



Terms of Reference for Consultancy services to undertake capacity building and training in Forestry Planning and Management, Agroforestry and Conservation Farming and Forestry Based Enterprises and Marketing for Stakeholders and farmers in the 3 Catchment Areas of Unyama, Sipi and Namalu irrigation schemes

1.0 BACKGROUND

1.1 Introduction

The Ministry of Water and Environment (MWE) with support from the Islamic Development Bank is implementing the fourth phase of the Farm Income Enhancement and Forestry Conservation (FIEFOC Program) with a project code named "Irrigation Schemes Development Project in Unmaya, Namulu and Sipi Regions".

The project is implemented through four components including:

Component 1 Agricultural Infrastructural Development

This will entail development of three new small and medium scale irrigation schemes with a total of 2,900 hectares and under this component water for the irrigation schemes will be supplied from rivers by gravity flow system. The works will comprise of construction of head works, main canal, secondary and tertiary canals, drainage system, storage reservoirs, flood control structures.

Component 2: Agribusiness Development

The component aims to increase the business outlook of the beneficiaries toward increasing household incomes and is comprised of; (i) Alternative Livelihoods Development, that will support activities to promote aquaculture within the irrigation schemes, Apiculture within the watershed area, and seeds/seedling production and marketing; (ii) Business Skills Development, which will include activities for capacity development, market development, and support to cooperative development focusing mainly on the youth and women. The component will also empower public and private stakeholders along commodity chains to plan, design and set up sustainable agribusinesses through the delivery of agribusiness

services aimed at value-addition and the linking of producers to input and output markets supported using value chain approach.

Component 3: Integrated Natural Resources Development and Management

The objective of this component is to establish a viable basis for irrigated agriculture and natural resources management in the five irrigation schemes and their surrounding watersheds. The activities under this component will be implemented in the catchment areas of the irrigation schemes to reduce sediments entering the irrigation schemes and improve farming in watershed areas. The catchment areas of the 3 schemes cover 19 districts. The component will promote an integrated and participatory approach to the profitable development of watersheds based on environmental improvements, which will be targeted to secure long-term sustainability of both, the watersheds and the irrigation schemes. Direct impacts will be reduced erosion, sedimentation and destructive flooding of irrigation schemes; increased agricultural productivity via agro-ecological cropping and agroforestry techniques; improved management and productivity of common-pool natural resources, and improved income of rural population through improved watershed management. It constitutes 3 sub components including Integrated Soil and Water Conservation/management; Sustainable Forest Management in watershed areas and Capacity building and income generating activities. The Integrated Soil and Water Conservation/Management and Sustainable Forestry Management Sub Components are aimed at providing frameworks for sustainable management and utilization of biomass resources in order to meet the communities' energy needs both in the short-term and long-term but at the same time reducing the pressure exerted on these resources as well as improving the health of the catchment to sustain water quantities and quality needed for varied needs including for irrigation. The capacity building and income generating activities sub component is aimed at enhancing knowledge and skills of all the relevant stakeholders for sustained management of the natural resources in the catchments.

The Capacity building and Income Generating sub component will train atleast 9,360 farmers, 76 district staff, and service providers. It will also increase awareness of INRM, impart skills and train farmer groups in forestry planning and management, Agroforestry and conservation farming and Forestry based enterprises and marketing, in order to ensure that the investments in trees and forestry will be maintained with good standards and provide the much needed products and services as well as enhance livelihoods of selected communities in the catchments.

In a bid to ensure an effective delivery of this aspiration of capacity building, a consultancy requirement has been commissioned.

It is against this background that these Terms Of Reference have been developed to facilitate the execution of the task.

2.0 PURPOSE OF THIS CONSULTANCY

The purpose of this consultancy is to assist the Forestry Sector Support Department (FSSD) to conduct training of the relevant local government staff and farmers or communities within the three catchments of Namalu, Sipi and Unyama in Forestry Planning and Management,

Agroforestry and Conservation Farming and Forestry Based Enterprises and Marketing. The training programme would consist of three main aspects: identification of the training needs relevant to the selected catchment; developing a training manual/ curriculum and conducting the actual training of the selected farmers and /or local government plus partner institutions. In addition, areas that require additional or further investigation shall be identified. In some practical situations, demo sites shall be established.

