



REPUBLIC OF UGANDA

**Investing in Forests and Protected Areas for Climate-Smart Development Project  
(170466)**

**Terms of Reference**

**for**

**Consultancy Services**

**for**

**Development of intensive, mixed-use agroforestry systems on household plots in host communities in refugee-hosting areas**

**1. Introduction**

**Uganda is the largest refugee-hosting country in Africa and the third largest worldwide.** Due mainly to conflicts and instability in the Democratic Republic of the Congo and South Sudan, Uganda is hosting over 1.5 million refugees and asylum-seekers. The refugee presence has added to existing pressure on the environment, leading to an increase in the rate of forest resource degradation and tree loss. Recent assessments<sup>1</sup> have shown that the inflow of refugees in north western, western and south-western Uganda has exacerbated ongoing environmental impacts and associated challenges, including land degradation and woodland loss, leading to constrained access to energy for cooking and competition with local people for wood fuel and other natural resources. In some cases, refugees have been settled close to high-value protected areas such as Central Forest Reserves and Wildlife Reserves, where the combined impacts of refugees and host communities on forest resources are locally significant.

**A coordinated response to the humanitarian crisis includes a commitment to address environmental concerns.** Uganda's refugee response is coordinated by the Office of the Prime Minister (OPM) and guided by the Comprehensive Refugee Response Framework, launched by the OPM and the United Nations High Commissioner for Refugees (UNHCR) in 2017. To bridge between humanitarian and development approaches, the Refugee and Host Population Empowerment (ReHoPE) policy framework was launched in 2017 by the Government of

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<sup>1</sup> (a) World Bank & FAO. 2019. Rapid Assessment of Natural Resource Degradation in Refugee Impacted Areas in Northern Uganda. Washington, DC. (b) World Bank & FAO. 2020. Assessment of Forest Resource Degradation and Intervention Options in Refugee-Hosting Areas of Western and South-western Uganda. Washington, DC.

Uganda (GoU), in collaboration with United Nations agencies and the World Bank. It provides guidance for a comprehensive response to address refugee and host community needs, and to build the capacity of hosting districts in planning and providing services to both groups. ReHoPE encourages the GoU to address environmental degradation in refugee-hosting areas through improved natural resource management and energy access. The Ministry of Water and Environment (MWE) has developed a Water and Environment Sector Response Plan for Refugees and Host Communities that responds to many of the same challenges.

**The World Bank and GoU are supporting improved management of forest resources in refugee-hosting areas.** Informed by the aforementioned assessments, and in the context of the ReHoPE framework and the MWE’s Sector Response Plan, the World Bank and the GoU have developed a response programme under the *Investing in Forests and Protected Areas for Climate-Smart Development* (IFPA-CD) project.<sup>2</sup> The IFPA-CD Project Development Objective is to improve sustainable management of forests and protected areas and increase benefits to communities from forests in target landscapes. Component 3 of the project focuses on refugee-affected areas and is being funded under the Refugee Sub-Window of the International Development Association’s 18<sup>th</sup> funding round. This Component is designed to encourage establishment of greater tree cover in refugee-hosting landscapes outside protected areas, supporting sustainable forest management and landscape resilience on private and customary land. Component 3 will work in 18 districts in western and north western Uganda that either host refugee settlements or are within 5 km of a settlement boundary. The project’s closing date is June 30, 2026.

Under Component 3, one of the activities of the IFPA-CD project is to assist residents of host communities in refugee-hosting areas to develop mixed use agroforestry systems on their household plots. The section 7.29 of the World Bank Procurement Regulations 2020, states that “Not-for-profit organizations such as NGOs may be uniquely qualified to assist in the preparation, management, and implementation of projects or carrying out other project activities, because of their involvement in and knowledge of local issues and community needs, or their participatory approaches” and **only qualified NGOs can apply for this assignment**. The MWE therefore, intends to contract a Non Government Organization (NGO) implement this activity.

## 2. Objective of the Assignment

The specific objective is to increase uptake of agroforestry in the target area.

This is expected to enhance environmental services from intensive, multi-layered production systems suitable for small areas, improve the supply of wood and non-wood tree products for household use, and improve the resilience of host community members to the impacts of the refugee inflow and other environmental shocks.

