



## **FOREST INVESTMENT PROGRAM**

### **TECHNICAL MISSION AIDE MEMOIRE**

**Kampala , Uganda 21-25 March, 2016**

**UGANDA**  
**FOREST INVESTMENT PROGRAM (FIP)**  
**TECHNICAL MISSION**  
**MARCH 21-25, 2016**

**I. INTRODUCTION**

1. A technical mission<sup>1</sup> involving the Government of Uganda, the International Bank for Reconstruction and Development (IBRD) and the African Development Bank (AfDB) as the Multilateral Development Banks (MDBs) supporting Uganda's FIP process took place in Kampala on March 21-25, 2016. The mission objectives were to advance preparatory arrangements for the FIP, initiate preparation activities, and discuss priorities for inclusion in the FIP Program Document. The mission ran in parallel to a technical mission for the Pilot Program for Climate Resilience (PPCR).
2. The mission appreciates the strategic guidance received from Hon. Ephraim Kamuntu, Minister for Water and Environment – in particular, the need to ensure the Investment Plan is evidence-based, based on sound economic analysis especially for cost of inaction, inclusive of gender aspects, and grounded in community engagement. The plan should assist Uganda to address its policy targets set-out in Uganda's Second National Development Plan, of restoring forest cover to 18 percent of Uganda's land area by 2021. The Minister also re-affirmed that the FIP IP should include a clear set of 'bankable' projects.
3. The mission expresses its sincere appreciation to Mr. Samuel Otuba, Director, Policy and Planning, MoWE, FIP National Focal Point (FIP NFP); Mr. Paul Mafabi, Director, Environment, MoWE; Margaret Adata, Commissioner, Forestry Sector Support Department (FSSD); Ms. Margaret Athieno Mwebesa, Assistant Commissioner (FSSD) and FIP Alternate Focal Point (FIP AFNP); and other individuals with whom the mission members interacted. A list of people met by the mission is attached (Annex 1).
4. This Aide Memoire summarizes the mission's key findings, agreements reached and recommendations. The draft Aide Memoire was reviewed at the wrap-up meeting held on March 24, 2016 chaired by Charles Esimu Okuraja, Undersecretary representing the Permanent Secretary, and by Mr. Paul Mafabi, Director, Environment, Ministry of Water and Environment (MoWE). The disclosure of this Aide Memoire was discussed with the Government of Uganda (GoU). As rules of the Climate Investment Funds (CIF) require disclosure of mission Aide Memoires, the Government agreed to classify the Aide Memoire as public; the Aide Memoire will be disclosed by the CIF Administration Unit as well as the IBRD and AfDB.

**II. KEY FINDINGS**

5. **High Level of GoU preparedness.** The mission appreciates the preparedness on the GoU side. The GoU team had prepared an Inception Note, a detailed Synthesis Report on forestry issues

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<sup>1</sup> The mission included the following MDB representatives: IBRD – Mr. Ross Hughes (Sr. Natural Resources Management Specialist, IBRD Uganda FIP Focal Point), Ms. Lesya Verheijen (Operations Officer), Mr. Paul Asimwe (Forestry and Climate Change Specialist), Ms. Grace Munanura, Senior Procurement Specialist; and Mr. Edwin Moguche, Financial Management Specialist; and AfDB – Ms. Siham Mohamed Ahmed (Principal Natural Resources Management Specialist, AfDB Uganda FIP Focal Point), Mr. James Opio-Omoding (Chief Agricultural Economist), Ms. Vera Oling Kintu (Senior Macroeconomist), and Mr. Robert Nabanyumyo (Consultant).

(as a background document), and a Stakeholder Engagement Plan – these helped ensure a focused discussion during the mission.

