

Uganda: Forest Investment Program
Terms of Reference for the Joint Mission
March 13-17, 2017
Kampala, Uganda

1. Summary and background

1. The Government of Uganda is one of the countries selected in 2015 to benefit from the Forest Investment Program (FIP) of the Climate Investment Fund and the Pilot Program for Climate Resilience (PPCR). The FIP will support Uganda to reduce emissions from deforestation and forest degradation, and promote conservation and sustainable management of forests which will ultimately led to enhancement of carbon stocks. It will be designed to promote programmatic investments which aimed at transformational change in forest sector and other sector that affecting forests.
2. Ministry of Water and Environment (MWE) is the implementing agency for both FIP and PPCR. MWE established a REDD + Secretariat and a Climate Change Department to coordinate climate actions in the forestry sector and overall climate change coordination respectively. As Uganda is arecipient for both FIP and PPCR, the Government requested to prepare both plans simultaneously to enhance synergy between the two programs and for cost-effectiveness. The Multilateral Development Banks (MDBs) supporting the Government of Uganda are the International Bank for Reconstruction and Development (IBRD, as a lead MDB on FIP) and African Development Bank (AfDB). Additional background information on the FIP process in Uganda to date is provided in Annex 1.
3. Joint scoping missions for both FIP and PPCR took place in October 19–23, 2015. These missions met with Government agencies, development partners, private sector and civil society organizations. These missions also provided guidance to GoU for of the access of the Preparation Grant requests – both of which were approved by the CIFs in December 2015 to assist the GOU in preparing for joint missions and contributing to the development of investment plan. The Grant Agreement for FIP was signed in June 2016 and upon countersignature, the grant became effective on July 7, 2016.
4. The scoping missions were followed by technical missions (also for both FIP and PPCR) that took place on March 21-25, 2016. These missions advanced preparatory arrangements, initiated Preparation Grant activities and provided guidance for Investment Plan development.
5. The First Joint missions for both programs took place in parallel in June 13-24, 2016. The mission objectives were to provide guidance to the GoU regarding the on-going consultations and preparations of the IPs, to consolidate and finalize priorities and identify potential projects. The field visits and meetings organized with various stakeholders in the field covered different aspects and perspectives of natural resource management and helped inform and enrich the formulation of the FIP project ideas.
6. The Second Joint missions for both FIP and PPCR took place October 10-14, 2016. The mission thoroughly reviewed the draft Investment Plan. Uganda also provided written update on the FIP formulation process to the FIP Sub-Committee meeting in December 2016, discussed feedback from further field consultations with various stakeholders, and advanced design of the investment projects.
7. The UN Food and Agriculture Organization (FAO) FAO team joined the 1st and 2nd missions as technical partners at the invitation of the Government of Uganda and their work will contribute

to the development of the FIP program document and to identify areas and models for land restoration as part of their work under the Forest Landscape Restoration Mechanism.

8. Uganda intends to submit its Investment Plan for preliminary external review in February 2017.

2. Mission Objectives

9. The objectives of the Joint Mission of the FIP are to:

- (i) Review the draft FIP Investment Plan (IP) prepared by the Government of Uganda and comments received from the external reviewer.
- (ii) Assess the final comments from stakeholder consultations and external reviewers and finalize the investment plan before submitting to the CIF AU for the June 2017 meeting and update the roadmap for FIP completion.
- (iii) Assess readiness for submission to the FIP Sub-committee.
- (iv) Review implementation progress of studies and activities supported by the FIP preparation grant and assess need for extension of the preparation grant.
- (v) Continue discussions on financing options for the FIP, including linkages to GCF, GEF, MDB and bilateral programs, and Government of Uganda funding.

3. Outputs

The mission will (i) Brief senior GoU officials at kick-off and wrap-up meetings, and (ii) Prepare an Aide Memoire outlining key findings and recommendations. The mission will also finalize a draft of the forest investment plan to be eventually posted on GOU web site for at least 2 weeks for receiving feedback from other stakeholders including development partners. The Aide Memoire will also provide an update of the roadmap for Investment Plan completion, including remaining steps towards submission to the FIP SC June 2017 meeting.

