



Uganda National REDD-plus Consultation and Participation Plan

Prepared by the International Union for Conservation of Nature (IUCN – Uganda Office), for the Government of Uganda

EXECUTIVE SUMMARY

According to the Forest Carbon Partnership Facility (FCPF), REDD-Plus processes should ensure that the development process fully respects the dignity, human rights, economies, and cultures of local communities. It is out of this that recipient countries are encouraged to engage in consultations based on the principles of Free, Prior, and Informed consent (FPIC), which results into broader support to the process by the communities¹.

Uganda submitted a Readiness Preparation Proposal (R-PP) to the Facility Management Team (FMT) in April 2011, which was reviewed by a Technical Advisory Panel (TAP); a working group consisting of Participants Committee (PC) members established for this purpose; and the World Bank. The PC at its ninth meeting in Oslo in June 2011 decided to allocate funding from FCPF to Uganda to enable it to move ahead with preparation for readiness. For this purpose, the PC requested, among other things, Uganda to submit a revised R-PP (Revised R-PP) to the fund management team (FMT), reflecting the key issues namely that “Uganda should develop a Consultation and Participation Plan, including a plan for consultation on and participation in Uganda’s Strategic Environmental and Social Assessment process, to be validated by key stakeholders at a national level” before entering into a Readiness Preparation Grant Agreement with the (World Bank as the) Trustee of the Readiness Fund².

This Consultation and Participation (C&P) plan is intended to meet the Participants Committee (PC) request (as stated in **Resolution PC/9/2011/3**)³ and to guide the country on the structures and activities that will be undertaken to ensure an all-inclusive, effective and informed consultation and participation by relevant stakeholders, in the formulation of the REDD-plus strategy, especially the vulnerable, marginalized and forest dependent communities⁴. This plan will cover a period of three years from 2012 – 2014.

The C&P plan is complimented by the Communication and Awareness (C&A) sub-plan; and the Conflicts and Grievances (C&G) management sub-plan, which are included as components II and III respectively. The plan was developed through a consultative process (involving targeted community meetings with opinion leaders at the local level; The National REDD-plus Working group (RWG); and its sub-working groups)⁵ and a comprehensive review of REDD-Plus related literature⁶. It was validated by key stakeholders at a national level, reviewed and approved by the National REDD-plus Steering Committee.

¹ UN-REDD+ Draft . Programme Guidelines on Free, Prior and Informed Consent, 2011

² **Resolution PC/9/2011/3. 2011.** Forest Carbon Partnership Facility (FCPF) Ninth Participants Committee Meeting; June 20-22, 2011; Oslo, Norway; **Resolution PC/9/2011/3;** Uganda’s Readiness Preparation Proposal.

³ Ibid.

⁴ This is synonymous with reference to the indigenous people in other areas, as referred to in the FCPF.

⁵ Community meetings with opinion leaders at the local level; Meetings of the REDD+ Steering committee; Working group; sub-working groups and National Validation workshop.

⁶ World Bank (WB) SESA and ESMF guidelines, the UNFCCC guidelines on safe guards, the UN-REDD Social and Environmental Principles and the CCBA Guidelines.

The structure proposes a three level approach that promotes effective representation, meaningful participation and empowerment of stakeholders to ensure that REDD-plus benefits are well streamlined and accessed by all categories of stakeholders. Coordinated by the REDD-plus National Focal Point/Secretariat and supported by the National Consultation and Participation Taskforce, the process shall target all key stakeholders countrywide. Several participatory approaches including meetings, workshops, interactive media (talk shows) programmes and publicity messages/IEC materials and direct interviews will be used to consult on issues.

ACKNOWLEDGEMENTS

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IUCN received a request from Government of Uganda to support the National REDD+ Secretariat in specifically preparing the Consultation and Participation Plan for the country. IUCN therefore acknowledges and appreciates the guidance provided by the National REDD-plus Steering Committee and the technical inputs provided by the REDD-plus Working Groups. Gratitude is also extended to the communities (in Mt. Elgon sub region) who accepted to participate in the initial consultations for both the “Towards Pro-poor REDD-plus” project and for the purpose of preparing this C&P plan, and all other Ugandan stakeholders who actively participated in the validation of the strategy.

IUCN further acknowledges and appreciates the leadership and support provided by the Permanent Secretary of the Ministry of Water and Environment (MoWE); the National Forestry Authority (NFA) and the Forestry Sector Support Department (FSSD) as the incoming REDD-plus Focal Point Entity. Equally recognized is the contribution from the World Bank and other development partners for the constructive efforts to support REDD+ processes in Uganda and specifically the good comments that adequately enhanced the content of the plan.

LIST OF ACRONYMS

CBOs:	Community Based Organizations
CCBA:	Climate, Community and Bio-diversity Alliance
CSOs:	Civil Society Organizations
EA:	Environmental Alert
ESMF:	Environment and Social Management Framework
FCPF:	Forest Carbon Partnership Facility
FMT:	Facility Management Team
FSSD:	Forest Sector Support Department
IPCC:	Intergovernmental Panel on Climate Change
IEC:	Information Education and Communication materials
IPs:	Indigenous Persons
IUCN:	International Union for Conservation of Nature
LEC:	Local Environment Committees
MDGs:	Millennium Development Goals
MPs:	Members of Parliament
MRV:	Measurement, Reporting and Verification system
MSDs:	Multi- Stakeholder Dialogues
MUK:	Makerere University
NEMA:	National Environment Management Authority
NFA:	National Forestry Authority
P&C:	Participation and Consultation strategy
PC:	Participants Committee
REDD-plus:	Reducing Emissions from Deforestation & forest Degradation
R-PP:	REDD-plus Preparedness Proposal
RWG:	REDD-plus Working Groups
SC:	Steering Committee of REDD-PLUS
SESA:	Social and Environmental Impact Assessments
TAP:	Technical Advisory Panel
ToR:	Terms of Reference
UNFCCC:	United Nations Framework Convention on Climate Change
UNREDD:	United Nations – REDD Programme
WB:	World Bank

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COMPONENT ONE:

1.0. CONSULTATION AND PARTICIPATION PLAN

1.1. The Uganda REDD-plus Preparedness process

Uganda received support from the FCPF of the World Bank to prepare the REDD-plus R-PP in 2009. This process was coordinated by the REDD-plus working group and Steering committee with NFA serving as a Secretariat as well as the National Focal Point for REDD-plus in Uganda. The R-PP seeks to provide a roadmap for taking stock of the current situation with regards to deforestation and forest degradation, and provide an overview of how the country intends to address them.

Uganda submitted a Readiness Preparation Proposal (R-PP) to the Facility Management Team (FMT) in April 2011, which was reviewed by a Technical Advisory Panel (TAP); a working group consisting of Participants Committee (PC) members established for this purpose; and the World Bank. The PC at its ninth meeting in Oslo in June 2011 decided to allocate funding from FCPF to Uganda to enable it to move ahead with preparation for readiness.

With regard to Consultation and Participation, the R-PP had provided for the development of a multi stakeholder consultation and participation plan that outlined the inclusion of relevant stakeholders in the planning and decision making process of REDD-plus implementation. However, the PC requested, among other things, Uganda to submit a revised R-PP (Revised R-PP) to the fund management team (FMT), reflecting the key issues namely that “Uganda should develop a Consultation and Participation Plan, including a plan for consultation on and participation in Uganda’s Strategic Environmental and Social Assessment process, to be validated by key stakeholders at a national level” before entering into a Readiness Preparation Grant Agreement with the (World Bank as the) Trustee of the Readiness Fund⁷.

1.2. Contextual scope

The Participation and Consultation Strategy for Uganda was developed within the following context:

- a) The national requirements for Consultation & Participation as provided for in the; the 1995 constitution (as amended in 2005), the National Decentralization Policy, Forestry Policy, the Local Government Environment Management frameworks and the national R-PP.
- b) The UNFCCC requirements for “full and effective participation”, as intended in the relevant UNFCCC Decisions;

⁷ **Resolution PC/9/2011/3. 2011.** Forest Carbon Partnership Facility (FCPF) Ninth Participants Committee Meeting; June 20-22, 2011; Oslo, Norway; **Resolution PC/9/2011/3;** Uganda’s Readiness Preparation Proposal.

- c) The FCPF & UNREDD requirements for effective stakeholders' engagement; with emphasis on the participation of Indigenous Peoples (IPs) and Forest Dependent Communities;
- d) To meet the UNFCCC requirements for "full and effective participation", as intended in the UNFCCC Decisions;
- e) To meet the objectives set for Consultations and Participation as documented in the R-PP;
- f) To Build on national and international lessons and experiences from previous consultations, multi-stakeholder dialogues and pilots;
- g) To meet any other comparable set of requirements for participation and consultation that are relevant and necessary for Uganda's REDD-plus strategy formulation

1.3. Objectives of the Consultation and Participation Plan

The overall objective of the Consultation and Participation plan is to provide a framework that ensures ownership, transparency, and dissemination of the R-PP by the government and relevant stakeholders, and inclusiveness of effective and informed consultation and participation by relevant stakeholders in the process of preparing a National REDD-plus Strategy. To guide this complex and dynamic process, this Participation and Consultation Plan together with Awareness and Communications Plan and a Conflicts and Grievances Management Plan have been developed and shall be operationalized at the onset of the formulation of the national REDD-plus strategy.

Specifically, the Consultations and participation plan shall contribute towards:

- a. Ensuring that REDD-plus activities and implementation frameworks are informed by stakeholder's views and contributions by providing avenues through which the voices and experiences of key stakeholders are captured and incorporated in decision making at all levels;
- b. Guiding actions to enhance awareness about REDD-plus implementation and its monitoring by stakeholders by setting up platforms through which beneficiaries can access information and also participate in the design and implementation of REDD-plus activities;
- c. Building mechanisms to enhance equitable outcomes and access to REDD-plus benefits by all stakeholders and sectors at all levels;
- d. Reposition REDD-plus contribution towards national development priorities by directing development of regulatory frameworks that are socially inclusive, transparent and support improvements in forest governance.

1.4. Lessons from previous Consultations and Participation processes

Several lessons and experiences have been learnt during the preparation of the various government processes, including the R-PP and pilots being implemented by respective agencies. This in essence has been used to inform decisions, planning and other processes during the development of the national REDD-plus strategy. These include among others:

- a. **Use of awareness and capacity building approaches enhances participation and ownership of decisions.** The consultation process should utilize approaches and tools that involve all stakeholders in understanding issues, roles, responsibilities, costs and benefits. This builds their capacity effectiveness of their participation, increases ownership of the processes and results.
- b. **Use of existing structures both at the local and national levels helps to empower and strengthen participation and ownership of processes.** It is upon this lesson that this plan will identify and work through existing structures such as National Consultative forum provided for by the Forest and Tree Planting Act at the national level, and local environment committees, the local levels, traditional/cultural structures and others that target marginalized groups. This also increases the efficiency and effectiveness of the Consultation and Participation processes.
- c. **Using evidence based scenarios from pilots** facilitates better understanding of issues and enhances effective participation.
- d. **Effective coordination through** adequate planning and monitoring is important in situations where roles and responsibilities are shared among various stakeholders like in the case of REDD-plus processes. Mapping of various initiatives in the country, providing regular updates and new initiatives linked to REDD-plus promotes synergies and better impact.
- e. **Clear documentation and dissemination of** facts and information arising from consultative processes provides clear basis upon which stakeholders monitor and build on future consultations.
- f. **Multi-media approaches** enhance reach, participation and feedback of a broader audience.

1.5. Principles of Participation and Consultation in Uganda⁸

In order to realize the objectives and purpose of this plan, the following principles will be ensured before, during and after the consultations and participation processes in Uganda. In addition, the process shall endeavor to incorporate and emphasize elements of Free, Prior and Informed Consent (FPIC).

- a. **Inclusiveness:** targeting a broad audience of stakeholders both at national and local levels including those directly and indirectly affected by REDD-plus activities.

⁸ FCPF Note 2009-2; Technical guide on how to prepare an effective Consultation and Participation plan

- b. **Incremental** in nature: taking cognizant of existing participatory platforms, ongoing interventions and earlier consultation initiatives conducted during R-PP formulation.
- c. **Mutual respect: considering** the integrity of persons, their institutional structures and cultural diversity, while making clear observance of the laws of Uganda.
- d. **Transparency: recording and reporting** of outcomes of all consultations, disclosing them publicly in a timely schedule, culturally appropriate form and languages.
- e. **Consensus:** the process shall facilitate dialogue and exchange of information, with the ultimate aim of building consensus and broad community support.
- f. **Impartiality:** the process shall make available fair mechanisms for grievance, conflict resolution and redress during the consultations and throughout the implementation period. Special recognition shall be given to issues of land tenure, and rights to property and resource use.
- g. **Effective communication;** Information shall be tailor made for specific audiences and shall follow a robust communication strategy, with a clear feedback mechanism

1.6. The Consultation and Participation management structure

The R-PP provides an institutional structure to coordinate the development of the REDD-plus Strategy which already provides the framework within which the C & P will be implemented. This plan proposes the creation of a C&P Taskforce as one of the themes to support the REDD-plus Secretariat in coordinating the implementation of the plan. This will include identifying stakeholders and partners to undertake various roles in the consultation process, consolidation and integration of the outcomes into the National REDD-plus strategy. This taskforce will be constituted by the Technical committee and will be representative of NGOS, special groups such as women, gender- focused institutions, and the youth, private sector, government agencies both at the local and national levels.

Specifically, the Consultation and Participation Taskforce will support the technical coordination of the implementation of the C&P plan; as well as the SESA, ensuring that consultation on and participation in Uganda's Strategic Environmental and Social Assessment process, issues of gender and marginalized groups, are considered and integrated in the plan. Monitoring will be an integral part of the implementation involving all stakeholders from the various levels.

1.7. The consultation and participation framework

The consultation and participation activities for REDD-plus in Uganda shall cover the whole country with due consideration of the broad nature of stakeholders involved. The plan will mainly be at the national and regional levels. The national platform will synthesize the issues arising from the fifteen (15) regional foras.

At the national level, consultations will be convened to discuss issues of REDD-Plus, with focus on SESA; rights and tenure, benefit sharing, REDD-plus structures and gender roles. This will include technocrats and politicians from Government, national level CSOs, the academia,

media, development partners, private sector and representatives from the regional platforms. Due to the diverse nature of players at the national level, separate consultations and participation initiatives shall be arranged and tailored to the interests of the specific groups (such as Parliament, gender focused groups, private sector). The outcomes shall thereafter be shared and used for discussions in other foras.

Due to the varying ethnicities and corresponding issues in different parts of the country, and the lessons from the R-PP formulation process which revealed that 4 regional based consultations were inadequate, this plan provides for 15 sub-regional foras for consultations. Representatives at the regional foras will be selected from the representative districts with clear consultation and feedback strategies to the grassroots, as indicated in Figure1 below.

Generally, for each level, a representative and inclusive consultative forum shall include participants from each of the following stakeholder groups:

Table 1: Participants to constitute the Consultative forum.

✓ Women and gender based groups	✓ The private sector
✓ Representative of Indigenous Peoples	✓ Political leaders
✓ Non-Governmental Organizations	✓ Technical officials
✓ Community Based Organizations	✓ Faith Based Institutions
✓ Traditional and cultural institutions	✓ Youths
✓ Academia& research institutions	

Where appropriate, existing structures will be utilized as a means of strengthening their capacity to share information on REDD-Plus. Examples of these include the Parliamentary Forum on Climate Change, the Environment and Natural Resources Working Group, National Policy Committee, National Forest Stakeholders forum provided under the Forest Act, traditional and cultural platforms, gender based and marginalized groups, the various inter-district committees around protected areas, Sub county and Parish level Environment Committees. At the start of implementation of the C and P plan, all target groups will be mapped for integration.

