
</tr>
<tr>
<td>5029</td>
<td>Support Cost</td>
<td></td>
<td>32 121</td>
</tr>
<tr>
<td>6130</td>
<td>Support Cost Budget</td>
<td>32 121</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Grand Total</td>
<td></td>
<td>491 000</td>
</tr>
</tbody>
</table>
### Annex 2: Logical Framework

<table>
<thead>
<tr>
<th>Hierarchy of Results</th>
<th>Intervention Results</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| **Impact**           | 1,500 beneficiary households having improved livelihoods and environment and natural resources, particularly in-and-around former IDP sites in the Northern Uganda districts of Gulu, Amuru, Pader, Kitgum and Lira being sustainably managed by July 2012. | i. Number and % of beneficiaries using SFM practices in project districts  
ii. % improvement in beneficiary economic and social capitals  
iii. National adaptation plan of action in place | National and Project District Forestry Reports, Project reports, | • Peace will continue to prevail in the Project area;  
• The people in the Project area are fully resettled;  
• Communities willing to embrace appropriate environment and natural resource management practices to cope with climate change  
• Government committed to proper management of natural resources, including sharing resource management control and benefits with communities  
• Cabinet will consider and approve the regulations in time; |
| **Outcome**          | Capacity of 1,500 beneficiary households (organised in communities) and at least 45 Local Government staff in the districts of Gulu, Amuru, Pader, Kitgum and Lira built and equipped with sustainable forest | • 1,500 households around IDP camps & ecologically fragile area participating in SFM activities for social, economic and ecological benefits by EOP  
• Project reports, field visits  
• District Forestry monitoring reports | | • The people in the Project area are fully resettled.  
• Maximum collaboration between private sector development partners and Government Organisations during the implementation of |
management practices for increased social, economic and environmental benefits by July 2012.

- At least 45 Local Government staff in the project districts trained and guiding farmers in SFM by July 2012

the forestry project.

<table>
<thead>
<tr>
<th>Outputs</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forestry Policy &amp; Planning Framework strengthened</td>
<td>Revised NFP document available by EOY1</td>
<td>Forest regulations gazetted by EOP</td>
<td>DFS Handbook produced and being officially used by EOY 1</td>
<td>At least 60% of planned activities in forestry components of LG and partner projects being implemented according to established standards and guidelines by EOP</td>
</tr>
<tr>
<td></td>
<td>Government (MWE)/Project Districts archives</td>
<td>Official gazette</td>
<td>DFS Handbook</td>
<td>Project reports; LG reports; Field visits; Guidelines and standards documents</td>
</tr>
<tr>
<td></td>
<td>Existence of collaboration spirit among stakeholders</td>
<td>Cabinet will approve the regulations in time</td>
<td>Non-FAO supported Projects will cooperate</td>
<td>Sustained Law enforcement by authorities</td>
</tr>
<tr>
<td>Government/Partner staff skills and knowledge in forest administration &amp; management improved</td>
<td>Farmers are receiving better advisory services on SFM</td>
<td>Forest components in funded programmes are performing above average by EOY2</td>
<td>DFS Handbooks for at least 3 districts developed and being officially implemented</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reports of projects with forestry components; Field visits; interviews</td>
<td></td>
<td>DFDP documents; LG Budget Framework Papers; field visits</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Logistics improved for DFS personnel</td>
<td></td>
<td>Positive political will at District Level on importance of forestry exists</td>
<td></td>
</tr>
<tr>
<td>Local Government capacity to carry out strategic and forest management planning at district level strengthened</td>
<td>DFDPs for at least 3 districts developed and being officially implemented</td>
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<td></td>
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<tr>
<td>Activities</td>
<td>Level of farmers’ satisfaction of SFM advisory services.</td>
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<tr>
<td>1 Forestry Policy &amp; Planning Framework strengthened</td>
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<tr>
<td>1.1 Review, Edit and Format of the revised National Forest Plan</td>
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<tr>
<td>1.2 Finalize forestry regulations</td>
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<tr>
<td>1.3 Finalizing DFS Handbook</td>
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<tr>
<td>1.4 Build capacity of DFOs to monitor forest management outside PAs</td>
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<tr>
<td>1.5 Hold Steering Committee Meetings for this Project</td>
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<tr>
<td>2 Government/Partner staff skills and knowledge in forest administration &amp; management improved</td>
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</tr>
<tr>
<td>2.1 Develop and conduct a mentoring programme of the DFS staff &amp; Partners</td>
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</tr>
<tr>
<td>2.2 Organise technical backstopping (international)</td>
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<tr>
<td>2.3 Establish/strengthen 50 farmer/forest field schools in 5 districts, targeting at least 1500 farmers.</td>
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</tr>
<tr>
<td>2.4 Develop &amp; implement mentoring programmes through forestry field schools</td>
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<tr>
<td>2.5 Organise field/exchange visits by selected members of the farmer/forestry field schools, including district forestry staff to areas of best forestry management practices.</td>
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<tr>
<td>2.6 Provide transport and DSA for national coordination</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3 Local Government capacity to carry out strategic forest management planning at district level strengthened</td>
<td></td>
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</tr>
<tr>
<td>3.1 Undertake a case study on value of forests to river banks, watersheds to establish the impact of forest loss to other sectors of the economy in the project districts</td>
<td></td>
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</tr>
<tr>
<td>3.2 Develop District Forest Development Plan to guide strategic forestry sub-sector operations</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.3 Develop model farm forestry Plans for mainstreaming into DDPs, Budget Framework Papers, and plans of other stakeholders in the district;</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.4 Planning for Farm Forestry - on farm land-use plan (which is much broader than Agroforestry) 3 per district in 3 districts</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3.5 Support land owners where IDP camps were situated to establish forest based enterprises</td>
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<tr>
<td>3.6 Pilot forest and woody cover restoration (natural forests) in selected IDP camps</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Mechanisms for forestry quality assurance, monitoring and evaluation developed and implemented at all local government levels</td>
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<td>-------------------------------------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>4</td>
<td>Establish Field-based Unit for advising implementers of FAO and partner forestry programmes</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.1</td>
<td>Carry out monitoring and evaluation of the Project</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Share knowledge, experiences and lessons generated</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Field monitoring and supervision by FSSD/DEA and FAO Uganda</td>
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</tbody>
</table>
### Annex 3 Work Plan