The primary purpose of this consultancy is to produce a set of business minded but environment sensitive skilled people in the catchments both those able to train others as well as those able to produce and maintain investments in forestry that will produce the expected products and services.

This is a time bound activity and the consultant is responsible for delivering all items specified.

3.0 SCOPE OF SERVICES

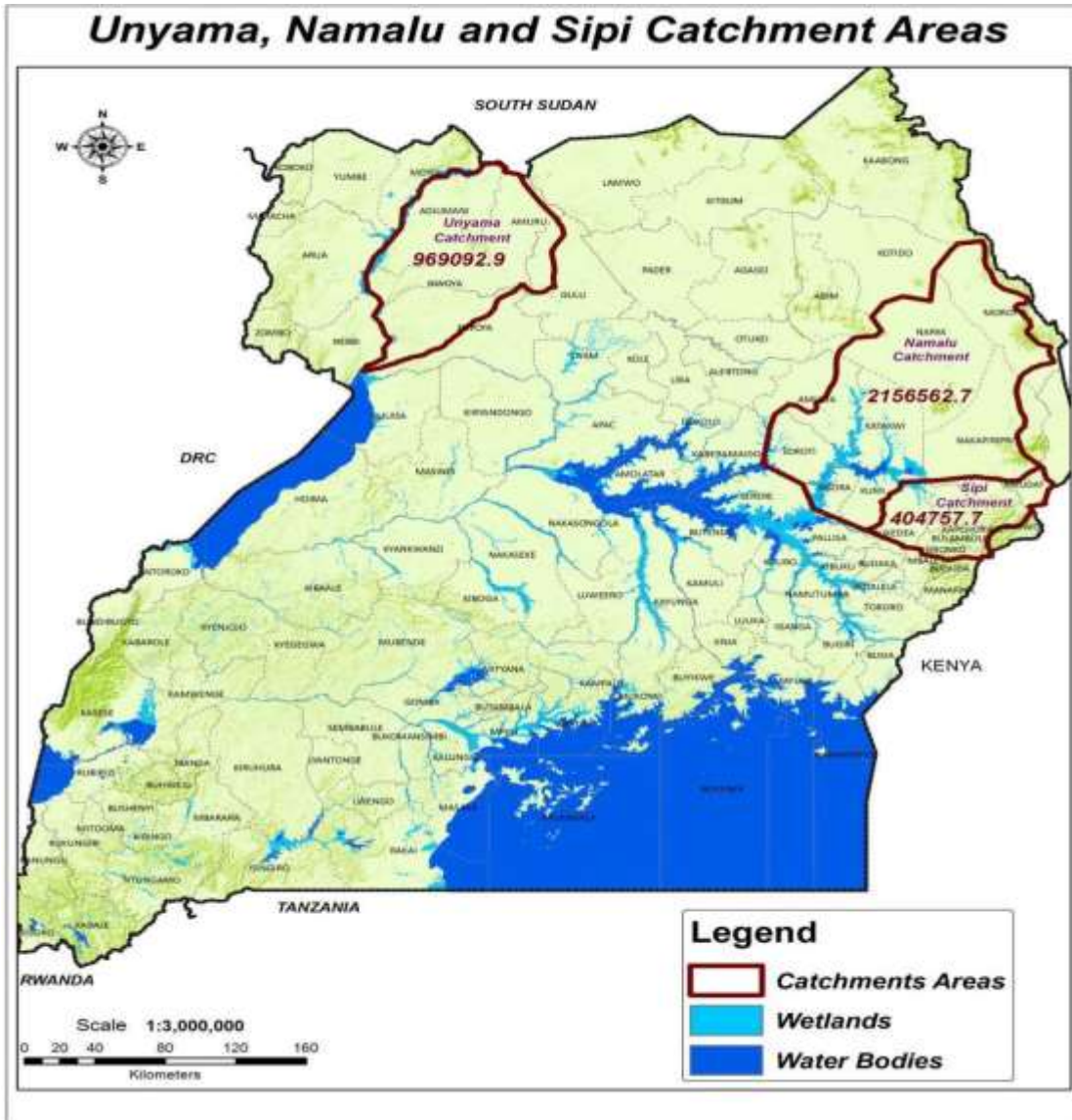
The service to provide training is to be conducted at two levels; firstly, the staff of the Forestry Sector Support Department, and national level selected partner non state actors shall be trained while the selected relevant staff of the 19 project catchment districts, as well as objectively selected farmers within the catchments as shown in the project areas/ catchments below. It is envisaged that the consultant will work within the agreed scope and will be expected to develop their own approach and methodology for use to execute this contract.

