



REPUBLIC OF UGANDA

**UGANDA INVESTING IN FORESTS AND PROTECTED AREAS FOR
CLIMATE-SMART DEVELOPMENT PROJECT**

(IFPA-CD)

P170466

PROCESS FRAMEWORK

**Ministry of Water and Environment
Uganda Wildlife Authority**

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Acronyms and Abbreviations

CBO	Community-based organization
CFM	Collaborative Forest Management
CFR	Central Forest Reserve
GMP	General Management Plan
GRC	Grievance Redress Committee
CRM	Collaborative Resource Management
CSO	Civil Society Organization
ESIA	Environmental and Social Impacts Assessment
ESS	Environmental and Social Standard
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FMP	Forest Management Plan
GRM	Grievance Redress Mechanism
GBV	Gender-based Violence
GoU	Government of Uganda
ha	hectare
HWC	Human-Wildlife Conflict
IFPA-CD	Investing in Forests and Protected Areas for Climate-Smart Development
km	kilometre
LC	Local Council
LG	Local Government
m	meter
MOU	Memorandum of Understanding
MWE	Ministry of Water and Environment
MWTA	Ministry of Wildlife, Tourism and Antiquities
M&E	Monitoring and Evaluation
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGO	Non-Governmental Organization
NP	National Park
PA	Protected Area
PB	Project Brief
PSA	Participatory Situation Analysis
PDO	Project Development Objective
PF	Process Framework
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SEA	Sexual Exploitation and Abuse
SEP	Stakeholder Engagement Plan
SH	Sexual Harassment
SOP	Standard Operating Procedures
SVAC	Sexual Violence Against Children
UPDF	Uganda Peoples' Defence Force
UPF	Uganda Police Force
UTGA	Uganda Timber Growers' Association
UWA	Uganda Wildlife Authority
VMGF	Vulnerable and Marginalized Groups Framework
VMGP	Vulnerable and Marginalized Groups Plan
WB	World Bank
WR	Wildlife Reserve

1 Introduction

1.1. Background

This document presents the updated **Process Framework (PF)** for the ***Investing in Forests and Protected Areas for Climate-Smart Development (IFPA-CD) Project***, which aims to (i) improve sustainable management of forests and protected areas in target landscapes and (ii) increase benefits to communities from forests in target landscapes. The IFPA-CD Project is financed by the World Bank (WB) and implemented by Government of Uganda (GoU).

The IFPA-CD Project became effective on August 18, 2021, and was formally launched in March 2022, when COVID-19 related restrictions began to ease. The Project closing date is June 30, 2026. The Project has undergone two restructurings. A first restructuring was approved in December 2024 to refine its Project Development Objective (PDO) and better define the Project's geographic scope¹. A second restructuring was approved in November 2025 to adjust the scope of activities to enable more efficient use of project resources within the remaining project period, further refine the definition of the Project target landscapes, and mitigate risks associated with project support for infrastructure and equipment for protected areas (PAs) management.

Project implementation is led by the Ministry of Water and Environment (MWE), the Uganda Wildlife Authority (UWA), and the National Forestry Authority (NFA), working in close coordination with the Ministry of Tourism, Wildlife and Antiquities (MTWA) and the Office of the Prime Minister (OPM). As of August 31, 2025, the NFA has been mainstreamed into MWE². Therefore, throughout this document, all subsequent references to this entity will be noted as MWE (ex-NFA) to reflect this organizational change accurately. Additionally, as part of the second restructuring, the Uganda Timber Growers' Association (UTGA) was incorporated as an implementing agency for a limited set of activities related to production forestry³.

The PF was prepared and disclosed during Project preparation on January 21, 2020⁴. The PF was prepared and adopted to meet the requirements of the WB's Environmental and Social Framework (ESF)⁵ under the Environmental and Social Standard 5 (ESS5) on Land Acquisition, Restrictions on Land Use and Involuntary Resettlement. This PF is now being updated based on project implementation progress, lessons learnt from this Project and similar ones in this region and sector and the PF implementation itself up to date, and to incorporate insights from stakeholder consultations carried out as part of Project implementation. This update also aims to more clearly reflect potential access restrictions to natural resources stemming from Project activities in the PAs targeted by the Project and to better describe the process to manage and mitigate any such identified restrictions collaboratively and participatorily with PA-adjacent communities.

¹ Also, as part of the restructuring, the Ajai Wildlife Reserve was excluded from the Project's scope.

² Implemented through the National Forestry and Tree Planting (Amendment) Act, 2025.

³ For certain small set of activities under Component 2.2.

⁴ <https://ugandawildlife.org/wp-content/uploads/2022/09/Process-Framework-for-disclosure.pdf>

⁵ <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>

It is important to note that preparation of the IFPA-CD Project built on the national REDD+ Readiness processes undertaken between 2008-2017, during which a National REDD+ Strategy was developed through a wide stakeholder consultation process. The National REDD+ Strategy and Action Plan⁶, adopted in September 2017, sets out eight REDD+ strategy options⁷ that have formed the basis for identifying appropriate interventions to be supported by the Project⁸. In this context, this PF initially builds on the PF prepared for the National REDD+ Strategy, considering that the project design is based on key strategy options prioritized, following an extensive stakeholder engagement process, under the REDD+ Strategy.

1.2. Purpose and scope of the Process Framework

Under ESS5, a PF is required to be prepared and implemented when WB-supported projects may restrict access to natural resources in legally designated parks and PAs. The IFPA-CD Project includes activities that take place in several Central Forest Reserves (CFRs) managed by MWE (ex NFA) and in National Parks (NPs) and Wildlife Reserves (WRs) managed by UWA. Some of its activities -such as fencing, gates, elephant trenches, boundary demarcation, and enhanced management of legally PAs- do not introduce new changes and restrictions to the PA boundaries but strengthen protection of communities from wildlife invasion and destruction of property, crops and strengthen regulated entry into the PA while reducing human wildlife conflict (HWC) and protect communities. At the same time, the project design from inception already incorporated many measures aimed at promoting co-management of PAs, enhanced regulated access to resources therein, and support to the park-adjacent communities for livelihoods and household activities that reduce their reliance on park resources. This PF provides guidance for IFPA-CD Project implementation whenever project activities may restrict community access to resources in the targeted PAs. Although the Project entails activities that were initially identified as potentially leading to restrictions of access or use of natural resources within PAs, the implementation of these activities, together with the established mainstreamed arrangements, has demonstrated that no new or additional restrictions have been imposed compared to the situation that existed prior to the Project. In practice, the participatory mechanisms outlined in this PF (primarily the Collaborative Resource Management (CRM) and Collaborative Forest Management (CFM) memoranda of understanding (MOU) have effectively helped maintain or even improve in some cases communities' access to resources within the PAs targeted by the Project.

⁶ https://redd.unfccc.int/media/final_-_uganda_redd_strategy_and_action_plan-october_2017.pdf

⁷ These eight Strategic Options are: Climate smart agriculture, Sustainable fuelwood and (commercial) charcoal production, Large-scale commercial timber plantations, Restoration of natural forests in the landscape, Energy efficient cooking stoves, Integrated wildfire management, Livestock rearing in Cattle Corridor, Strengthen Policy implementation for REDD+

⁸ To support the National REDD+ Strategy process and its environmental and social elements, a Strategic Environmental and Social Assessment (SESA) was carried out in 2017 (and later updated in 2019 and 2021) to assess: the likely positive and negative environmental and social impacts of the REDD+ Strategic Options; to generate recommendations to the REDD+ Strategy to address any legal, institutional, regulatory and capacity gaps to manage these environmental and social impacts; and to provide inputs to the development of the REDD+ National Strategy and implementation planning process so that environmental and social factors are addressed appropriately in the REDD+ plans.

The **purpose of this PF is to establish the participatory process** through which members of potentially affected communities:

- Participate in the design of project components and activities that may introduce or result in restriction on natural resource use;
- Identify measures to avoid or minimize any adverse impacts on local livelihoods; and
- Engage in the implementation and monitoring of project activities that may introduce, strengthen, or enforce restrictions of community access to natural resources.

This **PF applies to any IFPA-CD activity that induces or results in restricted access to, or use of, resources in PAs or their surroundings.** Specifically, the PF:

- Describes project components and activities likely to lead to access to resources' issues and the process by which potentially affected persons participate in their design;
- Describes the policy and legal framework, including the rules governing access to resources within the PAs;
- Sets eligibility criteria for potentially affected persons;
- Specifies measures to assist potentially affected persons in restoring or improving their livelihoods, including those built into the design of the project;
- Establishes mechanisms for addressing grievances related to potential resource-use restrictions and PF implementation;
- Defines institutional agreements for PF implementation; and
- Outlines monitoring and evaluation arrangements and budget provisions.

This PF is aligned with other relevant IFPA-CD instruments aimed at managing environmental and social risks in accordance with Uganda's laws and policies, as well as the WB ESF, notably the following instruments:

- *Environmental and Social Management Framework (ESMF)*⁹, which ensures that IFPA-CD AF activities are screened for any negative social and environmental impacts and mitigating measures are taken into account in investments design and implementation. The ESMF describes the incident reporting protocol, which sets out the mechanism for documenting and managing serious events reportable to the WB and other types of incidents that still need to be duly recorded and handled, including those that may occur inside or nearby the PAs. This instrument has been updated and redisclosed.
- *Stakeholder Engagement Framework and Stakeholder Engagement Plan (SEP)*¹⁰, which ensures that information is disclosed in an inclusive, timely, and culturally appropriate manner, and that project-affected and interested parties (including the vulnerable and marginalized groups) are meaningfully engaged. The SEP describes the Project Grievance Mechanism (GRM), which is also addressed in Section 7 of this PF.
- *Vulnerable and Marginalized Groups Framework (VMGF)*¹¹ and the *Vulnerable and Marginalized Groups Plans (VMGPs)*¹² for the Batwa living adjacent to Echuya CFR, and

⁹ https://mwe.go.ug/documents/1771266383_ESMF-Updated%20FINAL%20October%202025_IFPA-CD.pdf

¹⁰ <https://mwe.go.ug/wp-content/uploads/2025/11/SEP-IFPA-CD-October-2025-for-disclosure.pdf>

¹¹ <https://ugandawildlife.org/wp-content/uploads/2022/09/Vulnerable-and-Marginalized-Groups-Framework-VMGF-for-Uganda-IFPA-CD.pdf>

¹² https://mwe.go.ug/documents/1767201547_UG%20IFPA-CD%20P170466%20Echuya%20Validated%20VMGP%20FINAL.pdf

Mgahinga Gorilla, Bwindi Impenetrable and Semuliki NPs; prepared to meet the requirements of the WB ESF under the ESS7 on Indigenous Peoples / Sub-Saharan African Historically Underserved Traditional Local Communities and guide the preparation and implementation of Project interventions where there is a presence of Vulnerable and Marginalized Groups (VMGs)/the Batwa in the Project areas, i.e. adjacent to these four PAs. These VMGPs were updated in December 2025 as part of a continuous process of stakeholder engagement and, incorporate additional feedback from the Batwa communities, Civil Society and other local stakeholders.

The processes described in this PF are implemented throughout the project life cycle in coordination with those instruments. Other *environmental and social management instruments for specific activities*, such as Environmental and Social Impact Assessments (ESIAs), Project Brief (PBs), and Environmental and Social Management Plans (ESMPs) follow the provisions of this PF where applicable and are instrumental in identifying potential risks and impacts related to access to the use of resources for specific activities, as appropriate to their applicability.

2 Project Description

2.1 Background

The Project focuses geographically on selected priority areas in western, south-western and north-western Uganda. The Project area includes the Albert Water Management Zone and West Nile region (part of Upper Nile Water Management Zone). The Albert Water Management Zone includes the Albertine Rift, which contains the most carbon-dense remaining forests in Uganda and is recognized as a global biodiversity hotspot. While many forest areas remain intact within the landscape, they face high pressure and are increasingly fragmented. As fragmentation worsens, forest productivity and the capacity to protect and deliver environmental services, such as catchment protection, decline. They also become increasingly vulnerable to forest fires, a risk exacerbated by longer dry periods now being experienced countrywide and in the Albertine region. Fragmentation is also leading to biodiversity loss and, increasingly, HWC as wide-ranging species such as African elephant, buffalo and chimpanzees move between remaining blocks of habitat.

The Project combines investments in forest management in both state-managed and community-managed lands and focuses on improving the management of forests, increasing revenues for sustaining forests, and supporting resilient livelihoods. The target landscape includes 37 PAs (27 CFRs, 7 NPs, and 3 WR), as well as an area within a 10 km radius of each

https://mwe.go.ug/documents/1767202416_UG%20IFPA-CD%20P170466%20Mgahinga%20Validated%20VMGP%20FINAL.pdf

https://mwe.go.ug/documents/1767200782_UG%20IFPA-CD%20P170466%20Bwindi%20Validated%20VMGP%20FINAL.pdf

https://mwe.go.ug/documents/1767198881_Semuliki%20Validated%20VMGP%20FINAL.pdf

of these PAs for activities related to PA management, and Refugee Hosting Areas (RHA) as defined in the legal agreement¹³ (see **Figure 1**).

The Project, among other objectives, promotes inclusion and equitable participation of women, men, boys and girls¹⁴, and the historically marginalized Batwa communities living around Echuya CFR and the Bwindi Impenetrable, Mgahinga Gorilla and Semliki NPs through targeted activities. It prioritizes a diverse set of technical approaches to address gender gaps and ensure meaningful engagement across all groups.

Within the Project area, legacy issues related to PAs establishment over a period of time until the early 1990s, and conflicts between PAs enforcement by UWA and MWE (ex NFA) and PA-adjacent communities, pose challenges.

Incomplete demarcation of PAs boundaries contributes to small-scale encroachment for agricultural expansion and contested claims of ownership over parts of the gazetted PA land. These disputes over land often involve individuals seeking personal gain through illegal settlement or attempts to control or degazette PA land. Growing population in the Albertine Rift area, including due to influx on account of the oil and gas development activities, contributes to increasing pressure on natural resources and land, with increasing incentives for expansion of agricultural and other activities into protected areas.

In terms of resource access, timber, non-timber forest products, and animal products from PAs are vital for certain adjacent communities. Timber extraction from PAs is illegal, except under established concessions in CFRs. Hunting of animals is also prohibited in most PAs, with exception of those where regulated hunting is allowed based on the issued permits. Some non-timber forest products may be harvested under co-management arrangements provided for in the Ugandan law through CFM agreements in CFRs or CRM agreements in NPs and WRs. These agreements aim to improve forest conditions, regulate resource use, and contribute to local incomes. Most PAs have operational CFM or CRM agreements, which regulate access to resources such as firewood, bamboo, fish, grass, and papyrus (see Section 4.2 and Section 6 for further details). However, access to PA resources remains a major source of conflict, particularly where no agreements exist. Neighbouring communities sometimes engage in illegal resource collection or use (for example, grazing livestock) within PA boundaries. In addition, communities adjacent to PAs face risks to lives and property due to wildlife incursions, including crop and livestock damage. Access to non-timber resources within PAs outside of the CRM / CFM is permitted under national law under specific circumstances.

Regarding the Batwa, they remain among Uganda's most marginalized communities due to historic displacement. Traditionally reliant on forest resources for food and livelihoods, the Batwa were evicted beginning in the 1930s and up the early 1990s, as part of conservation efforts, from areas now designated as Echuya CFR and the Bwindi Impenetrable, Mgahinga

¹³ Including the following districts, as of 2025: Adjumani, Amuru, Arua, Hoima, Kagadi, Kakumiro, Kamwenge, Kibaale, Kikuube, Kiryandongo, Kitagwenda, Koboko, Kyegegwa, Lamwo, Madi Okollo, Moyo, Obongi, Terego, and Yumbe.

¹⁴ In forest management and use, women are traditionally limited in active participation in decision making and leadership; they suffer from inadequate sharing of benefits. Such limitations are attributed to negative cultural beliefs and norms, lower levels of literacy and education, and disproportionate access to information (e.g. technology) which facilitate exclusion of women, poor households, and vulnerable populations.

Gorilla, and Semliki NPs. Their displacement occurred without provision of alternative land, and lack of land increasingly became a key component of Batwa's progressive marginalization and vulnerability. While they may and have had access to forest resources within PAs through CFM or CRM arrangements, participation has faced several challenges, which are being addressed with the support of the Project in order to enhance and expand Batwa engagement in these collaborative arrangements.

Finally, it is important to note that the influx of refugees has exacerbated ongoing environmental impacts and related challenges, including land degradation and woodland loss, which in turn reduces access to firewood for cooking and increases competition with local populations for water and other natural resources. Refugee and host households are highly dependent on forests and woodlands for woodfuel and income generation, which contributes to livelihood resilience¹⁵. In this context, the Project supports activities to improve PAs management where high-value forest assets face site-specific threats, whether directly from refugee incursions or indirectly from increased commercial demand for forest products associated with the presence of refugees. These activities include forest restoration and removal of invasive species in PAs and enhanced landscape management in Refugee Hosting Areas (RHAs) (for example, promoting on-farm forestry).

¹⁵ World Bank and Food and Agriculture Organization of the United Nations, *Rapid Assessment of Natural Resources Degradation in Areas Impacted by the South Sudan Refugee Influx in Northern Uganda*. Washington, D.C.: World Bank Group. 2019.