6. **Identification of Priority Areas for FIP Support.** The mission focused on defining the priorities to be addressed in the FIP, based on the priority-setting exercise conducted by the FIP NFP team prior to the mission, and it was agreed that further prioritization will take place before the First Joint mission scheduled for June 2016. Specific support to these areas by either FIP or PPCR or both funds will be determined during the preparation process. This narrowing down of the priorities is based on criteria discussed and agreed during the mission. Criteria include impacts on carbon abatement, poverty and livelihoods as well as economic benefits and ecosystem benefits. These criteria are included in more detail in Annex 2 (under Section 6). The criteria are well aligned to the GoU development and sector policies and plans as well as the priorities identified by the PPCR to ensure synergies that may lead to joint financing and knowledge sharing. The potential thematic areas of investments are:

(i) Support for integrated watershed/landscape management in two or more priority landscapes with a strong focus on livelihoods and community engagement. Criteria for the selection of landscapes were discussed and agreed during the mission, and the final selection could include landscapes in the Albertine Rift, Mt. Elgon, and the Cattle Corridor areas. The GoU indicated it will consider these options further prior to the first joint mission. Specific support to these areas by either FIP or PPCR – or both funds, will be determined during the preparation process.

(ii) Support for private and public investments in efficient timber and fuel wood production and wood and charcoal value chains. This could expand and scale up the successful ongoing initiatives that seek to encourage private sector investment in small plantations and to boost sustainable fuel wood supply, particularly in dry woodland areas (in the Cattle Corridor).

(iii) Transforming policy implementation performance and effectiveness in the forestry sector including governance, forest monitoring, institutional strengthening, coordination, knowledge management, measuring indicators for forest management effectiveness, and FIP monitoring and reporting, among others.

7. **Key Messages from the Ministry of Finance, Planning and Economic Development (MOFPED).** The mission met with Commissioner Maris Wanyera, Aid Liaison Department, MOFPED, who emphasized the importance of expediting the FIP preparation process in order to have the draft investment plan ready at the time of the First Joint mission which will take place in June 2016. She further stressed the need to identify and prepare project concepts for larger-scale projects that could potentially be financed by the CIF and/ or MDB's own funds. The mission informed the MOFPED that the management letter for the mission would confirm that the preparatory grant has been approved and that a draft Grant Agreement will be made available for review and signature by the GOU by mid-April 2016. The mission proposes involving MOFPED closely in the FIP preparation process and including a MOFPED representative in Uganda's delegation to the FIP-subcommittee meeting which is planned to take place in Mexico on June 12-14, 2016.

8. **Timeline for FIP IP Submission.** The mission confirms the feasibility of preparing a quality FIP IP in time for the intended submission to the FIP Sub-Committee in time for its November 2016 meeting. The mission proposed that the Minister of Water and Environment present the Investment Plan during FIP SC in November 2016 to show the strong commitment of the Government at the political level.

### III. CONTEXT

9. **Uganda's Expression of Interest to Participate in the FIP.** Uganda submitted an Expression of Interest to participate in the FIP to the FIP Sub-Committee on March 3, 2015 which was followed by the submission of a FIP preparation grant request. A grant of US\$250,000 was approved by the FIP sub-committee in December 2015 to support Uganda to prepare its Forest Investment Plan, including specific project concepts for support. FIP replenishment discussions are ongoing and so the availability of future financing from the FIP remains uncertain. However, the countries are advised to plan FIP projects within a US\$40-50 million envelope, with an estimated implementation period of 5 years. Investment projects included in the FIP could also be presented for support from other sources of financing, including the Green Climate Fund, Global Environment Facility, and other development partners.

10. **Linkages between FIP and REDD+ Agenda in Uganda.** The Uganda FIP is part of the overall REDD+ process. Uganda's REDD+ Readiness Preparation is supported by several financing packages: Forest Carbon Partnership Facility (FCPF) REDD+ Readiness Preparation Support (US\$3.634 million); the UN-REDD National Programme (US\$1.8 million), and ADC support (Euro 650,000, equivalent US\$890,000). In parallel, targeted support / backstopping on the REDD+ agenda was provided by the UN agencies (US\$310,000). This donor financing is complemented by the GOU financing under a dedicated budget code, of US\$659,000 equivalent in FY2014/2015 and FY2015/2016.

