UGANDA FOREST INVESTMENT PROGRAMME



MINISTRY OF WATER AND ENVIRONMENT

REPORT ON REGIONAL STAKEHOLDER CONSULTATIONS FOR WEST-NILE REGION

(Desert Breeze Hotel, Arua Town (29th August 2016))



FOREST SECTOR SUPPORT DEPARTMENT POLICY AND PLANNING DEPARTMENT Issued: 29.9.2016

LIST OF ACRONYMS

CAO:	Chief Administrative Officer
CAO. CFR:	Central Forest Reserve
CFR:	
CMO:	Catchment Management Committee
CIVIO. CSA:	Catchment Management Organization Climate Smart Agriculture
CSA: CSO:	
DAO:	Civil Society Organizations
DAO: DEO:	District Agriculture Officer District Environment Officer
DEO: DFO:	District Environment Officer
DFS:	District Forest Service
DLG:	District Local Government
DNRO:	District Natural Resources Officer
DPO:	District Production Officer
DWO:	District Water Officer
FIP:	Forest Investment Plan
FSSD:	Forest Sector Support Department
GoU:	Government of Uganda
IPs:	Indigenous Peoples
LC V:	Local Council 5
LFR:	Local Forest Reserve
MWE:	Ministry of Water and Environment
NaFORRI:	National Forestry Resources Research Institute
NARO:	National Agricultural Research Organization
NEMA:	National Environment Management Authority
NFA:	National Forest Authority
PDU:	Procurement and Disposal Unit
PPCR:	Pilot program on Climate Resilience
REDD+:	Reducing Emissions from Deforestation and Forest Degradation
SLM:	Sustainable Land Management
TEV:	Total Economic Value
TSS:	Tree Seed Stands
URA:	Uganda Revenue Authority
UWA:	Uganda Wildlife Authority
M/N/7c·	Water Management Zenes

WMZs: Water Management Zones

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1. INTRODUCTION

1.1 Introduction to FIP

In 2014, Uganda was invited by the administrative Unit (AU) of the Climate Investment Funds (CIF) of the World Bank to submit an expression of interest. Uganda's expression of interest to participate in the Forestry Investment Programme (FIP) was submitted in March 2015 and approved in May 2015. In December 2015, Government of Uganda received an approval of a grant of USD 250,000 from Global CIF (FIP funding mechanism) to support Uganda to prepare a nationally agreed Forestry Investment Programme.

The purpose of Uganda's FIP is to contribute towards Uganda's obligations to reduce emissions from deforestation and forest degradation through investments that aim to reduce pressure on natural forests, enhance forest ecosystem services, improve coordination and governance in the forest sector, and ensuring a vibrant forest industry in Uganda. The development of Uganda's REDD+ strategies for tackling deforestation and forest degradation is on-going and due to be completed by mid-2017. However, earlier indications from the REDD+ Strategy formulation process identifies investments targeting mitigation within and outside the forest sector that will reduce emissions from deforestation and forest degradation in targeted landscapes, and an enabling policy environment for strengthening forest sector performance. FIP will provide up-front bridge financing to implement the REDD+ Strategy and Action Plan that combines national and landscape level investments within the Lake Albert, Lake Kyoga and Upper Nile Water Management Zones to address these priorities.

Uganda's FIP process is coordinated by the ministry of Water and Environment (MWE) through the department of Policy and Planning (PPD). The technical aspects of the process are led by the Forest Sector Support Department (FSSD) via the REDD+ Secretariat. The FIP process is supported by the Multilateral Banks (MDB) namely; the World Bank and African Development Bank as well as additional technical support by Food and Agriculture Organization (FAO). FIP is being prepared through a participatory process involving lead agencies in forestry (FSSD, National Forestry Authority (NFA) and Uganda Wildlife Authority (UWA) and other non-forestry sector institutions such as Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Ministry of Energy and Mineral Development (MEMD), Civil Society Organizations (CSOs) and the private sector active in forestry industry.

FIP will be implemented as a national programme with national level investments as well as site/landscape specific activities within the Lake Albert, Lake Kyoga and Upper Nile Water Management Zones (WMZ). FIP investments will be implemented jointly or in collaboration with the Special Programme for Building Climate Resilience (SPCR), where appropriate. The specific landscapes or sites within these WMZ will be selected taking into account the following attributes.

- a. Potential for carbon abatement.
- b. Potential for synergies between FIP and PPCR.
- c. Potential for linking forestry and livelihoods.
- d. Opportunities for consolidating on on-going development programmes.

FIP intends to support the efforts of Uganda to reduce emissions from deforestation and forest degradation, conservation and sustainable management of forests which will ultimately lead to enhancement of carbon stocks. It will be designed to promote programmatic investments which are aimed at transformational change in the forest sector and other sectors affecting forests.

Through preliminary preparations and conclusions arising from the first FIP/PPCR Joint Mission in June 2016, the following four investment priorities were identified:

a. Project 1: Strengthening policy, capacity and forest services.

- b. Project 2: Production forest support.
- c. Project 3: Forest management and restoration in water catchments in the L. Albert WMZ.
- d. Project 4: Sustainable catchment management through integrated land use to improve forest cover, agriculture production and reduce poverty in the Lake Kyoga and Upper Nile WMZ.

1.2 Stakeholder Consultations

Uganda's FIP Preparation process is intended to engage stakeholders. In this regards, a Stakeholder Engagement Strategy for FIP was prepared at the onset of the FIP process (Appendix 1: Stakeholder Engagement Strategy for FIP formulation process). The strategy identified stakeholders under broad categories, namely; government or mandated institutions at central and local levels, civil society and NGOs, academia and research institutions, private sector players, Indigenous people/minority groups and forest dependent communities as well as development partners.

A Regional meeting covering the districts of West-Nile Region namely (Maracha, Arua, Koboko, Nebbi, Yumbe and Moyo) was convened in Arua Town on 28th August 2016. The meeting was convened and facilitated by the PPD/FSSD. The following categories of the Stakeholders were targeted: Political leaders and Technical departments of Local Governments (District and sub-County levels), Civil Society active forestry and environmental/natural resources management in the districts, Private Sector active in forestry industry.

The over-all aim of the regional consultations was to secure ownership of the FIP process and investments through;

- a. Enhancing the understanding of the FIP and process for Uganda.
- b. Feedback and input from the Stakeholders into the identified FIP investment priorities.