Figure 1: Consultation and Participation structure

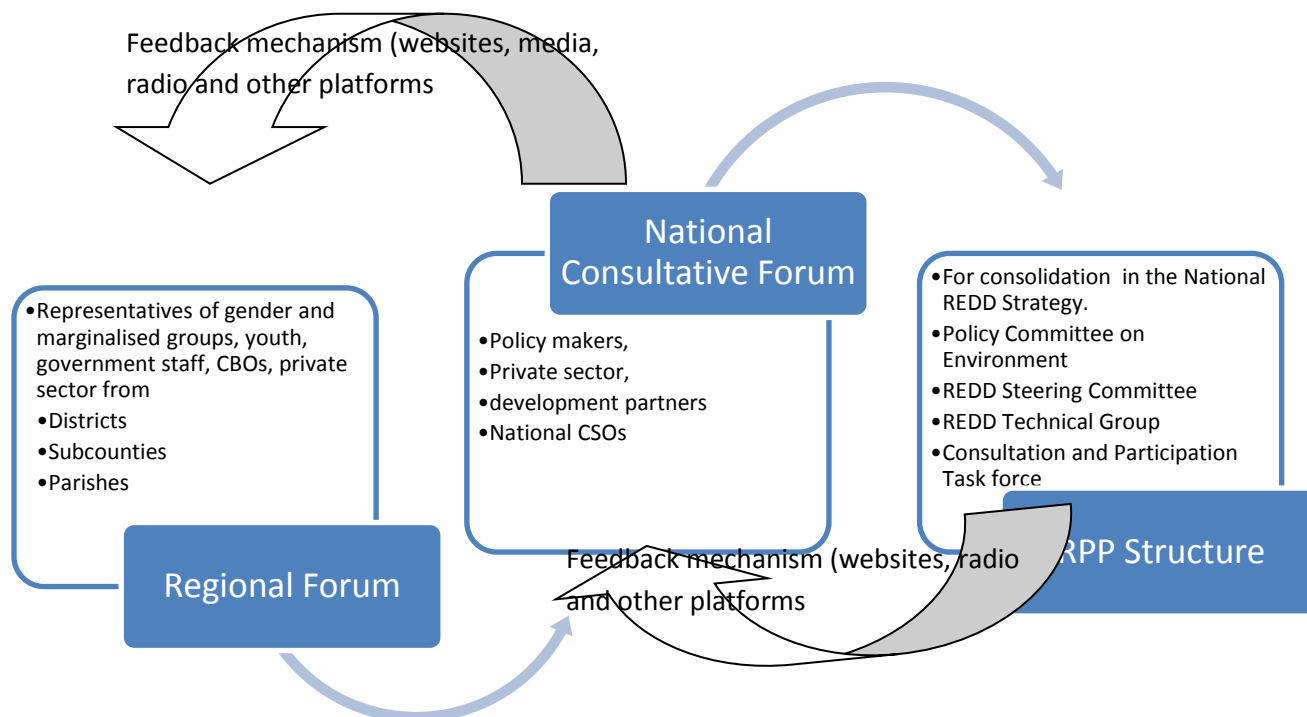


Table 2: Regional stratification of consultation foras

Region	Sub region	Districts
1. Central	1. Buganda	1. Buikwe,
		2. Bukomansimbi,
		3. Butambala,
		4. Buvuma,
		5. Gomba,
		6. Kalangala,
		7. Kalungu,
2. Eastern	2. Bugisu	8. Kampala,
		9. Kayunga,
		10. Kiboga,
		11. Kyankwanzi,
		12. Luweero,
		13. Mityana,
		14. Mpigi,
3. Northern	3. Bugisu	15. Mubende,
		16. Mukono,
		17. Nakaseke,
		18. Nakasongola,
		19. Rakai,
		20. Sembabule,
		21. Wakiso,
4. Eastern	2. Bugisu	Mbale, Manafwa, Sironko, Bulambuli, Bududa,
		3. Sebei Bukwo, Kapchorwa, Kween
		4. Busoga Bugiri, Jinja, Iganga, Kamuli, Namutumba, Kaliro, Namayingo, Mayuge, Namayingo, Buyende, Luuka,
		5. Teso Amuria, Bukedea, Kumi, Ngora, Soroti, Serere, Kaberamaido, Katakwi, Pallisa, Budaka, Kibuku
		6. Karamoja Moroto, Kotido, Kaabong, Abim, Amudat, Nakapiripirit, Napaak,
		7. Bukedi Tororo, Busia, Butaleja
		5. Northern
9. Lango Apac, Amolatar, Alebtong, Lira, Otuke, Oyam, Kole, Dokolo		
10. West Nile Arua, Adjumani, Moyo, Nebbi, Yumbe, Koboko, Maracha, Zombo		

Region	Sub region	Districts
4. Western	11. Ankole	Bushenyi, Ibanda, Mbarara, Ntungamo, Lyantonde, Kiruhura, Isingiro, Buhweju, Rubirizi, Ruhinda, Sheema,
	12. Bunyoro	Masindi, Hoima, Kibaale, Buliisa, Kiryandongo
	13. Toro	Kabarole, Kyenjojo, Kamwenge, Kyegegwa
	14. Rwenzori	Kasese, Bundibugyo, Ntoroko
	15. Kigezi	Kabale, Kisoro, Kanungu, Rukungiri,

1.8. Stakeholder analysis and mapping

Several individuals, groups, institutions and practitioners have got varying interests and influence on forests and REDD-plus. The major forest related stakeholders include relevant government agencies, formal and informal forest users, private sector entities, Indigenous Peoples and other forest dependent communities. How forest management interventions and REDD-PLUS processes affect these stakeholders varies. It is important to note that the influence of the respective groups on REDD-PLUS and how they can be affected by a given REDD-PLUS intervention may be positive or negative. A detailed stakeholder mapping to identify stakeholders to engage in the REDD-plus strategy formulation process was undertaken and is included as Annex 2 to this plan.

However, the summary of stakeholder categories, their constituent sub stakeholders and interest/ influence on REDD-PLUS is included in Table 2 below. This categorization was used to inform the representative groups to form the consultative forums at various levels as indicated below. It shall also be followed closely when scheduling consultations for the entire country.

Table 3: Stakeholder categories

Category	Stakeholders	Role/influence on REDD-PLUS-PLUS
Government institutions	Relevant ministries and their departments , Agencies and Parastatals of Government, Local Governments	Harmonization and supporting integration and implementation relevant policies
Local communities	Indigenous Peoples, women, vulnerable/ marginalized groups, Forest dependent communities, pastoralists, farmer groups	The need to understand the costs, benefits and their roles since they interact closely with resources, addressing drivers
Civil Society	Local NGOs, CBOs, international agencies, Faith Based organizations and cultural institutions.	Mobilization and Advocacy for sustainable REDD-PLUS practices, piloting best practices
Private sector	loggers, energy producers, industries, timber growers, timber dealers,	Their actions may cause deforestation, or support

	financial institutions	implementation of REDD-PLUS-PLUS.
The academia	Universities, research institutions, training colleges, schools	Generating and dissemination new knowledge,
The media	Print, electronic, telecoms, social media	Advocacy to promote REDD-PLUS and dissemination of emerging issues at all levels
Development partners	Donor agencies, Embassies, Diplomatic missions	Supporting REDD-PLUS activities and processes

1.9. Key Issues for Consultations

As highlighted in the R-PP, some components and key issues shall require further consultation from the stakeholders. Table 3 below presents key areas for consultation during the formulation of the REDD-plus Strategy.

Table 4: Issues for Consultation and Participation

Theme	Key issues for Information and consultation
Deforestation and degradation	<ul style="list-style-type: none"> ✓ Confirming and validating the main causes of deforestation and degradation that could impact on the implementation of REDD-plus ✓ What strategies need to be put in place to reduce the rate of deforestation and degradation? ✓ What are the benefits and limitations of the strategies ✓ What areas and approaches should be applied to avoid deforestation?
REDD-plus Governance	<ul style="list-style-type: none"> ✓ Discussing how REDD-plus fits within the existing forest governance frameworks vis-a-vis creating new ones
Monitoring systems	<ul style="list-style-type: none"> ✓ Understanding roles and responsibilities in RL/RELS, MRVs, Forest Monitoring Systems and participating in the design.
Sustainable forest management	<ul style="list-style-type: none"> ✓ Discuss areas and modalities for implementing SFM in relation to REDD-PLUS-Plus
Conservation of forest Carbon Stocks	<ul style="list-style-type: none"> ✓ Discuss areas and modalities of implementation
Enhancement of forest Carbon Stocks	<ul style="list-style-type: none"> ✓ Discuss areas and modalities of implementation
Benefit sharing	<ul style="list-style-type: none"> ✓ What benefit sharing systems exist at the moment

	<ul style="list-style-type: none"> ✓ How could REDD-PLUS interact with existing benefit sharing agreements ✓ What systems of benefit sharing could be appropriate and provide maximum benefits
Land Use Rights / Land tenure	<ul style="list-style-type: none"> ✓ What would be potential implications of REDD-PLUS payments within the existing context ✓ Would a mechanism on REDD-PLUS work within the current Ugandan context ✓ What revisions could be required and what impacts would they have
Social and Environmental Safeguards	<ul style="list-style-type: none"> ✓ What are the Socio-economic impacts of REDD-PLUS ✓ How can the risks and negative impacts be mitigated? ✓ How can the social and environmental impacts be monitored?
Other drivers of deforestation	<ul style="list-style-type: none"> ✓ As will be determined

1.10. Strategic approaches and modalities

In this section, the criteria to guide implementation approaches for effective implementation of the plan shall include i) the nature of information (subject matter) to be collected and discussed ii) timing should recognize the community calendar; iii) the type of audience being targeted; iv) the most appropriate language(s) for the area/group of persons and; v) the most appropriate media options available for the area both for disseminating information and receiving views from the stakeholders.

Selection of respondents; similarly, clear procedures employing corroboration with community leaders, voter’s registers, national census data and CBO activists shall be employed to select FDCs, women and other marginalized groups to be involved in the consultation and participation processes. While selecting parishes for in-depth assessments, emphasis shall be made on high forested landscapes and their surroundings where REDD-PLUS issues hold greater intensities.

Prior consent; in order to conform to the international and country requirements for Free Prior and Informed Consent (FPIC), the secretariat and the Technical Committee for REDD-PLUS shall ensure that information on details of issues to be consulted on is provided to the stakeholders at a minimum one week prior to the actual consultation date. This shall be through letters, announcements on relevant media and use of community mobilizers. In addition, effort will be made to use the most appropriate platforms to enhance engagement of the various social groups.

Communication; the REDD-PLUS Secretariat together with other partners shall regularly communicate on progress of the R-PP. This will be in the form of electronic media, print media, workshops and meetings among others. The detail of this is contained in the detailed communication plan (Component II). Particularly, a REDD-PLUS website shall be set up and maintained by the Secretariat. This shall be updated regularly (at least on a monthly basis) and shall be publicized broadly during radio programmes, on policy briefs and other IEC materials to be produced for REDD-PLUS processes. The website shall feature minutes from REDD-PLUS meetings, reports from consultations countrywide and updates from REDD-PLUS international agencies.

In-depth assessments; to support information and views collected during respective C&P processes, the C and P taskforce and the Secretariat shall ensure that consultations on key issues are undertaken in each district. At least one parish shall be randomly selected per district for this purpose. Participatory and gender sensitive methods shall be employed to consult and engage people to discuss critical REDD-plus issues such as their dependence on forests, drivers of deforestation, benefit sharing mechanisms, rights and tenure and other livelihood initiatives.

Feedback; the secretariat through the different Multi – Stakeholder platforms at different regions/districts shall on a specified schedule provide feedback on issues raised previously and matters arising from higher policy and decision making entities and vice versa. Based on the structure of representation at a particular platform, representatives shall serve the role of providing feedbacks to the lower platforms they represent which may form the basis for the next discussions. In addition, the media will be used to complement feedback to stake holders on key decisions reached from different forums.

Monitoring and Evaluation ; Using the proposed Monitoring and Evaluation framework in Component 6 of the R-PP, all responses and views generated from consultations shall be analyzed by the REDD-PLUS National Focal Point and presented to the National Technical Committee and REDD-PLUS Steering Committee for consideration before incorporating them into the REDD-PLUS strategies. Experiences and lessons generated from the consultations shall be regularly analyzed and used to inform the subsequent consultations processes.

Conflicts and grievances; in pursuit of the above, it is envisaged that several conflicts and grievances may arise that may hinder effective consultation and participation during the process of formulating the national REDD-PLUS strategy. To address such, a detailed Conflicts and Grievances management plan (**component 3**) is included.

1.11. The Phases of C & P Plan

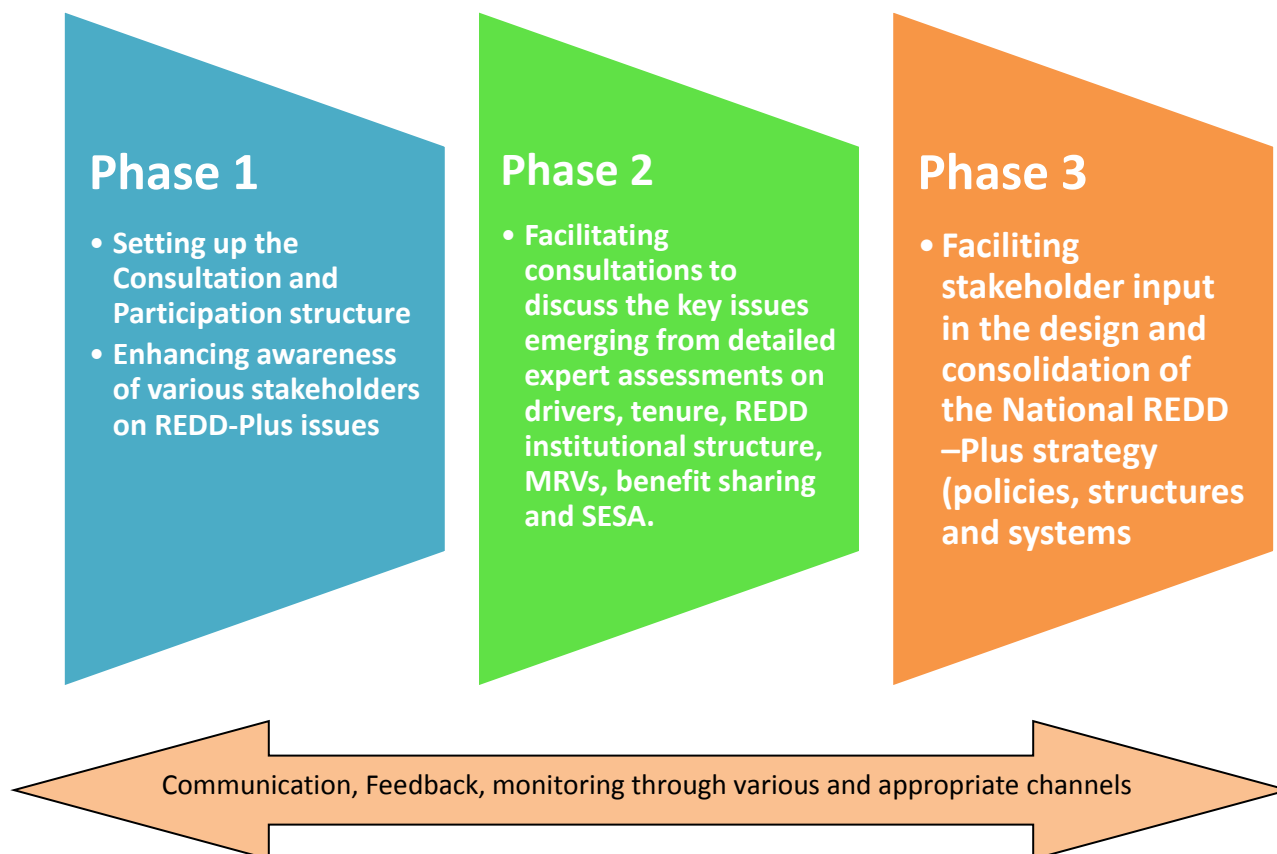
Consultation and Participation during the development of the National REDD-plus Plus strategy will be sequenced in three phases as indicated below:

- Phase 1 : Setting up the Consultation and Participation structure and enhancing awareness of various stakeholders on REDD-PLUS-Plus

- Phase 2 : Facilitating consultations to discuss the key issues emerging from the expert assessments
- Phase 3 : Facilitating stakeholder input in the design and consolidation of the National REDD-plus–Plus strategy

The specific actions to guide implementation of the different phases are described below and illustrated in Figure2 below.

Figure 2: The C&P consultation phases



Phase 1: Setting up the Consultation and Participation structure and enhancing awareness of various stakeholders on REDD-PLUS-Plus

In order to enhance effective participation of stakeholders at all levels, the C and P structures will be formalized, representatives identified, roles and responsibilities clarified and publicized through appropriate channels for the general public to be clear on who, where and how to engage on REDD-plus issues. The C and P plan will be validated by all stakeholders and clear guidelines developed to ensure continuous engagement of stakeholders in the implementation. Skills of the identified representatives will be enhanced to effectively coordinate the C and P processes at various levels.

In case of disagreements arising from the processes, the Conflicts and Grievances plan (Component III) provides mechanism to address them. This will be coordinated by the REDD-

PLUS Secretariat and the technical committee, with guidance and approval from the Steering Committee. This will be undertaken through the steps outlined below:

1. Constitution and training of the Consultation and Participation Taskforce, defining their terms of reference with clear roles and responsibilities and how they link with the other structures. This will widely discussed and publicized through various channels like media, websites and brochures (Details in the communication plan – Component II).
2. The Secretariat, with support from Consultation and Participation Taskforce, will organize consultative meetings at each level (as indicated in the structure) to validate the Consultation and Participation Plan, and identify representatives of the consultative forums, paying attention to gender based and marginalized groups. This will involve working with other stakeholders to map and identify existing platforms which can be used or built on. This process will be presented to the Technical committee, and approved by the Steering committee. Once approved, this will be widely communicated using the various channels as indicated in the communication and awareness plan (component II).
3. The Secretariat, in collaboration with the Consultation and Participation Taskforce will conduct trainings of the identified representatives of the regional and national platforms. The trainings will address general awareness of REDD-PLUS and its relevance to Uganda and each stakeholder group, and discuss specific issues such as SESA, land and tenure issues, benefit sharing, gender and others as detailed in Annex 2. For each training, a C and P action plan shall be developed and agreed on with clear roles, responsibilities, and timeframes. The trainings will target different stakeholders using various channels as indicated below:
 - a. Sector specific trainings to build capacity and enhance coordination of REDD-plus integration among key government agencies and ministries will be undertaken (refer to stakeholder matrix in Annex 2). At the end of this training, clear roles and responsibilities of various agencies will be defined and agreed upon with the REDD-plus Secretariat.
 - b. Breakfast meetings targeting high level policy makers, development partners and private sector to enhance their understanding of REDD-plus benefits and support integration in national development programmes.
 - c. Regional specific trainings of the platform representatives will be undertaken to enhance their understanding of REDD-plus and use that knowledge to mobilize, negotiate equitable sharing of benefits as well as discussing measures to avoid the associated risks.
 - d. Training of various civil society groups including the gender based and marginalized groups, cultural institutions, environmental and rights based will be undertaken to enhance their understanding of REDD-plus and use that knowledge to mobilize, negotiate equitable sharing of benefits as well as discussing measures to avoid the associated risks
 - e. All the trainings materials and results will be complemented by awareness programmes on radio, websites, brochures and other communication channels as indicated in component II

Phase 2: Facilitating consultations to discuss the key issues emerging from detailed expert assessments on drivers, tenure, REDD-plus institutional structure, MRVs, benefit sharing and SESA.