4. Joint Mission Composition

10. The technical members of the FIP Mission will include the following persons (this list may be refined pending availability and need for specific forms of expertise):

Expertise	Institution	Name
Government of Uganda		
Commissioner, Policy and Planning and FIP National Focal Point	MWE	Samuel Otuba
Assistant Commissioner, Forestry Sector Support Department and Alternate FIP National Focal Point (and REDD+ National Focal Point)	MWE	Margaret Mwebesa Athieno
Director, Environmental Affairs	MWE	Paul Mafabi
Commissioner, Environment Support Services	MWE	Stephen David Mugabi
Commissioner, Forestry Sector Support Department	MWE	Margaret Adata
Executive Director	NFA	Michael Mugisa
Climate Change Coordinator (NFA) and Alternate REDD+ National Focal Point	NFA	Xavier Mugumya

Ag. Commissioner, Climate Change Department and PPCR National Focal Point	MWE	Chebet Maikut
Assistant Commissioner, Renewable Energy	MEMD	John Tumuhimbise
National Focal Point for UNCCD	MAAIF	Stephen Muwaya
Economist, Water and Environment Desk Officer	MOFPE D	Mark Amany
Economist, Water and Environment Desk Officer	MOFPE D	David Okwii
Commissioner, Wetlands Department	MWE	Collins Oloya
Commissioner, Aid Liaison Department	MWE	Disan Ssozi
Commissioner, Water Resources Planning and Regulation	MWE	Callist Tindimugaya
Climate Change Coordinator (UWA)/Wildlife Officer	UWA	Richard Kapere
Assistant Commissioner, Policy and Planning	MWE	James Kaweesi
MDBs		
Senior Natural Resources Specialist and Mission Co-Lead	WB	Ross Hughes
Sr. Operations Officer	WB	Lesya Verheijen
Forestry and Climate Change Specialist (consultant)	WB	Paul Asiimwe
Principal Natural Resources Specialist and Mission Co-Lead	AfDB	Siham Mohammed Ahmed
Forestry Specialist	AfDB	Robert Nabanyumya
FAO		
Deputy Resident Representative	FAO	Massimo Castiello
Forestry Officer, Forest and Landscape Restoration Mechanism	FAO	Christophe Besacier
Officer, Forest and Landscape Restoration Mechanism	FAO	Faustine Zoveda
Technical Advisor	FAO	Sergio Innocente
Officer, Forest and Landscape Restoration Mechanism	FAO	Grit Techel

5. Contacts (MDBs and Government)

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References:

- Aide Mémoire of the Scoping Mission (FIP and PPCR), October 2015:
https://www-cif.climateinvestmentfunds.org/sites/default/files/meeting-documents/fip_joint_technical_mission_march_21-25_2016-completion_report.pdf
- Aide-Memoir of the first Technical Mission – March, 2016:
https://www-cif.climateinvestmentfunds.org/sites/default/files/meeting-documents/fip_joint_technical_mission_march_21-25_2016-completion_report.pdf
- Aide Mémoire of the First Joint Mission (FIP), June 2016:
https://www-cif.climateinvestmentfunds.org/sites/default/files/meeting-documents/fip_-uganda-joint_mission-_june_13-24_june_2016-aide_memoire.pdf
- Aide Mémoire of the Second Joint Mission (FIP), October 2016:
https://www-cif.climateinvestmentfunds.org/sites/default/files/meeting-documents/fip_uganda-second_joint_mission-october_10-14_2016-aide_memoire.pdf
- Inception Report for the FIP Process, April 2016:
https://www-cif.climateinvestmentfunds.org/sites/default/files/meeting-documents/fip_-uganda-joint_mission-_june_13-24_june_2016_-fip_process_-_inception_report.pdf
- Report on progress of Uganda's FIP formulation process to the December 2016 FIP Sub Committee meeting :
https://www-cif.climateinvestmentfunds.org/sites/default/files/meeting-documents/fip_17_inf_6_progress_of_ugandas_forest_investment_plan_formulation.pdf

