

TERMS OF REFERENCE FOR STRENGTHENING PARTICIPATORY STRUCTURES AND CONDUCTING CAPACITY BUILDING TRAININGS TO ENHANCE STAKEHOLDER ENGAGEMENT FOR UGANDA'S NATIONAL REDD+ PROGRAMME AT NATIONAL LEVEL AS WELL AS MT ELGON, KALAMOJA AND NORTHERN REGIONS.

REFERENCE NO: MWE/...../...../.....

Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at National and Sub-national levels for Uganda's National REDD+ Programme at national level as well as Mt Elgon, Kalamoja and Northern Regions.

1.0 Introduction

Uganda became a Participant of FCPF in 2008 and in 2009 received a first US\$200,000 Grant through the World Bank to prepare a REDD+ Readiness Preparation Proposal (R-PP). Uganda embarked on R-PP preparation phase in March 2010 which was approved during the ninth Participants' Committee meeting in Oslo in June, 2011 with comments. Uganda submitted an acceptable and updated R-PP in May 2012 after which a second US\$3,634,000 Readiness Preparation Grant Agreement was signed on July 10, 2013 between the Government of Uganda (GoU) and the International Bank for Reconstruction and Development (IBRD/World Bank). Additional support has been received from the Grant Agreement with Austrian Development Agency (ADA – US\$ 870,000) and UN-REDD Targeted Support (US\$ 75,000), UNREDD National Programme (US\$ 1,798,670 until January 2017) and GoU contribution (US\$ 472,000 in kind).

As part of its R-PP process, Uganda designed a robust, inclusive, and elaborated Consultation and Participation (C&P) Plan, which includes a communication, and awareness plan as well as a feedback grievance and redress plan. Uganda R-PP implementation envisages continuous consultations and outreach with stakeholders. The overall intention of the C&P plan is to provide a framework for effective stakeholder participation in order to ensure an inclusive and informed consultation and participation by relevant stakeholders in the process of preparing a National REDD+ Strategy. Stakeholder participation will be enhanced, by among others, provision of comprehensive, accurate and timely information about REDD+ over-all and the progress in preparing the REDD+ Strategy for Uganda. A successful application of the C&P should lead to a transparent and credible REDD process for Uganda with sufficient information accessed by stakeholders.

The undertaking involves 4 NGOs/CSOs under separate contract as follows:

- a. **IUCN:** with lead responsibility to : i) coordinate the over-all undertaking and delivery of over-all outputs stipulated in the TORs (Annex 1); ii) Strengthen Participatory Structures and Conduct Capacity Building Trainings to Enhance Stakeholder Engagement for Uganda's National REDD+ Programme at national level as well as in Mt Elgon, Kalamoja and Northern Region.
- b. **Environmental Alert:** with responsibility to: i) Strengthen Participatory Structures and Conduct Capacity Building Trainings to Enhance Stakeholder Engagement at Subnational

Levels for Uganda's National REDD+ Programme in Central, mid-eastern and southern Uganda.

- c. **WCS:** with responsibility to Strengthen Participatory Structures and Conduct Capacity Building Trainings to Enhance Stakeholder Engagement for Uganda's National REDD+ Programme in Albertine Region.
- d. **Tree Talk:** with responsibility to: i) Developing and producing communication messages and tools/materials; ii) Provide support to the three NGOs in disseminating communication messages and raising awareness within their scope of assignment and geographical locations.

2.0 Objective of the Consultancy

The aim of this assignment is to set up and strengthen Uganda's Consultation and Participation structures to support the consultation with stakeholders and enhance full and effective participation of stakeholders in Uganda's REDD+ process at national level as well as Mt Elgon, Kalamoja and Northern Region.