As provided for in the R-PP, more detailed information will be collected by the expert thematic groups on the following: drivers of deforestation and degradation, land and tree tenure, sustainable forest management, Social and Environmental Assessments, benefit sharing, MRVs and governance structure. To ensure that the various stakeholder issues are taken into account, the tools and approaches will be reviewed by the C and P taskforce and the various consultation and participation forums. In addition, the findings from the expert assessments will be presented to stakeholders for discussion and validation. This will be undertaken through:

1. Undertake a Participatory process of developing the terms of reference, tools and approaches for the various expert assessments to be coordinated by the Secretariat, reviewed by the C and P taskforce and the technical committee. This process will consider bringing in gender experts to ensure that the tools and approaches address potential gender based risks and reduce gender based disparities in access to and benefits from REDD-plus interventions. (Refer to World Bank Gender and Development Operational Policy, Environment and Social screening tool, the Uganda REDD-PLUS and Gender roadmap enclosed as Annex 3.
2. The REDD-PLUS Secretariat, working in partnership with the C and P taskforce will convene national and regional meetings to coordinate the participation of the regional representatives in the expert assessments within the specific districts. Expert thematic groups will use the regional platforms as entry points for consultations on proposed themes. Decisions reached will be further discussed using various communication channels, appropriate languages and forms such as radio talk shows to allow participation of a wider audience.
3. Convene the various regional and national platforms to discuss and validate the outcomes of the expert assessments. Outcomes will be further discussed using various communication channels, appropriate languages and forms such as radio talk shows to allow participation of a wider audience.
4. The entire assessment process will be supported by the communication and awareness strategy (Component II) that will enable continuous contribution, feedback and monitoring by stakeholders.

Phase 3: Facilitating stakeholder input in the design and consolidation of the National REDD-PLUS strategy

Once assessments on the key elements of REDD-plus for the country are undertaken, discussed and approved, the REDD-PLUS Secretariat will coordinate the consolidation of the information into a draft National REDD-plus Strategy. This draft will then be discussed and validated by the various stakeholders using the various platforms. The final REDD-PLUS strategy will then be approved by the REDD-PLUS Steering Committee and submitted for funding. The various stakeholders will contribute to achievement of different objectives and will therefore be targeted differently as indicated below:

The Secretariat will facilitate representatives of the regional platforms to consult within their constituencies on the key issues mentioned above.

- 1) Regional level meetings will be convened to discuss the national REDD-PLUS Strategy and ensure that it integrates the agreed positions from the consultations and assessments. Specifically, it should be clear on benefits, rights and tenure issues, clear institutional structures that are accessible to all social groups especially the marginalized groups from the lowest levels as indicated in the structure (Figure 1) In cases of conflicting roles, measures to address them are provided for in the Conflicts and Grievances strategy in component III
- 2) Convene meetings targeting sector specific government agencies and ministries to discuss the national draft strategy and ensure that it is aligned to their priorities and their roles and responsibilities clearly elaborated for better coordination and implementation. In cases of conflicting roles, measures to address them are provided for in the Conflicts and Grievances strategy in component III
- 3) Convene private sector consultations to discuss the draft strategy with the aim of ensuring that the National REDD-PLUS Strategy is clear on opportunities for investment and that their activities don't undermine the REDD-PLUS objectives.
- 4) Convene Civil Society consultations to discuss the national draft strategy with the aim of ensuring that provisions for Social and Environmental safeguards are addressed, monitored and feedback provided across the various levels.
- 5) National level discussions involving high level policy makers, government officials, private sector and development partners will aim at ensuring that the Strategy contributes towards the national and international development priorities.
- 6) The REDD-PLUS Secretariat, in collaboration with the C and P Taskforce and REDD-PLUS Technical committee will coordinate the consolidation of the final strategy and submit to the Steering Committee for approval and final submission, and adoption by the country.
- 7) Dissemination and Communication of the draft and final strategies will be supported by the Communication plan (Component II)

1.12. The C & P Work plan, Budget and Implementation schedule

Annex 1: The C&P Work Plan

Table 5: Summary of Activity Plan and Schedule for Developing REDD-plus Consultation and Participation Plan and Budget						
Main Activity	Sub-Activity	Estimated Cost (US\$ "000")				
		Lead	2012	2013	2014	Total
Setting up the Consultation and Participation structure and enhancing awareness of various stake holders on REDD-PLUS-Plus						
1. Identify, recruit and retain a National Consultation and Participation Facilitator	<ul style="list-style-type: none"> ✓ Develop Terms of Reference for the National Consultation and Participation Facilitator ✓ Recruit National Consultation and Participation Facilitator ✓ Commission National Consultation and Participation Facilitator ✓ Supervise National Consultation and Participation Process 	FSSD/REDD-plus Secretariat	75	90	90	255
2. Constituting and training of the Consultation and Participation Taskforce,	<ul style="list-style-type: none"> ✓ Convene a Meeting to discuss and constitute the C&P task force and their TOR ✓ Undertake a training of the C&P task force. ✓ Publicized the C&P task force through the media, REDD-PLUS website and brochures 	REDD-PLUS Steering Committee	10			10
3. Organizing consultative meetings at all levels to validate the C&P structures.	<ul style="list-style-type: none"> a. Undertake a Mapping of existing platforms. b. Convene 16 consultative meetings to Identifying representatives of the consultative National and regional forums. c. Convene a Meeting to Present reports to the Technical committee, and the Steering committee for review and approval. d. Publicize the representatives through the media at the appropriate channels and levels 	Secretariat together with C&P task force	50			50

4. Conducting trainings of the identified representatives of the regional and national platforms.	<ul style="list-style-type: none"> ✓ Sector specific trainings to build capacity and enhance coordination of REDD-PLUS integration among key government agencies and ministries. ✓ Breakfast meetings targeting high level policy makers, development partners and representatives from the private sector ✓ Training of various civil society groups including those focusing on; gender, marginalized groups, cultural institutions, environmental issues and human rights. 	Secretariat together with C&P task force	285			285
5. Engaging in communication initiatives (main costs budgeted under awareness and communication) to complement the trainings materials and results	<ul style="list-style-type: none"> ✓ Engaging in communication initiatives (here support functions only; main budget under the awareness and communications strategy) 	Secretariat together with C&P task force		30		30
Facilitating consultations to discuss the key issues emerging from the expert assessments						
6. Undertaking a participatory process of developing the, tools and approaches for expert assessments;	<ul style="list-style-type: none"> ✓ Meetings with C&P task force including gender experts to review TOR for the expert assessments to ensure they integrate social aspects 	Secretariat, C&P task force, Experts in developing TORs and tools,		75		75
7. Facilitate the Participatory consultations of expert assessments	<ul style="list-style-type: none"> ✓ Convening national inception platforms for to inform expert assessments ✓ Convene 15 regional expert inception meetings to inform expert assessments ✓ Communicate key issues through Media and other appropriate communication channels 	Secretariat with Task forces		250		250
8. Convene the various regional and national platforms to discuss and validate the outcomes of the expert assessments.	<ul style="list-style-type: none"> ✓ Communicating outcomes of consultations and assessments through different media and languages 	Secretariat with Task forces		250		250

9. Using communication initiatives to support the entire assessment process for continuous contribution, feedback and monitoring by stakeholders.	✓ Using communication initiatives to support the entire assessment process for continuous contribution, feedback and monitoring by stakeholders.	Secretariat in collaboration with various media houses	20	20	10	50
Facilitating stakeholder input into the design, consolidation and validation of the National REDD-plus Strategy						
10. Convening regional level meetings to discuss the draft national REDD-PLUS strategy and ensure that it integrates the agreed positions from the consultations and expert assessments.	✓ Regional level meetings to discuss the draft national REDD-PLUS strategy and ensure that it integrates the agreed positions from the consultations and expert assessments	Secretariat and task forces			200	200
11. Facilitating discussions targeting specific government agencies and ministries to discuss the draft national REDD-PLUS strategy	✓ Discussions targeting specific government agencies and ministries to discuss the draft national REDD-PLUS strategy	Secretariat and task forces			50	50
12. Convening consultative workshops for the private sector to discuss the draft strategy.	✓ Consultative workshops for the private sector to discuss the draft strategy.	Secretariat and C&P task forces			50	50
13. Conducting civil society consultations to discuss the national draft REDD-PLUS strategy	✓ Civil society consultations to discuss the national draft REDD-PLUS strategy	Secretariat and task forces			50	50
14. Convene a high level policy makers meeting to discuss the draft report.	✓ High level policy makers meeting to discuss the draft report.	Secretariat and task forces			45	45
15. Consolidating the final REDD-PLUS strategy.	<ul style="list-style-type: none"> ✓ A meeting to review the strategy by C&P task force ensuring that all issue are integrated ✓ Submitting to the Steering Committee for approval/adoption by the Ministry of Water & Environment (government of Uganda). 	Secretariat, technical committee and task forces			25	25
16. Disseminating and communicating final strategy to relevant stakeholders and partners at all levels. To be supported by the	✓ Disseminating and communicating final strategy to relevant stakeholders and partners at all levels. To be supported by the	Secretariat and media houses			40	40

Communication plan	Communication plan					
17. Monitoring effectiveness of Stakeholder engagement	✓ Develop and apply M&E tools	Secretariat together with C&P task force	4	8	12	34
Total			444	773	572	1749
Domestic Government		US\$				
FCPF		US\$	444	773	572	1749

Annex 2: The C&P Work Plan (Continued)

Table 6: Activities, Output Indicators and Indicative Responsibility for the implementation of the REDD-plus Consultation and Participation Plan

Activity	Output indicators	Responsibility
Phase 1 : Setting up the Consultation and Participation structure and enhancing awareness of various stake holders on REDD-PLUS-Plus		
1. Constituting and training of the Consultation and Participation Taskforce, ✓ Convene a Meeting to discuss and constitute the C&P task force and their TOR ✓ Undertake a training of the C&P task force. ✓ Publicized the C&P task force through the media, REDD-PLUS website and brochures	✓ Minutes of the meeting indicating list of members of the C&P task force and their TOR ✓ Training Report of the C&P task force, indicating action plan. ✓ Modes through which C&P task force has been publicized	REDD-PLUS Steering Committee
2. Organizing consultative meetings at all levels to validate the C&P Plan. ✓ Undertake a Mapping of existing platforms. ✓ Convene 16 consultative meetings to Identifying representatives of the consultative National and regional forums. ✓ Convene a Meeting to Present reports to the Technical committee, and the Steering committee for review and approval. ✓ Publicize the representatives through the media at the appropriate channels and levels	✓ List and map of platforms at all levels. ✓ Report of meetings at each level indicating representatives agreed on indicating the representatives of the gender and other marginalized groups. ✓ Minutes of meetings of the REDD-PLUS Technical Committee and Steering Committee approving C&P action plans.	Secretariat together with C&P task force

Activity	Output indicators	Responsibility
<p>3. Conducting trainings of the identified representatives of the regional and national platforms.</p> <ul style="list-style-type: none"> ✓ Sector specific trainings to build capacity and enhance coordination of REDD-PLUS integration among key government agencies and ministries. ✓ Breakfast meetings targeting high level policy makers, development partners and representatives from the private sector ✓ Training of various civil society groups including those focusing on; gender, marginalized groups, cultural institutions, environmental issues and human rights. 	<ul style="list-style-type: none"> ✓ Training manual for national and regional platforms ✓ Training reports from 15 sub regions and two national platforms indicating action plans on how lower level stakeholders will be engaged in the process ✓ Sector specific Training Reports of government agencies indicating clear roles and their action plan in the C& P process. ✓ Civil Society Training report, indicating numbers and action plans ✓ Minutes of the breakfast meeting of the high level government staff. ✓ 	<p>Secretariat together with C&P task force</p>
<p>4. Engaging in communication initiatives (radio, websites, brochures and other communication channels) to complement the trainings materials and results (Component II).</p>	<p>(Included in component II)</p>	<p>Secretariat together with C&P task force</p>
<p>Phase 2 : Facilitating consultations to discuss the key issues emerging from the expert assessments</p>		
<p>5. Undertaking a participatory process of developing the, tools and approaches for expert assessments; Meetings with C&P task force including gender experts to review TOR for the expert assessments to ensure they integrate social aspects</p>	<ul style="list-style-type: none"> ✓ Reports of meetings of the C&P Task Forces, Technical Committees indicating issues and approaches to integrate gender and social issues . ✓ TORs, tools and approaches adopted indicating integration of issues from the workshops . . 	<p>Secretariat, C&P task force, Experts in developing TORs and tools,</p>
<p>6. Facilitate the Participatory consultations of expert assessments</p> <ul style="list-style-type: none"> ✓ Convening national inception platforms for to inform expert assessments 	<ul style="list-style-type: none"> ✓ Reports of national level inception meetings indicating key issues and approaches from stakeholders ✓ Reports from 15 regional meetings indicating 	<p>Secretariat with Task forces</p>

Activity	Output indicators	Responsibility
<ul style="list-style-type: none"> ✓ Convene 15 regional expert inception meetings to inform expert assessments ✓ Communicate key issues through Media and other appropriate communication channels 	<ul style="list-style-type: none"> countrywide indicating views of consideration within the expert assessments. ✓ Number of people attending national and regional consultations and assessments 	
<ul style="list-style-type: none"> 7. Convene the various regional and national platforms to discuss and validate the outcomes of the expert assessments. ✓ Communicating outcomes of consultations and assessments through different media and languages 	<ul style="list-style-type: none"> ✓ Reports of discussions from regional and national platforms clearly articulating key social issues and how they have been integrated and assessed in expert assessments reports. ✓ Key communication messages/spots/IEC materials translated into languages and broadcasted in radio, published in print and website. 	Secretariat with Task forces
<p>4. Using communication initiatives to support the entire assessment process for continuous contribution, feedback and monitoring by stakeholders.</p>	<ul style="list-style-type: none"> ✓ A monitoring plan in place. ✓ Reports from monitoring initiatives. ✓ Evaluation reports of the different phases. 	Secretariat in collaboration with various media houses
Phase 3: Facilitating stakeholder input into the design, consolidation and validation of the National REDD-plus Strategy		
<p>1. Convening regional level meetings to discuss the draft national REDD-PLUS strategy and ensure that it integrates the agreed positions from the consultations and expert assessments.</p>	<ul style="list-style-type: none"> ✓ Report from 15 regional meetings clarifying on issues of; benefits, rights, & tenure ✓ Frameworks for integration of issues raised into the REDD-PLUS strategy. 	Secretariat and task forces

Activity	Output indicators	Responsibility
2. Facilitating discussions targeting specific government agencies and ministries to discuss the draft national REDD-PLUS strategy	<ul style="list-style-type: none"> ✓ Reports of discussions with different government sectors and ministries indicating how sector specific REDD-PLUS related issues to specific sectors are highlighted ✓ Plans for aligning REDD-PLUS aspects with on-going sector programmes made. 	Secretariat and task forces
3. Convening consultative workshops for the private sector to discuss the draft strategy.	<ul style="list-style-type: none"> ✓ Reports of meetings with members of the private sector indicating their roles, benefits and strategies to be followed to ensure that investor's processes do not jeopardize REDD-PLUS identified 	Secretariat and C&P task forces
4. Conducting civil society consultations to discuss the national draft REDD-PLUS strategy	<ul style="list-style-type: none"> ✓ A report of meetings with the members of CSOs indicating their roles and how aspects of Social and Environmental Safeguards defined ✓ Strategy on how the CSOs can actively engage in promoting REDD-PLUS issues developed 	Secretariat and task forces
8. Convene a high level policy makers meeting to discuss the draft report. ✓	<ul style="list-style-type: none"> ✓ Report of discussions held with high level policy makers indicating Issues and frameworks for aligning the REDD-PLUS strategy with national and international development priorities defined 	Secretariat and task forces
9. Consolidating the final REDD-plus strategy. ✓ A meeting to review the strategy by C&P task force ensuring that all issue are integrated before submitting to the Steering Committee for approval adoption by the Ministry of Water & Environment (government of Uganda).	<ul style="list-style-type: none"> ✓ The Uganda REDD-PLUS strategy finalized, submitted to the ministry and adopted by the government 	Secretariat, technical committee and task forces

Activity	Output indicators	Responsibility
7. Disseminating and communicating final strategy to relevant stakeholders and partners at all levels. To be supported by the Communication plan (Component II)	✓ The final REDD-PLUS strategy disseminated to all stakeholders and published including in the REDD-PLUS website	Secretariat and media houses

COMPONENT TWO

2. COMMUNICATION AND AWARENESS PLAN

2.0. Background to REDD-PLUS

Uganda submitted its REDD-plus Preparedness Proposal (R-PP) to the Forest Carbon Partnership Fund (FCPF) for a USD 3.4 million grant to move ahead with preparation for REDD-plus preparedness. Reviews by the Technical Advisory Panel (TAP) and the Partnership Committee (PC) of the World Bank identified gaps in the R-PP that needed to be addressed. One of the gaps is the REDD-plus Awareness and Communication Strategy (RACS) that supports the Consultation and Participation Strategy as well as the Grievances and Conflict Management Strategy within the R-PP and processes leading to the development of the National REDD-plus Strategy.