The description of the scope of services herein outlines the different deliverables including tasks and relevant activities to be delivered by the consultant.

The Consultant is required to work very closely with staff from Ministry of Water and Environment including Forestry Sector Support Department (FSSD), National Forestry Authority, Natural Resources Departments at the districts, and Production Department staff of the districts, In addition, other key institutions that the consultant is expected to work with will among others to be identified include the Community Based Organizations and Non Government Organizations. Makerere University, Nyabyeya Forestry College and the National Forestry Resources Research Institute-NaFORRI and ZARDIs shall also be involved in both the development of the training programme tailored to the needs of the catchments. The Consultant is also expected to cooperate and liaise with other stakeholders/actors/programmes active in the catchment areas.

In addition to the national level training programme collaborators and beneficiaries, the tasks will be executed in the project catchment areas as shown in the map below:

The tasks will be executed in the project areas shown by the map below and summarized by catchment :



FIEFOC-4 DISTRICTS BY CATCHMENT

- I. **UNYAMA CATCHMENT:** (i) Adjumani (ii) Amuru (iii) Gulu and (iv) Nwoya

- II. **NAMALU CATCHMENT:** (i) Moroto (ii) Napak (iii) Nakapiripiriti (iv) Nabilatuk(v) Katakwi (vi) Soroti(vii) Ngora (viii) Kumi and (ix) Amuria

- III. **SIPI CATCHMENT:** (i) Amudat (ii) Bukedea, (iii) Bukwo, (iv) Kapchorwa, (v) Bulambuli, and (vi) Sironko

3.1 Deliverable 1: Inception phase

The initial engagements shall include identified potential candidates for training as well as existing training programmes, participating partners, beneficiaries and training needs assessments previously conducted their training needs. The output of this inception phase shall partly be presented in the Inception Report, forming a basis for the approach of executing this consultancy. The services under this deliverable shall include but not be restricted to the following; objective analysis of the existing training needs based on the existing aspirations of the sector in view of the national planning and legislative frameworks like the National Forest Plan, National Development Plan, Vision 2040, national forestry and tree planting regulations and related guidelines relevant to forestry planning and forestry management, national set standards like the National FSC Standard among others; identified critical trainees including both those at national as well as at catchment levels. The inception report will demonstrate a clear and complete understanding of the objectives of the assignment, the scope and tasks, and the methodological approach to be followed; provide a review of the current situation and existing training needs assessments and on-going training programmes. It is expected that at this phase, the consultant will describe key deliverables, proposed approach and methodology, planned execution schedule, consultant expert deployment arrangements, reporting style and formats and expected training reviews among other aspects. An inception workshop shall be conducted to make clear and agree on the intended approach to the assignment. This phase will definitely define the risks anticipated in execution of this assignment and it is a critical phase in execution of this consultancy.

The consultant will prepare a draft inception report that will be shared during an inception consultative workshop with relevant stakeholders, after which the final Inception Report will be submitted to the client for review.

The Key Deliverable for deliverable 1 is the Inception Report.

3.2 Deliverable 2: Training Needs Assessment (TNA)

In order to effectively execute this deliverable, the consultant is expected while working very closely with the Forestry Sector Support Department, to conduct a comprehensive identification of the key candidates for training. Consideration of gender aspects should be made at this stage. Engagements shall be done in form of consultations, observations and review of the monitoring reports of on-going forestry management and planning initiatives and review of existing training programmes. The consultant will work and consult comprehensively with the existing training and research institutions like Makerere University, Nyabyeya Forestry College and National Forestry Resources Research Institute as well as consult on-going projects that have a training aspect for forestry planning and management. The consultant will facilitate regular meetings as and when organized for consultation.

Key Deliverable for Task 2 is a Training Needs Assessment Report.