The specific objectives of the Consultancy are to:

- a. Set up the Consultation and Participation structures through undertaking:
 - i. Gap analysis of the stakeholders to be targeted for the C&P;
 - ii. Gender gap analysis; and
 - iii. Identifying participatory structures and assessing their capacity gaps that will be targeted in order to strengthen and enhance their performance.
- b. Enhance awareness of various stakeholders on REDD+ issues through:
 - i. Raising public and stakeholder awareness of REDD+ and R-PP Process;
 - ii. Mobilizing stakeholder's involvement in the REDD+ Strategy development and implementation; and
 - iii. Communicating to the stakeholders on Uganda's preparations for "becoming" Ready for REDD+.
- c. Facilitate consultations to discuss the key issues emerging from technical/expert assessments of drivers of Deforestation and Forest degradation, institutional structure, NFMS/MRVs, benefit sharing and SESA/Safeguards, among others.
- d. Undertake consultations on specific activities to be implemented using FCPF resources.

3. Other information and expectations

3.1 Contextualizing Participation and Consultations

As part of its R-PP process, Uganda designed a robust, inclusive, elaborated Consultation and Participation (C&P) Plan in 2013, which includes components for communication and awareness plan as well as feedback grievance and redress. Uganda R-PP implementation envisages continuous consultations and outreach with stakeholders.

The C&P plan identifies various participation structures and processes at national and local level with potential to be utilized to foster stakeholder engagement. They include the Parliamentary Forum on Climate Change, Forest stakeholder forums at national and regional levels, Traditional and Cultural forums, Gender-based associations, Community forest committees, Traditional leaders' associations, among others. However, these structures and processes may not be exhaustive of all existing ones neither do they have adequate capacity to address uniqueness of REDD process and issues there from. Preliminary capacity gaps are identified and presented in the C&P plan. Uganda is committed to strengthen these structures or establish new structures where appropriate, at all levels and use these structures to provide stakeholder platforms their engagement with the REDD+ process. These platforms will also provide opportunity for communication, outreach and feedback into the REDD+ process.

The process of designing and implementation of the C&P plan shall receive oversight from the SESA/C&P Task Force. Specifically, the SESA / C&P Taskforce will support the technical coordination of the implementation of the C&P plan; as well as the SESA, ensuring that consultation and participation in Uganda's SESA process takes into account all relevant stakeholders including marginalized groups.

3.2 Coordination

The undertaking will be implemented by the 4 NGOs coordinated by IUCN. Each NGO will be issued a separate contract for the assigned tasks. It is thus expected that 4 NGOs will develop a collaborative approach that shall recognize the lead role of IUCN and also promote complementarily and synergies within the activities.

The Lead institution will be responsible for:

- a. Convening planning and coordinating meetings for the 4 NGOs
- b. Harmonizing activity plans for the 4 NGOs aiming at ensuring that complementarity and synergies within these activities are optimally utilized.
- c. Harmonizing reporting and ensuring consolidated reports to the MWE on the over-all outputs and deliverables.

The WCS, Tree Talk and Environmental Alert will be required to participate in all planning, monitoring and reporting processes, avail information to IUCN and provide the requisite support to IUCN in order to effectively undertake the lead role.

The National REDD+ Focal Point will convene a pre- proposal submission meeting aiming at clarification the undertaking and proposed implementation arrangements. Further, the National Focal Point may participate in planning, monitoring and reporting processes, where appropriate.