The development (and later on implementation) of the Awareness and Communication Strategy will support countrywide ownership of REDD-plus through active Participation and Consultation (P&C) and involvement of all the stakeholders. This involvement can only be possible when the stakeholders are informed of the REDD-Plus, the R-PP process and when they are mobilized to support the process. The political and executive wings of government must be informed of the requirements of the process and regularly updated of the progress. Stakeholders, from all walks of life, including the local communities, indigenous persons as well as the forest dependent communities need awareness about REDD-PLUS.

Therefore the Awareness and Communication Strategy will facilitate the consultations, promote participation, and allow for free flow of information to resolve grievances and conflicts that may arise/surround the R-PP process and the development of the National REDD-plus Strategy.

2.1. Rationale for the Awareness and Communication Strategy for REDD-PLUS

The reasons for this awareness and communication are deduced from the intention to popularize REDD-plus internationally, and from within the country to rally for support for the R-PP and the REDD-plus Strategy processes.

The overall **goal** for this Awareness and Communication Strategy therefore is to inform all stakeholders about REDD-plus, so that, not only are they able to make responsible choices, but also to mobilize political, executive and stakeholder support and participation in the REDD-plus Strategy development and its consequent implementation.

The Awareness and Communication Strategy will also serve **as a tool** for participation and consultation (see Participation and Consultation Strategy/Plan) as well as being used as a tool for Grievances and Conflict Management (see Grievances and Conflict Management Strategy/Plan).

The **challenge** is to engage people in the R-PP and REDD-PLUS Strategy debate in order to break down some of the communication barriers that exist and to connect people to the role that their attitude and lifestyle plays in causing, and solving, the problem of deforestation and forest degradation.

The **aims** of this Awareness and Communication Strategy therefore are:

- a. To significantly raise the level of awareness of the stakeholders of the opportunities and threats of R-PP and REDD-plus Strategy processes,
- b. Making sure stakeholders understand their roles and responsibilities and participate in REDD-plus Strategy development and implementation,
- c. To share examples of best practices and disseminate knowledge, outcomes and information pertaining to R-PP process and REDD-plus Strategy.

2.2. The Communication Strategy

Section 1.15.2 of Uganda's R-PP provides a basis for developing this Awareness and Communication Strategy. Not only does it guide on targeted audiences, but also guides on the aims and objectives for specific awareness and communication intentions. The objectives for this communication strategy are therefore derived from the communication aspirations envisaged in the R-PP and are detailed hereunder.

2.3. Objectives of the Awareness and Communication Strategy

The global objectives for this awareness and communication strategy are:

Objective #1: To raise public and stakeholder awareness of REDD-plus and R-PP Process.

Objective #2: To mobilize stakeholder's involvement in the REDD-plus Strategy development and implementation.

Objective #3: To communicate to the stakeholders on Uganda’s preparations for “becoming” Ready for REDD-PLUS-Plus.

2.4. Outputs of the awareness and communication strategy

Based on the above communication objectives, the following have been conceptualized as intended outputs for each of the objectives.

Output on Objective #1: *To raise public and stakeholder awareness of REDD-plus and R- PP Process.*

- This objective will aim to have R-PP REDD-plus awareness messages and tools for disseminating messages created based on participation and consultations at the national and local level in a transparent, culturally appropriate manner considering specific needs of indigenous, local communities, and forest dependent peoples and gender consideration.
- Secondly, R-PP and REDD-plus messages will be disseminated at national, regional and local levels in appropriate forms and languages.

Output on objective #2: *To mobilize stakeholder’s involvement in the REDD-plus Strategy development and Implementation.*

- The target is to have stakeholders that are knowledgeable about R-PP Process and REDD-plus Strategy.
- There will be increased and inclusive participation of stakeholders at all levels in REDD-plus Strategy development and implementation.
- Contributions from participation and consultation processes will be taken into account in the development and implementation of the REDD-plus Strategy.

Output on objective #3: *To communicate to the Stakeholders on Uganda’s preparations for “becoming” ready for REDD-PLUS-Plus.*

- All information on Uganda’s REDD-plus Strategies and actions should be transparent, public and disseminated to indigenous, local communities, and forest dependent peoples and gender consideration.
- Mechanisms to control expectations, resolve grievances and control conflicts arising from R-PP and REDD-plus Strategy development and implementation should be clarified and disseminated.

- Stakeholders should be informed of Uganda’s process and progress on REDD-plus including the R-PP, the National REDD-plus Strategy Development and Implementation Plan
- Global partners (including the FCPF) are informed of Uganda’s process and progress on REDD-PLUS-Plus.

2.5. Selected communication approaches for strategy

The communications approaches to be followed whilst implementing the awareness and communication strategy for R-PP as well as REDD-plus Strategy are basically three:

- *Programme communication* – using the media as a tool/vehicle to facilitate participation and consultation, disseminate benefits and opportunities, reach out to targeted stakeholders with messages on REDD-plus but also collect feedback from the stakeholders. The media will also be used to control expectation, resolve potential grievances and control conflicts arising from REDD-plus related activities and programs.
- *Social Mobilization* – to stimulate the masses to be able to reflect and understand issues concerning REDD-plus in Uganda and create awareness, be able to lobby, engage and actively participate in REDD-plus activities and programs.
- *Advocacy* – to be able to use civil society and the media as a platform for policy dialogue, legal and institutional reforms that address concerns of the indigenous and forest dependent communities among other stakeholders.

2.6. Anticipated results

This Awareness and Communication Strategy is principally a tool to support/facilitate consultations and engaging stakeholders to participate in R-PP and REDD-Plus Strategy development. Therefore the anticipated results are mainly outcomes of the above process which include among others:

- All inclusive consultations and participation in REDD-plus with a clear understanding and discussion of REDD-plus issues.
- A popularized National REDD-plus Strategy process.
- Increased appreciation of benefits, opportunities of REDD-plus and its contribution to the National Development Plan as well as attainment of Millennium Development Goals.
- Well known mechanisms for resolving grievances and conflicts arising from R-PP and REDD-plus Strategy processes.
- Documentation and dissemination of knowledge and information accruing from R-PP process and REDD-plus strategy.
- Change in behaviour manifested in positive attitudes, influencing informed decisions and behaviour towards forestry in Uganda.

2.7. The awareness and communication plan

The awareness and communication strategy objectives indicated in Section 2.1 above are now translated into actions – the set of things that have to be done to deliver REDD-plus messages to all stakeholders and targeted audiences. This set of communication actions will cause the

necessary changes in terms of knowledge, opinions, attitudes, beliefs or behaviors with regard to the target population.

The preliminary actions are:

1. **Identifying the target audience** - These include the people/institutions the R-PP and REDD-plus Strategy process wants to influence so that they can cause change (see Stakeholder Matrix in Section 2.7, Section 5.2 and refer to Stakeholder analysis of the Participation and Consultation Strategy).
2. **Research** - Undertaking basic study of the ENR sector to detail the set of issues requiring comprehensive and elaborate communication initiatives. Assessment of Land-use, Forest Policy and Governance (Component 2A of R-PP) and Social and Environmental Impact Assessment studies (Component 2 D of the R-PP) and are examples.
3. **Creating messages** - Each stakeholder has specific communication needs and therefore the need to package messages targeting specific stakeholder audience groups.
4. **Communication channel** - Being in position to choose the right channel to deliver the message appropriately to the target audience.
5. **Monitoring and Evaluation** - For every communication initiative undertaken, there is need to ascertain as to whether there is impact created or not. In the event that the impact was not realized, a review of the entire process is recommended.

2.8. Strategic Actions Framework for the awareness and communication for REDD-PLUS

In order for the Awareness and Communication Strategy to deliver its intended objective, of being a tool for participation and consultations in the R-PP and REDD-plus Strategy process the following strategic actions are recommended and will aim to exploit interpersonal, group and mass media approaches to communication.

The 6 proposed strategic actions are detailed as follows (Table 1) and are further elaborated in the strategic matrix (see details in section 2.7).

Table 1: Strategic actions for communicating REDD-PLUS

1) Internal communication	Facilitating consultation and participation for R-PP process, REDD-PLUS Strategy
2) Advocacy and outreach to opinion leaders	
3) Public information campaign	
4) Capacity building for media	
5) Capacity strengthening of institutions	
6) Monitoring and Evaluation of communication initiatives	

2.9. The awareness and communication strategy matrix

The strategy matrix provides the logical link between the global awareness and communication objectives (section 2.1), the audience segments (see stakeholder matrix), key message themes,

methodology, channels and tools, expected outcomes and implementing partners. The matrix is broken down into six strategic actions presented as follows.

Strategy Action #1: Internal communication program to raise stakeholder awareness and knowledge on REDD-PLUS, address uncertainties and mobilize involvement in the REDD-plus Strategy development and implementation among staff of the ministries and institutions concerned with REDD-PLUS.

Audience	Key message themes	Methodologies	Tools and channels	Outcome indicators	Partners
Staff of the ministries with a mandate on REDD-plus and the related Institutions.	Benefits and Opportunities created by REDD-PLUS-Plus. Implications of REDD-plus on inter-institutional collaborations. Expectations for Institutions working on REDD-plus and related activities. Roles and Mandates of institutions on REDD-PLUS. Value, benefits, risks, conflicts of implementing	Use meetings & workshops on REDD-PLUS. Co-opt staff to be responsible on REDD-plus implementation Reach staff members through Established and informal communication systems within each organization. Undertake briefings to communicate with staff through the institutional	Produce briefing notes and fact sheets about REDD-plus and disseminate them in the concerned ministries. E-mails (list serve) Phone text messages Produce a quarterly newsletter on REDD-PLUS. Produce posters and banners for display within the offices, boardrooms, corridors of	Increase in knowledge and support for the REDD-plus process amongst staff. Increase in knowledge on the role of REDD-plus Increased progress on the attainment of aspirations of the District Development Plans, National Development Plan and the Millennium Development	National Planning Authority MWE MAIF MTWH NEMA CCU FSSD NFA DFS District Natural Resources Offices

	REDD-plus activities, programs and projects REDD-PLUS, DDP, NDP and MDG and International Conventions	hierarchy(s). Undertake Trainings/orientation for REDD-plus among staff at central and local government levels.	REDD-plus affiliated ministries. Piggyback on existing REDD-plus communication initiatives of CSOs.	Goals.	
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Strategy Action #2: Advocacy and outreach for technical and opinion leaders - establishing public participation mechanisms that will provide a platform to inform and engage opinion leaders as advocates for REDD-PLUS.

Audience	Key message themes	Methodologies	Tools and channels	Outcome indicators	Partners
Technical and opinion leaders at the national, Regional and local levels. a) Political opinion leaders b) Technical opinion leaders c) Community level opinion leaders	The link between REDD-plus and NDP, DDPs and MDGs. Benefits, opportunities of REDD-plus for businesses and households. Mechanisms of managing potential conflicts and grievances, expectations	Disseminate information to Technical and opinion leaders through focal points within their organizations. Use existing institutions and platforms to engage opinion leaders and promote public participation at national, regional and local level.	Briefing materials. Seminars and workshops. Organizational meetings. Breakfast meetings. Articles in sector publications. Quarterly	REDD-plus discussions by opinion leaders are increasingly based on correct knowledge and information. Increase in knowledge of REDD-plus among policy and decision makers. Increased and functional public participation	Government ministries. Parliamentarians LG representatives CSOs/NGOs active on REDD-plus matters. Donors Private sector (regional and local)

	<p>and mechanisms</p> <p>Initiating best land use practices that ensure proper management natural resources (land, water, forests etc).</p> <p>Importance and need for supporting REDD-plus as opinion leaders</p>	<p>Train opinion leaders on REDD-plus issues so that they can disseminate to their target audience</p> <p>Facilitate opinion leaders to reach out to their communities with REDD-plus issues by providing communication support through, for example talking points.</p>	<p>Progress newsletter.</p> <p>Websites/d-base on REDD-PLUS</p> <p>Radio/TV shows</p> <p>Newspapers</p> <p>Text messages</p>	<p>mechanisms established.</p> <p>CSOs create advocacy for REDD-plus activities.</p> <p>Opinion leaders are increasingly discussing and involved with REDD-plus processes</p>	<p>Community leaders (religious, music, art, cultural, traditional healers)</p>
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Strategy Action #3: Public information campaign that includes multi-media and multi-channel communication program to increase consultation, participation and disseminate knowledge, and build support for REDD-plus in Uganda

Audience	Key message themes	Methodologies	Tools and channels	Outcome indicators	Partners
The general public targeting the local, indigenous and	Lessons and knowledge arising from consultations and	Dissemination of best practices	Advertorials in the print and electronic media	Increased levels of awareness and participation in REDD-plus at	REDD-plus affiliated ministries.

forest dependent communities	<p>participation</p> <p>Benefits, opportunities, expectations and likely negative aspects of REDD-PLUS</p> <p>Mechanisms for resolving conflicts and grievances</p>	<p>Reinforce campaign messages by mobilizing NGOs/CBOs, and government departments to disseminate information materials to communities within their reach.</p>	<p>Radio/TV shows</p> <p>Website</p> <p>Music, Dance and Drama</p> <p>Social media/Facebook</p> <p>Community meetings</p> <p>Promotional material printed in local languages</p> <p>Social gathering</p> <p>Public events</p>	<p>all levels.</p> <p>Capture of views/ideas and input from targeted audiences</p>	<p>Media organizations.</p> <p>Drama groups</p> <p>Advertising agency(s).</p> <p>NGOs/CSOs</p> <p>Local Governments</p>
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Strategy Action #4: Capacity building for media practitioners to promote accurate and analytical coverage of REDD-PLUS

Audience	Key message themes	Methodologies	Tools and channels	Outcome indicators	Partners
Executives of Media Organizations.	The importance and value of REDD-plus in	Increase knowledge of editors and reporters	Media kit.	Increased knowledge on deforestation and	District based media houses (e.g. FM Radio Stations)

Editors of national and regional media organizations.	DDP and NDP in Uganda	through training workshops and editorial briefings.	Media training workshops,	degradation and the required interventions.	National level media houses
	Challenges arising from deforestation and deforestation in Uganda.	Media briefing sessions	Press briefing notes and releases	Percentage increase in coverage of REDD-plus in the media.	International Media organizations
Journalists in national and regional and international media organizations	Benefits of REDD-plus approaches	Press releases	Radio and TV Programs		
	The role of REDD-plus in Poverty eradication.	Appointing a focal media representative on REDD-PLUS committees	News items on TV and radio	Percentage increases of accurate and analytical articles on REDD-PLUS.	PR of ENR institutions
	Progress of attainment of the Millennium Development Goal	Leveraging the media as a program partner.	Articles in the print media.		CSO/NGOs
			Editorial briefings.		
			Case studies of Successful REDD-plus management initiatives in Uganda and Africa.		

Strategy Action #5: Capacity strengthening of institutions with a role and responsibility on implementation of REDD-plus Awareness and Communication Strategy.

Audience	Key message	Methodologies	Tools and	Outcome	Partners
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	themes		channels	indicators	
Institutions and ministries with a responsibility on REDD-PLUS	The role and mandate of each institution on REDD-PLUS.	Orientate top Management on REDD-plus and the need to support awareness and communication for REDD-PLUS.	Workshops and seminars. Meetings.	Number of institutions that have integrated REDD-plus communication as a strategic component of their operations.	MWE MAAIF MTWH
Public relations and information offices in ministries	offices in meeting communication needs for REDD-PLUS.	Equip REDD-plus mandated institutions with information and communication materials on REDD-PLUS.	Communication guidelines and manuals. Communication Planning templates.	Increased communication capacity within sector institutions as measured by increased resources and implementation of communication plans.	Forest Sector Support Department. REDD-plus Focal Point NEMA UWA NFA
ENR CSOs working on climate change and REDD-PLUS	The role and responsibilities of ENR CSOs in communicating REDD-PLUS	Create a national 'REDD-plus Communications Coordination Committee' to provide guidance on flow of information	Field visits and study tours. Develop website On REDD-plus in Uganda.		ENR CSOs

Strategy Action # 6: Monitoring and evaluation of communication initiatives and activities

Audience	Monitoring indicators	Methodologies	Monitoring tools	Means of verification	Partners
All stakeholders	<p>Success stories and behavior change arising from REDD-plus communication</p> <p>Rate of deforestation and afforestation</p> <p>No of messages on REDD-plus developed and disseminated</p> <p>Promotional materials produced and distributed</p> <p>Communication feedback from audiences</p>	<p>Research and studies</p> <p>Baseline studies</p> <p>Mid-term reviews</p> <p>Quarterly and Annual Reporting</p>	<p>Questionnaires</p> <p>Appraisals</p> <p>Surveys</p> <p>Interviews</p>	<p>Reports</p> <p>Field visits</p>	<p>Media Research Organizations such as Synovate</p> <p>CSOs</p> <p>UBOS</p> <p>REDD-plus Mandated institutions</p>

2.10. Strategy Implementation:

Phases of implementation:

This strategy aims to support the Consultation and Participation Plan and therefore its implementation will take the phased approach of undertaking consultations in the development of the National REDD-plus strategy.