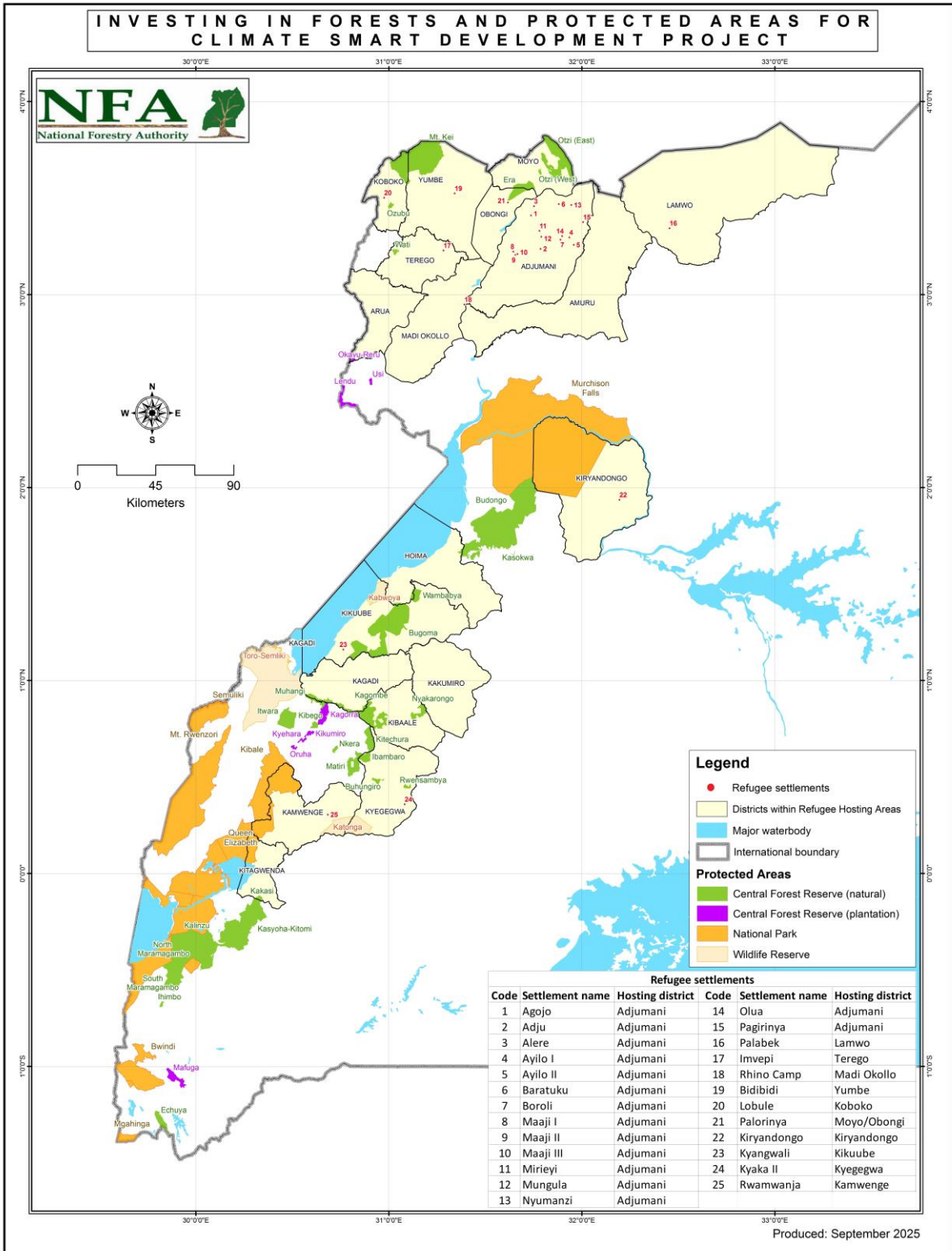


Figure 1: Project map

2.2 Project Development Objective

The PDO is to (a) improve sustainable management of forests and protected areas in target landscapes and (b) increase benefits to communities from forests in target landscapes.

2.3 Project Components

The Project has four components and subcomponents as follows:

- **Component 1: Improved management of protected areas.** This component focuses on improving co-management and restoration of government-managed forest and wildlife PAs to ensure they can continue to generate revenues and provide important environmental services. This component also supports activities aimed at reducing HWC along the park boundaries and supporting sustainable livelihoods investments for the park-adjacent communities through a community conservation approach as well as restoration of PAs through forest enrichment and restoration planting and removal of invasive vegetation. Its sub-components are:
 - **Subcomponent 1.1: Improvement of infrastructure and equipment for the management of forest protected areas,** which provides investments in infrastructure and equipment in target PAs to improve their basic management.
 - **Subcomponent 1.2: Increasing the involvement of local communities in the management of forest and wildlife areas by increasing their access and benefits from these areas,** which supports local communities through training and direct provision of inputs to reduce their dependence on destructive uses of natural resources and supports investments to reduce HWC.
 - **Subcomponent 1.3: Restoration of degraded natural forests and habitats in wildlife and forest protected areas,** targets enrichment planting and habitat restoration in degraded areas of key CFRs and wildlife PAs, removal of invasive vegetation as well as improved forest monitoring at the national level.
 - **Subcomponent 1.4: Increased forest protection in CFRs and WRs in close proximity to refugee settlements,** which supports activities in and around PAs located within RHAs.
- **Component 2: Increased revenues and jobs from forests and wildlife protected areas.** It aims to increase revenues and jobs from forest and wildlife PAs through targeted investments in tourism and production forestry. Its sub-components are focused on:
 - **Subcomponent 2.1: Investments in tourism,** which includes investment in infrastructure and tourism products in select NPs, WRs and CFRs in the project area.
 - **Subcomponent 2.2: Investments in productive forestry,** which includes investment in plantation forestry and wood value chains with the aim of enabling plantation forestry to become a strong and self-sustaining economic sector in Uganda.
- **Component 3: Improved landscape management in RHAs.** It encourages establishment of increased tree cover in refugee-hosting landscapes on host community land outside PAs

and supporting sustainable forest management and landscape resilience on private and customary land. Its sub-components are focused on:

- **Subcomponent 3.1: Increased tree cover on community and private land in RHAs**, by promoting household agroforestry; supporting development of woodlots on private land for timber, poles, fuel, and other forest products; facilitating Community Forests management; and supporting district local governments to facilitate implementation of agroforestry and small-holder plantations.
 - **Subcomponent 3.2: Supporting farm forestry for refugee fuel supply**, which supports the distribution of sustainably sourced firewood to vulnerable populations within refugee settlements.
- **Component 4: Project management and monitoring.** Its supports overall project management, coordination and monitoring, including environmental and social risk management.

As noted in Section 1, certain activities under Component 1 aimed at improving management of legally PAs —such as marking of boundaries— or at managing HWC – such as installing electric fences or trenches – may, if not designed / implemented correctly, restrict neighbouring communities’ access to some forest-based resources, potentially leading to adverse impacts on livelihoods. **Table 1** below details the Subcomponents under Component 1 that include activities which could potentially restrict access to natural resources. So far, none of these activities have created additional access restrictions in project PAs. It should be noted that no activities under Components 2, 3, or 4 have been identified that could potentially restrict access to resources within PAs.

Importantly, the Project’s design itself includes activities focused on promoting and expanding collaborative management of PAs, though CFM and CRM provided under the Uganda laws, to provide legal access for neighbouring communities to specific forest resources within PAs, as well as supporting livelihood development for park-adjacent communities through training and equipment (e.g., energy-saving stoves, rainwater harvesting systems, alternative livelihoods). These are also detailed in **Table 1** below.

Table 1: Description of activities under Component 1 that could potentially restrict access to resources in the PAs targeted by the Project or support access to resources

Components/ Sub-components	Relevant activities
Component 1: Improved management of protected areas	
Sub-component 1.1: <i>Improvement of infrastructure and equipment for the management of forest protected areas</i>	Implemented by UWA and MWE (ex NFA) Activities include: Carrying out a program of activities designed to improve the basic management of PAs, such a program to include such activities as: grading and maintenance of forest roads, tracks and trails within PAs; construction/renovation of rangers’ housing and posts; procurement of field

	<p>vehicles, road equipment, communication equipment, field, and office equipment; and marking of boundaries of select CFRs with pillars¹⁶, where appropriate.</p> <p>This subcomponent also includes reviews and updates of some CFR management plans.</p>
<p>Sub-component 1.2: <i>Increasing the involvement of local communities in the management of forest and wildlife areas by increasing their access and benefits from these areas</i></p>	<p>Implemented by UWA and MWE (ex NFA)</p> <p>Activities include:</p> <p>Provision of technical assistance and training to: support the execution and renewal of CFM and CRM agreements, including supporting livelihood activities within such communities (including income-generating activities such as soap making, craft making, briquetting, and beekeeping); community awareness activities; roll-out of updated CFM guidelines and related new community awareness campaigns; and undertaking of community-oriented activities to manage HWC including construction of elephant trenches, electric fencing, and renovation of an existing buffalo wall in Mgahinga Gorilla NP.</p>
<p>Sub-component 1.4: <i>Increased forest protection in CFRs and WRs in close proximity to refugee settlements</i></p>	<p>Implemented by UWA and MWE (ex NFA)</p> <p>Activities include:</p> <p>Carrying out a program of activities designed to increase forest protection in Katonga and Kabwoya WRs, and Bugoma, Wambabya, Kagombe, Rwensambya, Mt Kei, Otzi East, Otzi West, Era, Wati, and Nyakarongo CFRs, each located close to refugee settlements in RHA, such a program to include such activities as: designing and implementing community livelihood activities including beekeeping; improvements for basic PAs management (through provision of vehicles and equipment and construction of essential infrastructure, including roads and ranger posts as well as related supervision and environmental and social due diligence activities); and marking of boundaries of such CFRs with pillars¹⁷, where appropriate.</p>

2.4 Status of Relevant Project Activities Implementation

As of December 2025, the Project has advanced several Component 1 activities relevant to the purposes of this PF, including:

- Improving PA management infrastructure and equipment:
 - Maintenance of 9 km of forest roads by NFA and 161 km by UWA.
 - Demarcation of 404.52 km of forest boundaries with 2,133 pillars by MWE (ex NFA), with completed boundary pillars' installation in several CFRs, including

¹⁶ This does not imply a change in the legal limits of PAs. The selected CFRs for marking of boundaries includes: Ihimbo, South Maramagambo, North Maramagambo, Kakasi, Kasokwa, Kibego, Muhangi, and Nkera. **It is important to note that this activity is not planned for the four PAs close to which the Batwa communities live.**

¹⁷ This does not imply a change in the legal limits of Pas, just installation of boundary markers along the existing mapped boundary line.

Muhangi, Kibego, Ihimbo, Kakasi, Rwesambya, Nkera, North Maramagambo, South Maramagambo, Era, and Wati, Otzi East and Otzi West.

- Enrichment planting of 4,954 ha in 16 CFRs and restoration planting of 2,245 haa in three CFRs in refugee hosting areas.
- Provision of vehicles, motorcycles, binoculars, radios, GPS devices, drones and office equipment for the field offices of both MWE (ex NFA) and UWA.
- Reducing HWC through community-supported boundary works:
 - Excavation of 21.8 km of trenches and construction of bridge-like fencing (“boardwalks”) in Kibale NP to prevent elephants’ incursion from the park into community lands (fully permeable for people).
 - Construction of 80 km of electric fences in Queen Elizabeth and Murchison Falls NPs, with integrated human crossings to maintain human access.
 - Reconstruction of an 11 km stone “buffalo wall” in Mgahinga Gorilla NP in close collaboration with local communities (maintaining existing access points for people).
- Supporting the update of the Forest Management Plan (FMP) for Bugoma CFR.
- Strengthening community involvement in PAs management by:
 - Supporting establishment of 19 CFM groups across 13 CFRs (see details in **Table 4** in Section 6).
 - Skills Training of 19 CFM women groups in Crafts marketable products and provided start up equipment and materials
 - Training of 47 CFM community members in Tour guiding around the CFRs of Budongo, Kalinzu, Echuya and Bugoma.
 - Training of Batwa in Bee value chain for the 4 CFM groups around Echuya CFR including providing start up materials.
 - Skills training for Batwa around Echuya CFR on craft making and provided start up equipment and materials.
 - Establishing 20 (new and renewed) CRM groups covering all NPs and WRs targeted by the Project (see details in **Table 3** in Section 6).
 - Providing targeted support to CRM groups in park-adjacent communities, including: 4,060 energy-saving stoves constructed, 700 rainwater harvesting systems with tanks installed across six NPs and two WRs.
 - Delivering livelihoods training in beekeeping, craft-making, and tour guiding, with special attention to Batwa communities around Bwindi Impenetrable, Semuliki, and Mgahinga Gorilla NPs¹⁸.
 - Providing training to UWA staff across the ten project PAs to negotiate and renew CRM agreements, with a strong gender focus.
 - Providing training to the project staff and staff of local governments on Grievance Redress Mechanism (GRM) and on inclusion and non-discrimination.

¹⁸ Through the project, 180 Batwa have been trained so far: (i) 30 Batwa community members were trained in the development of marketable art and handcrafts and supply of art and handcraft making materials under 4 CFM groups in Echuya CFR; (ii) 150 Batwa were trained (50 in Mgahinga Gorilla NP, 50 in Bwindi NP and 50 in Semuliki NPs) in weaving baskets and mats, wood carving, making bee wax candles and jelly, perfumes, shoe polish vanish, mushroom and vegetable growing.

Prior to implementation of specific activities, ESIA, PBs, and/or ESMPs have been prepared, as applicable, for the interventions carried out, in order to identify potential environmental and social risks and impacts, including potential restrictions on access to natural resources, and the measures to address them. These environmental and social instruments, which include consultation with stakeholders, including potentially affected people, cover activities such as infrastructure to reduce HWC (including boardwalks, buffalo stone wall, trenches, electric fences, etc.) and boundary demarcation. The finalized instruments are disclosed on the UWA, MWE, NFA, and WB websites¹⁹.

Since this document updates the PF prepared as part of the Project preparation, it is important to highlight that, although the PF initially anticipated that certain project activities could potentially restrict access to resources, so far monitoring during implementation has shown that no restrictions have been created due to Project activities. In practice, the participatory mechanisms outlined in this PF (primarily the CRM and CFM agreements) have effectively helped maintain or even improve in some cases communities' access to resources within the PAs targeted by the Project.

3 Lessons Learned from the Process Framework Implementation

This PF has been in place since the start of Project implementation, as detailed in this document. Lessons learned during the implementation of both the Project and the PF have informed the PF's update and will help strengthen its implementation during the remaining period.

In particular, the process of establishing the 19 CFM and the establishment / renewal of initial 20 CRM agreements yielded the following lessons:

- Ensuring the timely availability of financial and technical expertise is critical for efficient, effective, and impactful implementation of the CFM and CRM process.
- Strengthening the governance structures of CFM and CRM groups/CBOs is important for ensuring continued growth, investment, benefits, accountability and contribution to conservation.
- Engaging stakeholders continuously and meaningfully at every stage is key to building ownership, shaping attitudes, and reinforcing adherence to these agreements and implementations plans.
- Grounding negotiations and planning in a solid understanding of community livelihoods enables the design of relevant, feasible, and impactful interventions in CFM and CRM agreements and implementation plans.
- When people earn income from illegal activities that compete with conservation, it reduces their motivation to cooperate and increases pushbacks. To address this, community conservation programs should identify these conflicting incentives,

¹⁹ <https://ugandawildlife.org/uwa-projects/investing-in-forest-and-protected-areas-for-climate-smart-development-project/>

<https://projects.worldbank.org/en/projects-operations/document-detail/P170466?type=projects>

improve law enforcement, and clearly explain (and demonstrate) to people the real benefits of conservation.

- Provision of conservation-related, community-based investments that generate alternative incomes, improve livelihoods, and are replicable within the community environment and beyond CFM or CRM arrangements should be implemented in agreement with communities and with their contributions to the investments to ensure sustainability. Strengthening institutional and technical delivery capacity—including targeted training and ongoing support to CFM and CRM groups and government staff, and prioritizing post-signing follow-up is vital to move from agreement to effective implementation. Early-stage trainings have improved process execution, fostered stakeholder ownership, and strengthened relationships among key stakeholders.
- The recognition and support of government institutions and NGOs to the CFM and CRM groups is important for sustainability and enhancing of livelihoods and incomes.
- Raising the general community awareness and conducting sensitization on the CFM and CRM processes—and clearly communicating its objectives, benefits, principles, and roles—helps accelerate acceptance and adoption, and manage community expectations. This is important because communities outside CFM and CRM may undermine the objectives of conservation.

4 Policy and Legal Framework

The preparation and implementation of this PF is guided by the national policy and regulatory framework and the WB ESSs relevant to the Project, particularly ESS5.

4.1 *Relevant National Policies, Laws, Regulations and other Frameworks*

The GoU is committed to promoting sustainable development and preserving and conserving the environment in general, and in particular forests and wildlife. This commitment is reflected in the ratification of international instruments, the enactment and implementation of national laws, and the formulation of policies, regulations, and guidelines that ensure the conservation and sustainable management of forest resources. See **Annex 1** for detailed lists and descriptions of policies, laws, regulations, guidelines, and international instruments relevant to the Project and this PF.

Uganda's key policy frameworks include, among others, the National Environment Management Policy (1994), the Uganda Forestry Policy (2001), the Uganda Wildlife Policy (2014) and the UWA Community Conservation Policy (2019). Together, these policies establish a comprehensive framework to advance sustainable social and economic development. They emphasize community participation in PAs management, regulated access to resources, and the equitable and sustainable sharing of conservation benefits (see **Annex 1-Table 1** for further details).

Relevant national laws and regulations include the National Environment Act, 2019, which provides for environmental management in support of sustainable development, including

the conservation and sustainable use of biological diversity, and mandates environmental and social impact assessment (ESIA). The National Environment (Environmental and Social Assessment) Regulations, 2020 set out the procedures for conducting such assessments. Additionally, the National Forestry and Tree Planting Act, 2003 (amended in 2025), the National Forestry and Tree Planting Regulations, 2016, and the Uganda Wildlife Act, 2019 (amended in 2024), provide for the conservation, sustainable management, and development of forests and wildlife. These instruments regulate the establishment and management of PAs and legally recognize collaborative management through CFM and CRM. Uganda has also adopted national guidelines for implementing CFM and CRM: the *Revised Guidelines for Implementing CFM in Uganda* (NFA, 2023)²⁰ and the *Uganda Wildlife (Community Resource Access) Guidelines* (UWA, 2023). Both provide detailed procedures for establishing and implementing such agreements (see **Annex 1–Tables 2 and 3** for further details).

Moreover, the legal framework requires each PA to have a management plan—General Management Plans (GMPs) for NPs and WRs and Forest Management Plans (FMPs) for CFRs. Each plan defines PA zoning and management programs, including arrangements for the involvement of adjacent communities in the use and management of PA resources through CRM or individual permit and CFM (see **Annex 1–Table 3** for detailed scope and content).

There are also agreements and guidelines governing relations between UWA and MWE/ex-NFA and security personnel, including the Uganda People’s Defence Force (UPDF) (see key instruments in **Annex 1-Table 3**).

It is important to note that an assessment of the regulatory and institutional framework for PA enforcement activities by MWE (ex-NFA) and UWA is currently underway to evaluate consistency with global good practices and suggest to address any differences as appropriate.

As mentioned earlier, Uganda is also a signatory to several regional and international instruments on environmental and social management, summarized in **Annex 1–Table 4**. A more comprehensive list is provided in the Project’s ESMF.

4.2 Regulated Access to Resources and Benefits for Community Members within PAs and Collaborative Management

The following paragraphs briefly present the rules governing access to resources within PAs, including those targeted by the Project.

4.2.1 Regulated Access to Resources in Protected Areas Managed by UWA

The Uganda Wildlife Act, 2019 establishes that activities permitted in NPs broadly include biodiversity conservation; recreation; scenic viewing; scientific research; and other economic activities subject to the Act and after an environment impact assessment study has been conducted. For WRs, permitted activities include conservation of biological diversity; scenic

²⁰ The initial version dates from 2003 and was updated to reflect changes in institutional, policy, and legal frameworks and to incorporate lessons learned during the implementation of CFM agreements. <https://standards.nfa.go.ug/en/CFM-revised-guidelines>

viewing; recreation; scientific research; regulated extractive use of natural resources; and any other compatible socio-economic activity subject to the Act and after an environment impact assessment study has been carried out. The Uganda Wildlife Act, 2019 provides legal backing to community wildlife use rights²¹, including community resource access.

