

APPROVED



**MINISTRY OF WATER AND ENVIRONMENT
FOREST SECTOR SUPPORT DEPARTMENT**

**Strengthening Participatory Structures and Conducting
Capacity Building Trainings to Enhance Stakeholder
Engagement at National and Subnational Levels for
Uganda's National REDD+ Programme**

FINAL CONSOLIDATED REPORT

By:
International Union for Conservation of Nature



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List of Acronyms

BSA	Benefit Sharing Arrangements
C&P Plan	Consultation and Participation Plan
CSO	Civil Society Organization
ENR	Environment and Natural Resources
EA	Environmental Alert
FCPF	Forest Carbon Partnership Facility
FGRM	Feedback Grievance Redress Mechanism
FSSD	Forest Sector Support Department
IUCN	International Union for Conservation of Nature
MRVs	Measurement, Reporting and Verification Systems
MWE	Ministry of Water and Environment
REDD+	Reducing Emissions from Deforestation and Forest Degradation
R-PP	Readiness Preparation Proposal
SESA	Strategic Environmental and Social Assessment
UNEP	United Nations Environment Programme
UNETCOFA	Uganda Network for Collaborative Forestry Association
UWA	Uganda Wildlife Authority
WCS	Wildlife Conservation Society

Table of contents

List of Acronyms	i
Table of contents	ii
EXECUTIVE SUMMARY	iv
I CHAPTER ONE: INTRODUCTION, OBJECTIVES AND SCOPE	1
1.1 Introduction	1
1.2 Background	2
1.3 Policy and legal framework	2
1.4 Objectives of the assignment	3
1.5 Scope of the assignment	3
2 CHAPTER TWO: SET UP OF PARTICIPATORY STRUCTURES	5
2.1 Methodology for setting up the structures	5
2.2 The participatory structures that were set up	7
2.3 Modalities of utilizing the participatory structures	13
3.1 Identified capacity gaps	19
3.2 Methodology for capacity building	21
3.3 Areas of capacity built	22
3.4 Outstanding capacity gaps	22
3.5 Communication and awareness enhancement on REDD+	23
3.5.1 Methodology used	23
3.5.2 Dissemination of IEC Materials	24
3.5.3 Raising stakeholder awareness on REDD+	26
4 CHAPTER FOUR: STAKEHOLDER CONSULTATIONS	28
4.1 Key Emerging Issues and Recommendations from National Consultations on Draft REDD+ Strategy Options, FGRM, SESA & BSA	29
4.2 Key Emerging Issues and Recommendations from Sub-National Consultations on Draft REDD+ Strategy Options, FGRM, SESA & BSA	29
4.3 Key Emerging Issues and Recommendations from Indigenous Forest Dependent Peoples on Draft REDD+ Strategy Options, FGRM, SESA and BSA	32
4.4 Key Emerging Issues and Recommendations from Private Sector Consultations on Draft REDD+ Strategy Options, FGRM, SESA and BSA	33
5 CHAPTER FIVE: COORDINATION OF IMPLEMENTING NGOS	34
5.1 The role of IUCN in coordinating implementing NGOs	34

5.1.1	Convening planning and coordinating meetings with IPs.....	35
5.1.2	Harmonizing reporting and consolidating reports	36
5.2	Approach used by IUCN to coordinate implementing NGOs	38
6	CHAPTER SIX: KEY LESSONS LEARNED AND CONCLUSIONS	39
6.1	Key lessons learnt in setting up the participatory structures	39
6.2	Key lessons learnt in coordinating the implementing NGOs.....	39
6.3	Conclusion on attainment of the objectives of setting up the participatory structures.....	40
6.4	Recommendations for strengthening and engaging Participatory Structures at all levels.....	41
	REFERENCES	42
	Annexes	45
Annex 1:	Tools used by the Implementing partner NGOs in mapping stakeholders and in analysis of their experiences in development of national policy level strategies and plans	45
Annex 2:	Policy and Legal Framework.....	18
Annex 3:	Details of the key content agreed upon in the consultancy service	22
Annex 4:	Details of the key content agreed upon for each target audience	40
Annex 5:	Integration of stakeholder comments by IUCN.....	47
Annex 6:	Integration of stakeholder comments by Environmental Alert.....	50
Annex 7:	Integration of comments by Wildlife Conservation Society	47
Annex 8:	Integration of comments into IEC materials by Tree Talk Plus	47
Annex 9:	Approved Communication Materials	47

EXECUTIVE SUMMARY

The National REDD+ Secretariat under the Ministry of Water and Environment (MWE) contracted International Union for Conservation of Nature (IUCN) to coordinate three other non-state actors namely; Environmental Alert, Wildlife Conservation Society (WCS) and Tree Talk Plus (TTP) in the implementation of the consultancy service to strengthen participatory structures and enhance stakeholder engagement at national and sub-national levels on REDD+ issues identification and to facilitate consultations to discuss the key issues emerging from technical/expert assessments of drivers of deforestation and forest degradation, institutional structures, NFMS/MRVs, benefit sharing and safeguards.

Participatory approaches were employed at all levels to setup consultation and participation structures, enhance awareness of various stakeholders on REDD+ and to generate feedback on the draft national REDD+ strategy. A partnerships approach was used to deliver the assignment by coordinating consultancy tasks with civil society co-implementing partners (Wildlife Conservation Society, Environmental Alert and Tree Talk Plus) and the National REDD+ Secretariat at the Ministry of Water and Environment to allow for progress sharing and learning as well as leverage of the different capacities in the form of technical support, oversight and effective communication requirements across the partnership.

In this regard, four (4) deliverables were fulfilled in this assignment by the four implementing partners, namely the draft and final inception reports, the synthesis report, the first and second draft process report and the final report. The content of the deliverables is incremental, in a way that the output of one deliverable feeds into the next deliverable. This report therefore reflects the incremental outputs from all the deliverables in this assignment.

In the same vein, ten (10) participatory structures were set up by IUCN, WCS and EA at national level as well as within Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine Rift, Mt Elgon, Karamoja and Northern Uganda. Tree Talk Plus supported all the structures set up by the three implementing partners by developing communication materials, some of which were used during consultations. Within the established structures, awareness and sensitisation meetings on REDD+, were held and stakeholder consultations on the draft national REDD+ strategy options were initiated by implementing partners at national and sub national levels to further inform the preparation of the draft national REDD+ Strategy for Uganda. Consultations not only provided an opportunity for increased stakeholder understanding of the draft strategy, but also provided a platform for sharing alternative options for incorporation in the Uganda National REDD+ strategy.

The key lessons in this assignment were also used to shape implementation of ongoing UN-REDD+ project while establishment of multi-stakeholder participatory structures has re-enforced ownership of the REDD+ programme. There is evidence especially at landscape levels where communities have testified about awareness about the REDD+ programme through their leaders who have participated in the various stakeholder consultative meetings and awareness workshops. This, therefore, requires that, deliberate efforts should be made in programming and securing funding for stakeholder engagement if the REDD+ programme is to be successful and sustainable.

I CHAPTER ONE: INTRODUCTION, OBJECTIVES AND SCOPE

I.1 Introduction

This report is the Consolidated final report on the consultancy undertaken by the International Union for Conservation of Nature (IUCN) under the auspices of the Ministry of Water and Environment (MWE), Forest Sector Support Department (FSSD), Uganda. The consultancy is part of a series of activities currently being undertaken by the Government of Uganda in implementing the National REDD+ preparation phase which is intended to deliver the following elements: (a) A national REDD+ strategy and Action plan; (b) A National Forest Baseline Scenario (Reference Emission Level and/or Forest Reference Level) (FREL/FRLs); (c) A National Forest Monitoring System (NFMS); and (d) A System for providing information on how the safeguards are being addressed and respected throughout the implementation of REDD+ activities.

The overall objective of this consultancy was to strengthen participatory structures and conducting capacity building trainings to enhance stakeholder engagement at national and subnational levels for Uganda's National REDD+ Programme. This report presents a consolidated report of deliverables for all the four implementing partners in the consultancy, namely; International Union for Conservation of Nature (IUCN), Wildlife Conservation Society (WCS), Environmental Alert (EA) and Tree Talk Plus (TTP) as per the Terms of Reference (ToRs) and these are:

- i. Meetings held at national level and within in Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine rift, Mt Elgon, Karamoja and northern Uganda to discuss the draft national REDD+ Strategy and results of the integration of the agreed positions from the consultations and expert assessments into the draft national REDD+ Strategy.
- ii. Discussions held with targeted and specific government agencies and ministries at national level and within Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine rift, Mt Elgon, Karamoja and northern Uganda on the draft national REDD+ strategy.
- iii. Consultative workshops conducted with the private sector to discuss the draft strategy at national level and within in Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine rift, Mt Elgon, Karamoja and northern Uganda .
- iv. Consultations held with high level policy makers at national level and within in Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine rift, Mt Elgon, Karamoja and northern Uganda to discuss the draft report and consolidation of the final REDD+ strategy.
- v. Final strategy dissemination workshops with relevant stakeholders and partners at national level and within in Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine rift, Mt Elgon, Karamoja and northern Uganda and the attendant outputs.
- vi. Results of monitoring effectiveness of stakeholder engagement at national level and within in Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine rift, Mt Elgon, Karamoja and northern Uganda .
- vii. An agreed upon content of the draft “strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at National level and within in

Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine rift, Mt Elgon, Karamoja and northern Uganda for Uganda's National REDD+ Programme".

- viii. A reflection of the comments of the employer, National Technical Committee, Task force representatives, the World Bank (and the FCPF's FMT) and /or other stakeholders.

1.2 Background

The background and basis for this assignment is that, in March 2010, the Government of Uganda embarked on a national process to reduce emissions from deforestation and forest degradation (REDD). This process required putting in place a REDD+ readiness preparedness proposal (R-PP). The goal of the Uganda R-PP was to ensure that, Uganda is ready for REDD+ by 2014. As part of its R-PP process, Uganda designed a robust, inclusive and elaborated Consultation and Participatory (C&P) plan, which includes a communication and awareness plan as well as a feedback and grievance and redress plan. Uganda's R-PP implementation envisaged continuous consultations and outreach with stakeholders. The overall intention of the C&P was to provide a framework for effective stakeholder participation in order to ensure an inclusive and informed consultation and participation by relevant stakeholders in the National REDD+ process. The successful implementation of the C&P was envisaged to lead to a transparent and credible REDD+ process for Uganda with sufficient information accessed by stakeholders.

The C&P plan identified various participation structures and processes at national and local level with potential to be utilized to foster stakeholder engagement. They included: The Parliamentary Forum on Climate Change, Forest stakeholder forums at national and regional levels, Traditional and Cultural forums, Gender-based associations, Community forest committees, Traditional leaders' associations, among others. However, these structures and processes were not deemed sufficiently inclusive in incorporating all the relevant stakeholders who would be potentially affected by the national REDD+ strategy, nor would they have sufficient capacity about REDD+ to provide meaningful feedback. Government therefore undertook the process of strengthening these structures and establishment of new structures where appropriate, at all levels, for use to engage stakeholders in the REDD+ process. These platforms provided an opportunity for communication, outreach and feedback into the REDD+ process.

1.3 Policy and legal framework

Uganda is a signatory to the UNFCCC and has ratified the Kyoto Protocol and, the Paris Agreement. By signing and ratifying both the UNFCCC and the Paris Agreement, Uganda has committed to the adoption and implementation of policies and measures designed to mitigate climate change and adapt to its impacts by implementing 'Nationally Determined Contributions' (NDCs). At regional level, Uganda is party to the East African Community climate change policy which urges member countries to develop consistent national policies to ensure harmonized action. Uganda is keen to include climate resilience in its development programmes.

The National Development Plan II (NDP II) 2015/16–2019/20 serves as the single most powerful guide for investment planning, budget allocation and social interventions in the country. All

government programmes are linked to the NDP within the existing policy, legal, planning, monitoring and reporting systems. NDP II has provided for Integration and implementation of Climate Change actions including awareness creation in all MDAs, Local Governments as well as Civil Society Organizations and the private sector. Also, the Uganda Vision 2040 recognizes the need to promote climate change resilience and low carbon development pathways. Analysis by the National Planning authority shows that the NDP II is 68% aligned to the Sustainable Development Goals (SDGs). The domestication of global goals in Uganda's planning framework sets the country on course to attaining the ambitious universal targets across the development spectrum. In general, the existing policies and legislation seem to provide adequate basis for REDD+.

I.4 Objectives of the assignment

The main objective of the assignment was to set up and strengthen Uganda's Consultation and Participation structures as platforms to support consultations with stakeholders and to enhance full and effective participation of stakeholders in Uganda's REDD+ process at national and sub-national levels.

The specific objectives were:

- i. Setting up the Consultation and Participation structures;
- ii. Consultation of all identified relevant stakeholders at national level and sub-national levels that the REDD+ Strategy formulation process should target to influence and, that can effectively participate in REDD+ processes.
- iii. Raising public and stakeholder awareness of REDD+ and R-PP Processes at national and sub-national levels.
- iv. Mobilization of stakeholders' to get involved in the REDD+ Strategy development and implementation at national and sub-national levels.
- v. Facilitating consultations to discuss the key issues emerging from technical/expert assessments of drivers of Deforestation and Forest degradation, institutional structure, NFMS/MRVs, benefit sharing and SESA/Safeguards, among others.
- vi. Communication to the stakeholders on Uganda's preparations for "becoming" Ready for REDD+.

I.5 Scope of the assignment

This assignment covered the entire country and was conducted by various implementing partners (IPs), namely: International Union for Conservation of Nature (IUCN), Environmental Alert, Wildlife Conservation Society (WCS) and Tree Talk Plus (TTP). IUCN as the lead partner in the overall implementation process coordinated all the activities of the other IPs, whereas the overall technical support and oversight was provided by the National REDD+ Secretariat, Ministry of Water and Environment. The four IPs were assigned areas of coverage as indicated in Table I below. During implementation of the assignment however, some few changes were made to the original zonation for logistical purposes. In some areas, districts were re-organized in terms of relative proximity and ease of stakeholders to access the central locations. However each IP ensured that the assigned area was adequately covered. Table I also shows changes in zoning.

Table 1: Geographical coverage for the assignment by the different IPs

Implementing partner	Regions covered	Changes in zoning
International Union for Conservation of Nature	Karamoja landscape	N/A
	Northern region	West Nile, Lango & Acholi
	Afromontane Mt. Elgon	N/A
Wildlife Conservation Society	Western mid-altitude landscape; Albertine rift	Bunyoro, Ankole, Kigezi, Rwenzori
Environmental Alert	Central region	N/A
	Southern Uganda	N/A
	Mid-Eastern region	N/A
Tree Talk Plus	National and Sub-national – cross-cutting role	N/A

2 CHAPTER TWO: SET UP OF PARTICIPATORY STRUCTURES

2.1 Methodology for setting up the structures

Participatory, consultative and interdisciplinary approaches were employed in the overall implementation of the assignment at national and sub-national levels. This was in line with the emphasis of Uganda's R-PP on the multi-stakeholder consultation and participation process to promote sensitization and enhance awareness of various stakeholders on REDD+. The national Consultation and Participation Plan developed during the R-PP process guided the actions undertaken during the assignment right from identification, selection of stakeholder categories and setting up of participatory structures and through the consultation process and feedback from stakeholders on the draft national REDD+ strategy options and expert assessments.

Partnerships and collaboration were used as another approach to deliver the assignment by coordinating consultancy tasks with civil society co-implementing partners hereafter referred to as the consortium (Wildlife Conservation Society, Environmental Alert and Tree Talk Plus) and the National REDD+ Secretariat at the Ministry of Water and Environment. This allowed for progress sharing and learning, quality assurance as well as leverage of the different capacities in the form of technical support, oversight and effective communication requirements across the partnership.

The process for setting up consultation and participation structures followed best international practices and guidelines for operationalizing stakeholder engagement. Best experiences and lessons were captured from global and regional guidelines such as the joint FCPF and UN REDD guidelines for stakeholder engagement, the principles for Free Prior and Informed Consent (FPIC), as well as national policy and legal frameworks. The process involved several consultations and engagements with various stakeholders to ensure that a harmonized and all-inclusive approach was developed and jointly agreed upon. The national REDD+ Secretariat, the SESA/safeguards task force and the national and sub-national level stakeholders guided the entire process as highlighted in the paragraphs below.

Review of documents

A review of the Consultation and Participation Plan was done as the basis for identifying stakeholder categories to engage in the consultations on the national REDD+ process. Additional information on the existing participatory structures provided for by law and those set up by non-state actors like the Civil Society Organizations and the Private sector in Uganda was obtained through review of available reports. The Reference list at the end of this report provides details of the documents that were reviewed by the implementing partners.

Development of tools

Tools were developed by the implementing partners to guide in the overall process of identifying the consultation and participation structures at national level as well as at sub national /regional levels. A checklist was developed to guide the process of identification of structures, but also to ensure an all-inclusive representation of stakeholders at all levels. The tools developed by implementing partners for identification of the consultation and participation structures included Key Informant Interview guides, Focus Group Discussion guides and checklists for stakeholders analysis, as indicated in *annex 1* of this report.

Partners meetings to harmonise tools and methodologies

As an inaugural part of setting up the consultation and participation structures, implementing partners held planning meetings in March and April 2016, aimed at harmonizing the various tools and methodologies for identification and establishment of consultative platforms and to develop a harmonized implementation plan to deliver on the assignment.

In addition to the internal meetings among the implementing partners and the national REDD+ secretariat, meeting between the implementing partners and the SESA/safeguards taskforce was held in May 2016 to review and receive feedback on the proposed tools and methodologies that would be employed in setting up the consultation and participation structures.

Field level consultations

Field level consultations were made with selected stakeholders at national level as well as within Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine rift, Mt Elgon, Karamoja and northern Uganda. This was intended to triangulate the information obtained through literature review and to fill in any information gaps that arose from un-updated information.

Box 1

Key aspects considered in identification of consultation and participation structures

- *Origin and purpose of formation*
- *The governance structure of the platform*
- *Business/Mandate and how it relates to REDD+*
- *Interests / agenda pursued*
- *Coverage; Geographical coverage (Whether national, district or operating at lower local government level only) as well as the kind of membership and representation (total membership, categories of membership - whether individuals, groups etc.)*
- *Capacity to engage*
- *Incentives for their participation*
- *Accountability mechanisms in terms of who makes decisions, how the decisions are made, the scope of influence, in relation to who participates and how representative it is and what advantage it brings to REDD+*
- *Physical address / contact*

Box 2

Criteria for setting up consultation and participation structures

- The stake/interest of the stakeholder(s) and how relevant this is to REDD+*
- Ability to comprehend existing mechanisms for stakeholder engagement*
- Representativeness –inclusiveness of the structures to cater for all the relevant stakeholder groups within the regions (taking care of the hard-to-reach, the minority groups as well as those classified as indigenous people or forest dependent people)*
- Gender inclusiveness within the participatory structures for purposes of including of women and gender experts into the participatory structures.*
- Representation of the informal groups (resource use groups), semi-formal groups such as the farmers groups, commercial agriculture groups (tobacco, tea, sugarcane) community structures and District Local Government representatives in ENR sector and other relevant sectors that have a bearing on REDD+.*

2.2 The participatory structures that were set up

Participatory structures were set up by IUCN, WCS and EA at national regional levels according to the regional zonation presented in Table 1. The structures that were put in place are represented in Table 2 below.