3.3 Specific Tasks for IUCN

The scope of services in this Consultancy shall comprise:-

- a. Coordinating the undertakings of the four NGOs and delivery of over-all outputs stipulated in the TORs.
- b. Setting up the Consultation and Participation structures and processes at national level and for Mt Elgon, Kalamoja and Northern Region through the following undertakings:
 - i. Assessment of policy, institutional and legal frameworks for Stakeholder participation in development of national policy level strategies and plans.
 - ii. Identification of participatory structures and processes for national level and for Mt Elgon, Kalamoja and Northern Region.
 - iii. Analysis of the experiences and lessons from these structures and processes that inform the REDD process.
 - iv. Gap analysis of the participatory structures and processes at national level and Mt Elgon, Kalamoja and Northern Region to be targeted for the C&P.
 - v. Gender gap analysis in the participatory structures and processes at national level and within Mt Elgon, Kalamoja and Northern Region.
- c. Establish and operationalize a Consultation and Participation Plan structures and processes for REDD+ at national level and within Mt Elgon, Kalamoja and Northern Regions through:
 - i. Constituting and training of the National Consultation and Participation Taskforce.
 - ii. Organizing consultative meetings at national level and within Mt Elgon, Kalamoja and Northern Region levels to validate the C&P structures.
 - iii. Conducting trainings of the identified representatives at national level and within Mt Elgon, Kalamoja and Northern Region.
 - iv. Engaging in communication initiatives (this is closely linked with Tree Talk on awareness and communication aspects) to complement the trainings materials and results.
 - v. Facilitating consultations at national level and within Mt Elgon, Kalamoja and Northern Region, to discuss the key issues emerging from technical/expert assessments on drivers of Deforestation and Forest degradation, institutional structure, NFMS/MRVs, benefit sharing and SESA/Safeguards, among others.
 - vi. Undertaking consultations at national level and within Mt Elgon, Kalamoja and Northern Region, on specific activities to be implemented using FCPF resources.
- d. Enhancing awareness of various stakeholders on REDD+ issues at national level and within Mt Elgon, Kalamoja and Northern Region. Working with Tree Talk and other NGOs through:
 - i. Identifying the target audience of all relevant stakeholders at national level and within Mt Elgon, Kalamoja and Northern Region that the REDD+ Strategy formulation process should target to influence so that they can be consulted and so that they can effectively participate.
 - ii. Raising public and stakeholder awareness of REDD+ and R-PP Process at national level and within Mt Elgon, Kalamoja and Northern Region.
 - iii. Mobilizing stakeholder's involvement in the REDD+ Strategy development and implementation at national level and within Mt Elgon, Kalamoja and Northern Region.

- iv. Communicating to the stakeholders at national level and within Mt Elgon, Kalamoja and Northern Region on Uganda’s preparations for “becoming” Ready for REDD+.
- d) Facilitate stakeholder input into the design, consolidation and validation of the National REDD+ Strategy through;
- i. Convening meetings at national level and within Mt Elgon, Kalamoja and Northern Region regional level to discuss the draft national REDD+ strategy and ensure that it integrates the agreed positions from the consultations and expert assessments.
 - ii. Facilitating discussions targeting specific government agencies and ministries at national level and within Mt Elgon, Kalamoja and Northern Region to discuss the draft national REDD+ strategy.
 - iii. Convening consultative workshops for the private sector at national level and within Mt Elgon, Kalamoja and Northern Region to discuss the draft strategy.
 - iv. Convening high level policy makers meeting at national level and within Mt Elgon, Kalamoja and Northern Region to discuss the draft report.
 - v. Consolidating the outcomes of the undertaking into the final REDD+ strategy.
 - vi. Monitoring effectiveness of Stakeholder engagement at national level and within Mt Elgon, Kalamoja and Northern Region.

4. Reporting requirements Specific reports and Time Schedules

The Consultancy for the Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at national level and within Mt Elgon, Kalamoja and Northern Region for Uganda’s National REDD+ Programme will be undertaken in nine (9) calendar months.

In order to accomplish the assignment, it is the responsibility of IUCN to establish a detailed work program within the above time frame, taking into consideration the estimated man-month requirements. This should be guided by IUCN’s professional judgment of the assignment’s requirements and knowledge of the local conditions and needs.

Reporting to the National REDD+ Focal Point, the Consultant will deliver outputs described below and shall submit them in written (in English) and electronic copies at each stage for review and / or approval in accordance with the schedule of reporting indicated (below Table). The IUCN may also be required to submit monthly progress reports.

The MWE/National REDD+ Focal Point shall convene meetings of REDD+ Steering Committee, National Technical Committee and Policy Taskforce referred in the table below, as appropriate. The Consultant will be required to prepare background information/ documentation for the meetings, facilitate meeting discussions and produce meeting reports.