The Act also requires UWA to establish guidelines for the sustainable access of communities neighbouring conservation areas to resources that are historically crucial to their survival. Within this framework, as mentioned in the previous section, the *Uganda Wildlife (Community Resource Access) Guidelines (2023)*, issued by UWA, develop national guidance for neighbouring communities' access to non-timber²² resources in NPs and WRs. These guidelines regulate both community access through resource-user groups and Memorandum of Understanding (MoU), and individual access (where communities are not organized). They establish guiding principles for community access to protected resources and provide formal mechanisms and procedures enabling local communities²³ to access and sustainably use non-timber resources within PAs to enhance livelihoods. The guidelines also promote the generation of socio-economic benefits and related incentives for neighbouring communities, strengthen partnerships, and foster positive attitudes toward wildlife conservation.

The CRM agreement (MoU) is a management arrangement resulting from a negotiated process whereby PA management shares benefits, costs, decision-making authority and responsibilities, rights, and roles in the management of wildlife resources with local communities (resource-user groups).

The UWA guidelines clearly establish the conditions and procedures for setting up a CRM agreement. Under the UWA Guidelines, establishing an CRM MoU begins with an application recommended by the Local Council 1 (LC1) and the organization of community members into a resource-user group²⁴ led by an Executive Committee²⁵. UWA, through the Chief Warden and Community Conservation staff, engages the group to understand needs, surveys and maps resource abundance and distribution, and sets sustainable offtake levels. Conditions of use are then agreed in a multi-stakeholder meeting (including local governments officials and LC1s), covering access routes, timing, group size, harvest methods, transport, processing, and compliance obligations. UWA should draft the MoU within two weeks, and the Executive Committee reviews it to confirm that the agreed provisions are accurately reflected. The

²¹ Right granted to a person, community or organisation to make some extractive utilisation of wildlife in accordance with a grant (Uganda Wildlife Act, 2019).

²² According to the UWA Guidelines, non-timber resources comprise PA materials such as medicinal plants, fish, and handicraft inputs. They explicitly exclude timber, wild animals, and animal products.

²³ As per the UWA Guidelines, a local community means persons and households living in a defined geographical area, in close proximity to a wildlife conservation area, identified by common history, common culture or common residence in a parish that shares a boundary with a wildlife conservation area.

²⁴ Each resource group shall not exceed 50 members for easy management and coordination.

²⁵ As per the UWA Guidelines, the resource user group shall establish an Executive Committee of up to nine members, with at least one-third being women and youth. The Committee shall comprise a Chairperson, Vice-Chairperson, Secretary, Treasurer, and five additional members. Where resource user groups span multiple administrative units (sub-counties) around the protected area, the Committee's membership shall ensure equal representation from each sub-county. The Committee shall meet at least once every three months. Its principal functions include submitting the application for resource access, participating in surveys of resource abundance and distribution, reviewing and signing the draft MOU, and monitoring MOU implementation, with specific roles and responsibilities detailed in each MOU.

process culminates with signatures from the Chief Warden (for UWA) and the Executive Committee Chairperson, witnessed by the local government. Implementation requires UWA accompaniment for all PA access for reasons of safety and security, issuance of identity cards for authorized users, and compliance with legal prohibitions (e.g., no minors, domestic animals, firearms). Activities are subject to ongoing monitoring, an annual review, and a three-year term, which may be extended based on compliance. The guidelines also regulate the suspension and termination of MoUs, as well as payment for resource use as may be applicable in specific cases. Non-timber resources harvested for household consumption are exempt from charges, unless specific provisions are made under the MoUs. Different conditions, including fees, may apply to fish harvesting and to the commercial extraction of invasive species.

Importantly, GMPs for each PA establish the framework for these agreements. GMPs, which typically cover a 10-year planning period, establish management zones, including resource-use zones where local communities are permitted access, through CRM agreement, to access resources within PAs and define key management priorities and activities for the plan period. The GMPs define, in consultation with local communities, local governments, and other local stakeholders, the resources that may be accessed and those that may not. Only resources permitted under the PA's GMP and those listed in the Appendix II of the UWA Guidelines²⁶ may be allowed for access by the resource user groups. Currently, all NPs and WRs targeted by the Project have GMPs in place, and some of them are in the process of being updated (e.g. the GMPs for Murchinson Falls, Mgahinga Gorilla, and Bwindi Impenetrable NPs).

UWA began establishing CRMs in the 1990s with the objective of increasing support for conservation. CRM (originally called Multiple Use Programme) was first introduced in Bwindi and Mgahinga in the early 1990s through written agreements of the communities with UWA's predecessor, the Uganda National Parks, in programs to implement collaborative management of plant (flora) resources, beekeeping and honey collection. Currently, there **are 102 operational CRMs across the 7 NPs and the 3 WRs²⁷ targeted by the Project**. Of these, 38 CRM agreements have been established with Project support, involving 21,780 users, including 150 members of the Batwa community²⁸. The Project expects to establish some additional CRM agreements during the remaining implementation period, one CRM agreement including 59 members of the Batwa community adjacent to Mgahinga Gorilla NP. The CRM agreements established—or currently in the process of being established—with Project support are summarized in **Table 3 (Section 6)**. Additionally, **Annex 2** provides a synthesis for selected PAs, outlining the status of pre-project MoUs (existing or expired) and those established with Project support, including details on their duration, the resources accessible to communities and the frequency of engagement.

²⁶ The list of permissible resources includes fishes, honey, medicinal plant materials and herbs, vegetables and mushroom, stakes, invasive species poles and materials, dry logs for fuelwood, cowry shells, thatch grass, broom, boundary trees planted under collaborative management and exotics.

²⁷ It is important to note that at the start of the project, Kabwoya WR did not have a resource access MoU in place, except from a sand mining MoU. The project has supported the establishment of two MoUs in this WR.

²⁸ It is important to note that there are more Batwa members involved in the CRM MOUs in Bwindi, although these agreements were not supported by the project.

The MoUs clearly define the parties and objectives of the agreement; detail the specific activities that resource users may undertake, the location of the resource-use area, the duration of the agreement, and the terms and conditions governing it, including the days and hours when users may access the PA. They also define the roles and responsibilities of PA management, resource users, Executive Committee members, and local government, as well as the joint responsibilities and mechanisms for executing and monitoring these responsibilities; the penalties, sanctions, and rewards; and the mechanism for dispute resolution. **Annex 2** presents a detailed table that summarizes the key provisions of the operational MoUs for selected PAs (user groups, agreement duration, resource-use zones, resources authorized for access, and the time periods during which users may access them).

It is important to note that, where communities are not organized, individuals can also access PA resources through the LC1 chairperson, which shall recommend that resource user to the respective PA Chief Warden. Chief Warden verifies the purpose and forwards the request to the UWA Conservation Education Officer, who grants permission and provides UWA rangers as escorts.

4.2.2 Regulated Access to Resources in Protected Areas Managed by MWE (ex NFA)

For CFRs managed by the MWE (ex NFA), the National Forestry and Tree Planting Act, 2003, defines a CFR as an area declared, in whole or in part, to be: a site of special scientific interest; a strict nature reserve; a joint management forest reserve; a recreation forest for eco-tourism purposes; or any other use established in its statutory order for a prescribed purpose. The Act provides legal recognition for CFM with forest user groups²⁹ for the management of central forest reserves (or parts thereof) and sets guidelines for the sustainable use of forestry resources. The National Forestry and Tree Planting Regulations, 2016 complement the Act by providing comprehensive guidance on conservation and CFM, establishing eligibility criteria³⁰ for parties and detailing the procedure for forming CFM agreements. Importantly, each CFR's FMP establishes the framework for defining the resources to which communities may have access, the areas where CFM may be undertaken, and for supporting stakeholder partnerships through the involvement of local communities in CFM for forest conservation and livelihood improvement.

Building on this framework, the Revised Guidelines for Implementing CFM in Uganda (2023), issued by MWE and NFA, operationalize national CFM implementation. They articulate the principles³¹ and benefits of CFM for forest user groups and forest managers, outline best

²⁹ As per the National Forest and Tree Planting Regulations, 2016, a forest user group is a group comprising members of a local community registered in accordance with the Regulation, or under any other law in force. A local Community includes households and persons living in a defined geographical area, in close proximity to a forest, and identified by common history, common culture or common residence and may include all the residents of a village which shares in boundary with a forest.

³⁰ As per the National Forest and Tree Planting Regulations, 2016, a CFM agreement may be negotiated between a local community and the responsible body, a forest user group or association of forest user groups and the responsible body, any other entity recognised under any law in force. The eligible groups may not be a legal entity for the purpose of initiating, negotiation and applying for CFM.

³¹ Key principles include inclusive, sustained participation by all relevant stakeholders; clear, transparent, and equitable benefit-sharing with defined roles and responsibilities; and a patient, adaptive, "learning-by-doing"

practices, and describe in detail the process for establishing and implementing CFM agreements in forest reserves and privately owned forests.

By definition, CFM is a mutually beneficial arrangement in which a forest user group, organized as a registered community-based organization, and a responsible body (for this Project, NFA—now MWE under the 2025 amendment) share roles, responsibilities, rights, and returns (benefits) in a forest reserve or part of it. Through a CFM agreement, a community or forest user group agrees with MWE (ex NFA) to assume certain roles and responsibilities—such as conducting forest patrols, combating fire outbreaks, and, potentially, carrying out forest restoration activities. In return, the community or forest user group may be granted specific use rights in the forest—such as collecting firewood and medicinal plants, establishing one or more woodlots for subsequent harvesting, and/or placing beehives in the forest, among others. CFM typically spans activities in designated parts of a CFR and on adjacent community farmlands, implemented with the participation of households, forestry staff, local government officials, and civil society. These activities aim to improve forest management and enhance local livelihoods.

The process for establishing a CFM agreement in a CFR proceeds in four stages. First, initiation: an adjacent community or forest user group (an already registered or in the process of registration community-based organization-CBO) applies; a trusted process facilitator³² is appointed; stakeholders (including the district local government and local Civil Society Organizations -CSOs/Non-Governmental Organizations-NGOs active in the area) are convened; and awareness and capacity-building sessions are conducted, culminating in an establishment of the CFM planning team³³. Second, a Participatory Situation Analysis (PSA)³⁴ is undertaken by the planning team to assess community socio-economic conditions, forest status, use patterns, and threats, and to identify feasible livelihood options; the PSA is then shared with stakeholders. Third, Negotiation and Consensus Building: a representative negotiation team develops the CFM plan and agreement—defining objectives; the forest area allocated to the CFM group for co-management; rules on permitted and prohibited activities; roles and benefits; monitoring; budget; duration³⁵; and feedback/grievance redress. Based on the PSA, income-generating and other socio-economic activities for support are identified. The draft agreement is presented to the CFM group, the broader community, and participating stakeholders for feedback, then finalized and signed by the Executive Director (for NFA)³⁶ and the user group Chairperson and witnessed by the district local government.

approach rooted in trust, goodwill, and realistic expectations. CFM demands impartial representation—including women, youth, and vulnerable groups—legal awareness, accessible information, and capacity building for all parties. It requires long-term agreements that provide security and continuity, strong mutual accountability with no tolerance for corruption, and participatory, user-friendly monitoring to track progress and inform continuous improvement.

³² Its role is to facilitate the CFM process from beginning to end. It is a sufficiently experienced, capable, and independent facilitator.

³³ Formed from stakeholders, usually experienced personnel drawn from the forest management institution, district local government and CSO/NGOs. The planning team should include representation from the local community.

³⁴ It entails a participatory assessment conducted both outside the forest (socio-economic) and within the forest.

³⁵ As per the National Forestry and Tree Planting Regulation, 2016, a CFM agreement shall be entered into for an initial period of 5 years; and may be extended for a further period of up to 20 years.

³⁶ It is understood that after the merger of NFA with MWE this signature will come from the MWE Permanent Secretary. The CFM guidelines have not yet been revised to account for the institutional change.

Schedule 5 of the National Forestry and Tree Planting Regulations, 2016 sets out the standard contents of a CFM agreement. Typically, the agreement identifies the parties and legal basis; states the objectives; and sets out the roles and responsibilities, as well as the rights and benefits of each party (including resource users, MWE/ex NFA, and the local government). It also specifies the agreement's duration, renewal, amendment, and termination; compliance and enforcement (including sanctions for violations); and the dispute-resolution mechanism. Importantly, the CFM agreement annexes the approved CFM plan, which details, among other elements, the institutional arrangements for implementation; the permitted and prohibited activities, including designated areas, days, and times for resource extraction and use; financing; and monitoring and evaluation arrangements for implementation³⁷.

The fourth stage is the implementation of a CFM agreement, which begins with an annual work plan and budget prepared by the CFM implementation team, comprising at least one representative from the forest management institution, one local government staff member, and five members of the resource user group's executive committee³⁸. Coordinated by MWE (ex NFA) and the resource user group, this plan focuses on forest management activities and livelihood interventions; capacity building; networking; conflict management; participatory monitoring and periodic reviews; and systematic documentation and communication, including potential agreement renewals.

Currently, there are **53 operational CFMs across 21 of the 27 CFRs targeted by the Project³⁹, involving 10,572 users**. Of these, 19 CFM agreements (covering 13 CFRs supported by the Project) have been established with Project support, involving 3,129 users (see **Table 4 in Section 6**). It is important to note that there are Batwa members participating in the CFM in Echuya CFR, although these agreements were not supported by the Project.

It is important to note that, beyond CFM agreements, certain domestic uses of forest produce may be permitted. Section 33 of the National Forestry and Tree Planting Act, 2003 provides that, subject to the FMP of the CFR, a member of a local community may, free of any fee or charge, cut and collect reasonable quantities of dry wood or bamboo for personal domestic use. In practice, there are established "free firewood" days - typically one or twice a week, such as Wednesday and Saturday - during which any person may enter a CFR and leave with a headload of dry wood, only for personal household consumption.

4.3 World Bank Policies and guidance

As noted in Section 1, ESS5 on Land Acquisition, Restrictions on Land Use and Involuntary Resettlement requires a PF when WB-supported projects may restrict access to natural resources in legally designated parks and PAs. ESS5 sets out the purpose of the PF, along with

³⁷ The group membership and governance structure are listed in this group's formal establishment documents.

³⁸ These committees comprise selected members of the user group who are directly involved in key activities for related to managing resource access and use. Their specific roles and responsibilities are detailed in each MOU. These typically includes monitoring implementation, conducting sensitization activities, and reporting information on illegal activities.

³⁹ CFRs without operational CFM agreements are: Buhungiro, Kasokwa Nyakarongo, Otzi (East), Otzi (West), and Rwensambya.

its expected scope and contents, which have guided and been incorporated into the preparation and updating of this PF.

The preparation and implementation of this PF is guided by the WB ESS5 and lessons learned from this operation and other similar operations in the region and informed by requirements of other relevant ESSs to the Project, where appropriate. These includes: ESS1 on Assessment and Management of Environmental and Social Risks and Impacts; ESS4 on Community Health and Safety, including provisions on the use of security personnel (such as the involvement of the military for law enforcement activities related to the management and protection of PAs under the Project)⁴⁰; ESS6 on Biodiversity Conservation and Sustainable Management of Living Natural Resources; ESS7 on Indigenous People/Sub-Saharan African Historically Undeserved Traditional Local Communities; and ESS10 on Stakeholders Engagement and Information Disclosure.

ESS5 recognizes that project-related land acquisition (which is not envisaged under IFPA-CD Project) and restrictions on land use (including potential restrictions on access to legally designated parks and PAs that may be introduced and enforced as part of the project) can adversely affect communities and individuals. Such impacts may include physical displacement (relocation, loss of residential land or loss of shelter), economic displacement (loss of land, assets or access to assets, leading to loss of income sources or other means of livelihood), or both. The provisions of ESS5 aim, among other objectives, to avoid these impacts or, where avoidance is not feasible, to mitigate them by assisting displaced persons in their efforts to improve, or at least restore, their livelihoods and living standards, in real terms, to pre-displacement levels or to levels prevailing prior to the beginning of project implementation, whichever is higher. ESS5 also seeks to ensure that activities are planned and carried out with appropriate information disclosure, meaningful consultation and the informed participation of those affected.

5 Identification and Eligibility Criteria for Affected Persons and Communities

As noted in the previous sections, certain activities under Component 1 aimed at enhancing law enforcement and management of legally PAs may restrict neighbouring communities' access to some forest-based resources, potentially leading to adverse impacts on livelihoods⁴¹. **Table 2** below outlines these activities and the potential adverse impacts associated with restrictions on forests and wildlife resource use. Where applicable, the Project would aim to assist project affected persons and communities in an effort, to, at a minimum, restore their livelihoods to pre-project levels prior to the project-led restrictions to access.

In line with ESS5, potentially affected communities should be involved in identifying any

⁴⁰ Security personnel involved under the Project are bound by standards for the use of force that are in accordance with international good practice such as ESS4.

⁴¹ It is important to note that the Project does not change the rules governing access to resources within the PAs targeted by the Project; those rules are described in Section 4.2.

adverse impacts, assessing their significance and establishing eligibility criteria for any necessary mitigation measure. Impact identification should consider factors such as reduced access to or use of specific resources; disruption of livelihoods; limited access to sacred sites; as well as differential vulnerability considerations (including women, elders, persons with disabilities, VMGs, and refugees). The process for determining impacts and eligibility must be participatory and transparent. Consultations under this PF are also guided by the Project' SEP and, where relevant, by the four VMGPs. Additionally, Section 10 sets out special considerations for stakeholder consultations for the purposes of this PF.

Each proposed activity should be assessed on a case-by-case basis to identify potential restrictions on resource access, determine the communities and individuals who may be affected, assess the severity of adverse impacts on livelihoods, and establish the eligibility criteria. These criteria will be determined prior to the start of any activities that could restrict access. Eligibility will be limited to persons living adjacent to PAs and whose livelihoods are adversely affected by loss of access to resources as a direct result of project activities.

During Project preparation, and in the preparation of the environmental and social management instruments for each activity that has been or is being implemented (as detailed in Section 2.4), consultations were held with potentially affected communities in accordance with the SEP and other relevant instruments, such as this PF. Community and other stakeholders' inputs have been incorporated into both Project design and specific activities in order to avoid adverse impacts on livelihoods.

An example of this approach is the electric fencing activity under construction in Murchison Falls and Queen Elizabeth NPs, aimed at reducing HWC along park boundaries. The design of the electric fences and the placement of gates or regular access points were consulted and agreed with communities that use resources in these areas, so that their user rights are not affected⁴². In both cases, it was identified that some communities maintain beehives along the boundary to deter elephant incursions and as a source of livelihood. In these areas, communities were requested to relocate beehives outside the demarcated fence line. In addition, communities were briefed on access rights and how fence access will be managed and enforced. It is important to note that these areas have experienced severe HWC, including elephants' and other animals' incursions into villages and farmlands, which have led to declines in agricultural productivity due to crop damage, demoralized farmers, and social tensions. With the fence in place, increased agricultural productivity is expected (and has been evidenced in locations where the fence has been completed), resulting in improved food security and socio-economic outcomes. In addition, community members were provided with job opportunities as labourers during construction of the electric fence.