Table 2: Participatory structures that were set up by IUCN, WCS and EA at national and sub-national level

Landscape	Stakeholder Category							
	Government Institutions (Central and District Level)	Civil Society Organizations	Private Sector Organizations	Academia and Research Institutions	Media	Vulnerable Groups	Special Interest Category	Multi/Bilateral Agencies
National Level	Parliamentary Committee on Natural Resources	Uganda Forest Learning Group(UFLG)	The Uganda National Apiculture Development (TUNADO)	Makerere University-College of Agriculture and Environmental Sciences, School of Forestry	Uganda Media Centre			World Bank
	Ministry of Water and Environment – Environment Support Services Department	Uganda Forestry Working Group (UFWG)	Uganda Investment Authority (UIA)	National Agricultural Research Organization (NARO)	Radio Stations (various)			African Development Bank
	Ministry of Water and Environment – Climate Change Department	Network for Collaborative Forest Association (UNETCOFA)	Uganda Manufacturers Association (UMA)	National Forestry Research Institute (NaFORRI)	News Papers (various)			United Nations Development Programme
	Ministry of Water and Environment – Forest Sector Support department	Uganda Land Alliance (ULA)	Uganda Carbon Bureau	National Agricultural Research Organisation (NARO)				USAID
	Ministry of Water and Environment – Directorate of Water Resources Management)	Landowners and Occupants Development Forum (ULODEF)		Uganda National Council of Science and Technology				Food and Agriculture Organization for the United Nations
	Ministry of Finance, Planning and Economic Development	Uganda National Farmers Federation (UNFFE)						GIZ
	National Planning Authority	The Uganda Women's Parliamentary Association (UWOPA)						
	Office of the Prime Minister – Department of Relief, Disaster Preparedness and Management	Uganda Women's Network (UWONET)						
	National Forestry Authority	ULEC						
	National Forestry Authority GIS and Mapping	Climate Action Network Uganda (CAN-U)						
	Uganda Wildlife Authority	National Network for Older Persons of Uganda (NNOPU)						
	National Environment Management Authority	Uganda Youth Network (UYONET)						
	Ministry of Tourism, Wildlife and Antiquities – Department of Wildlife	Panafrican Climate Justice Alliance (PACJA)						
	Uganda Tourism Board	Coalition of Pastoralist						

		Civil Society Organizations						
	Ministry of Agriculture, Animal Industry and Fisheries	Water & Environment Media Network Uganda (WEMNET-UG)						
	Ministry of Agriculture, Animal Industry and Fisheries	World Wide Fund (WWF)						
	Ministry of Energy and Minerals Development – Department of renewable energy	Wildlife Conservation Society (WCS)						
	Ministry of Lands, Housing and Urban development							
	Ministry of Gender, Labour and social development	International Union for Conservation of Nature (IUCN)						
	Ministry of Internal Affairs - Environmental Police	ECOTRUST						
	Ministry of Justice and Constitutional Affairs	Inter Religious Council						
	Ministry of Trade, Industry and Cooperatives	Uganda Joint Christian Council						
	Ministry of Health	Cross Cultural Foundation Uganda						
	Ministry of Works and Transport							
	Uganda Bureau of Statistics (UBOS)							
	Geo-Information Services Division							
	Parliamentary Forum on Climate Change							
Mount Elgon Region	District Councils	District Steering Committees on Mount Elgon National Park Boundary	Mt Elgon Timber Dealers and Environment Conservation Association			District Youth Council (Ukha - Nakhashisi)	The Mount Elgon Benet Indigenous Ogiek Group (MEBIO)	
	District Environment Committee	Integrated Territorial Climate Steering Committee	Bugisu Cooperative Union			Youth and Elderly Group District	Benet Lobby Group	
	District Land Board (DLB)/ Area land committees (ALC)	Mbale District Climate Change Learning alliance	District Farmers Associations			Community Development Office		
	District Physical Planning Committee	Inter District Link Committee	District Bee keepers Associations			Regional /District Women Associations /Forums		
	District Water and Sanitation Coordination Committee	Mt Elgon Disaster Risk Reduction (DRR) Forum	Mt. Elgon Tree Farmers Association					

	District Disaster Management Technical Committee	Multi Stakeholder Platform on Honey	Ngeenge Development Foundation					
	District Finance Committee							
	District Technical Planning Committee							
Karamoja	District Council (District Planning Authority)	Karamoja Development Forum	Regional/District Farmers Associations	Karamoja Action Research Team		District Youth council	The Akiriket	
	District Technical Planning Committee							
	District Environment Committee	Karamoja Google Group	Regional/District Bee keepers Associations			District Community Development Office	Regional Elders Association	
	District Land Board/ Area land Committees	GIZ/CPS Land Interest Group:				Regional /district women Associations /forums		
	District Physical Pcommittee	Grazing Areas Interest Group						
	District Water and Sanitation Coordination Committee	Land and Equity Movement Uganda						
	District Disaster Committee	Matheniko Development Forum						
	District Finance Committee							
Northern	District council	Agoro Agu ENR CSO Network – Northern node	Timber dealers Associations	Gulu University – Faculty of Agriculture and Environment		District Youth council District Women Council		
	District Environment Committee	Uganda Forestry Working Group – Northern node	Bee keepers Associations	Ngetta ZARDI		District Council for Disability Older Persons Council		
	District Technical Planning Committee	District Farmers Association	Private Tree growers/Tree Nursery Operators			Community Forest Management groups / Collaborative Forest Management groups		
	District Land Board District Physical planning committee	Development partners	Media - Northern Uganda Media Centre (NUMEC)					
	District Water and Sanitation Coordination Committee	UNHCR – Refugee Desk	Lango United Journalists Association (LUJA)					
	District Disaster Management Technical Committee	Lutheran World Federation						
		Northern Uganda Land Platform						
		Uganda Joint Christian Council						
		Uganda Joint Christian						

West Nile	District Council	Council MAYANK (Moyo, Adjumani, Yumbe, Nebbi and Koboko)	District Youth council	Abi Zonal Agricultural Research and Development Institute				
	District Environment Committee	Development Association of West Nile Districts	District Community Development Office					
	District Technical Planning Committee	District Farmers Association	Regional /district women Associations /forums					
	District Water and Sanitation Coordination Committee	SNV						
	District Disaster Management Technical Committee							
	District Land Board							
	District Physical planning committee							
Bunyoro	Production Department	Environment and Natural Resource Network(s) in the Districts of the region coordinated under BAPENECO	Alliance One Tobacco	Nyabyeya Forestry College		Bunyoro News Reporters Network		
	Natural Resources Department Forestry	Northern Albertine Rift Conservation Group	McLeod Russel Tea Estates	Bulindi Zonal Agricultural Research & Development Institute		Albertine Region Reporters network		
	Community Development Office	Bunyoro Inter-religious council for Uganda	Kinyara Sugar Works Ltd	Budongo Conservation Field Station		Kibaale Community Radio		
	Uganda Wildlife Authority	District Farmers Associations for the different Districts	Joseph Initiative					
	National Forestry Authority	Uganda Rural Development Training Institute/Kagadi	Mukwano Industries Ltd					
	National Environment and Management Authority	Obukama bwa Bunyoro Kitara	TOTAL E&P Uganda Tullow Uganda			Bunyoro News Reporters Network		
	Office of the Chief Administrative Officer		EMESCO Development Foundation					
	Secretary for Production and Natural Resources		Bwendero Dairy Farm					
	Women councils		Hoima Sugar					

	Youth councils People with Disabilities Councils		Hoima Timber Dealers Association					
	Uganda Police Uganda Prisons Judiciary		Uganda Certified Tree Nursery Operators Association Uganda Timber Growers Association Uganda Chamber of Commerce					
Rwenzori	Production Department Natural Resources Department Forestry Community Development Office	Environment and Natural Resource Network(s) in the Districts of the region e.g. Kabarole	Mukwano Tea	Rwebitaaba Zonal Agricultural Research & Development Institute		Bundibugyo FM		
	Uganda Wildlife Authority National Forestry Authority National Environment and Management Authority	NGOs/CBOs Association,	McLeod Russel Tea Estates	Makerere University		Rwenzori FM		
	Office of the Chief Administrative Officer	Rwenzori Inter- religious council for Uganda	Hima Cement	Biological Field Station		Voice of Tooro		
	Secretary for Production and Natural Resources	District Farmers Associations for the different Districts	IBERO Coffee					
	Women councils Youth councils	Obusingha bwa Rwenzururu	HOFOKAM					
	People with Disabilities Councils	Obudinghya bwa Bamba	Rwenzori Vanilla Farmers Association					
	Uganda Police Uganda Prisons Judiciary	Obukama bwa Tooro	Kyenjojo Timber Dealers Association					
			Uganda Certified Tree Nursery Operators Association					
			Uganda Timber Growers Association					
			Uganda Chamber of Commerce					
Ankole	Production Department Natural Resources Department Forestry Community Development	Environment and Natural Resource Network(s) in the Districts of the region	Igara Tea Factory	Mbarara Zonal Agricultural Research & Development Institute		Radio West		

	Office							
	Uganda Wildlife Authority	Ankole Inter-religious council for Uganda	McLeod Russel Tea Estates	Mbarara University		Orumuri		
	National Forestry Authority	District Farmers Associations for the different Districts	Buhweju Tea Factory					
	National Environment and Management Authority		Uganda Certified Tree Nursery Operators Association					
	Production and Natural Resources Committee		Uganda Timber Growers Association					
	Women councils		Uganda Chamber of Commerce					
	Youth councils							
	People with Disabilities Councils							
	Office of the Chief Administrative Officer							
	Uganda Police Uganda Prisons Judiciary							
Kigezi	Production Department Natural Resources Department Forestry Community Development Office	Environment and Natural Resource Network(s) in the Districts of the region	Kayonza Tea Factory	Kacwekano Zonal Agricultural Research & Development Institute		Radio West		
	Uganda Wildlife Authority National Forestry Authority National Environment and Management Authority Production and Natural Resources Committee	Kigezi Inter-religious council for Uganda	Uganda Certified Tree Nursery Operators Association	Kabale University Institute of Tropical Forest		Orumuri		
	Women councils Youth councils People with Disabilities Councils	District Farmers Associations for the different Districts	Uganda Chamber of Commerce	Conservation Office of the Chief Administrative Officer				
	Uganda Police Uganda Prisons Judiciary Immigration Department		Uganda Timber Growers Association					
Central	Sub-county Production and Environment Committees - Mayuge	UFWG regional Nodes or members operating in the sub-regions	Uganda community tourism association(UCOTA) - Kalangala	Local farm schools and institutions training on conservation and Environment Issues	Media associations - Masaka		Forest dependent communities - Kalangala	
	Sub county Local Council Leaders - LC3 Chairmen - Masaka	Local district based NGOs - Mukono	Forest products associations members - Mayuge					
	DNRO – Mpigi	Cultural institutions - Masaka	Private tree growers-UTGA - Mayuge					

	DCDO – Mukono	Religious institutions - Masaka	Mayuge Sugar works					
	DFO - Kalangala		Kaliro sugar limited					
			SCOUL					
Southern Uganda	Sub-county Production and Environment Committees - Mubende	UFWG regional Nodes or members operating in the sub-regions - Nakasongola	Uganda community tourism association(UCOTA) - Mubende	Local farm schools and institutions training on conservation and Environment Issues - Nakaseke	Media associations - Kyankwanzi		Forest dependent communities	
	Sub county Local Council Leaders - LC3 Chairmen - Kyankwanzi	Local district based NGOs - Nakaseke	Large scale Tea, coffee, oil-palm and sugar companies - Mubende					
	DNRO – Mubende	Cultural institutions - Rakai	Forest products associations members - Mayuge					
	DCDO – Kyankwanzi	Religious institutions - Rakai	Private tree growers-UTGA - Nakasongola					
	DFO - Rakai							
Mid Eastern Uganda	Sub-county Production and Environment Committees - Kaberamaido	UFWG regional Nodes or members operating in the sub-regions - Serere	Uganda community tourism association(UCOTA) - Serere	Local farm schools and institutions training on conservation and Environment Issues - Serere	Media associations - Namutumba		Forest dependent communities - Amuria	
	Sub county Local Council Leaders - LC3 Chairmen - Serere	Local district based NGOs - Namutumba	Large scale Tea, coffee, oil-palm and sugar companies - Namutumba					
	DNRO – Serere	Cultural institutions - Namutumba	Forest products associations members - Serere					
	DCDO – Namutumba	Religious institutions - Amuria	Private tree growers-UTGA - Kaberamaido					
	DFO - Amuria							

Modalities of utilizing the participatory structures

The Government of Uganda (GOU), NGOs, local communities, indigenous peoples and the private sector have been, in one way or the other, involved in processes that contribute to the Uganda National REDD+ process. However, there is increasing realisation that, a more effort is necessary in order to move this process forward. This calls for a more coordinated approach, proactive engagement and active participation of all stakeholders (central government, local governments, NGOs/CBOs, communities, private sector and individual households) through a joint framework taking into account the ecological, economic and socio-cultural considerations in reaching consensus, and making trade-offs at landscape level which lead to ensuring that the commitments and capabilities to implement REDD+ are galvanised by utilising the identified structures.

Overall, the participatory structures can be engaged in the REDD+ process through various entry points such as;

Representation on the REDD+ Working Group and the REDD+ Steering Committee or equivalent to address stakeholder engagement issues of legitimacy and accountability especially during the readiness and implementation phase.

Strengthening capacity of the structures for effective engagement and representation in all the phases of REDD+ (readiness, implementation and results-based actions) to deal with issues such as access to participation mechanisms and capacity to participate, access to and distribution of information, access to procedural rights and legitimate representation platforms, capacity for receiving and providing feedback .

Build capacity for self-selection processes and to implement and/or monitor demonstration activities in the three phases of REDD+.

Enabling joint land use planning and territory demarcation between different government agencies, as well as with indigenous and non-indigenous forest dependent communities during the implementation and results based actions phase, on issues of systems for decision making, access to justice and grievance mechanisms, and access to participation.

In this regard, the following specific actions are suggested for utilising the various participatory structures identified in order to realise that vision (Table 3).

Table 3: Modalities of utilizing the Participatory structures

Category	Rationale and role the participatory structure can play
Central Government Ministries, Departments and Agencies (MDAs)	<p>The continued forest degradation especially on private land is partly attributed to weak institutions, uncoordinated implementation of policies between different sectors of the economy, insufficient funding, and limited capacity at all levels which has undermined effectiveness and efficiency in developing and sustainably managing forestry resources in Uganda. REDD+ can play a catalytic role in restoring the forests and the value of the forestry sector as an integral part of Uganda's green economic growth as well as institutionalization of REDD+ Processes and Coordination Structures to contribute to Government of Uganda Vision, 2040. In this regard, Central Government Ministries, Departments and Agencies (MDAs) can play a more constructive role in REDD+ by:</p> <ol style="list-style-type: none">Designing and reviewing the national REDD+ strategy and defining the roles and responsibilities of various actors: Government Ministries, Departments and Agencies (MDAs); Local Governments; CSOs; PSOs; and communities.Providing legal and policy frameworks for implementation, integrated with existing national

	<p>laws, policies and development strategies such as: land tenure reforms; land use planning at multiple scales, including landscape, regional, and trans-boundary level; handling carbon rights and how such rights might be integrated into a future national accounting system; fiscal incentives.</p> <p>iii. Developing standards/norms for REDD+ activities. Such standards could include social and environmental safeguards (e.g. SESA, ESMF), methodologies for estimating and reporting emissions (e.g. MRV and other inventory-related systems), or other technical issues (e.g. methodological requirements, options, and approval processes for the development of reference levels).</p> <p>iv. Monitoring overall REDD activities. This includes responsibility for the national forest monitoring system, national GHG inventory and National Communication as required by the UNFCCC. Such monitoring could also include creation of a registry system (which provided certification or authorization of nested projects or programs), providing a reporting mechanism for pilot projects and/or any local monitoring of carbon, the monitoring of safeguards and co-benefits, etc.</p> <p>v. Promoting broad multi-sectoral coordination including creating vertical linkages from the national to local levels. REDD+ approaches cannot be confined to the forestry sector alone and Government needs to work on policies and strategies that are cross sectoral, underpinning impacts of actions that affect multiple sectors. Various MDAs may have to take on new or expanded roles or find new ways of collaborating across sectors, stakeholder groups and levels of government to design programs, ensure policies are coherent, and to link reporting mechanisms across scales. This also means integrating national development planning, budgeting and regulation across sectors. Linked to this is the promotion of communication and support for consistent messaging about REDD+ across various MDAs and sectors.</p> <p>vi. Helping to secure funding for REDD+ activities, including pilots at the sub-national or project level as well as provision of a business-friendly environment. Government of Uganda has higher visibility and access to funding instruments and organizations, including donor governments, multilateral institutions and other international organizations. This offers Government an opportunity to mobilize additional and new forms of financing to support improved forest management outcomes e.g., PES, forest carbon payments under the REDD+ Programme.</p> <p>vii. Strengthening institutional capacity for forest management at national, landscape and local levels including, capacity for value addition as well as encouraging private sector led investments in wood value addition and value chains development and ecotourism.</p> <p>viii. Encouraging and financing the use of longer term management plans for watersheds and forest and facilitating Civil Society Organizations (CSOs)/Non-Government Organizations (NGOs) to get involved in REDD+ including generation of comprehensive and reliable forestry data.</p> <p>ix. Monitoring and reporting on overall REDD activities (including forest monitoring systems, registries, etc.)</p> <p>x. Law enforcement and compliance.</p>
Local Governments (DLGs)	<p>The closest citizens' representative is their local government, which exist at multiple levels (village, parish, sub-county and district). In many contexts, local governments play an important role in people's lives, whether or not they have substantial legal power or responsibility over forests or land. In Uganda, these authorities have a mandate to represent and respond to the needs of their constituents.</p> <p>Hence, DLGs should not be ignored by REDD+ initiatives and need to be supported and facilitated in:</p>

	<ul style="list-style-type: none"> i. Providing information and capacity building on climate change and REDD+ at a local level. ii. Situational analysis and promoting participatory planning processes for REDD+ at all levels (District, Sub-county and Village). iii. Promotion and implementation of community/collaborative forest planning and management. iv. Integrating REDD+ activities with District, Sub-county and Village-level planning and budgeting process (District Development Plans-DDPs). v. Investing in activities that address the causes of deforestation and forest degradation, including the creation of alternative livelihoods. vi. Working directly with communities and providing day-to-day management at a local level. vii. Providing support for conflict resolution and management. viii. Ensuring equity and inclusiveness in benefit sharing and distribution. ix. Creating awareness on REDD+ and building trust and buy-in for environmental stewardship. x. Monitoring and reporting on overall REDD activities (including forest monitoring systems, registries, etc.) xi. Directly linking to emerging markets, such as the voluntary markets and creating networks and platforms to that effects. xii. Testing the effectiveness of various REDD+ policies, measures and interventions informed by evidence on the ground and reporting to national levels for remedial action. xiii. Sharing experiences and learning on REDD+ within, and across administrative jurisdictions and landscapes to inform programming.
<p>communities: ous Peoples, vulnerable/ ized groups, Forest nt communities, sts, farmer groups)</p>	<p>Local communities and indigenous peoples, as users of the natural resources in their locality, and are usually familiar with the state of the forest. If they are actively engaged in forest management under REDD+, this knowledge could be very useful. Most importantly, their participation ensures ownership and sustainability.</p> <p>Therefore, local communities and indigenous peoples need to be fully and effectively engaged by the Central and Local Governments, PSOs and CSOs to participate in the implementation, monitoring and reporting of activities relating to (REDD+). Government needs to develop guidelines for effective engagement and participation of indigenous peoples and local communities in implementing, monitoring and reporting REDD+ activities. Following from the above the development of appropriate easy-to-use tools for community monitoring and reporting including those relating to social and environmental safeguards, and community self-evaluation is critical. This calls for development of the necessary institutional capacities, and monitoring and reporting protocols. All protocols for monitoring should be easily understood by the community and be based on IPCC Good Practice Guidance and be internationally acceptable. The protocols should include instructions for mapping, sampling, measurement, data storage and reporting. The reporting structure should be well defined, with clear communication channels so that the data can be entered into national databases, and there should be a clear code of ethics regarding who can access the data for what purposes. Many communities will require support in dealing with conflict situations under REDD+ and legal status of land may have to be determined before monitoring for REDD+ can go ahead. Communities will also need</p>

	information on future benefit sharing mechanisms under REDD+, so that they can make rational choices as to whether or not to participate.
Society: (Local CBOs, international NGOs, Faith Based Organizations and cultural groups)	<p>The Civil Society has been and will continue to promote and get involved in initiatives that address deforestation and degradation at community level as well as participate at REDD+ national process. The REDD+ processes should therefore, learn and build from previous and ongoing experiences from CSOs, particularly those occurring within and outside the country particularly those with proven success.</p> <p>At Sub national level, specific ways in which the CSOs can play a leading role is by engaging them in projects that can inform the national REDD+ processes and strategies. The CSOs could be involved in the design and implementation of:</p> <ul style="list-style-type: none"> i. Projects that provide lessons on how to tackle drivers of deforestation. This includes what types of incentives can change behavior, land management strategies beyond the forest sector, and ways to provide alternative livelihoods. ii. Projects that generate knowledge on ecosystem goods and services and conservation costs including providing information on economic models that work, knowledge of initial investment costs, and what enables private sector investment as well as providing information about the costs to local communities of forest protection, and what is needed (for example, in terms of payments for environmental services, or alternative livelihoods) to offset such losses. iii. Additional areas in which CSOs can apply role at landscape include: (i) Providing transparency on delivery of benefits, particularly where there is mistrust of government authorities in relation to the use and disbursement of money; (ii) Identifying key capacity gaps, through on the ground experience; (ii) Providing lessons on managing leakage; and (iv) Identifying needs related to creating an enabling environment for the private sector. <p>At the national level, CSOs continue to play an active role in supporting Government in the development policies, strategies and measures to implement REDD+. REDD+ therefore, requires a continuous dialogue between the government and CSOs. Areas of collaboration may include:</p> <ul style="list-style-type: none"> i. Improvement in engagement mechanisms between CSOs and Government through creation of new dialogue, learning and experiencing sharing platforms and mechanisms as well opportunities for CSO participation in REDD+. ii. Supporting dialogues and relationship building between Government and CSOs by moving beyond single Government Ministries, Departments and Agencies, usually those dealing with forests by creating REDD+ Inter-Ministerial Coordination Mechanisms as a way of improving the engagement of CSOs with Government as a whole given the cross-cutting nature of REDD+ iii. Engaging CSOs in the design and implementation of REDD+ programmes and projects is important since they have a strong focus on working with local communities and share the common objective of contributing to climate change mitigation. iv. Donor support is, however, required to build CSOs' knowledge on REDD+ relevant themes, especially on safeguards, to be able to increase advocacy on these topics.
Private sector: (Loggers, producers, industries, growers, timber financial institutions)	<p>The private sector can contribute to REDD+ in three key areas: innovation, investment and implementation. One of the key attributes of the private sector is the development and deployment of new technologies and innovations. They do this by incorporating new systems, knowledge, technologies and practices into their operations to boost efficiency, productivity and profits. Secondly, the transition to a green economy will require structural changes to current and future investment patterns, and private sector capital will be essential to meeting this requirement. Thirdly, innovation and investment require various forms of implementation to bring about results on the ground, and as the largest terrestrial land users, the private sector will</p>

	<p>be heavily involved in activities on the ground required to transition to a green economy.</p> <p>The private sector should, therefore, be engaged through national stakeholder dialogues and through regional and global events in order to bridge the gap that exists between the private sector and other actors in REDD+. This engagement can play a catalyzing role to ensure that trust and consensus are built alongside capacity and knowledge. In order to bring on board the private sector, four broad approaches are necessary:</p> <ol style="list-style-type: none"> Provision of incentives: Examples of interventions that incentivize forest-friendly behaviour include: (i) non-financial incentives, such as the clarification of land tenure and granting clear rights over use of the land; and (ii) financial incentives, which can take the form of upfront payments, such as grants or taxation, or results-based payments, such as payments for environmental services, which might include carbon; Provision of risk mitigation instruments: Examples of these instruments include financial, commercial and political risk insurance, guarantees and other instruments that mitigate risk; Setting of minimum standards: Mandatory standards could range from product labelling and reporting; to trade, and to finance, through financial regulation or through social and environmental criteria set out by organizations such as the UN-REDD Programme, the UNFCCC or the International Finance Corporation; and Establishment of enabling environment: Structural interventions could include; institutional reform and capacity building, investments in research and infrastructure development, increased coordination between government ministries and agencies, creation of effective information systems, investment in education, sound legal framework, increasing transparency through reporting and accounting frameworks, law enforcement capacity, clear signs of strong political will and stakeholder consultation.
<p>academia: research institutes, training colleges,</p>	<p>Many technical and political challenges still remain unsolved to implement the REDD+ activities. Establishing a credible Measurement, Reporting and Verification (MRV) system, which will serve as the basis for calculation of GHG emissions, is indispensable. However, due to a shortage of specialists to support REDD+ activities, REDD+ framework has yet to be fully developed. In order to find a way out of this situation, the National REDD+ Secretariat needs to partner with the academia nationally, regionally and globally to carry out various research through industry-academia-government collaboration to train specialists, and support REDD+ processes and activities.</p> <p>Activities of this partnership under REDD+ could include:</p> <ol style="list-style-type: none"> 1. Collecting information and data related to REDD+ and compiling it for clarifying challenges to be addressed by Government; 2. Developing analysis techniques and methodologies using remote sensing to monitor deforestation and forest degradation in the country and improving the system for assessing trends and dynamics of deforestation and forest degradation; 3. Developing methodologies for implementing the REDD+ activities, proposing guidelines, and establishing a system to implement the REDD+ activities; and 4. Promoting cooperation with governments or institutes in REDD+ partner countries, and organizing international workshops to exchange and share information about REDD+ and explore feasible ideas for effective implementation of REDD+.
<p>media: (Print, radio, telecoms, social media)</p>	<p>Climate change adaptation and mitigation and, by implication REDD+, has become a key area of debate in both global and national climate change policy processes, making REDD+ processes not just nationally but also globally significant. Climate change policy analysis to date has focused on global issues, with little attention given to national-level debates, particularly those in developing countries. Moreover, any national level analysis has generally referred to broad policy recommendations about what should be done, rather than taking into account the specific issues raised in such debates. Therefore, in the REDD+ processes, the media can play various roles and</p>