- **Phase 1** : Undertaking communication and awareness to support the setting up of Consultation and Participation structures and enhancing awareness of various stakeholders on REDD-PLUS-Plus
- **Phase 2** : Undertaking communication and awareness raising to facilitate consultations to discuss the key issues emerging from the expert assessments
- **Phase 3** : Undertaking communication and awareness activities for the design and consolidation of the National REDD-plus strategy

For all the phases, efficiency and effectiveness on the communication techniques deployed will be monitored and evaluated and a feedback mechanism adopted to take into consideration the outcomes from the audiences.

Details of the sequencing of activities for each phase are provided for under the Consultation and Participation Plan. The required strategic communication actions will be drawn from Section 2.7 above that provides the methodologies, the tools and the channels to be used as well as the expected outcome indicators.

2.11. General Recommendations

This Awareness and Communication Strategy will be guided by the following recommendations:

- a) *Establishing a communication function to manage implementation of strategy* - Implementation of this strategy will require specialized and focused effort and it is recommended that the Steering Committee considers this or assigns this as one of the responsibilities of the Focal Person or an ad hoc committee of the RWG is set up to oversee implementation of activities. More so, a Communication Specialist should be recruited to implement components of the communication strategy.
- b) *Delivering communication from a branded platform* - There is need to develop a logo and slogan for REDD-plus activities in Uganda to enhance the coherence of messages and create synergy across the different communication activities.
- c) *Developing and producing communication materials* - The proposed 'Communication Coordinating Committee' will participate in the development of key creative materials to ensure their technical correctness and appropriateness. It is also necessary that such materials are pre-tested to ascertain whether they do communicate the message and meet the intended objective.
- d) *Implementing public communication program* - It is probable that this will rely on community-based media and mass media for strategic communication. Community based media is that media that targets specific audiences at community level whereas mass media has a wide spectrum of audience to reach.
- e) *Using media placement* – These include print and electronic media adverts, spot messages and radio talk shows. At all times, media placements should be negotiated targeting bonus spots among media houses. It will be necessary to persuade media houses to provide bonus space and airtime as part of their corporate social responsibility.
- f) *Disseminating information materials* - Materials will be disseminated through a demand-driven network to ensure that they are distributed efficiently and used effectively at community level. Networks such as the Uganda Forestry Working Group and the Forest Governance Learning Group should be made use of.
- g) *Corporate sponsorship* – It will be a wonderful idea to invite corporate institutions such as MTN, Airtel and Uganda Breweries among others to partner with the RWG in disseminating information about REDD-plus in the country.

h) *REDD-plus Ambassadors* – One approach is to nominate ambassadors for REDD-plus initiatives in Uganda so that they speak for, advocate and represent REDD-plus related interests wherever they go. People from the social world such as Jose Chameleon, Ibrahim Sekajja, Dorcus Inzikuru, John Kigyagi, Bishop Orombi among other can give mileage to the campaign.

Conditions for Successful Implementation

1. For this strategy to succeed there is need for institutions to appreciate the importance and value of communications, and of playing their part in the implementation of this Awareness and Communication Strategy.
2. Adequate financial and human resources are required to be committed for the implementation of this strategy.
3. A dedicated person is needed to take up this role and therefore the REDD-plus Focal Point should be guided on how this should be attained.

2.12. Strategy Implementation Plan and Budget

The Strategy Actions and Plan

In reading and interpreting this Plan (Table 2 here below), Strategic Actions 1 to 6 in Section 2.7 of this awareness and communication strategy should be referred to as detailed actions are well illustrated therein.

Table 2: Implementation plan for the awareness and communication strategy

Activities	Timeframe											
	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strategy Action 1: Internal communication Program												
Produce and disseminate briefing materials.												
Plan and organize briefing meetings												
Prepare and produce progress newsletter.												
Provide orientation and training												

Strategy Action 2. Advocacy and outreach program												
Produce and disseminate information materials.	█				█				█			
Convene and organize a REDD-plus conference.				█				█				█
Plan and organize regional workshops for opinion leaders ((Including East African regional meetings for trans-boundary learning and experience sharing).		█				█				█		
Plan and organize community level meeting			█				█				█	
Strategy Action 3. Public information program.												
Produce information materials, advertorials, radio /TV infomercials.	█	█	█	█	█	█	█	█	█	█	█	█
REDD-plus Website	█	█	█	█	█	█	█	█	█	█	█	█
Coordinate media placement.	█	█	█	█	█	█	█	█	█	█	█	█
Hold meeting of Parliamentarians	█	█			█	█			█	█		
Strategy Action 4. Capacity building for media												
Produce and disseminate media kits on REDD-PLUS.	█				█				█			
Organize national and regional media training workshops.		█				█				█		
Strategy Action 5. Capacity strengthening												
Capacity needs assessment	█				█				█			
Hold orientation workshop for top sector management	█				█				█			

Strengthen communication offices in sister institutions	■				■				■			
Set up the Communication Coordination Committee and convene quarterly meetings	■				■				■			
Strategy Action 6. Monitoring and evaluation												
Monitoring implementation of the strategy	■	■	■	■	■	■	■	■	■	■	■	■

2.13. Budgeted Action plan

The R-PP provides a budget for the awareness and communication strategy which is reproduced here in Table 3. However, it is important to note that there will be need for detailed budget based on activities envisaged in the Strategic Actions in Section 2.7 of this document. It is also important to note that different actors can take on activities within this communication strategy and solicit for funding elsewhere rather than the anticipated source of funding from the FCPF.

Table 3: Summary Activity Plan and Schedule for Implementation of the Awareness and Communication Strategy (RACS) and Budget

Summary Activity Plan and Schedule for Implementation of the Awareness and Communication Strategy (RACS) and Budget						
Main Activity	Sub-Activity	Estimated Cost (US\$ "000")				
		Lead	2012	2013	2014	Total
1. Identify and recruit and retain a National Facilitator for Implementation the Awareness and Communication Strategy	<ul style="list-style-type: none"> ✓ Develop Terms of Reference for the National Facilitator for Implementation the Awareness and Communication Strategy ✓ Recruit National Facilitator for Implementation the Awareness and Communication Strategy ✓ Commission National Facilitator for Implementation the Awareness and Communication Strategy ✓ Retain the National Facilitator for Implementation the Awareness and Communication Strategy ✓ Supervise National Facilitator for Implementation the Awareness and Communication Strategy 	FSSD/REDD-plus Secretariat	32.5	45	45	122.5
2. Action 1: Internal communication Program	<ul style="list-style-type: none"> ✓ Produce and disseminate briefing materials (25) ✓ Plan and organize briefing meetings (20) ✓ Prepare and produce progress newsletter (24) ✓ Provide orientation and training (21) 	National Facilitator	60	15	15	90
3. Action 2: Advocacy and outreach program	<ul style="list-style-type: none"> ✓ Produce and disseminate information materials (50) ✓ Convene and organize a REDD-plus conference for Technical and opinion leaders at the national, Regional and local levels (150) ✓ Plan and organize regional workshops for opinion leaders ((Including East African regional meetings for trans-boundary learning and experience sharing) (150) ✓ Plan and organize community level meetings (240) 	National Facilitator				620

	<ul style="list-style-type: none"> ✓ Hold meetings of Parliamentarians (30) 					
4. Action 3: Public information program (targeting relevant local, indigenous and forest dependent communities)	<ul style="list-style-type: none"> ✓ Produce information materials, advertorials, radio and TV infomercials (20) ✓ REDD-plus Website (30) ✓ Coordinate media placement (10) ✓ Place advertorials in the print and electronic media (100) ✓ Radio/TV shows for target audience (50) ✓ Music, Dance and Drama (production and performance) (70) ✓ Social media (20) ✓ Community meetings (560) ✓ Promotional material printed in local languages (50) ✓ Public events (30) ✓ Novel ideas (30) 	National Facilitator				970
5. Action 4: Capacity building for media	<ul style="list-style-type: none"> ✓ Produce and disseminate media kits on REDD-plus (30) ✓ Organize national and regional media training workshops (75) ✓ Editorial briefings, Press briefing notes and releases (30) ✓ Radio and TV Programs (25) ✓ News items on TV and radio (25) ✓ Articles in the print media (50) ✓ Case studies of Successful REDD-plus management initiatives in Uganda and Africa (50) 	National Facilitator				285
6. Action 5: Capacity strengthening	<ul style="list-style-type: none"> ✓ Capacity needs assessment (30) ✓ Hold orientation workshop for top sector management (15) ✓ Strengthen communication offices in sister institutions (50) ✓ Use the P&C Taskforce to create a national ‘REDD-plus Communications sub-taskforce’ to provide guidance on flow of information (10) 	National Facilitator				330

	<ul style="list-style-type: none"> ✓ Workshops and seminars for Institutions and ministries with a responsibility on REDD-plus; Public relations and information offices in ministries; and ENR CSOs working on climate change and REDD-plus (75). ✓ Meetings of the REDD-plus Communications sub-taskforce (15) ✓ Development of Communication guidelines and manuals, including communication planning templates (30) ✓ Field visits and study tours by Institutions and ministries with a responsibility on REDD-plus; Public relations and information offices in ministries; and ENR CSOs working on climate change and REDD-plus (75) ✓ Cross link relevant websites to portray REDD-plus in Uganda (30) 					
7. Monitoring effectiveness of awareness and communication strategy	<ul style="list-style-type: none"> ✓ Develop and apply M&E tools (40) 	Secretariat together with C&P task force	15	10	15	40
Total						2457.5
Domestic Government		US\$				
FCPF		US\$				

COMPONENT THREE

3. CONFLICTS AND GRIEVANCES MANAGEMENT PLAN

3.0. Introduction

Reducing Emissions from Deforestation and Forest Degradation (REDD-plus or REDD-Plus) has emerged as an outstanding strategy in the global effort to reduce carbon emissions. It is a mechanism being discussed under the United Nations Framework Convention for Climate Change (UNFCCC). Since REDD-plus was introduced on the UNFFCC agenda, its scope has been expanded through successive negotiations to include not only forest conservation activities but also forest enhancement and sustainable management of forests-the so called REDD-PLUS agenda. Whereas REDD-PLUS has the potential to reduce emissions, improve forest management, improve local livelihoods and ultimately promote sustainable development, its Implementation may also have negative impacts on community livelihoods. REDD-PLUS activities are likely to impact on traditional uses of resources, land use and livelihoods especially to those communities that depend on forests for survival. REDD-PLUS has the potential to strengthen women's roles as forest managers as well as potentially having negative impacts on them if their interests are not expressly incorporated in the design and implementation of REDD-plus strategy.

As a result, countries that implement REDD-plus will face challenges of conflict and grievances resulting from loss of livelihoods and sharing of benefits among others. Grievances have the potential to arise at all stages of design and implementation of REDD-plus activities, including during the stakeholder engagement process itself, if stakeholders feel their rights are not being respected. While engaging the stakeholders in decision making early on will mitigate some of the risks of conflicts, it will not mitigate all risks. Since what starts out as minor grievance can escalate into larger conflicts and even small activities can change power dynamics and create tension, the likelihood of future conflicts that cannot be predicted at the outset is high.

Consequently, effective stakeholder participation processes need dedicated institutions or mechanisms, often called grievance mechanism, through which stakeholders are able to raise concerns, grievances and legitimate complaints throughout the processing of designing and implementing activities. Establishing a grievance mechanism at the design of REDD-PLUS implementation strategy can be helpful in mitigating these risks and will be important in implementing REDD-PLUS activities at the community level.

Conflicts and Grievances Mechanism (CGM) is essentially a process of receiving, evaluating and addressing project related grievances from affected communities or stakeholders at a project, regional, country or international level. It involves a set of standards and institutional administrative office that determines whether those standards are being met in the implementation of specific activities. REDD-PLUS Conflicts and Grievance Mechanism Strategy (CGMS) therefore, provides the overall purpose, objectives and actions that will be taken to ensure that implementation of REDD-plus minimizes human and environmental harm and addresses conflicts before they escalate. Such mechanism is not intended to replace stakeholders' recourse to courts of law or other existing mechanisms but a REDD-plus specifically designed mechanism can be less expensive and a more expedient way of resolving conflicts. By providing a procedure for communities to raise their complaints and resolve them through a stakeholder friendly mechanism, minor complaints may not create larger risks for R-PP implementation and REDD-plus activities and projects.

A Conflict and Grievances Mechanism Strategy may be relevant at two levels. First, at the REDD-plus Readiness Preparation stage and REDD-plus Strategy Implementation stage - Carbon Fund implementation stage. This particular strategy is intended to address potential grievances and disputes that may arise during the REDD-plus readiness preparation stage. During REDD-plus readiness preparation stage, grievances may arise relating to policy dialogue process, consultation and participation and the CGMS is intended to deal with such conflicts. During the REDD-plus Readiness Preparation process, activities will also focus on assessment of existing national institutional capacity for feedback and a grievance redress with the objective of identifying, or if necessary, supporting or creating an appropriate mechanism that can be utilized by REDD-plus program stakeholders during implementation of the REDD-plus strategy-implementation of Carbon Fund.

The CGMS framework is divided into three parts. Part one covers the introduction and background, rationale of a conflict and grievances Mechanism, and principles for an effective Conflicts and Grievance Mechanism. Part two provides the situational analysis in terms of nature and causes of real and potential REDD-plus grievances and conflicts at various levels, the existing local and international grievance and conflict mechanisms. Part three covers the strategic goal, objectives, actions and expected outcomes.

3.1. Background

Uganda is one of those countries that has embraced REDD-PLUS initiative. In order to harness the potential positive impacts of REDD-PLUS and minimize its negative impacts, the country has embarked on the process of developing a National REDD-PLUS strategy.

The REDD-PLUS process in Uganda commenced with the preparation of the Readiness Project Identification Note (R-PIN). The purpose of the R-PIN was to express the countries interest in

the Forest Carbon Partnership Facility (FCPF) and to provide an overview of the forest sector and in particular information on land use partners, causes of deforestation, stakeholder consultation process and potential institutional arrangements for addressing REDD-PLUS-PLUS. The R-PIN was used as a basis to select Uganda as an eligible country to benefit from the Forest Carbon Partnership Facility of the World Bank, and to further facilitate the country to build capacity to design and implement a REDD-PLUS strategy.

After the approval of the R-PIN, Uganda was requested to prepare the REDD-PLUS Readiness Preparation Proposal which would serve as a planning tool to guide Uganda's preparations in getting ready for REDD-PLUS-PLUS. The government of Uganda established a national REDD-PLUS Focal Point to be responsible for coordinating the preparation of the REDD-PLUS Preparatory Proposal (R-PP). Studies and consultations were conducted in different regions of the country and a proposal was submitted to FCPF in April 2011. The proposal was reviewed and approved in June 2011 with some recommendations that the country is expected to address before entering into a Readiness Preparation Grant Agreement (RPGA). Key among the recommendations that has to be met before signing the partnership agreement is that the country develops the Conflicts and Grievances Management Strategy. This Framework strategy has therefore, been prepared to meet this requirement but also to ensure successful implementation of the R-PP.

3.2. Rationale of a Conflicts and Grievance Management Strategy

There are a number of convincing reasons that have been advanced to justify why a Conflict and Grievances Mechanism should be made an integral part of REDD-plus plus.⁹

(a) Addressing anticipated harm to the environment and forest dependent livelihoods

- (i) A Conflicts and Grievances Mechanism provides a good source of information for decision makers and has a net effect of improving the implementation of REDD-PLUS programmes. By addressing REDD-PLUS implementation this mechanism would not only help to improve the effectiveness of REDD-PLUS specific activities but would also help to identify strength and weaknesses in the REDD-plus programmes, ultimately securing long term effectiveness. Given the evolving nature of the of the nascent REDD-PLUS initiative, it is essential to maintain an effective feedback mechanism to correct and address adverse effects on the forest for the various stakeholders especially those who depend on the forest for livelihood and the ecosystem on which the forests depend. Some of the potential land related rights violations include: protection against illegal

⁹ Complaint Mechanism for REDD-PLUS, Centre for International Environment Environmental Law and Rain Forest Foundation-Norway, May 2011.

evictions or displacements; right to access forest land and resources; and disrespect for the principle of prior informed consent among others.