Annex 1. Background and Country Context

- The Climate Investment Funds (CIF) is a financing mechanism designed to initiate transformational change towards low-carbon and climate-resilient development through scaled-up financing. The Forest Investment Program (FIP, <http://www.climateinvestmentfunds.org/cif/node/5>) is a \$785 million funding window of the CIF. FIP supports developing countries' efforts to reduce emissions from deforestation and forest degradation and promote sustainable forest management and enhancement of forest carbon stocks (REDD+). FIP provides up-front financing for reforms and public and private investments identified through national REDD readiness strategy development and programs, while taking into account opportunities to help them adapt to the impacts of climate change on forests and to contribute to multiple benefits such as biodiversity conservation, protection of the rights of indigenous peoples and local communities, poverty reduction and rural livelihoods enhancements.
- The FIP finances efforts to address the underlying causes of deforestation and forest degradation and to overcome barriers that have hindered past efforts (FIP Design Document). The FIP complements other REDD+ financing mechanisms, including Forest Carbon Partnership Facility (FCPF), Global Environment Facility (GEF), and UN Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD Programme). Unique to the FIP is the \$50 million Dedicated Grant Mechanism for Indigenous Peoples and Local Communities (DGM), which supports community engagement in forest and REDD-related consultations, decision making and implementation. The FIP Investment Planning process also offers the Government of Uganda the opportunity to prepare for, access and leverage other emerging climate finance opportunities, notably the Green Climate Fund (<http://news.gcfund.org/>).
- The FIP has been active in eight pilot countries and has now expanded to support six additional countries with investment resources, including Uganda. At the FIP Sub-Committee meeting in Kinshasa, Democratic Republic of Congo on June 23, 2015, the Sub-Committee reviewed the recommendations by a group of independent experts and selected Uganda as one of the nine new pilot countries that may benefit from FIP. (<http://www.climateinvestmentfunds.org/cif/meetingdocuments/archived/fip>). In response, the GoU appointed a national focal point for communication and representation of the GoU for FIP issues, including international meetings.
- The GoU initiated the investment planning process in collaboration with the two concerned Multilateral Development Banks (AfDB and IBRD) and is in the final stages of consultations with stakeholders to prepare the FIP Investment Plan. This investment planning process builds on and integrates with the ongoing national REDD+ readiness process (supported by the FCPF, Austrian Development Cooperation and UN-REDD Programme). Many Development Partners are closely following the development of MWE's forest and landscapes vision and the National REDD+ Strategy process.
- On March 3rd 2015, Uganda submitted an Expression of Interest to the FIP Sub-Committee. This Expression of Interest provided a description of the country and sector context, forest-related climate change mitigation potential, drivers of deforestation and potential investments needed to address those, as well as the potential to generate enhanced development co-benefits, as required by FIP. This information is still relevant and current and was reviewed positively by the FIP's Expert Group.
- Uganda is richly endowed with natural resources – arable land, forests, fisheries, water and mineral resources. The country is now experiencing fast economic growth, but continues to face profound development challenges, including the need to reduce poverty. Poverty is concentrated in rural areas where many households derive their income from agricultural and forestry related activities. A key challenge is to advance national economic development while maintaining the productivity of the natural resource base.
- Uganda's annual deforestation is high. Direct drivers of deforestation and degradation include shifting cultivation, agricultural expansion, removal of wood for domestic uses (e.g. fuel wood, charcoal production), logging (especially illegal), infrastructure expansion (e.g. mining), and

uncontrolled fires. Indirect drivers include economic factors such as international demand for export of timber and agricultural commodities and growing urban demand for agricultural products and charcoal, technological factors such as low agricultural productivity and efficiency, underdeveloped alternative sources of energy, and institutional factors, such as limitations in capacity and law enforcement.