	<p>it (media) needs to be proactively engaged and brought on board.</p> <p>The areas the media can play under REDD+ include:</p> <ol style="list-style-type: none"> Informative Role: It is the media's duty to inform the people of what is going on with climate change, REDD+, economy and the environment, etc. so that all stakeholders are informed and be able to make rational and accurate decisions. Educative Role: Stakeholders want to know the significance of REDD+ and the attendant events, emerging issues and how REDD+ policies and regulations will affect them. The media should be engaged to provide information and assist stakeholders understand and comprehend the entire REDD+ processes and programs. Platform Role: The media should serve as a platform to various groups in society. It is the media's duty to provide to the public an opportunity to hear all sides of a story – not just what is included in ministerial or government's platforms. Publicity Role: The media can be used to publicize REDD+. Through the media, stakeholders can access information and draw conclusions for themselves for action. Advocacy Role: The media is a marketplace of ideas, so they should hear, broadcast and promote different viewpoints from different stakeholders.
Dependent communities and vulnerable groups	<p>The natural environment forms an important and integral part of many forest-dependent and indigenous communities' livelihoods, institutions, cultures, social relations, and identities. REDD+ could affect the livelihoods of forest-dependent communities in various ways. REDD+ could contribute to poverty alleviation, provide local households extra income from carbon credit payments, and offer other co-benefits such as improved land tenure or carbon ownership. However, REDD+ could also harm local communities, such as preventing local communities from making use of the forest for subsistence or through unequal benefit sharing.</p> <p>Therefore, the engagement and participation of forest-dependent and indigenous communities in REDD+ is critical in the following six areas: Poverty alleviation; income distribution and equity; forestland tenure and carbon rights; food security; co-benefits; and social safeguards. In this regard, the following are suggested for action:</p> <ol style="list-style-type: none"> Inclusion of forest-dependent and indigenous communities' representatives on REDD+ working groups, and the development of national guidelines on free, prior and informed consent (FPIC) processes, which further elaborate the components of their full and effective participation in REDD+ and aligning these concepts with key international principles and norms. Operational Guidelines on "DO NO HARM" needs to be developed and implemented in tandem with the United Nations Declaration of Indigenous Peoples, Article 26[89]; REDD+ activities needs to be designed to offer various co-benefits, such as carbon rights, agricultural extension services, and forestland tenure, and safeguards need to be developed and implemented to clearly defining carbon ownership, tenure, benefit sharing mechanisms, and viable livelihood alternatives; There is need to incorporate traditional forest management systems including local cultures, ways of life and beliefs into REDD+, and this requires anthropological studies to inform the interventions; and REDD+ needs to ensure that, it does not threaten biodiversity by ensuring that, low-carbon ecological hotspots remain protected and revalued through non-carbon credits and including quantifiable time-bound biodiversity goals, clearly addressing drivers of deforestation and forest degradation with detailed guidelines on community based forest and REDD+ activities monitoring.

CHAPTER THREE: CAPACITY ENHANCEMENT OF THE PARTICIPATORY STRUCTURES ON REDD+

training(s) was/were conducted based on the results from a capacity gaps analysis done in May 2016, which revealed that at sub national/landscape levels, there is a major gap of limited awareness and understanding about the concept of REDD+. It was also noted that, where there is some level of awareness and knowledge about REDD+ among stakeholders, it varied in interpretation and understanding. For example, within the District Local Governments, a majority of the technical officers, except for those in the District Natural Resources Department were not aware about REDD+ its linkage with mitigation of climate change impacts, while a majority of the political leaders were not aware about REDD+, especially those who were recently elected into office. The major capacity gaps identified within the participatory structures are elaborated under Section 3.1 below.

Identified capacity gaps

The major capacity gaps identified within the participatory structures are:

Information gap on overall national policies and strategic plans. At Sub national levels, awareness and information about the processes of development of national level policies, strategies and Plans is generally limited at local community levels. Whereas there are efforts to disseminate such information, it is limited in scope and also sometimes disseminated quite late to effectively enable mobilization of stakeholders for their engagement in policy processes through the existing platforms. This scenario has contributed to limited participation of the local communities through the existing platforms to meaningfully influence identification of local development needs, setting of priorities for resource allocations and ultimately implementation of such policy strategies and plans. At the national level, consultations revealed that information to solicit stakeholder participation in formulation of national policy level strategies and plans is often widely disseminated. However gaps are mainly in the feedback mechanisms in the process of validation of stakeholders input to completion of the policy documents. For instance, it was noted that feedback is not provided to stakeholders when input is ignored or last-minute changes are made without stakeholder consultation and consensus.

Communication gaps: There is limited communication skills for packaging and translating evidence that is generated into targeted products with clear messages to support effective contribution to national policy level strategies and plans. For example, the consultations revealed that the Agoro-Agu ENR CSO network in northern Uganda engaged with National Forestry Authority in 2014 on formulation of Collaborative Forestry Management agreements through dialogue meetings mainly because the skills to repackage evidence to inform and strengthen the dialogue were inadequate. This scenario was different at the national level, due to stronger partnerships and collaboration across the various like-minded networks to pool resources to address a common cause. For instance, the civil society led networks in many instances under the umbrella of the NGO Forum, form a unified technical working groups to meaningfully engage on national policy deliberations.

Technical skills gap: A range of skills are required to engage in formulation of national policy level strategies and plans and these include skills in policy analysis, documentation, networking, partnerships, monitoring among others. While the multiplicity of stakeholders into the platforms bring on board various human resources and expertise, the scenario is different especially for platforms that exist at sub national levels. For instance, the specific skills gap mentioned across the 3 landscapes of Mt. Elgon, Karamoja and northern Uganda included policy analysis, issues identification, documentation, and communication skills, which all limit effective stakeholder engagement. At the

national level, the consultations revealed that the required skills and expertise exists in formulation of national policy level strategies and plans. However, the main gap is related to inadequate financial resources to translate the skills into practical actions to package information to effectively engage with policy makers.

Funding gap: It is widely acknowledged that effective stakeholder engagement requires ample time and financial resources whether at national or subnational level. For example, Mt Elgon covers eight districts with some very hard to reach, and yet for purposes of effective stakeholder participation, it is important to have equal representation of all. This therefore requires a lot of mobilization which involves bringing together different types of expertise. On average, this assessment discovered that convening Mt Elgon multi-stakeholder platform requires at least 30million Uganda shillings. These finances can only be afforded by a few institutions. In the long-run, due to limited resources, a few individuals are brought together to discuss, hence leaving out the critical actors and issues. Worse still, stakeholder engagement is considered by most development partners as software, and therefore limited financial resources are always committed / allocated for it. Most of the funding to the activities of the platforms mainly comes from individual member organizations which are extended with donor conditions that do not allow for flexibility in undertakings.

Weak coordination mechanisms across sectors and low priorities for the natural resources sector: Interactions with the Local Government structures like the Local Environment Committees whose establishment is provided for in the National Environment Act 1995, also revealed the following: (i) Limited knowledge in roles and policy processes; Experience from the members of the Committees indicates that they were not fully oriented and trained into their work. As such there is limited awareness among the members about their mandated roles and how to participate effectively in development of District Plans; and (ii) Some of the reasons for non-functionality of the committee stems from under funding to the natural resources sector, which translates into the absence of a specific budget for their involvement at district or Sub County levels. For instance, the committee members in West Nile sub region attributed their regular involvement to the activities of NEMA such as annual monitoring and largely to the interventions of Civil Society Organisations such as stakeholder mobilization and participation in capacity building interventions.

Lack of awareness on REDD+ processes: The interactions revealed that at the national level, the stakeholders who are subscribed to platforms have been engaged in several dialogues and awareness raising platforms on climate change, as such are aware about REDD+ and its objective in relation to mitigation of climate change impacts. While at the sub national level, awareness and knowledge about REDD+ is varied, with most of the stakeholders interviewed from civil society-led networks acknowledged access to information on REDD+ through the government lead institution like NFA. Majority of the civil society led networks mentioned about the awareness and consultative workshops held on REDD+ by NFA and Environmental Alert in 2010 in Northern Uganda, while the consultations further revealed that awareness on REDD+ was also conducted by IUCN in Mt Elgon and Karamoja region in 2010. At the District Local Government level, majority of the technical officers were aware about REDD+ and its linkage with mitigation of climate change impacts. On the other hand, the consultations revealed that majority of the political leaders were not aware about REDD+, especially those who were recently elected into office.

Gender mainstreaming gap: The government of Uganda has undergone reforms since the late 1990s, most of which have recognized gender-related issues and the importance of people's participation in the planning, development and implementation of national level policies, plans and strategies. However, an analysis of the current policy and legal frameworks regarding gender and participation in development of national policy level plans and strategies related to forestry and natural resource management revealed the following gaps:

- a. The Uganda Gender Policy (2007) falls short of recognizing the role of women in relation to forests and trees.

- b. The National Environmental Management Policy (1994), at an objective level, women are lumped into 'communities' creating a gap for the possibility of omitting women and the disadvantaged out from participating in development of national policy level strategies and plans and other stages of development initiatives.
- c. The Uganda Forestry Policy (2001), does not provide specific measures to enforce the gender intentions of the policy.
- d. The Uganda Wildlife Policy (2014) remains silent on gender integration in the policy and therefore extent to which women will benefit from the revenue and other benefits. This is not specifically highlighted and therefore questionable since women are rarely involved in wildlife activities.

Methodology for capacity building

training was conducted at two levels: (i) Sub-national level and, (iii) National level.

Overall, a total of 2,213 (1,512 Male, 701 Female) stakeholders were trained both at national sub national and community levels. At **sub-national level**, participatory methods and procedures were applied during the trainings, which included interactive presentations with illustrations on technical aspects of REDD+. Documentaries on REDD+, and information in video clips were played to reinforce the technical presentations. Plenary and group discussions were held to give feedback (questions, comments and recommendations) to enrich the training process and further programming in stakeholder engagement in the REDD+ processes. Training materials were prepared in collaboration with FSSD and national level REDD Trainer of Trainers who supported the process in preparation of some of the materials and their review to guarantee quality assurance.

The approach to **the national level training** was changed from the above with guidance from the REDD+ secretariat in November 2016. The approach employed at national level was holding sessions to provide detailed updates on the progress and content from the different REDD+ work packages. This was due to the fact that, the majority of stakeholders on the national level platform had been involved in the National REDD+ program in one way or another. Table 4 below provides the breakdown of the trained stakeholders at National and Sub national levels.

Table 4: Summary of participation in the training workshops at national level and regional/landscape levels

Location	Number of males	Number of females	Total
National level	13	13	26
Algon	26	6	32
Amoja	18	10	28
Northern Uganda	42	16	58
Koro	441	179	620
Kinzori	323	216	539
Bole	334	152	486
Kizi	265	86	351
Central Uganda	23	6	29

eastern Uganda	17	7	24
thern Uganda	10	10	20
al	271	94	365

Areas of capacity built

Following were the key broad topics that were addressed in the trainings:

Introduction to REDD+: The concept of REDD+ as a global climate change mitigation initiative and its relevance to Uganda, REDD+ benefits and potential risks; Uganda's progress to date.

REDD+ safeguards: What they are, how they will apply and the role of participatory structures in regard to the safeguards.

REDD+ work packages: What they are and how they feed into the overall process of developing the National strategy and the role of participatory structures in the process of designing the work packages.

Stakeholder engagement in REDD: Participatory structures (What it is, how they were identified and established and how they will be engaged in the process of developing the REDD+ national strategy; understanding of effective participation by the structures.

Outstanding capacity gaps

Of the capacity gaps outlined in section 3.1, there were those that could not be addressed within the scope of the trainings. These require a longer term engagement coupled with deliberate actions for addressing them, to ensure that established participatory structures have full capacity to support REDD+. Below are some of outstanding capacity gaps. Nonetheless, there are still capacity gaps that need to be filled and these are:

- a) **REDD+ Facilitation Skills:** There is need to train a core team of trainers to facilitate REDD+ trainings, including creation of a Trainer of Trainers manual to guarantee training quality and consistency across the country. These will be called upon during any REDD related event across the country.
- b) **Modern Communications Skills and Technologies:** Innovative methods for the production, packaging and dissemination of REDD+ products to stakeholders for review and input should be explored and strengthened for effective participation. For example, at the national level, e-mails and the social media have expanded the opportunities for access to information. At subnational/landscape level, especially at local communities' level, materials for review should be repackaged and translated into local languages, while key themes should be presented on local radio before meetings are convened. Other innovative methods include participatory radio campaigns, posters and fliers, with some in graphical illustrations for easy interpretation. These will also apply to the marginalized groups like the youth, the elderly and illiterate.
- c) **Participatory Monitoring and Evaluation Approaches and Methodologies:** The cross-cutting nature of REDD+ presents broader stakeholder involvement in oversight and monitoring. It is, therefore, recommended that, participatory monitoring and evaluation of the quality and effectiveness of stakeholder engagement in REDD+ should be promoted especially by the Civil Society and the private sector, to improve transparency and ownership.

- d) **Publicity and Marketing of REDD+ Processes:** Consideration to include the media into the structures for REDD+ and their involvement in all the stages will greatly support popularization of REDD+ in a consistent and cost effective manner, as chances are high that they will own the process and provide maximum commitment towards publicity for REDD+.
- a) **Gender Mainstreaming:** There is great need to build capacity of the participatory structures to mainstream gender during the REDD+ readiness and implementation phase, through training and learning networks at national, regional, and international levels, and in the use of monitoring indicators to track gender integration and equality. There is a need to seek ways to increase women's engagement within the identified structures by, for example, reducing their biases against their participation, increasing their mobility, and instilling the skills and confidence needed to meaningfully engage. This is especially important at the landscape level, where women's lack of and minimal education levels and/or household obligations can restrict effective engagement. Therefore, mechanism ought to be established for equitable representation of men and women and respective roles in oversight functions for various REDD+ programme should be provided for and implemented, including monitoring activities at various levels and monitoring of gender-related impacts, both positive and negative.

Communication and awareness enhancement on REDD+

Article 6 of the UNFCCC and the principle of Free Prior and Informed Consent requires that there is sufficient sharing of information among stakeholders on matters relating adaptation and mitigation mechanisms. The Constitution of Uganda, and the related environmental laws are strong about information sharing in the country. Hence, aware that a majority of stakeholders at national and sub-national levels in Uganda are not conversant with REDD+, this particular project component on enhanced communication and awareness creation on REDD+ was conceived by the Uganda national REDD+ Secretariat under Ministry of Water and Environment to support consultation and later implementation of REDD+ strategy in Uganda.

1 Methodology used

The Talk Plus (TTP) reviewed relevant (national and international) documents on REDD+ (also detailed in the submitted thesis Report) to develop messages. The review identified issues and options prioritized for communication to inform REDD strategy formulation process. The content and messages were presented before the partnering NGOs and later presented to, and approved by the National REDD+ Secretariat. These were packaged into appropriate communication and awareness materials. Development of the materials also followed a comprehensive and participatory approach that involved joint planning and review of the drafts with the three implementing partners (IUCN, WCS and EA) and with the National REDD+ Secretariat. Draft information materials developed by TTP (Table 4) were distributed to the stakeholder representatives for their information and for sharing with their constituents. The approved final materials are here added

Environment Alert also engaged stakeholders in translation of the draft awareness information materials, specifically the poster on "What is REDD+", to scrutinize the meaning of each REDD+ technical phrase, for Luganda and Ateso. TTP developed a radio talk show guide that Environment Alert used to host radio talk shows on VERITAS 91.5 FM and Delta 100 FM for the Ateso and Kumas speaking communities in the Mid-Eastern region, and Central Broadcasting Services (CBS) for Central and Southern Regions for those who speak and/or comprehend the Luganda vernacular language. The communication and awareness materials developed (Table 4) were used to create awareness during validation of the consultation and participation structures in mid-eastern Uganda, Central Uganda and southern Uganda, and in training workshops in Mt Elgon, Karamoja and northern Uganda, including providing feedback on the national draft REDD+ strategy options and expert assessments. See annex 9 for the approved communication materials.

Table 4: Key communication materials developed

Main Activity	Key communication deliverables
Packaging appropriate communication messages into media forms	<ul style="list-style-type: none"> ○ A poster on drivers of deforestation and forest degradation ○ A flyer/brochure on what one needs to know about REDD+ in Uganda ○ A poster on forest cover change in Uganda between 1995 and 2015 ○ An information brief on benefit sharing arrangements for REDD+ ○ An information brief on feedback and grievances redress mechanisms ○ An information brief on forest reference (emission) levels ○ An information brief on the proposed National REDD+ Strategic Options ○ A newspaper supplement/pull-out ○ A Plano calendar for 2017 ○ A pull up banner ○ A radio talk show guide (that provides guidance on radio programmes for REDD+ as well as spot messages) ○ Stickers (covering the meaning of REDD, what REDD is) ○ A video script that guides the short video on REDD+
Development of REDD+ logo	<ul style="list-style-type: none"> ○ Prior to the production of material, a national REDD+ logo was developed and has been used on all the materials (the text, colour, font size and dimensions). The logo was agreed on with the REDD+ secretariat. ○ Branding of the materials has been done (with logos of Government of Uganda, World Bank, Austrian Development Agency and the UN-REDD Programme).

2 Dissemination of IEC Materials

Dissemination of information materials was based on communication constituencies stratified along the delineated boundaries of agro-ecological zones which aligned with the boundaries of the regions assigned to IUCN, WCS, and Environmental Alert. Out of these boundaries, TTP formulated communication constituencies that were in tandem with Participatory Structures created by IUCN, EA and WCS. Draft communication messages and materials were pretested during meetings organized in Ankole and Rwenzori by WCS. The intention was to provide feedback on the communication materials developed but also use the meetings to share the messages. WCS made use of the messages and materials developed by TTP to improve its awareness raising and building of capacity of stakeholders in the region. In collaboration with WCS communication specialist, Tree Talk Plus produced materials that were used to brand the meetings and these included pull-up banners and teardrops. During the regional meetings in the Albertine region, TTP identified potential radio stations that would later be used to ensure wide coverage of the intended audience in the Albertine Rift, particularly people in the remote communities to benefit from the awareness campaigns for REDD+.

The draft communication and awareness materials were pretested during the landscape/regional level training workshops in Mt Elgon, Karamoja and Northern region, for their general impression (attractiveness, comprehensibility), layout of the materials, appropriateness of the photos/ pictures and content. A key recommendation in this region was that special forest groups (the Ik, Tepeth, Benet/Ndorobos) commonly referred to as indigenous peoples and cultural leaders of Karamoja and Mt Elgon require specific targeting to ensure that their objective views and opinions inform the different information packages. This therefore meant preparation of specialised information packages to communicate REDD+ effectively. This recommendation was passed on to the UNEP component of the UNREDD national programme for implementation, to help stakeholders communicate REDD+ better and improve outcomes for 'becoming' ready for REDD+, especially to tackle the complexity surrounding REDD+ in Uganda and facilitate the exchange of views on the current status of the REDD+ programme while preparing stakeholders for REDD+ consultations and later its implementation.

At the time of compilation of this report, the official date for launch of the communication materials awaited confirmation from the MWE/REDD Secretariat.

Box 3

Situation analysis – key issues that were identified

- There is a big information gap on REDD+ formulation and later on implementation at district, sub-county and community levels;
- There was a serious lack of awareness on the REDD+ concept and processes among the different sub-national categories of stakeholders, especially the forest dependent communities;
- Those who know about REDD+ lack channels and/or mechanisms for receiving updates about the progress of the REDD+ processes in Uganda for them to effectively play their role of mobilizing, informing, facilitating and guiding local communities and local political leaders on active and effective participation in the national REDD+ process;
- Most information on REDD+ in Uganda is available online and yet sub-national stakeholders still lack internet;
- There is little information sharing and joint strategizing among the different stakeholder categories;
- There is a media weakness in conceptualizing REDD+. The concept of REDD+ is highly scientific, technical and therefore needs experienced journalists to interpret and disseminate it effectively in easy to understand messages;
- Localizing terminologies like; Emissions, Degradation, Deforestation, Carbon stocks, Greenhouse gases, amongst others were quite challenging to the non-technical forestry stakeholders. Hence the need for visual illustrations which the forest dependent communities could understand;
- There is lack of REDD+ information materials in appropriate formats for the different categories of stakeholders at the sub-regional level to use in raising awareness, the need for use of local languages and acquisition of space in News Papers, Radio and TV stations to offer guided information about REDD+ communication is critical.

3 Raising stakeholder awareness on REDD+

A consortium of implementing NGOs raised awareness of stakeholders on REDD+ through national, regional and village level consultative meetings and training workshops in Central Uganda, Mid-Eastern Uganda, Southern Uganda, Albertine, Mt Elgon, Karamoja and northern Uganda as well as at national level. Consultative meetings that validated the proposed participatory structures by the consortium NGOs were used to raise awareness of forestry stakeholder representatives about the REDD+ programme.