- (ii) Given the risks associated with REDD-PLUS activities; it is only fair and just that those who are aggrieved by the activities are provided with an opportunity to raise their concerns and ask for remedies where appropriate. While various local, national and international conflict resolution systems mediate legal matters on case specific basis, limited accessibility, limited jurisdiction, costs, procedural requirements to institute a complaint may not in many cases provide effective resolution, making a REDD-plus tailored conflict and grievance mechanism pertinent.
 - (iii) A REDD-plus Grievance and Conflicts Mechanism which normally includes fact finding, advising, resolving disputes, assessing compliance, granting remedies with less procedural requirements can offer a timely response especially to local level complaints and hence reduce risks of worst case scenario outcomes and ultimately avoid the escalation of conflicts and provide safeguards to REDD-plus projects.
 - (iv) A CGM helps to put in place measures for detecting, predicting and preventing emergency of, and or escalation of conflicts and grievances.
- (b) **Enabling the application of the Rights based approach in the implementation of REDD-plus programmes**

A REDD-plus Conflicts and Grievance Mechanism offers an opportunity to a rights based approach to REDD-Plus implementation. To safeguard rights, it is essential that those rights are identified together with the rules, obligations and standards applicable to REDD-plus activities. Some of the international obligations are contained in treaties and conventions some of which have been ratified by Uganda. Some of the rights that relate to REDD-plus activities that are offered protection under international instruments include; the right to participate in development programmes, the right to a healthy environment/sustainable development; access to justice and effective remedies; right to life; right to livelihood, adequate standards of living; right to health, property, land, territories and natural resources among others. Consequently, there is need for some form of mechanism capable of entertaining claims resulting from violation of such rights and REDD-plus CGM offers the answer.

(c) **Ensuring that standards and obligations are met to mitigate conflicts and safeguard REDD-plus investments**

As already indicated the mechanism defines the state obligations to its people and people's rights. The mechanism also provides the procedure of lodging complaints and feed-back mechanism. Since the whole essence of the mechanism is to ensure that rights are not violated, then it becomes a useful tool to enforce standards and obligations.

3.3. Principles for an effective Conflicts and Grievances Mechanism

Guiding principles for an effective CGM have been advanced in contemporary literature.¹⁰ The relevancy of these principles is to ensure that the mechanism is credible to potential users. The 2008 Report of the Special Representative of the Secretary General on the issue of human rights and transnational corporations and other business enterprises commonly referred to as the Ruggie's Report, describes six principles for non-Judicial grievance mechanism: legitimacy, accessibility, predictability, equitability, rights compatibility and transparency.¹¹ The principles are briefly explained below.

Legitimacy: This principle requires a transparent and sufficiently independent governance structure to ensure that no party to a particular grievance process can interfere with the fair conduct of that process. This implies that the complaint mechanism should be managed by an independent committee or body free of political influence and should operate in a transparent manner based on clear procedures. The principle of legitimacy is also referred to as the principle of independence. It is imperative that the committee or body should be multi-sectoral, multi-expert and representative and maintain the equality criteria in its representation involving key stakeholders.

Accessibility: This means that the mechanism must be publicized to those who may wish to access it and provide adequate assistance for aggrieved parties who may face a barrier to access it including language, awareness, finance, distance or fear of reprisal. A Conflicts and Grievances Mechanism must be accessible to all stakeholders in a form and language that is user friendly if it is to be effective in managing conflicts.

Predictability: Predictability implies that the procedure must be clear and known, and consistent with timelines to each stage, clarity on process and outcomes it can offer.

Equitability: Equitability implies that aggrieved parties should be accorded equal treatment in terms of application of rules and procedures, access to information and advice. There are

¹⁰Ibid; p.8.

¹¹ Report of the Special Representative of the Secretary-General on the issue of Human Rights and Transnational Corporations and other Business Enterprises April 7, 2008.

significant disparities in the amount of information and expertise within the REDD-plus stakeholders and an effective mechanism must take cognizance of such disparity and bridge the gap by providing appropriate and additional information especially to communities.

Rights Compatibility: The mechanism must ensure that its processes, outcomes and remedies are consistent with the nationally and internationally accepted human rights standards.

Transparency: The mechanism must provide sufficient transparency of the process and outcome to meet public interest concerns at stake. The mechanism should be open in the way it operates from receipt of the complaint to the way it arrives at the remedy and provides feedback.

3.4. Methodology

The development of the strategy involved different approaches-literature review, interviews, focused group discussions, workshop reviews and validation meetings.

The development of this CGM framework strategy involved literature review. The key documents that were reviewed include the Readiness Project Identification Notes (R-PINs) and REDD-plus Readiness Preparatory Proposal (R-PP) of Uganda and other various countries including Tanzania, Nepal, Ghana and Argentina; various policy documents, laws, guidelines and regulations governing the Forestry and Wildlife in Uganda; the National Development Plan; Advisory notes from International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA) on designing and implementing grievance mechanisms for development projects, WB Strategic Environmental and Social Assessments (SESA) and Environmental Social Management Framework (ESMF) guidelines, the UNFCCC guidelines on safe guards, the UNREDD-plus Social and Environmental Principles & Criteria, the Climate, Community and Biodiversity Alliance (CCBA) Guidelines and relevant United Nations Conventions such as ILO Convention, Convention On Biological Diversity, International Convention on Elimination of all Forms of Racial Discrimination (ICERD), International Covenant on Civil and Political Rights, UN Declaration on Rights of Indigenous People (UNDRIP), Convention on Elimination of Discrimination Against Women (CEDAW) among others. Other documents reviewed include several studies that have been carried out in other jurisdictions regarding national and international level REDD-plus conflict and grievances management and complaint mechanism. These studies provided useful information that informed the development of the GCM framework.

The CGM framework strategy development also involved field work where interviews were conducted involving relevant policy makers, government institutions and community groups. Focus Group Discussions (FDGs) were key in providing useful information. Emphasis was given to communities that are largely dependent on forests for their livelihoods and women groups. Meetings were held with some members of the National Policy Committee on Environment,

REDD-plus Steering Committee and REDD-plus Working Group. Practitioners in Civil Society Organizations (CSOs) specializing in environmental law and policy, environmental Management, gender specialists, development partners and conflict resolution experts were also consulted.

An interview guide constituting a set of questions was developed and used to collect information. The guiding questions concentrated on the nature of conflicts and grievances anticipated in implementation of the R-PP and REDD-plus activities, the likely causes of the grievances and conflicts, impacts on women, the potential victims and existing and potential mechanisms that can address the conflicts and grievances.

Validation meetings were also essential in providing input and legitimacy to the development process of this framework strategy. The inception report was presented at the meeting of the REDD-plus Steering Committee which provided input and endorsed the process. The initial draft was presented at a meeting of the REDD-plus Thematic Working Groups which provided input that further informed the drafting. The draft framework was also presented at the national consultative meeting of REDD-plus stakeholders for validation. The final draft was presented at the National REDD-plus steering Committee for approval.

3.5. Situational Analysis:

Nature and Causes of Conflicts in Natural Resource Management in Uganda

There are existing and potential grievances in the natural resource management in Uganda and in particular the forest sector that may affect the R-PP and REDD-plus strategy implementation. It is anticipated that during REDD-plus processes these grievances and conflicts will manifest at different levels and take different forms.

3.6. Anticipated Levels of Conflict and Grievances

3.6.1. Field level grievances and conflicts

At field level, beyond the traditional conflicts relating to control, use and access to protected areas, it is likely that there will be conflicts arising from unmet varied stakeholder expectations during the R-PP implementation process, lack of effective stakeholder participation in REDD-plus activities, resource boundary conflicts and cross border encroachment, poor forest governance, lack of formal forest consultative forum, unmet benefit sharing expectations, and lack of clarity on tree tenure and ownership of carbon rights. These anticipated conflicts and grievance are elaborated below.

(i) Varied stakeholder expectations

The REDD-plus processes in Uganda should be handled with caution. Stakeholders within and outside government have different expectations with respect to benefits and risks associated with REDD-plus. Local stakeholders are concerned about fair and quick benefit sharing while government is dealing with the challenge of putting in place broad policy reforms in anticipation of eventual rewards from emission reductions and other environmental benefits.

This implies that information on REDD-plus policies and benefit sharing has to be packaged well because, notwithstanding the debate about benefits, they are not a given. Stakeholders outside government must clearly appreciate to support REDD-plus activities as a potential additional reward mechanism for agreed sustainable forest management and land use policy. If there is lack of broad support for the underlying REDD-plus principles, and stakeholders continue to focus on immediate benefits, there will be disappointment and discontent. This can be a potential source of conflict and cause friction between government and non-government stakeholders. This will have negative implications for both the implementation of R-PP and eventually REDD-plus strategy. It is therefore, important that REDD-plus information be presented in an appropriate, integrated and progressive manner to ensure effective management of expectations surrounding REDD-plus and its implementation at both local and national level.

Consequently, the development and implementation of a robust communication strategy is important in providing appropriate information and messages which are critical for managing stakeholder expectations.

(ii) Lack of effective Participation in REDD-plus Readiness preparatory activities

Effective participation of stakeholders in the implementation of R-PP and eventually REDD-plus strategy is important for the success of REDD-plus projects. Stakeholder participation is based on the principle that people must participate in the decisions that affect them. The idea is that stakeholders understand their problems and can contribute to the solutions. The stakeholder participation adopts a view that unless the concerns of the interested stakeholders are taken care of in the formulation of policies or design of the projects, implementation will likely be unsuccessful. Indeed stakeholder participation has been extensively provided for in the implementation of the R-PP. However it important to note that there are a number of initiatives going on that relate to the forest sector, involving same stakeholders which may create overlapping consultative processes which are likely to cause consultative fatigue. These initiatives involve the review of the National Environment Management Policy, Uganda Wildlife Policy, Development of the Forest Sector Benefit Sharing Policy, development of the Climate Change Policy among others. Uncoordinated conduct of consultations on such initiatives

creates consultative fatigue and lack of participation which undermines the legitimacy of the process.

Stakeholder mapping is also critical in the implementation of the R-PP. All relevant stakeholders should clearly be mapped out and involved. Non-participation of critical stakeholders will generate conflicts that may affect the R-PP implementation. The Consultation and participation Plan therefore, becomes a critical instrument that defines the purpose, objectives, the stakeholders, the approach, issues and organization of the consultations to forestall the above and related grievances.

(iii) Management of forest boundaries and cross border encroachment

Intra-state land disputes and inter-state boundary disputes have become part of the contemporary definition of Uganda.¹² Forest boundary disputes have been experienced in almost every Central Forest Reserve in Uganda. Cross border conflicts have also been witnessed in the northern part between Uganda and southern Sudan, in the Mid- west between Uganda and RDC and around L. Victoria between Uganda and Kenya. Unless these resource boundary and border conflicts are resolved, they may hinder successful implementation of the R-PP.

(iv) Poor Forest Governance

Forest governance refers to the manner in which people, stakeholder groups and institutions (formal and informal) acquire and exercise authority over forest resources to sustain and improve the quality of these resources and the livelihoods of those who depend on the sector. Poor forest governance is associated with absence of rule of law, high levels of corruption, weak institutions, poor enforcement of laws etc. Poor governance has a negative impact on implementation of R-PP and eventually REDD-plus strategy.

Several studies have implicated politicians in making it difficult for enforcement of forest legislation and implementation of government programmes for short term political gains. As pointed out in the R-PP, the study on “Evictions Trends from Protected Areas in Uganda and Implications on REDD-plus Process for Uganda,” reveal that the majority of the encroachers in the protected areas are protected by the local leaders and politicians.¹³ Eviction efforts have been less effective in the country, partly due to the protection given by the authorities, political interest that compromise law enforcement and weak institutional performances during the evictions.¹⁴ This scenario calls for serious sensitization of the local leaders, politicians and communities to mitigate conflicts that may arise during the implementation of the R-PP and design and implementation of REDD-plus Strategy.

¹² The Uganda National Land Policy, Final Draft, March 2011, p.6

¹³ Page 62 of the R-PP.

¹⁴ Ibid.

(v) Lack of formal forest multi-stakeholder stakeholder forums

The National Forestry Policy,2001 and National Forest Act,2003, envisaged grievances and conflicts as a result of a number of forest sector reforms that were carried out during that time. A Consultative Forum was therefore provided for as an opportunity to allow the public, international partners, private sector, civil society and all other stakeholders meet with government technocrats and policy makers and exchange views on governance of the sector. The law also provided for establishment of the Forestry Committees.¹⁵ The functions of the Forestry Committees were among others, to inform the authority of the ideas, desires and opinions of the people in respective areas on all matters relating to conservation and use of the central forest reserves.

These mechanisms have not been functional, yet they would be good channels of detecting, receiving, discussing and averting grievances and conflicts emerging from different sections of forest sector stakeholders. Operationalization of these and other related forums by the relevant agencies would mitigate REDD-plus related conflicts and grievances.

(vi) Benefit sharing and funds transfer system

Currently there is no clear and generally applauded system of benefit sharing and funds transfer system to various conservation stakeholders and communities. Under the Forest sub sector, there is no system of revenue sharing. Benefits which do not involve revenue are negotiated under Collaborative Forest Management Agreements (CFMAs) with collaborative Forest Management groups constituted by the resource adjacent communities. Under the Farm Forest Enhancement programme communities also benefit through access to free seedlings and beehives.

Under the wildlife sub sector, limited benefits which include revenue sharing are negotiated with communities through Memorandum of Understanding (MOUs). Communities adjacent to protected areas that have developed tourism facilities and tourist attractions generate revenue and communities benefit from 20% of the total gate collections only. Some communities also benefit from the supplementary fund imposed on Gorilla permits. The Uganda Wildlife Authority (UWA) Revenue Sharing Guidelines provide an elaborate procedure of sharing the revenue from gate collections. The contentious issue has been why UWA provides for sharing of only 20% of the gate collections and not the total revenue from the protected area. Lack of compensation for loss of life and property as a result of wildlife incursion has also been one of the outstanding grievances.

¹⁵ Section 63, National Forestry and Tree Planting Act.

The establishment of the tree fund in 2007 also provides a window of opportunities for communities but the fund has not been operationalized and mechanisms of community access to the fund have also not been worked out.

The other mechanism of funds transfer is the central government grants through the budget process. This mechanism has also generated discontent due to corruption and lack of accountability.

Suffice to say that notwithstanding these mechanisms of benefit sharing and funds transfer, there is discontent among communities. With anticipated new revenue stream from REDD-plus, the mechanisms have to be streamlined. Lack of a clear benefit mechanism and funds transfer system is a potential source of grievances and conflicts that could affect the implementation of the R-PP.

(vii) Lack clarity on tree tenure and carbon rights

In Uganda, land is held under different tenure systems-Mailo, Freehold and Leasehold. Where land is held under these forms of tenure, the land and tree tenure are relatively clear. However, the Mailo land tenure poses challenges for REDD-plus in Uganda. The colonial Government allocated land to some traditional institutions where people were already settled. This created tenant-landlord relationship. The traditional institutions also allocated some big chunks of land to the chiefs, elders and royalists in distant areas where the institution exercised jurisdiction and these people became absentee landlords. In the 1980's, the government abolished the traditional institutions and seized the properties, including forested land. In the 1990's the traditional institutions were re-instated but some of the properties including forested lands have not been returned. These traditional institutions including absentee landlords assert claims over these lands and forests.

The Land Act also recognizes the overlapping rights and offers protection to bonafide occupiers. These overlapping rights and tenure are a key potential source of grievances and conflicts.

Carbon right is a new and unique form of land interest that confers upon a holder a right to the intangible benefit of carbon sequestration or appropriation on a piece of a forested Land. Carbon right creates property interest and makes carbon rights a tradable good on which contracts are between the service provider and the buyers can transact creating binding obligations on both parties. For a right to be enforced it should have a legal backing- nationally or internationally recognized in legal instruments.

In many jurisdictions including Uganda, the law on rights does not separate the intangible carbon rights from the natural rights flowing from land ownership. Ownership of land does not necessarily mean rights over land. However the nature of land ownership, determines rights

that can be enjoyed on land. Carbon rights ought to be articulated as property interests which exist separately from the ownership of the underlying land to make it tradable. In the current context of Uganda, the policy and legal framework does not expressly create carbon rights beyond the traditional land rights that make carbon tradable. Lack of these express provisions is a potential source of conflict between the sellers and buyers of carbon credits.

One of the fundamental questions that has to be addressed to mitigate conflicts is how carbon rights will relate to underlying land and tree tenure rights.

It is also important to note that as the value of standing trees increase, powerful actors tend to capture the values to the detriment of the less powerful forest dependent poor. Land speculation and suffocation of the community rights will increase-community land is slowly being acquired by individuals in a very non transparent manner. The model of determining the carbon rights will determine the impact, for example in Australia carbon rights have been separated from forested land, the rights are registrable on the title and easily enforced. Unclear carbon rights limit REDD-plus payments-those who get payments must have an exclusive right to stop others from using the forest resource in ways that are inconsistent with the contractual obligations.

Issues of carbon rights, land and tree tenure are still unclear to many people including technocrats. These issues require further examination and in particular the implications for REDD-plus activities. The need to link tree tenure and carbon rights requires particular attention due to multiple and overlapping land rights in Uganda.

It is therefore imperative that an expert consultative team on land tenure and carbon rights be constituted as part of the REDD-plus thematic task forces to examine this subject further and advise on any changes of the policy and legislation that are required to operationalize carbon rights.

3.6.2. Institutional Level Conflicts

At the institutional level, grievances and conflicts may arise relating to participation and sharing of roles and tasks between during the R-PP implementation among government agencies and between government agencies, civil society organizations and private sector. The R-PP implementation institutional arrangements require adjustments in staffing and taking on new roles. The implementation also requires adjustments in mandates. Unless the roles and institutional mandates are clearly articulated and defined, conflicts within these institutions become inevitable. Participation of local governments, civil society institutions may also ignite grievances if their roles are not clearly defined and the process of who participates in REDD-plus activities, and how is not known.