<table>
<thead>
<tr>
<th>OUTPUTS / ACTIVITIES</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inception phase</strong></td>
<td>Implemented by NPC</td>
<td></td>
</tr>
<tr>
<td>1.1 Amend work plan based upon recommendations of inception workshop</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>1.2 Produce an amended project document</td>
<td>NPC</td>
<td>X</td>
</tr>
<tr>
<td>1.3 Prepare selection of consultants/advertise vacancies</td>
<td>NPC</td>
<td>X</td>
</tr>
<tr>
<td>1.4 Select consultants</td>
<td>FAO (LTO)</td>
<td>X</td>
</tr>
<tr>
<td>1.5 Provide specifications for purchases to FAO-UG</td>
<td>NPC</td>
<td>X</td>
</tr>
<tr>
<td>1.6 Prepare LOA for DEA/FSSD</td>
<td>FAO-UG</td>
<td>X</td>
</tr>
<tr>
<td>1.7 Prepare Contracts for Service Providers and Consultants</td>
<td>FAO-UG</td>
<td>X</td>
</tr>
<tr>
<td>1.8 Recruitment/ Contracting of service providers and consultants</td>
<td>FAO (Ug)</td>
<td>X</td>
</tr>
<tr>
<td><strong>Procurement</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.9 Procure laptops</td>
<td>FAO (Ug)</td>
<td>X</td>
</tr>
<tr>
<td><strong>Output 1 Forestry Policy &amp; Planning Framework strengthened</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 1.1 Review, Edit, Format of the Consultant 1,</td>
<td>X</td>
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</table>


