

TERMS OF REFERENCE FOR STRENGTHENING PARTICIPATORY STRUCTURES AND CONDUCTING CAPACITY BUILDING TRAININGS TO ENHANCE STAKEHOLDER ENGAGEMENT FOR UGANDA'S NATIONAL REDD+ PROGRAMME THROUGH COMMUNICATION AND RAISING AWARENESS.

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

Strengthening Participatory Structures and Conducting Capacity Building Trainings to Enhance Stakeholder Engagement at National and Subnational Levels for Uganda's National REDD+ Programme through communication and raising awareness.

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 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 at Subnational Levels 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 the media and communication component of the program for this stage of preparations. The messages and media should be focussed on the different stakeholders.

The specific objectives of the Consultancy are to enhance awareness of various stakeholders on REDD+ issues through media and communication:

- a. Developing communication messages and packaging them into appropriate multi-media forms including print, radio, internet, messaging etc. The materials will support the objectives, planning requirements and outcomes of the various other components.
- b. Designing and implementing a Communications monitoring and evaluation framework to assess the effectiveness of messaging and communications.

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 the 4 NGOs will develop a collaborative approach that shall recognize the lead role of IUCN and also promote complementarity 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 Tree Talk

The scope of services in this Consultancy shall comprise:-

- a. Contributing to the communications undertakings of the three other NGOs and delivery of over-all outputs stipulated in the TORs.
- b. Enhancing awareness of various stakeholders on REDD+ issues. Working with 3 other NGOs through:
 - i. Identifying the target audience of all relevant stakeholders that the REDD+ Strategy formulation process should target so that they can be consulted and so that they can effectively participate.
 - ii. Developing key communication messages and packaging them into appropriate multimedia forms for ease of dissemination through appropriate channels.
 - iii. Communicating to the stakeholders on Uganda's preparations and outcomes for "becoming" Ready for REDD+.
 - iv. Developing a Uganda REDD+ brand including a REDD+ poster or brochure and related electronic media
- c. Designing and implementing a Communications monitoring and evaluation framework to assess the effectiveness of messaging and communications for this phase and future phases of the program.

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 and Subnational Levels 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 the Consultant to establish a detailed work program within the above time frame, taking into consideration the estimated man-month requirements. This should be guided by Consultant'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 above and 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 Consultant (firm) 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 consultant 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> <ol style="list-style-type: none"> Technical Note demonstrating understanding of the Ugandan context with regard to multimedia communication and marketing for Uganda’s National REDD+ Programme. An outline of proposed approach/methods. List of outputs and schedule for their delivery. Schematic plan for the process that is in line with Awareness and Outreach Plan. <p>The employer will have 1 week to provide comments</p>	6 to the FSSD
	Final Inception report	4 weeks	<p>The consultant shall submit a draft Final inception report before the end of <u>4 weeks after commencement of the assignment</u>. The employer will be given <u>2 weeks</u> for review and approval. The consultant(s) 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> <ol style="list-style-type: none"> Description of available tools for the communicating and raising awareness to Enhance Stakeholder Engagement at National and sub national levels for the Program and context under which they are to be applied. An elaboration or a mock up or examples of some the key proposed multi media communication approaches and materials. Final plan confirming deliverables, timeframes and budget. Alignment of tasks with the Consultation and Participation Plan (C&P) and Awareness and Communications Strategy of Uganda’s R-PP. Proposals for coordinating media messaging with other REDD+ activities. 	6 to the FSSD
A.2	Synthesis Report	6-weeks	<ol style="list-style-type: none"> The consultant shall submit a draft Synthesis report before the end of <u>6 weeks after commencement of the assignment, which shall include the first multi media outputs for branding the program and delivering awareness about REDD +</u>. The employer will be given <u>2 weeks</u> for review and approval. The consultant(s) shall be invited by the employer to present the multimedia outputs and program branding to the National Technical Committee, Taskforce representatives and and/or other stakeholders. 	6 to the FSSD
A.3	Final Report	32-weeks	The consultant shall submit a final report before the end of <u>32 weeks after commencement of the</u>	6 to the

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ITEM	REPORT/DOCUMENT TITLE	TIMING AFTER COMMENCEMENT	CONTENT	NO. OF COPIES
			<p><u>assignment</u>. The final report will might be disclosed in the Bank Infoshop. 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> <ul style="list-style-type: none"> a. Hard copies and electronic copies of all materials produced including Communication tools and awareness messages and materials for all stakeholders including specific government agencies and ministries on the draft national REDD+ strategy. b. Results of monitoring effectiveness of Communication awareness throughout the C&P process. <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 “Communications and Awareness Strategy”. 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. 	FSSD
A.4	Communications and awareness activity 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 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) Support the 3 other NGOs during the following consultation workshops through facilitating communication and awareness raising: <ul style="list-style-type: none"> i. Eleven (11) Consultative meetings to validate the C&P structures as follows; 	

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			<ul style="list-style-type: none"> ✚ 10 sub-regional workshops ✚ 1 national workshop. ii. 10 regional and two national level trainings workshop. iii. 10 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). d) Facilitate 10 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. <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. Communication materials may be translated in local languages as may be recommended as deemed necessary, on case by case.

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 work of the other 3 consultancies and the program.

For information, the overall program and consultations and communications will consider, the national REDD+ process, UNFCCC requirements for full and effective participation as it is applicable to Uganda when 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 other 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.

It is expected that 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.

7. Consultation and Participation of Key Stakeholders by other 3 consultancies and discussed here for information only

Since the assignment is primarily aimed at creating multimedia to support setting up and strengthening Uganda's Consultation and Participation structures to support 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. Support the 3 other NGOs during the following consultation workshops through facilitating communication and awareness raising:
 - i. 11 Consultative meetings to validate the C&P structures as follows;
 - ♣ 10 sub-regional workshops
 - ♣ 1 national workshops.
 - ii. 10 regional and one national level trainings workshop.
 - iii. 10 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 10 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. One national level validation workshops.

Thus the Consultant will be required to include a provisional sum of 80,000 US\$ to meet costs of publishing and disseminating the communication. The Client will pay the Consultant based on actual and approved expenditure of the Consultant's budget (for publication) 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	Team Leader should have proven experience in designing and facilitating multi-media communications campaigns in the environment sector for diverse stakeholders as well as experience in design and monitoring of communication strategies. Should have at least 15 years of communications experience, of which 10 years are relevant to developing countries and 2 years in Uganda in the environment sector. He/she is expected to lead the design of the multi-media/communications strategy and demonstrate hands on experience in supporting and finalizing all aspects of the assignment. He/she shall have a relevant tertiary level qualification in communications.
Graphic and report designer	Graphic, report and hard copy media designer with at least 7 years of experience and relevant media design qualifications and experience in environment sector work, preferably in Uganda. Examples of previous work will be required for assessment and verification.
Electronic media and messaging	He/She should have 5-10 years' experience in electronic media design and communication and outreach. Relevant electronic media qualifications should be demonstrated. Example of portfolio to be presented.

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
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

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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