The West-Nile Regional meeting was convened purposely for:

- a. Proving information to the participants/stakeholders about the FIP process and proposals to-date.
- b. Discussing the proposed FIP priority investments with the view to secure inputs from stakeholders on the;
 - i. Relevance/appropriateness of FIP investments in relation to forestry development and management in the sub-region.
 - ii. Scope of the FIP investments in terms of their feasibility and manageability.
 - iii. FIP Investment outputs or outcomes.
- c. Identifying and recommending sites or locations for FIP investments, stakeholder roles and involvement as well as implementation requirements and arrangements.

2. THE MEETING PROCESS

2.1 Agenda and process

The meeting was guided a pre-set Agenda (Annex 1: meeting programme/agenda) and facilitated by Mr. Bob Kazungu, Mr. Aldras Obedmoth, Ms. Flavia Byekwaso. The meeting involved Plenary and Group work sessions.

2.2 Participants

A total of 56 participants representing local governments (48 participants, CSOs (7 participants) and Private Sector (1 person) from 6 districts attended the meeting (Annex 2: Meeting participants). Of these 48 were male and 8 females.

2.3 Information sharing

2.3.1 Opening Remarks

The opening remarks were given by the Secretary for Production, Arua, on behalf of the District LCV Chair for Arua, Mrs. Drateru Natalia. In her remarks, she welcomed participants to Arua district and stated that the process to undertake planning for Forestry Investments was timely in the region and was sure this will address the question of how the region and more so the districts can protect their forests from human interference, and confessed that she was anxious to learn how to sustain the forests in the region. She did mention that attitude to forests and trees management was responsible for the on-going destruction of the forests. She reported that communities in the region, and specifically in Arua had been advised on how to manage and utilise their forests sustainably in various for a, but as soon as the meetings end, they resort to indiscriminate cutting of trees for charcoal. She emphasised the need to design in the plan alternative sources of income for the communities. She then requested the participants to engage fully in the consultations and hoped that they would be open and transparent in their submissions to allow for an effective engagement.

2.3.2 Introduction to the meeting and FIP progress

The meeting Facilitator (Bob Kazungu) presented an over-view of the meeting objectives, process, updated about FIP (Annex 3: Facilitator presentation) and the issues for discussion (Annex 4).

3. OUTPUTS FROM THE MEETING

The Outputs/inputs from the meeting presented under each FIP investment area/priority in Table 1.

Table 1: Outputs/inputs from the meeting

FIP project	Investments	Questions
Project ONE: STRENGTHENING PO	LICY, CAPACITY AND SERVICES	
Component 1: Strengthen governa	ance of forestry sector	
Subcomponent 1.1: Effective and inclusive sector coordination	 a. Fostering inter-agency coordination within the Sector and between sector and non-sector agencies at district level b. Strengthening mechanisms for stakeholder (CSO, PRIVATE SECTOR, IPs, etc.) participation in forestry governance at district levels 	 a. Does it address priority issues at district/landscape level? What are the coordination priorities? Yes b. What does coordination involve? ✓ Use existing structures for coordination e.g ✓ Information sharing mechanism e.g through Local Economic Development forum in each district ✓ Joint review meetings ✓ Joint planning meetings (sector working group level) ✓ Joint monitoring and evaluation c. Who are the lead and other players? ✓ District Forest Service ✓ NFA,UWA,NEMA, NARO ✓ UNHCR ✓ CSOs ✓ Investors (WENRECO, Vegetable Oil forum for West Nile) d. Assumptions ✓ The staffing levels are enhanced at the district levels ✓ Funding to the natural resources sector is enhanced e. Risks anticipated ✓ Land tenure conflicts
Subcomponent 1.2: Policy reforms	Strengthening policy measures for timber value chains, regulation of trade in forest produce, forest investment on private land, and licensing trade in forest produce.	 a. Does it address priority issues at district/landscape level? What are the coordination priorities? Yes b. What does coordination involve?
		 Collaboration mechanisms developed between NFA and DLGs Nationwide campaign to popularise soon to be gazetted forestry regulations
		 c. Who are the lead and other players? ✓ Ministry of Internal Affairs ✓ FSSD

	 ✓ URA- Customs ✓ DFS ✓ NFA
	✓ PDUs at the local governments
	or management and coordination capacities
Subcomponent 2.1: Adequate and motivated manpower at national and district level	 a. Recruitment/retention and deployment of manpower (NFA, FSSD, NaFORRI, DISTRICTS in the targeted landscapes) b. Skilling manpower within and outside the forestry sector institutions (wood fuel and timber value chains, landscape approaches/participatory approaches, information management, mainstreaming forestry in climate change/other sectors, valuation of forestry resources, compliance monitoring). c. Promoting professionalism among forestry practitioners (codes of ethics, skill, professional standards). a. What are deployment needs/priorities? a. What are deployment needs/priorities? a. What are deployment needs/priorities? b. What skills are needed and where to get them? ✓ Resource valuation ✓ GIS and remote sensing ✓ Support the Uganda Forestry Association through capacity building and advocacy for an act that shall entail codes of conduct for forestry professionalism
Subcomponent 2.2: Institutional capacity to deliver mandates/FIP at national and district level	 a. Strengthening capacities of Lead agencies and Districts for provision of forest services (Extension services). b. Strengthening capacities of Lead agencies and Districts for enforcement and monitoring compliance with forest policy, reporting and for provision of extension services. c. Strengthening capacities for information management and reporting within districts, FSSD, NFA, UWA and NaFORRI. d. Management/administration systems and processes (Administration & Human Resources, finance and procurement, monitoring and reporting, sector coordination, partnerships and stakeholder engagement. What are the Capacity gaps at District level in: a. Extension services ✓ Low staffing levels e.g. Maracha-1staff,Arua- no extension staff, Moyo, 2 staff for DFS ✓ Inadequate equipment, no transport for all districts b. Enforcement and compliance monitoring ✓ Limited coordination with other law enforcement agencies e.g. NFA, EPF, URA at the border cross points c. Information management and reporting ✓ Lack of access to internet facilities d. Management and procurement, monitoring and reporting, sector coordination, partnerships and stakeholder engagement.
Component 3: To improve compli	ance with Forestry policy and legislation
	a.Law enforcement and forest protection (Protected areas- CFR, LFR and NPs) in Albert,What actions and processes needed for: a. Law enforcement