- Uganda has been preparing readiness program which outlined their ongoing and planned climate resilience and forestry management initiatives particularly how they align with Uganda's Vision 2040 (overarching framework for development and sustainability), the NDP II, the Intended Nationally Determined Contribution (INDC) and the Sustainable Development Goals. However, Uganda still faces barriers and constraints hampering the achievement of the Government's desired resilience and forestry.
- Uganda has significant potential to contribute to forest-related climate change mitigation, with land use change and forest degradation accounting for over 80% of emissions. The National Climate Change Adaptation and Mitigation Strategy (2013) identifies *Agriculture, forestry and other land uses* as one of the four strategic areas with most potential for emission reductions in the country. Since agriculture is one of the largest drivers of deforestation, tree based crops and agroforestry systems are promising models in which smallholders can be involved in production of food crops and income, while also reducing deforestation and pressures on soil resources. Activities that promote forest regeneration, forest conservation, sustainable forest management, and the establishment of community and commercial forest plantations can also be important. Part of the solution also lies in promoting productive woodfuel plantations, better management of existing forests harvested for woodfuel, more efficient charcoal processing, and more efficient energy use (such as domestic cooking stoves). Mechanisms to prevent the spread of wildfires would help regeneration and growth of trees and avoid greenhouse gas emissions. Uganda also has significant potential for private sector investment, including in the promotion of small to large-scale commercial plantations. Uganda's Second National Development Plan (NDPII) 2015/16 – 2019/20 sets a target of increasing forest cover to 18 percent of the total land area by 2020 and to 24 percent by 2040.
- Interventions and investments to improve Uganda's forest and landscape management will have extensive benefits, including improvements to rural livelihoods, building resilience, conserving biodiversity and enhancing other environmental services, besides emissions reductions. The main beneficiaries of forest and landscape interventions would be resource dependent and agricultural communities, of whom many are women and vulnerable groups. Forests and woodlands provide food and shelter, cash income and cultural amenities. Non-timber forest products such as honey, mushrooms, fruits and traditional medicines are important for nutrition, health and local incomes. Forests provide woodfuel and charcoal to meet the household energy needs of 95% of the population. The country's rich biodiversity is a global public good, as well as a base for the increasingly important nature based tourism sector, which can provide direct and indirect economic benefits in terms of income, government revenue, and jobs.
- In this context, the FIP investment planning process will identify priority opportunities to finance efforts to address the underlying causes of deforestation and forest degradation and to overcome barriers that have hindered past efforts through targeted investments.
- On submission of an Expression of Interest to the FIP Sub-Committee to participate in the FIP on March 3, 2015, a grant of US\$250,000 was approved for Uganda to prepare its Forest Investment Plan. Uganda selected the World Bank as a Lead MDB to support its FIP process.
- The key themes and priorities for Uganda's FIP were elaborated during the First Joint mission, building on the agreements reached on broad themes during the technical mission in March 2016 and consultations held since the technical mission as well as mission observations in the field. The following key themes for Uganda's FIP support were confirmed: (i) landscape level watershed management; (ii) sustainable wood fuel supply from dry woodlands as well as sustainable supply from commercial plantations; (iii) timber markets and value addition (downstream wood value chain); and (iv) enabling environment (policy, institutional, capacity, and training) / policy reforms and institutional strengthening. The mission also prepared an indicative list of projects for the FIP support (including those joint with PPCR, to better utilize the FIP and PPCR synergies in the country context).