Table 1: detailed schedule for the required reporting

ITEM	REPORT/DOCUMENT TITLE	TIMING AFTER COMMENCEMENT	CONTENT	NO. OF COPIES
A.1	Draft Inception Report	2 weeks	<p>The IUCN shall submit draft Inception Report before the end of the <u>second week after commencement of the assignment</u>. This draft Inception report shall be inclusive of a:</p> <ul style="list-style-type: none"> a. Technical Note demonstrating understanding of the Ugandan context with regard to Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at national level and within Mt Elgon, Kalamoja and Northern Region for Uganda’s National REDD+ Programme. b. An outline of proposed approach/methods, including coordination aspects c. List of outputs and schedule for their delivery. d. Schematic plan for the process that is in line with C&P plan. e. List of available resources for Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at national level and within Mt Elgon, Kalamoja and Northern Region for Uganda’s National REDD+ Programme in Uganda and context under which they are applicable. 	6 to the FSSD
	Final Inception report	5weeks	<p>The IUCN shall submit a draft Final inception report before the end of <u>5 weeks after commencement of the assignment</u>. The employer will be given <u>2 weeks</u> for review and approval. The IUCN may be invited by the employer to present the inception report to the National Technical Committee, Taskforce representatives and and/or other stakeholders. This final inception report shall contain the following content:</p> <ul style="list-style-type: none"> a) An outline of the IUCN’s mobilization, the work plan, strategy, methodology, and timetable for deliverables, including coordination aspects. b) The quality assurance plan shall include the following (i) A quality policy statement setting out the objectives of the plan and (ii) The personnel who will implement the plan, their responsibilities and authority. c) Detailed review of national & other contexts including good practices of Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at national level and within Mt Elgon, Kalamoja and Northern Region. d) Detailed proposals of the approach (es) to the assignment and methods for each or category of tasks. e) Description of outputs and schedule for delivery for each of them. 	6 to the FSSD

ToRs FOR STRENGTHENING PARTICIPATORY STRUCTURES

ITEM	REPORT/DOCUMENT TITLE	TIMING AFTER COMMENCEMENT	CONTENT	NO. OF COPIES
			<ul style="list-style-type: none"> f) Detailed plan for the process that is in line with or exceeds what is envisaged in the Consultation and Participation Plan (C&P) of Uganda's R-PP. g) Description of available tools for the Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at national level and within Mt Elgon, Kalamoja and Northern Region for Uganda's National REDD+ Programme and context under which they are to be applied. h) Description of the Strategy for undertaking the assignment including for coordinating with other REDD+ Deliverables for which Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at national level and within Mt Elgon, Kalamoja and Northern Region for Uganda's National REDD+ Programme are expected to inform or be informed. i) Preliminary ideas and Methodology on how Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at national level and within Mt Elgon, Kalamoja and Northern Region for Uganda's National REDD+ Programme within the policy, legal, regulatory and institutional framework in a Uganda; to consult, and validate these Strengthening Participatory Structures at national level and within Mt Elgon, Kalamoja and Northern Region. j) Timetable including a Consultation and Participation process for the whole assignment. 	
A.2	Synthesis Report	10-weeks	<p>The IUCN shall submit a draft Synthesis report before the end of <u>10 weeks after commencement of the assignment</u>, after reviewing participatory and processes in Uganda. The employer will be given <u>3 weeks</u> for review and approval. The IUCN shall be invited by the employer to present the report to the National Technical Committee, Taskforce representatives and and/or other stakeholders. The draft report shall contain the following:</p> <ul style="list-style-type: none"> a. Assessment of policy, institutional and legal frameworks for Stakeholder participation in development of national policy level strategies and plans at national level and within Mt Elgon, Kalamoja and Northern Region. b. Identified participatory structures and processes at national level and within Mt Elgon, Kalamoja and Northern Region. c. Analysis of the experiences and lessons from these structures and processes at national level and within Mt Elgon, Kalamoja and Northern Region that inform the REDD process. d. Gap analysis of the participatory structures and processes at national level and within 	6 to the FSSD

