



REPUBLIC OF UGANDA

**Uganda Investing in Forests and Protected Areas for Climate Smart Development Project  
(P170466)**

**NYABYEYA FORESTRY COLLEGE – REVISION AND DEVELOPMENT OF THE FORESTRY  
CURRICULUM AND PREPARATION OF TRAINING MATERIAL FOR WOOD PROCESSING  
AND VALUE ADDITION**

**Terms of Reference**

**Individual Consultant**

**1. INTRODUCTION**

**1.1 Background**

The Government of the Republic of Uganda has received financing from the International Development Association (IDA) of the World Bank towards the cost of the *Investing in Forests and Protected Areas for Climate-Smart Development Project* (IFPA-CD Project).

The IFPA-CD project is jointly developed and implemented by Ministry of Water and Environment (MWE) as Ministry of Tourism, Wildlife and Antiquities. Implementation of project activities will be undertaken by the MWE, National Forestry Authority (NFA), and Uganda Wildlife Authority (UWA), as project implementing agencies. The project aims to improve sustainable management of forests and protected areas and increase benefits from forests in target landscapes.

The Government of Uganda, through the Vision 2040, the National Development Plan (NDP) III, the Uganda Green Growth strategy, the NRM Manifesto 2021-2026, and the Buy Uganda, Build Uganda (BUBU) policy as well as other policies and plans, aspires to improve the skills of Ugandans in order to create more jobs, improve household incomes and develop the country towards a middle-income status by 2030. The NDP III has a theme of “*Sustainable industrialization for inclusive growth, employment and wealth creation*” and identifies particularly natural resources as one of the key growth opportunities which can be harnessed to improve the standard of living of Ugandans. In order to achieve this, technical institutions need to be equipped to produce skilled cadres who are able to create wealth through value addition as well as gain employment.

Skills development is critical as the country strives to sustain and improve the return on forest development and value addition investments. This will ultimately contribute to increased tree cover, thus mitigating climate change. It will also maintain the flow of essential quality wood products to the market.

As the only forestry technical college in Uganda, the Nyabyeya Forestry College (NFC) aspires to boost its capacity to train forest sector professionals through the revision and strengthening the current forestry training programme at the College.

NFC also aims to introduce a new dedicated training program for technicians in wood processing and value addition. In addition to developing a new curriculum and a training manual, establishing the new program will also require installing relevant wood processing equipment at the College.

This new wood processing program will provide certificate and diploma training; it will also provide fee-based training services (professional development) on demand for people already working in the sector.

NFC intends to design an appropriate curriculum, install training equipment and re-train staff to provide these on-demand training services to private entities.

### *1.2 Changes in the NFC training programs in the forest sector*

#### **a) Revision of the existing forestry training program**

The IFPA-CD project will support the review and update of the forestry curriculum at NFC. The aim of the revised curricula is to modernize the forestry training programme to better address the evolving needs of the industry in both plantation and natural forest management.

#### **b) Design of a new wood industry training program**

The Government of Uganda intends to strengthen the capacity of the NFC to;

- i) Launch a training program on wood processing and value addition;
- ii) Equip NFC with a modern wood processing unit to facilitate students' practical learning; and,
- iii) Provide technician level training services to private entities in wood value chains on cost recovery basis.

It is envisioned that the new training program will issue both diploma and certificate-level training in wood industries. This is still to be confirmed and the Consultant is expected to provide guidance on appropriate structure, scale and objectives of the new program.

The training in wood processing and value addition will target particularly school-leavers, unemployed youth, as well as existing carpentry technicians and other wood processors whose skills can be refreshed and upgraded to suit the new market requirements. Additional target audience will be professionals in other areas who want to retrain themselves in wood processing.

The on-demand training to businesses (item iii) above) will enable the NFC to generate revenue that would sustain its operations.

**It is in this context that the Ministry of Water and Environment is seeking support from an individual consultant to support the NFC in designing the revision of the current forestry program and the development of the new wood processing program.**

## **2. OBJECTIVE OF THE CONSULTANT ASSIGNMENT**

The main objective of the assignment is to develop and provide all elements that form a complete curriculum (syllabus, content book, students' book and evaluation criteria/forms to be used) for both forestry and wood processing programs at NFC. The new and revised curricula need to cover both the long-term diploma and certificate training, and shorter term on-demand training.

### **3. SPECIFIC TASKS**

#### **3.1 Curricula development**

Working with the NFC Staff, the Consultant shall undertake the following tasks:

##### **a) *For the update of the current forestry curriculum***

- i. Conduct a Training Needs Assessment (TNA) with the industry and other potential employers of the program graduates to establish current and projected skills demand in forestry.
- ii. Develop a proposal for the revised program curriculum and related training material. This needs to be done in coordination, participation, and input from forestry experts from the academia and private sector in the industry.