A total of 43 consultative meetings; 1 national, 11 regional and 32 village consultative meetings were held and a total of 13 (701 females, 1,512 males) stakeholders participated and benefitted. A total of 2,280 (733 females, 1547 males) members of the participatory structures had their awareness raised through 1 national level and 11 regional training workshops and 33 community level trainings. At the national and regional levels, the awareness sessions were attended by District LCV Chairpersons, District Community Development Officers, District Production Officers, selected Women Councilors, representatives from the cultural and religious institutions, community forest management groups, laborative forest management groups, Elders, media networks, civil society networks and the private sector representing timber dealers, private tree growers and charcoal dealers



Members of Departments from Mt Elgon region District Local Governments providing their input on the identified consultation and participation structures for the national REDD+ programme for Mt Elgon region.

the awareness sessions also revealed unique issues that concerned understanding of effective participation of stakeholders in the REDD+ process. For instance, whereas the participatory structures had representatives of cultural institutions and religious institutions, effective participation to the stakeholders in northern Uganda, Karamoja and south western Uganda also emphatically took into consideration having separate consultations with the above mentioned categories on REDD+, and seek their input in the REDD+ processes. This was with the justification that these categories are very trusted institutions that the larger communities believe in, have a wealth of indigenous knowledge and cultural experiences that have a bearing on conservation of natural resources and specifically forests in the regions. Seeking input from these stakeholders through their own organizations would enrich the consultation process for REDD+ in the different regions.

Key topics addressed in the stakeholders' awareness

- *Introduction to REDD+: The concept of REDD+ as a global climate change mitigation initiative (linkage between climate change, forests and REDD+ programme) and its relevance to Uganda, REDD+ benefits and potential risks; Uganda's progress to date.*
- *REDD+ safeguards: What they are, how they will apply and the role of participatory structures in regard to the safeguards.*
- *REDD+ work packages: What they are and how they feed into the overall process of developing the National strategy and the role of participatory structures in the process of designing the work packages.*
- *Stakeholder engagement in REDD: Participatory structures (What it is, how they were identified and established and how they will be engaged in the process of developing the REDD+ national strategy; understanding of effective participation by the structures.*
- *Feedback session on the draft IEC materials for REDD: General impression about the materials, their layout, photos/pictures and contents.*

4 CHAPTER FOUR: STAKEHOLDER CONSULTATIONS

Stakeholder consultations on the draft national strategy were initiated by Oy Arbonaut Ltd in February 2017. IUCN and implementing partners (Environmental Alert, WCS and Tree Talk Plus) have since February 2017 facilitated a series of follow-up stakeholder consultations at national and sub national levels through mobilization of stakeholders to further inform the preparation of the Draft National REDD+ Strategy for Uganda. Consultations not only provided an opportunity to increase stakeholder understanding of the draft REDD+ strategy options, but also provided a platform for sharing alternative options for incorporation in the Uganda National REDD+ strategy.

Consultative workshops at national and sub national levels brought together a cross section of the stakeholder categories including government Ministries, Departments and Agencies (MDAs), legislators from Parliament as well as political leaders. Consultations on the draft strategy generated feedback on the strategic options, Benefit Sharing Arrangements, Grievance Redress Mechanism, Strategic Environmental and Social Assessment (SESA) and the Environment and Social Management Framework at both the national and sub-national level.

At the national level, two consultative workshops were convened in February and May 2017 to discuss the draft REDD+ strategy options and receive feedback for improvement of the national REDD+ strategy.

In the Central, Southern and Mid-eastern regions different district technical staff (forest officers, community development officers and environmental officers) were mobilized and informed about the national REDD+ process.

In the Mt. Elgon, Karamoja and Northern regions, IUCN convened a total of 5 Regional workshops with an average attendance of 35 participants in each workshop. These targeted to ensure that information on the REDD+ program, its components, and anticipated activities are disclosed to the beneficiary communities and stakeholders; that information about the opinions, needs and priorities of beneficiary communities and stakeholders regarding the draft REDD+ strategy options is obtained and to encourage the participation of beneficiary communities and stakeholders in the Uganda National REDD+ program.

In the Albertine, WCS convened four sub-regional meetings during which the summary of the latest draft of the REDD+ strategic options were shared and discussed. WCS shared the full draft REDD+ strategy options and the draft Benefit Sharing Arrangements by email with the sub-regional stakeholders of all four sub-regions. WCS further explained and discussed the summaries of the REDD+ strategic options and Benefits Sharing Arrangement at community level in all 32 villages, including the Batwa village, in all four sub-regions.

The key emerging issues in both the national and sub-national levels, including indigenous communities and the private sector are given below:

Outputs from the assignment

- 356 stakeholders directly consulted at sub-national level
- 106 stakeholders directly consulted at national level
- 19% women consulted at national and sub-national levels
- 100 forest dependent people consulted
- 10 REDD+ awareness materials developed and to be distributed

levels brought categories Agencies district technical REDD+ options, Benefit Sharing Assessment Management level.

were convened

Key Emerging Issues and Recommendations from National Consultations on Draft REDD+ Strategy Options, FGRM, SESA & BSA

At the national level, the workshops were attended by officials from the Ministry of Water and Environment – Departments of FSSD and Climate Change, Ministry of East African Cooperation, Uganda Police force –Environment Protection unit, Uganda Bureau of statistics, Ministry of Gender Labour and Social Development, Ministry of Lands, Ministry of Local Government, Ministry of Agriculture, Animal Industry and Fisheries, National Environment Management Authority, National Planning Authority, National Forest Authority, Makerere University Members of Parliament and representatives from the Office of the Prime Minister. The key emerging issues and recommendations that arose at this level of consultations are given in Box 4.

Box 4. Key emerging issues and recommendations from National level consultations

Issue # 1: District local governments are poorly facilitated in terms of human as well financial resources.

Recommendation: Revising the structure of the Natural Resources Directorate at district level to provide for lower local government extension staff.

Issue # 2: High incidences of corruption in the forestry sector have exacerbated illegal forest activities, making sustainable management difficult. This undermines the intention of REDD+, especially the proposed strategic options.

Issue #3: There is inadequate supervision by NFA, of large scale timber plantations on Government land leased to individuals.

Recommendation: Strengthen the capacity of NFA to monitor and ensure that land for commercial tree planting is utilised according to the agreed permit conditions.

Issue # 4: The poor state of the rural road network in the country is a major constraint to investors in the Forestry sector.

Recommendation: Investment in road construction should also target improving access to forest plantation areas for establishment, fire protection and harvest.

Issue # 5: Inadequate incentives to support sustainable forest management especially of forests on private. Yet the mechanisms available for the participation of communities in the management of forests on protected areas have not yet delivered tangible benefits.

Recommendation: REDD+ needs to provide tangible benefits beyond what current mechanism such as collaborative forest management provide.

Issue # 6: There is weak coordination and linkages among the different government agencies in the management of forests. For example, some programmes of such as Operation Wealth Creation have supported farmers who are illegally cultivating crops on forest reserve land.

Recommendation: REDD+ should strengthen inter agency coordination for sustainable management of forestry resources.

Issue # 7: In northern Uganda, refugee influx is a leading cause of deforestation in host districts, as poor management of bush fires has continued to degrade the landscapes.

Issue # 8: There is lack of genuine political support and will to muster required efforts to improve forestry management, despite the critical contribution of the sector in the country.

Issue # 9: Rural electrification has not achieved the goal of providing an alternative source of energy given the high tariffs that makes it unaffordable to the rural communities.

4.2 Key Emerging Issues and Recommendations from Sub-National Consultations on Draft REDD+ Strategy Options, FGRM, SESA & BSA

Consultations across the three different regions mainly focused on Feedback and Grievance Redress Mechanism, Drivers of deforestation, Benefit Sharing

arrangements, Strategic Environmental and Social Assessment (SESA). At the regional levels, the workshops were attended by officials from District Natural Resources Offices, District Community Development Office, District Forestry

Department, District Production Departments, and National Forest Authority and Uganda Wildlife Authority. A summary of key emerging issues from these consultations are presented in the Table 5 below.

Table 5: Feedback from established Consultative Participatory Structures

Themes	Northern/Karamoja/Mt Elgon	Albertine Region	Mid-Eastern, Central and Southern Uganda
	Key Emerging issues of concern from the consultations		
Drivers/causes	<ul style="list-style-type: none"> Refugee influx in West Nile, Acholi sub-region creates pressure on forestry land for settlement and wood fuel. Bush fires common in all district of northern Uganda Weak institutional coordination 	<ul style="list-style-type: none"> Small holder agriculture where land clearance occurs regularly in forests in search for fertile land. Oil and gas infrastructure will become a threat Human/wildlife conflict leading to clearance of forest patches to eliminate problem animals. 	<ul style="list-style-type: none"> Internal immigrants in mid-eastern (internally displaced people creates pressure on the natural resources, including forests. Brick laying in central Uganda Soil fertility depletion and/or loss with no mechanisms for replenishing (in Southern and central sub-region)
Strategic options	<ul style="list-style-type: none"> Pastoral communities (Karamoja) uncomfortable on the merger of the strategic option on livestock management with climate smart agriculture 	<ul style="list-style-type: none"> Pastoralism is a way of life and shouldn't be seen as a driver of deforestation – should maintain their large numbers of cattle The financing model should be through conditional grants, cooperatives, SACCOs, direct funding to farmer groups based on economically feasible proposals, own initial financing to sustain Climate Smart Agriculture.” Proposed technologies are expensive Integration of indigenous knowledge in the implementation of the proposed options. 	<ul style="list-style-type: none"> Land size is too small for climate smart agriculture approaches and woodlots establishment in Central Uganda. Cost of investment in general terms in the proposed technologies is high (from central region). Promotion of exotic animal breeds may result into extinction of local breeds in Eastern Uganda. Promote use of charcoal briquettes in Central Uganda
Benefit sharing arrangement		<ul style="list-style-type: none"> Review and adapt the existing models for benefit sharing to ensure equitable and fair involvement of all the parties and individuals for the success of the national REDD+ Program. Institutionalize and integrate benefit sharing model into the existing governance mechanisms to ensure clarity for all stakeholders 	<ul style="list-style-type: none"> Conduct regular monitoring and evaluation of (output and outcomes, physical and impact accountability) the whole benefit sharing system Leverage district development programmes like construction of roads, health centers, education and agricultural inputs
FGRM	<ul style="list-style-type: none"> Stakeholders emphasized the need to include policy and legal findings with regard to forests on private land; and the necessary policy and legal reforms to reverse the trend of deforestation on private land. Instead of Forestry Committees, the proposed FGRM should make use of the already operationalized Environmental Committees at district and sub-county levels. 	<ul style="list-style-type: none"> FGRM needs to be “water-tight” and strong enough to deliver justice to all communities especially the vulnerable and weakest. Expand the district FGRM composition to include all relevant stakeholders: NFA, UWA, NEMA, district land board, surveyor, land officer, planner, community development officer, political leader, security agencies, magistrates and private sector. “Improve the proposed FGRM 	<ul style="list-style-type: none"> FGRM should include CFM as a mechanism for conflict identification and resolution. Proposed more institutions in FGRM: Army, Councils/Sectorial Committees, District Land Board, Area Land Committees, Probation and Social Welfare Officers, Area MPS, District Internal Security Officers and Gombolola Internal Security Officers. Provision of adequate resources for the efficient functioning of the formal

	<ul style="list-style-type: none"> • The need to include findings and recommendations related to the social context of forests on private land. • The extent to which religious leaders are involved in the FGRM should be considered. • The need to re-arrange the FGRM structure to make the individual components more coordinated. • The presence and prominence of poor coordination and inter-institutional conflicts as a result of either role conflict or a lack of clarity of the mandates, or even the presence of parallel mandates of the key agencies in the REDD+ realm, especially NFA, NEMA, UWA and the Local Governments should be taken into consideration. 	<p>model to provide the possibility of aggrieved parties to go directly to the judicial institutions without going through the entire FGRM structure.</p> <ul style="list-style-type: none"> • Provide an operational framework to support the establishment and implementation of the proposed FGRM. • Harmonize the proposed FGRM with the existing structures such as the environment committees”. • Build a conflict prevention strategy in the FGRM structure; the strategy could include the training in conflict resolution skills for the FGRM structure from local to national level. 	FGRM.
A	<ul style="list-style-type: none"> • Length process, delayed approval and inadequate compliance to environmental assessment reports. • Institutional challenges such as the location of SESA Unit. • Low levels of human resource at NFA and District Local Governments. • Very low budgetary allocation to environment & natural resources (forestry). • Low levels of awareness about the environmental forestry policy and the National Forestry & Tree Planting Act (2003). • Short tenure Agreements for Collaborative Forest Management (5 years) and non-renewal of such agreements. • Need for respect of rights of marginalized for example the Batwa who deserve a home in Uganda • REDD+ should strengthen the information system so as to promote flow of and get the right information. • Need to give a deeper reflection to potential negative impacts of the REDD+ especially on food security and promotion of mono-culture plantations. • Uncertainty of the land tenure system and the duration trees 	<ul style="list-style-type: none"> • Land tenure security is critical to ensure return on investment. • All plans for implementation of the REDD+ Strategies need to have action plans for transparency, accountability and anti-corruption. • Integrate REDD+ in poverty reduction programmes. • Clearly and permanently mark boundaries of protected areas. 	<ul style="list-style-type: none"> • The conditional grant under fiscal transfer system of the Ministry of Finance Planning and Economic Development is based on a fiscal year yet actions envisaged under option I are mostly rain fed and therefore require flexibility in funding arrangements.

	<p>take to mature.</p> <ul style="list-style-type: none"> • Need to ensure that people on private lands are incentivized to protect the forests. • Need to build the capacity of the relevant stakeholders on involvement and participation in the REDD+ interventions. • REDD+ should show how to address impacts on contemporary issues such as land grabbing in protected areas. • SESA should align with the drafting of regulations and guidelines under the National Environment Bill. • SESA did not incorporate gender issues, yet this is a requirement. • Need to ensure that Government resettles (where necessary) and help people to adapt to new developments. • Ascertain implications of implementation of the 6 proposed options. • REDD+ should reflect the principles of fairness and equity. • REDD+ should address culture and traditional norms. 		
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Key Emerging Issues and Recommendations from Indigenous Forest Dependent Peoples on Draft REDD+ Strategy Options, FGRM, SESA and BSA

The World Bank uses the term “Indigenous People”, but the 1995 Constitution of the Republic of Uganda defines “Indigenous Peoples” as all the 65 Ethnic Groups that were existing by February 1st 1926. This review thus adopted the definition of indigenous peoples as spelt out by The Africa Commission of Indigenous Peoples and the World Bank OP 8.29, which describe **minority indigenous cultural groups**, as *people with collective attachment to geographically distinct habitats or ancestral territories and the natural resources in these habitats and ascribe to customary cultural, economic, social, or political institutions that are **separate from those of the dominant society and culture**.*

Consultations were held with the forest dependent indigenous peoples, specifically the Basua/Batwa of Bundbugyo and Karamoja, the Ndorobo (Benet) of Mt Elgon, and the IK of Karamoja region, with a total of 75 representatives (25 from each region) across the three regions who attended the consultative meetings in February 2017.

The key emerging issues that were common across the forest dependent people in Karamoja, Mt Elgon, Bundibugyo and Kisoro included; limited land due to their evictions from national parks, limited access and benefits from



laborative forest management and marginalization through exclusion from other basic social services like health services, education and access to safe water, among others. Details are presented in Table 5 below.

Figure 1: Consultations among the Batwa in Kisoro district on the draft national strategy options in February 2017

Table 5: Key emerging issues from consultations with Forest Dependent communities

Karamoja (Tepeth and IK)	Mt Elgon (Benet/Ndorobos)	South western (Bundibugyo and Kisoro) - Batwa
<p>Climate smart agriculture option should be revised to include livestock fodder production.</p> <p>The proposed actions in the strategy options such as livestock is not practical to the setting of the forest dependent due to the long term insecurity of cattle raiding from neighboring nomads. The REDD+ programme should therefore contribute in addressing this major challenge to enable the forest dependent people benefit from the options of livestock management.</p>	<ul style="list-style-type: none"> Financing models outside REDD+ provide better options for integrating livestock fodder production. There is lack of socio-political representation at the national / regional platforms to voice the specific issues of the Benet. The government should explore opportunities for private sector investment in agricultural, wood-based and renewable energy industries as well as companies which can provide investment support for farming to forest-adjacent households. 	<ul style="list-style-type: none"> For climate Smart Agriculture to be successful, the financing model should be through conditional grants, cooperatives, SACCOs, direct funding to farmer groups and own initial financing. Feedback on the proposed strategic options was that they are proposed actions relevant for livelihood improvement but are not applicable to the Batwa due to lack of land for undertaking the proposed actions. It was therefore proposed that the programme should target to first solve the land issues to enable equitable benefit of the Batwa from the REDD+ programme. Lack of land ownership has increased marginalization and pressure on forest resources as forest dependent people cannot implement conservation actions for lack of land. Boundaries of protected areas need to be clearly and permanently marked in the terrain. The Batwa also demand that Government of Uganda should compensate them in case of relocation to another place.

Key Emerging Issues and Recommendations from Private Sector Consultations on Draft REDD+ Strategy Options, FGRM, SESA and BSA

Consultations with the private sector were held simultaneously during the national and sub-national stakeholder meetings. Private sector representatives consulted included: Uganda Tree Growers Association, BIDCO, private forest and woodlot owners, Uganda Carbon Bureau, Uganda National Farmers Federation, Private Tree Growers Association, UNETCOFA and Private Commercial forest investors. A special session was held between the private sector and the high level policy makers to deliberate on the issues for discussion as a team. Key emerging issues are presented in Table 6 below.

Table 6: Emerging issues/feedback from the private sector

Themes	Karamoja	Mt Elgon	South western (Bundibugyo and Kisoro)
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financing	Inadequate financial support from the government to support commercial timber plantation establishment.	Government should improve the investment climate in the country by developing or operationalizing comprehensive national forestry financing strategies like the proposed Tree Fund which to support forest plantations and woodlots	Innovative financing mechanisms, such as a Timber Fund, and Fiscal incentives should be put in place in order to encourage investment and ensure sustainable sources of operational and re-investment funds.
Policy options and standards	Land tenure insecurity continues to affect investment in establishment of commercial forest within the protected areas.	There is need for standards and certification of wood and wood products value chain. This is intended to safeguard those that follow guidelines, to ensure that they get premium benefits.	Improvement in the enforcement of policies and laws is also very important, especially related to private land management
Institutional capacity coordination	Key institutions in the biomass sub-sector such as MEMD, MUK, Nyabyeya, NGOs and private companies lack qualified personnel in the area of biomass.	Weak or sometimes non-existent institutional linkages between various actors.	Umbrella organisations such as Uganda Timber Growers Association (UTGA) need to lobby government hard to implement strategies that are aimed at increased commercial timber plantations acreage overall in the country
Benefits	The need to put in place tangible benefits and incentives such as tax waivers for private land owners who conserve or establish forests	Related to this, land tenure issues need to be cleared out throughout the country in order to give incentives for people to invest in long term productivity of their land	Private sector considers REDD+ as one of the avenues in which they could contribute towards the overall environmental conservation but this needs to be structured in a way that offers them business sense

CHAPTER FIVE: COORDINATION OF IMPLEMENTING NGOS

The role of IUCN in coordinating implementing NGOs

Project coordination was executed through a series of monthly and bi-monthly partners meetings of implementing partners (IPs/NGOs) convened by International Union for Conservation of Nature (IUCN) as the consortium coordinator. These meetings were intended to harmonize the project implementation but also the work plans for effective implementation. A total of 14 meetings were held with the implementing partners to ensure smooth implementation of consultancy service. Below are activities undertaken by IUCN to fulfill the highlighted requirements as per the terms of reference.

2.1 Convening planning and coordinating meetings with IPs

In consultation with the implementing partners, a total of 8 IPs meetings were held in 2016 (Table 7). These were intended to harmonize planning, reporting and fast track implementation of the activities. Quality assurance in implementation was tracked through joint review of tools and methodology for implementing the activities. In 2017, a total of 4 monthly partners meetings were held to fast track implementation in the various regions and for the partners to forge way forward on how to support each other through peer learning. Details of each of the meeting proceedings are included in the monthly reports submitted by IUCN to the national REDD+ Secretariat.



Figure 2: Implementing partners in a monthly meeting in May 2016, at IUCN Board room

Table 7: Summary of coordination meetings convened during the consultancy

Frequency of meeting	Date held	Purpose of meeting
Monthly meeting	8 th May 2016	<ul style="list-style-type: none"> Share updates on progress in implementation of respective assignments by the implementing partners. Review draft REDD+ communication and awareness materials developed by Tree Talk Plus.
	31 st May 2016	<ul style="list-style-type: none"> Share lessons from field level identification of consultation and participation structures. Plan for coordination modalities of partners during the assignment.

monthly partners meeting	14 th September 2016	<ul style="list-style-type: none"> Review revised draft REDD+ communication and awareness materials developed by Tree Talk Plus.
	17 th March 2017	<ul style="list-style-type: none"> Share progress in implementation Forge way forward on completion of the consultancy service within the contract agreement.
	16 th March 2016	<ul style="list-style-type: none"> Harmonise implementation approach.
	19 th May 2016	<ul style="list-style-type: none"> Review implementation progress and forge way forward on expedition of implementation. Review tools for identification and setting up of consultation and participation structures.
	13 th July 2016	<ul style="list-style-type: none"> Provide detailed feedback to the implementing partners on the specific comments and input onto the Inception report presented by IUCN and Tree Talk Plus.
	29 th August 2016	<ul style="list-style-type: none"> Share lessons and experiences in setting up consultation and participation structures.
	28 th November 2016	<ul style="list-style-type: none"> Share updates in implementation status and lessons by implementing partners. Review of tools developed by WCS and EA for identifying and setting up of participatory structures. Agree on a roadmap to guide joint planning and implementation.
	7 th February 2017	<ul style="list-style-type: none"> Share quarterly work plans for the period January to March 2017. Develop Plan for consolidation of reports and quarterly work plans during the assignment.
	7 th June 2017	<ul style="list-style-type: none"> Working session to review and update draft consolidated reports (Draft process and final report).
	8 th June 2017	<ul style="list-style-type: none"> Working session to review and update draft consolidated reports (Draft process and final report).

2.2 Harmonizing reporting and consolidating reports

Consolidation of reports of the implementing NGOs in the undertaking of the consultancy began in 2017, with the submission of the consolidated synthesis report to the national REDD+ Secretariat on 30th March 2017. Other reports that were consolidated included the Draft process reports, the final reports and workshop reports of all the implementing partners. Comments on the various reports from the employer, National Technical Committee, Task force representatives, the World Bank and other stakeholders were provided mainly through periodic implementation review meetings, routine peer support meetings and feedback through electronic review of the reports. The comments were part of the mechanisms to guarantee quality assurance by IUCN, WCS, EA and TTP in the course of execution of the assignments that the implementing partners committed to deliver on in accordance with the contractual obligations.