As already observed in the R-PP, institutional level conflict may also arise due to the urgent need to control access, use and interpretation of data and information held by various institutions or whose interpretation may infringe on the credibility of some institutions.

3.6.3. Policy Level Conflicts

Law and policy related conflicts may arise due to inconsistencies and gaps within the laws and policies. As already noted, the Land Act creates overlapping land rights making it difficult to ascertain the tree tenure and carbon rights owners. Within the Forest sector, the benefit sharing policy is yet to be put in place and there is no certainty of the envisaged benefits. These gaps are likely to create tension and conflicts during R-PP implementation. It is imperative therefore that the draft land policy, forest sector benefit sharing policy be finalized which will pave way for the revision of the Land Act and benefit sharing rules which have the effect of averting grievances and conflicts.

Whereas, the finalization of the draft policies mentioned herein above are critical, it is important that an extensive review of Uganda's existing natural resources and natural resources related policies and laws be reviewed to identify tenacious incentives or areas that undermine harmonious and sustainable forest and land management systems which are critical for REDD-plus implementation.

3.7. The existing National and International Grievance and Conflict Management Mechanism that relate to the Forest and Wildlife sector

3.7.1. National Grievance and Conflict Management Mechanism

(a) Local and national courts

There is an elaborate court system in Uganda. At the community level, the local council Courts Act, 2006 establishes the Local Council Courts. Under section 3, the law establishes a local council court at every village, parish, town, division and sub-county level. These courts have jurisdiction to handle matters covered under second and third schedule which include breach of contracts, damage to property and land matters where land is held customarily. Local council courts also have jurisdiction to grant some remedies which include compensation among others. Their monetary jurisdiction in contractual matters and other disputes covered under second schedule which are relevant to REDD-plus activities is limited to Uganda Shillings Two hundred Only. There are no educational qualifications required to be appointed a member of this court.

Another category of local courts are the magistrate courts. Magistrate courts are composed of Chief Magistrate, Magistrate Grade I and Magistrate Grade II. The powers

and jurisdiction are governed by the Magistrates Courts Act, Cap16 Laws of Uganda. Whereas the Magistrates courts have wider powers and jurisdiction-both monetary and subject matter, than the Local Council Courts, the two are affected by the same factors.

The key limitation of local council courts in resolving disputes relating to REDD-plus activities would be limited knowledge and expertise on the subject, limited pecuniary and subject matter jurisdiction. There is also rampant corruption which may affect the legitimacy of the remedies granted to aggrieved parties or parties in conflict hence escalating conflicts.¹⁶

(b) National Courts

The category of national courts include the High Court-which has various divisions including Family and Land Division, Commercial Division and Civil and Criminal Divisions; Court of Appeal also referred to as the constitutional Court when constituted for that purpose; and the Supreme court. The National Courts are created by the Constitution of Uganda 1995. These courts are presided over by qualified and experienced lawyers. In matters relating to contracts, management of natural resources and human rights violations, these courts have unlimited jurisdiction-both monetary and subject jurisdiction.

There is also another category of specialized national courts such as the Industrial Court which deals with employer and employee conflicts and the Court for Alternative Dispute Resolutions that specializes in deploying alternative dispute resolution mechanisms other ordinary technical court procedures.

The major weakness of the national courts is that the court procedure is cumbersome to comprehend and expensive. The courts are overwhelmed with law suits and have a backlog of cases ranging from 5-10 years. There is also limited level of appreciation of forestry issues. The courts and the agencies in the administration of justice have been ranked as highly corrupt, which undermines their ability to administer justice.¹⁷ The CADER which is more specialized in out of court dispute settlement has limited expertise in forestry issues and its operations are least appreciated by the majority of the population.

Consequently the local and national courts in Uganda in their current form do not offer a good grievance and conflict resolution mechanism for REDD-plus related activities. It

¹⁶See Uganda integrity survey reports.

¹⁷ Cornelius Kazoora and John Carvalho (2005), Improving Forest Justice, IIED/ Sustainable Development Centre.

falls short of the key principles of an effective complaint mechanism-transparency, accessibility, legitimacy and equitability.

(viii) Human Rights Institutions

The Uganda Human Rights commission was established by the constitution of Uganda,1995. It has mandate to investigate on its own initiative or on a complaint made by a person or group of persons against the violation of any human right. The Directorate of complaints, Investigations and Legal services executes its mandate through receipt, processing, investigation and resolution of complaints.

(ix) Office of the Inspectorate of Government (IGG)

The office of the IGG was established by the constitution of Uganda, 1995. The office has mandate to investigate any act, omission, advice, or recommendation by a public officer or any other authority to which the relevant articles of the constitution applies, taken, made or given or done in exercise of any administrative functions. The office has regional offices and are easy to access.

Although the Human Rights Court and office of the IGG can handle REDD-plus related grievances and conflicts, the two institutions and their relevant staff will need training to appreciate REDD-plus related conflicts.

(x) Natural Resource Management Institutions

Various policy and legal provisions give mandate to natural resource management institutions to put in place and implement grievances and natural resource conflicts. As already noted under the R-PP, such natural resource management based conflict resolution include:

- (i) Legal and Policy provisions for Environment Management, forestry, wildlife and wetlands that provide for stakeholder participation in planning and management of these resources, e.g. Collaborative Resource Management under UWA and NFA, Community Protected Area Institutions under UWA, Guidelines for Management of and Planning for Central Reserves under NFA among others.
- (ii) Policy and legal provisions for regulating access and use of resources from protected areas and the permit system under NFA.
- (iii) Policy and legal provisions on benefit sharing between protected area agencies and communities, e.g. 20% revenue sharing under the Uganda Wildlife Authority.
- (iv) Provisions under the land Act that establishes Land Tribunals to resolve land disputes and conflicts at the local level.

The R-PP also provides avenues for resolving some of the likely grievances and conflicts during its implementation. These include the following:

- (i) Policy harmonization and coordination by the national policy committee on environment that will address sectoral concerns.
- (ii) REDD-plus steering committee that provides the platform and mechanism for addressing institutional concerns with regard to information, implementation roles and tasks to be assigned, among others.
- (iii) The national technical committee that will address data and information access, analysis and interpretation.
- (iv) Policy analysis with regard to tenure and ownership to carbon.
- (v) Participation of non-governmental agencies in implementing demonstration projects, facilitating stakeholder participation, and information dissemination and awareness rising.

3.7.2. The International Conflict and Grievance Mechanism

At the international level, the most relevant mechanisms are: the World Bank Inspection Panel; the International Human Rights System and in particular the Committee on Economic, Social, and Cultural Rights and Human Rights Committee. Others include the emerging mechanism under UNFCCC and UN REDD-plus, and Regional Human Rights Bodies.

The World Bank Inspection Panel (WBIP) and the UN System have more developed tested and elaborate conflicts and grievances procedures. However, the mechanisms were not designed for REDD-plus related conflicts and until these institutions have been oriented to handle REDD-plus conflicts, they may not be able to offer quick solutions to the envisaged REDD-plus conflicts.

Regional Human Rights Bodies (RHRBs) also have developed grievances and conflict management mechanisms. In terms of mandate, Regional Human Rights Bodies can entertain human rights violation complaints. Due to their regional placement, they would be more accessible if oriented to handling REDD-plus related complaints, but like the WBIP and UN system, the RHRBs are not oriented to handle REDD-plus conflicts.

Consequently, there is need for establishment of an independent multi-stakeholder conflict resolution mechanism at the country level, regional and international level that can meet Ruggie's non-judicial grievance mechanism-legitimacy, accessibility, predictability, rights compatibility and transparency.

As a country, we may need to start on these processes to take care of the REDD-plus related grievances and conflicts during the RR-P implementation. The REDD-plus secretariat would be

ideal for the institutional home. When it is constituted to perform this function, it would immediately put in place a complaints procedure and play a lead role in identifying, receiving, assessing, and offering solutions to conflicts. The existing conflict resolution structures should also be strengthened to be more responsive to REDD-plus related conflicts.

3.8. REDD-plus Conflicts and Grievances Management Strategy

As already noted, the REDD-plus conflicts and Grievance Management strategy is essential for successful implementation R-PP and REDD-plus strategy implementation. The strategy is therefore an important tool that can forestall conflicts and grievances and where they already exist provide a mechanism of solving them.

3.9. Objectives of the framework strategy

The main objective of the framework strategy is to achieve an effective and conflict sensitive REDD-plus consultation and participation process in designing and implementation of REDD-plus. It is likely that during the R-PP implementation, conflicts may arise at local level, institutional and policy level. If these conflicts and grievances are not predicted or managed early enough, they can ruin the REDD-plus process. The strategy therefore, is intended to ensure that: the factors that may hinder successful implementation of REDD-plus are identified; measures for detecting, predicting and preventing the emergence or minimizing escalation of conflict and grievances are provided; capacity and systems for conflict resolution and grievance management are enhanced, including strengthening the application of the existing conflict resolution and grievances management systems; the REDD-plus investments are safeguarded ; and a foundation is laid for a multi-stakeholder independent conflict resolution mechanism. The following are the specific objectives and strategic actions desired to achieve successful and harmonious implementation of R-PP and REDD-plus activities.

- (i) To identify existing and potential conflict and grievances that may hinder successful implementation of R-PP and REDD-plus activities.
- (ii) To identify mechanisms that can detect, prevent and minimize the escalation of, and resolve conflicts and grievances.
- (iii) Strengthen policy, legal and institutional framework for managing grievances and Conflicts that may inhibit R-PP implementation.

Objective 1: To identify existing and potential conflict and grievances that may hinder successful implantation of R-PP and REDD-plus activities.

Strategic actions

- (i) Carry out a baseline survey and periodic assessments to detect and identify conflicts and grievances.
- (ii) Operationalize the national and sub-national forestry stakeholder’s forum.

Objective 2: To identify mechanisms that can detect, prevent and minimize the escalation of conflicts and grievances.

Strategic actions

- (i) Develop and implement a robust communication strategy.
- (ii) Carry out a clear mapping of stakeholders and comprehensive plan of consultation
- (iii) Develop and disseminate the complaints procedure.
- (iv) Designate an institutional home for the conflicts and grievances mechanism.
- (v) Designate a person that will receive and process complaints

Objective 3: Strengthen policy, legal and institutional framework managing grievances and Conflicts that inhibit successful REDD-plus implementation

Strategic actions

- (i) Carry out comprehensive legal and policy analysis to establish the gaps and inconsistencies.
- (ii) Develop and strengthen policy and legal instruments.
- (iii) Establish an expert consultation team as part of the thematic task force.
- (iv) Encourage and support civil society initiatives that support REDD-plus activities.
- (v) Carry out training to strengthen the existing conflict and grievance mechanisms to manage REDD-plus related conflicts

3.10. Institutional arrangement for Implementation of the Conflicts and Grievances Strategy

The REDD-plus steering committee and Secretariat will be responsible for ensuring that the strategy is implemented. The Secretariat is the designated institutional Administrative office of the REDD-plus conflicts and grievances mechanism. The table below provides for different institutions and their roles and responsibilities.

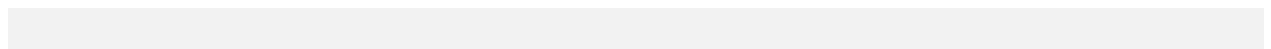


Table 1: Institutional Roles and Responsibilities in the Implementation of the Strategy

Institution	Responsibilities
Ministry of Water and Environment-FSSD	<ul style="list-style-type: none"> • REDD-plus Focal Point and REDD-plus steering Committee secretariat • Institutional administrative office for REDD-plus Conflicts and Grievances Mechanism • Develop a complaints procedure • Allocate staff to receive and process the complaints • Receive, register and process and handle or refer complaints • Communicating the mechanism and build awareness • Train and support communities to use the mechanism • Reviewing and refining the design • Constitute the expert consultation team as part of thematic task force and develop its Terms of Reference. • Develop communication strategy • Develop a framework for redress and feedback
Research institutions NARO, NAFORI, NGOs, Universities, consulting Firms etc	<ul style="list-style-type: none"> • Undertake research • Legal and policy Analysis • Training and information dissemination
Private Sector	<ul style="list-style-type: none"> • Inform sector reforms and advocate for government accountability.
Civil Society	<ul style="list-style-type: none"> • Dissemination of the complaints procedure • Advocacy on policy, legal and institutional reforms and promotion of government accountability. • Providing pro-bono services to marginalized communities to raise their grievances and complaints • Piloting REDD-plus activities and sharing lessons and experiences that may forestall conflicts and lead to successful REDD-plus implementation
NFA	<ul style="list-style-type: none"> • Operationalize policy and legal provisions that establish a forest sector multi-stakeholder forum that has the effect of forestalling and mitigating conflicts. • Refer REDD-plus related grievances and conflicts beyond their mandate to the REDD-plus steering committee for resolution.
Ministry of Tourism, Wildlife and	<ul style="list-style-type: none"> • Policy review • implement the policy and legal provisions that relate to

Antiquities	community participation in resource management and benefit sharing to minimize and resolve conflicts
Local Governments	<ul style="list-style-type: none"> • Developing local legislations which in effect minimizes conflicts • Dissemination of REDD-plus related information • Conflict resolution

3.11. Financing the Strategy

Financial resources will be required for implementation of this strategy. The R-PP under component five, provides the budget estimates for development, dissemination, establishment of the multi-stakeholder CGM mechanism, development and application of the monitoring and evaluation framework. It provides for a total of USD 44,000. There is no provision for implementation of the strategy. Mobilization of additional resources will therefore be required for the successful implementation of the strategy. A comprehensive budget will be developed and additional resources mobilized to fully implement the strategy.

Table 2: Implementation Plan for 2012-2014

Objective	Activity	Timeframe		
		2012	2013	2014
Identify existing and potential conflict and grievances that may hinder successful implementation of R-PP and REDD-plus activities	Carry out a baseline survey and document causes and nature of conflicts and grievances			
	Carry out periodic (annual) assessments to detect and identify conflicts and grievances.			
	Consultative Workshops with vulnerable stakeholders on the potential C&G			
Identify and utilize mechanisms that can detect, prevent and minimize the escalation of conflicts and grievances.	Develop and implement a robust communication strategy			
	Develop a consultative and participation			
	Develop and disseminate the complaints procedure.			
	Designate an institutional administrative office for the conflicts and grievances mechanism.			
	Operationalize the national and sub-national forestry stakeholder's consultative forum and organize annual forums Operationalize the Forest Committees with clear TOR			

Strengthen policy and institutional framework for managing grievances and Conflicts that may inhibit REDD-plus implementation	Carry out comprehensive legal and policy analysis to establish the gaps and inconsistencies.			
	Develop and strengthen existing policy and legal instruments- Finalize the Land Policy, Forestry Benefit Sharing Policy			
	Train judicial officers and non-judicial staff of institutions that manage conflicts and human right violations.			
	Establish an expert consultation team as part of the thematic task force.			
	Encourage and support civil society initiatives that support REDD-plus activities			
	Review the strategy			
	Establish an independent and multi-stakeholder Conflicts and Grievances Mechanism			

Table 3: Summary Activity Plan and Schedule for Implementation of the REDD-plus Conflict Resolution and Grievances Management System (CRGMS) and Budget

Summary Activity Plan and Schedule for Implementation of the REDD-plus Conflict Resolution and Grievances Management System (CRGMS) and Budget						
Main Activity	Sub-Activity	Estimated Cost (US\$ "000")				
		Lead	2012	2013	2014	Total
1. Identify and recruit and retain a National Facilitator for Implementation the Conflict Resolution and Grievances Management System Strategy	<ul style="list-style-type: none"> ✓ Develop Terms of Reference for the National Facilitator for Implementation of the Conflict Resolution and Grievances Management System Strategy (0); ✓ Recruit National Facilitator for Implementation the Conflict Resolution and Grievances Management System Strategy (5); ✓ Commission National Facilitator for Implementation the Conflict Resolution and Grievances Management System Strategy (0); ✓ Retain the National Facilitator for Implementation the Conflict Resolution and Grievances Management System Strategy (75) ✓ Supervise National Facilitator for Implementation the Conflict Resolution and Grievances Management System Strategy (12) 	FSSD/REDD-plus Secretariat	24	34	34	92
2. Identify existing and potential conflict and grievances that may hinder successful implementation of R-PP and REDD-plus activities	<ul style="list-style-type: none"> ✓ Carry out a baseline survey and document causes and nature of conflicts and grievances (24) ✓ Carry out periodic (annual) assessments to detect and identify conflicts and grievances (30). ✓ Consultative Workshops with vulnerable stakeholders on the potential C&G (150) 	FSSD/REDD-plus Secretariat	74	65	65	204
3. Identify and utilize mechanisms that can detect, prevent and minimize the escalation of conflicts and grievances.	<ul style="list-style-type: none"> ✓ Develop and implement a robust communication strategy (done under the communication)(0) ✓ Develop a consultative and participation (done under the C&P)(0) ✓ Develop and disseminate the complaints procedure (30); ✓ Designate an institutional administrative office for the conflicts and grievances mechanism (30); ✓ Operationalize the national and sub-national forestry stakeholder's consultative forum and organize annual 	FSSD/REDD-plus Secretariat	740			740

	forums (120) ✓ Operationalize the Forest Committees with clear TOR (560)					
4. Strengthen policy and institutional framework for managing grievances and Conflicts that may inhibit REDD-plus implementation	<ul style="list-style-type: none"> ✓ Carry out comprehensive legal and policy analysis to establish the gaps and inconsistencies (30). ✓ Develop and strengthen existing policy and legal instruments- support the finalization of the Land Policy (45); ✓ Develop and strengthen existing policy and legal instruments-support the preparation of Benefit Sharing in the ENR (forestry) sector (90); ✓ Train judicial officers and non-judicial staff of institutions that manage conflicts and human right violations (50); ✓ Use the P&C Taskforce to create a to establish an expert consultation team as part of the thematic task force (50); ✓ Encourage and support civil society initiatives that support REDD-plus activities (50); ✓ Review the strategy for compliance with requirements for Conflict Resolution and Grievances Management System (15); ✓ Establish a functional and independent multi-stakeholder Conflict Resolution and Grievances Management System (30) 	FSSD/REDD-plus Secretariat				350
5. Monitoring effectiveness of awareness and communication strategy	✓ Develop and apply M&E tools (40)	FSSD/REDD-plus Secretariat	15	10	15	40
Total						
Domestic Government		US\$				
FCPF		US\$				