In the specific case of CRM and CFM agreements established with Project support, their focus and the processes governing their establishment and implementation under Ugandan regulations are inherently participatory and based on community resource access needs. In particular, CFM agreements are informed by a socio-economic assessment of current resource use and community dependence (see further details in Section 4.2.2).

⁴² This also aims to prevent community members from having to move longer distances to access key resources that they would normally access by directly entering the park next to their homes.

Table 2: Components/Sub-Components and potential adverse impacts on resource access that may affect livelihoods

Component/ Sub-components	Relevant activities related to access to resources issues	Potential adverse impacts that may affect livelihoods
Component 1: Improved management of protected areas		
<p>Sub-component 1.1: <i>Improvement of infrastructure and equipment for the management of forest protected areas</i></p>	<p>Activities designed to improve the basic management of PAs:</p> <ul style="list-style-type: none"> • Limited support to enhanced park management capacity (mainly through provision of equipment and technical assistance) • Marking of boundaries of select CFRs with pillars⁴³. • Reviews and updates of the CFR management plan. 	<ul style="list-style-type: none"> • Though limited support, strengthened patrols may restrict access to, or use of, PAs resources by individuals or groups not covered by collaborative management agreements. • Clarified boundaries may restrict previously ambiguous access to resources (e.g., grazing) • Reviewing and updating PAs management plans may introduce new specific restrictions (e.g., reducing resource-use zones, or reducing the resources/frequency at which they can be extracted)
<p>Sub-component 1.2: <i>Increasing the involvement of local communities in the management of forest and wildlife areas by increasing their access and benefits from these areas</i></p>	<p>Technical assistance and training to:</p> <ul style="list-style-type: none"> • Support the execution and renewal of CFM and CRM agreements. • Undertaking of community-oriented activities to manage HWC including construction of elephant trenches and boardwalks, electric fencing, and renovation of a buffalo wall in Mgahinga Gorilla NP. 	<ul style="list-style-type: none"> • Renewal of expired CFR or CRM agreements may introduce new specific restrictions (e.g., reducing resource-use zone, or reducing the resources/frequency at which they can be extracted)⁴⁴, but this is done through a consultative and collaborative process per CRM/CFMs, as explained above.

⁴³ This does not imply a change in the legal limits of PAs. The selected CFRs for marking of boundaries include: Ihimbo, South Maramagambo, North Maramagambo, Kakasi, Kasokwa, Kibego, Muhangi, and Nkera. **It is important to note that this activity has not been done and is not planned for the four PAs close to which the Batwa communities live.**

⁴⁴ It is important to note that resource-use provisions are sometimes adjusted to reflect practical developments on the ground and/or to balance resource access with environmental and wildlife conservation priorities. For example, in Mgahinga Gorilla NP, a prior MoU permitted access to the park to maintain the gravity-flow water system; the new MoU does not include this because the system is no longer needed, as sufficient water is now available outside the park through investments in community rainwater harvesting. Similarly, in Echuya CFR, access to bamboo was reduced due to resource depletion.

		<ul style="list-style-type: none"> • Construction of trenches and fences may restrict access to, or use of, PAs resources by GFM and CRM groups or individuals outside collaborative management agreements.
<p>Sub-component 1.4: <i>Increased forest protection in CFRs and WRs in close proximity to refugee settlements</i></p>	<p>Activities designed to increase forest protection in Katonga and Kabwoya WRs and Bugoma, Wambabya, Kagombe, Rwensambya, Mt Kei, Otzi East, Otzi West, Era, Wati, and Nyakarongo CFRs, each located close to refugee settlements in RHA:</p> <ul style="list-style-type: none"> • Improvements for basic PAs management (through provision of vehicles and equipment and construction of essential infrastructure) • Marking of boundaries of such CFRs with pillars⁴⁵. 	<p>Same as Sub-component 1.</p>

6 Measures to Assist Affected Persons and Communities

The Project’s design itself includes measures to support neighbouring communities around targeted PAs, strengthening their access to PAs natural resources and improving their livelihoods.

Uganda’s collaborative management framework for PAs, established under the national law, provides regularized, sustainable access and benefits for community members participating in CRMs and CFMs groups. This participatory approach enables the management of impacts from access restrictions affecting park-adjacent communities, as envisaged under ESS5. Accordingly, Project support for the execution and renewal of CFM and CRM agreements is the primary mitigation measure for potential restrictions of access to PAs under this Project.

The rules governing these agreements are described in detail in Section 4.2. The objectives of these co-management and participatory approaches are to promote community awareness, collaboration, and participation in resource management through regularized access, and to ensure that local communities meaningfully benefit from sustainable PA management.

As noted above, to date the Project has supported the establishment or renewal of 38 CRM agreements covering the seven NPs and three WRs targeted by the Project, and 19 CFM agreements across thirteen CFRs. Tables 3 and 4 below provide details of these agreements.

⁴⁵ This does not imply a change in the legal boundaries of PAs.

During the remaining implementation period, activities will be scaled up to deepen engagement with CFM and CRM groups (e.g. through awareness-raising, assistance to MWE in rolling out updated CFM guidelines), with plans to establish additional CRMs. As of the PF revision time, the Project is supporting the establishment or renewal of 21 additional CRM agreements, all largely at initial stage. It is important to note that the updated VMGPs include specific actions to, for example, expand CRM/CFM access for Batwa community members and strengthen the associated capacities, as well as improve awareness of CRM/CFM among Batwa community members.

The identification of the CFMs and CRMs to be supported by the Project is based on a situational analysis of the implementation status of such agreements in the targeted PAs. The analysis considered expired MoUs requiring renewal as well as included a rapid livelihood assessment to determine potential benefits and opportunities for CFMs and CRMs groups. As mentioned in Section 2, the development of CFM and CRM in the Project context is grounded in a participatory assessment of resource use and community dependence.

Execution or renewal of these agreements under the Project includes support for livelihood activities within these communities (e.g., training in beekeeping, production of marketable arts and handicrafts and business skills) and household improvements (e.g., construction of energy-saving stoves and installation of rainwater harvesting systems) that reduce community reliance on PA natural resources such as firewood and water and enhance their resilience.

Table 3: CRM agreements supported by the Project

NP/WR targeted	Date of signing (or status)	Name of the community/group with which the MoU has been established	Number of members
Bwindi Impenetrable NP	October 2025	Mpungu parish beekeeping group	24 (includes 5 Batwa community members)
	October 2025	People of Muramba and Mpungu parishes (Buremba-Mpungu Resource Use Group)	66 (includes 4 Batwa community members)
Kabwoya WR	September 2025	Ssebagoro-Nyawaiga resource users group	88
	September 2025	Kyehoro-Kaiso resource users group	88
	<i>5 draft MoUs await approval</i>	All 5 resource users groups extracting grass for thatching, firewood, and medicinal plants Kyehoro Resource Users Kaiso Resource Users	Each MoU has 56 members 56 56

		Mbegu Resource Users	56
		Nyawaiga Resource Users	56
		Nkondo Resource Users	56
Katonga WR	June 2025	Kitemba resource use group (firewood collection)	102
	June 2025	Kakunyu Trustworthy bee keeping group	69
	<i>Mou under review for renewal</i>	Bishayumbe resource use group	58
	<i>Mou under review for renewal</i>	Kitojo bee keeping	48
	<i>Mou under review for renewal</i>	Kabuye resource use group	50
	<i>Mou under review for renewal</i>	Karokarungi bee and resource user group	16
Kibale NP	October 2025	Nature Conservation Community project	25
	October 2025	Makobyu Women Empowerment and Conservation Group	13
	<i>MoU in final negotiation stage</i>	Kiteurizii Bahigi Twegarukemu	23
	<i>MoU in final negotiation stage</i>	Busabura Bee Keepers	15
	<i>MoU in final negotiation stage</i>	Bugaki Bee Farmers Group	40
	<i>MoU in final negotiation stage</i>	Rwengo Farmers Association	35
	<i>MoU in final negotiation stage</i>	Isunga Bee Keepers	37
	<i>MoU in final negotiation stage</i>	Nyabinyonyi Wildlife Conservationist Group	37
	<i>MoU in final negotiation stage</i>	Nyabweya B Vermin Guards	34
	<i>MoU in final negotiation stage</i>	Kibale conservation Warriors	84
<i>MoU in final negotiation stage</i>	Kihoima Kibale park neighbours Group	31	
Mgahinga Gorilla NP	June 2025	Resource use committee of Gisozi parish, Muramba subcounty, Kisoro district	34 (includes 16 Batwa community members)

	June 2025	Resource Use Committee of Gitenderi Parish, Nyarusiza Subcounty, Kisoro District	30
	October 2021 <i>(under review with Project support)</i>	Gitenderi Beekeepers	25 (includes 11 Batwa community members)
	October 2021 <i>(under review with Project support)</i>	Gisozi Beekeepers	18 (includes 3 Batwa community members)
	<i>MoU in initial stage of negotiation (with project support)</i>	The Mgahinga Batwa Beekeepers Group of the Nyagacence Community, Gisozi Sub-County, Kisoro District	45 (Batwa-only)
Murchison Falls NP	October 2025	Kasenye Apiary Mixed Group	21
	October 2025	Kimina Upper Beekeeping Group	16
	October 2025	Walukuba Trail guards and Resource users group	112
	October 2025	Bugoigoi resource users group	115
	October 2025	Nyamutete Parish Resource user group	104
	October 2025	Bugana-Waiga Parish resource users Group	283
	October 2025	Kakoora Parish Resource Users Group	88
Queen Elizabeth NP	May 2025	Lake Katwe Sub county Beekeepers Association	30
	May 2025	Kamuluri Mixed Farmers Tourism Association	30
Rwenzori Mountains NP⁴⁶	October 2025	Musandama parish	2,989
	October 2025	Burambagira parish	971
	November 2025	Bugoye Parish	8,495
	November 2025	Kyanika Men and Women Development group	50
	November 2025	Nyaktokoli parish	6,814
Semuliki NP	August 2025	Communities of the Burondo, Sempaya, Ntandi, Bundimasoli,	265 (includes 125 Batwa)

⁴⁶ In Rwenzori Mountains NP the MoUs are for the entire parish, hence the large numbers of members.

		Mpuya, Ntotoro Nyasolo and Bugando parishes and the indigenous Batwa Community	community members)
	May 2025	Balira Agawe Bee Keeping Group in Nyansoro Parish	28
	December 2025	Bubomboli, Hakitara, and Busolu resource user group (BHRUG)	51
	December 2025	Bubukwanga resource user group (BRUG)	56
	December 2025	Bundinyama and Buhanda resource user group (BBRUG)	78
	December 2025	Bunyamwera parish resource user group (BRUG)	142
	December 2025	Kisuba and Lugo parish resource user group (KLRUG)	70
	December 2025	Mampongya and Humya parish resource user group (MHRUG)	85
Toro-Semliki WR	November 2025	Karugutu Community Conservation Association (KCCA)	40
	November 2025	Kanara Resource Group	113
	November 2025	Kyabandara Cultural Women and bee keeping group	45
	December 2025	Kamerampango Tree planting group	50
	November 2025	Mukihara Twimukye Group	60
	November 2025	Nyekundire- Kabatswitswi Group	40
Total	38 signed MoUs (21,780 members)		
	21 MoUs under preparation / renegotiation		

Table 4: CFM agreements supported by the Project.

CFR	Date of signing (or status)	Community/group with which the MoU has been established	Number of members
Budongo	June 2025	Busingiro Parish Environmental Conservation Organization	333
	June 2025	Kihungya Good Hope Association	63
Era	June 2025	Aluru Community Agroforestry Association	160
	June 2025	Kolokolo Alendro Association	220
Ibambaro & Kitechura	June 2025	Nyamicu Parish Environmental Conservation Association (NYAPECA)	68

Ihimbo	June 2025	Ntungwa Community Conservation and Tourism Association	173
Kagombe	June 2025	Bwikara United Forest Conservation Development Association	56
	June 2025	Kyaterekera Environmental Protection Association	123
Kakasi	June 2025	Kakasi Ruhunga Environmental Conservation Association.	203
Kalinzu	June 2025	Kibaare Nature Support group in Mitooma District	275
	June 2025	Nyarubaare Tree Planters Association in Rubirizi district	156
Kibego	June 2025	Kyamugenyi Parish Bataka Tweyambe Group	86
Mt Kei	June 2025	St. Egyito Eyere Eyere Group	86
Muhangi	June 2025	Mparo Parish Tweimukye Group	70
Nkera			
North Maramagambo	June 2025	Kiyanga Environmental Conservation Association	375
South Maramagambo	June 2025	Rukungiri District Protected Areas Conservation Association (RUPAC)	375
	June 2025	Rukungiri District Community Wildlife and Environmental Conservation Scouts Association (RUDCWECSA).	202
Wati	June 2025	Anufira Forest Conservation and Development Association (AFCD)A	45
	June 2025	Aii-uv Wati Forest Conservation and Development Association (AWFCDA)	60
Total		19 signed MoUs (3,129 members)	

Complementary measures that may be applied to assist affected individuals and communities in cases of restricted access to or use of resources are identified below. This list also includes measures to support livelihoods and the provision of benefits that address stakeholder concerns raised during consultations and lessons learned to date.

- Prioritize local community members for employment opportunities in activities within the PAs, such as restoration planting, control and removal of invasive species, and infrastructure construction.
- Provide capacity building and trainings to CFM and CRM committee, community committees, local council committees, women’s and youth groups, elders’ groups, and CBOs on the sustainable use and monitoring of forests and wildlife resources, including protection, preservation, conservation, reforestation, tourism management, business enterprises, agriculture practices, fire management, wood harvesting and other community profitable ventures based on identified needs.

- Support communities to improve livelihood opportunities, for example through training to build skills for active participation in and benefit from the management of forest and wildlife resources.
- Support the development of alternative livelihood for local communities around PAs, such as collection of sustainable use of non-timber forest products including mushrooms, medicinal plants, wild fruits, and beekeeping.
- Support communities to engage in new business opportunities (e.g. community-based tourism initiatives) or access to markets for their products (e.g. handicraft).
- Support the development of agroforestry systems on household plots (*this is a Project activity included under sub-component 3.1*).
- Support the development of woodlots on private land to enhance the supply of timber, poles, fuel, and other forest products to progressively reduce pressure on resources from forest reserve (*this is a Project activity included under sub-component 3.1*).
- Provide technical assistance to build skills that empower women for management and leadership roles in CFM/CRM and producer organizations.

For the Batwa specifically, as noted earlier, the VMGF and the four VMGPs, prepared and revised in consultation with and agreed by the relevant stakeholders, including VMGs living adjacent to some PAs under the Project, guide the preparation and implementation of Project interventions where they are present and live adjacent to the PAs. These documents include specific measures and actions agreed with such VMGs to avoid, minimize, mitigate, or compensate for adverse impacts and to ensure their effective participation in and benefit from the Project. It is important to note that, as reflected in the VMGPs, the Project has not made access terms for Batwa more restrictive than those previously regulated or agreed upon through collaborative management frameworks, which the Project seeks to support and scale up. Rather, it has further promoted Batwa's involvement in CRMs or CFMs. As previously mentioned, these regulated arrangements are based on national law and were already in place prior to the Project's inception, and they continue to allow Batwa communities regularized access to and benefit from resources within the PAs, including through Project-supported livelihood activities (as detailed in the four VMGPs). In addition, while the Project also provides limited support to enhanced park management capacity, mainly through the provision of some equipment and technical assistance, this was not expected to result in, and has not been deemed to result in, livelihoods losses or increased restrictions on access to PAs resources that could materially harm Batwa communities' subsistence or cultural heritage. The Batwa continue to access resources under CRM or CFM arrangements and, on an hoc basis upon request, as has been the case since the 1990s, i.e. several decades prior to the project.

7 Settlement of Disputes and Conflicts

This section presents the set of tools developed under the Project to address disagreements and potential conflicts related to resources access in the PAs targeted by the Project. These

tools are designed to provide structured, transparent, and inclusive mechanisms to identify and manage adverse impacts arising from access restrictions and to resolve disputes, where they occur, in ways that balance conservation goals with the needs of diverse stakeholders.

While disputes and conflicts are expected to be resolved as far as possible within the Project’s structures, these mechanisms do not replace existing legal processes. Dispute resolution is intended to be consensus-based and grounded in facts that inform decisions and actions. The procedures are inclusive and participatory, aiming to facilitate communication between conflicting parties, promote dialogue, and enable reasonable agreements. They seek to resolve issues promptly to expedite entitlements or settlements, avoiding costly and time-consuming legal proceedings wherever possible.

7.1 Project Grievance Mechanism

Aligned with ESS10, the IFPA-CD Project established a Grievance Redress Mechanism (GRM) to facilitate communication between conflicting parties in dispute, promote dialogue, and enable reasonable, mutually acceptable resolutions. Project GRM provides credible, accessible channels for project-affected parties and other stakeholders to raise concerns, including grievances related to access restrictions, allowing the Project to address genuine issues in a timely manner.

The GRM is described in the Project’s SEP, which details what constitutes a grievance under the Project; the objectives and principles of the GRM; its structure and composition; roles and responsibilities at each level; the channels for submitting grievances; the GRM process; and measures for GRM awareness and disclosure.

The GRM operates through multiple levels and entry points. It is spearheaded by Grievance Redress Committees (GRCs) established at different levels: (i) village (existing LC1), (ii) sub-county, (iii) district, (iv) range/conservation area, and (v) national. Each level addresses grievances escalated from the previous level. For UWA, GRCs have been formed at Conservation Area and PAs levels, with roll-out to lower levels ongoing. For MWE (ex-NFA), GRCs have been formed at Range level, with further roll-out underway. In refugee-hosting districts, GRCs operate from the lowest levels up to the national level.

The composition of GRCs reflects the diversity of stakeholder groups in Project areas, including vulnerable communities adjacent to targeted PAs, as well as the local dispute management models and the involvement of local leaders. For example, the LC1-level GRC comprises five members elected by the village, while the Sub-county GRC includes representatives from NGOs/CBOs and vulnerable groups (women and youth).

Each GRC level has defined roles and responsibilities which are summarized in **Table 5**.