Comments were adhered to and addressed to improve implementation. Some of the comments guided in re-structuring layout of the reports in order to appeal to the different users while others led to subsequent changes in implementation strategies. For instance, comments received from the Safeguards Task force on the draft inception reports from the implementing partners led to broadening the scope of stakeholders and development of additional tools for management during field level information gap filling in the process of identifying participatory structures. The comments received on the draft synthesis report also led to re-structuring the participatory structures to suit utilization by the respective REDD+ work packages such as Benefit Sharing Arrangements, SESA and FGRM. *Annexes 5 - 8 indicate the specific comments to the different deliverables, and how these were addressed by the implementing partners.*

Approach used by IUCN to coordinate implementing NGOs

IUCN made deliberate efforts to monitor effectiveness of stakeholders engagement during the various processes of consultations at national level and within Mt Elgon, Karamoja and Northern Uganda, Albertine, southwestern, L. Victoria and L. Kyoga sub-regions, using the concluding definition of participatory structures in the context of the REDD+ programme as a yard stick of measure¹ (For more details, refer to the synthesis and Draft process reports).

To establish effectiveness of stakeholder engagement, an assessment criteria that included aspects of inclusiveness and order was used. The criteria were enriched with additional key recommendations enlisted from stakeholders on their understanding and interpretation of effective engagement. Based on these recommendations, the IPs adhered to the following throughout the processes of engaging stakeholders through the various consultative meetings and workshops; (i) Ensuring that relevant documents were provided to stakeholders for review, two weeks prior to meetings and workshops. This was followed with follow up on receipt of the documents through a number of channels including; e-mails, telephone calls and verification by the District Natural Resources Officers who are the district level focal points for REDD+ engagements.; and (ii) Ensuring that all the stakeholder categories recommended and approved on the participatory structures were represented in the consultative workshops, including the gender and human rights experts.

Box 5: Feedback generated on means of strengthening stakeholder engagement

Allowing for sufficient time for participants to debate and seek consensus or common positions from which to develop representative and legitimate decisions/messages.
Ensuring there is timely notification about planned meetings and other engagements using appropriate channels of communication.
Access to complete and up-to-date information on the subject of consultations in a timely manner, including prior dissemination of documents for review before actual meeting days.

¹ It is expected that for the structures to qualify as participatory, they should be characteristic of the following aspects;

The stake/interest of the stakeholder(s),

Comprehend existing mechanisms for stakeholder engagement,

Representativeness: How inclusive are the structures of all the relevant stakeholder groups within the regions,

Gender inclusiveness within the participatory structures to be set up is a MUST: For instance, number of women and gender experts into the participatory structures,

Representation of the informal groups (resource use groups), semi-formal groups such as the farmers groups, community structures and District Local Government representatives in ENR sector and other relevant sectors that have a bearing on REDD+.

In terms of composition, at the national level, the participatory structures will include the Legislature, policy actors, Civil society networks in ENR, Ministries, Departments and Agencies that have direct bearing on ENR, Institutional mandates like the investment sector and Private sector. CSOs who are implementing REDD+ like projects, consultants in REDD+ - representatives from FGRM, SESA, BSA, REDD Options, MRV and participatory structures are also considered.

CHAPTER SIX: KEY LESSONS LEARNED AND CONCLUSIONS

Key lessons learnt in setting up the participatory structures

The bottom-up approach of the District Development Planning Process as mandated by the Local Government Act ensures that the views and ideas of the community members are captured and integrated into the final District Development Plan. Mainstreaming the national REDD+ strategy through the District Development Planning Process would similarly ensure that the ideas and views of REDD+ are included while following international best practices on consultation, participation and consent;

Mainstreaming the national REDD+ strategy through the lower local government structures below district level ensures the buy-in from stakeholders since the elected leadership represent the views of the community constituencies;

The 5-year electoral cycle has had an impact on the capacity in the lower local councils to deal with aspects related to the environment in cases where those with knowledge and capacity end up not being re-elected. So, capacity building of the councils is unsustainable in the long run due to the turnover of the elected members. Therefore, capacity building of the technical teams is much more effective and sustainable.

There are provisions for consultation in the number of legal and policy frameworks, but gaps exist in the process of consultation and participation. For instance, in the Community Resource Mechanism of UWA, elite capture has led to community actions which are divergent from conservation of natural resources;

In all existing structures, the vulnerable and marginalized community groups, such as women, and youth were not well represented. Women are one of the most important stakeholder categories in the management of natural resources and making decisions on land use. Youth are important stakeholders for REDD+ as the future generation that will be responsible for managing natural resources. Therefore, for the success of the national REDD+ strategy it is essential to get their feedback and their buy-in. It is also a requirement to consult them according to safeguards and guidelines of the FCPF and UN REDD.

Key lessons learnt in coordinating the implementing NGOs

The main lesson learnt is that, it is important to harmonize contract start dates. This is informed by the fact that, the difference in commencement of contracts for the Implementing Partners slowed the pace of coordination function of IUCN. For instance,

- i) Consolidation of reports of the implementing partners could not be done as per the contractual timelines, thereby increasing the workload towards the end of the contract.
- ii) The specified partners meetings within IUCN's contractual agreement such as monthly and quarterly meetings could not be held as planned as a result of different stages of implementation.
- iii) Joint learning and timely utilization of lessons among the implementing partners of the REDD+ work packages was slowed down by the difference in pace of implementation.

The above mentioned challenges were addressed through joint planning and laying of strategies. For instance, the quarterly partners meetings were adjusted to bi-monthly partners meetings to take care of the prior planned implementation agenda. In consultation with the national REDD+ secretariat, new timelines for consolidation of reports of implementing partners were scheduled and efforts were made towards consolidation of the pending reports within the contract period.

Besides this, there were a number of lessons and recommendations that arose during implementation of this programme. Some of these were directly utilized in the process of further engagement of stakeholders, while others have played a key role in informing and shaping programming of the REDD+ programme. In addition to taking on some of the

ons a number of them were shared in various stakeholders' fora through periodic REDD+ stakeholders' partners meetings at national and regional / landscape levels. It is therefore highly recommended that reference is made to them implemented for the REDD+ programme to benefit from.

Following are the lessons from implementation of the consultancy:

Lessons from the engagement with the participatory structures have been used to shape implementation of component 3 of the UNREDD programme which focuses on sub-national implementation of the REDD+ strategy. A case in point is the recommendation to ensure specific targeting and consultation of other stakeholder categories beyond the established participatory structures. These include the forest dependent people, cultural leaders and elders given their unique expectations and definition of effective participation in REDD+.

The question of how the established participatory structures for REDD+ will be institutionalized is still a gap. Given that the structures have a diverse representation of stakeholder categories, they present a relevant regional platform for stakeholder engagement for development initiatives beyond the REDD+ programme.

Feedback mechanisms between the national REDD+ Secretariat and the regional participatory structures; and then between the structures and the different stakeholders they represent is not very clear and is likely to compromise accountability and consistency in information to the stakeholders who are represented.

Conclusion on attainment of the objectives of setting up the participatory structures.

Communication and awareness

Communication messages and awareness materials on REDD+ were developed and can now be used to enhance the understanding of REDD+ across the board.

A comprehensive dissemination process of the communication and awareness materials has to be undertaken to complement the awareness reached during the capacity building sessions. Different channels should be used to reach out to all stakeholder categories as Uganda prepares to 'get ready' for REDD+. The dissemination plan for these materials will require the use of members of the Uganda Forestry Working Group, the Nongovernmental Organisations in the Environment and Natural Resources sector, Water and Sanitation, Community Radio stations the Ministry of Water and Environment and publication online on various websites of partners, among others.

The forest dependent groups will require a different mechanism of communication in future. These are a special category, considered to be refugees in their own country for reasons that many have been pushed out of the forests where they resided earlier.

The final evolution of the strategic options should therefore be mindful that there is going to be a big communications and awareness raising demand and this should be part and parcel of planning and resource allocation. It is going to be a big hassle to bring every stakeholder on board, especially when the streams of revenue start flowing.

Stakeholder Engagement in the REDD+ readiness phase

The consultation and participation structures were successfully established in all the sub regions of the country, their capacity built and are now informed about REDD+ and are able to participate and engage effectively. These structures can be accessed and utilized for future initiatives.

The phased approach applied in establishing the participatory structures where various stakeholders were consulted and also involved validation and approval has already supported the re-enforcement and ownership of the REDD+ programme. This process played a key role in raising awareness of the key stakeholders about REDD+ and getting them ready for full and effective participation in the implementation. It also provided an opportunity for mapping out the key stakeholders who would otherwise have been missed out if this process had not been initiated.

There is evidence especially at landscape levels where communities testified about increased awareness about the REDD+ programme. This was evident through their leaders who have participated in the stakeholders meetings. This therefore requires that deliberate efforts be made in programming and resource mobilization to actualize this full and effective stakeholder engagement for a successful and sustainable REDD+ programme.

Governance

Shaping the minds and attitudes of Ugandans on REDD+ is going to be critical. For example, livestock grazing is considered as one of the drivers of deforestation and degradation and yet it is a livelihoods style for Bahima and Karamojong. These nomadic tribes are already complaining that their style of life is victimised for causing degradation and deforestation.

Recommendations for strengthening and engaging Participatory Structures at all levels

Following the setting up and strengthening of the participatory structures, there is need to streamline feedback mechanisms between the National REDD+ secretariat and the participatory structures, as well as between the structures and the different stakeholders they represent. This requires deliberate effort to enforce, in order to enable timely mobilization of feedback to and from the stakeholders.

There is need to strengthen institutional linkages since REDD+ is not a responsibility of only one ministry, department or government agency. The roles and responsibilities of different government ministries, departments and agencies need to be clarified and communicated.

There is need for increased awareness about the governance arrangements for implementing REDD+. Most of the people seem to think that REDD+ will sort out all the problems of the 'Forestry sector' and yet REDD+ is not just about forestry alone.

Moving to implementation, it will be very important to institutionalize the structures beyond REDD+. This will act as a sustainability mechanism to guarantee their relevance and functionality even beyond the REDD+ readiness phase.

Management of expectations of different stakeholder categories within the structures should be continuous and consistent to avert any future potential conflicts that might emerge as a result of such unfulfilled expectations.

Implementation frameworks also need to be improved to ensure that linkages among the different ministries, Agencies and Departments are created and/or strengthened, given that implementation of the REDD+ programme will involve various stakeholders.

The Forest Sector Support department as the coordination institution will therefore need to reconcile the mandates and roles of the different institutions in as far as REDD+ programme is concerned.

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Annexes

Annex I: Tools used by the Implementing partner NGOs in mapping stakeholders and in analysis of their experiences in development of national policy level strategies and plans

TOOLS USED BY INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)

FOCUS GROUP DISCUSSION GUIDE

Facilitator's welcome, introduction and instructions to participants

Welcome and thank you for volunteering to take part in this focus group. You have been asked to participate as your point of view is important. I realize you are busy and I appreciate your time.

Introduction: Introduce the team (facilitator and the note taker) and send the Sign-In Sheet around to the group while introducing the focus group. The following should be reviewed;

- Who we are and what we're trying to do
- Why the group has been asked to participate
- What will be done with this information

Indicate how long the discussions will last (no more than two hours) and seek for permission to record the discussion to facilitate its recollection (If yes, switch on the recorder)

Confidentiality: Despite being taped, I would like to assure you that the discussion will be anonymous. The tapes will be kept safely in a locked facility until they are transcribed word for word, then they will be destroyed. The transcribed notes of the focus group will contain no information that would allow individual subjects to be linked to specific statements. You should try to answer and comment as accurately and truthfully as possible. I and the other focus group participants would appreciate it if you would refrain from discussing the comments of other group members outside the focus group. If there are any questions or discussions that you do not wish to answer or participate in, you do not have to do so; however, please try to answer and be as involved as possible.

Ground rules

Ask the group to suggest some ground rules. After they brainstorm some, make sure the following are on the list.

- Everyone should participate.
- Information provided in the focus group must be kept confidential
- Stay with the group and please don't have side conversations
- Turn off cell phones if possible

Explanation of the process: Ask the group if anyone has participated in a focus group before. Explain about FGD and its purpose (E.g for learning from them, not trying to achieve consensus but we're gathering information etc.).

Ask the group if there are any questions before we get started, and address those questions.

Warm up – Participants introduction

First, I'd like everyone to introduce themselves. Can you tell us your name?

Guiding questions

When discussion begins, make sure to give people time to think before answering the questions and don't move too quickly. Use the probes to make sure that all issues are addressed, but move on when you feel you are starting to hear repetitive information.

Identification of participatory structures and processes for stakeholder participation within Mt. Elgon, Karamoja and Northern region

- Think back over all the years you've participated in development initiatives; which processes at regional or district level exist in which you participate in development of policy level strategies and plans?
- Which structures (Associations, Networks, and Platforms) do exist for which you participate in the development of policy level strategies and plans?

Analysis of experiences and lessons in the stakeholder participation in development of national, regional and local policy level strategies and plans in natural resource management and development planning.

- Which national policy level strategies and plans in (a) natural resources resource management (b) development planning have you participated in?
- What have been your experiences in participating in development of the national level strategies and plans?
- What were your main challenges in participation in the development of the identified policy level strategies and plans?
- Suppose that you were in charge and could make one change to make stakeholder participation better in the development of the strategies and plans, what would you do?

iii. Gender gap analysis of the participatory structures and processes within Mt. Elgon, Karamoja and Northern region.

- In your own understanding, what is gender?
- What are some of the gender considerations that are in place for your participation in the development of national, regional and local policy level strategies and plans?
- What do you recommend to improve gender mainstreaming in stakeholder participation in development of national policy level strategies and plans?

It concludes our focus group. Thank you so much for coming and sharing your thoughts and opinions with us. This has been a very successful discussion and we hope you found the discussion interesting. I would like to remind you that any comments featuring in this report will be anonymous.

KEY INFORMANT INTERVIEW GUIDE FOR CIVIL SOCIETY PLATFORMS

Introduction

Before beginning the interview introduce yourself and the assignment. Explain the purpose for the interview; 2) explain who is involved in the process; 3) establish credibility for the interview and yourself as the interviewer; 4) explain why your cooperation is important in collecting the information you need; and 5) explain what will happen with the collected information and how it will benefit stakeholders in the country.

Name _____ Title/Position _____

Organization _____

Interview Completed _____

Introduction

Tell me about yourself.

Probe:

- a) How long have you been in the platform/network/forum?
- b) How long have you been in your current position?

Participatory processes

Which processes have you been involved in the development of national/local policy level strategies and plans in natural resource management and development planning?

How were you involved at the different levels?

Analysis of experiences and lessons in the development of national policy level strategies and plans

What factors have enabled the platform's effective participation in the development of national level policy strategies and plans?

What challenges have you encountered as a platform in your participation in the development of national/local level policy strategies and plans?

What measures did you take to overcome the challenges to ensure your continued participation in the subsequent periods?

What do you recommend to improve on stakeholder participation in the development of national/local policy level strategies?

Capacity to engage

What have you done to engaging members in the platform to participate in the development of national policy level strategies at national level? (b) at local level?

(a) What factors have enabled this? (b) What specific skills and capacity do members of the platform have to participate in the development of national policy level strategies at national level? (b) at local level?

(b) What challenges have you encountered as a platform to participate in the development of national policy level strategies and plans?

Accountability mechanisms

(a) Who makes decisions within the platforms? (b) How are the decisions made at the platform? (b) What feedback mechanisms are in place to enable members participate in decision making?

Gender gap analysis

How does the platform define gender?

(a) What gender considerations do you have in the platform and (b) how do you implement them?

What skills and capacities exists in the platform to implement the gender considerations within the platform?

What do you recommend to improve gender mainstreaming in the development of national policy level strategies and plans?

Do you have any other comments that you would like to add?

THANK YOU for taking the time to participate in this interview.

KEY INFORMANT INTERVIEW GUIDE FOR DISTRICT ENVIRONMENT COMMITTEES

Introduction

Before beginning the interview introduce yourself and the assignment. 1) Explain the purpose for the interview; 2) explain who is involved in the process; 3) establish credibility for the interview and yourself as the interviewer; 4) explain why your cooperation is important in collecting the information you need; and 5) explain what will happen with the collected information and how it will benefit stakeholders in the country.

Name _____ Title/Position _____

Organization _____

Date Completed _____

Introduction

Tell me about yourself.

Probe:

- a) How long have you been in the Local government?
- b) How long have you been in your current position?

Participatory processes

At what level are the Environment committees established? What is their membership and composition?

Which processes have you been involved in the development of national policy level strategies and plans in natural resource management and development planning?

How have you been involved at the different levels?

Analysis of experiences and lessons in the development of national policy level strategies and plans

What factors have enabled your effective participation in the development of national level policy strategies and plans?

What challenges have you encountered in your participation in the development of national level policy strategies and plans?

What measures did you take to overcome the challenges to ensure your continued participation in the subsequent periods?

What do you recommend to improve stakeholder participation in the development of national policy level strategies at the national level?

Capacity to engage

What have you done to engaging members in the platform to participate in the development of national policy level strategies at national level? (b) at local level?

(a) What factors have enabled your participation in the development of national policy level strategies (b) What specific skills and capacity do you have to participate in the development of national policy level strategies and plans?

(b) what challenges have you encountered in your participation in the development of national policy level strategies and plans?

Accountability mechanisms

(a) who makes decisions within the platforms? (b) How are the decisions made at the platform? (b) What feedback mechanisms are in place to enable members participate in decision making?

Gender gap analysis

What do you understand by gender?

(a) What gender considerations exist in the structures and (b) how do you implement them?

What skills and capacities exist in the structures to implement the gender considerations?

What do you recommend to improve gender mainstreaming in the development of national policy level strategies and plans within the structures?

Do you have any other comments that you would like to add?

THANK YOU for taking the time to participate in this interview.

TOOLS USED BY ENVIRONMENTAL ALERT (EA).

Table 1: Stakeholder Mapping for Central, Southern and mid-Eastern Uganda.

Key stakeholder category	Key stakeholders	Interest	Power	Influence
Local government institutions	<ul style="list-style-type: none"> District Chief Administrative Officers; District Natural Resources Officers; District Forest Services: District Forestry Officers; District community Development officers 	Very High	Very High	Very High
Local communities	<ul style="list-style-type: none"> District Local Council Leaders: LC3 & LC5 Chairmen; District and sub-County Production and Environment Committees UNETCOFA members: Collaborative Forest management groups around: Rwoho, Bukaleba, Mpanga, Sango Bay, Mabira and Samwa Bugwe National Forest Reserves Rwoho CFR: Rwoho Environmental Conservation and Protection Association District Farmers Associations: Muyuge Mukono, Mpigi, Masaka, Rakai Districts branches 	High	Low	Low
Civil Society	<ul style="list-style-type: none"> Uganda Forest Working Group: Members operating in Central, Southern and Mid-eastern Uganda Uganda Wildlife Society CARE International in Uganda Faith Based organizations: Caritas Uganda (catholic Church) and Planning, Development and Rehabilitation Department (Church of the Uganda) Cultural institutions: Buganda Kingdom, Kamuswaga, Busoga Kingdom Association of professional Women in Agriculture and Environment (AUPWAE) 	Very High	Medium	Medium
Private sector	<ul style="list-style-type: none"> Uganda Tourism Associations (UTA): UCOTA TUNADO Forest products associations members: Uganda Timber Growers Association members,... Uganda Forest Industries Development Association (UFIDA): ... Charcoal makers: Consultants and certification Bodies Large scale Tea, coffee, oilpalm and sugar companies: SCOUL, Mayuge Sugar works, Kaliro sugar limited 	High	Medium	Medium
Consumers	<ul style="list-style-type: none"> Consumer Protection Association: Educational Institution: Uganda Christian University, Busoga University, Namilyango Secondary School 	Very High	High	Low
The academia & Researchers	<ul style="list-style-type: none"> University researchers who have conducted forest research in Central, Southern and Mid-eastern Uganda: Gombya-Ssembajjwe, Banana, Langoya, Bahati, National Forestry Resources Research Institute (NaFORRI) 	High	Medium	Medium
The Media	<ul style="list-style-type: none"> Environmental Journalists Association of Uganda Panos, WEMNET 			

Table 2. Key considerations to inform allocation of slots among identified stakeholder categories and associated participatory structures in each sub region.

e of forestry stakeholder			
	Key Stakeholder	Stakeholder characterization/description	Allocated slots
ary			10
	Local communities	Live adjacent and are in close interaction with the environment and natural resources. Their livelihoods are largely derived directly from these natural resources.	7
	Private sector	Use the environment and natural resources as raw materials for development of value added products. Their major interest is profit maximization.	3
ndar			7
	Local government institutions	Hold the environment and natural resources in trust for the present and future generations. Are at the forefront of policy and legislative formulation, implementation and enforcement for sustainable environment and natural resources management.	4
	Civil society	Play key role of service delivery; lobbying and advocacy; and awareness creation as a contribution to improved livelihoods, economic development and sustainable natural resources management.	3
ary			3
	Academia	Conduct research to generate plausible technologies and innovations for sustainable natural resource management and academic training and excellency.	2
	Media	Conduct mass awareness, investigative journalism on environment and natural resource management issues.	1

Table, the total number of slots for each sub regional C&P structure is 20. Affirmative action for representation of some gender categories (such as women, youth and people with disabilities) will be emphasized, and or balanced representation and participation of Local Government Departments (Community development) responsible for streamlining gender issue in the implementation of Government policies and programs will be considered.

