



REPUBLIC OF UGANDA

Terms of Reference

Situation assessment and project design for community forestry in Kiryandongo, Kikuube and Hoima Districts

Project: Investing in Forests and Protected Areas for Climate Smart Development (IFPA-CD)

1. Introduction

Uganda is the largest refugee-hosting country in Africa and the third largest worldwide. Due mainly to conflicts and instability in the Democratic Republic of the Congo and South Sudan, Uganda is hosting around 1.5 million refugees and asylum-seekers. The refugee presence has added to existing pressure on the environment, leading to an increase in the rate of forest resource degradation and tree loss. Recent assessments¹ have shown that the inflow of refugees in north-western, western and south-western Uganda has exacerbated on-going environmental impacts and associated challenges, including land degradation and woodland loss, leading to constrained access to energy for cooking and competition with local people for wood fuel and other natural resources. In some cases, refugees have been settled close to high-value protected areas such as Central Forest Reserves and Wildlife Reserves, where the combined impacts of refugees and host communities on forest resources are locally significant.

A coordinated response to the humanitarian crisis includes a commitment to address environmental concerns. Uganda's refugee response is coordinated by the Office of the Prime Minister (OPM) and guided by the Comprehensive Refugee Response Framework, launched by the OPM and the United Nations High Commissioner for Refugees (UNHCR) in 2017. To bridge between humanitarian and development approaches, the Refugee and Host Population Empowerment (ReHoPE) policy framework was launched in 2017 by the Government of Uganda (GoU), in collaboration with United Nations agencies and the World Bank. It provides guidance for a comprehensive response to address refugee and host community needs, and to build the capacity of hosting districts in planning and providing services to both groups. ReHoPE encourages the GoU to address environmental degradation in refugee-hosting areas through improved natural resource management and energy access. The Ministry of Water and

¹ (a) World Bank & FAO. 2019. Rapid Assessment of Natural Resource Degradation in Refugee Impacted Areas in Northern Uganda. Washington, DC. (b) World Bank & FAO. 2020. Assessment of Forest Resource Degradation and Intervention Options in Refugee-Hosting Areas of Western and South-western Uganda. Washington, DC.

Environment (MWE) has developed a Water and Environment Sector Response Plan for Refugees and Host Communities that responds to many of the same challenges.

The World Bank and GoU are supporting improved management of forest resources in refugee-hosting areas. Informed by the aforementioned assessments, and in the context of the ReHoPE framework and MWE's Sector Response Plan, the World Bank and the GoU have developed a response programme under the *Investing in Forests and Protected Areas for Climate-Smart Development* (IFPA-CD) project.² The IFPA-CD Project Development Objective is to improve sustainable management of forests and protected areas and increase benefits to communities from forests in target landscapes. Component 3 of the project focuses on refugee-affected areas and is being funded under the Refugee Sub-Window of the International Development Association's 18th funding round. This Component is designed to encourage establishment of greater tree cover in refugee-hosting landscapes outside protected areas, supporting sustainable forest management and landscape resilience on private and customary land. Component 3 will work in 18 districts³ in western and north-western Uganda that either host refugee settlements or are within 5 km of a settlement boundary.

2. Objectives of the Assignment

Natural forests on customary, leasehold and freehold land are crucial for protecting ecosystem services, but are under ongoing threat of degradation and deforestation from the related processes of agricultural expansion and removals for timber and wood fuel. Under Component 3, one of the activities of the IFPA-CD project is to develop community forestry in those refugee-hosting areas where contiguous blocks of tree cover remain outside protected areas, in order to enhance their protection under systems of collective management.

The specific objective of the assignment is to facilitate the identification, inventory, preparation of management plans and registration of targeted community forests in Hoima, Kikuube and Kiryandongo Districts of western Uganda. These districts were chosen because they have significant forest blocks outside protected areas, and because they are close enough to Kampala to have viable markets for tree products from which revenues can sustain community forestry.

The assignment is split into two parts. These Terms of Reference (ToR) describe a 6-month process of situation assessment and the design of a 4-year community forestry (CF) project in the target districts. Separate ToR will be developed for the subsequent implementation of this comprehensive CF project.

3. Detailed scope and tasks

3.1 Overall scope

MWE is seeking a qualified firm to conduct a comprehensive situation assessment and to design a package of community forestry support for Hoima, Kikuube and Kiryandongo Districts. This will entail mapping forest cover, determining land ownership status, identifying viable CF locations, identifying existing and required community-based organisations to manage CF, determining their capacity-building needs, assessing the potential for sustainable community forest management,

² See documents.worldbank.org/curated/en/304401587952865863/Uganda-Investing-in-Forests-and-Protected-Areas-for-Climate-Smart-Development-Project?cid=WBW_AL_whatsnew_EN_EXT

³ The 18 districts are: Hoima, Kikuube, Kamwenge, Kakumiro, Kagadi, Kibaale, Kiryandongo, Kyegegwa, Adjumani, Amuru, Arua, Madi Okollo, Terego, Koboko, Lamwo, Moyo, Obongi, Yumbe.

assessing the legal and regulatory environment for CF, identifying opportunities and constraints to CF, and designing and costing a package of support to address the identified bottlenecks and implement a 4-year CF project (to be managed under separate ToR).