 Kyoga and Upper Nile WMZ b. Compliance standards/measures, monitoring compliance and compliance assistance c. Incentives for compliance with regulations for trade in forest produce 	 ✓ Active involvement of police, URA and judiciary ✓ Train and equip forestry extension staff in basic law court procedures b. Forest Standards ✓ Support preparation of forest management plans, work with the Uganda Bureau of standards to institute a wood standard for Uganda c. Compliance assistance ✓ Shorten the process for securing a tree harvesting license ✓ Shorten process for registration of private forests and registration and declaration of community forests d. Providing incentives for compliance in good trade practices ✓ CREATE market linkages for private sector engaged in legal trade
Component 4: Strengthening knowledge and information base for the forestry sector	
 a. Information management (generation, analysis, sharing and reporting) on forest resources and trends on the forest sector at national and district levels. b. Promoting measures/arrangements for disseminating /accessing information on sector performance. c. Systems for managing data/information on forestry resources. 	 a. What are the Information gaps/needs? Lack of data on forests in the local governments/country Lack of computers and internet No functional Forest Spatial Information System or National Forestry Information System Lack of the necessary skills to operate such a system Capacity needs to address identified gaps/needs? Re tool all DFS offices with computers and internet Operationalise the FSIS that was developed during the FIEFOC 1 project
	 Training of staff in the use of the management system
Component 5: Schemes for enhancing stakeholders contribution to management of for	est service's
Support the MWE and Lead agencies to develop and popularize measures /strategies for mobilizing and managing financial and technical resources e.g., carbon market, PES, Contribution to water sources protection	 a. What are the Challenges of resources mobilization Lack of sufficient data on the non-monetary contributions of forests Lack of sufficient investments in Payment for Ecosystem Services Lack of effective mechanisms to plough back to the forestry sector, what Is due, accruing from revenues generated from forestry investments and trade b. Views on how to address these challenges? ✓ Engage leadership and advocate for a sufficient plough back to forestry at DLG level ✓ Develop mechanisms to promote Payment for Ecosystem Services using the experiences from pilot PES schemes
Common to the section of the section	
Component 6: Incentivizing mainstreaming forestry in non-forest sectors	
Support MWE and Forestry Lead agencies to create	Measures /incentives on how to mainstreaming forestry into non-forest sectors at

conducive policy environment and incentives for mainstreaming forestry into non-forest sectors.	 district/landscape level? ✓ Information sharing among sectors ✓ Engage Planning sectors at OBT level to mainstream ✓ Engage with projects under preparation and on-going projects and programmes like OWC,NUSAF 3, PRDP to support in forestry related aspects
	 aspects ✓ Engage with PDUs and the PPDA for inclusion of responsible forestry procurement in the cycle of procurement
	 Engage Ministry of Education to develop a programme targeted for schools and other institutions of education

Promote efficient utilization of forest resources through development of efficient product value chains	 a. Support design and uptake of efficient wood conversion technologies (for both timber, wood fuel and charcoal production) b. Support development of timber fuel wood and charcoal markets c. Invest in pilot value addition processing of wood products d. Support forestry industry market research and development e. Promote production and marketing of fuel wood and charcoal from plantation waste 	 Promote biogas use, through building a body of artisans for biogas/technicians for Biogas dome construction Promote woodlots establishment specific for fuelwood Promote effective utilization of forest resources Promotion of improved energy use technologies and sustainable charcoal production technologies like the use o Retort Kilns, Casamance types. Communities/households to promote use of briquettes Provide alternatives to one man chain saws for efficiency
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Create a conducive environment for investment in Plantation Forestry	 a. Support implementation of laws, policies that regulate harvesting, utilization and trade in forest products b. Support development of standards and monitoring compliance for forest products c. Support to initiatives to track a chain of custody of timber resources in the country through Forest Certification 	 monitoring compliance and Tracking chain of custody? Assess performance of the CFM approach, and scale up using lessons learned to enhance performance. Promote community participation in management of forests resources, scale up the use of ICT/ Phones to report forestry crime that was implemented by CARE, JESE and the Anti-Corruption Coalition in the Albertine and the Rwenzoris Develop and support a e system for tracking every wood or timber traded from source to final destination/include use of GIS/Bar codes Support across the country preparation of forest management
		 Plans for tree growers ✓ Enhance information sharing and transparency among duty bearers for forestry management ✓ Engage effectively with key stakeholders like UNBS, URA, Judiciary, Police, UWA, Army and CSOs in the bid to tackle the illegal trade in forestry and wildlife products ✓ Promote a nationwide boundary opening and demarcation of forest reserves Yes. ✓ Support a wood/timber grading system, and certification of timber graders Yes. ✓ Develop and operationalise a system for tracking timber using an e system/e licensing/ e provision of movement permits and other documents

FIP Project	Investment	Questions
PROJECT 3: FOREST MANAGEMENT AND RESTORATION IN WATER CATCHMENTS IN THE LAKE KYOGA and UPPER NILE WATER MANAGEMENT ZONE		
Component 1: Integrated Wa	ter Catchment level Management investments in se	elected sub catchments
Sub component 1.1: Support to operationalize Catchment Based Water Resources Management Strategy in Upper Nile Water Management Zones	 a) Integrating forestry resources issues in water resources management and water supply. b) Support effective coordination between stakeholders in addressing the cross sectoral issues. c) Support establishment of a sustainable community-based water-harvesting program in the semi-arid areas of the cattle corridor d) Enhance crop productivity by combating land degradation. 	 a. Ideas on how to integrate forestry, water resources management and water supply. ✓ Effective engagement at Catchment Management planning level ✓ Joint planning, monitoring of the implementation b. Mechanisms for coordination between stakeholders ✓ Deliberate Periodic sharing of information ✓ Regular meetings of the selected key stakeholders under the CMOs/CMCs, structures developed at the Upper Nile water management zone level c. Ideas on how to enhance crop productivity, which crops? ✓ Promote SLM/CA using a holistic approach
Sub component 1.2: Management of biodiversity corridors/degraded areas- Watershed & landscape management	 a. Support development and implementation of catchment management plans for at least 4 selected sub-catchments out of the eight sub-catchments in both zones. b. Secure land and forest tenure arrangements so that local communities can benefit from forest product use and from future revenues from carbon markets c. Establish nurseries aimed at promoting community forestry activities. d. Support Agro-forestry activities (of particularly economic trees species including energy Build capacity of the local communities to manage water and natural resources, by 	 a. Priority Catchments to target for management planning Maracha: Atara hill in Tara Sub County and Yivu hill in Yivu sub county. These are at the foothills of Wati Mountain Arua: Enyau wetland in Oyom village, in Madio koro sub county Koboko: Kochu watershed, in Lutara sub county Moyo: Mt. Oce range, Dufele Nebbi: Ayila landscape, in Alwi sub county Yumbe: Acha watershed, That has Mt. Kei CFR, Kolowa CFR and Lodonga CFR Land and forests security issues to be addressed Communal ownership, so limited space for investment in long rotation crops. Use of PPP approach to allocate land on lease may resolve this issue Arrangements for nursery establishmentwhere, how to manage