- The Government of Uganda requested that the landscape level support under the FIP is aligned with the established Water Management Zones (WMZ) and the planning of proposed projects followed this approach. Based on this, the Albert Nile, Lake Kyoga, and Upper Nile WMZs have been selected for support as they offer opportunities to address key drivers of deforestation, land degradation, and livelihood support.
- A number of preparatory activities have been undertaken to date, including stock taking. Additional analytical work is being undertaken with funding from the Preparatory Grant – this includes studies on (i) reviewing forest sector expenditure and investment; (ii) assessing challenges and opportunities for participation of forest dependent indigenous peoples and local communities in FIP design and implementation; and (iii) on challenges and opportunities for private sector investment in efficient timber, wood fuel, and charcoal value chains.
- The IBRD commissioned a consultancy in support of the FIP IP development that aimed at identifying lessons and existing experiences from forest / woodland biomass value chains and developing recommendations for investment priorities. Uganda's Mid-Term Review report on the REDD+ Readiness Process (submitted to the FCPF in February 2016) provides useful background on REDD+ Readiness to date. The Stakeholder Engagement Strategy was prepared, to identify approaches and venues for engaging and consulting concerned stakeholders, including civil society, community groups and the private sector.
- A draft FIP IP was discussed in detail during the Second Joint mission, with additional comments provided after the mission – it is being revised based on the feedback and inputs received from different stakeholders and consultations. The Roadmap for Uganda's FIP Preparation Process was also updated during the Second Joint mission and is included as Annex 2.
- The Government of Uganda also prepared an indicative list of projects for the FIP support (including those joint with PPCR, to better utilize the FIP and PPCR synergies in the country context).
- The FAO joined the FIP process as a technical partner at the invitation of the Government of Uganda. The FAO Forest Landscape Restoration Mechanism (FLRM)¹ has a funding envelope of approximately US\$200,000 to support the Government of Uganda and should help the country advance progress on its Bonn Challenge commitment to restore 2,500,000 hectares of deforested and degraded lands by 2020 and Uganda's commitments under the AFR100 Initiative². It was agreed that the FLRM support will contribute to preparation of the FIP IP through analysis of the restoration opportunities within landscapes selected for FIP support and further elaboration of project concepts.

6. Consultations with other Stakeholders

- Development of the FIP Investment Plan requires broad stakeholder participation to ensure program understanding, ownership and implementation support by the government, national & districts level stakeholders and development partners. The FIP process has engaged strongly with civil society and local community representatives and groups and further consultations and stakeholder engagements are being finalized.

7. Coordination among Development Partners

- Development Partners active in the field of the environment meet on a regular basis to share information and to participate in policy dialogue through the Development Partners' Environment and Natural Resources Group and Thematic Group on Climate Change (TGCC). Consultations with Development Partners toward harmonization of investments in support of FIP have started and will continue through these groups. Specific meetings and discussions will be also scheduled during the Joint mission depending on the identified priorities and areas for FIP support. The draft Investment Plan already includes an inventory of partner financed projects and identified opportunities for

¹ The Forest and Landscape Restoration Mechanism (FLRM) is working to help countries restore degraded landscapes by identifying and implementing practices that restore a balance of the ecological, social and economic benefits of forests and trees within a broader pattern of land uses.

² African Forest Landscape Restoration Initiative, a pan-African, country-led effort to restore 100 million hectares of degraded and deforested landscapes by 2030.

collaboration and synergy during implementation – this will be finalized during the Joint mission based on emerging information and mission discussions.

Annex 2. Updated Roadmap for Uganda FIP Preparation Process

The roadmap below sets out an outline of remaining steps before the FIP IP is prepared and key areas of work that would need to be undertaken for the finalization of the FIP IP as per the outcomes of the First Joint Mission (June 2016). :