ToRs FOR STRENGTHENING PARTICIPATORY STRUCTURES

ITEM	REPORT/DOCUMENT TITLE	TIMING AFTER COMMENCEMENT	CONTENT	NO. OF COPIES
			<p>Mt Elgon, Kalamoja and Northern Region to be targeted for the C&P.</p> <p>e. Gender gap analysis in the participatory structures and processes at national level and within Mt Elgon, Kalamoja and Northern Region.</p> <p>f. Consolidated Synthesis report containing information from Synthesis reports of all the NGOs participating this undertaking.</p>	
	Draft Process Report	28-weeks	<p>The IUCN shall submit a draft process report before the end of <u>28 weeks after commencement of the assignment</u>, showing how each aspect of the following scope of works and tasks of the assignment were undertaken. The employer will be given <u>2 weeks</u> for review and approval. This report will be submitted at the same time as the draft report. The draft process report shall also be reviewed and commented upon by the employer and the World Bank. Review and comments will be done concurrently with the draft report and will also be given within the 2 weeks. The IUCN shall be invited by the employer to present the report to the National Technical Committee, Taskforce representatives and and/or other stakeholders.</p> <p>A: Establish and operationalize a Consultation and Participation Plan structures and processes for REDD+</p> <ol style="list-style-type: none"> i. Constituting and training of the National Consultation and Participation Taskforce. ii. Organizing consultative meetings at national level and within Mt Elgon, Kalamoja and Northern Region to validate the C&P structures. iii. Conducting trainings of the identified representatives at national level and within Mt Elgon, Kalamoja and Northern Region. iv. Engaging in communication initiatives at national level and within Mt Elgon, Kalamoja and Northern Region (this is closely linked with Tree Talk/Awareness and Communication) to complement the trainings materials and results. v. Facilitating consultations at national level and within Mt Elgon, Kalamoja and Northern Region to discuss the key issues emerging from technical/expert assessments on drivers of Deforestation and Forest degradation, institutional structure, NFMS/MRVs, benefit sharing and SESA/Safeguards, among others. vi. Undertaking consultations at national level and within Mt Elgon, Kalamoja and Northern Region on specific activities to be implemented using FCPF resources. vii. Consolidated Draft process report containing information from reports of all the NGOs participating this undertaking. 	6 to the FSSD
	Draft Process Report	32 weeks	<p>The IUCN shall submit a draft process report before the end of <u>32 weeks after commencement of the assignment</u>, showing how each aspect of the following scope of works and tasks of the</p>	

ToRs FOR STRENGTHENING PARTICIPATORY STRUCTURES

ITEM	REPORT/DOCUMENT TITLE	TIMING AFTER COMMENCEMENT	CONTENT	NO. OF COPIES
			<p>assignment were undertaken. The employer will be given <u>2weeks</u> for review and approval. This report will be submitted at the same time as the draft report. The draft process report shall also be reviewed and commented upon by the employer and the World Bank. Review and comments will be done concurrently with the draft report and will also be given within the 2 weeks. The consultant(s) shall be invited by the employer to present the report to the National Technical Committee, Taskforce representatives and and/or other stakeholders.</p> <p>B: Enhancing awareness of various stakeholders on REDD+ issues:</p> <ol style="list-style-type: none"> i. Identified target audience of all relevant stakeholders at national level and within Mt Elgon, Kalamoja and Northern Region that the REDD-plus Strategy formulation process should target to influence so that they can be consulted and so that they can effectively participate. ii. Raised public and stakeholder awareness of REDD+ and R-PP Process at national level and within Mt Elgon, Kalamoja and Northern Region. iii. Mobilized stakeholder’s involvement in the REDD+ Strategy development and implementation at national level and within Mt Elgon, Kalamoja and Northern Region. iv. Communication to the stakeholders on Uganda’s preparations for “becoming” Ready for REDD+. v. Consolidated Draft process report containing information from reports of all the NGOs participating this undertaking. 	
A.3	Final Report	36-weeks	<p>The IUCN shall submit a final report before the end of <u>36 weeks after commencement of the assignment</u> and no later than 2 weeks after approval of the draft report by the employer and the World Bank. The final report will be disclosed by the employer and at the World Bank’s <i>Infoshop</i>. At the end of the assignment, the Consultant shall not claim any right of authorship or design patent of the reports and other deliverables undertaken and submitted as part of this assignment. The Final “Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at National and Subnational Levels for Uganda’s National REDD+ Programme” report shall contain the following:</p> <ol style="list-style-type: none"> a. Meetings at national level and within Mt Elgon, Kalamoja and Northern Region convened to discuss the draft national REDD+ strategy and ensure that it integrates the agreed positions from the consultations and expert assessments. b. Discussions targeting specific government agencies and ministries at national level 	6 to the FSSD