3.3 Deliverable 3: Training preparation, organization and training

The consultant will conduct the actual training based on the training needs identified in deliverable 3.2 above. In particular the consultant will:

- a. Develop training materials that will entail among other aspects general planning for any forestry investment whether planning for woodlot establishment, plantation establishment, natural forest management and restoration as well as general silvicultural operations specific to a particular forest type.
- b. A business approach to the preparation of these materials is very important, and it is important that the consultant ensures that the forestry investments need to be managed in a business like manner, and business planning shall be incorporated into the training materials preparation.
- c. Conducting the actual trainings shall be based on the prevailing situation but it is envisaged that both workshop based and field based trainings shall be undertaken.
- d. Establish demo sites that shall be used as training grounds but also areas where continued learning by doing shall be ensured. This will involve identification of host framers or institutions, and preparation of comprehensive criteria for selection of the demo host farmers or institutions is critical for sustenance of these demo sites.

In order to ensure sustainability of the training, a set of Trainers of Trainers (TOT) shall be identified from among the trainees that shall continue to provide targeted trainings for farmer groups as and when needed.

While working with FSSD, key selected partners and the district technical teams, review and update existing training guidelines, standards for tree nursery establishment and management.

Key Deliverables for this are the Training reports, training materials, guides, brochures.

3.5 Deliverable 5: Post training follow up/ monitoring and evaluation interventions

This deliverable is relevant for the assessment of the impact of the training during the first 18 months of the project post training. Follow up meetings, and field observation visits shall be conducted. This activity shall be led by the FSSD, and facilitated by the consultant during the execution of this task, and shall make part of the routine monitoring visits to be conducted though targeting assessment of the impact of the training conducted. Specific areas and indicators for follow up shall be identified during the preparation of the M&E framework for this deliverable.

A key deliverable for this activity shall be field monitoring and evaluation reports.

It is expected that at the end of this task, the consultant shall write and submit a **final consultancy report** at least 2 months before the end of the project.

4.0 STAFFING REQUIREMENTS AND QUALIFICATIONS

4.1 Consultant's experience

The Consultant/firm should have proven experience in conducting assignments similar in nature and scope. Experience working in Uganda or within Sub Saharan Africa will be an added advantage.

4.2 Staffing/Personnel

The Consultant is required to elaborate in his technical offer on the envisaged logistical set-up and deployment of appropriate skills for the execution of the assignment. The consultant should carefully review the scope of works and propose a team of well-organized competent staff, adequately equipped with the necessary skills to execute the assignment, bearing in mind that a substantial amount of work in this assignment is field based.

The Consultant will be expected to present his staffing schedule in a manner that makes it clear as to which personnel will be involved in a specific activity. A staff organogram reflecting the envisioned activities should therefore be presented.

4.1.1 Staffing Requirements

The Consultant shall identify and front a team necessary to carry out the assignment and should describe clearly the functions of each team member. The consultant's team is however expected to provide for the following key staff/expertise.

1. Natural Resources Management Specialist with a bias in Forestry Planning and Management /Team leader
2. Forestry Management Specialist with a bias in GIS & remote sensing
3. Business Development Specialist, with a bias in Marketing
4. Ecologist/Taxonomist
5. Agronomy specialist
6. Agro-forestry specialist
7. Monitoring and Evaluation specialist
8. Natural Resources Economist
9. Natural Resource Gender Specialist

In addition, the Consultant is at liberty to propose additional staff/competencies/short-term specialists as deemed appropriate for the successful execution of the assignment.

4.2.1 Staffing Qualifications

The Consultant will form a competent team to execute this task. The consultant is expected to field a team of professionals who shall work in an efficiently coordinated process to execute the natural resource, water and environment engineering and software aspects of the assignment prescribed and implied by the foregoing scope of services.