Completed Activities

- Prepare and submit ToR for MDB review for consultant/contract staff to support CCD/REDD+ Secretariat
- Solicit ideas for proposals for preparation grants
- Prepare inception report for review prior to 1st joint mission (4 weeks prior to mission)
- Prepare and submit request to lead MDB for preparation funds.
- Prepare stakeholder engagement plan
- Prepare and submit for lead MDB review procurement plans for FIP preparation funds
- Confirm the steering and oversight arrangements for FIP
- Mobilize consultants/experts to support FIP IP preparation
- First Joint Mission (June 2016)
- Prepare and submit to CIF AU the ToR for the First Joint Mission (5 weeks ahead of mission start date)
- Undertake First Joint Mission (including field visits)
- Submit request for assignment of the expert reviewers (from the FIP roster)
- Countersign FIP Grant Agreement (by Minister of Finance)
- Second Joint Mission (October 2016)
- Complete Key Consultations with Stakeholders
- Prepare an update on Uganda's FIP process to FIP SC (December 2016 meeting)

The roadmap below sets out an outline of remaining steps before the FIP IP is prepared and key areas of work that would need to be undertaken for the finalization of the FIP IP.

Activity	Who	Due date
Finalize advanced draft FIP IP based on inputs from consultations, comments from the MDBs, inputs from the mission discussions and include developed project concepts (Draft FIP Document for initial technical review)	GoU	February 2017
Initial expert technical review	WB (as lead MDB)	February 2017
Finalize FIP IP, including technical review inputs	GoU	February 2017
Joint mission	GoU and MDBs	6 th – 10 th March, 2017
Expert technical review	WB (as lead MDB)	20 th March 2017
Revision of FIP IP based on technical review comments	GoU	7 th April, 2017
Post on the MWE website – 2 week mandatory posting period as per FIP guidelines	GoU	10 th April – 21 st April, 2017
Incorporation of comments (if any) received during the disclosure period; final editing of the investment plan	GoU	25 th April, 2017
Endorsement by the NCCAC	GoU	To be secured during the Joint Mission in March
Submit investment plans to CIF AU	GoU	25 th April, 2017
FIP Sub-Committee	--	TBC June 2017

Annex 3. Indicative Mission Agenda³

Time	Activity description	Desired Outcomes	Venue	Participation
Tuesday, March 14				
08.30	Introductory working session	Internal MDB briefing	MWE	n/a
10.00 a.m	Courtesy call on PS MWE	Updates on status of FIP and PPCR preparation and mission program.	MWE	Ps, FIP/PPCR Teams MDBs Directors (DEA, DWRM, DWD, MRA, NFA, NEMA, NWSC, UWA) Commissioners (FSSD, DESSS, WDM, CCD, PPD), MDBs teams, FAO
12.00 Noon	Meeting with FIP and PPCR In country Team	Agenda review and progress update.	MWE & Climate Change Department	FIP/PPCR Teams Technical Staff (FSSD, CCD, DESSS, WMD, UWA), MDB teams, FAO
13.00 – 14:00	Lunch	Lunch Break	all	All
2.30 – 5.00pm	Working sessions for PPCR and FIP	Draft FIP and SPCR documents comprehensively reviewed and consensus on changes needed.	PPCR team meets at MWE/FIP team meets at FSSD	FIP/PPCR Team, MDB teams, FAO
Wednesday, March 15				
Full Day	Working sessions for PPCR and FIP	Draft FIP and SPCR documents comprehensively reviewed and consensus on changes needed.	PPCR team meets at MWE/FIP team meets at FSSD	FIP/PPCR Team Technical Staff (FSSD, CCD, DESSS, WMD, UWA), MDB teams, FAO
Thursday, March 16				
Full day	Working sessions for PPCR and FIP	Revision of FIP and PPCR documents by GoU technical teams	TBC	FIP/PPCR Team Technical Staff (FSSD, CCD, DESSS, WMD, UWA),
Friday, March 17				
10:00 – 11.00	Debriefing MWE	MWE endorsement of FIP and PPCR Plans/document	MWE - New Boardroom	Ministers, PS, FIP/PPCR Teams MDBs Directors (DEA, DWRM, DWD, MRA, NFA, NEMA, NWSC, UWA) Commissioners (FSSD, DESSS, WDM, CCD, PPD)

³³ This indicative agenda assumes that the FIP and PPCR joint missions will be held in parallel as per previous missions.