Component 2: Integrated land use (integrating forestry in Agriculture) - Agro-forestry to improve climate resilient agricultural practices	 a) Institutional capacity development to mainstream CSA and climate change challenges in land productivity management and general development at national, regional and local levels. b) Scale-up appropriate CSA and other climate change adaptation measures; enhancement for implementing integrated initiatives in CSA, in an integrated approach and lessons learnt and best practices to be used to further scale up CSA to the entire country. c) Support GoU on policy and standards for agricultural inputs (seeds, fertilizers, pesticides), and support NARO to continuously develop new climate smart varieties, establish seed corporation to multiply seeds. 	 them ✓ Promote sub county tree nurseries facilitated through the conditional grant for forestry for sustainability Capacity needs for communities forland management, natural resources management ✓ Build skills of communities on land management through Farmer Managed Natural Regeneration of degraded lands ✓ Provide basic skills for nursery and tree management Capacities for mainstreaming CSA at district and community levels ✓ Lack of guidelines for mainstreaming CSA into plans CSA adaptation measures ✓ Ensure each household practices Agroforestry on their farmlands ✓ Promote propagation of agroforestry trees Colicy standards for agricultural inputs ✓ Revise agriculture seed act to promote standards
Component 3: Development of a more efficient wood Value Chain to support a sustainable timber industry, as well as charcoal and fuel wood production within the Upper Nile Water	 a) Support for better forest land tenure security, availability (there is a ban on land allocation currently) and the security of tenure itself such as the permit conditions. b) Support the private sector towards a more secure input; an investment for a land fund. A sizeable land holding of least 200,000ha of currently degraded land would be purchased 	 Ideas/measures for efficient wood chain development ✓ Need for secure source of seed through development and support to establishment of Tree Seed Stands(TSS) ✓ Ensure good forestry management, and curb illegality

Management Zones - Support Afforestation/reforestation in protected areas and public lands	 and put under forestry. 10% of the land will be under conservation; so that indigenous trees are protected; in areas where degradation is a minimum. c) Support to further establishment of forest plantations following the SPGS model.
Component 4: More effective 	Policy Implementation- Promoting Sustainable Forest management (SFM) in CFRs and outside PAs
Subcomponent 4.1: Management of natural forest in targeted catchments	 a) Development of alternative livelihoods for rural farmers and sustainable forest management to maintain/enhance the benefits that local communities presently receive from the forests. b) Support forest management planning and implementation c) Develop forest based livelihoods -commercially viable businesses based on the utilization of the natural resources of the forests/ woodlands. d) Promote access and sustainable use of cultural, aesthetic assets/values and non-timber productsExploring options for private-community partnerships for tourism development. e) More efficient implementation of policies with a particular focus on land tenure and forest asset rights (boundary demarcations, regulation of resource off-takes etc) a. Alternative livelihoods to support sustainable forest management in the private-communities presently and in TMH forests natural c) Develop forest based on the utilization of the natural resources of the forests/ woodlands. d) Promote access and sustainable use of cultural, aesthetic assets/values and non-timber productsExploring options for private-community partnerships for tourism development. e) More efficient implementation of policies with a particular focus on land tenure and forest asset rights (boundary demarcations, regulation of resource off-takes etc) a. Alternative livelihoods to support sustainable forest management plans for tree in woodlands, plantations of eucalypts and in TMH forests natural c) More efficient implementation of policies with a particular focus on land tenure and forest asset rights (boundary demarcations, regulation of resource off-takes etc)
Sub Component 4.2: Increasing forest cover - Promoting SFM on private lands	 a) Secure land and forest tenure arrangements so that land owners can benefit from forest conservation and from future revenues from carbon markets and community-based tourism. a. Financial mechanism for enhancing private sector investment in forestry on private land ✓ Engage banks and insurance firms through providing bank guarantees to support access to credit by Private tree

 b) Development of alternative livelihoods for rural farmers and sustainable forest management to maintain/enhance the benefits that land owners and local communities presently receive from their forests. c) The financial mechanisms that will ensure that communities benefit directly from the d) Support to Payment for Environmental Services (PES) and Markets e) Build capacity for Total Economic Value (TEV) approach in the country and support markets for carbon and other non-consumptive forest services. 	growers b. Capacity for Total Economic Value ✓ Limited capacity to undertake TEV for forests: Support capacity building of Central government staff

4. GENERAL COMMENTS

- a. FIP preparation ends with a national FIP document, and issue of preparation of FIP at district level was discussed
- b. Need to promote other energy sources like Biogas, briquettes
- c. Preparation of this plan(FIP) best supported with provision of funds to DFS through conditional grant
- d. Population is ever rising, yet the forest lands are constant so FIP development should look into aspects of SLM working with the Agriculture sector
- e. FIP should address issues of quality planting materials

5. CONCLUDING REMARKS FROM THE TEAM LEADER, MR. BOB KAZUNGU

The team leader while facilitating in the next steps in which he highlighted that the preparation of the FIP was continuing with additional consultations with other key institutions at the centre, did make closing remarks in which he said that indeed, the participants had been very active in the consultations, and looked forward to an improved FIP document. He also mentioned that the FIP tam at MWE will endeavour to as much as practically possible incorporate the views of all the participants. He then thanked the participants for their patience and openness during the consultations. He wished all a safe journey back to their respective stations and pledged that the team shall keep in constant touch where any issues that require clarify arose.

He asked one participant to give a closing prayer.