#### **IV. MISSION FINDINGS, AGREEMENTS REACHED AND RECOMMENDATIONS**

11. **The National REDD+ Process As a Sound Basis for FIP Planning.** Through discussions and consultations with key stakeholders, the mission confirmed that Uganda's REDD+ readiness process is technically sound and includes appropriate levels of consultation to serve as a strong base to inform the FIP IP development. The mission took note of a mid-term review of the REDD+ readiness process conducted in January-February 2016 that provided an overview and assessment of REDD+ Readiness in Uganda. FIP IP preparation process will be closely coordinated with preparation of Uganda's REDD+ Strategy that is happening on a similar timeline. Participatory structures being established under REDD+ support will enable meaningful consultations for the FIP IP, and all consultations for FIP IP preparation will be closely coordinated and synched with those under REDD+ Readiness.

12. **Overall Approach of the FIP Investment Plan and Coordination with PPCR.** The mission reconfirmed that both FIP and PPCR planning processes will be steered by the National Climate Change Advisory Committee (NCCAC) and that this provides an opportunity to identify and build on synergies between the two sources of financing. The Technical Planning Committees for both FIP and PPCR have been formed and provide the opportunity for technical cohesiveness of the process.

13. **Projects under FIP IP.** The teams decided that the FIP IP will include approximately five project concepts, of which up to three will be proposed for implementation by the MDBs with CIF financing, and the remaining project proposals will be used to solicit funding from other sources of financing.

14. **Use of Investment Plan Preparation Grant.** The GoU requested the IBRD as the lead MDB for FIP preparation, and this process will be undertaken in close collaboration with the AfDB. The preparation grant of \$250,000 will be used to assist the GoU in preparing its IP. This Recipient-Executed grant was approved by the CIF (see Annex 3), is being processed by the IBRD, and the Grant Agreement is expected to be signed in mid-April 2016. These resources will be used

for: supporting analytical work<sup>2</sup>, consultations, and stakeholder engagement during the FIP IP preparation process. The grant will also support the NCCAC and the multi-disciplinary and multi stakeholder FIP planning team for effective supervision and technical and policy level leadership during the development of FIP IP. The procurement plan was updated during the mission and will be re-submitted for the Bank approval by April 1, 2016.

15. **Stakeholder Engagement in FIP IP Preparation Process.** The FIP IP preparation will be a consultative stakeholder process, including engagement with various groups of stakeholders at local and central level, to capture widest scope of ideas and consistent with the CIF approach. Care will be taken to coordinate this engagement with the REDD+ Strategy consultations undertaken through the participatory structures being supported as part of REDD+ Readiness (financed by the FCPF). A first draft Stakeholder Engagement plan has also been prepared for this process.

16. **Dedicated Grant Mechanism for Local Communities (DGM).** The FIP has a related facility, the Dedicated Grant Mechanism for [Indigenous Peoples and] Local Communities (DGM), which is envisioned to facilitate the engagement of local communities in individual investment plans. The planned FIP stakeholder engagement at the local level will build a solid foundation for potential work under the DGM if FIP financing is mobilized.

17. **Discussions with Civil Society and Private Sector representatives.** Discussions were held with a number of civil society and private sector entities during the mission which helped to define a range of potential interventions that could be included in the IP. The mission held discussions with the Uganda Timber Grower's Association (UTGA) and with the Sawlog Grant Production Scheme (a donor- and GOU-financed subsidy scheme for private sector investments in the wood production). The discussion highlighted the need for a deeper analysis on the existing enabling environment for private sector engagement in the forestry sector, including existing incentives and obstacles. Further analytical work on this topic will be supported during the FIP IP process. The mission believes that UTGA is an important private sector group and key to wood market development and is essential to unlocking the sector's potential. The mission was informed that there is a substantial funding gap for UTGA due to the recent withdrawal of one of the development partners; the MDBs, through the FIP process, will explore options of financing this gap, possibly through the FIP private sector set-aside window. The FIP process will build upon successful lessons of the CSO engagement with the communities in the natural resources sector.