## 3. Detailed scope and tasks

### 3.1 Scope

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<sup>2</sup> See [documents.worldbank.org/curated/en/304401587952865863/Uganda-Investing-in-Forests-and-Protected-Areas-for-Climate-Smart-Development-Project?cid=WBW\\_AL\\_whatnews\\_EN\\_EXT](https://documents.worldbank.org/curated/en/304401587952865863/Uganda-Investing-in-Forests-and-Protected-Areas-for-Climate-Smart-Development-Project?cid=WBW_AL_whatnews_EN_EXT)

The undertaking will be implemented over four years of the IFPA-CD project in 18 districts in western and north western Uganda, aiming at reaching as direct beneficiaries 9 percent of rural households (HHs) within those districts with a target of 0.2 ha per HH. This is an estimated 87,782 HHs and a total area of 17,550 ha under agroforestry, as summarized in Table 1.

**Table 1. Target districts, households and areas for agroforestry support**

District	Rural population 2020	Average HH size	No. of rural HHs	Target HHs for agroforestry development (9%)	Area of agroforestry systems to be established (ha)
Adjumani	198,800	5.4	36,815	3,313	660
Amuru	206,000	5	41,200	3,708	740
Arua	517,700	5.3	97,679	8,791	1,760
Hoima	367,300	4.5	81,622	7,346	1,470
Kagadi	363,300	4.6	78,978	7,108	1,420
Kakumiro	437,000	4.6	95,000	8,550	1,710
Kamwenge	401,400	4.6	87,261	7,853	1,570
Kibaale	188,900	4.6	41,065	3,696	740
Kikuube	192,300	4.5	42,733	3,846	770
Kiryandongo	231,500	5.1	45,392	4,085	820
Koboko	258,000	6.8	37,941	3,415	680
Kyegegwa	384,300	4.7	81,766	7,359	1,470
Lamwo	125,000	4.9	25,510	2,296	460
Madi Okollo	157,300	5.3	29,679	2,671	530
Moyo	97,400	5.3	18,377	1,654	330
Obongi	49,100	5.3	9,264	834	170
Terego	233,300	5.3	44,019	3,962	790
Yumbe	416,697	7.6	81,053	7,295	1,460
	<b>5,024,600</b>		<b>975,354</b>	<b>87,782</b>	<b>17,550</b>

Source: Population projections from Uganda Bureau of Statistics, for rural sub-counties only:

[www.ubos.org/wp-content/uploads/statistics/Population\\_Projections\\_2018.xlsx](http://www.ubos.org/wp-content/uploads/statistics/Population_Projections_2018.xlsx)

[www.ubos.org/wp-content/uploads/publications/09\\_2019Final\\_2020\\_21\\_LLG\\_IPFs\\_Sept\\_2019.pdf](http://www.ubos.org/wp-content/uploads/publications/09_2019Final_2020_21_LLG_IPFs_Sept_2019.pdf)

Average household size by district from 2014 national census:

[unstats.un.org/unsd/demographic/sources/census/wphc/UGanda/UGA-2016-05-23.pdf](http://unstats.un.org/unsd/demographic/sources/census/wphc/UGanda/UGA-2016-05-23.pdf)

Note: (i) The Consultant will be required to achieve the stated targets of number of HHs and total areas for agroforestry, regardless of changes in district populations since project design.

(ii) The Consultant is expected to cover all target districts.

(iii) In case of future district sub-division, all new districts created from the original 18 districts shall be included.

The NGO should ensure close coordination with the technical teams of the respective District Local Government (DLGs) to ensure their full engagement and support, to identify and mobilize potential locations, secure HH commitment to support and engage in the activity, agree on local management and coordination arrangements and draw upon their expertise and knowledge, and to continue building their capacity. DLG technical teams will have independent budgets to facilitate their engagement.

The NGO should ensure that the implications for women, men and special interest groups (such as People with disabilities) of any planned action are properly assessed, to ensure that their concerns and are an integral dimension of design, implementation, monitoring and evaluation, so that all community members benefit equitably and inequality is not perpetuated.