The meeting ended at 5:30pm

Annex 1: Meeting Programme

Time	Activity	Responsibility
8:30am – 9:00am	Arrival at venue for all the stakeholders	Team Leader
9:00am – 9:15am	Opening Prayer and Self-introductions	Team Leader
9:15am – 9:30 am	Opening/ Welcome remarks	CAO Host District/LCV Chair
9:30am -9: 45am	Objective of the meeting	Team Leader
9:45am – 11.00	Background to the FIP process – What is FIP?	Team Leader
	Uganda's FIP Proposed FIP investment projects	Team Leader
	Introduction to the Group work	Team leader
11:00am – 11: 15am	TEA BREAK	Hotel Service
11:15am – 12:00pm	Group discussions on proposed FIP project areas	Team Leader
12:00 pm – 1:00 pm	Presentation of Group findings	Group Leaders
1:00 pm – 2:00pm	Lunch Break	Hotel Service
2:00 pm – 3:00 pm	Discussions and Feedback from resource team	Team Leader
3:00 pm – 3:30pm	Way forward/Next steps	Team leader
3:30 pm – 4:00pm	Closing remarks	Team leader
4:00pm	Departure	

Annex 2: Participants (by name/institution and contact)

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Annex 3: Presentations





Photos



Group discussions



A section of the participants

Appendix 1: FIP Stakeholder Engagement Strategy



Stakeholders Engagement Strategy and Plan (SESP) (FIP Formulation Process (October 2015 – November 2016))

FIP National Focal Point Ministry of Water and Environment Kampala.

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Acronyms

ADC	Austrian Development Cooperation
AFD	French Development Cooperation
AfDB	African Development Bank
CBD	Convention on Biological Diversity
CCD	Climate Change Department
CDO	Community Development Officer
CFR	Central Forest Reserve
CIF	Climate Investment Fund
CSO	Civil Society Organization
DAO	District Agricultural Officer
DCO	District Commercial Officer
DEA	Directorate of Environment Affairs
DEO	District Environment Officer
DESS	Department of Environment Support Services
DFO	District Forest Officer
DWRM	Directorate of Water Resources Management
EAC	East African Community
ECOTRUST	Environmental Conservation Trust of Uganda
EoI	Expression of Interest
FAO	Food and Agriculture Organization
FIP	Forestry Investment Plan
FSSD	Forestry Sector Support Department
GoU	Government of Uganda
IGAD	Inter-government Authority on Development
IP	Indigenous Peoples
ITFC	Institute of Tropical Forestry Conservation
IUCN	International Union for Conservation of Nature and Natural Resources
LVBC	Lake Victoria Basin Commission
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDB	Multilateral Development Bank
MEMD	Ministry of Energy and Minerals Development
MLHUD	Ministry of Lands Housing and Urban Development
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoJCA	Ministry of Justice and Constitutional Affairs
MoWT	Ministry of Works and Transport
MTWA	Ministry of Tourism, Wildlife and Antiquities
MUBFS	Makerere University Biological Field Station
MWE	Ministry of Water and Environment
NaFORRI	National Forestry Resources Research Institute

NARO	National Agricultural Research Organization
NBI	Nile Basin Initiative
NCCAC	National Climate Change Advisory Committee'
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NP	National Park
NPA	National Planning Authority
PPD	Policy and Planning Department
REDD	Reducing Emission from Deforestation and Forest Degradation
SESP	Stakeholder Engagement Strategy and Plan
SPGS	Sawlog Production Grant Scheme
UBOS	Uganda Bureau of Statistics
UEGCL	Uganda Electricity generation Company Limited
UFA	Uganda Forestry Association
USAID	United States Agency for International Development
UTB	Uganda Tourism Board
UTGA	Uganda Timber Growers Association
UWA	Uganda Wildlife Authority
WCS	Wildlife Conservation Society
WESWG	Water and Environment Sector Working Group
WWF	Worldwide Fund for Nature

1. INTRODUCTION

Uganda's FIP and Strategy and Plan is expected to be country-led and country-driven, designed to support Uganda's REDD Readiness efforts, by providing upfront bridge financing for readiness reforms and public and private investments identified through national REDD readiness strategy building efforts, while taking into account opportunities to help Uganda adapt to the impacts of climate change on forests and to contribute to multiple benefits such as biodiversity conservation, ecosystem services, protection of the rights of indigenous peoples and local communities, poverty reduction and rural livelihoods enhancements.

The processes of formulating Uganda's FIP started in March 2015 when Uganda submitted its EoI to access FIP Funds (Annex 1: EoI). The formulation process is expected to be completed by November 2016. Uganda's FIP and Strategy and Plan document will have broad based consensus from government, business, civil society/NGOs and development partners will contain the following:

- a. Definition of nationally agreed investment objectives and priorities for addressing the underlying causes of deforestation and forest degradation.
- b. Technical information from assessments of the targeted topics.
- c. Stakeholder's engagement plan and description of stakeholder roles and responsibilities in the implementation of the investment strategy and related projects and programs.
- d. Financing mechanism for Investment Plan and Strategy implementation.
- e. Results framework for monitoring and evaluating the implementation and outputs/outcomes of the Forest Investment Plan and Strategy.

The Forestry Investment Plan and Strategy elaboration process is intended to be participatory involving representatives of all major stakeholders, including CSOs, Private Sector and Indigenous People. Against this background, it is essential to ensure effective engagement of Stakeholders in the formulation of the FIP and strategy and deliver nationally agreed priorities and strategies for forest investment.

The Stakeholder Engagement Strategy and Plan (SESP) have been developed by the MWE/FIP Focal Point to guide the FIP formulation process. The SESP provides.

- a. Baseline/map FIP Stakeholders in the forestry sector.
- b. Strategies and actions for ensuring effective and inclusive engagement at all levels and across sectors.

2. THE STAKEHOLDER ENGAGEMENT STRATEGY AND PLAN

The overall goal of the Stakeholder Engagement Strategy and Plan (SESP) is "Forestry Resources stakeholders effectively contributing to the FIP formulation process and formulation of Uganda's FIP and Strategy". This goal obligate MWE to; i) ensure that stakeholders are adequately mobilized and facilitated to participate in the entire FIP process and; ii) objectively listen to stakeholders aiming at securing ownership of the FIP process and outputs.

Therefore, the purpose of the SESP is to provide MWE, Forestry Stakeholders and Partners in Forestry, a roadmap for ensuring an effective structured engagement of stakeholders in the FIP process, enhancing inclusivity and ensuring improved understanding of priority investment areas within the forestry sector in Uganda. The SESP recognizes that stakeholder involvement is critical for strengthening ownership and ensuring relevance to the recommended forestry investment objectives and priorities.