<table>
<thead>
<tr>
<th>OUTPUTS / ACTIVITIES</th>
<th>Implemented by</th>
<th>YEAR 1</th>
<th>YEAR 2</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>1  2  3  4  5  6  7  8  9  10 11 12</td>
<td>1  2  3  4  5  6  7  8  9  10 11 12</td>
</tr>
<tr>
<td>revised National Forest Plan &amp; Printing</td>
<td>SP 1 &amp; SP2</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td>Activity 1.2 Finalise, print and disseminate forestry regulations to major stakeholders</td>
<td>NPC, SP1 &amp; SP2</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td>Activity 1.3 Finalise, print and distribute DFS Handbook</td>
<td>NPC, SP 1 &amp; SP2</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td>Activity 1.4 Build capacity of DFOs to monitor and backstop forest management by PFOs/communities and LFRs.</td>
<td>LNC</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td>Activity 1.5 Appoint &amp; hold Steering Committee Meetings for this Project</td>
<td>NPC</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td><strong>Output 2</strong> Government/Partner staff skills and knowledge in forest administration &amp; management improved</td>
<td></td>
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<tr>
<td>Activity 2.1 Develop a mentoring training programme for mentors</td>
<td>LNC</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td>Activity 2.2 Provide technical backstopping (international)</td>
<td>FAOHQ/SFE</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td>Activity 2.3 Conduct mentoring programme &amp; provide technical backstopping for DFOs</td>
<td>LNC</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td>Activity 2.4 Develop &amp; implement mentoring programmes through farmer/forestry field schools &amp; DFS</td>
<td>Mentors</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td>Activity 2.5 Undertake field visits to areas of best practice</td>
<td>Mentors &amp; LNC</td>
<td>X X X X X X X X X X X X X X X X X</td>
<td>X X X X X X X X X X X X X X X X X</td>
</tr>
<tr>
<td><strong>Output 3:</strong> LG capacity to carry out strategic forest planning and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OUTPUTS / ACTIVITIES</td>
<td>Implemented by</td>
<td>YEAR 1</td>
<td>YEAR 2</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
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<td>--------</td>
</tr>
<tr>
<td>management at district level strengthened</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Activity 3.1  Produce a case study on value of forests to river banks, watersheds to establish the impact of forest loss to other sectors of the economy</td>
<td>Consultant 2</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Activity 3.2  Support development of District Forest Development Plan to guide strategic forestry sub-sector operations</td>
<td>LNC</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Activity 3.3  Provide technical backstopping (local) for DFDP process</td>
<td>Mentors</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Activity 3.4  Develop 8 model land use plans for Farm Forestry land in 5 districts</td>
<td>Consultant 3</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Activity 3.5  Support land owners where IDP camps were situated to establish forest based enterprises</td>
<td>Mentors</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Activity 3.6  Provide seedlings from nurseries to farmers for restoration of natural forests (enrichment planting) in IDP camps.</td>
<td>Mentors</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Output 4 Mechanisms for forestry quality assurance, monitoring and evaluation developed and implemented at all local government levels</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 4.1  Establish 3 Field-based Units for coordination with FAO field offices, NGOs and other programmes.</td>
<td>LNC</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Activity 4.2  Carry out regular monitoring</td>
<td>FAO (Ug)</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>OUTPUTS / ACTIVITIES</td>
<td>Implemented by</td>
<td>YEAR 1</td>
<td>YEAR 2</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------------</td>
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<tr>
<td>of this Project</td>
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</tr>
<tr>
<td>Activity 4.3 Carrying out 2 knowledge, experience sharing campaigns for stakeholders at district level</td>
<td>LNC</td>
<td></td>
<td>X</td>
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<td></td>
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<tr>
<td>Activity 4.4 Undertake field monitoring and supervision by FSSD/DEA and District LG</td>
<td>LNC</td>
<td>X</td>
<td>X</td>
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</tbody>
</table>
Annex 4  TORs for National and International Personnel/Service Providers

4.1 National Project Coordinator (NPC) based at Ministry of Water and Environment.

(Government Officer Assigned to the Project)

The NPC will:

1. Be the liaison person at the Ministry of Water and Environment to oversee the management of the project.
2. Mobilise the District Team;
3. Assist in the review of the forestry system, giving guidance in terms of Government’s policies, projections and plans for further development and integration of the national forestry system;
4. Assist in the preparations for the training course including development of a syllabus for the mentoring program and logistical inputs;
5. Participate in the delivery of training to participants;
6. Monitor the implementation of the program in the field;
7. Assist in the drafting of recommendations for further forestry strengthening;
8. Prepare a draft final report at the end of the project.
4.2  Lead National Consultant (LNC = Chief mentor)

Under the overall supervision of the FAOR-Uganda and AFAOR/P, the LNC will in close collaboration with other consultants and District mentors oversee the overall day to day operation and management of the program, in support of the NPC.

Key Tasks & Responsibilities

- Ensure a smooth implementation and co-ordination of the project activities;
- accountable for the budgetary allocations made by FAO to implement the TCP activities in Uganda, in liaison with the NPC
- Support FAO to recruit, manage and technically support programme contractors and mentors in collaboration with supervisors
- develop, pre-test the mentoring program and train the mentors on sustainable forest management
- Will be the principle facilitator of the District Forestry Development Planning process
- represent the Uganda Forestry programme at local, national, and international events
- monitoring and evaluating the forestry TCP programme activities
- Collect and make available to the other consultants relevant documents and information including the forestry legislation, regulations and guidelines;
- proactively create constructive working relationships with relevant, local, national and international institutions and individuals

Qualifications

S/he must have a master’s degree in forestry/environment related subject.