### 3.2 Tasks

The NGO will undertake the following tasks:

- a. Develop for MWE approval and disseminate a strategy for geographic targeting and beneficiary selection that takes into account: the latest available data on rural population distribution, the possibility of giving higher weighting to areas closer to refugee settlements, the locations and nature of local markets for agroforestry outputs, the need to find synergy and avoid duplication with existing forestry or agroforestry initiatives, and fulfilment of defined HH suitability requirements - such as means and capacity, availability of land surplus to that required for meeting subsistence needs, demonstrated interest and commitment, and agreement to comply with the environmental and social requirements of the project.
- b. Together with DLG technical staff, identify HHs interested and capable of developing intensive, mixed-use agroforestry systems on residential plots, with an orientation toward multipurpose woody species for fruit, fodder, fencing, fuel, shade, and nitrogen-fixing, in intensive, multi-layered systems suitable for small areas.
- c. Develop and implement an appropriate stakeholder engagement and communication plan targeting project beneficiaries, in line with the project's stakeholder engagement plan (SEP).
- d. Establish baseline data on household agroforestry and a georeferenced system for systematic mapping, monitoring, evaluation and learning.
- e. Based on HH demand and agro-ecological conditions, identify context-appropriate species of multipurpose trees and shrubs for mixed-use agroforestry systems that respond to demand for locally favoured species, and incorporate woody perennials for food, fuel, and nitrogen-fixing.
- f. Design and implement a strategy to source and disseminate seedlings to farmers on a demand-driven basis. To the extent possible, existing supply chains for quality-verified seedlings (such as nurseries certified by the SPGS and districts) should be strengthened, rather than establishing new tree nurseries.
- g. Provide training, extension services in support of agroforestry development, and support materials for the duration of the project. The procurement and distribution of the inputs and materials will be handled directly by the Consultant. The general information and extension activities should have a broader outreach than the direct project beneficiaries and focus at the community level.
- h. Be responsible for undertaking environmental and social screening of all activities, in line with the Project's Environmental and Social Management Framework (ESMF) developed for the Project, including the integration of E&S risk mitigation measures

and occupational health and safety requirements as set out in the project's OHS Protocols and Labour Management Procedures, as appropriate, and prepare regular reports to the MWE on various aspects of E&S compliance.

## 4. Qualifications and Experience

### 4.1 Qualifications and experience

NGOS should demonstrate that they meet the following minimum standards:

- a. Ability to field a team of experts skilled in appropriate agroforestry practices for East Africa, with field experience of delivering agroforestry extension.
- b. Evidence of wider international exposure and experience with market-driven approaches that promote sustainability in household forestry investments.
- c. Sufficient organizational, managerial and staffing capacity to operate across multiple districts with a programme of consistent quality.
- d. Demonstrated experience of at least three assignments in managing contracts of comparable value and scope.
- e. Demonstrated commitment to sound financial management, including systems for managing cash flow, conducting audits, overseeing procurement, avoiding corruption and facilitating whistleblowing, with accompanying manuals or guidelines.
- f. Demonstrated ability to work closely and effectively with national institutions, including government ministries and research institutions and decentralized government authorities.
- g. Demonstrated capacity to deliver well-written and well-designed written and visual materials that will require no further editorial work once completed.
- h. Appropriate expertise and understanding of national environmental legislation and World Bank Environmental and Social Standards; good understanding of integration of climate change adaptation and mitigation into project implementation and ability to appropriately implement E&S mitigation actions as set out in the project's ESMF.

### 4.2 Expertise required

The staff to be provided by the NGO shall be sufficient to cover all the phases of the assignment. The NGO shall also provide necessary support staff, technical and non-technical, for the execution of the services.

The key professional staff shall include the following:

- **Project Manager:** Relevant degree with biases towards natural resources or community development. Postgraduate or other specialized training in project management an advantage. At least 10 years' experience in project management roles in environment, natural resources or community forestry. Demonstrated experience in management of multidisciplinary teams. Demonstrated capacity in land use or natural

resources management planning. Hands-on experience in project monitoring and evaluation. Excellent command of written and spoken English.

- **Resource mapping and GIS expert:** Bachelor's degree or higher in natural resource management or similar, with at least 5 years' practical experience in resource mapping and GIS applications. Excellent command of written and spoken English.
- **Monitoring and Evaluation expert:** At least a Master's degree in natural sciences, Development Studies, Social sciences, Economics, Business Administration, Statistics or relevant discipline; strong quantitative and qualitative skills; a minimum of 10 years of progressively responsible professional experience in a performance monitoring and/or evaluation role; experience of M&E work in an international development organization or a project funded by an international development organization a strong advantage.
- **Community Engagement expert:** Relevant degree with bias towards communication and/or community development. At least 10 years' experience in rural development or extension work, including training and capacity building at community level. Demonstrated experience and capacity to facilitate multi-stakeholder participation and engagement processes in rural areas. Excellent command of written and spoken English and knowledge of local languages in use in the target areas.
- **Environmental Specialist:** Bachelor's degree in natural resources management, biology, ecology, or a relevant field. At least 10 years' experience in environmental management / safeguards management. Familiarity with the World Bank Environmental and Social Framework (ESF), at a minimum proven by taking the World Bank *ESF Fundamentals* online source. Excellent command of written and spoken English and knowledge of local languages in use in the target areas.