The consultant will be responsible for the following specific tasks:

- a. Using existing land use and land cover data, together with supplementary remote sensing information and ground truthing, identify the largest blocks of woodland or forest in the target districts that lie outside protected areas (Forest Reserves, Wildlife Reserves and National Parks) and ascertain their ownership and management status.
- b. Document the land use/land cover status, forest blocks and tenure in a digital Geographic Information System, which should be compatible with existing GIS databases of the Government of Uganda, especially those used by the National Forestry Authority.
- c. Facilitate a consultative process (coordinated by the Project Steering Committee with the District Forest Services, local residents and central government agencies) to shortlist at least 20 of these areas for introducing or strengthening CF development, applying pre-defined criteria such as forest area, forest condition, commercial potential, threats and opportunities for restoration or rehabilitation, land ownership status, community cohesion and interest, prior existence of CF institutions and other relevant factors.
- d. In these shortlisted locations, enter into dialogue with land owners and forest-adjacent communities to develop a commercial model for financing CF, including both existing forest product revenue streams and new potential streams (such as timber, charcoal, tourism and payment for environment services, including carbon finance). Carry out basic financial modelling to ascertain the economic viability of CF. This exercise should confirm at least 15 candidate forests/woodland that will be processed further to be legally recognized as community forests.
- e. Identify capacity-building needs around the (at least) 15 selected forests and the processes necessary to establish or strengthen CF in these areas, building on formal and traditional leadership structures, and any tenure changes required and how they might be brought about.
- f. Assess and validate the policy and legal framework in which CF will be supported, verifying regulatory compliance of existing CF institutions and identifying any legal or regulatory issues that may impede the completing of existing CF processes, or the expansion of CF to new areas and new institutions.
- g. Present these requirements in the form of a comprehensive project document that summarises the objectives and results, with corresponding activities and outputs, to achieve sustainable CF in the three target districts. This should include an outline workplan and timeline, and should prioritise short term (urgent) measures as well as longer term activities.

Throughout the assignment, the consultant will ensure close coordination with the technical teams of the respective District Local Governments, the National Forestry Authority and other branches of government, to ensure their full engagement and support, and to draw upon their expertise and knowledge. The selected firm shall be required to engage at community level to mobilize stakeholders to understand and appreciate the significance of CF and secure their commitment to

support and engage in the process; and sensitize stakeholders on the policy, legal and institutional requirements and processes for gazetting community forests, and their implications. Engagement of stakeholders will be limited and targeted, so as not to raise expectations unnecessarily. All stakeholder engagement will adhere to prevailing government sanitary protocols.

The consultant should also maintain close communication with MWE throughout, to ensure smooth progression of the work and the desired level of community engagement.

The consultant should ensure that the implications for women and men of any planned action are properly assessed, to ensure that the concerns and experiences of both women and men are an integral dimension of design, implementation, monitoring and evaluation, so that women and men benefit equally, and inequality is not perpetuated.

4. Location and scale

Community forestry support will be directed to Hoima, Kikuube and Kiryandongo Districts, which are relatively well endowed with natural forest and well connected to the forest product markets of central Uganda. Together with potential revenue from payment for environmental services, it is anticipated that this will ensure sufficient commercial demand to generate the necessary revenue flows to support community-based forestry institutions and their forest management operations.

From an initial shortlist of 20 potential forest blocks across the three districts, it is anticipated that 15 community forests averaging 250 ha in area will eventually be supported, subject to review during implementation.

5. Qualifications and expertise

5.1 Qualification of the firm

Bidding firms⁴ should demonstrate that they meet the following minimum standards:

- a. Demonstrated experience of at least three (3) assignments related to community forestry / rural development, at least one (1) of which should have been in East Africa.
- b. At least five (5) years' experience in the forestry and natural resources sector in the East Africa region, including decentralised community-based projects
- c. Specific experience of designing community-based forestry or natural resource management programmes.
- d. Demonstrated experienced of working closely and effectively with national institutions, including Government ministries, research institutions and decentralized government authorities, and community-level organisations.

5.2 Experts required

The firm is required to constitute a team of experts comprising at least the following (exact staffing is flexible, provided that the specified skillsets are included):

- **Forester (Team Leader):** Master's degree or higher in Forestry or a related field, with at least 15 years' working experience at field and policy level. Demonstrated experience as a

⁴ Prospective bidders may associate in order to enhance their competitiveness.

Team leader for multidisciplinary assignments. Demonstrated capacity in forest/natural resources management planning.