Experience

- S/he must have at least ten years practical experience with participatory approaches to sustainable forest management,
- Knowledge of participatory planning at strategic and field level,
- S/he must have some training/mentoring expertise
- S/he must have been a manager at a senior level for over 5 years
- Knowledge and experience in forest management in N. Uganda

Leadership

S/he should be a team leader and must be able to get on with and inspire people of different professional and personal backgrounds
S/he should have strong interpersonal skills.

Communications

S/he should be concise orally and in writing, in the English language.
S/he should be articulate and capable of giving confident presentations.
S/he should be familiar and competent with modern software, e.g. MS Word, MS Excel, MS Outlook and MS PowerPoint.

Knowledge

Some familiarity with the FAO Programme would be an advantage

Duration:

14 months with possible extension for 6 months, after necessary period of break in line with FAO rules and regulations for NPP.
4.3 TOR: District Mentors (5)

Under the supervision of the LNC and FAO, the persons recruited as mentors will guide the forestry field based officials/forestry field facilitators on sustainable forest management (SFM) in selected districts of N. Uganda. The mentoring process will involve going above and beyond teaching. It is a relationship in which you (mentor) with greater experience, expertise and access to information will counsel, instruct, guide and help field based forest officials to develop and professionally.

The mentoring will take place in the context of change, with the forest field based officials changing – growing, learning, adapting and you as a mentor facilitating the change through provision of professional, managerial and technical support.

**Key Tasks & Responsibilities**

- Developing and implement a mentoring work plan together with the field based forestry official for the mentoring period
- Guide, advice, counsel forestry officials on Knowledge, skills and attitude change in relation to technical forestry, managing people, managing information and finance.
- monitoring and evaluating the mentoring process in relation to Strengthening Sustainable Forest Management in N. Uganda programme activities
- Proactively create constructive working relationships with forest managers and development partners.

**Qualifications**

S/he must have at least a degree in forestry/environment related subject.

**Experience**

S/he must have served as District Forest Officers (DFO) or have at least five years practical experience with participatory approaches in sustainable forest management.

**Facilitation and Leadership skills**

S/he should be a good facilitator, a team leader and must be able to get on with and inspire people of different professional and personal backgrounds. S/he should have strong interpersonal skills.

**Expertise**

S/he must have some training/mentoring (formal or informal) expertise. However, full training will be given to successful mentors.

**Communications**

S/he should be concise orally and in writing, in the English language. S/he should be articulate and capable of giving confident presentations. S/he should be familiar and competent with modern software, e.g. MS Word, MS Excel, MS Outlook and MS PowerPoint. Knowledge of the local language (Luo) is preferable.

**Knowledge**

Some familiarity with the FAO forestry programme in N. Uganda would be an advantage.

**Duration:** 12 months
4.4 Forestry field facilitators (15)

Under the supervision of district mentors, the Forestry field facilitators will be responsible for the actual design and supervision of forest operations in respective area of jurisdiction.

**Key Tasks & Responsibilities**

- Take full charge of project area as defined by the program, adopting the landscape approach to management;
- Prepare bi-weekly activity schedules and targets and ensure their accomplishments;
- Prepare both Annual and Quarterly Work Plans for project areas;
- Mentor and supervise field operations;
- Collect forest resources management data;
- Co-ordinate and liaise with NGOs, local communities and other stakeholders in the development and implementation of SFM principles and practices;
- Ensure good public relations;
- Attend Sub – county Council meetings;
- Monitor and report on private forest development;
- Participate in the relevant community meetings;
- Prepare periodic reports;
- Carry out other activities as will be approved by management; and
- Reports to district mentors.

**Qualifications**

S/he must have at least a certificate in Forestry, Agroforestry, Environment, or Agriculture

**Experience**

S/he must have served as officer in forestry project or have at least 3 years practical experience with participatory approaches in sustainable natural resources management.

**Facilitation and Leadership skills**

S/he should be a good facilitator, a team leader and must be able to get on with and inspire people of different professional and personal backgrounds. S/he should have strong practical forestry skills.

**Expertise**

S/he must have some expertise on extension service provision. However, full project orientation training will be given to successful field facilitator.