ToRs FOR STRENGTHENING PARTICIPATORY STRUCTURES

ITEM	REPORT/DOCUMENT TITLE	TIMING AFTER COMMENCEMENT	CONTENT	NO. OF COPIES
			<p>and within Mt Elgon, Kalamoja and Northern Region on the draft national REDD+ strategy.</p> <ul style="list-style-type: none"> c. Consultative workshops for the private sector to discuss the draft strategy at national level and within Mt Elgon, Kalamoja and Northern Region. d. Consultations with high level policy makers meeting at national level and within Mt Elgon, Kalamoja and Northern Region to discuss the draft report and consolidation of the final REDD+ strategy. e. Final strategy dissemination process and output to relevant stakeholders and partners at national level and within Mt Elgon, Kalamoja and Northern Region. f. Results of monitoring effectiveness of Stakeholder engagement at national level and within Mt Elgon, Kalamoja and Northern Region. <p>The Final Report shall also contain the following:</p> <ul style="list-style-type: none"> a) All the content agreed upon in the draft “Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at national level and within Mt Elgon, Kalamoja and Northern Region for Uganda’s National REDD+ Programme”. a) Report but revised to reflect the comments of the employer, National Technical Committee, Taskforce representatives, the World Bank (and the FCPF’s FMT) and and/or other stakeholders. b) Comments matrix indicating how the comments of the employer, National Technical Committee, Taskforce representatives, the World Bank (and the FCPF’s FMT) and and/or other stakeholders were reflected. c) Consolidated final report containing information from final reports of all the NGOs participating this undertaking. 	
A.4	Consultation and Participation Workshops & Reports	Periodically	<p>Since the assignment is primarily aimed at setting up and strengthen Uganda’s Consultation and Participation structures to support the <u>consultation</u> and enhance <u>full and effective participation</u> of stakeholders in Uganda’s National REDD+ Programme, the consultant shall take extra care to prepare and make presentations, including facilitating/carrying out consultations, in accordance with the consultations and participation plan contained in the R-PP and as will be improved, which clearly identifies relevant stakeholders (see above). In this respect the consultant will be expected to:</p> <ul style="list-style-type: none"> a) Make a presentation of the draft inception Report to the National Technical 	

ToRs FOR STRENGTHENING PARTICIPATORY STRUCTURES

ITEM	REPORT/DOCUMENT TITLE	TIMING AFTER COMMENCEMENT	CONTENT	NO. OF COPIES
			<p>Committee or Taskforce representatives, and the REDD+ Secretariat.</p> <p>b) Make periodic (at least once a month) presentations of progress on the assignment to the REDD+ Secretariat.</p> <p>c) Hold the following consultation workshops on issues contained in the draft Report:</p> <ul style="list-style-type: none"> i. Four (4) Consultative meetings to validate the C&P structures as follows; <ul style="list-style-type: none"> ✚ 3 sub-regional workshops (Mbale, Lira and Moroto). ✚ One national workshop. ii. 3 regional and one national level trainings workshop. iii. 3 sub-regional level targeting Local communities , informal sector, forest dependent communities and local communities) to key issues emerging from the expert assessments envisaged under the other work streams (i.e. workstream on safeguards especially SESA, strategy options development, FRGM, Benefit Sharing and FERL/FRL). <p>d) Facilitate 3 sub-regional level meetings convened to discuss the draft national REDD+ strategy and ensure that it integrates the agreed positions from the consultations and expert assessments.</p> <p>e) Hold one national level validation workshop.</p> <p><i>Note:</i></p> <ul style="list-style-type: none"> a. <i>The Consultant will submit reports for each workshop that will be submitted together with the report on the deliverables supported by or under which the said workshop was conducted.</i> <p><i>The Consultant will submit consolidated report on all workshops detailing out the scope of consultations or training covered, key messages and lessons.</i></p>	

The consultant is encouraged to assess the appropriateness of the suggested milestones and comment upon realistic expectations, especially with regard to the allocated time frames for the activities in the comments to ToRs.