The SESP elaborates on the stakeholders to be engaged in the FIP process, Stakeholder interests, capacity and information needs that are necessary for effective in participating in the FIP process, stakeholder engagement approaches, strategies and interventions.

The SESP seeks to promote engagement of stakeholders throughout the entire FIP process; i.e., during a) designing/validating FIP formulation methodology and process; b) establishing baseline information for the FIP on forestry resources; d) identifying investment objectives and priorities; e) identification of FIP implementation requirements and designing implementation arrangements and processes; and, f) definition of means to monitor and evaluate FIP implementation progress and outcomes.

The SESP recommends several engagement approaches that include Face to Face meetings, Focused Group Discussions meetings, dialogue platforms/workshops and via electronic communications at successive stages of FIP process. Different approaches will be applied for purpose of:

- a. Information sharing for effective participation in consultative and dialogue processes of FIP. This approach aims to ensure that stakeholders are prepared for participation and are provided opportunity to participate and provide knowledge and or ideas.
- b. Analysis of issues through dialogue platforms (workshops, meetings) or through providing comments and inputs into technical assessment reports.
- c. Securing stakeholder commitments to own and implement FIP and Strategy and actions through negotiations and consent platforms aiming at ensuring that the FIP strategy options and actions reflect institutional/stakeholder interests and consent.
- d. Providing technical and policy oversight and monitoring role (by the FIP NTC and NCCAC, respectively) during the FIP process.

The implementation of SESP will follow the FIP process implementation schedule (FIP Roadmap) jointly developed by GoU and the MDBs supporting the FIP process (Annex 2: FIP Road Map). The MWE (through

the PPD) has lead responsibility for implementing this SESP. A successful application of this SESP will result into the following results.

- a. Credible FIP Process and FIP and Strategy for Uganda.
- b. Stakeholder ownership of the FIP and Strategy.
- c. Increased understanding and appreciation of climate change effects on forestry resources and stakeholders.

3. STAKEHOLDER FOR FIP PROCESS

3.1 Stakeholder engagement – progress to-date

To date, stakeholders have been involved in initial preparatory work of the FIP process as follows:

- a. Technical/preparation of Expression of Interest: a process led by REDD Secretariat involved the following stakeholder institutions: FSSD, NFA, DEA, CCD, MofPED, World Bank, AfDB and Top Policy of the MWE.
- b. Stakeholder endorsement: the EIO was reviewed and endorsed by the NCCAC in March 2015 before Uganda's submitted the EIO to CIF/FIP (Appendix 3: Participants in March 2015 NCCAC).
- c. Joint FIP/PPCR Formulation Mission (October 2015); Uganda's FIP process was discussed, preliminary sectoral and sub-sectoral interests shared and the process for preparing the FIP agreed upon between Joint Mission delegation, MWE and Stakeholders within and outside the Government, including private sector, CSO, IPs, etc. (Appendix 4: Aide Memoire).
- d. Joint FIP/PPCR Technical Mission (March 2016); Uganda's FIP Road map was discussed and FIP priority areas and focus recommended.

3.2 Planned Stakeholder engagement (January – November 2016)

The planned stakeholder consultations process and scope (audiences, locations and issues for consultations) are aimed to mobilizing stakeholders input and ownership of the FIP. The scheduling of the Consultations for FIP will be synergized with the planned stakeholder engagement under the R-PP (Strengthening Participatory Structures, REDD Strategy options development and SESA) as much as possible.

Basing on the preliminary (identified) priorities for FIP developed during the March 2016 Joint Technical Mission, consultations will focus on area specific issues (areas of FIP focus) and issues relevant to the targeted audiences.

3.2.1 Targeted Stakeholders

Stakeholders to be engaged during the FIP formulation in the remaining period of 2016 are grouped under six broad categories aiming at engaging them at national, district and grassroots levels, across all relevant sectors and scales (Table 1).

Table 1: Atlas of FIP Stakeholders

Institution	Mandate/Interest	Target
Category #1. Mandated institut	ions	1
Ministry of Water and Environment		
Directorate of Environment Affairs (DEA)	Subsector Coordination	Director DEA, Commissioner DESS
Forest Sector Support Department (FSSD)	Planning, Regulation & Standards, Monitoring, Saw Log Production Grant Scheme (SPGS)	Commissioner + Technical Staff
National Forestry Authority (NFA)	Central Forest Reserves (CFRs), Data and monitoring, Enforcement, Investment, value addition	Executive Director + Technical Staff
National Environment Management Authority (NEMA)	Environment Policy; Monitoring and Coordination; Convention on Biological Diversity (CBD)	Executive Director + Technical Staff
Climate Change Department (CCD)	Climate Change -planning, coordination	Commissioner + Technical Staff
Directorate of Water Resources Management (DWRM)	Water, Catchment protection	Commissioner + Technical Staff
Ministry of Energy and Minerals Development (MEMD)	Energy Policy, Renewable Energy (Biomass; Hydropower)	Commissioner (Renewable energy), Commissioner (Electricity)+ Technical Staff
Power Generation (UEGCL)	Water, catchment protection	Executive Director + Technical Staff
Ministry of Tourism, Wildlife and Antiquities (MTWA)	Wildlife Policy, Regulation (CITES Desk)	Commissioner (Wildlife) + Technical Staff
Uganda Wildlife Authority (UWA)	Wildlife management/National Parks	Executive Director + Technical Staff
Uganda Tourism Board (UTB)	Tourism development and promotion	Executive Director + Technical Staff
Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)	Agriculture (land use/on farm tree farming/livestock)	Commissioner (Crops) and Commissioner (Livestock)
National Agricultural Research Organization (NARO) (National Forestry Resources Research Institute NaFORRI)	Forestry Research and Technology Development	Executive Director + Technical Staff
Focal Point (Convention to Combat Desertification (CCD)	Desertification	CCD Focal Point