18. **Coordinated Development Partner Support to FIP and PPCR.** As Uganda is benefiting from support from both PPCR and FIP, the mission discussed a range of potential synergies between these emerging programs. These will be explored further during the joint mission in June 2016. The FIP and PPCR processes will closely coordinate with each other and with other development partner support.

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<sup>2</sup> This recipient executed grant will finance the following studies: (i) assessment of challenges and opportunities for participation of forest dependent and adjacent communities in FIP detailed planning and implementation, including through the DGM support; (ii) forest sector expenditure review scoping to assess data quality and availability and set out scope of work for a full study to be undertaken if FIP investments materialize; (iii) challenges and opportunities for private sector investment in forestry sector (scoping study); (iv) preparation of landscape profiles for each of the proposed landscapes included in the FIP (including mapping of issues and stakeholders, ongoing development partner-funded initiatives etc.). In addition, the following analytical work will be supported by the Banks' own resources: (i) lessons learned synthesis study of experience from recent support in Uganda on charcoal and biomass value chains (WB) and (ii) scoping study for identification of priority landscapes for FIP support (AfDB). The work on establishing carbon abatement potential in landscapes and interventions proposed for inclusion in the FIP will build upon ongoing Reference Emissions Level work supported under the FCPF grant.

19. **Updated Preparation Roadmap.** The mission updated the roadmap which was developed during the scoping mission that took place in October 2015. The steps below have already been completed:

Activity
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

20. 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, 2016
Mobilize consultants/experts to support FIP IP preparation	GOU	Done <sup>3</sup>
Develop a draft agenda for the First Joint Mission	GOU	By April 15
Prepare and submit to CIF AU the ToR for the First Joint Mission (5 weeks ahead of mission start date)	IBRD	By May 9
Submit mission invitation/announcement to development partners and CSOs	GOU	May 15
Detailed agenda development and skype calls to review agenda	GOU and MDBs	May 25
Prepare an update on Uganda's FIP draft FIP (for presentation to the meeting for new FIP countries) and share with MDBs (and expert reviewer afterwards)	GOU	May 25
Identify expert reviewer (from the FIP roster)	GoU with MDB support	Mid-May
Undertake First Joint Mission (including field visits)	GoU and MDBs	<b>June 13-24</b>
Consultation workshop on draft FIP IP	GoU	Early-mid July
Finalize advanced draft FIP IP based on inputs from consultations and include developed project concepts	GoU	Early August
Draft agenda for Second Joint Mission	GoU	Early July
Prepare and submit to CIF AU the ToR for the Second Joint Mission (5 weeks ahead of mission dates)	IBRD	Mid-July
Detailed agenda development and conference calls to review agenda	GoU and MDBs	Mid-August
Undertake Second Joint Mission (virtual as needed)	GOU+MDBs	End of August / early Sept
Final draft FIP IP, including a final validation workshop	GoU	September 5
Expert peer review	GoU	September 5
Finalize FIP IP, including peer review inputs	GoU	By September 30
Submit investment plans to CIF AU	GoU	By October 8
FIP Sub-Committee	--	<i>November 12 (TBC)</i>

<sup>3</sup> Additional consultants to be hired with the US\$250,000 grant

## **ANNEXES**

Annex 1. List of persons met

Annex 2. Annotated FIP IP Table of Contents (draft)

Annex 3. FIP preparation grant approval email issued by CIF Administration Unit,  
22 December, 2015