Table 5: Roles and responsibilities of GRCs

GRC	Roles and Responsibilities
Village level GRC (LC1)	<ul style="list-style-type: none"> Point of contact for beneficiaries and community to file or follow up on grievances

	<ul style="list-style-type: none"> • Sensitize community on rights and responsibilities and channels for registering complaints • Follow up on complaints registered in the complaint's boxes directing as appropriate • Log complaints received appropriately • Compile all complaints registered and forward to the Sub county level for review and solving for those that might have not been resolved at community level.
Sub county level GRC	<ul style="list-style-type: none"> • Sensitize Parish level GRCs and community members on rights and responsibilities and channels for registering complaints • Follow up on complaints directed to the Sub county level and see that they are resolved • Ensure complaints registered are properly logged and received appropriately • Ensure documentation, specifically the logbook, registers, forms etc., are properly filed and stored • Forward unresolved complaints which may require district level solving
District Level GRC	<ul style="list-style-type: none"> • Sensitize Sub county GRC on rights and responsibilities and channels for registering a complaint • Follow up on complaints that have been directed to the district level and see that they are resolved • Conduct quarterly review meetings on Sub county GRC report • Forward unresolved complaints which may require higher level solving to national level GRC
Range/Conservation Area Level GRC	<ul style="list-style-type: none"> • Sensitize the district GRC on rights and responsibilities and channels for registering a complaint • Follow up on complaints that have been directed to the range/conservation level and see that they are resolved • Conduct quarterly review meetings on district GRC report • Forward unresolved complaints which may require higher level solving to national level GRC
National Level GRC	<ul style="list-style-type: none"> • Ensure grievance redress processes are developed and functional • Sensitize GRCs at all levels on their roles and responsibilities • Ensure complaints registers are up to date • Follow up on complaints that have been directed to the national level • Monitor implementation of resolutions made by GRCs at all levels • Share best practices and general guidance to the IFPA-CD project • Conduct sensitization and awareness outreach to relevant stakeholders • Maintain all records of grievances and redress

GRM processes follow these steps: receipt, acknowledgement, and recording of grievances; sorting and categorization; verification and resolution; and feedback.

Under the GRM, all grievances are received, acknowledged, and recorded at the village level. The village-level GRC secretary receives complaints, acknowledges receipt within 24 hours, explains the process, provides a contact point, and shares an estimated resolution timeline.

Complaints may be lodged with any GRC member or via published contact channels. GRM offers multiple submission channels, including toll-free hotlines, email, WhatsApp⁴⁷, and suggestion boxes⁴⁸. Information on these channels is disseminated through posters widely distributed to local leaders and communities in Project districts. Posters with information on the grievance submission channels are printed in English and translated into the languages spoken in the Project areas.

Upon receipt, grievances are sorted and categorized (in-scope/out-of-scope; sensitive/non-sensitive; and by type, such as conduct, corruption/fraud, environmental impacts, security personnel, etc.). The GRC verifies grievances against GRM principles. Straightforward issues are resolved immediately or within 7 working days; unresolved cases are escalated from village to parish, sub-county, district, and, if needed, to conservation/range level. Feedback is provided directly to the complainant (and publicly disclosed where appropriate). Dates and resolutions are recorded, and records are securely stored and archived per government guidelines. Appeals may be submitted to the Social Risk Management Specialist within one month, and referrals between levels are issued in writing within 14 days, with follow-up.

The GRM includes provisions for anonymous complaints and for handling Gender-Based Violence (GBV), Sexual Exploitation and Abuse (SEA), Sexual Harassment (SH), and Sexual Violence Against Children (SVAC). GBV/SEA/SH/SVAC cases are managed through confidential, survivor-centered channels. Each GRC designates a male and female GBV focal points to receive, record, and refer cases to service providers (medical within 72 hours, psychosocial, legal, protection), to police for capital offenses, and to other relevant pathways. Accountability actions proceed only with the victim's informed consent, and cases may be closed if the victim chooses not to file an official complaint.

The GRM also integrates grievance prevention measures as a core part of implementation. Key actions include: identifying potential risk areas and mitigation options; providing timely, accurate, and sufficient information to communities and stakeholders (e.g., radio talk shows, information and education materials, trainings); conducting meaningful engagement by sharing progress, inviting concerns, responding promptly, and soliciting feedback; and building staff capacity on project design, schedules, institutional arrangements, and essential skills (communication, community dynamics, negotiation, conflict resolution).

During project implementation, several measures have been adopted to strengthen GRCs functionality and to expand the submission channels. Sub-national-level GRCs have been trained, including Conservation Area and Range-level GRCs, as well as District and Sub-county GRCs. Capacity building for LC1s in villages bordering PAs is ongoing. GRCs have been equipped with essential tools, such as complaint registers, logs, and reporting templates, which are actively in use. Toll free telephone lines, a WhatsApp channel, and a dedicated email are operated by MWE and UWA, and suggestion boxes for anonymous submission have been installed in all project locations. Posters with information about the different submission

⁴⁷ Toll-free lines: UWA - 0800245245, NFA- 0800264036 and MWE-0800203655. WhatsApp Numbers: UWA-0740560236, NFA – 0707608920, MWE – 0772841843. Email Address ifpacd@mwe.go.ug

⁴⁸ Suggestion boxes have been put in strategic locations - LCI offices and offices of implementing entities - for the stakeholders to drop in their complaints or grievances anonymously.

channels (with information provided in English and the common local languages) have been distributed in the project locations too.

7.2 Settlement of Disputes within the Collaborative Management Agreement

As described in Sections 4.2.1 and 4.2.2, Uganda's collaborative management framework provides, as part of the CRM and CFM agreements, mechanisms for dispute resolution.

For CRM agreements, the UWA Guidelines state that any dispute between the parties concerning the interpretation or implementation of the MoU should be settled amicably through consultation or negotiation, in the spirit of collaboration. If disputes cannot be resolved through amicable negotiations, the MoU may be terminated or suspended. Upon termination, each party should endeavour to fulfil commitments already made to one another. Typically, MoUs include a clause providing that if either party is dissatisfied with compliance with the MoU's terms and conditions, that party shall notify the counterpart in writing, specifying the concerns and seeking redress.

For CFM agreements, following the CFM Guidelines, grievance management committees are established at the CFM group level. Typically, MoUs include a clause stating that any dispute arising among members of the user group will be resolved by the grievance management committee within the CFM group before involving any external party. It also provides that any dispute between the parties relating to the interpretation, application, or implementation of the agreement shall be settled amicably within 30 days of its occurrence. If the dispute is not resolved, the agreement is deemed terminated. These committees are already functioning in practice and help resolve grievances without needing to escalate them to the next-level GRC.

7.3 Reporting of Conflicts/Incidents

The Project's design and implementation aim to minimize the risk of conflict/incidents, for example through this PF. To that end, among other elements, this PF clarifies the rules governing access to natural resources in the PAs targeted by the Project and sets out the primary measure to manage impacts from access restrictions affecting communities adjacent to the PAs: the Project's support for the execution and renewal of collaborative management agreements. Nevertheless, conflicts and incidents related to resource access may still occur.

To address this, the Project has established a protocol for conflict and incident management that sets out mechanisms for documenting incidents, follow-up, and monitoring of conflicts, including serious conflicts related to resource access. This protocol is included and described in detail in the Project's ESMF. It defines:

- the types of incidents occurring within, or in relation to, the Project's PAs that must be reported⁴⁹, and the level of information required when reporting an incident;
- the process and timeframe for responding to and reporting such incidents to the WB;

⁴⁹ Including those involving the UPDF staff attached to the MWE or involving UPF staff engaged in law enforcement in PAs under the Project.

- regular monitoring for any increase in the frequency, range, and/or severity of violent incidents arising from Project activities (e.g., incidents resulting from enforcement actions in PAs, alleged violence); and
- analysis of root causes, adoption of corrective measures, and verification that follow-up actions are completed.

7.4 Enforcement of Access Restrictions and Security Risk Management

This section summarizes the Project’s approach to managing security risks associated with enforcing access restrictions in PAs. To ensure enforcement activities in PAs are fair, lawful, and supported by communities, the UWA and MWE (ex-NFA) under the Project emphasizes prevention, dialogue, and voluntary compliance, sustained through regular community liaison mechanisms (including CFM and CRM committees, joint patrols, and outreach). Both UWA and MWE (ex-NFA) have pro-active community engagement and community-focused conservation as cornerstones of their conservation efforts.

As noted in Section 4, an institutional assessment of the law enforcement functions of MWE (ex NFA) and UWA is underway to assess alignment with international good practice and WB standards and to address any identified gaps. In parallel, UWA’s is revising its Standard Operating Procedures (SOPs) for law enforcement, while MWE is required to update, in the course of mainstreaming NFA, its Standard Forestry Practices to ensure consistency with good international practice, including clear guidelines on the use of force. In addition, Operational Agreements between MWE and UPDF and MWE and UPF will supplement existing MoUs and set out terms of engagement for joint law enforcement activities within MWE mandates. UWA already has such an Operational Agreement with UPDF. These Agreements will apply to all relevant personnel, including seconded or attached staff, and aim to be consistent with ESS4 and international good practice.

Project measures ensure that UWA officers, when carrying out Project activities, comply with the updated SOPs in line with good international practice on law enforcement, including community engagement, arrests and detention, and the use of force. The handling and use of weapons by UWA rangers is governed by internal protocols that permit use only by trained personnel, prescribe proportional response levels, and require tracking and oversight of weapons use.

Similarly, MWE (ex-NFA) officers must act in accordance with the updated Standard Forestry Practices and good international practice on community engagement, arrests and detention, and the use of force. The Project also seeks to ensure that military (UPDF) and police (UPF) personnel attached to MWE and other law enforcement personnel working with MWE in the Project area operate in line with good international practice and are subject to applicable policies and guidelines, including the Standard Forestry Practices.

All enforcement actions will be conducted by trained personnel operating under UWA and MWE SOPs or Standard Forestry Practices. Where security conditions require, UPDF/UPF engagement will occur only under the signed MOUs and Operational Agreements that clearly define terms of engagement and oversight, including systems for incident report and

management. The Project does not support the hiring, recruitment or arming of military forces.

As noted earlier, communities that may be affected by access restrictions will receive targeted livelihood support consistent with this PF. Culturally appropriate measures for VMGs/Batwa communities will be implemented through the VMGPs. The Project’s GRM provides accessible channels for submitting and resolving complaints, and the incident reporting protocol ensures that all incidents are documented and addressed through defined procedures, including referrals and corrective actions.

Finally, Project training covers application of the updated SOPs and Standard Forestry Practices, codes of conduct, proportional use of force, conflict sensitivity, incident reporting, and inclusion of vulnerable groups.

8 Institutional and Implementation Arrangements for Implementing the Process Framework

This section outlines the institutional and implementation arrangements for effective PF implementation, building on the Project’s overall implementation arrangements. It clarifies the roles and responsibilities of implementing agencies, collaborating institutions, and civil society.

As set out in the IFPA-CD Project Implementation Manual, MWE is the lead institution for overall project implementation and coordination through a Project Coordination Unit (PCU). Project activities are implemented by MWE (ex NFA) and UWA⁵⁰. In addition, implementing agencies coordinate with the MTWA for oversight of tourism-related activities (Component 2), and with the OPM and the United Nations High Commissioner for Refugees (UNHCR) for activities in refugee-hosting areas (Component 3).

Table 6 provides information on implementing and collaborating institutions and their roles in PF implementation.

Table 6: Roles and responsibilities of implementing and collaborating institutions in PF implementation

Key stakeholder	Roles and Responsibilities in the implementation of the PF
Government Agencies	
MWE	<ul style="list-style-type: none"> • Provide strategic direction and oversee PF implementation. • Supervise the preparation and implementation of the PF. • Engage technical service providers to support establishment of CFM agreements and support related livelihood activities. • Lead consultations on potential restrictions to resource access for activities in CFRs

⁵⁰ And UTGA for small set of activities related to production forestry only under Component 2.2.

Key stakeholder	Roles and Responsibilities in the implementation of the PF
Government Agencies	
	<ul style="list-style-type: none"> • Coordinate with relevant government line departments and agencies to ensure effective delivery of mitigation measures. • Make budgetary provisions for Project activities. • Provide technical support for Project activities implementation. • Manage and report incidents to the WB according to the incident reporting protocol. • Manage grievances in accordance with the Project GRM.
NFA and UWA	<ul style="list-style-type: none"> • Enforce regulations within PAs. • Implement Project activities and mitigation measures, as per project components, including establishing CRM and CFM agreements. • Engage technical service providers to support establishment of CRM agreements and support related livelihood activities. • Monitor activities and report progress to MWE. • Lead consultations on potential restrictions to resource access. • Manage and report incidents to MWE according to the incident reporting protocol. • Manage grievances in accordance with the Project GRM.
Local Governments: District Local Governments, Sub-county and LC1	<ul style="list-style-type: none"> • Support communities in preparing and implementing Project activities. • Participate in monitoring activities. • Participate in boundary surveys; mobilize communities; register prospective CFM groups as local CBOs; follow up on plans implementation; provide on-the-ground technical guidance as needed. • Manage grievances in accordance with the Project GRM.
Collaborating Institutions and Civil Society	
UPDF and UPF	<ul style="list-style-type: none"> • Support MWE (ex-NFA) and UWA in law enforcement activities.
NGOs and CBOs (including those working with Batwa communities)	<ul style="list-style-type: none"> • Participate in PF-related consultations and communications. • May be engaged in implementation of specific activities (including those targeting Batwa communities in line with the VMGPs).
User groups (CRM/CFM)	<ul style="list-style-type: none"> • Participate in PF-related consultations and communications. • Identify project impacts and alternative livelihood options. • Participate in implementation of project activities (establishment/renewal of CRM/CFM agreement) and monitoring.
Individual or affected persons or communities	<ul style="list-style-type: none"> • Participate in PF-related consultations and communications. • Identify project impacts and alternative livelihood options. • Participate in monitoring activities. • Engage in the implementation and monitoring of Project activities.

Implementing institutions have staff with the skills required to implement this PF. However, during implementation, several challenges have been identified, and the Project has taken actions to strengthen their capacity. These include supporting the establishment and training

of GRCs; training and support to government staff to establish new or renew CFM and CRM agreements; training in local community engagement and grievance/incident management and the Institutional Assessments of the law enforcement functions of MWE (ex NFA) and UWA mentioned above.

Specifically, during the execution of assignments related to the negotiation of 19 CFM agreements and renewal / signing of new 20 CRM, including staff training for UWA and local governments, the technical service providers assessed the capacity of MWE (formerly NFA) and UWA staff, as well as targeted user groups, to carry out the CFM and CRM processes, respectively. In this context, they identified and addressed specific training needs, which included topics such as key concepts and process steps (e.g. livelihoods/situational analysis for CFM agreements), development of MoU and agreements, conflict management strategies, and gender integration.

9 Monitoring and Evaluation

Monitoring of this PF is part of the overall M&E Framework for the IFPA-CD project. The MWE has the overall responsibility for coordinating M&E and ensuring that data and information are produced on time and meet quality standards, including reporting on project performance and results. Monitoring data is collected in the field and at agency level by staff from UWA and MWE (ex NFA) and forwarded to UWA and MWE (ex NFA), and the PCU for consolidated reporting. Implementing Agencies host and participate in any field monitoring visits.

In alignment with the M&E Framework, project reporting formats and feedback mechanisms have been developed for use by UWA, MWE (ex NFA), District Local Governments, and technical service providers. UWA and MWE (ex NFA) field staff have been trained on stakeholder engagement; reporting templates have been developed and are in use. Available feedback mechanisms also include the GRCs and suggestions boxes installed around PAs.

For technical service providers (e.g. those engaged to support the execution of CRM or CFM agreements and to provide technical support for livelihood activities), the reporting formats are appended to their Service Contracts. The design of data collection tools for effective monitoring of this PF should include instruments that enable tracking of the Project's impacts on resource access and the effectiveness of mitigation measures adopted.

Monitoring is the primary mechanism through which the PF implementers receive feedback and alerts on delays or issues. The monitoring framework helps implementers to measure the pace of activities implementation, supports timely responses, and generate lessons on implementation strategies. It also helps verify whether the IFPA-CD Project activities are aligned with this updated PF, the WB ESF, and the national policy and legal framework.

Monitoring activities generate regular feedback on PF implementation, which will be shared with UWA and MWE to inform learning and improve implementation modalities. As noted above, the scope of monitoring indicators should include those that track the project's impacts on resource access and the effectiveness of adopted measures, including CRM/CFM agreements and livelihood support activities.

Under this monitoring, the standard record of activities carried out in each reporting period, together with financial information, will be provided. This will cover routine project reporting, equipment needs, and other administrative matters (e.g., additional studies needed). For this PF, the annual project progress reports will include a section that details, for instance, the number and type of local meetings held (e.g., on restrictions to resource access), the number and types of grievances registered and their resolution, and the nature of measures implemented.

As part of collaborative management arrangements, CFM and CRM agreements incorporate joint M&E plans and regular meetings between the parties to review implementation and identify challenges, benefits and emerging issues (including conflict resolution and grievances handling). For CFM, the CFM Plan included in the agreement sets out a participatory M&E plan to measure ecological, environmental, and socio-economic impacts. During resource monitoring and evaluation, collected data are analyzed to generate socio-economic insights related to livelihoods and the provision of benefits. For example, assessments may quantify the number of households benefiting from resource access, the volume of resources collected per household, and how access contributes to household well-being, through improved livelihoods, enhanced food security, and reduced household expenditure. These joint M&E processes will feed into the project's overall reporting, ensuring that site-level insights, particularly on resource access and the effectiveness of livelihood measures, are captured and acted upon.

10 Stakeholder Consultations and Disclosure

10.1 Stakeholder Consultations

Consultations for this PF are guided by the Project's SEP. It describes the objectives and principles for stakeholder engagement under IFPA-CD Project, incorporates key considerations for stakeholder identification and analysis, and foresees specific measures for engaging VMGs/Batwa and other vulnerable groups⁵¹. It also sets out strategies for meaningful stakeholder engagement and mechanisms for providing and receiving feedback. Additional PF-specific consultation considerations are outlined in Section 10.2.

During the PF preparation, consultations were conducted with stakeholders at national, district, and community levels, including government institutions, local communities, resource user groups, CSOs, NGOs (see **Annex 3—Tables 1 and 2** for details). This PF also draws on earlier stakeholder engagement undertaken under Uganda's REDD+ Program, which included nationwide consultations. Feedback from those early consultations was considered and integrated into the design of this PF.

As Project activities were developed and the PF implemented, extensive consultations were held with diverse stakeholders to discuss and agree on access restrictions and mitigation measures, including the preparation of CRM and CFM agreements. The details of these

⁵¹ Including rural women, child-headed households, youths, and orphans, persons with disabilities, the elderly, and hard to reach community members and the sick.

consultations, the concerns raised, and the actions adopted to address them are presented in **Annex 3—Table 3**.

Targeted consultations for Batwa communities have been undertaken and continue, guided by the VMGF and the four VMGPs. These consultations address specific Batwa concerns regarding resource access and the provision of benefit and agreed actions to respond to them. Several rounds of consultations were carried out in developing and updating these instruments, with extensive engagement of Batwa NGOs and community members, including multiple field engagements in the Batwa areas during implementation. The consultations are documented in detail in each of the four VMGPs, which are designed to meet the specific needs of these groups.

This PF seeks to ensure that all relevant parties (local communities, VMGs and other vulnerable groups, government agencies, PA staff, and NGOs/CSOs) are identified and included in project discussions. It should be considered that early and ongoing engagement fosters mutual understanding, reduces conflict risks, establishes clear rules for access, and enables agreements on PA use and management while minimizing misunderstandings.

As described throughout this document, CFM and CRM agreements enable communities to participate meaningfully in decisions about the routine management of forest resources and how best to benefit from sustainable co-management of forests and associated resources. The participatory processes inherent in both approaches help ensure that all relevant parties (including local communities, government agencies, and NGOs/CSOs) are engaged and their concerns are considered.