**Communications**

S/he should be concise orally and in writing, in the English language.
S/he should be articulate and capable of giving confident presentations.
S/he should be familiar and competent with modern software, e.g. MS Word, MS Excel, MS Outlook and MS PowerPoint.
Ability to communicate in Lou is a must.

**Knowledge**

Some familiarity with tree nursery operation would be an advantage.

**Duration:** 12 months
4.5 TOR: FAO Advisory Technical Services

Duration: One Week per Mission

Mission will be joint between FOMR and FAOSFE technical officers.

First Mission

- The first mission during the set-up phase of the project.
- Assist with the preparation of the work plan and detailed training programme.
- Prepare a technical report.

Second Mission

- Monitor and review with Lead National Consultant and Farmers the technologies being demonstrated and adapted.
- Review and advise on the progress of the project activities.

Third Mission at the End of the Project

- Assist in the preparation of recommendation for duplicating successful activities to other districts or countries.
- Prepare the Terminal Report/Statement as per established FAO procedures.
4.6 Consultant: Review of Revised National Forest Plan

The National Forest Plan (2002) was a ten-year strategic plan for the forestry sector in Uganda. It was developed through a wide consultative process as part of the forest sector reform between 1998 and 2004. Since then many changes had taken place at macro and micro levels, which necessitated a revision of the NFP. The review took care of these new issues and developments so that forestry fit in the National Development Planning framework and national objectives of economic growth, employment and prosperity for all. The consulting firm produced the final draft document of the revised NFP together with the Popular Version. However, given the hurry in which it was produced, there is a need to review, edit and format the revised NFP ready for printing. The consultant will work under the general supervision of FAOR/AFAOR/P, working in close collaboration and liaison with the Director Environmental Affairs, Ministry of Water and Environment and the National Project Coordinator. On a day-to-day basis, the work will be supervised and coordinated by the LNC. The persons/firm recruited as consultant for review, edit and format ready for printing of the NFP will:

- Carry out a review of the revised NFP and the Popular Version with reference to the original NFP and TORs that carried out the revision
- Conduct a situational analysis of the ownership and acceptence of the revised NFP and the Popular Version.
- Edit the revised NFP and the Popular Version to ensure clarity of all the issues and the corresponding programmes/measures to be taken
- Format the revised NFP and the Popular Version ready for printing.
- Conduct a national workshop to launch and disseminate the revised NFP and the Popular Version.

Output

The following outputs are expected from the consultant:

- An Inception Report indicating internalisation of the ToRs and laying out a methodology to be used;
- An improved NFP and the Popular Version that will be presented to the Environment and Natural Resources Sector-Working Group for discussion, and circulated to other stakeholders for comments
- Final copies of the NFP and the Popular Version submitted for printing
- A Final Report with details on each of the ToR, incorporating comments from ENR-SWG, FSSD and other stakeholders plus any other technical/professional information deemed necessary or that would be expected in a report of this nature under normal circumstances.

Duration: A maximum of 60 working days on When Actually Employed basis (WAE) within 5 months period.
4.7 Consultant: Case studies on value of forests in N. Uganda

Forestry is, and has been, crucial to the lives of millions of Ugandans, especially the poorest sections of society. Most rural communities depend on forest and trees on-farm for their livelihoods. In spite of the importance of forestry, the forests and woodlands continues to be degraded. If the current rate of deforestation continues without being addressed, the economy and the livelihoods of many Ugandans, especially the rural communities will suffer, as they are exposed to stress and shocks which result from inadequate supply and this reduces the productivity of the human capital.

As people leave the IDP camps, there are opportunities for restoring the degraded areas where the camps were located. It is also opportune at this time to help people who are returning to their land to manage the regenerated forests and woodland on a sustainable manner. This is particularly so in fragile ecosystems like river banks, hills and swamps.

The Case studies aim at creating an understanding of the economic, social and ecological values of site-specific fragile ecosystems with an objective of enhancing their management and productivity.

Under the supervision of the FAOR/AFAOR and LNC, the persons/firm recruited as consultant will undertake a study on the linkage between the value of forests/woodland to river bank, watersheds and the link between the loss of forests/woodland to the decline of other sectors of the economy in N. Uganda. Specifically the consultant will:

The Consultant shall undertake the following tasks:

- Describe the social, economic and environmental status of the area surrounding the study area
- Establish the type products derived from the ecosystem, and identify the links between these products and human society, including local and national (case studies)
- Establish the ecological functions of the ecosystem and identify the links of these functions and human society, including local, national and international communities (case studies)
- Assess the main threats to the ecosystem and their impact on social, economic and ecological functions of the ecosystem
- Assess the conditions and trends of the ecosystem and their services
- Determine the opportunities for sustainable management of the ecosystem
- Make recommendations for future management of the ecosystem

Output

The following outputs are expected from the consultant:

- An Inception Report indicating internalisation of the ToRs and laying out a methodology to be used;
- A Draft Report for discussion
- A final Report.