All reports have to be submitted in both soft (*unlocked MS Word, PDF*) and hard copy. The hard copies will be prepared in DIN A4 format, except for plans and drawings which should be prepared in DIN A3 format. The reports should be clearly labelled i.e. title of the study indicated, for easy identification and documentation purposes. All reports shall be prepared in English language. The Client will provide comments on each as indicated for each report (below), and the consultant will only proceed thereafter.

5. Deliverables

The consultant shall submit deliverables as listed in table above.

6. Methodology

In order to accomplish the assignment, the consultant shall propose a methodology for carrying out the proposed activity and how these will lead to the delivery of the outputs (described above). In addition, it is expected that the proposed methodology shall, as much as possible link with and compliment the work of the national REDD+ process, and in particular with UNFCCC requirements for full and effective participation as it is applicable to countries when they are developing as well as implementing the elements below:

- a) A national strategy or action plan including:
 - i. Drivers of deforestation and forest degradation
 - ii. Land tenure issues
 - iii. Forest governance issues
 - iv. Gender considerations
 - v. Safeguards
- b) A national forest reference emission level and/or forest reference level.
- c) A robust and transparent national forest monitoring system.
- d) A system for providing information on how the safeguards are being addressed and respected throughout the implementation of REDD+ activities.

It is also expected that the consultant(s) shall consider safeguards provided in the:

- i) World Bank's FCPF's and other development partners' aspects on "full and effective participation" of key stakeholders, for example, the Joint FCPF and UN-REDD's " Guidelines on Stakeholder Engagement in REDD+ Readiness with a focus on the participation of indigenous peoples and other forest-dependent communities".
- ii) World Bank Safeguard policies.

Whereas part of the methodology that will be proposed by the consultant(s) for carrying out the proposed activity will include extensive desk review of available secondary information and structured interactions with key stakeholders in the field, it is expected that the consultant will collect information from field interviews and observations. For the collection of primary information, the consultant is expected to spend sufficient time on field visits. It is expected that the

consultant will adopt different participatory appraisal techniques to obtain quantitative and qualitative information.

7. Consultation and Participation of Key Stakeholders

Since the assignment is primarily aimed at setting up and strengthening Uganda's Consultation and Participation structures to support the consultation and enhance full and effective participation of stakeholders in Uganda's National REDD+ Process, the consultant shall take extra care to prepare and make presentations, including facilitating/carrying out consultations, in accordance with the consultations and participation plan contained in the R-PP and as will be improved, which clearly identifies relevant stakeholders. In this respect the consultant will be expected to:

- a. Make a presentation of the draft inception Report to the National Technical Committee or Taskforce representatives, and the REDD+ Secretariat.
- b. Make periodic (at least once a month) presentations of progress on the assignment to the REDD+ Secretariat.
- c. Hold the following consultation workshops on issues contained in the draft Report:
 - i. Four (4) Consultative meetings to validate the C&P structures as follows;
 - ♣ 3 sub-regional workshops (Mbale, Lira and Moroto).
 - ♣ One national workshop.
 - ii. 3 regional and one national level trainings workshop.
 - iii. 3 sub-regional level targeting Local communities , informal sector, forest dependent communities and local communities) to key issues emerging from the expert assessments envisaged under the other work streams (i.e. work stream on safeguards especially SESA, strategy options development, FRGM, Benefit Sharing and FERL/FRL).
- d. Facilitate 3 sub-regional level meetings convened to discuss the draft national REDD+ strategy and ensure that it integrates the agreed positions from the consultations and expert assessments.
- e. Hold one national level validation workshop.

Thus the Consultant will be required to include a provisional sum of 30,000 US\$ to meet costs of holding the consultative and participatory workshops. The Client will pay the Consultant based on actual and approved expenditure of the Consultant's budget (for workshops) which will have been discussed and agreed to prior to commencement of the Consultancy. The basis for payment of participants by the Consultant will be full participation for the entire duration of the workshop together with an authentic invitation letter of the participant. The workshops will be facilitated by the Consultant. At each workshop, the consultant will make Power Point presentations, provide concise background documents for discussion and prepare workshop reports to document the proceedings. In addition to the national workshops described above, the consultant will be expected to conduct informal stakeholder engagement sessions (workshops, meetings, etc.) throughout the duration of the assignment. The costs of holding national workshops and stakeholder consultations must be included in the consultant's proposal.