10.2 Considerations for Consultations with Communities in the Project Area

To identify and assess potential access restrictions that may affect the livelihoods of communities neighbouring PAs, and to determine appropriate mitigation measures, consultations should be conducted with different communities in their settings across the project areas. Communities vary in their issues, needs, and interests. As the ultimate recipients of project impacts and benefits, communities are key stakeholders, and interventions need their support and participation to succeed. Because communities may be required to change certain attitudes and behaviours related to their interactions with forests and wildlife, it is appropriate to place them at the forefront of refining mitigation measures, planning, designing interventions, and implementation.

The stakeholder engagement strategy aims to ensure broad participation by all segments of project-affected persons, communities, and other stakeholders. Consultations are conducted through interviews, focus group discussions, key informants (e.g., local leaders, traditional leaders, elders, NGOs/CBOs), face-to-face meetings, dialogue platforms, workshops, focal points (especially technical officers), and community/stakeholder workshops.

Women's groups should be specifically targeted. Given women's roles in forest management, wildlife resource use, livelihood initiatives, incentives, and in the provision of benefits, their engagement is vital, as guided by the project's Gender Action Plan. As noted above,

engagement with VMGs/Batwa communities must be specially considered and will be guided by the VMGPs.

Messages should be simple, clear, and efforts delivered in the languages spoken by the community. This means both using plain, understandable English, and using other languages spoken by people in the community. Efforts will be made to convey key messages in local languages (e.g. Lugbara, Lunyoro, Rutooro, Rufumbira, Kiswahili, Lukonjo, Rukiga, Madi, Rutwa, Twa and Kwakwa).

Implementing agencies will convene meetings in collaboration with the local administrative authority (LCI, LCII or LCIII) but led by the local community. Such collaboration lends credibility to the intervention by framing it as a community initiative rather than an imposition by government or any organization. During consultations with affected communities, the following areas of concern should be addressed:

- Identify potential adverse impacts on livelihoods.
- Identify measures to avoid or minimize adverse livelihoods impacts (e.g., by adjusting the design of physical interventions such as fences).
- Identify general strategies for the use of forest and wildlife resources or for alternative livelihood.
- Explore how to obtain or enhance access to resources or alternatives, focusing on livelihoods.
- Examine access to material, infrastructure and services (e.g. seedlings supply, access to markets) that provide alternatives livelihoods.
- Establish procedures for specific activities and their phasing for particular PAs.

Discussions on livelihood impacts and potential mitigation measures should cover: (i) identification and analysis of restrictions and site-specific impacts; (ii) criteria and eligibility for livelihood support; (iii) respect for the rights of persons who have been legally using forest resources; (iv) a brief description and identification of available mitigation options, consistent with the WB ESF and applicable national legislation, including mitigation measures and the provision of benefits promoted through project activities; and (v) consideration of any additional viable alternatives proposed by affected communities or persons.

Once consultations begin, they must be sustained. Stakeholders, including communities, should be kept engaged; support should be provided as needed; conflicts must be resolved; methods should be devised to keep the process reasonably efficient; and goals and timelines should be set. Key principles of stakeholder engagement should follow those further described in the Project' SEP.

10.3 Strategy for the Process Framework Disclosure

The strategy for disclosure of the PF and reporting on implementation progress is aligned with the Project's SEP.

The final PF, cleared by the WB, was disclosed on January 21, 2020, in the appropriate form, manner, and official language (English). It was disclosed on the websites of MWE⁵², NFA⁵³, UWA⁵⁴, and the WB⁵⁵. The updated PF will also be re-disclosed on these websites. A brief summary of the PF (a “popular version”) was also prepared.

Key PF information was made available to affected communities and persons in appropriate local language (e.g. Lugbara, Lunyoro, Kiswahili, Lukonjo, Rukiga, Madi, Ubatwa, Rutooro, Twa and Kwakwa).

Information on the key elements of the PF is disseminated through regular meetings, as well as focus group discussions with targeted groups.

The project GRM ensures that stakeholders have adequate channels to express their views and receive timely feedback.

11 Budget for the Implementation of the Process Framework

The implementation of the PF is currently financed, and will continue to be financed, under Component 1. This component covers support for establishing new CRM and CFM agreements, as well as implementing livelihoods activities in CFM and CRM groups around the target PAs. Other measures to support livelihoods and the provision of benefits that may be applied to assist affected individuals and communities in cases of restricted access to or use of resources (such as those detailed in Section 6) will be financed under Component 1 or 2, as appropriate. General monitoring activities are financed, and will continue to be financed, under Component 4.

The updated indicative budget for PF implementation during the remaining period of the Project is USD 85,000. It covers the support for the establishment of new CRM groups, PF-related monitoring activities (including PCU staff salaries and travel costs), and PF-related consultations (including the preparation and dissemination of brief, and consultations on the establishment of CRM supported by the Project).

⁵² [MWE website](https://mwe.go.ug/wp-content/uploads/2025/10/Process-Framework-for-disclosure.pdf): <https://mwe.go.ug/wp-content/uploads/2025/10/Process-Framework-for-disclosure.pdf>

⁵³ [NFA website](https://nfa.go.ug/wp-content/uploads/2025/12/Process-Framework_IFPA-CD.pdf): https://nfa.go.ug/wp-content/uploads/2025/12/Process-Framework_IFPA-CD.pdf

⁵⁴ [UWA website](https://ugandawildlife.org/wp-content/uploads/2022/09/Process-Framework-for-disclosure.pdf): <https://ugandawildlife.org/wp-content/uploads/2022/09/Process-Framework-for-disclosure.pdf>

⁵⁵ <https://documents1.worldbank.org/curated/en/472331579662527432/pdf/Revised-Resettlement-Process-Framework-Uganda-Investing-in-Forests-and-Protected-Areas-for-Climate-Smart-Development-Project-P170466.pdf>

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Annexes

Annex 1. List and description of relevant national policies, law, regulations and other frameworks

Annex 1 - Table 1: Relevant National Policies

Policy	Brief Description
<i>National Environment Management Policy for Uganda (1994)</i>	Ensures sustainable social and economic development that maintains or enhances environmental quality and resource productivity. It requires mainstreaming of environment concerns into national and district plans and activities. It puts emphasis on efficient utilization and management of natural resources, among others.
<i>National Environmental and Social Safeguard Policy (2018)</i>	Provides the general framework within which Government and Donor funded projects in the MWE are to be implemented executed, as far as consideration of Environmental and Social Safeguards are concerned. It is based in 15 Environmental and Social Safeguards principles, including, among others: Access and Equity, Marginalized and Vulnerable Groups; Human Rights; Gender Equality and Women's Empowerment; Indigenous Peoples; Involuntary Resettlement; Protection of Natural Habitats; Conservation of Biological Diversity; and Climate Change.
<i>Uganda National Land Policy (2013)</i>	Addresses land governance issues including land conflicts and land evictions. Government committed to recognize and protect the rights of people to their ancestral land of ethnic minority groups in the use and management of natural resources, and pay prompt, adequate and fair compensation to individuals, group of individuals and ethnic minority groups that are displaced from their land or ancestral land by any Government action.
<i>Uganda Culture Policy (2006)</i>	Prioritizes protection of the cultures of indigenous minorities that are threatened with extinction by internal and external influences.
<i>Uganda Wildlife Policy (2014)</i>	Promotes the interests of local communities around conservation areas. Ensuring that there are peace, stability and harmonious co-existence between wildlife and people including among others, equitable revenue sharing, regulated resource access and involvement in management. Aims to conserve wildlife resources of Uganda in a manner that contributes to the sustainable development of the nation and the well-being of its people. The Policy under Strategic objective 1(h) and 9(a) emphasises the relevance and need to strengthen protected areas as a focus of local community involvement, pride, ownership and commitment and, where appropriate, a source of socio-economic benefit.
<i>Uganda Forestry Policy (2001)</i>	Recognizes development of partnerships or management agreements with local communities that improve forest management and alleviates poverty. It addresses assurance of improvement of livelihoods in all strategies and actions for the development of the forest sector.
<i>National Climate Change Policy (2015)</i>	Focuses on achieving a climate-resilient, low-carbon development path, prioritizing adaptation
<i>Resettlement and Land Acquisition Policy Framework (2022)</i>	With regard to compensation and resettlement issues, the main pieces of legislation are the Constitution of the Republic of Uganda/and the Land Act, both of which require that compensation should aim at minimizing social disruption and assist those who have lost assets as a

	result of Project implementation maintain their livelihoods in status not worse off than before the project. The Chief Government Valuer staff is engaged to undertake valuation of land and assets. The valuation forms are usually signed by the affected person as a consent to the values approved by the Chief Government valuer. The policy further guides that consent must be sought in case of voluntary land donation where the potentially affected individuals, groups or communities are meaningfully consulted, informed of their rights, and provided reliable information concerning environmental, economic and social and food security impacts of the proposed investment.
<i>Uganda National Policy on Conservation and Sustainable Development of Wildlife Resources (2014)</i>	Ensures sustainable management of wildlife populations in and outside wildlife protected areas.
<i>National Agriculture Policy (2013)</i>	Aims at ensuring food and nutrition security and improved household incomes through coordinated interventions that focus on enhancing sustainable agricultural productivity and value addition; providing employment opportunities and promoting domestic and international trade.
<i>Uganda Gender Policy (2007)</i>	Guides to ensures that gender perspective is taken by all stakeholders in planning, resource allocation, implementation and monitoring and evaluation of programmes.
<i>National Water Policy (1999)</i>	Underpins the importance of forests in the protection of catchments and the water quality and general survival of the water systems.
<i>UWA, Community Conservation Policy (2019)</i>	<p>The policy goal is to strengthen conservation of wildlife resources through active involvement of communities through sustainable and equitable sharing of conservation benefits and/or costs among all stakeholders. The policy aims at harmonizing existing laws, policies, programmes and plans.</p> <p>The policy provides new directions for sustainable management of wildlife resources, provides an enabling environment and facilitates proactive implementation of community-based programmes that address aspirations, concerns and interests of communities and other stakeholders and helps UWA to secure the much-needed support for wildlife conservation.</p> <p>The Policy recognises the essential role and contribution of community conservation to combat wildlife crime. In addition, it presents a shift toward strengthened interdepartmental collaboration especially between Law Enforcement and Community Conservation teams.</p>

Annex 1 - Table 2: Relevant National Laws and Regulations

Law	Brief Description
<i>Constitution of the Republic of Uganda, 1995</i>	The Constitution vests land in the citizens (Article 237: 1). Government or a local government holds in trust for the people and protect natural lakes, rivers, wetlands, forest reserves, game reserves national parks and any land to be

	<p>reserved for ecological and touristic purposes for the common good of all citizens.</p> <p>The right of the people to own property enshrined in Article 26 and how government can compulsorily deprive one his/her property is provided.</p>
<i>Land Act, 1998</i>	<p>Provides for the tenure, ownership and management of land. Recognizes four tenure systems, i.e. Customary, Mailo, Freehold and Leasehold tenure systems. Section 34 provides that a person who owns land should utilize it in accordance with governing environment and forestry sector policies and regulations.</p> <p>Section 77 provides guidance on the minimum requirements of computation of compensation. For a customary owner, the value of land shall be the open market value of the unimproved land; the value of the buildings on the land, shall be taken at open market value for urban areas and depreciated replacement cost for the rural areas; the value of standing crops on the land, excluding annual crops could be harvested during the period of notice given to the tenant; compensation assessed under this section, be paid as a disturbance allowance 15 percent or, if less than a six-month notice to give up vacant possession is given, 30 percent of any sum assessed; the rates set out in the list of rates of compensation determined by district land board is used in determining the amount of compensation payable.</p>
<i>Land Acquisition Act, 1965</i>	<p>Makes provision for the compulsory acquisition of land for public purposes and for matters incidental thereto and connected. The Notice must be given to persons having an interest on the land and offers them an opportunity to describe their claims on the land that should be compensated by government.</p>
<i>National Environment Act, 2019</i>	<p>Provides for environmental management to support sustainable development, including the conservation and sustainable use of biological diversity.</p> <p>Establishes the National Environment Management Authority (NEMA) as the principal agency in Uganda for the management of the environment.</p> <p>Mandates environmental and social impact assessments, specifies the categories of projects that must undergo this process, and requires such projects to obtain a certificate of approval. It requires lead agencies, in consultation with the NEMA, to issue guidelines and prescribe measures for the management of forests in Uganda.</p>
<i>National Environment (Environmental and Social Assessment) Regulations, 2020</i>	<p>Establishes procedures for assessing the environmental and social impacts of projects and activities, specifying the responsibilities of developers and government. Requires developers to submit Project Briefs or Environmental and Social Impact Assessments and mandates public engagement and stakeholder consultation throughout the assessment process.</p>
<i>National Forestry and Tree Planting Act, 2003 (amended in 2025)</i>	<p>Provides for the conservation, sustainable management, and development of forests; authorizes the declaration of forest reserves for ecological, forestry and tourism purposes. It establishes that a CFR is an area declared to be, in whole or in part a site of special scientific interest, a strict nature reserve, a joint management forest reserve; recreation forest for purposes of eco-tourism; or any other area, for a purpose prescribed in its statutory order.</p> <p>Grants' legal recognition to CFM with forest user groups for the management of central or local forest reserves (or parts thereof) and sets guidelines for the sustainable use of forestry resources. Additionally, includes provisions for law enforcement.</p>

<i>National Forestry and Tree Planting (Amendment) Act, 2025</i>	Mainstreams the functions of the NFA into MWE, including management and protection of CFRs.
<i>National Forestry and Tree Planting Regulations, 2016</i>	Provides comprehensive guidelines for conservation and CFM that complement the National Forestry and Tree Planting Act, 2003. It establishes detailed criteria for party eligibility and outlines the procedures for forming collaborative forest management agreements.
<i>Uganda Wildlife Act, 2019 (amended in 2024)</i>	<p>Provides for the conservation of wildlife and sustainable management of wildlife conservation areas. Enforces the continued existence of the UWA and streamlines the roles and responsibilities of institutions involved in wildlife conservation and management.</p> <p>Defines that wildlife protected areas to include a NP, a WR, or any other area the MWE designates as a wildlife PA. A NP is defined as an area of international and national importance because of its biological diversity, landscape or national heritage and in which the following activities may be permitted: biodiversity conservation; recreation; scenic viewing; scientific research; and any other economic activity. A WR is an area of importance for wildlife conservation and management and in which the following activities are permitted: conservation of biological diversity; scenic viewing; recreation; scientific research; and regulated extractive utilisation of natural resources. After the establishment of a wildlife protected area, a comprehensive management plan for each wildlife protected area should be prepared.</p> <p>Provides legal backing to community wildlife use rights, including community resource access. Obliges UWA to establish guidelines for sustainable access of communities neighbouring conservation areas to resources which are historically crucial to the survival of those communities. It also includes provisions for law enforcement.</p>
<i>Uganda Wildlife (Powers of Search, Arrest, Possession and Use of Firearms) Regulations, 2016</i>	Regulates the powers of authorized officers to search premises/persons, arrest suspected wildlife offenders, and manage the possession/use of firearms for wildlife protection.
<i>Local Governments Act, 1997</i>	Gives effect to the decentralization of functions, powers, responsibilities and services at all levels of local governments. It gives the existence of the local governments and their responsibilities under their jurisdiction, among them carry development, control local forests carry out conservations of environment.
<i>Local Government (Amendment) Act, 2010</i>	Amends and unifies the Local Government Act, 1997, to align with the Constitution, so that decentralization and devolution of functions, powers, and services are fully implemented. Establish decentralization across all local government levels to promote good governance, and to ensure people's democratic participation and oversight in decision-making.

Annex 1 - Table 3: Relevant guidelines and other frameworks

Guidelines and other frameworks	Brief Description
<i>Revised Guidelines for Implementing CFM in Uganda, MWE and NFA (2023)</i>	Provides national guidelines for implementing CFM in Uganda. Defines the CFM principles, outlines best practices, and describes the process for establishing and implementing CFM agreements in forest reserves and privately owned forests.
<i>Uganda Wildlife (Community Resource Access) Guidelines, UWA (2023)</i>	Develops national guidelines for neighbouring communities' access to non-timber resources in wildlife protected areas (including national parks and wildlife reserves). Establishes guiding principles for community access to protected resources and provides formal mechanisms and procedures enabling communities (parishes bordering protected areas) to sustainably access and use non-timber resources to enhance livelihoods.
<i>UWA/UPDF MoU (2022)</i>	Agreement as to the working arrangement of UWA with the UPDF.
<i>Operational Agreement for deployment of UPDF personnel in area within the mandate of the UWA (2025)</i>	Sets out the terms of engagement for seconded or attached personnel when engaging in joint law enforcement activities.
<i>CFM and CRM MoUs entered by NFA and UWA respectively with community groups in communities adjacent to PAs</i>	CFM and CRM MoUs govern agreements between MWE/exNFA or UWA and resource users' groups within NPs/WRs and CFR, respectively. Each MoU defines the parties and objectives of the agreement; the specific activities that resource users may undertake; the location of the resource-use area; the duration of the agreement; and the terms and conditions governing it—including the days and hours when users may access the PA. They also define the roles and responsibilities of the authority, the CFM/CRM group, and the local government; the penalties, sanctions, and rewards; and the mechanism for dispute resolution. In the case of CFM arrangements, they also include a detailed Collaborative Management Plan.
<i>General Management Plans prepared by UWA for each Project PA</i>	Preparation and implementation of General Management Plans (GMPs) for PAs is a statutory requirement under the Uganda Wildlife Act, 2019, which recognizes planning as a critical management tool. Their preparation is guided by the UWA Planning Manual (2000). GMPs describes the characteristics of the PA and its broader context, articulate its conservation values, and establish management zones—including the resource use zone. They define the management programs, which typically cover resource conservation and management, monitoring and research, community conservation, tourism development, and park operations. GMPs are developed in consultation with local community.
<i>Forest Management Plans prepared by MWE for each CFR</i>	Preparation and implementation of FMPs for CFRs is a statutory requirement under the National Forestry and Tree Planting Act, 2003, which mandates that CFRs be managed in accordance with approved FMPs. FMPs describes all matters related to the forest, its produce, and current uses of that produce; specify the

	<p>type of activities to be carried out in the forest; and set out the forest management objectives. They delineate management zones and allocate areas to specific objectives, typically production, conservation, adjacent community livelihoods, and research. In establishing measures for the sustainable management of the forest, FMPs provide for the involvement of local communities in the use and management of forest resources, with the aim of improving local livelihoods through CFM. FMPs are prepared in consultation with stakeholders, particularly local communities under CFM arrangements.</p>
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Annex 1 - Table 4: Relevant Regional and International Instruments Ratified by Uganda

Regional/International Instrument	Brief Description
<i>The United Nations Convention on Biological Diversity (1992)</i>	Provides a comprehensive framework for stopping biodiversity loss. Promotes biological diversity and its sustainable use and encourage equitable sharing of benefits arising out of the utilization of genetic resources.
<i>The African Convention on the Conservation of Nature (1968)</i>	Encourages individual and joint action for the conservation, utilization and development of soil, water, flora and fauna for the present and future welfare of mankind, from an economic, nutritional, scientific, educational, cultural and aesthetic point of view.
<i>International Covenant on Economic, Social and Cultural Rights (ICESCR) (1966)</i>	Guarantees a person's right to social security, adequate standard of living and family life. Adequate standards of living include adequate food, clothing and housing, and to the continuous improvement of living conditions.