##### **b) *Developing the new training program in wood processing***

- i. Conduct a Training Needs Assessment (TNA) with the industry and other potential employers of the program graduates to establish current and projected skills demand in the wood processing sector (i.e., the market niche for the curriculum and related training material)
- ii. Develop a proposal for the new program curriculum and related training material. This needs to be done in coordination, participation and input from wood processing and value chain experts from the academia and private sector in wood industry.

##### **c) *For both programs***

- i. Develop an outreach strategy for student enrollment and procedures for evaluating skills development;
- ii. Design and implement a training of trainers (ToT) programme targeting NFC lecturers and other stakeholders in line with the developed training curricula (including syllabi, content and evaluation tools) and lecturing methodologies (active learning methodology) appropriate to the proposed target group.
- iii. Prepare an investment plan for both programmes to provide guidance on the set of equipment and tools required for implementing the curricula (incl. information technology).

#### **3.2 Specific issues to be addressed**

There will likely be some common elements in both programmes, and this should be considered in the curricula. These may include, among others, occupational safety, digitization, impact of climate change in the sectors, etc.

The teaching approach of all materials should take into consideration that 30% of learning should be theoretical and 70% practical.

The Consultant will provide support during consultations between the college and National Curriculum Development Center, BTVET (Business and Technical Vocational Education Training) Department during the preparation process to ensure that the new and revised programmes are officially recognized as required.

The fee-based professional programs to the industry need to be demand-driven. Therefore, the relevant NFC staff need to have active engagement with the industry to identify areas where skills development would be needed. This dialogue with the sector employers will also help to keep the curricula updated in the future as industry needs evolve.

#### **4. QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANT**

The Consultant should have:

- At least a master's degree or equivalent in Forestry or Education/Vocational training (or a related field) from a recognized and reputable institution.
- Working knowledge in forestry, and wood processing and value chains.
- At least 15 years of global experience in curriculum development, and capacity building institutional development in forest sector training institutions.
- Demonstrated capacity and experiences of engaging with a cross-section of stakeholders in the public and private sectors.
- Familiarity of the forest sector in Sub-Saharan Africa, preferably in East Africa.
- Outstanding communication skills, with excellent command of spoken and written English

#### **5. DURATION, SUPERVISION AND REPORTING**

In total, the assignment is expected to last 60 workdays over a period of four (4) calendar months. The consultant will be required to be in Uganda for at least half of the working days (i.e., 30 workdays).

The consultant will report to the Principal NFC (on technical matters) and IFPA-CD National Project Coordinator in MWE (Contractual matters) through a dedicated contract manager, and will be required to participate in relevant coordination, supervision and monitoring meetings organized by MWE and NFC for the duration of the assignment.

It is the responsibility of the consultant, as part of an inception phase, to develop a detailed work program for the approval of the Client. The workplan needs to be guided by professional judgment of the assignment's requirements and knowledge of the local conditions and needs.

#### **6. OUTPUTS**

The Consultant shall deliver the following outputs:

Table 1: Outputs to be delivered by the consultant

Deliverable	Delivered, weeks after start	Mode of delivery
a. Inception Report and work plan	2	Soft copies
b. TNA reports	6	Soft copies
c. Revised curriculum and training material on forestry	10	5 Hard* and soft copies
d. Curriculum and training material on wood processing and value chains	12	3 Hard* and soft copies
e. Outreach strategy and procedures for evaluating skills development	14	Soft copies
f. Investment plan (i.e., checklist and technical specifications of the equipment and tools required for implementing the curricula)	14	Soft copies
g. ToT sessions and report	16	Soft copies
h. End of Consultancy/process report	16	Soft copies

\*hard copies need to be submitted only for the final versions.

All deliverables need to be submitted for review and comments before finalization

The Consultant is expected to provide a brief progress summary once a month to the Principal NFC and IFPA-CD National Project Coordinator through either an email or phone call.

All documents will be submitted in English and delivered as stated in table 1 (Word and PDF, and hard copies when required) to the client at the following address.

The Permanent Secretary, Ministry of Water & Environment

Attn: National Project Coordinator – IFPA-CD

Ministry of Water and Environment

Plot 3-7 Kabalega Crescent

P. O. Box 20026

Kampala – Uganda

Telephone: +256 772 470 023

E-mail: [margathieno@gmail.com](mailto:margathieno@gmail.com) and [kisakyerichard44@gmail.com](mailto:kisakyerichard44@gmail.com) with a copy to Contract Manager (to be designated)

## 7. CLIENT’S INPUT AND COUNTERPART PERSONNEL

- The Consultant is expected to provide their own work equipment (computers, printers, access to the Internet/ dataplans, etc.), transportation in Uganda and workspace. Variable costs like travel, communication (e.g., airtime, mobile data-plans), etc. will be reimbursed as per standard practice in World Bank financed operations.
- During visits to Nyabyeya Forestry College campus, office space will be provided to the consultant. The college guest house will also be availed for accommodation at the college standard rates.

- Other facilities to be provided to the consultant will be office space in Kampala if needed.
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- The MWE will appoint a dedicated contract manager to work with the consultant and will also introduce the Consultant to the relevant government institutions, private businesses, and facilitate access to information