C. Table 3. Key stakeholder's representation in the REDD+ sub-regional C&P consultation and participatory structures.

Stakeholder category	Examples per Stakeholders structure ²	Justification for proposal and selection of institutional representative	Ranking ³	Selected Institutional representation per stakeholder category	Institutional Name and Designation of appropriate office	Contact (telephone and email)
A) Government Institutions						
i) Office of the Prime Minister – Refugees department						
ii) National Environment Management Authority – Regional offices						
iii) National Forest Authority: Regional Range managers,						
iv) Forest Committees						
v) Uganda Wild Life Authority – Regional Managers						
vi) Chief Administrative Officers						
vii) District Natural Resources Officers						
viii) District Forest Officers						
ix) District Community Development Officers						
B) Local communities						
i) District Local Council Leaders - LC3 Chairmen;						
ii)) District Local Council Leaders - LC5 Chairmen						
iii) Sub-county Production and						

Environment Committees						
v) UNETCOFA members: Collaborative Forest management groups around CFRs						
vi) District Farmers Associations						
C) Civil Society						
i) Uganda Forestry Working regional Nodes or members operating in the sub-regions						
ii) International NGOs						
iii) Local district based NGOs						
iv) Faith Based organizations						
v) Cultural institutions						
D) Private sector						
i) Uganda Tourism Associations						
ii) Forest products associations members						
iii) Uganda Forest Industries Development Association						
iv) Consultants and certification bodies						
v) Large scale Tea, coffee, oilpalm and sugar companies: SCoul, Mayuge Sugar works, Kaliro sugar limited						
E) Consumers						

ii) Forestry Research institutions						
G) The media						
i) Print, electronic, telecoms, social media						
ii) Environmental Journalists Association of Uganda						

NB: With due consideration that the available resources under the project can facilitate consultation and participation of only 20 participants per sub-region, each stakeholder category will have on average 3 representatives, who will be selected and validated during the consultation and validation workshops in the respective sub-regions. The compressive list of members/representatives (with all the required details) will be generated as a process during the consultation and validation workshops, which will be organized in each sub-region.

Annex 2: Policy and Legal Framework

Legal frameworks	Provisions relevant for stakeholder engagement
The Constitution of Republic of Uganda (amended 2005)	<ul style="list-style-type: none"> Article 245 states that “Parliament shall, by law, provide for measures intended: (a) to protect and preserve the environment from abuse, pollution and degradation; (b) to manage the environment for sustainable development; and (c) to promote environmental awareness.
Forestry and Tree Planting Act 2003	<p>25. Forests owned or managed by cultural or traditional institutions.</p> <ul style="list-style-type: none"> Subject to article 246 of the Constitution, a traditional or cultural institution or leader may hold, own or manage a forest, subject to such directions as the Minister may prescribe. <p>26. Assistance in forestry management.</p> <ul style="list-style-type: none"> The Minister, the Authority or a local government may provide technical services to local communities, organizations, cultural or traditional institutions and other persons involved in the development of community forests and private forests and forestry activities in general. (2) Assistance under subsection (1) of the Act may include - providing information, training and advice on the management of forests; the establishment and maintenance of nurseries and other facilities necessary for seeds and plants; material or financial assistance; the collection and dissemination of information, the provision of technical guidance and promotion of public awareness about forestry and the conservation and utilization of forestry resources; among others
Local Government Act 1997	<ul style="list-style-type: none"> The Local Government Act in line with the Constitution of Uganda gives effect to the decentralization and devolution of functions, powers and services; to provide for decentralization at all levels of local governments to ensure good governance and democratic participation in, and control of, decision making by the people.
National Environment Act 1995	<p>The National Environment Act gives powers to the Local Environment Committees to</p> <ul style="list-style-type: none"> Mobilize the people within its local jurisdiction to conserve natural resources through self-help; to mobilize the people within its local jurisdiction to restore degraded environmental resources through self-help; Mobilize the people within its local jurisdiction to improve their natural environment through voluntary self-help; Monitor all activities within its local jurisdiction to ensure that such activities do not have any significant impact on the environment.
Land Act 1998	<ul style="list-style-type: none"> Provides for the basic rights and duties of the members of a community to participate in decision making and management of land under common land management scheme. For example, 27 (1) (c) provides the community with the duty to

	comply with and assist in the enforcement of the rules set out in the scheme and to support establishment and management of a fund for the purposes of carrying out activities on and improvements to the common land in accordance with the terms of scheme.
Wildlife Act 1996	<ul style="list-style-type: none"> • The Act promotes stakeholder participation in wildlife conservation by creation of wildlife management areas under section 18(3); (a) to so manage and control the uses of land by the persons and communities living in the area that it is possible for wildlife and those persons and communities to coexist and for wildlife to be protected; (b) to facilitate the sustainable exploitation of wildlife resources by and for the benefit of the people and communities living in the area. • Subsection (3)(b) provides for community wildlife areas in which individuals who have property rights in land may carry out activities for the sustainable management and utilization of wildlife, if the activities do not adversely affect wildlife .
Policy Frameworks	
Forest Policy 2001	<ul style="list-style-type: none"> • The forest policy provides for participation of the various stakeholders in the sustainable management of forests, including the private sector, poor and marginalized groups, and forest dependent communities among others. • The policy lays emphasis on collaborative partnership with rural communities for sustainable forest management and seeks to promote innovative approaches for community participation in forest management on both government and private forest land. • The focus of collaborative forest management and farm forestry is specifically on the poorer and more vulnerable groups in society, who are also dependent on forest resources for their livelihoods. These groups frequently do not have a voice, and are often driven by poverty into poor land management practices.
The National Environment Management Policy 1994	<ul style="list-style-type: none"> • The Environment Management Policy provides for public participation in resource management and environmental protection intended not only to enlist their support but also influence change in behaviour and attitudes and act as an incentive to sustainable resource use. • Key strategies for strengthening stakeholder participation are to widen experience and opportunities for public participation in natural resource management, including co-management and benefit sharing in protected areas management; decentralize environment management to enhance public participation; bridge the information gap between the central government and the local communities/resource users by developing a two-way mechanism for information collection and dissemination.
Uganda Wildlife Policy 2014	Guiding principles 6 and 9 provide for the involvement of communities (with special emphasis on youth), in the development and management of wildlife resources, whereas Objectives 2 and 9 of the policy seek to promote stakeholder participation in conservation of wildlife in and outside

	<p>protected areas.</p> <p>Stakeholder participation is encouraged through a number of strategies which include; a) Promotion of wildlife protected areas where communities are directly involved in management, b) Promoting active participation of Local Governments in tourism and wildlife decision making, c) Allowing people from the neighboring communities controlled access to conservation areas for the sustainable harvest of wildlife products of traditional value and d) Promoting community conservation initiatives through alternative livelihood improvement projects.</p>
Decentralization Policy of Uganda 1999	<ul style="list-style-type: none"> • Decentralization policy is based on devolution, or the extensive de-concentration of executive powers, functions and responsibilities to popularly elected local governments. • The decentralization policy objectives seek to transfer political, administrative, financial and planning authority from the center to Local Governments councils to promote popular participation, empower people to make own decisions and enhance accountability and responsibility. It also aims at introducing efficiency and effectiveness in the generation and management of resources and the delivery of services.
Gender policy 2007	<ul style="list-style-type: none"> • The policy promotes women as well as men's active role in shaping development directions and choices in all sectors and at all levels. • Objectives 2 and 3 of the policy promotes meaningful stakeholder participation in decision making as well as administrative, socio-economic and political processes at all levels through; • Ensuring gender responsive development planning at all levels namely, community, district and national. • Consultation with both women and men in specific areas of relevance to identify gender inequalities and to promote appropriate education, sensitization and creation of awareness on the responsibility of all concerned parties in each sector to address the specific gender inequalities within the sector, • Establishing gender responsive monitoring and evaluation mechanisms for development and, • Sensitization on gender issues at all levels and promoting community dialogue to address gender issues at household level.
Development Plans	
Vision 2040	Proposes stakeholder participation through development of countrywide community based and institutional tree planting initiatives to increase afforestation, reforestation, and adaptation and mitigate deforestation for sustainable forestry and to increase the country's resilience to the impacts of climate change.
National Development Plan II	The NDP targets to increase the percentage of forest cover from 14 percent in FY2012/13 to 18 percent in FY2019/2020 by restoring and maintaining the integrity and functionality of degraded fragile ecosystems through stakeholder participation in community based and institutional tree planting initiatives, supporting the decentralized environment management function at the Local Government level and Promoting

		Payment for Ecosystem Services and other benefit sharing schemes.
National Forest Plan 2012		<p>Stakeholder participation is strategically provided for under section 7.5.11 on Forest Law Enforcement and governance. The plan aspires to form partnerships with the forest-edge local communities through Collaborative Forest Management (CFM) arrangements and to empower local communities to take active participation in law enforcement.</p> <p>Among the strategies for improving forest governance is the development and implementation of participatory Forest Management Plans, Strengthening of CFM partnerships and increasing collaboration and coordination between formal forestry institutions (including PFOs associations), CSOs and law enforcement agencies.</p>
Community Development Policy (2015)		<p>This policy seeks to mobilize and empower communities to play a greater role in Uganda's development through the National Development Plans. They are required to be more active in proposing and implementing initiatives that meet their unique development needs. This fits in well with REDD+ since citizens will choose what development agendas are needed at the community level</p>

Annex 3: Details of the key content agreed upon in the consultancy service

Key content agreed upon in the consultancy service	Description of the content agreed upon	Summary of how the contents agreed upon were fulfilled in the consultancy service
Inception phase	<ul style="list-style-type: none"> • The inception phase will comprise of consultative meetings with the key partners of the initiative (Environmental Alert, Tree Talk and Wildlife Conservation Society) and the National REDD+ Secretariat. • The inception phase will include preliminary discussions with key stakeholders and members of the SESA/safeguards taskforce to generate their initial ideas to guide the design of the implementation plan. • Policy provisions will be reviewed on governance structures, including structures for vulnerable groups to define the policy, legal and institutional frameworks for stakeholder engagement will be undertaken. • A draft and final Inception report will be produced by IUCN and submitted to the employer. 	<ul style="list-style-type: none"> • A draft and final inception reports were submitted to the REDD+ Secretariat on 23rd March 2016 and 9th May 2016 respectively, approved with reflections on review of legal and policy provisions for stakeholder engagement. • Preliminary discussions were also held with the REDD+ Secretariat to seek guidance on the formation of a Taskforce that would provide strategic and technical guidance in the course of implementation of the consultancy service, as required by the Terms of Reference in developing the inception report. The SESA/Safeguards task force was therefore assigned to support in the overall implementation of the consultancy service, which includes monitoring quality assurance through joint review meetings.
Setting up the Consultation and Participation structures and processes	<ul style="list-style-type: none"> • Literature review will be undertaken as the basis for identifying the proposed participatory structures set up by Law, creating links with the existing structures at the various districts and regions. • Additional information on the existing loose participatory structures, set up by non-state actors like the Civil Society Organizations and the Private sector in Uganda will be 	<ul style="list-style-type: none"> • The process of setting up consultation and participation structures involved review of documents to undertake analysis of existing policy and legal frameworks for stakeholder participation in development of national level strategies and plans at national level and within Mt. Elgon, Karamoja and Northern region. Key gaps, lessons and recommendations to inform effective stakeholder engagement in the REDD+ process were presented. This also provided a

	<p>obtained through review of other available reports.</p> <ul style="list-style-type: none"> • Targeted field level consultations will be carried out at national level and sub national/landscape levels to verify the information collected from literature review and to fill in information gaps. • Categorization of the consultation and participation structures will be profiled at the national level, Mt. Elgon, Karamoja and Northern moist landscapes and will be considered for gap analysis and needs assessment. • Experiences and lessons from Participatory structures in stakeholder engagement in development of national policy level strategies and plans at national level and within Mt Elgon, Karamoja and Northern Region will be analysed. • Regional consultative meetings will be held to validate the participatory structures identified and proposed. • Synthesis report will be produced and submitted to the employer. 	<p>basis and guidance in the process of identifying participatory structures established by state and non-state actors, formal and informal, at national and landscape levels.</p> <ul style="list-style-type: none"> • Targeted Field level consultations were also undertaken at national level and within Mt Elgon, Karamoja and northern region with stakeholders from government departments, Civil and community Society Organizations, cultural institutions and faith based organizations to triangulate the information collected from literature review, and to fill in information gaps to guide in the overall selection and proposition of the structures. • A profile of proposed national level and landscape level participatory structures were presented to key stakeholders for validation and approval through national level and regional consultative meetings in Mt Elgon, Karamoja and northern Uganda in September and October 2016 respectively. Key recommendations from stakeholders on the stakeholder categories to include on the structures, the Modalities for their engagement and categorization to benefit the specific REDD work packages were taken into consideration. The revised and approved final first Draft Process report therefore reflects the adjustments made in the categorization of the stakeholders according to the REDD+ work packages, including all the recommended stakeholders to participate on the structures at national and landscape levels. • A final approved synthesis report was submitted to the REDD+ Secretariat on 25th May 2016.
Enhancing awareness of various stakeholder	<ul style="list-style-type: none"> • IUCN will work directly with Tree Talk Plus to package the communication and awareness materials and ensure they are 	<ul style="list-style-type: none"> • Training of stakeholders on the participatory structures on REDD+ programme was conducted on 27th October, 1st November and 7th

<p>s on</p> <p>REDD+ issues</p>	<p>widely disseminated.</p> <ul style="list-style-type: none"> • IUCN will identify the key emerging issues from the consultations in the three regions and at the national level, and then work with Tree Talk to develop appropriate mechanisms for ensuring that the key messages are integrated as a full package with those emerging from other regions for dissemination. • Training of the consultation and participation structures with a guide of simplified training module to strengthen their knowledge on the REDD+ programme and the various processes. • Draft process report shall be produced and submitted to the employer. 	<p>November 2016 for regional level trainings in Mt Elgon, Karamoja and northern Uganda respectively. The trainings were attended by District LCV Chairpersons, the District Community Development Officers, District Natural Resources Officers, District Forest Officers, Sector Managers from NFA and the District Production Officers from all the regions in Karamoja, Mt Elgon and northern Uganda; selected Women Councilors, representatives from the cultural and religious institutions, community forest management groups, collaborative forest management groups, elders, the media networks, civil society networks and the private sector representing timber dealers, private tree growers associations and charcoal dealers.</p> <ul style="list-style-type: none"> • With guidance from the REDD+ secretariat in November 2016, the approach to the national level training was changed. Due to the fact that the majority of stakeholders on the national level platform had been involved in the National REDD+ program in one way or another, the most suitable approach was to hold a session for providing detailed updates on the progress and content from the different REDD+ work packages. These sessions were trainings were held in collaboration with the national strategy team during consultative workshop to validate the draft REDD+ strategy options on 21st February 2017. In addition to the strategic options, the 47 members who attended the consultative workshop were given detailed information on the proposed FGRM, BSA and also the package on strengthening participatory structures. Linkages among the REDD+ work packages and how they complement each other were shared to provide a holistic picture of
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		<p>progress in the REDD+ processes in the readiness phase. Feedback received on the work packages were utilized by the different consultants to further improve on their work.</p> <ul style="list-style-type: none"> • IUCN worked directly with Tree Talk Plus to package the content for communication materials. This was done through identification of the key emerging issues from the consultative meetings and training of the structures. • IUCN also worked with Tree Talk Plus to pretest the draft communication and awareness materials in November 2016 during the landscape/regional level training workshops in Mt Elgon, Karamoja and northern region, for their general impression (attractiveness, comprehensibility), layout of the materials, appropriateness of the photos/ pictures and content. • Implementing partners were coordinated by IUCN to undertake joint review of the communication and awareness materials before their submission to the REDD+ Secretariat. • The draft process reports were submitted to the REDD+ Secretariat on 20th December 2016 and 23rd May 2017 respectively.
Facilitate stakeholder input into the design, consolidation and validation of the National REDD+ Strategy	<ul style="list-style-type: none"> • IUCN will work in collaboration with the national REDD+ secretariat, and the partners leading on the preparation of the various components of the strategy to organize targeted consultative workshops for feedback. • IUCN will perform the convening role in organizing meetings of the participatory structures to discuss the SESA, Conflicts and Grievance mechanism, Benefit sharing mechanisms for REDD+, which will be jointly organized with the national REDD+ Secretariat and other partners leading on those 	<ul style="list-style-type: none"> • IUCN worked closely with the National Strategy Team to facilitate the process of mobilization of stakeholders to participate in the regional consultative workshops to obtain input into the draft REDD+ strategy options in February 2016 and May 2017. • IUCN also worked with the partners on the package for strengthening participatory structures to compile and provide Information and contacts for the relevant stakeholders and district level focal points for utilization in the REDD+ process. • In February 2017, IUCN supported Advocates Coalition for Development and Environment (ACODE), responsible for developing the

	various components.	Feedback and Grievance Redress Mechanism (FGRM) for national REDD+ programme to mobilize stakeholders to participate in national level as well as in regional consultative workshops in Mt Elgon, Karamoja and Northern Region.
Coordinating the undertakings of the three NGOs and delivery of overall outputs	<p>IUCN will coordinate all the activities of the three implementing partners. This will include the following aspects:</p> <ul style="list-style-type: none"> • Convening planning and coordinating meetings for the 3 NGOs • Harmonizing activity plans for the 3 NGOs aiming at ensuring that complementarity and synergies within these activities are optimally utilized. • Harmonizing reporting and ensuring consolidated reports to the MWE on the over-all outputs and deliverables. 	<p>Coordination of activities of the implementing NGOS in the assignment</p> <p>Coordination of all the activities of the three implementing partners includes; Convening planning and coordinating meetings for the 3 NGOs; harmonizing activity plans for the 3 NGOs aiming at ensuring that complementarity and synergies within these activities are optimally utilized; and harmonizing reporting and ensuring consolidated reports to the Ministry of Water and Environment on the over-all outputs and deliverables. IUCN undertook a number of activities to fulfill the highlighted requirements as per the terms of reference as described in the paragraphs below.</p> <p>a). Convening planning and coordinating meetings for the 3 NGOs</p> <ul style="list-style-type: none"> • Partners meetings were held with the implementing partners to harmonize planning, reporting and fast track implementation of the activities. Quality assurance in implementation was also tracked through joint review of tools and methodology for implementing the activities. • In consultation with the implementing partners, a total of 5 bi- annual partners meetings were held in 2016 instead of monthly or quarterly meetings as initially stipulated in the Terms of Reference of the contract. The changes occurred mainly due to the differences in the time lag in commencement of implementation by the partners, who required some considerable time to address issues within the preparatory / inception phase, such as discussions on the inception reports among others.

	<ul style="list-style-type: none"> • In 2017, a total of 3 monthly partners meetings were held on 7th February, 17th March and 8th May 2017 as a response to the slow pace in implementation of activities. The meetings were therefore intended to fast track implementation in the various regions and for the partners to harmonize their activity plans, forge way forward on how to support each other through peer learning. Details of each of the meeting proceedings were appended as annexes in the monthly reports submitted to the national REDD+ Secretariat. <p><i>b). Harmonizing reporting and ensuring consolidated reports to the MWE on the over-all outputs and deliverables.</i></p> <ul style="list-style-type: none"> • Consolidation of reports of the implementing NGOs in the undertaking of the consultancy began in 2017, with the submission of the consolidated synthesis report to the national REDD+ Secretariat on 30th March 2017. Other reports that are in the process of being consolidated include the Draft process report and the final reports of all the implementing partners.
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Annex 4: Details of the key content agreed upon for each target audience

Key content agreed upon in the consultancy service (Information needs)	Description of the content agreed upon (Proposed communication channels and material)	Audience targeted for each set of message
<ul style="list-style-type: none"> • What is REDD+? 	<p>The channels will include:</p> <ul style="list-style-type: none"> a) National level meetings b) DLG/Regional level meeting c) Consultation and Participation meetings d) Community meetings organized to discuss REDD+ issues e) Workshops (including training and capacity building workshops). f) Radio and TV shows (pre-paid and free publicity talk-shows). <p>All materials produced to support REDD+ Communications can be utilized in all these channels</p> <p>The materials will include:</p> <ul style="list-style-type: none"> 1. Branded Pull-up banners, defining REDD+, to use in workshops, conferences and meetings 2. Branded Flyer on REDD+ as a handout during meetings/workshop/conferences. In addition to this key message, the flyer can also talk about progress/institutional arrangements for REDD+ activities in Uganda 3. Branded Sticker explaining the acronyms of REDD and the plus sign <p><i>Branded Sticker can be translated into local languages according to regions</i></p> <p><u>Branded REDD+ Plano Calendar</u> (for LG, LLG and communities) explaining what REDD+ is.</p>	<ul style="list-style-type: none"> • National level stakeholder institutions/ players <ul style="list-style-type: none"> – these include parliament, ministries, departments and agencies of central government – National level CSOs – Research and Academia – Private sector • District local government and lower level local government players/structures (local councils, chiefs, members of the established Participatory Structures) • Local community (including forest users such as indigenous peoples, forest dependent communities, Forest land owners, CBOs)

<ul style="list-style-type: none"> • The REDD+ process in Uganda 	<p>i. The message will be integrated in the proposed Branded Flyer above.</p>	<p>As above</p>
<ul style="list-style-type: none"> • Key drivers of deforestation and forest degradation 	<p>The channels will include:</p> <ol style="list-style-type: none"> a) National level meetings b) DLG/Regional level meetings c) Consultation and participation meetings d) Community meetings e) Workshops f) Radio and TV talk-shows (at the Centre and at regional/DLG level) <p>The materials will include:</p> <ol style="list-style-type: none"> 4. Poster 1 - Showing Graphics (maps) of loss in forest cover over the years (1990-2015) 5. Poster 2 - Annotated pictures of selected drivers of deforestation and forest degradation in action (charcoal, agricultural encroachment, illegal timber harvesting, clearing bush for pasture improvement) will be used in the design of the poster (<i>This will be translated into local languages to drive the message home in the regions</i>). 6. A guide to a Radio talk-shows covering drivers of deforestation and strategies to address them. This will be used by the selected radio stations during proposed radio talk-shows. 7. Radio spot messages on drivers of deforestation and strategies to address them. One spot message for each of the proposed strategic option. <i>To be translated into local languages.</i> 8. A video documentary of deforestation and forest degradation in Uganda – strategies and actions 	<ul style="list-style-type: none"> • National level players <ul style="list-style-type: none"> – these include Parliament (members of Parliament), Ministries, Departments and Agencies of central government (NFA, UWA, NEMA and others) – National level CSOs, CSO networks, coalitions and working groups – Research and Academia – Private sector • District local government and lower level local government players/structures (local councils, administrative units), district level CSOs/CBOs, Private sector at DLG level • Local community (including forest users such as indigenous peoples, forest dependent communities, Forest land owners, CBOs)
<ul style="list-style-type: none"> • Policy and legal frameworks for REDD+ 	<p>The channels will include:</p> <ol style="list-style-type: none"> a) National level meetings b) DLG/Regional level meetings 	<ul style="list-style-type: none"> • National level players <ul style="list-style-type: none"> – these include Parliament (members of Parliament),