- **Legal Expert:** At least a degree in Law with 5 years' experience in Uganda's environmental, land and natural resources policy, legal, regulation and institutional matters at national and Local Government levels.
- **GIS expert:** A suitable qualification in resource assessment, forest inventory or resource mapping using GIS. At least 5 years working experience in the application of GIS tools.
- **Social and Environmental Safeguards/Gender expert:** At least a degree in environment, forestry, natural resources, social forestry or a related field. Postgraduate or other specialised training in Social and Environmental Safeguards or Gender. At least 5 years' working experience in assessment or monitoring or supporting compliance with environmental and social safeguards. Working experience in gender assessment, gender mainstreaming and gender strengthening at community level.
- **Community/Stakeholder Engagement expert:** A relevant degree in communication, community development or similar. Demonstrated experience and capacity to facilitate multi-stakeholder participation and engagement processes of at least 5 years at field level. Working experiences as communication or outreach focal person for development work. Knowledge of or ability to communicate in local languages of the target districts.

6. Reporting requirements

6.1 Supervision

The consultant will report to the IFPA-CD National Project Coordinator in the Forest Sector Support Department of MWE, through the dedicated Contract Manager. The assignment will be undertaken in a period of 6 (six) calendar months. It is the responsibility of the consultant to establish a detailed work programme, guided by professional judgment of the assignment's requirements and knowledge of local conditions and needs.

6.2 Deliverables/accountability reports (Outputs)

The consultant shall submit written reports in accordance with the schedule in Table 1 below.

Table 1: Deliverables and timeframe

Item	Report/ document	Time after contract signing	Content
A.1	Inception Report	1 month	<ul style="list-style-type: none"> a) Outline of proposed approach and methodology b) Community Engagement Plan providing information on priority issues for consideration to ensure good reception by the communities in execution of the assignment. c) Summary of anticipated challenges and proposed measures to address them.
A.2	Draft Project Document	5 months	<p>Draft document for a design of a 4-year package of support for Community Forestry activities in Kiryandongo, Kikuube and Hoima Districts, including:</p> <ol style="list-style-type: none"> 1. Baseline and contextual information, including analysis and mapping of all forests outside Protected Areas within the three target districts (linked to GIS database; see below); 2. Identification of at least 15 priority CF sites, with justification and site details; 3. Institutional assessment of existing and necessary community-level institutions for CF, and requirements to establish, strengthen or otherwise support them; 4. Opportunities, threats, tenure status and implications for roll-out of CF; 5. Required policy, legal and institutional processes for gazetting community forests generally, and more specifically within the intended project districts, and required actions to address any bottlenecks; 6. Social, economic and political implications (including land and forest tenure, livelihoods, gender, etc.); 7. Recommendations on the approach and detailed process for establishing legally recognized community-managed natural forests in the target districts; 8. Costings and timeframes for all activities; 9. Staffing and skills requirements; 10. Gender Mainstreaming Strategy and Action Plan; 11. Communication Strategy and Plan.
A-3	Final Project Document	6 months	<ul style="list-style-type: none"> a) Document revised to reflect the comments of MWE, the World Bank and other stakeholders. b) Comments matrix indicating how those comments have been reflected.
A-4	Database of natural forests	6 months	Database of land use/land cover, tenure situation and potential or existing community forests, in a digital geographic information system (GIS) integrated with existing national forestry and geographic datasets, with shape files and data layers on natural forest extent, status and management zoning.
A-5	End of Assignment Report	6 months	A report documenting the objectives, approach and processes that were followed in the assignment, including information on how each aspect of the scope of works and tasks of the assignment was

			undertaken. To be finalised within 2 weeks of feedback from MWE and World Bank.
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All documents will be submitted in English and delivered in both hardcopy and softcopy formats (Word and PDF, and appropriate GIS formats). All documents shall be submitted to the client at the following address.

The Permanent Secretary, Ministry of Water & Environment
Attn: National Project Coordinator – IFPA-CD
Telephone: +256 772 470 023
E-mail: margathieno@gmail.com with a copy to Contract Manager (to be designated)
Ministry of Water and Environment
Plot 3-7 Kabalega Crescent
P. O. Box 20026
Kampala – Uganda

The consultant will submit 5 hard bound copies (where appropriate) and 1 CD/Flash disk copy.

The consultant shall also honour any invitation by the MWE to attend and/or facilitate discussion in relevant *fora*, regarding this assignment and related deliverables.

7. Duration

The implementation period will be 6 months.

8. Facilities and information to be provided by the client

The facilities to be provided to the consultant shall be derived from the technical and final proposal of the selected bidder.

The Client (MWE) shall provide or facilitate the consultant to access relevant information within FSSD and other sources such as NFA, NEMA, District Local government and MLHUD, among others.

Note: Any firm bidding for this assignment will not be disqualified from bidding for the implementation of the follow on Community Forestry activities.