## **Annex 1. List of persons met**

1. Hon. Prof. Ephraim Kamuntu, Minister, Ministry of Water and Environment
2. Charles Esimu Okuraja, Undersecretary, Ministry of Water and Environment
3. Paul Mafabi, Director, Directorate of Environmental Affairs, MoWE;
4. Margaret Adata, Commissioner, FSSD / MoWE;
5. Margaret Mwebesa, Assistant Commissioner, National Focal Point for REDD+, FSSD / MoWE;
6. Xavier Mugumya, Climate Change Coordinator, Alternate National Focal Point for REDD+, National Forestry Authority;
7. Alex Muhweezi, Technical Advisor, REDD+ Secretariat, MoWE;
8. Muhammad Semambo, Senior Climate Change Officer – Adaptation, Climate Change Department, MoWE;
9. Samuel Otuba, Director, Policy and Planning, MoWE;
10. Chebet Maikut, Commissioner, Climate Change Department, MoWE;
11. Maris Wanyera, Commissioner, Aid Liaison Department, Ministry of Finance, Planning and Economic Development (MoFPED)
12. Charles Byaruhanga, Principal Forestry Officer, FSSD / MWE
13. Sheila Kiconco, National Technical Advisor (REDD+), UNDP
14. Denis Mutaryebwa, Coordinator Plantations, National Forestry Authority
15. Obed Tugumisirize, Manager, National Tree Seed Center, National Forestry Authority
16. David Mununuzi, Director Plantations, National Forestry Authority
17. Aldous Obedmoth, Plantation Development Specialist, National Forestry Authority
18. Justine Aheebwa, Natural Forest Management Specialist, National Forestry Authority
19. John Diisi, Coordinator GIS, National Forestry Authority
20. Issa Katwesige, Senior Forestry Officer, FSSD / MWE
21. Nambaza Jackson, Forestry Officer, FSSD
22. Tom Rukundo, EIA Specialist, National Forestry Authority
23. Charles Odeke, Program Manager, Sawlog Grant Production Grant
24. Francis Ssali, Project Officer, Sawlog Grant Production Grant
25. Henry Ahimbisibwe, Project Officer, Sawlog Grant Production Grant
26. Dennis Kavuma, General Manager, Uganda Timber Growers Association
27. Andrew Akasiibaya Namanya, Project Officer, Sawlog Grant Production Grant
28. Xdangugi Peter Bahizi, Senior Project Officer, Sawlog Grant Production Grant
29. Bediji Nelly Grace, Senior Project Officer, Sawlog Grant Production Grant
30. Charles Ogang, Uganda National Farmers Federation
31. David Kiss Ocama, NaFORRI
32. Harriet Drani, International Union for Conservation and Nature
33. Racheal Nalule, Agency for Transformation
34. Moses Nyago, REDD+ Senior Officer, WCS
35. Mark Infield, Technical Adviser, Directorate of Environment, Ministry of Water and Environment
36. Henry Bbosa, Senior Climate Change Officer, International Relations, Climate Change Department, Ministry of Water and Environment
37. Anna Amumpiire, Advocates Coalition for Development
38. Joshua Zake, Executive Director, Environmental Alert
39. Jalia Kobusingye, Project Officer, EU Delegation
40. Mario Castiello, Deputy Head of Mission, United Nations Food and Security Organization



41. Willy Kakuru, Climate Change Adaptation Expert, United Nations Food and Security Organization
42. Daniel Omodo-McMondo, Program Analyst, United Nations Development Programme
43. Richard Kapere, Planning Coordinator, Uganda Wildlife Authority
44. Samuel Besigye, Partnerships Coordinator, Uganda Wildlife Authority
45. Adonia Bintooro, Community Benefit and Wildlife Enterprise Manager, Uganda Wildlife Authority
46. Collins Oloya, Commissioner, Wetlands, Ministry of Water and Environment
47. Eng. Stanley Watenga, Sr. Engineer, Rural Water and Sanitation Department, Ministry of Water and Environment
48. Ashbert Tayebwa, Sr. Engineer, Rural Water and Sanitation Department, Ministry of Water and Environment

## **Annex 2. Annotated FIP IP Table of Contents (draft)**

The following draft table of contents for the FIP program document was discussed during the mission. This draft document will be elaborated further prior to the mission.