Ministry of Land, Housing and	Land policy, Land use Planning, Land	Directorate responsible
Urban Development	Commission, Settlement	for: Land administration,
(MLHUD)		Land Policy and physical
		planning
Ministry of Trade and	Trade policy, Regulating trade in tree	Department responsible
Industry (MTI)	products (timber, charcoal)	for Trade and licensing (In
		country and export trade)
Ministry of Finance, Planning	Macro - economic Policy, Fiscal policy,	Directorate responsible
and Economic Development	Budgeting & Finance	for: Economic policy,
(MoFPED)		budgeting
National Planning Authority	National Planning	Executive Director +
(NPA)		Technical Staff
Uganda Bureau of Standards	Statistics	Executive Director +
(UBOS)		Technical Staff
Population Secretariat	Demography	Executive Director +
		Technical Staff
Ministry of Internal Affairs	Law enforcement	Environmental Police; Law
(MoIA)		Enforcement (Police) and
		Local Administration
		Police
Ministry of Justice and	Prosecutions	Civil litigation
Constitutional Affairs (MoJCA)		
Ministry of Works and	Infrastructure development	Commissioner and
Transport (MoWT)		Technical Staff
Ministry of Gender and Social	Gender/Minority groups	Commissioner and
Development (MoGLSD)		Technical Staff
Districts/Local Government	Local Forest Reserves, development	DFO, CDO, DAO, DEO,
	planning, community development, trade	DCO
	regulation, extension services	
Inter-governmental bodies	Regional Cooperation, Policy	Focal Points
(NBI, LVBC,EAC, IGAD)	harmonization, Demonstration activities	
Category #2. Academia/Researc	h	
Universities	Knowledge, manpower development,	Makerere University
	technology	(Colleague of Agriculture
		and Environmental
		Sciences)
Research Institutes/Centres of	Knowledge, manpower development,	MUBFs, ITFC, NaFORRI
Excellence	technology	
Category #3. Private Sector		
Commercial Tree farmers	Commercial Tree Farming	UTGA, Individuals
(UTGA, UFA, individuals)		Commercial Tree Farmers
Dealers in Forest Products -	Trade and value addition	Associations for
Timber, Charcoal		Traders/Dealers in Forest
		produce
Carbon Trade	Incentives for Carbon trade	Uganda Carbon Bureau
		Nature Harness Initiative

		ECOTRUST
		WCS
Category #4: CSOs/NGOs		
International	Training and capacity building, research,	IUCN, WWF, WCS,
	demonstrations/pilots	
National & CSO Networks	Tree planting, lobby, advocacy and	ENR-CSO NETWORK;
	awareness, demonstration, capacity	CAN-U
	building; Rights, Governance	
Local/Community and CSO	Tree planting, lobby and awareness	Uganda Forestry Working
networks		Group
		Uganda Forestry Learning
		Group
		CSO (TBD)
Category #5. Indigenous/Mind	ority Groups	
Forest Dependent people	Access and use of forests; Rights	Iki, Benet, Batwa/Pygimies
Special interest Groups	Access and use of forests; Rights	Cultural Institutions
(Cultural institutions, Forest		(Major land owners):
resource use Groups)		Collaborative Forest
		Management/Collaborative
		Resources Management
		Groups
Category #6. Development Par	rtners	
REDD Process & Climate	National capacity, safeguards,	WB, ADC, AfDB, UNDP,
Change	demonstrations	FAO, USAID
ENR Subsector/Forestry	National capacity, safeguards,	WB, ADC, AfDB, UNDP,
	demonstrations	FAO, USAID, AFD
Energy	National capacity, safeguards,	WB, AfDB, GIZ
	demonstrations	

The above stakeholders will be engaged through the following approaches:

- a. Meeting(s) of the National Climate Change Advisory Committee (NCCAC) to consider and approve planning process roadmap/methodology and the FIP (Annex 5: NCCAC members). The NCCAC will provide supervisory responsibility to ensure effective implementation of the FIP formulation process, regularly updating the MDBs on the progress made and endorsement/approval of the Uganda's Forestry Investment Plan and Strategy.
- b. Meetings of FIP Planning Team to provide technical inputs and policy/sectoral level guidance and harmonization. Additionally, FIP Planning Team members will be engaged through reviewing and provided comments/inputs into draft document (Annex 6: National Technical Planning Committee members). The Planning Team will be established by MWE with responsibility of providing technical inputs and providing necessary sector orientations during the elaboration process.
- c. National and District level consultative meetings and workshops with key stakeholders (government, civil society, NGOs, private sector, indigenous people/minority and special interest groups) for the identification of priority areas for the FIP.

- d. National and District level validation meetings and workshops with key stakeholders for the identification of priority areas for the FIP.
- e. Meetings for development partners.
- f. Meetings for IPs and other Interest Groups.

3.2.2 Engagement approaches

Stakeholders will be mobilized using different approaches at different stages of FIP process. This intended to ensure that the stakeholders are mobilized to engage to participate in all FIP preparation activities using tools and approaches presented in Table 2.

FIP Step	Target/Category	Tools/Approaches		Lead	
Defining the problem	 Mandates institutions 	Introduction letter/Invitation	*	FIP Team	
through gaining an	CSOs/NGOs	letters	*	FIP	
understanding of	Private Sector	 Briefing statements about the 		Mission	
climate change drivers	Academia/Research	FIP process and outputs			
and effects on Forestry	 Indigenous/Minority Groups 	Briefing Notes about Climate			
	MWE Specialized institutions	Change effects on Forestry			
	• FIP Mission	resources			
		Conducting (Face to Face			
		meetings, Focused Group			
		Discussions meetings, dialogue			
		platforms/workshops and via			
		electronic communications)			
Selecting the method	 Multi-Sector Technical 	 Focused Group Meetings 	*	FIP Team	
scenarios for preparing	Planning Team	Workshops	*	FIP	
FIP	 FIP Mission 			Mission	
Assessing issues for	Multi-Sector Technical	Face to face	*	FIP Team	
investment in forestry	Planning Team	 Focused Group Meetings 	*	FIP	
sector		 Workshops 		Mission	
Identifying priorities for	 Mandates institutions 	• Face to face	*	FIP Team	
investments	CSOs/NGOs	 Focused Group Meetings 	*	FIP	
	 Private Sector 	 Workshops 		Mission	
	Academia/Research				
	 Indigenous/Minority Groups 				
	 MWE Specialized institutions 				
	 FIP Mission 				
Evaluating investment	 Mandates institutions 	Focused Group Meetings	*	FIP Team	
objectives and priorities	CSOs/NGOs	 Workshops 			
	Private Sector				
	Academia/Research				
	 Indigenous/Minority Groups 				
	MWE Specialized institutions				

Table 2: Tools and	approaches	for mobilizing	FIP	stakeholders
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Designing	*	Mandates institutions	*	Focused Group Meetings	*	FIP Team
implementation	*	CSOs/NGOs	*	Workshops		
arrangements and	*	Private Sector				
mechanism for	*	Academia/Research				
monitoring FIP success	*	Indigenous/Minority Groups				
and outcomes.	*	MWE Specialized institutions				

3.3.3 Engaging IPs and other special Groups

Consultations with Indigenous People and Special Groups are essential in order to ensure an inclusive FIP Strategy Plan formulation process. Consultations during the FIP Formulation process will aim to publicize the FIP and to secure their (IPs) view and contributions into FIP design. Additionally, IPs will be consulted on the FIP Investment Options with view to ensure that these options are understood and any likely implications on the livelihoods and rights of IPs are assessed and appropriate mitigation measures developed.