Table 4: Monitoring and Evaluation of the Strategy

(Results and Indicators)

Objective	Activity	Output Indicators	Outcome/Results
Identify existing and potential conflicts and grievances that may hinder successful implementation of R-PP and REDD-plus activities	Carry out a baseline survey and document potential C&G	A baseline study conducted and a report/document produced.	Improved and active participation of stakeholders, minimized conflicts and grievances, and the successful implementation of R-PP.
	Carry out periodic (annual) assessments to detect and identify conflicts and grievances.	A schedule and TOR for periodic assessments developed, emerging conflicts documented.	
	Consultative Workshops with vulnerable stakeholders on the potential C&G	Workshops held, C&G documented and report available	
Identify and utilize mechanisms that can detect, prevent and minimize the escalation of conflicts and grievances.	Develop and implement a robust communication strategy	A well-developed strategy in place with clear benchmarks	Improved and active participation of stakeholders, minimized conflicts and grievances, and the successful implementation of R-PP and REDD-plus activities
	Develop a consultative and participation plan	Consultative and participation plan with clear objectives, well mapped out relevant stakeholders and methodology in place	
	Develop and disseminate the complaints procedure.	A complaints procedure in place and used to report C&G	
	Designate an institutional administrative office for the conflicts and grievances mechanism.	C&G Institutional Administrative Office constituted with clear TOR	
	Operationalize the national and sub-national forestry stakeholder's consultative forum and organize annual forums Operationalize the Forest Committees with clear TOR	National and sub-national forestry stakeholder's forum operational & active, schedule and report for annual forums in place	
Strengthen policy and institutional framework for managing grievances and Conflicts that may inhibit REDD-plus implementation	Review the Forest sector and related policy and law	Review done and report in place	
	Train judicial officers and non-judicial staff of institutions that manage	A training programme developed, resources set aside for training/course,	

	conflicts and human right violations.	a participants list of judicial officers and non-judicial staff of institutions that manage conflicts and human right violations in place and at-least 4 training sessions organized	Enhanced capacity of institutions that manage conflicts and human right violations in REDD-plus related conflicts
	Establish an expert consultation team as part of the thematic task force.	Expert consultation team established as part of the thematic task force with clear TOR.	
	Encourage and support civil society initiatives that support REDD-plus activities	MOUs between CSOs and Forest Sector institutions in signed. Roles/mandate of CSOs clearly highlighted in the R-PP and strategic plans of institutions dealing in REDD-PLUS-PLUS	
	Review the strategy	A Reviewed Strategy	
	Establish an independent and multi-stakeholder Conflicts and Grievances Mechanism	An independent and multi-stakeholder Conflicts and Grievances Mechanism established with clear TOR and operationalized.	

STAKEHOLDERS, INTERESTS AND ENGAGEMENT PLANS THE STAKEHOLDER MATRIX

INSTITUTION	DEPARTMENT	TARGET	ROLE	INTEREST IN REDD-PLUS
Ministry of Water and Environment (MWE)	Climate Change Unit	Head of Unit, Policy advisors	Main policy generator & implementer	Information need for policy formulation
	Permanent Secretary	The Permanent Secretary	Is the chief technical advisor for the ministry	Information for prioritizing REDD-PLUS
	NFA	Executive Director,	Is the chief custodian of major forest reserves	Awareness raising on; REDD-PLUS, RESPECTIVE roles in REDD-plus through meetings, workshops, etc
	NEMA	Executive Director, Director Environmental Education	The main regulator of environmental actions	need REDD-plus related data for planning and inclusion in annual state of Environment reports
	Metrology	Commissioner	Manage national data on weather, climate	Providing information for baselines
	Wetlands	Commissioner	Contain high level of biodiversity	Can contribute to controlling emissions "leakage" from wetlands

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	FSSD	Commissioner; FSSD REDD-plus Focal point	For policy formulation, legislation, setting standards and guidelines for entire sector; ratification of international protocols	Coordinating REDD-plus activities and guiding overall implementation of REDD-plus
Ministry of Energy & Mineral Development	Renewable Energy	Asst. Commissioner	Biomass Energy is a major driver of deforestation	Can undertake demonstrations /pilots on renewable energy
	Petroleum Exploration		Petroleum exploitation may cause loss of carbon sinks	Restoration of sites to enhance carbon sinks
	Mineral Exploitation		Mineral Exploitation propels deforestation	Information to conduct exploration in ways that do not harm nature
Ministry of Finance, Planning & Economic Development	Directorate Budgeting	Director, Budgeting	Influences Budgetary allocations	The ministry needs information on how REDD-plus programmes can be re-positioned as a major investment opportunity for social and economic development of the country
	Environment Desk Office	Env't Desk Officer	-Influences amount of Funds into the country	
	National Planning Authority	Environment component	To ensure that the REDD-plus Plans are stream lined in NDPS	
	Permanent Secretary's Office	The PS	Can provide technical guidance	

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	Uganda National Bureau of Standards	The Director	Providing standards for REDD-plus investments	
Ministry of Foreign Affairs	International Treaties Desk	The Coordinator	Determines Country's international Policy	Lead negotiations on treaties relating to REDD-plus
			Provides accreditation where needed	
	Climate Change Focal person	Focal Person	The need to integrate in the international negotiations	Cross-border initiatives/interventions on natural resources management issues
	African Union Commission	Uganda's Representative	REDD-plus is a global framework. There is need to integrate discussions within the regional frameworks	Integration of REDD-plus aspects in the country programmes of AU
	COMESA	Uganda's Representative		Regional policy on REDD-plus
Ministry of East African Affairs	East African Commission	LVBC, MERCEP, NBI, Kagera Basin Organization	There are several trans-boundary resources that can be used for offsetting emissions. Their effective	Implement pilot schemes related to REDD-plus

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	East African Regional Legislative Assembly	Parliamentary Forum on Climate Change	conservation may require regional approach	Interest in policy requirements for the full implementation and financing for REDD-plus
Ministry of Agriculture, Animal Industry and Fisheries	Sustainable Land Management	Project Manager	Adhering to land-use policy provisions and efforts to combat desertification	Agriculture a major driver of deforestation. There is need for the sectors to integrate mechanisms that enhance conservation of biodiversity for adequate emissions reduction in the country
	NARO	Directors, Research Officers	Providing appropriate research on sustainable agriculture	
	NAADS	Director, Manager, Technical services	REDD-plus considers Land Management and Agric.	
Ministry of Tourism	Uganda Wildlife Authority (UWA)	Executive Director	Manages big forest estates	REDD-plus is about Trade (carbon trade)
	Uganda Tourism Board	Chairperson	Market the country's' tourism	Initiatives that promote conservation like Eco-Tourism
	Department of Wildlife Services Antiquities	Director, Wardens	Addressing conservation from a cultural perspective	Raising interest among communities in conserving Protected Areas

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Ministry of Trade, Industry and Cooperatives	Uganda Investment Authority (UIA)	Executive Director	Guides investments and need to appreciate value of forests	Carbon trade and investments
	National Chamber of Commerce –	CEO	wood as a key commodity for trade	Enhancing business opportunities in REDD-PLUS-PLUS
Ministry of Gender, L&SD	Youth Affairs	Coordinator, Youth Affairs	Their actions affect forests	Involvement & benefits from REDD-plus investments
	Gender and Climate Change Desk	Desk Officer	Mainstreaming Gender and REDD-PLUS	Inclusion of gender concerns is most likely to reduce climate change vulnerabilities associated with gender.
Ministry of Local Govt	Desk officer in charge of forestry at Ministry headquarters	Desk Officer	Responsible for policy issues relating to Local Governance and forestry	How forests under Local Governments can be integrated in REDD-Plus processes
	Directorate of WID	Director	Responsible for budgetary allocation to forestry in districts	Extension: Awareness at local level; users of forestry goods and services; income from forests; implementation of REDD-plus activities
District Local Governments	District Forestry Services (DFS)	District Forest Officers	Managers of Local Forest Reserves in districts	Extension: Awareness at local level; users of forestry goods and services; income from forests; implementation of REDD-plus activities
	Inspectorate of Schools	Inspector	Schools consume wood but can also enhance forest cover	

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	District, Directorate of Natural Resources	Director	They conduct research and generate new knowledge	
	Directorate of Community Development	Director	Guides community actions related to tree cover and forests	
	Directorate of Production	District Agriculture Officers	Provide technical advice on sustainable agriculture	
	District Councils	Director	Responsible for making ordinances and bye-laws relating to forestry	
Office of the Prime Minister	Disaster Preparedness Department	Coordinators	Some disasters may be a result of REDD-plus	Integration of REDD-plus issues in developmental programmes of ministries
	Inter-Ministerial Committee on Environment	Chairperson	Helps in coordinating other ministries.	
Ministry of Information	Media Centre	Director	National broadcaster with a responsibility of informing, educating and entertaining the public	REDD-plus related information and facts to broadcast to the public
	Uganda Broadcasting Corporation (UBC)	PR Manager, Editor in Chief		

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President's office	Environment Affairs	Presidential Adviser on Environment	Advise the president and influence high-level decisions	Need to get updated with information to guide presidential directives on matters linked to REDD-plus
	Mobilization	Resident District Commissioners (RDCs)		
	The Land Unit	HoD		
	State House	The President		
Ministry of Education & Sports	Curriculum Development	Commissioner	Guide curriculum development	Integrating REDD-plus issues in national curriculum
Ministry of Works and Transport	UNRA; Env't Desk	Officer in Charge, Environment	To understand their programs, their strategic plans and policies in relation to the Env't	
Ministry of Justice and Constitutional affairs	Law reform Commission	Chairperson	Understand the Existing Laws and how they relate to REDD-PLUS	Arbitration in REDD-plus conflicts and grievances
	Judicial Service Commission (JSC)	Chairperson		
	Uganda Human Rights Commission (UHRC)	Commissioner	Providing legal guidance on rights, tenure, access to REDD-plus benefits	Providing legal framework for REDD-plus governance
	Center for Arbitration &	Judicial Officers		

INSTITUTION	DEPARTMENT	TARGET	ROLE	INTEREST IN REDD-PLUS
	Dispute Resolution (CADER)			
	Civil Litigation	Judicial Officers		
Ministry of Lands, Housing & Urban Development	Land Administration and Management	Director	Guide developments on land. Draft policies on land use, access and rights.	Facilitation of policy, legal and regulatory framework including good governance. Guiding on issues of land tenure and access rights
	Physical planning and urban development,	Director		
	Uganda Land Commission	Chairperson		
Min of Internal Affairs – law enforcement e.g. environmental police		National Chairman	Many NGOs working on REDD-plus	Support monitoring, coordination and advise on activities of REDD-plus related CSOs in Uganda
	NGO Board			
	The Police	IGP		Rule of law and good governance for REDD-plus processes
	Prisons service	Commissioner General	Hold large amount of land, big consumers of wood for energy	Afforestation, energy saving technologies
Parliament	Natural Resources Committee	Members of the committee	Ensure Policies on REDD-plus, Budgets regarding REDD-plus and their oversight are well informed on REDD-plus processes.	Interest in policy requirements for the full implementation and financing for REDD-plus
	Parliamentary Forum on Climate Change	Members of the committee		

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	Finance / Budget committee	Members of the committee		
	Relevant Sessional Committees	Members of the committee		
Makerere University	School of Forestry, Env'tal & Geographical sciences	Head of Department, Environment Studies	Administer courses towards forest conservation and enhancement of carbon stocks	Contribute info on Baselines, Gaps in University Curriculum
	School of Agricultural Sciences, MUK	Department of Climate???		
Nyabyeya Forestry College		Principle, Training tutor on climate		
Mbarara University	Forestry, Geography & Environmental sciences	Dean, HoDs		
Muteesa I University				
Bugema University				
Non - Governmental Organizations (NGOs) and Community Based Organizations (CBOs)	NGOs on Environment & Natural Resources governance/management	Executive Director, Programme Managers/Officers on Climate Change	Need information to support their work	Implementation of components of the plan. Joint monitoring of progress
	NGOs on Forestry development. Uganda Forestry Working Group	Executive Director, Programme Managers/Officers on Climate Change	Need information to support their work	

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	CSOs on human rights	Executive Director, Programme Managers/Officers on Climate Change	Need information to support their work	How to use REDD-plus to benefit communities better
	CSOs on food security	Executive Director, Programme Managers/Officers on Climate Change	The quest for food security may become a driver for deforestation	How to implement food security programmes in ways that do not cause deforestation
	CSOs on Water and Sanitation	Executive Director and Program Managers	Conservation of water resources can enhance carbon stocks in wetlands	How to enhance carbon stocks in water
	CSOs on Climate Change	Executive Director, Programme Managers/Officers on Climate Change	Implement actions that support REDD-plus	How to integrate climate change mitigation and REDD-plus programming
Cultural Institutions	Environment Department in Kingdoms, Buganda Land Board	Coordinators' for Environment & Agriculture	Require REDD-plus information to adequately inform their subjects	Own big chunks of land with forests, command a big audience
Faith Based Organizations	Joint Christian Council	Catholic church, Anglican and Orthodox churches	Have followers who can be affected or benefit from REDD-plus	Information on drivers, how they can be addressed and how REDD-plus can benefit their congregations
	Uganda Muslim Supreme Council	Mosque leaders and followers		

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	National Fellowship of Born-again Christians	Pentecostal churches, Adventists,		
Development partners	Environment & Natural Resources Donor Sub Group	Officers in Charge, Environment & Natural Resources	They support processes that influence REDD-plus	Updates on progress; funding activities; disseminating information to their countries potential buyers
				Integrating activities in their programmes
Private Sector Foundation	Directorates	Directors	Coordinate activities and processes within the private sector	How REDD-plus support the private sector. How the private sector can contribute to REDD-plus effectiveness
Private tree growers	NFC, UTGA	Logger, Ranchers, energy, Industry; Sugar Coperations, Tea growers, BAT, UMEME	Play key role in enhancing forest cover	Private tree growers – How they can address REDD-plus opportunity;
Loggers & timber traders	NA	Proprietors	They are drivers of deforestation	Need information on sustainable practices
Corporate institutions	BAT, Tea growers, Sugar Corporations, airlines, transport companies	Managers	Corporate Social Responsibility for REDD-plus	How will they want to plan, they finance
Tour guides and operators	NA	Managers	They promote tourism	How REDD-plus related conservation initiative (Eco-tourism) can influence their operations

INSTITUTION	DEPARTMENT	TARGET	ROLE	INTEREST IN REDD-PLUS
Private Natural Forest Owners	NA	Forest owners	Increase forest cover and carbon sinks	How they can increase forest estate and benefit from REDD-plus
Schools	NA	School owners, head teachers	Planting trees	Carbon finances
Mass media operators	Print media	Editors in Chief	Publishing REDD-plus news	REDD-plus related news; what is REDD-plus, how it can benefit the public, how the public can benefit from REDD-plus
	Radio	Proprietors, Reporters	Broadcasting	
	Television	Reporters on Environment and Natural Resources	Broadcasting	
Telecommunication companies	Public Relations	Managers	Dissemination of messages	Benefits from REDD-plus
Social media	Public Relations	Officers in Charge	Dissemination of messages	Supporting REDD-plus interventions
Forest dependent communities	NA	Community members	Addressing drivers	Alternative livelihoods
Parishes in proximity to forests		Local Council II members	Focal point for Local Environment Management Committee at lower levels	Advocacy among parish members on R REDD-plus
Districts where forests are located	Council	District Council Chairpersons	Political leadership in the district	Advocacy among district officials and communities on REDD-plus, its benefits and frameworks

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Women & marginalized groups	Groups	Leaders of women groups, forums and the displaced people	Implementing REDD-plus activities, participating in REDD-plus discussions	Rights, access and tenure arrangements for REDD-plus benefits
Charcoal dealers	Associations	Association leaders	They cause deforestation	Sustainable charcoal production
Pastoral communities	N/A	Owners of ranches	They contribute to drivers	Sustainable pastoralism
Farmer's groups	Groups	Leaders of farmer's groups and forums	They own land with forests	Participation in REDD-plus activities

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