	<p>c) Consultation and participation meetings d) Workshops and e) Meetings</p> <p>Issues on policy and legal frameworks for REDD+ will be presented and discussed in meetings, workshops, seminars and training sessions targeting decision makers at central and local government level. These will also be integrated in radio talk-shows, video documentary and handouts provided during meetings</p>	<p>Ministries, Departments and Agencies of central government (NFA, UWA, NEMA and others)</p> <ul style="list-style-type: none"> – National level CSOs, CSO networks, coalitions and working groups – Research and Academia – Private sector <p>District local government and lower level local government players, district level CSOs/CBOs, Private sector at DLG level</p>
<ul style="list-style-type: none"> • Measures to address likely social and environment effects of REDD+ Strategy 	<p>The channels will include:</p> <p>a) National level meetings b) DLG/Regional level meetings c) Consultation and participation meetings d) Workshops and e) Meetings</p> <p>Issues on measures to address likely social and environment effects of REDD+ Strategy will be presented and discussed in meetings, workshops, seminars and training sessions targeting decision makers at central and local government level. These will also be integrated in radio talk-shows, video documentary and handouts provided during meetings</p> <p>The proposed communication material is a detailed handout</p> <p>9. (part of the information brief on FGRM) Part of the information brief on REDD+ Strategic Options)</p>	<ul style="list-style-type: none"> • National level players <ul style="list-style-type: none"> – these include Parliament (members of Parliament), Ministries, Departments and Agencies of central government (NFA, UWA, NEMA and others) – National level CSOs, CSO networks, coalitions and working groups – Research and Academia – Private sector <p>District local government and lower level local government players, district level</p>

		CSOs/CBOs, Private sector at DLG level
<ul style="list-style-type: none"> • Involvement of institutions 	<p>The channels will include:</p> <ul style="list-style-type: none"> a) National level meetings b) DLG/Regional level meetings c) Consultation and Participation meetings d) Workshops and e) Meetings <p>This will be part of the radio talk shows and spot messages but also mainstreamed through all the channels, through all the materials. Part of this message will also be provided through handouts in meetings</p>	<p>Central Government structures and players DLG structures and players CSOs Private Sector, Indigenous people Cultural institutions Community based organisations</p>
<ul style="list-style-type: none"> • REDD+ design and Implementation arrangements 	<p>The channels for communicating this message will include:</p> <ul style="list-style-type: none"> a) National level meetings b) DLG/Regional level meetings c) Consultation and Participation meetings d) Workshops and e) Meetings f) Radio/TV talks show and spot messages <p>This will be part of the radio talk shows and spot messages but also mainstreamed through all the channels, through all the materials. This will also be covered in the Branded Flyer proposed above</p>	<p>All categories of REDD+ stakeholders at National, LG level and community level</p>
<ul style="list-style-type: none"> • What is BSA in context of REDD+ • What are the proposed options for benefit sharing? • Types of benefits from REDD+ 	<p>The channels for communicating this message will include:</p> <ul style="list-style-type: none"> a) National level meetings b) DLG/Regional level meetings c) Consultation and Participation meetings d) Community meeting and discussions e) Workshops and f) Radio/TV talks show and spot messages 	<ul style="list-style-type: none"> • Mandated Ministries, Departments, Agencies of central government, mandated private sector institutions, Local Governments • Private land owners

(monetary and non-monetary incentives)	<p>10. An information brief on BSA (shared as hand-out during meetings)</p> <p>Part of the message can be covered in the Radio Talk-shows. Part of the message can be covered in the radio spot messages Part of the message can be covered in the recorded video documentary</p>	
<ul style="list-style-type: none"> • What is FGRM • Causes of grievances 	<p>The channels for communicating this message will include:</p> <ul style="list-style-type: none"> a) National level meetings b) DLG/Regional level meetings c) Consultation and Participation meetings d) Community meeting and discussions e) Workshops and f) Radio/TV talks show and spot messages <p>11. An information brief on FGRM (shared as hand-out during meetings)</p> <p>Part of the message can be covered in the Radio Talk-shows.</p>	All categories of REDD+ stakeholders at National, LG level and community level
<ul style="list-style-type: none"> • The proposed strategies for addressing the grievances 	This will be part of the Information Brief on FGRM	As above
<ul style="list-style-type: none"> • Available structures to support FGRM under REDD+ (including use of elders, clan heads and indigenous forest dependent communities' 	This will be part of the Information Brief on FGRM	As above

advocacy platforms).		
<ul style="list-style-type: none"> • Information on planned/agreed strategic options 	<p>The channels for communicating this message will include:</p> <ul style="list-style-type: none"> g) National level meetings h) DLG/Regional level meetings i) Consultation and Participation meetings j) Community meeting and discussions k) Workshops and l) Radio/TV talks show and spot messages <p>12. An information brief on Strategic Options (shared as hand-out during meetings)</p> <p>13. A newspaper pull-out on strategic options (but also shared as hand-out during meetings)</p> <p>Part of the message can be covered in the Radio Talk-shows. Part of the message can be covered in the radio spot messages Part of the message can be covered in the recorded video documentary</p>	<ul style="list-style-type: none"> • Mandated Ministries, Departments, Agencies of central government, mandated private sector institutions, Local Governments • The Participatory Structures • Parliament (members of parliament) • Private land owners • The general public
<ul style="list-style-type: none"> • Understanding what a FREL is about • Understanding the key UNFCCC decisions on FRELs that relate to Uganda • Understanding the monitoring parameters 	<p>Part of the message can be covered in the Radio Talk-shows. Part of the message can be covered in the radio spot messages Part of the message can be covered in the recorded video documentary</p>	<ul style="list-style-type: none"> • Mandated Ministries, Departments, Agencies of central government, • Local Governments • The Participatory Structures • Private land owners • The general public

Annex 5: Integration of stakeholder comments by IUCN

Deliverable	Comments on the report	How the comments were addressed
Inception report	<ul style="list-style-type: none"> The term Participatory Structure should be defined. Gender inclusiveness not well reflected in the whole report, the consultant was requested to figure out a way on how that can be rectified. The type of design to be used to sample stakeholders for consultation with in identifying participatory structures should be included. Suggestion for the following categories to be considered on the structures; <ul style="list-style-type: none"> -Legislators -Policy Makers -CSO or CSO networks in ENR and other sector that impact on forests -Private sector -Local government structures Analyze the Wildlife act, to capture some more information on, for example restoration and enrichment of the degraded areas. 	<ul style="list-style-type: none"> The meaning of Participatory Structures in the context of the REDD+ programme was defined and approved by the SESA Task force at a meeting on 7th July 2016, as reflected on page 18 of the approved IUCN final Inception report. A paragraph in the report was provided to indicate how gender inclusiveness will be considered and promoted in stakeholder engagement in the REDD+ programme, as reflected on page 22 of the approved IUCN final Inception report. The emphasized stakeholder categories for inclusion on the participatory structures were provided for on the list of stakeholders whose structures should be identified, as reflected on pages 19 to 20 of the approved IUCN final inception report. The wildlife Act, including other existing national laws that provide for stakeholder engagement in natural resources management were further reviewed to reflect the specific provisions and considerations for stakeholder participation, as reflected on pages 8 to 12 of the approved IUCN final inception report.
Synthesis report	<ul style="list-style-type: none"> The report should reflect the findings of an assessment of policy, institutional and legal frameworks for Stakeholder participation in development of national policy level strategies and plans at national level and within Mt 	<ul style="list-style-type: none"> Summary of findings of an assessment of policy, institutional and legal frameworks for Stakeholder engagement was included to

Elgon, Karamoja and Northern Region.

- In reference to the key tasks in the Terms of Reference, the report should indicate what was done and what was not done and reasons.
- In identifying participatory structures; recommend the suitable structures and how the structure will be accessed and utilized and on what REDD issues and what stage of REDD process.
- The conditions necessary for the participatory structures to be best served should also be recommended in the report.
- The report should include both positive and negative experiences of stakeholders in their engagement in development of national policy level strategies and plans at national level and within Mt Elgon, Karamoja and Northern Region, which the REDD process could benefit from/build on as it engages stakeholders.
- In relation to the key findings and conclusions on gap analysis of the participatory structures and processes, the report should provide conclusions and recommendations of what should be done to address the gaps - as preparatory work or during the course of action in order to ensure that the recommended structure will be perform.
- Provide information on gender gap analysis in relation to: participatory structures identified/recommended plus policy planning.

reflect the available enabling provisions for stakeholder engagement and the existing gaps on page 14 of the approved IUCN final synthesis report.

- A paragraph to include the scope of implementation as per the Terms of Reference and what was not achieved within the implementation period was provided for with justification for the pending activities on page 5 of the approved IUCN final synthesis report.
- The proposed suitable participatory structures for the national level, as well as for Mt Elgon, Karamoja and northern region for the REDD+ programme were presented in the report, including their interest and how it relates to REDD+, contact persons, their location and modalities for their engagement on pages 34 to 84 of the approved IUCN final synthesis report.
- A sub section in the report was re-structured on pages 17 to 23, to provide experiences and lessons from existing structures in stakeholder engagement in development of national policy level strategies and plans at national level and within Mt Elgon, Karamoja and Northern Region which the REDD+ process could benefit from and or build on as it engages stakeholders.
- A sub section in the synthesis report on pages 31 to 32 on "Recommendations" also provides strategies on how gender gaps should be addressed as preparatory work or during the implementation phase in order to ensure that

		the recommended structures will perform.
Draft Process Report	<ul style="list-style-type: none"> The report should include information from the draft process report of other implementing partners for the consultancy services, “Strengthening participatory structures and capacity building trainings to enhance stakeholder engagement at national and sub national levels for Uganda’s national REDD+ programme at national level, as well as in Mt. Elgon, Karamoja and Northern Region”. 	<ul style="list-style-type: none"> The consolidated Draft Process Report was developed and it includes information from the draft process report of other implementing partners for the consultancy services, “Strengthening participatory structures and capacity building trainings to enhance stakeholder engagement at national and sub national levels for Uganda’s national REDD+ programme”.
Consolidated Synthesis report	<ul style="list-style-type: none"> Suggest to broaden the scope of the report, in context of consolidated synthesis report to include the work in other regions by WCS and Environment Alert. In analysis of policy and legal frameworks for stakeholder engagement, create a subsection on development plans; these are neither policies nor laws. State/Present Summaries of identified and confirmed participatory structures at; i) subnational/landscape and, ii) national levels. Indicate the processes through which these structures will be engaged both during formulation of REDD+ Strategy and during implementation. State the concluding definition of participatory structures by this assignment. Provide Summary of participants in the Workshops per region to show composition of participants of various categories (to trace gender and inclusiveness). 	<ul style="list-style-type: none"> The consolidated synthesis report reflects the work done by all the implementing NGOs of the consultancy services, “Strengthening participatory structures and capacity building trainings to enhance stakeholder engagement at national and sub national levels for Uganda’s national REDD+ programme”. Summaries of the identified and approved structures were presented in the final consolidated synthesis report on pages 10 to 35. The concluding definition of participatory structures by this assignment was also highlighted in the report.
Consolidated Draft Process reports and Final report	<ul style="list-style-type: none"> The consolidated Draft process reports and final reports are yet to be submitted for review in the week of 6th to 8th June 2017. 	

Annex 6: Integration of stakeholder comments by Environmental Alert

Comment	How the comments have been addressed
1. In the background sub section, pg. 4 ---Add background to the task as provided in the TORs	Agreed. Comment integrated as suggested, thus background information/content as is in the ToRs is presented in section 1.2, paragraphs 10 and 13.
2. In the background sub section, pg. 7, paragraph 3 –Uganda is participating country in FCPF...not World Bank...but the country observes and World Bank Safeguards as well as those under UNREDD/Global REDD processes	Agreed. Comment integrated as suggested, thus text has been reviewed as follows: ‘Further, Uganda as a country participates in the FCPF and therefore observes the World Bank safeguards and other UNREDD/Global REDD processes. Furthermore, Uganda has obligations to comply with Bank’s ‘Strategic Environmental and Social Assessment’ and ‘Environmental and Social Management Framework guidelines’ a, the UN-REDD and FCPF Joint Guidelines on Stakeholder Engagement with emphasis on the participation of Indigenous Peoples and Forest Dependent Communities, and the UN-REDD Guidelines on Free, Prior and Informed Consent.’
3. In the background sub section, pg. 8, paragraph 2 –Add...the justification/rational for strengthening PP as stipulated in the TORs	Agreed. Comment integrated as suggested, thus see text in section 1.2, paragraphs 12 and 14.
4. Section 2.0, EA’s understanding of the assignment –Information provided under this section is what is in the TORs. What is required to be presented in the Inception report is ...what, how EA will implement these tasks...link to section...4 below –Thus, state what EA is contracted to do....and how it will work alongside/together with the other NGOs in this task	Agreed. Comment integrated as suggested, thus see text on ...
5. Table 2, Pg. 13 -- focus on characteristics of stakeholders	Agreed. Comment integrated as suggested, see Table on Page 13 in which 2 columns have been introduced i.e. one on description of key REDD+ issues and related characteristics of the stakeholder categories in each region.
6. Inception phase, Pg. 15 -- Put in current situation...this is the	Agreed. Comment integrated as suggested, thus text has been reviewed to reflect current situation.

inception report?	See Page 15, paragraph 4.
7. Phase 2 - Set up the consultation and participation structures and processes ----Include criteria or considerations of identifying stakeholders	Agreed. Comment integrated as suggested.
8. Figure 2 The Participatory structure proposed by the Consultation and Participation plan, Pg. 16 --Adapt this framework to the assignment...for instance, EA is not required to set up structures at National level?	Agreed. Comment integrated as suggested, Thus explanations provided that EA will set up participatory structures at the sub-regional level but these will generate content in terms of lessons and experiences which will fit into the national level.
9. Figure 2 The Participatory structure proposed by the Consultation and Participation plan, Pg. 16, Paragraph 1 ---Tailor to EA assignment	Agreed. Comment integrated as suggested.
10. Task 2: Analysis of the experiences and lessons from the participatory structures and processes, reference is made to networks in last paragraph on Pg. 16 ---???Which ones are these...other forms of stakeholder participatory structures??	Agreed. Comment integrated. Appropriate clarifications provided, see page
11. Key among these include the Environment and Natural Resources Sector Working Group, Forest Governance Learning Group, Forest Working Group, The National Forest Standards Development Group and the Network of CSO in the Environment and Natural Resources Sub-sector (ENR-CSO Network), Page 17 --These are outside the scope of work for EA....the assignment is for stakeholders at subnational level in the designated regions...refer to TORs	Agreed. Comment integrated as suggested.
12. The expected outcome of this process is a clear understanding of the experiences of these learning platforms, upon which a clear strategy for setting up representative and functional structures will be developed, using lesson learnt and	Agreed. Comment integrated as suggested.

<p>experiences from existing ones, Page 17.</p> <p><i>–Focus on these corresponding to EA TORs...</i></p>	
<p>13. Phase 3: Enhancing awareness of various stakeholders on REDD+ issues in Central, Southern and Mid-eastern regions Page 17</p> <p><i>–Elaborate on the development and application of Communication/awareness tools/messages intended to be developed in collaboration with TTP...and how these will be applied in the assigned regions/identified structures.</i></p>	<p>Agreed. Comment integrated as suggested. Thus, annex 8 has been introduced in the report detailing how the communication and awareness will be conducted with due consideration of the different stakeholders in the respective regions. Furthermore, how collaboration will be done with Tree Talk plus to avoid duplication but to strengthen the synergies.</p>
<p>14. The training workshops will include representation of all relevant stakeholders identified and the programmes will be designed to deliberately address the gaps identified in the earlier analysis, Pg. 17.</p> <p><i>–Elaborate on the development and application of Communication/awareness tools/messages intended to be developed in collaboration with TTP...and how these will be applied in the assigned regions/identified structures</i></p>	<p>Agreed. Comment integrated as suggested. Thus, annex 8 has been introduced in the report detailing how the communication and awareness will be conducted with due consideration of the different stakeholders in the respective regions. Furthermore, how collaboration will be done with Tree Talk plus to avoid duplication but to strengthen the synergies.</p>
<p>15. Phase 4 ..., These will include performing the convening role in organizing meetings of the participatory structures in the three regions to discuss the SESA, Conflicts and Grievance mechanism, Benefit sharing mechanisms for REDD+, REDD Options which will be jointly organized with the IUCN, the coordinating organization and, where possible, with the national REDD+ Secretariat and other partners that leading the those various REDD+ components. Page 17</p> <p><i>–Refer to the TORs for the prioritized topics</i></p>	<p>Agreed. Comment integrated as suggested.</p>
<p>16. The expectation is that there will be two general meetings: the first consultative discussions will be for in putting and the second one will be for feedback/validation</p>	<p>Agreed. Comment integrated as suggested.</p>

of the draft national REDD+ strategy. Page 17	
-- Of participatory structures???	
17. In addition to the general meetings, targeted meetings will be organized as follows: <ul style="list-style-type: none"> • Policy makers meeting at national level to discuss key policy issues for consideration in the national REDD+ Strategy; • Private sector meeting to ensure that their issues are integrated into the policy – there is a specific focus on these because of their role in forestry and climate change. Page 18	Agreed. Comment integrated as suggested.
<i>–The highlighted bullets are outside scope of TORs...???</i>	
18. Table 4. Main activities and methods (approaches and tools). Pages 19-24	Agreed. Comment integrated as suggested.
-- Review taking into account comments above	
19. Section 6.0. Establishment of participatory structures in each region, Page 24	Agreed. Comment integrated as suggested.
<i>–Present in form of criteria for identifying stakeholder structures?</i>	
20. Section 6.0, Page 24 Based on the finding from the situation analyses, the participatory structures in each region will have representation and participation of the key stakeholders as described in Table 3. These will be selected purposively based on an agreed criteria presented in annex 2.	Agreed. Comment integrated as suggested, see page 24. Thus, clarifications made and the annex 2 with the criteria included.
<i>–Derived from the stated criteria?</i>	
21. ----6.1 Identification and selection of stakeholders to participate in the planned	Agreed. Comment integrated as suggested, see page 24.

<p>activities in each region The stakeholders who will participate in the planned project engagements will be selected from the respective regions described in section 2.6 of this inception report.</p> <p><i>–Intention is for platforms/structures for consultation on REDD and NOT REDD Strategy activitiesit includes consultation on SESA, MRV, FGRM, etc etc.</i></p> <p><i>–??/which ones are these...we seek selection based on the need to have structures for consultations on REDD</i></p>	
<p>22. Notably, in cases where workshop/meeting will be used as the engagement strategy in the respective regions, 20 individuals will be selected to participate. This is so because of the limited available resources for implementation of the planned project engagements. Therefore, these will be selected based on the criteria presented in annex 2.</p> <p><i>–This to be informed by the character of the stakeholder structures identified/recommended...not general public?</i></p>	<p>Agreed. Comment integrated as suggested, see page 25. Thus, the sentence has been reviewed to read as follows:</p> <p><i>‘Notably, in cases where workshop/meeting will be used as the engagement strategy in the respective regions, 20 individuals, each representing a stakeholder category constituting the established participatory structure in each region will be selected to participate.’</i></p>
<p>23. ----7.0 Schedule for implementation of planned activities This schedule of implementation of activities as presented in Table 5 is derived from the C&P Plan embedded in the project agreement.</p> <p><i>–Adjust dates to take into account delays experienced + comments above</i></p>	<p>Agreed. Comment integrated as suggested, see page 24.</p>
<p>24. -----8.4. Quality Assurance Statement EA will put in place mechanisms for systematic monitoring of the various aspects of the assignment, to ensure that standards of quality are being met.</p> <p><i>–State the mechanism</i></p>	<p>Agreed. Comment integrated as suggested, see page 30. Thus, some of the mechanisms include:</p> <p>a) Development of concept notes for each activity clearly linked to the committed outputs before approval of funds for implementation. Such concept notes will be properly describing the objectives, expected outputs, methods and tools and the</p>

	<p>targets;</p> <p>b) Participants expectations will be solicited at the being of any engagement as may be appropriate for purposes of re-aligning these with the planned interventions under that activity so long as they fit within the project's commitments;</p> <p>c) The team of implementing consultants will organize breakout sessions during implementation of the activities/activity to review and appraise themselves whether they still on track;</p> <p>d) At the end of each engagement, about 30 minutes will be put aside for participatory evaluation of the engagement. This will help in informing similar subsequent engagements;</p> <p>e) The team of implementing consultants will conduct regular planning and review meetings once every month with a purpose of bring each one on board to understand they roles, but also ensuring that whatever is done and implemented meets the expected quality, standard and directly contributes to the committed outputs in the ToRs and the agreement.</p>
<p>25. ----Annex 8. Check list for Focus Group Discussions.</p> <p>-- State the members of the FGD...refer to comments above</p>	<p>Agreed. Comment integrated as suggested, see Page 37</p>
<p>26. ---Annex 8</p> <p>1.2 Purpose of the interview/interaction</p> <p>—Confirm applicability of this tool/approach in light of comments above</p>	<p>Agreed. Comment integrated as suggested, see Page 37</p>
<p>27. Tools for gap analysis</p> <p>Policy implementation, practice and knowledge. However, consultations will be done with the targeted stakeholders in the different regions to agree on the parameters and there after further content for the desired situation for each parameter will be derived using the tool in Table I.</p> <p>—Gaps analysis of the identified/recommended participatory structures only</p>	<p>Agreed. Comment integrated as suggested, see Annex 5 Page 39</p>