The Consultants core team shall comprise the following specialists for undertaking the exercise and the key personnel shall have minimum academic qualifications and experience as stipulated below:

- i) Team Leader: Natural Resources Management Specialist with at least a master's degree and specialization in forestry planning and Management, with at least 10 years of post qualification experience in natural resources planning and management including community and forestry extension and training at various levels. Hands on silvicultural knowledge and clear understanding of forestry management dynamics across the various forestry systems in Uganda will be an added advantage.
- ii) Forestry Management Specialist with a bias in GIS & Remote sensing: A master's degree in Forestry with evidenced skills in GIS/Surveying or a related field with 5 years of relevant experience in conducting forest surveys, boundary demarcation, mapping, inventories and documentation. The consultant will also provide expert advice and services for users of GIS systems within the stakeholder institutions.
- iii) Natural Resources Gender Specialist: A master's degree in Gender Studies with a bias to natural resources management with 5 years relevant experience in undertaking gender assessments and preparation of gender frameworks for natural resource based management. Knowledge of WB/IsDB safeguards policies will be an added advantage.
- iv) Business Development specialist: Expert should possess a Master's degree in Forest Economics or Business Management with a specialization in natural resource business enterprises development and marketing, with 5 years of relevant experience in undertaking business planning and economic modeling for forestry based investments.
- v) Ecologist or Taxonomist: Expert should possess a post graduate qualification in Applied Ecology or taxonomy with at least 5 years' hands on experience preferably across the different ecological zones in Uganda.
- vi) Natural Resources Economist with at least a master's degree and specialization in Business Development and Management with at least 10 years of experience in natural resources economic modelling and business planning at various levels, including at national level and at Natural Resource Management Unit (NRMU) level. Experience in training shall be an added advantage. Knowledge of Uganda is a key desirable element for the team leader.
- vii) Monitoring and Evaluation Specialist: A master's degree in a social sciences based discipline with 10 years of relevant experience in undertaking beneficiary impact

assessments, natural resources assessments and preparation of wall to wall monitoring tools for a natural resource based investment. Knowledge of WB/IsDB Monitoring and Evaluation principles is desirable.

- viii) Agronomy specialist: A Masters degree in crop science or related field with atleast 5 years post graduate experience in crop production.
- ix) Agroforestry Specialist: A master's degree in forestry majoring in agroforestry is a key requirement with 5 years relevant experience.

All Projects illustrating the expert's specific experience for the task and their experience in Africa, and particularly in East Africa, Uganda have to be clearly defined in the expert's CV (including Project name, Location, Country, Duration, Project value, experts specific tasks, etc).

In addition short-term specialists in other areas required for targeted input could supplement the core expert team. These short term personnel are expected to have demonstrated and appropriate technical experience (in the range of 10-15 years). Short term personnel are also expected to provide on-job training and to lead and carry out seminars and other training activities in their areas of expertise.

If International, collaboration with local expertise either as firms or as individuals is highly encouraged as we implement the policy Build Uganda Build Uganda Model.

4.1.3 Familiarization with the Assignment

To familiarize with the services to be provided under this invitation, the prospective consultant is advised to visit the Project area. However, it should be understood, that any cost incurred in this regard, shall not be a reimbursable expense to the Consultant.

5.0 REPORTING

5.1 Reporting Requirements - General

The Ministry of Water and Environment through the Forestry Sector Support Department will coordinate and manage the consultancy and will be represented by the INRDM Component Manager through the Sub Component Manager for the Capacity Building and IGAs sub component for the FIEFOC Project. All reports will be submitted to:

Permanent Secretary, Ministry of Water and Environment, P.O. Box 20026, Kampala, with the attention of the Component Manager, INRDM through the Sub Component Manager, CB&IGAs, FIEFOC Project, Forestry Sector Support Department and copied to National Project Coordinator, FIEFOC.

The consultant shall hand over all data collected during the course of the assignment to the client in formats approved by the client. Reports shall be delivered to the clients address as stated above with a copy to the FIEFOC II, National Project Coordinator.

5.2 Reporting requirements – Specific reports

This task will be carried out in eight calendar months spread over **twelve (12) months**.

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

The detailed schedule for the required reporting is contained in Table below:

Item	Report/document title	Timing after commencement	Content	No. Of copies
A.1	Draft Inception Report	Month 0.5 months	The report shall outline the Consultant’s mobilization, the work plan, strategy, methodology, a quality assurance plan and timetable for the services. The quality assurance plan shall include the following (i) A quality policy statement setting out the objectives of the plan and (ii) The personnel who will implement the plan, their responsibilities and authority.	6 to FSSD-CB&IGAs
	Final Inception Report	Month 1	The final inception report shall incorporate comments that have been received by the consultant from the stakeholder workshop where the draft report was presented.	6 to FSSD-CB&IGAs
A.2	Training Needs Assessment Report	Month 3	This will include training needs for the selected beneficiary trainees.	6 to FSSD-CB & IGAs
A.3	Training Reports	Month 4, 5 & 6	The report shall comprise results of all the trainings undertaken	6 to FSSD-CB&IGAs
A.4	Follow up training and M&E reports	Month 7, 8 & 9	The monitoring and Evaluation of the impact of the training shall provide the basis for these reports as scheduled. These will include status	6 to FSSD-CB&IGAs

			of the demo sites. Some specific needs and experiences may be shared along the monitoring activity	
A.8	Final consultancy report	2 months before end of project	At the end of the task, the consultant is expected to provide a comprehensive report	6 to FSSD-CB&IGAs

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

All reports have to be submitted in both soft (unlocked MS Word, PDF) and hard copy. The hard copies will be prepared in DIN A4 format, except for some of the guides and brochures and drawings, which should be prepared in DIN A3 format or as agreed. The reports should be clearly labelled i.e. title of the deliverable indicated, for easy identification and documentation purposes. All reports shall be prepared in English language.

The Client will provide comments on each report within one(1) week of submission, and the consultant will only proceed thereafter.

Please note that the Consultant will be expected within two (2) weeks of submission of some reports to conduct presentations to the Client during arranged and organized meetings and/or workshops. The Client will pay the Consultant based on actual and approved expenditure of the Consultant’s budget (for workshops), which will have been discussed and agreed with client to prior to commencement of the Consultancy. The basis for payment of participants by the Consultant will be full participation for the entire duration of the workshop together with an authentic invitation letter of the participant prepared by the client.

It is expected that workshops shall include an inception workshop, workshop to validate the training materials prepared, other workshops as deemed fit by the consultant and the workshop to present final report of the consultancy. At each workshop, the consultants will make Power Point presentations, provide concise background documents for discussion and prepare workshop reports to document the proceedings.

In addition to the national workshops described above, the consultant will be expected to conduct informal stakeholder engagement sessions (presentations, meetings, etc.) throughout the duration of the assignment.

5.4 Payment Plan

It is expected that the consultant shall be paid based on the structure and schedule in the table below:

S/n	Deliverable	Percentage payment(%)
1	Inception report	30
2	Training Assessment report	20
3	Training report	20
4	Follow up reports	20
5	Final consultancy report	10

6.0 CAPACITY BUILDING AND KNOWLEDGE TRANSFER

The Consultant shall train designated staff at the center and the Districts, non state actors operating in the catchments targeted with the aim of developing capacity and knowledge transfer. It is envisaged that the consultancy should leave a mark among all those engaged so that they can continue to provide the needed products and services long after the project ends.

The consultant is further advised that all the services described in these Terms of Reference shall be performed in close co-operation with the Ministry, FIEFOC 3 team, Line Technical staff at districts, Makerere University, Nyabyeya Forestry College and the NaFORRI and representatives of key stakeholders in the catchments.

7.0 DATA, SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

To the extent possible, the Client will provide free of charge all existing information, data, reports and maps in her custody and will assist the Consultant in obtaining other relevant information and materials from governmental institutions and state authorities as far as possible by providing a recommendation.

Key References will include but not limited to;

1. FIEFOC Project Documents, MWE
2. Makerere University and Nyabyeya Forestry College curriculum
3. Vision 2040, draft Uganda Forestry Policy, National Development Plan, National Forestry and Tree Planting Regulations
4. SPGS Guidelines for tree planting and management
5. Guidelines for forestry management targeting community forests, private natural forests and their registration
6. State of forests report, 2016
7. Forest Landscape Restoration Opportunities Assessment report

8. FIEFOC Gender manual, MAAIF
9. National Bee Strategy, MAAIF
10. National Biomass Strategy, MEMD
11. Greening the Economy through massive tree planting, FSSD, MWE

8.0 REQUIREMENT FOR QUALITY PLANS

The Consultant will be required to demonstrate in their proposal, evidence of adoption of use of a Quality Assurance System (ISO 9001 or equivalent) as well as to describe how quality control will be implemented in the course of the project.

10.0 ESTIMATED DURATION OF THE ASSIGNMENT.

The assignment is expected to be completed in 8 months from start to finish spread across 12 months.