Duration: A maximum of 30 working days on When Actually Employed basis (WAE) within 3 months period.
4.8 Consultant: Planning for Farm Forestry (on farm land-use plan)

Forestry is, and has been, crucial to the lives of millions of Ugandans, especially the poorest sections of society. Most rural communities depend on forest and trees on-farm for their livelihoods. In spite of the importance of forestry, the forests and woodlands continues to be degraded. If the current rate of deforestation continues without being addressed, the economy and the livelihoods of many Ugandans, especially the rural communities will suffer, as they are exposed to stress and shocks which result from inadequate supply and this reduces the productivity of the human capital.

As the internally displaced people return to their homes, it is important that they are guided in managing forests and trees on-farm, which constitute over 60&% of the forest resources in Uganda. The consultancy on Planning Farm Forestry will provide a broad perspective of the most effective and efficient way of enhancing productivity of forests and trees on farm.

Under the supervision of the FAOR/AFAOR and LNC, the persons/firm recruited as consultant for planning for farm forestry will:

- Document the main commercial and subsistence land-uses/activities carried out on-farm
- Determine the land tenure regimes including related gender issues existing
- Characterise land issues related to forestry paying particular attention to tenure security, land access, land rights, migrations and resettlements, functionality of land institutions, land use and gender issues among others
- Examine what implications these land issues have had and will continue to have on sustainable management of private forests(both natural and planted)
- Develop a menu of opportunities for of-farm forestry enterprises suited for northern Uganda and their potential to income generation, contribution to employment, and human well being
- Recommend site-specific tree species suited for given climatic, soil, and other conditions, and their uses
- Design 8 farm-forestry model plan (on volunteers farms) to include a combination of forestry-based enterprises that can contribute to rising profitable household incomes to more than 10 million annually per acre
- Determine the minimum inputs required (human, material and other resources) for the realization of the desired positive impact of forest and tree management on-farm
- Make recommendations for future forest management interventions to promote forestry developments on-farm

Output

The following outputs are expected from the consultant:

- An Inception Report indicating internalisation of the ToRs and laying out a methodology to be used;
- A Draft Report for discussion
- A final Report.

Duration: A maximum of 120 working days on When Actually Employed basis (WAE) within 5 months period.
4.9 Service provider: Workshops and meetings

Organising of Workshops and Meetings (SP-1)

In close consultation with FAO, LNC and NPC, the Service-provider will arrange meetings within agreed budgets, locations, participation numbers, standards and dates for each:

a) Develop a detailed work plan (inception report) in which S/he will indicate intended field trips outside Kampala, intended expected outcomes and calendar of activities

b) Convene 5 consultative stakeholder workshop (4 at the regional level and 1 at the national level) to review the revised draft *National Forest Plan* and present the key documents to UFWG and other central level stakeholders;

c) Convene 1 consultative and review stakeholder workshop for finalising the District Forestry Services (DFS) Handbook

d) Convene 2 workshops for knowledge sharing on progress and impact of the project

e) In consultation with Project Manager and National Project liaison person, come out with the number of participant for each of the workshops/meetings

f) Take records of the proceedings of the workshops/meetings and produce a draft report which will be handed and reviewed by the consultant facilitating the meeting/workshop.

4.10 Service provider: Printing and visibility

Printing of Documentation (SP-2)

In close consultation with FAO, LNC and NPC, the Service-provider will print the following within agreed budgets, quantities, quality requirements and completion dates for each:

a) Develop a detailed work plan (inception report) in which S/he will indicate intended field trips outside Kampala, intended expected outcomes and calendar of activities,

b) Print 3,000 copies of each of the revised National Forest Plan and the Popular Version,

c) Print 3,000 copies of the Forest Regulations,

d) Print 1,000 copies of the DFS Handbooks,

e) Work with the respective consultants on formatting and editing of print materials,

f) Advise on the paper type, quality and sizes that should be used,

g) Guided by the cost available, advise on the whether to use full colour or black and white for printing the materials,

h) Supervise printing and binding of documents based on agreed lay out of each document,

i) Spearhead, publicise and participate in the distribution of the printed documents.