Annex 7: Integration of comments by Wildlife Conservation Society

Deliverable	Page	Comments from REDD+	Response from WCS
Inception Report	On the approach to the assignment	Include precise statement of the criteria for mapping stakeholders...and eventually, for recommending stakeholders structures	Done in the next version and this clearly stipulated the criteria for stakeholder mapping
	On the approach to the assignment	Include section/information on how the WCS will be engaged with the Consortium coordinated by IUCN in terms of planning/reporting/participating in national processes led by IUCN....refer to the TORs. Also information on how WCS will be engaging the REDD Secretariat....where deemed necessary	This was included to represent how WCS will participate in the Consortium meetings and also the REDD+ Secretariat
	On the approach to the assignment	The logical flow of the steps in a little confusing. How does step 5 contribute to “strengthening of participatory structures”.	The report was revised and reviewed to make it logically flowing.
	On the approach to the assignment	Capacity building Should be for the established/recommended Structures	This was considered and the report appropriately reviewed and revised to take care of this
	On the approach to the assignment	How is the audience going to be selected and how will this help in	The selection was based on the R-PP especially the C&P

		strengthening participatory structures, How many people in total are you targeting for these meetings?	plan and also the long history of the consultant working in the landscape. Using these categories, we identified the audience based on their role in the different REDD+ components
	On the approach to the assignment	LTA: Focus identification of stakeholders according to the definition provided above...interest/likely to impact or be impacted on....	Done to reflect the comments and the identification process thus followed the definition.
	On the approach to the assignment	Suggest zoning based on the definition and not cultural...this helps trace the Stakeholders in context of drivers of DD (Land use/resources use), managers of forests+ land use patterns etc etc	The zoning was based on regional and landscape. Finally agreed upon Bunyoro, Rwenzori, Kigezi-Ankole
		Suggest include mapping their interest/influence on forestry and land use	The mapping was refined to consider the interest and influence of the different stakeholders on the forestry and land use and the role they play in either promoting or abetting the drivers to deforestation
	On the approach to the assignment	This comes after identifying/recommending the representation structures...	Noted and acted after
	On the section of Setting	Package this into a 'criteria' for	Action was taken to reflect

	up and Strengthening Participatory structures	identifying and setting up the structures	the criteria of the different stakeholders
		It's not clear how the participatory structures will be formed. The C&P plan identified stakeholder categories and these categories are known. If MVE wanted to use these structures, then there wouldn't be need for this assignment. The problem that needs to be solved here is that, the resource envelopes available for conducting consultations is small... There are we need structures that will facilitate effective consultations. I don't see the suggestions here giving us that.	The section was reviewed to offer a step-wise and systematic process of how the structures would be set up. In particular, we focused on the identification of key stakeholders that are relevant for REDD+ and these formed the C&P structures
		Who exactly will be trained.....? Is it the general public? I don't see anything to do with Strengthening participatory structures here. LTA: Training and capacity building focuses on Participatory structures only.	The report was reviewed to clarify the persons to be trained as those who belong the Participatory structures.
		Not useful	Noted
Synthesis Report	Introduction Section	Introduction: This section should also include information on what this report is addressing and how	Report was reviewed to include the information on REDD and how it fits into the

		it fits in the Uganda REDD Process...refer to information presented the ToRs and WCS Inception report	context of Uganda as a country
	On the issue of the strategies being developed in a top-down approach.....	The National REDD+ Strategies developed with funding from FCPF and UN REDD are developed top-down: Sure???Uganda is different approach...please qualify this statement	The GoU received the funding for REDD+ not the local government; consultants are developing proposals not the local communities
	On the designation of the District Councils as planning authorities for the District	And sub county councils??	We revised this to incorporate in the planning process at the different levels of the Local Governments i.e. LC I-LC V
	On a statement quoted from a Minister while launching the National Community Development Policy	Better referring to Minister of Information and National Guidance	This was integrated and the new statement referred to the Minister of Information and National Guidance
	About the geographical location of Bwindi in terms of political jurisdiction	New districts of Rubanda?	This was reviewed appropriately to consider Rubanda instead of Kabale
	Analysis of experiences from existing structures	Any useful lessons from work on NGOs/CSO and Private sector networks? Also those structures under the other statutory structures highlighted in comment above...water/land/wetlands??	This was revised to incorporate in experiences from FPIC process with Northern Albertine Rift Conservation Group (NARCG).
	On the Drivers of	Also refer to the information in	This was cross-referenced with

	Deforestation that were used to identify important non-state players	the DRAFT Strategy options ...attached	and the list of non-state actors potentially affecting REDD+ updated. This formed the same list and stakeholder analysis for the invitation to the trainings and capacity building workshops
	On the issue of the list of Conservation NGOs/CSOs in the landscape	Qualify the list...more may be identified during the implementation of this task	This was qualified to consider at the time of the submission of the report and noted that additional information will be obtained with time during the trainings and capacity building process.
Process Report		Process report is an accountability report that should provide information on what was done and what was achieved. The reports serves many purposes including: i) demonstrating participation by stakeholders in REDD process; ii) information on who the Stakeholders /platforms for REDD formation and implementation are/where they are found/recommended approach how to engage them; iii) capacity gaps/needed to strengthen their participation; iv) feedback-input from the Stakeholders into REDD process and packages; v) accountability for WCS contracted tasks...etc.	Although it was important for us to follow the ToRs, with the advise from the REDD+ Secretariat, the Process report has been edited to incorporate in the comments and ensure coherence. Report is inclusive of material up to April 30 th , 2017

		<p>In this regards, the report format and context should be revised accordingly to provide: specific information on what was done, where and what was got. Attach evidence/proof of what was done e.g., meeting reports+ awareness messages sent out+ participants in the meetings etc etc.</p> <p>Sine work is still ongoing, we request that you qualify the report...and progress report and for period ending...????</p>	
		<p>Generally the introduction is more of an executive summary of the process report.</p> <p>ABM: Consider presentation of concise introduction to the Task.. Information on workshops etc...consider a subsection that provides an account of WCS tasks in executing this work...including workshops, literature review, meetings etc.</p>	Comment has been integrated
		Is it a conventional tool for stakeholder mapping?	This tool takes into consideration the best practices for comprehensive stakeholder engagement
		The format of this section does not give WCS an opportunity to elaborate on the process WCS underwent. In line with comment	Format has been altered to ensure continuity and coherence in the flow of the report

		<p>#\$ above, separate section presenting of an account of what was done by WCS could bridge the information gaps. For instance, there is no mention of meetings at REDD Secretariat, Task Force, literature review etc etc. Following the TORs question by question is OK...but messaging the report could also be considered</p>	
		Is there a national and participation taskforce?	This is mentioned in the ToR although WCS is not aware of one
		Please attach the workshop report...including list & Categories of participants who attended	Done
		Does this mean that, the participatory structures were validated by members of these structures? What was the rationale? I thought the validation team would be composed of decision makers at district level for purposes of ownership and credibility.	Validation is done by experts and therefore the technical members of the structures were deemed appropriate to do this since politicians change with each election cycle. There is no standard validation practice
		In addition to elaborating the process, the report is required to provide accountability in form of	Attached Workshop reports

		meeting/workshop reports. Also information /proposals on how to access and engage the identified/recommended structures is required	
		This conceptual framework is too generic. The report should be specific..... Who are the producers and what do they produce? The distributors, financiers..... Use of the most appropriate terms would be the best.	This has been explained in the text proceeding the tool
		Was it based on the FCPF-UNREDD guidelines or it was informed by the guidelines or probably the guidelines were considered in identification of the non-state actors?	Guidelines informed the process of identifying the non-state actors
		Attach the list/disclose the membership to this list...	List attached
		Provide information at this section...	Information been provided
		Where is the value chain being referred to? ABM: Specify/give example	Comment addressed
		Explain this tool and attach as Annex/appendix to the report	The Stakeholder Web tool has been appropriately explained in the text
		For good flow of information...present the explanation at this stage ...and	Comments incorporated

		cross-reference later when dealing with section 8	
		The report lacks coherence	Strictly following the ToRs but the report been edited to ensure flow and coherence
		Provide information on the structure...identity/composition/ etc. etc	Done
		What was the purpose of the meeting? Please the information in form of a report not meeting proceedings	Appropriately explained
		Specify/give information...identity/composition etc	Done
		Explain a little more...the basis for disqualifying them VS those that were qualified	This was sampling since we could not invite every end user to participate in these consultations. Explanations have been appropriately provided in the Stakeholder Web conceptual framework
		Provide information on the meetings...attach meeting report	Done
		Suggest you put this information in reporting context...e.g, what was the feedback from participants.....who were the	Done

		stakeholders identified...a workshop report is required	
		Does this mean that 32 community level participation structures were identified? Does it have to include all stakeholders?	The meetings at the community level were intended to engage the identified individuals at this level on the National REDD+ process and it intended to bring out views that were erstwhile missed during the District Level engagements as a result of <u>representation</u>
		Suggest toning down the conceptual/theoretical descriptionsprovide information on what was done...for example, the mode of training was determined....how about if it is stated as: WCS organized the training taking into account the positions of stakeholders in the supply web. Xxx Project Affected parties, xxx Other interested parties, xxxx Rend users were invited/participated in training ...tables...list of training participants per meeting.	Appropriately done
		Whose awareness was raised? Were they different from the sub-	Incorporated in the report. Awareness raising was both

		regional and community stakeholders who were consulted? LTA: explain briefly how this was done...using radios???Publicity materials???	for the subregional,community and masses(through a newspaper reporting).
		Is it a conventional tool for stakeholder mapping?	This tool takes into consideration the best practices for comprehensive stakeholder engagement
		Not clear....WCS developed own communication materials....or WCS utilized the materials developed by TTP. Report requires to provide the communication materials/messages that WCS used in during the implementation of this task	This has been explained. Communication materials that were used have been attached in Annex
		Update: SESA is ongoing...please contact Olive/Xavier for details on schedules for stakeholder meetings for SESA and IUCN/Xavier for consultations on REDD Options...this will enable WCS fulfill part (d) of the Terms of Reference	Done
		Most of the information in this section is repetition of the same information under section #4 above.	This has been addressed

		<p>Suggest that the report make reference to section 4...and under this section n present the following:</p> <p>Identified/confirmed audiences of all stakeholders.Name them and contacts/address</p> <p>Recommendations how the these audiences should be engaged in formulation of REDD Strategy</p>	
		<p>Comment briefly how this was/should be overcome</p>	<p>WCS explained and chose to summarise the messages in the languages that is appropriate for the community and the message was appropriately delivered.</p>
Process Report 2 nd Draft		<p>All of them...not possible to find some of these in processing/trading????confirm or qualify the category</p>	<p>Has been dealt with and included in the producer's section since most of them fall into that category</p>
		<p>Batwa are also found in Mgahinga. Also...provide foot note/clarity that Uganda constitution recognizes all Uganda's as indigenous.....</p> <p>The World Bank uses the term "Indigenous People", but the 1995 Constitution of the Republic of Uganda defines "Indigenous Peoples" as all the 65 Ethnic Groups that were existing by February 1st 1926. This review</p>	<p>We have included <u>Mgahinga National Park</u> and then included the footnote that explains the definition of Indigenous people.</p>

		thus adopted the definition of indigenous peoples as spelt out by The Africa Commission of Indigenous Peoples and the World Bank OP 4.10, which describe minority indigenous cultural groups , as <i>people with collective attachment to geographically distinct habitats or ancestral territories and the natural resources in these habitats and ascribe to customary cultural, economic, social, or political institutions that are separate from those of the dominant society and culture</i>	
		Add the media/radio for Rukunzho, Bwanba...???	The next entries in the table (Bundibugyo FM & Rwenzori FM) are catering for Bamba and Lukhonzo respectively
		+++ Voice of Kigezi (Kabale) ++ Muhabura Radio (Kisoro); Rkungiri Radio, Kanungu Radio???	Noted with concern. The other major radio stations (most listened to) have been included in the revised report
Final Report	General Remarks	Full/complete accountability of the ToRs is required. In addition to exhausting the checklist of the report in the matrix The report is required to have information on the following aspects as committed in section 3.3 of WCS TORs...	The report has been appropriately re-organised to give an account of contribution of WCS to the different components of the Terms of Reference for the "Consultancy"
	On the Introduction section.....	This introduction is not related to what this report is about. Could	The advice was considered valuable and the Introduction

		you refine it? LTA: suggest to use preamble information that is in the TORs	has been replaced by the Preamble from the ToRs
	On the requirements of the Final Report and what is being reported about	Refer t the TORs/Contract as source of official reference to the WCS tasks	This has been worked on and <i>all reference is from the ToRs</i>
	About the different streams of work.....	Limit information to what relates to WCS tasks	Noted and considered. Revised version takes note of this
	Feedback and response from different stakeholders on the different streams of work	Complete this section by presenting the information/feedback that was captured from each forum	This has been addressed. Feedback from each stream of work(for both high level meetings and community stakeholders) has been integrated and segregated according to stream of work
	Feedback and response from different stakeholders on the different streams of work	Is this necessary in your report?	Been edited
	Feedback from consultations with the Batwa	Good...similar records of outcome of the respective meeting should be presented as well	Compliments greatly appreciated
	Consultative workshops with the Private Sector	Section 3 above and this section seems to be repetitive?.....confirm and if possible merge	Although the content almost seems similar, they are separate. Instead provided different feedback that was received from the Private Sector
	Consultative workshops with the Private Sector	Suggest that you segregate the information and present under this section what WCS	"Ibid"

		achieved/obtained in form of feedback	
	Consultative workshops with the Private Sector	Wrong...we have records of meeting in AR that were carried out by FGRM, BSA process during the period when WCS contract was running. is the message intended to portray that these consultation were carried by BSA and FGRM consultants without involvement of WCS?...if so, state it	The initial message intended to portray that although Private Sector was consulted, it was not as a single group brought together but rather as members of the larger stakeholder groups. We have appropriately reviewed this.
	Consultative workshops with the District Policymakers	See earlier comments on what BSA,FGRM etc. has done versus what WCS contract/task requires WCS to report on	Taken care of appropriately
	Consultative workshops with the District Policymakers	The report requires this information presented under this section...segregate the information and present what transpired per forum	This has been addressed. Feedback from each stream of work(for both high level meetings and community stakeholders) has been integrated and segregated according to stream of work
	Consultative workshops with the District Policymakers	Curtsey is expected....Sure there are no draft reports with referring to? Feel free to refer to the draft reports of all these except SESA!	Draft REDD+ strategy components' reports have been reviewed and feedback integrated into the latest version
	Dissemination and output to relevant stakeholders in the AR	Sure...there is evidence that WCS received these document since Nov 2016. Give reason why	The information was disseminated to the Workshops and the lower

		WCS has failed to disseminate information contained therein. Secondly, WCS has participated in work led by TTP...mention any action that WCS has done with those communication messages. Thirdly, WCS reports in the process report that it developed and disseminated messages...this does not seem to be consistent with what is reported here.	level consultations with the community members. The latest version has been edited to address this gap and currently reflects these comments
	On results of monitoring of the effectiveness of Stakeholder Engagement	Unless WCS has evidence to substantiate this statement...which should be provided here, it reads offensive to the REDD process and the Consultants who led on these other packages. Please substantiate this assertion.	Appropriately been worked upon to reflect the true picture
	On results of monitoring of the effectiveness of Stakeholder Engagement	Specify which ones...and reconcile this sentence with the prior one	Noted and Action taken

Annex 8: Integration of comments into IEC materials by Tree Talk Plus

Communication material	Source of comments	Comments on design	Comments on content	How comments were addressed
Pull up banners	West Nile and Northern sub regional participatory structures	Informative, the pictures look okay Colors are attractive and natural and the words are clear	The content is for all categories of people but will be clearer when translated in local languages The language is clear The main message is tree planting Illustrations are clear except 2 and 3 does not give clear meaning.	The banner with illustrations was dropped, the secretariat recommended the use of photographs
Poster on benefits of REDD+		The body text needs to be expanded Illustrations are appropriate and brings out message concerning REDD+ in our region	Very informative For all categories of people Shows environmental conservation Shows co-existence of life and nature	This material was dropped. It was general and not focused on REDD+ readiness
Poster on why we need REDD+		Informative but difficult to understand Crowded and difficult to understand Illustrations are funny The size of the words are readable but there are unclear pictures of people and animals	It can work in urban and rural communities Material is difficult to interpret and is crowded Poster covers the information on REDD+ but is not easy to understand. Biodiversity will be a new word in	This material was dropped. It was difficult for communities to use

REDD+ Options		<p>The arrangement of pictures is looking good</p> <p>The size of the words are too small</p> <p>The pictures look attractive but small</p> <p>All illustrations are appropriate</p> <p>Pictures are all fine except the color of charcoal.</p> <p>Include children in some of the photos</p>	<p>communities.</p> <p>Boring and too crowded for the ordinary audience although the intention is good</p> <p>It is intended for urban/rural, Males/females and educated/uneducated</p> <p>Land use patterns, mitigation measures and environmental degradation</p> <p>The words used in the poster especially abbreviations are difficult.</p>	<p>Material was revised to include photographs depicting REDD+ options</p>
Sticker		<p>The layout is boring</p> <p>The pictures are clumsy and not attractive</p> <p>The fonts are tiny and pictures not distinct</p> <p>Not adequate for REDD+</p>	<p>The content is for the educated and urban dwellers</p> <p>The main message is on deforestation and tree planting</p> <p>The message is also on food production and minimizing bush burning</p> <p>'Improving livelihoods' is not easy to understand.</p>	<p>This sticker with illustration was dropped four other stickers were developed based on the comments provided.</p>
All materials	Karamoja region participatory structure	<p>Fonts are small for some</p> <p>Other pictures are funny and some are not clear.</p>	<p>The messages are important but for urban setting</p> <p>The messages are on conservation</p>	<p>Comments were used to guide the development of revised materials</p>

		<p>The sticker is not appropriate for the message it is carrying.</p> <p>The sticker and poster with 'Uganda REDD+ programme are not clear.</p> <p>Most of the pictures bring out. The pictures do not bring out the local context – use sorghum</p> <p>Use photographs and not cartoons</p>	<p>of nature and sustainable use of natural resources.</p> <p>The wordings are difficult to translate.</p> <p>Words like emissions and sustainability may not be available in local language</p>	
Pull up banners	<p>Eastern Uganda, Mt. Elgon region participatory structure</p>	<p>Separate the positives of REDD+ from the negatives to show clearly what the process will promote. This can be on the same or different posters. If on the same posters the intention may not be clear.</p> <p>The pictures do depict the real situation – prefer camera taken pictures to illustrations</p> <p>Pull up on REDD+ is congested, separate positives from negatives</p>	<p>The definition was brought up very clearly</p> <p>Increase the font of the banners</p> <p>Degradation and destruction are difficult words to understand</p> <p>The link between crop farming and tree planting is not clear</p> <p>The pictures reflect collective participation of men and women and children</p> <p>The pull-ups are informative</p> <p>The arrangement of pictures described as funny</p> <p>Size of words is too small</p> <p>Biodiversity is identified as a difficult word to</p>	<p>One pull up banner was retained. Other comments were used to guide the development of revised communication materials.</p>

<p>Poster on benefits of REDD+</p>		<p>Demonstrate a proper hydrological cycle</p> <p>The bird is too near the sun</p> <p>The monkey is seen as dangerous to crops and some people in Eastern Uganda, the squirrel is less destructive.</p> <p>The animal on the tree in the picture does not look like a monkey. It looks like a dangerous animal.</p> <p>Re-organize clouds to be above birds, there should also be evaporation from the trees</p> <p>Clouds should have arrows from trees to depict evaporation</p>	<p>understand</p> <p>Words are simple to understand</p> <p>The fonts are good for banners but small for the factsheets</p> <p>The words are clearly understandable</p> <p>The poster covers REDD+ as should be in Eastern</p> <p>Suggestions to translate the words into local languages</p> <p>Illustrations need to be well linked</p> <p>Poster depicts issues to combat climate change</p>	<p>Following the general recommendation by the secretariat to use photographs instead of illustrations, this material was dropped. Instead, an information brief was developed based on an assessment of Benefit Sharing Approaches.</p>
<p>Poster on why we need REDD+</p>		<p>The poster is highly informative</p> <p>The people in the livelihoods box look like ghosts</p> <p>There is need to include such messages in daily extension messages.</p> <p>Make pictures more visible or clear</p> <p>The poster encourages people to keep wild animals near homes</p>	<p>Use different colors in each box to define different scenarios, i.e. biodiversity may be green and livelihoods may be a different,</p> <p>It shows trees have a lot of benefits</p> <p>For use in training like by the DFO</p> <p>The poster is for educated people but difficult for</p>	<p>This material was fused with the newspaper supplement that will also be translated into local languages for local language media.</p>

			villagers	
REDD+ Options		The font size is small	Poster is about climate change The poster is congested and needs to be improved The word size is moderate but the words are simple to understand depending on the level of education	This poster was merged with the information brief on REDD+ strategic options
Sticker		The words on the sticker are small The pictures are attractive because they predict a good environment	The sticker is informative The main message is on planting trees to reduce emissions The words are simple The sticker does not necessarily represent the needs of women and children Brings out the message on REDD+ well	This sticker with illustrative pictures was dropped and three other stickers were developed.
Pull up banners	REDD+ Secretariat comments	Illustration I; Reduce the trees in the illustration Put scattered trees among the stamps Introduce a power	Change the wording to 'Recovering deforested land'	This pull up banner with illustrations was dropped and concentrated on one banner on consultation and

		<p>saw</p> <p>Introduce firewood (a woman carrying firewood)</p> <p>Illustration 2; The tipper should be tipping soil instead of being stationary</p> <p>The illustration on using forests sustainably is the last</p> <p>Include enrichment planting (enrichment planting for me is defined in the last illustration)</p>		<p>participation in REDD+ processes</p>
<p>Poster on benefits of REDD+</p>		<p>Put the cloud above the tree</p> <p>Include landscape features</p> <p>Make fruity tree, leave basket out</p> <p>The fish harvest is little</p> <p>Make the water flow continuous it ends at the block</p>	<p>Refer to standard REDD+ definition</p>	<p>This poster evolved into an information brief on REDD+ strategic options</p>
<p>Poster on why we need REDD+</p>		<p>For section livelihoods include a child with a school bag preferably a girl</p>	<p>The incentives for managing forest are not clear</p> <p>Add calendar to posters</p> <p>Consider translations per region for various regions</p>	<p>This poster was dropped</p> <p>A calendar with REDD+ options instead produced</p>
<p>REDD+ video</p>			<p>Send video script</p>	<p>Script shared</p>

			to REDD+ secretariat to edit Open up the video to include other key figures and ministries (UWA, Agriculture ministry)	with REDD+ secretariat The process of arranging an interview with the president.
All materials	On contact details review as follows Uganda National REDD+ Secretariat, Forest Sector Support Department. Ministry Water and Environment Keep contact details for the PS until further resolutions regarding this On REDD+ branding The REDD+ secretariat has an already existing but not definite logo. TTP is to select, adjust and present definitive logo for the secretariat with the words 'Uganda National REDD+ Programme'			Contacts changed on all communication materials

Annex 9: Approved Communication Materials