Annex 2. Sample of collaborative management agreements in Protected Areas targeted by the Project

Bwindi NP				
Pre-Project MoUs status	Current MoUs status: <i>8 active MOUs</i>			
	Name of the community/group	Number of members	Date signed and duration	Resources accessed
<i>6 active MoUs: Community of Karangara parish; Community of Kashasha parish; Community of Mushanje Parish; people of Nyamabare parish; Community of Rutugunda, Kanungu district; Community of Southern ward (all remain active; see the following columns for details)</i>	Karangara Parish resource user group, Community of Karangara Parish, Kanungu District	82 (includes 6 Batwa)	December 14, 2021. 5 years (<i>pre-dates the Project</i>)	The resource area covers 2 km ² between Kiiga River and Ishasha River. It allows access to basketry, herbal, honey, yams (only by Batwa collectors), fruit, leaves). Collection is allowed in the months of September-October and January-February, with valid resource access identity card and resource harvesting permit for the day of harvesting.
	Kashasha Parish Resource User Group, Community of Kashasha Parish, Ikumba Subcounty, Rubanda District	159 (includes 10 Batwa)	December 22, 2021 5 years (<i>pre-dates the Project</i>)	The resource area covers 2.6 km ² , 2 km from the park boundary to the interior. It allows access to basketry, herbal, honey, yams (only by Batwa collectors), fruit, leaves Collection is allowed in the months of September-October and January-February, with valid resource access identity card and resource harvesting permit for the day of harvesting.
	Mushanje Parish Resource User Group, Community of Mushanje Parish, Ikumba Sub County, Rubanda District	74 (includes 9 Batwa)	December 22, 2021 5 years (<i>pre-dates the Project</i>)	The resource area covers 2 km ² from the park boundary to interior. It allows access to basketry, herbal, honey, yams (only by Batwa collectors), fruit, leaves) Collection is allowed in the months of September-October and January-February, with valid resource access identity card and resource harvesting permit for the day of harvesting.

Nyamabare Parish Resource User Group, Nyamabare Parish, Ikumba Sub County, Rubanda District	121 (includes 5 Batwa)	December 22, 2021 5 years (<i>pre-dates the Project</i>)	The resources area covers 2.6 km ² , 2 km from the park boundary to the interior. It allows access to basketry, herbal, honey, yams (only by Batwa collectors), fruit, leaves). Collection is allowed in the months of July-August and January-February, with valid resource access identity card and resource harvesting permit for the day of harvesting.
Rutugunda Parish Resource User Group, Rutugunda, Kanungu District	39 (includes 6 Batwa)	December 22, 2021 5 years (<i>pre-dates the Project</i>)	The resources area covers 2 km ² from the park boundary to the interior. Collection is allowed in the months of September-October and January-February, with valid resource access identity card and resource harvesting permit for the day of harvesting.
Southern Ward Resource User Group, Community of Southern Ward, Kanungu Town Council, Kanungu District	42	December 22, 2021 5 years (<i>pre-dates the Project</i>)	The resources area covers 2.6 square kilometers between Kanyaishaya River and park boundary.
Mpungu Parish Bee keeping group, Mpungu Sub County, Kanungu District	20 (includes 5 Batwa)	October 23, 2025 3 years (<i>negotiated and concluded with Project support</i>)	Regulated access for placement of beehives along designated areas of the boundary of the park. Materials for making local bee hives (access at special request to UWA BINP management)
Buremba-Mpungu Resource Use Group, The people of Muramba and Mpungu Parishes, Mpungu Subcounty, Kanungu District	66 (includes 4 Batwa)	October 23, 2025 4 years (<i>negotiated and concluded with Project support</i>)	The resources area is adjacent to Buremba and Mpungu parishes and spreading 1 km from the park boundary inside the boundary. It allows access to firewood, craft materials, wildlings and herbal medicine and use of traditional foot path.
Mgahinga Gorilla NP			

Pre-Project MoUs status	Current MoUs status: 4 active MOUs			
	Name of the community/group	Number of members	Date signed and duration	Resources accessed
2 active MoUs: Gitenderi Beekeepers; Gisozi Beekeepers (both remain active; see the following columns for details)	Gitenderi Beekeepers Gitenderi Parish, Nyarusiza Subcounty, Kisoro District	25 (includes 11 Batwa)	October 22, 2021 5 years (pre-dates the Project)	The resource use area is a section of multiple use zone as shown on the map included in the MOU.
	Gisozi Beekeepers Gisozi Parish, Muramba Subcounty, Kisoro District	18 (includes 3 Batwa)	October 22, 2021 5 years (pre-dates the Project)	The resource use area is a strip of 0.5 km by 100 m wide along the northern park boundary. Resources include honey and bamboo rhizomes. Access is for registered bee keepers from Gisozi Parish to access bee keeping zone designated for honey harvesting.
	Resource Use Committee of Gisozi Parish Muramba Subcounty, Kisoro District	34 (includes 16 Batwa)	June 10, 2025 4 years (with the possibility of being extended) (negotiated and concluded with Project support)	The resource use area covers an area of the multiple resource use adjacent to Gigozi parish and bamboo zone 600 m x 600 m (where only bamboo will be accessed for propagation and domestication). It allows access to bamboo rhizomes, medicinal plants, vines for craft materials.
	Resource Use Committee of Gitenderi Parish Nyarusiza Subcounty, Kisoro District	30	June 11, 2025 4 years (with the possibility of being extended) (negotiated and concluded with Project support)	The resource use area covers an area of the multiple resource use adjacent to Gitenderi parish and bamboo zone 600 m x 600 m (where only bamboo will be accessed for propagation and domestication). It allows access to bamboo rhizomes, medicinal plants, vines for craft materials.
	The Mgahinga Batwa Beekeepers Group of the Nyagacence Community, Gisozi Sub- County, Kisoro District	45 (Batwa only)	MoU under negotiation with Project support	

Murchinson Falls NP				
Pre-Project MoUs status	Current MoUs status: 7 active MOUs			
	Name of the community/group	Number of members	Date signed and duration	Resources accessed
<i>5 expired MoUs (renewed with Project support)</i>	Kasenyi Apiary Mixed Group	21	October 14, 2025 3 years (with the possibility of being extended) <i>(negotiated and concluded with Project support)</i>	The resource use area is along the NP boundary covering Kasenyi village. It allows place beehive along the park boundary and harvest bee products to improve their livelihoods. Access is permitted twice a week every Wednesday and Saturday.
	Kimina Upper Beekeeping Group	16	October 14, 2025. 3 years (with the possibility of being extended) <i>(negotiated and concluded with Project support)</i>	The resource use area is along the NP boundary covering Kitengule village and not more than 1km from the park boundary. It allows place beehive along the park boundary and harvest bee products to improve their livelihoods. Access is permitted twice a week every Wednesday and Saturday.
	Walukuba Trail guards and Resource users group	112	October, 2025 <i>(negotiated and concluded with Project support)</i>	The resource use area is 2 square miles and not more than 1 km inside the park from the boundary It allows harvest of firewood and grass per week. They get firewood every Saturday and grass every Monday and Wednesday of every week
	Bugoigoi resource users group	115	October, 2025 <i>(negotiated and concluded with Project support)</i>	The resource use area is 2 square miles and not more than 1 km inside the park from the boundary. It allows harvest of firewood and grass per week. They get firewood every Saturday and grass every Monday and Wednesday of every week
	Nyamutete Parish user group	104	October, 2025 <i>(negotiated and concluded with Project support)</i>	The resource use area is 2 square miles and not more than 1 km inside the park

				It allows harvest of firewood and grass per week. They get firewood every Saturday and grass every Monday and Wednesday of every week
	Bugana-Waiga Parish resource users Group	283	October, 2025 <i>(negotiated and concluded with Project support)</i>	The resource use area is 2 square miles and not more than 1 km inside the park It allows harvest of firewood and grass per week. They get firewood every Saturday and grass every Monday and Wednesday of every week
	Kakoora Parish Resource Users Group	88	October, 2025 <i>(negotiated and concluded with Project support)</i>	The resource use area is 2 square miles and not more than 1 km inside the park It allows harvest of firewood and grass per week. They get firewood every Saturday and grass every Monday and Wednesday of every week.
Queen Elizabeth NP				
	Current MoUs status: 8 active MOUs			
Pre-Project MoUs status	Name of the community/group	Number of members	Date signed and duration	Resources accessed
<i>3 active MoUs: Kirugu Problem Animal Control Association; Nyamusingiri – Kyasanduka Resource users; Resource users of Rwenshama</i> <i>1 expired MoU: Lake Katwe Sub County United Bee Keepers Association (renewed with Project support)</i>	Kirugu Problem Animal Control Association	50	May 5, 2023	Resource use area is along the NP boundary covering Kafuro and Kyenzaza villages. It allows to place beehive along the park boundary and harvest bee products to improve livelihoods. The community shall enter the reserve twice a week.
	Nyamusingiri – Kyasanduka Resource users	60	January, 2024	Resource use area is located inside the park in Nyamusingiri village. It allows resource users to undertake regulated sustainable fishing in the PA.
	Resource users of Rwenshama	35	July, 2024	Resource use areas are: Kakabanda, Katandero for firewood, Mikindo and Cwera areas for Snail shells all inside the PA to improve livelihood.

	Lake Katwe Sub county United Bee Keepers Association	30	May, 2025 3 years (renewable) <i>(negotiated and concluded with Project support)</i>	Resource use area is along park boundary of Kikorongo Cell, Kikorongo Ward in Kasese District. It allows bee keeping.
	AIDS Alert Rwenzori of Central Divison Kasese	105	November, 2025 3 years (renewable)	Resource use area is along the park boundary in Kidodo area. It allows beekeeping.
	Kamuluri Mixed Farmers Tourism Association	30	May, 2025 3 years (renewable) <i>(negotiated and concluded with Project support)</i>	Resource use area is along the park boundary in Kamuluri Parish, Kasese District. It allows bee keeping.
	Bwera Arch Deaconary Widows Association	346	May, 2025 3 years (renewable)	Resource use area is Kayanja parish along the park boundary. It allows bee keeping for livelihood improvement.
	Busunga United Women Association	44	January, 2026 3 Years (Renewable)	The resource use area along the park boundary in Busunga cell, Bussunga Su-county-Kasese. It allows beekeeping.
Semuliki NP				
Pre-Project MoUs status	Current MoUs status: 8 active MOUs			
	Name of the community/group	Number of members	Date signed and duration	Resources accessed
<i>No active MoUs. 1 MoU signed in 2012 and expired in 2017 (User groups, including 96 Batwa, had regulated access to: cultural</i>	Communities of the Burondo, Sempaya, Ntandi, Bundimasoli, Mpuya, Ntotoro, Nyasolo and Bugando	265 (includes 125 Batwa)	August, 15, 2025. 4 years (with the possibility of being extended) <i>(negotiated and</i>	The resource use area is 13.6 km along the NP boundary and 2 km inside the park from the boundary that is earmarked as resource use area, including a stretch of about 14 km for fishing along River Semuliki.

<i>sites, fish, water, rattan cane, medicinal plant parts, phoenix leaves, spear grass, exotic trees/poles and dry wood).</i>	parishes and the indigenous Batwa Community		<i>concluded with Project support)</i>	It allows access to resources such as fish, rattan cane, phoenix leaves, spear grass, marantachloa, exotic trees / poles, dry wood, and elephant grass reeds. Herbal medicine – upon special permission of park management. Set out specific permitted days/periods (e.g. drywood once a Month, firewood collection from 9am to 1 pm on each collection day)
	Balira Agawe Bee Keeping Group in Nyansoro Parish	28	May, 2025. 4 years (with the possibility of being extended) <i>(negotiated and concluded with Project support)</i>	The resource use area is along the NP boundary in Kirumya East village, Nyansoro parish, Bundibugyo District. It allows place beehive at 10 m from the park boundary. Harvesting schedules—both months and specific times—are determined through weekly spot checks conducted with group members, since they depend on when hives become colonized and when bee products are ready.
	Bubomboli, Hakitara, and Busolu resource user group (BHBRUG)	51	December 18, 2025 <i>(negotiated and concluded with Project support)</i>	The resource use area is along the NP boundary in Bubomboli, Hakitara and Busolu parishes of Kisubba Sub-County, Bundibugyo District. The MOU regulates park access for non-timber resources.
	Bubukwanga resource user group (BRUG)	56	December 18, 2025 <i>(negotiated and concluded with Project support)</i>	The resource use area is along the NP boundary in Bubukwanga parish, Bubukwanga Sub County, Bundibugyo District. The MOU regulates park access for non-timber resources.
	Bundinyama and Buhanda resource user group (BBRUG)	78	December 18, 2025 <i>(negotiated and concluded with Project support)</i>	The resource use area is along the NP boundary in Bundinyama and Buhanda parishes, Tokwe Subcounty, Bundibugyo District. The MOU regulates park access for non-timber resources.
	Bunyamwera parish resource user group (BRUG)	142	December 18, 2025 <i>(negotiated and concluded with Project support)</i>	The resource use area is along the NP boundary in Bunyamwera parish, Bubukwanga Subcounty,

			concluded with Project support)	Bundibugyo District. The MOU regulates park access for non-timber resources.
	Kisuba and Lugo parish resource user group (KLRUG)	70	December 18, 2025 (negotiated and concluded with Project support)	The resource use area is along the NP boundary in Kisuba and Lugo parishes, Kaghema Town Council, Bundibugyo District. The MOU regulates park access for non-timber resources.
	Mampongya and Humya parish resource user group (MHRUG)	85	December 18, 2025 (negotiated and concluded with Project support)	The resource use area is along the NP boundary in Mampongua and Humya parishes, Bubukwanga Sub-County, Bundibugyo District. The MOU regulates park access for non-timber resources.
	Unique star youth adolescents skills initiative	62	MoU draft negotiations are underway. This includes the Batwa community in leadership, given the group's proximity to Kapepere camp. Previously, the MoU covered the 3 sub-counties combined.	The areas will be Bumaga area and UWA- SNP management will map the area in the resource use zone. Resource to be acceded and frequency yet to be stipulated. The youth group is interested in accessing firewood, rattan cane, exotic poles, and beehives /bee keeping from the protected area to improve livelihoods and benefit from conservation efforts. Resource access will be once a month.
	Semuliki wildlife scouts	45	Still under negotiation with the scouts to formulate an MOU with Semulik NP and proposed to include the Batwa in leadership skills. This has already been negotiated	The resource area will be Rwakasenyi areas according to the negotiation with Semuliki NP management Proposed to harvest firewood, rattan canes, bee keeping, for the group once a month. Access is proposed to be once a month for sustainability purposes in the MOU, yet to be formulated.

			waiting to be drafted.	
	Bubulongo integrated farmers group	40	In negotiation for MOU yet to be drafted including involving the Batwa in leadership on the committee	The proposed areas are Bubulongo 1, Bundimwali 11 and Mpulya ward in the MOU yet to be formulated. It allows to harvest, bee keeping, firewood, nursery bed & seedlings from the park, phoenix leaves, exotic poles. Access permission will be identified in the MOU.
	Ntotoro women group	30	Negotiated for the MOU to be drafted and include the Batwa in this CRM. Since the group are only women, Batwa women will be the only ones to be included on the leadership of resource use committee	Proposed areas are Bubulongu 1 and Bundimwali 11 It allows to harvest of Phoenixes leaves for women to weave mats for livelihood improvement Access permission will be once a month, to be included in the MOU draft.
	Bwamba cultural development association	60	Under negotiation for the MOU to be formulated	The resource use areas are Mbango, Bund Bukusu, Buhanda. It allows to harvest of firewood, Herbs, phoenix leaves, exotic poles. Access permission is once a month.
	Bundimwagala cultural group	51	Under negotiation for the MOU to be formulated	The resource use area is Bundimagwara village for firewood and exotic poles

Annex 3. Details on consultations undertaken during Process Framework preparation and implementation and feedback received

Annex 3 - Table 1: Key stakeholder consulted during project formulation

National	Regional	District	Communities
Ministry of Water and Environment Ministry of Tourism, Wildlife and Antiquities Ministry of Finance, Planning and Economic Development Uganda Wildlife Authority National Forest Authority Water and Environment Sector Working Group Environment and Natural Resources Sub-Sector Working Group National Environment Management Authority National Planning Authority Uganda Tourism Board	Nyabyeya Forest College Albert Water Management Zone Budongo CFR	Kisoro Kabale Rubanda Kanungu Rukungiri Rubirizi Bushenyi Mitoma Buhweiju Kasese Bundibugyo Ntoroko Kabarole Kyegegwa Kyenjojo Kagadi Kibale Hoima Buliisa Masindi Kiryandongo	Batwa Communities Ntandi/Sempaya -(SNP,FFI) Local Communities around QENP and MFNP CFM Groups – Echuya Mgahinga (MGNP, BMCT and OUBDU) Mpungu/Buhoma/Rushaga (BINP + BMCT) CRM - Echuya CRM - Kasyoha Kitomi CRM - Budongo Murchison Fall National Park - UWA District (Purongo) CRM Kibale Kyangwali Refugees Resettlement Rwamwanja Refugee Resettlement

Annex 3 - Table 2: Key Issues raised in consultation during project formulation

Aspects of Concern	Insights
Ministry of Water and Environment	
Consultations	There is a need for community consultations. This is important for ownership, and addressing specific conditions rather than generalizing.
Livelihoods	Need to look at: (a) forest based- (i) apiculture (beehives); (ii) agroforestry- fast growing trees and leguminous crops; (iii) establishment of woodlots; (iv) afforestation. (b) small piece of landholding- (i)home gardens; (ii)rearing of domestic animals- pigs and goats; (iii) poultry and turkeys; (c) Fish farming- this takes at least 8 months. Not very preferable for households. (d) Commercial – (i) salons- concern their sustainability; (ii) Non-timber forest products- crafts; (iii) SACCOs- encouragement, making available for funding and also it can be alternative funding sources.
Policies	Engagement of communities is enabled through available policies, laws and guidelines. Therefore, it is possible for managing projects.