### **Foreword**

### **Executive Summary (1-2 pp)**

#### **Section 1: Introduction (1 pg)**

- Global FIP Objectives
- Uganda and FIP
- Linkages with PPCR Programme and REDD+

#### **Section 2: Uganda's country and sector context (3 pp)**

- Country Context (Geography, Demography and Economy- Development Context, Economic Context)
- Synthesis of forestry sector issues (forest status, trends,
- Forestry and land use and land tenure
- Key drivers of deforestation and forest degradation
- Sector projects and programmes
- FIP/REDD and stakeholder engagement
- The Principle of Uganda's FIP - an integrated approach combining livelihoods, poverty, gender, forest management and addressing underlying causes of deforestation and forest degradation

#### **Section 3: Identification of opportunities for Greenhouse gas abatement (2 pp)**

- Status...reference levels, carbon pools, scope
- Carbon mitigation/Abatement potential opportunities and options
- The contribution expected from FIP towards mitigation/abatement (greening economy)

#### **Section 4: Uganda's policy and institutional framework (1-2 pp)**

- Over-view of forestry related policy, laws and regulatory
- Institutional mandates, roles and responsibilities
- Engagement of non-state actors in forestry sector
- Assessment of performance and constraints
- Uganda and relevant international policy regimes

#### **Section 5: Expected Non-Carbon (Co-Benefits) from FIP Investment (1 page)**

- Economic impact (national, sector and local)
- Livelihoods, social and cultural, local communities and poverty reduction.
- Forest Governance (Roles, Responsibilities, Rights and Returns).
- Biodiversity and ecosystem resilience.
- Ecosystem /environmental services.
- Reducing deforestation and forest degradation (tackling drivers of DD).
- Institutional capacities (enforcement, monitoring, knowledge, coordination).

## **Section 6: Collaboration with Partners**

### 5.1 MDBs, development partners and FIP (AfDB, WB/IBRD)

- Specific: AfDB
- Specific: WB/IBRD
- FIP and REDD Partners (UNREDD, ADC)
- Other development Partners (natural resources)

### 5.2 On-going REDD+ related programmes / projects

### 5.3 Private Sector, Civil Society and other stakeholders in FIP

## **Section 6: Identification and rationale for projects and programs to be co-financed by FIP (4 pp)**

### 6.1 Uganda FIP Programme Objectives

### 6.2 Transformational focus

### 6.3 Selection criteria

- Impacts (carbon abatement, poverty-livelihood impact, economic, ecosystems, etc.)
- Scale
- Potential for sustainability
- Risk
- Relevance to GoU development and sector policies and plans
- Complementarity with PPCR (options for joint financing and knowledge sharing etc.)

### 6.4 *Indicative* Investment Projects

#### 6.4.1 Integrated watershed / landscape management and livelihoods in the Albertine Rift / Mt. Elgon / Cattle Corridor, including through active community involvement.

#### 6.4.2 Support for private and public investments in efficient timber and fuel wood production and wood and charcoal value chains.

#### 6.4.3 Transforming policy implementation performance and effectiveness in the forestry sector (*including governance, forest monitoring, institutional strengthening, coordination, knowledge management, indicators for forest management effectiveness, FIP monitoring and reporting, etc.*).

## **Section 7: Implementation potential with risk assessment (1-2 pp)**

## **Section 8: Financing plan and instruments**

## **Section 9: Results Framework for Investment Plan (1-2 pp, table format)**

### Annex 3. FIP preparation grant approval email issued by CIF Administration Unit, 22 December, 2015

**From:** CIFapprovalbymail <[cifapprovalbymail@worldbank.org](mailto:cifapprovalbymail@worldbank.org)>

**Date:** December 22, 2015 at 5:40:07 PM EST

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**Subject:** [Approved by mail]: IPPG Request for Uganda (FIP) (World Bank)

Dear FIP MDB Committee members,

We are writing regarding the request submitted by the World Bank for USD 250,000 to fund activities towards preparing the Investment Plan for Uganda.

The time period provided for submission of comments and any objections to the decision has now expired. No objections were received. We are, therefore, pleased to inform you that the following decision is now approved:

**The FIP MDB Committee approves USD 250,000 to fund activities towards preparing the Investment Plan for Uganda. The MDB Committee acknowledges the World Bank as the implementing agency of the preparation grant.**

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