The following categories of IPs are identified to be engaged during the FIP process (Table 3):

Table 3: IPs for FIP Formulation process

Category	Interest	Target		
Forest Dependent people	Access and use of	Mt Elgon landscape		
	forests and forest	▲ Tepeth : Mt. Moroto, Mt Napaka and		
	resources	Kadam		
		 Benet (Ndorobos): Mt Elgon 		
		Albertine Rift landscape		
		▲ Batwa/Pygimies: Semliki NP, Bwindi NP,		
		Echuya CFR and Mgahinga NP		
Special interest Groups	Access and use of	Mt Elgon landscape		
(Cultural institutions, Forest	forests	▲ CFM groups (MT Elgon national park +		
resource use Groups)	Forest resources	Namatala CFR)		
	development	Albertine Rift		
		♠ CFM groups (Budongo CFR + Kasyoha)		
		Kitomi CFR)		
		Cattle Corridor		
		Cultural Institutions (Major land owners):		
		Bunyoro, Buruli/Nakasongora and		
		Buganda		

IPs will participate in the FIP process as follows:

a. Representation in the FIP Technical Planning Team

b. Dedicated consultation process/forums convened for the targeted IPs. The FIP Process will seek to engage services of NGOs currently engaged with the IPs or CSO representatives in the FIP process (and or REDD) or other skilled people to facilitate the engagement with IPs, as appropriate.

4. APPROVAL AND DISCLOSURE

The approval of FIP and Strategy will be processed through the following approval processes or platforms

- a. The Water and Environment Sector Working Group (WESWG).
- b. The National Climate Change Advisor Committee (NCCAC).
- c. MWE Top Policy.

Uganda's FIP and Strategy will be disclosed through publishing and disseminating the document electronically (via MWE website) and distribution of hard copies to key stakeholders. A popular version will be prepared and circulated widely. However, it is intended to disclose the progress and merging issues through the consultations/planning meetings as well.

5.ANNEXES

5.1 Annex 1. Uganda's Expression of Interest to join FIP

5.2 Annex 2. FIP Road map (November 2015)

To be inserted

5.3 Annex 3. Participants in NCCAC Meeting (March 2015)

To be inserted

5.4 Annex 4. FIP/PPCR Joint Mission (Aide memoire, November 2015)

To be inserted

5.5 Annex 5. Composition of NCCAC

No.	NAME	INSTITUTION	DESIGNATION
1.	David O. Obong	Ministry of Water and	Permanent Secretary (MWE) And Chair
		Environment	CCPC
2.	David Okwi	MoFPED	Senior Economist
3.	Koma Stephen	M.O.L.G.	Principal Inspector
4.	Komujuni Pamela	O.P.M.	Senior Disaster Management Officer
5.	Namanya B. Didacus	M.O.H.	Geographer
6.	Muwaya Stephen	MAAIF	UNCCD Focal Person & Senior Range
			Ecologist Directorate of Animal Resources
7.	Katunguka Ketrah	MIN. OF JUSTICE	Commissioner, Contracts and Negotiations
8.	James Baanabe	MEMD	Commissioner Energy Department
9.	Edith Kateme-Kasajja	National Planning Authority (NPA)	Deputy Executive Director
10.	Charles Mutemo	Ministry of Works and Transport	Senior Environmentalist
11.	Festus Luboyera	Uganda National Meteorological	Executive Director
	, , , , , , , , , , , , , , , , , , ,	Authority	
12.	Chebet Maikut	CCD/MWE	UNFCCC National Focal Point
13.	Mohammed Semambo	CCD	Senior Climate Change Officer-Adaptation
14.	Sanyu Jane Mpagi	Ministry of Gender, Labour and	Director For Gender And Community
		Social Development	Development
15.	Executive Director	Private sector	UTGA
16.	Margaret KJ	Indigenous groups	
17.	Ofwono Opondo	Uganda Media Centre	Executive Director
18.	Ambrose Agona (PhD)	National Agricultural Research Organization (NARO)	Ag. Director General
19.	Andrew G. Seguya	Uganda Wildlife Authority (UWA)	Executive Director
20.	Director of Lands	Ministry of Lands, Housing and Urban Development	
21.	Onesmus Muhwezi	ENR /CC Donor Partners subgroup/UNREDD	UNDP
22.	Tom Okurut	NEMA	Executive Director
23.	Michael Mugisa	National Forestry Authority (NFA)	Executive Director
24.	Margaret Adata	Forestry Sector Department	Commissioner
		(FSSD)	
25.	Paul Mafabi	DEA/MWE	Director
26.	James Lutalo	Ministry of Tourism Wildlife and	Commissioner Wildlife Conservation
		Antiquities	
27.	David Duli	CSO (International)	WWF
28.	Achilles Byaruhanga	CSO (Local)	NU

5.6 Annex 6. Composition of the National Technical Committee

- 1. Policy and Planning Department (MWE)
- 2. Department of Environment Support Services (MWE)
- 3. Department of Forestry Support Services (MWE)
- 4. Department of Climate Change (MWE)
- 5. Ministry of Finance, Planning and Economic Development
- 6. Ministry of Lands, Housing and Urban development
- 7. Ministry of Health
- 8. Office of Prime Minister
- 9. Ministry of Agriculture, Animal Industry and Fisheries
- 10. National Forestry Authority.
- 11. National Environment Management Authority.
- 12. Uganda Wildlife Authority.
- 13. National Planning Authority.
- 14. Directorate of Water Resources Management
- 15. Department of Renewable Energy (MEMD).
- 16. Department of Wildlife (MTWA).
- 17. Local Government (Districts (one for each region).
- 18. Private Sector (UTGA).
- 19. Civil Society (International + national).
- 20. Special interest groups (Indigenous people + Cultural institutions.
- 21. Development Partners.

Note. Special attention will be paid to Gender and inclusiveness issues.