8.0 Key Professional Staff

The staff to be provided by the Consultant shall be sufficient to cover all the phases of the assignment. The Consultant shall also provide other support staff, technical and non-technical, that are needed for the execution of the services.

The key professional staff shall include the following:

Key Experts	Requirements
Firm	
Team Leader	<p>Team Leader should have proven experience in designing and facilitating stakeholder engagement in multi-sectoral policy level planning, with at least 15 years of experience, of which 10 years are relevant experience in developing countries.</p> <p>He/She should have at least 2 years of experience in East African countries. Experience in Uganda is strongly preferred</p> <p>Experience with WorldBank or FCPF or other internally recognized Safe guards or guidelines is essential.</p> <p>He/she shall have at least a master's degree in relevant field.</p>
Stakeholder Engagement Specialist	<p>He/She shall have at least 10 years of experience in participatory planning and engagement with a wide spectrum of stakeholders at the regional, national and local levels.</p> <p>Experiences in forestry related and land use management aspects in Uganda are required.</p> <p>Ability to communicate in major local languages is desirable.</p> <p>He/she shall have at least a master's degree in relevant field.</p>
Communication Expert	<p>He/She should have 10 years' experience in communication and outreach.</p> <p>Ability to communicate in local languages is highly desirable</p> <p>S/he shall hold at least a Masters in mass communication or journalism and have at least 5 years of multimedia experience.</p>
Social Development Specialist	<p>He/She should also have experience in undertaking social assessments, social impact assessments.</p> <p>He/She have at least a Master's degree in Sociology or a related field and at least 5 years of relevant work experience.</p> <p>Knowledge of World Bank safeguards policies is desirable.</p>

9.0 Data, Services, Personnel and facilities to be provided by the Client

The Client has identified the following documents useful for the assignment:

Uganda R-PP & Appendices	Government of Uganda	FSSD, Uganda and FCPF Website: https://www.forestcarbonpartnership.org/uganda
--------------------------	----------------------	---

ToRs FOR STRENGTHENING PARTICIPATORY STRUCTURES

Uganda Country Progress Sheets	REDD+ Secretariat (FSSD), Uganda	FSSD, Uganda and FCPF Website: https://www.forestcarbonpartnership.org/uganda
Policy, Legislation and Regulations related documents	Government of Uganda	Various Locations
Mainstreaming Gender considerations into REDD+ processes a Gender and REDD+ Roadmap for Uganda	IUCN	REDD+ Secretariat
Communications and Outreach Strategy for REDD+ processes for Uganda	IUCN	REDD+ Secretariat
Conflict and Grievances Management Strategy for REDD+ for Uganda	ACODE	REDD+ Secretariat
Consultations and Participation Strategy for REDD+ from Uganda	IUCN	REDD+ Secretariat
Readiness Preparation Grant – Grant Agreement (June 2013)	World Bank	FCPF, Website: https://www.forestcarbonpartnership.org/uganda
Agreement No. 2299-02/2013 between G.o.U and the Austrian Development Agency (ADC)	ADC	Ministry of Finance, Planning and Economic Development (Uganda) and ADC Offices
Readiness Preparation Grant – Integrated Safeguards Data Sheet	World Bank	FCPF, Website: https://www.forestcarbonpartnership.org/uganda
Readiness Preparation Grant – Project Information Document	World Bank	FCPF, Website: https://www.forestcarbonpartnership.org/uganda
R-PP Assessment Note	World Bank	FCPF, Website: https://www.forestcarbonpartnership.org/uganda
Analysing REDD+: Challenges and choices. CIFOR, Bogor, Indonesia	Angelsen, A., Brockhaus, M., Sunderlin, W.D. and Verchot, L.V. (eds) 2012	CIFOR
Benefit Sharing in REDD+ Exploring the Implications for Poor and Vulnerable People	Leo Peskett	For more information, visit: www.redd-net.org or www.worldbank.org/sdcc