Management of conflicts	Important to have the following documented: (i) register of PAP; (ii) clear eligibility criteria; (iii) use and adherence to guidelines; (iv) establishing committees among PAP and chosen by them; (v) Registering of the formed committees.
Management of livelihood enterprises	Form associations based on the livelihood alternatives
National Forestry Authority	
District Local Government	<ul style="list-style-type: none"> (i) Boundary surveys- the involvement of District Local Government political and civil leaderships is very important. (ii) Collaborative forest management- support is needed from district community development officers, forest officers for mobilizations and technical support, plan implementation, management of groups, settlement of governance issues and in the formation of CFM. (iii) Funding- There are community development driven funds which are obtainable in the districts. These funds do boost CFM activities.
Guidelines	There are guidelines in place for the formation of CFM. Formation of CRM, depending on communities, can take more than a year in some instance.
Challenges	The following are key challenges: (i) Formation of CFM is time consuming; (ii) Balancing between conservation and livelihoods; (iii) Funding inadequacies; (iv) compliances; (v) Expectations are high among CFM and communities; (vi) Capacity is low in CFM and communities to manage and implement agreements; and NFA capacity is also low.
Management of Conflicts	This needs the following: (i) transparency; (ii) bring in mediators like community development officers who help in settling conflicts within the groups; (iii) define areas of possible conflicts and remedies.
Livelihood	Require diversification of livelihood not necessarily related to forests e.g agriculture.
Refugee community	Not practical to form CFM among refugee communities. Refugees look at themselves as temporal.
Uganda Wildlife Authority	
Community Engagement	<p>The new Uganda Wildlife Act 2019 and Wildlife Policy provide for the engagement of the community. The Community Resource Committees (CRM) are provided for. The new Act 2019 has brought in a creation of Community Wildlife Committee (CWC) in each conservation area, reinforcing the management of resources, sharing of benefits and utilisation of benefits.</p> <p>Draft Guidelines for CRM are being finalized</p>
Livelihood support and access	UWA allows community to carry out some of the following among others; bee keeping at the edges of park (it serves as income source as well as protection from elephants), fishing where there are water sources, collection of baboons, collection of herb medicine, collection of handcraft materials, etc.
Access	Access to resources tend to be regulated more especially where there are boundary disputes.
Management of Conflicts	There is tendency not to comply and adhere to agreements. Some members of the community turn resources into commercial exploitation for income. This results into enforcement by park authority. However, there is a need for: (i) transparency; (ii) engagement of communities and park offices.

Kisoro District Local Government	
Community Engagement	Community awareness/sensitization about the tourism and other natural resources based business/income generating options
Livelihood support and access	Alternatives livelihoods and economic resources to those from the protected areas need to be adequately provided Important to consider markets and market chains for agricultural products
Kisoro District Local Government	
Community Engagement	It is important to scale up collaborative forest management
Rubirizi District Local Government	
Access	NFA needs to adequately manage boundaries of the central forest reserves
Community Engagement	There is a need for the NFA to scale up collaborative forest management of central forest reserves
Livelihood support and access	There is a need to increase access to quality tree planting materials/seedlings and extension services
Kamwenge District Local Government	
Livelihood support and access	Access to tree seedlings and other planting materials...especially of indigenous species Support to market access for trees and wood products Problem animal management
Kagombe Central Forest Reserve	
Community Engagement	Collaborative forest management has good potential for building goodwill of communities to manage the buffer zone of the forest reserve Good experience with involvement of CFM members / community members in patrolling
Budongo Central Forest Reserve	
Community Engagement	There is a need to scale up collaborative forest management

Annex 3 - Table 3: Stakeholder consultation undertaken throughout the implementation of the Process Framework

Note: Additional targeted consultations with the Batwa are detailed in the updated VMGPs.

Dates (month/year)	Consultation	Stakeholder met	Purpose	Issue raised	Responses
October 2024	Inception meeting	NFA NFA Hqtrs Kampala	Planning meetings for supporting establishment of new CFM agreements and plans	The meeting discussed and agreed on the methodology and tools to be used while delivering the assignment, the work plan, training programme,	Participants made observations on the living standards at community level and status of forest resources as a basis for a critical analysis between livelihood of people and forests
November - December 2024	District Level Inception Meetings	13 Districts in south West, mid-West, and West Nile CAO, LC V RDC, DNRO, DFO, DEO, DTO, DCDO	Planning meetings for supporting establishment of new CFM agreements and plans	The meeting highlighted the CFM process, sharing the target CFM sites and forest reserves	Draft CFM agreements were presented by KCSO team of key experts and non-key experts
October-November 2024	Community level (CFM groups)	21 CFM Groups and Sub County Chiefs, LC III Chairpersons, CDOs, LCI Chairpersons, area councillors, parish chiefs, cultural and religious leaders, elders	Planning meetings for supporting establishment of new CFM agreements and plans	The local community and their leaders got to know about the CFM and the opportunities for them to participate in the process	An agreement was reached especially for the communities that did not have existing community groups to form one and select executive committees, develop their constitutions and registration with the district among other aspects
December 2024	Capacity building of CFM groups	21 CFM Group members trained	The training was aimed at creating awareness and equipping targeted participants with knowledge and	Areas covered included definition of CFM, why co-management, policy and legal frameworks, linkages of CFM with government	Draft CFM agreements were presented by KCSO team of key experts and non-key experts

			skills on CFM concepts and processes	programmes, CFM process overview and principles, livelihoods/situational analysis objectives, principles and approaches; economic value of forest resources; Conflict management, stakeholder analysis; HRBA & CFM; gender & CFM; analysis CFM institutions; and negotiation	
June 2025	CRM in Mgahinga Gorilla NP - Regulation of the use and access to bamboo and bamboo rhizomes, medicinal plants, and vines for craft materials within the multiple-resource-use zone adjacent to Gitenderi and Gisozi Parish in Nyarusiza and Muramba Sub Counties in Kisoro District.	Gitendari and Gisozi CRM groups. Local government political and technical leaders of Kisoro District and Muramba Sub-county; CBOs; CSOs; conservation NGOs	To seek expert input and opinions, ensure sustainability, and promote CMR	Need for sustainable and regulated access to resources; identification of alternative resource sources outside the PA to reduce dependence on the PA; minimization of human-wildlife interactions during community resource access within the PA	CRM numbers and committees were established; resource monitoring and access tools were developed
August and September 2025	CRM in Murchinson Falls NP	Buliisa District Local government staff including the sub county and district leaders-NRO, District Community Development Officer,	Engagement meetings, negotiation and signing of the CRM was done for Walukuba trail gurads and resource users, Bugoigoi parish	Water tanks are good in water stress areas especially in organized community groups for this semi-arid community, but there is a need for a water management committee responsible for maintenance.	A water management committee was formed each of the water committee in the schools, religious institutions where the tank is to be supplied and installed.

		Senior Assitant Secretary and the Chairperson LC III Chairperson	resource users, Bugana-Waiga parish resource users, and Kakoora parish resource user group, Supply and installation of the of water harvesting tanks and pending revenue sharing	Communities don't want to spend money for maintenance of gutters and broken taps.	Also, it is very important continuously engage and do sensitisation on the importance of maintaining the water.
August and September 2025	CRM in Murchinson Falls NP	Buliisa district political and technical leaders	Initiation meeting for CRM. Provision of water harvesting tanks and pending revenue sharing	There is a need for a gravity flow scheme which is more sustainable	In future UWA shall think of it if funds allow
August and September 2025	CRM in Murchinson Falls NP	Buliisa subcounty political and technical leaders	Initiation meeting for CRM. Provision of water harvesting tanks and pending revenue sharing	The resource in the wildlife reserve area have reduced due to rapid population growth around the Bugungu WR and the quest for more resources form the park	There is a need to construct electric fence to minimize HWC and to illegal grazing from Bugungu WR which is contiguous with Murchinson Falls NP.
August and September 2025	Engagement and Sensitisation about management of community projects in Murchinson Falls NP	Chair persons of the resource users together with the LC 1 for over 17 villages bordering the park	Engagement and sensitisation about management of park community projects, including resource harvested from the park and attending to the water crisis like rainwater harvesting tanks	Happy to be involved in the negotiation signing and management of CRMs in the 17 villages around the park	Most of the communities have no national identification which is a requirement to access park resources and others have expired but we have interested them to renewal their ID. The resource users have been advised to process their own resource access ID's in addition to the National ID.

August and September 2025	CRM in Murchinson Falls NP	Seven resource user group members around Murchison Falls NP	CRM agreement signed and functional after a thorough negotiation and explaining the Do's and Don'ts of the MOU.	The resource users are extremely happy with the renewed MOU's and they are ensuring the comply with the terms and conditions of the MOU.	The greatest stumbling block is insufficient resources that communities keep demanding daily access to the park which sometimes are rejected. The issue of lack of national IDs to some resource users and others have expired ID's is a temporary one and yet to be resolved once and for all
September 2025	Water harvesting tanks around Kibale NP	Kibale Conservation Warriors in Bigodi Town Council local leaders	Inception meeting for water harvest tanks	The rampant problem animals have made their children very vulnerable to attacks as they fetch water from the park boundary	UWA is trying to support community members with water harvest tanks to reduce competition with wildlife. They will be given 15 water harvest tanks of 5000L as a group.
September and October 2025	CRM in Queen Elizabeth NP	Nyakiyumbu, Katwe Kabatoro, Lake Katwe subcounties Kasese district, political and technical leaders	Initiation meeting for the CRM process, household identification for water harvesting tank beneficiaries.	The provision of water tanks is a positive intervention aimed at reducing HWC related to water access and addressing the scarcity of clean water for domestic use in surrounding communities. To ensure sustainability, there is a need to establish village-level water management committees responsible for the operation, maintenance, and proper use of the facilities.	Regular mobilisation and awareness of leaders and communities on proper water management and sustainable use of the project.

September and October 2025	CRM in Queen Elizabeth NP	Rubirizi District political and technical leaders	Initiation meeting for CRM. Provision of water harvesting tanks and pending revenue sharing accountabilities for 2023/2024 FY	There is a need for extension of piped water project to the communities which is more sustainable.	UWA will engage the district leadership on piped water provision if funds allow.
September and October 2025	CRM in Queen Elizabeth NP	Bwera Arch deaconary leadeers, RUC committee and Nyakiyu	Initiation meeting for CRM. Provision of water harvesting tanks and space for Association apiary project.	The sub county population is increasing and especially widows and orphans is yet resources are inelastic thus need for diversification.	There is a need to promote water proper sustainable water harvesting technologies and alternative energy sources eg. Bio gas, energy saving stoves, planting trees along boundaries to support wood fuel requirements for the community.
September and October 2025	CRM in Queen Elizabeth NP	Kyambura parish Kichwamba subcounty political and technical leaders	Initiation meeting for CRM. Provision of grass for mulching and pending revenue sharing	The resources are highly demanded to support community agricultural activities to improve livelihoods, sheltering of local houses outside the Protected area	There is a need to regulate the harvest by formulating MoUs to organised community groups in each parish in the sub county.
September and October 2025	CRM in Queen Elizabeth NP	Kyambuzi Womens1s Association Kichwamba subcounty technical and political leaders	Initiation meeting for CRM. Provision of space for apiary, and pending revenue sharing	The bee keeping to by organized. The community group promotes livelihood, love for conservation and builds park community relationship.	There is a need to mobilise and support more communities for bee keeping MoUs along the park boundary.
September and October 2025	CRM in Queen Elizabeth NP	4 Resuorce use committee (RUCs) meetings-Kyambura wildlife scouts,	Sensitisation about management of park community projects like bee keeping,	The committee appreciate the meeting and guidance offered on management of projects in	

		Busunga united Women Association, Bwera Arch deaconary widows Association, Kyambuzi Bee keepers association, Nyamusingiri Resource users, Lake katwe beekeepers	rainwater harvesting tanks, grass harvesting, fish harvesting and handling of grievances.	their communities and pledged support. Most of the communities reported wrong people who enter illegally the park and destroy their resources	
September and October 2025	CRM in Queen Elizabeth NP	Five resource user group MoUs in parishes around the QENP are currently under formulation.	CRM agreement formulation and discussion MoU Do's and Don'ts	Every one is looking forward for the agreements negotiation and signing as the best channel of access to resources by communities around the QENP	The challenge is on lack of enough resources to all community s demands on daily access to the park which doesn't support sustainability component.
October 2025	Review of CRM for Bwindi Impenetrable NP	Karangara resource access group	To conduct the consultation meeting on what needs to be added in the MOU	To allow them access medicinal plants in the forest	They will be allowed to access medicinal plants
October 2025	CRM in Kabwoya WR	Kikuube district political and technical leaders	Initiation meeting for CRM. Provision of water harvesting tanks and pending revenue sharing	Water tanks are good for this semi-arid community, but there is a need for a water management committee responsible for maintenance. Communities don't want to spend money for maintenance of gutters and broken taps	A water management committee is important plus constant sensitisation on the importance of maintaining the project
October 2025	CRM in Kabwoya WR	Hoima district political and technical leaders	Initiation meeting for CRM. Provision of water harvesting tanks and pending revenue sharing	There is a need for a gravity flow scheme which is more sustainable.	In future UWA will think of it if funds allow.

October 2025	CRM in Kabwoya WR	Kabale subcounty technical and political leaders	Initiation meeting for CRM. Provision of water harvesting tanks and pending revenue sharing	Population is increasing and yet resources are constant or diminishing. There is a need for diversification	UWA need to propagate some of these resources like planting trees along the lake shores to supplement provide wood requirements for the community
October 2025	CRM in Kabwoya WR	Buseruka subcounty political and technical leaders	Initiation meeting for CRM. Provision of water harvesting tanks and pending revenue sharing	The resources in the community wildlife area have been depleted with the introduction of cows from outside the area	There is a need to take away the cows since they don't bring revenue for the communities and concentrate on wildlife management
October 2025	CRM in Kabwoya WR	Kabwoya subcounty technical and political leaders	Initiation meeting for CRM. Provision of water harvesting tanks and pending revenue sharing	The resources in the community wildlife area have been depleted with the introduction of cows from outside the area	There is a need to take away the cows since they don't bring revenue for the communities and concentrate on wildlife management
October 2025	CRM in Kabwoya WR	Chair persons LC 1 for 9 villages bordering the park	Sensitisation about management of park community projects like rainwater harvesting tanks, meet and greet following the new senior warden In charge arrival	Happy to be involved in the management of projects in their communities, pledged support	Most of the communities have no national identification which is a requirement to access park resources
October 2025	CRM in Kabwoya WR	Five resource user group members around Kabwoya wildlife reserve and kaisotonya community wildlife management area	CRM agreement formulation and discussing the Do's and Don'ts	Everyone is looking forward for the agreements. It is the only source of livelihood for communities around the reserve	The stumbling block is lack of enough resources, communities demanded daily access to the park which was rejected. The issue of lack of national IDs

October and November 2025	Resource use in Rwenzori Mountains NP - Consultation of the resources that people want from the NP and community leadership structures to help in resource access.	Community leaders and resource users	To find out what resources want from the NP. To find out from the community who should be involved in the leadership structure of resource access	Safety of resource users in the NP.	Park management will attach armed rangers in case of wild animals attack while communities access resources.
October 2025	CRM in Kibale NP	Kihoima -Kibale Park Neighbours Group in Kiihoima ward, Bigodi town council, Kamwenge district	Awareness of benefit sharing: water harvest tanks and MoUs	The members complained about delayed compensation related to HWC and requested UWA to maintain trenches so that people don't suffer the destructions and repeatedly claim for compensation	Compensation related to HWC is a new policy in UWA that is taking off gradually. In addition, people are being paid though with some delays. The old trenches will be maintained when there are funds. Water harvest tanks will reduce on competition for water between elephants and people.
November 2025	Consultative meeting on strategies for problem animal cases around Kibale NP	RDC, DISO, LCIII Chairperson, GISO and local communities of Mugusu A, Kaswa Parish, Busoro sub county, Kabarole district	Strategies for problem animal cases in the area	The community members demanded for an outpost and excavation of the remaining open area in Mugusu with the trench.	UWA management approved opening an outpost in Mugusu. The open area of 500 metres was going to be maintained before the year ends.
November 2025	Water harvesting tanks around Katonga WR	LC1 Leaders from beneficiary communities in Kazo	Guide the chairpersons on selection of	Priority for water harvesting tanks should give to people	UWA agreed to give the tanks to those living closest to the park and in need. Village

		(3), Kyegegwa (4) and Kamwenge (6) Districts	beneficiaries for water harvest tanks	living closest to the PA and those who are needy.	meetings were held to select beneficiaries.
November 2025	CRM in Kibale NP	Group members of Kinyantale Nature Conservation Group in Kinyantale, Nyabuharwa sub county, Kyenjojo district	Handing over the signed MoU	The Kinyantale Nature Conservation Group were handed over the fully signed MoU and reminded the roles of UWA-KNP and the group. Emphasis was not to enter into the park without UWA staff for their protection.	The group appreciated the understanding with UWA and pledged to observe the MoU terms and conditions.
December 2025	Draft CRM Mgahinga Batwa Beekeepers Group. Strengthening and empowering Batwa community involvement, participation, and collaboration in Mgahinga Gorilla NP conservation, and identifying initiatives best suited for sustainable group management	Mgahinga Batwa Beekeepers Group. Local government political and technical leaders of Kisoro District and Muramba Sub-county; CBOs; CSOs; conservation NGOs	To seek expert input and opinions, ensure sustainability, promote CRM, improve livelihoods, and enhance participation and empowerment of the Batwa community	Batwa community marginalized in collaborative management processes: (i) Limited benefits accruing to Batwa due to non-existent or ineffective participation; (ii) Need for inclusive engagement and livelihood-focused initiatives to reduce vulnerability and dependency	Batwa community participation in conservation and collaborative natural resource management enhanced and strengthened. Establishment of an exclusive CRM arrangement for the Batwa community. Support provided with 60 beehives and associated equipment to improve livelihoods.
October and December 2025	CRMs in Semuliki NP – meetings for the execution of CRM MoUs and Agreed to negotiate for the inclusion of the	Kapepepe and Karambi Batwa communities, NGO, S, CBO, S, District leaders of Bundibugyo, UWA staff	To seek local expert input from service providers to ensure the Batwa locally gets vocational skills in welding, Barbering,	Need for start-up capital for business, need for bee hives, need for training in guiding, need for goat rearing, need for tap water in settlements,	CRM agreement signed and functional after a thorough negotiation.

	Batwa in leadership in at least 2 CRM committees of resource use, and to include Batwa in eradication of invasive exotic species from the PA, Ensuring that Semuliki NP management work with fight for the forgotten to provide of seedlings for the green house facility proposed to be at Karambi, and formulation of other MOUs for groups with Rattan canes, and 10 fishing groups on Semuliki river		simple mechanics and repairs, saloon, Bee keeping and art craft and guiding	and financial management training	Ensuring that Batwa are given hands on skills to build their capacity. Ensuring that medicinal herbs are grown out in Batwa settlements to reduce dependency on the forest Support of the CRM groups with bee hives
October and November 2025	CRMs in Toro-Semliki WR – meetings for the execution of CRM MoUs (Engagement and sensitization on the resources access policy)	Ntoroko and Kabarole district leaderships chairperson LC5,RDC,DPC including the political leaders	Sensitisation meeting on community project like bee keeping, mushroom growing, and handing of grievance	Demanded fence around Toro Semliki WR and to support community projects like buying bee hives, fish smoking kiln to improve on livelihood HWC delayed compensation	Lack of enough resources to all community. The high demands on water harvesting tanks Ntoroko is more that number given to the reserve. The reserve hopes to get more tanks.