## 5. Budget

Information on budget estimates for implementing this activity and covering consultant costs will be provided in the Request for Proposal issued to the shortlisted NGOs. Payments will be linked to submission of determined deliverables and achievement of agreed work plan targets.

## 6. Supervision and Reporting

The NGO will report to the IFPA-CD National Project Coordinator in the Ministry of Water and Environment (MWE) ('the client'), through the dedicated contract manager, and will be required to participate in relevant coordination, supervision and monitoring meetings organized by MWE for the duration of the assignment. The assignment will be undertaken in a period of 42 (forty-two) calendar months.

It is the responsibility of the NGO, as part of an inception phase, to establish a detailed work programme, guided by professional judgment of the assignment's requirements and knowledge of local conditions and needs.

Reporting will be in accordance with the schedule set out in Table 2. The NGO will, in addition, be expected to respond to requests for presentations and feedback on ongoing progress to keep the PCU and other stakeholders updated.

**Table 2**

<b>Item</b>	<b>Report/ document title</b>	<b>Time after contract signing</b>	<b>Content</b>
<b>A.1</b>	Inception Report / Draft Implementation Strategy and Work Plan	3 months	<p>a. Baseline Information on the following aspects:</p> <ul style="list-style-type: none"> <li>• Status and trends in natural resources, land tenure, tree cover and demographics in the target districts.</li> <li>• Household socio-economic data covering HH size, land tenure and land use, livelihoods, incomes, etc.</li> <li>• Criteria for selecting target locations and HHs interested and capable of developing intensive, mixed-use agroforestry systems on residential plots.</li> </ul> <p>b. Georeferenced system for systematic household mapping, monitoring, evaluation and learning.</p> <p>c. Strategy for achieving farmer participation, collaboration and skills transfer</p> <p>d. Stakeholder engagement strategy, including strategies for engagement with District Local Governments and their specific roles.</p> <p>e. List of outputs, schedule for their delivery and detailed work plan</p> <p>f. Gender strategy</p> <p>g. Monitoring and Evaluation Framework</p> <p>h. Communication and Outreach Strategy</p> <p>i. Criteria for Environmental and Social safeguards screening; and integration of appropriate E&amp;S compliance measures including strategy for compliance with occupational health and safety legislation and safe system of works.</p>
<b>A.2</b>	Final Inception Report / Implementation Strategy and Work Plan	4 months	<p>A final document covering the above points.</p> <p>Comments matrix indicating how the feedback of MWE, Districts, the World Bank and other stakeholders (as determined and convened by the MWE) has been reflected.</p>
<b>A-3</b>	Quarterly reports	6 months after contract signing and 3-monthly thereafter	<p>Geo-referenced database and accompanying narrative of quarterly and cumulative achievements and outputs against targets, including numbers of participating farmers and areas brought under agroforestry, documentation on trainings conducted and inputs provided.</p>

<b>A-5</b>	Completion report	40 months	Should include information on how each aspect of the scope of works and tasks of the assignment were undertaken. The client will be given 2 weeks for review and approval. The draft Completion Report shall also be reviewed and commented upon by the Project Steering Committee and the World Bank. The Consultant shall honour any invitation by MWE to attend and or facilitate discussion <i>fora</i> convened regarding this assignment and deliverables, as appropriate.
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All documents will be submitted in English and delivered in both hardcopy and softcopy (Word and PDF) to the client at the following address.

The Permanent Secretary, Ministry of Water & Environment  
Attn: National Project Coordinator – IFPA-CD  
Ministry of Water and Environment  
Plot 3-7 Kabalega Crescent  
P. O. Box 20026  
Kampala – Uganda

Telephone: +256 772 470 023

E-mail: [margathieno@gmail.com](mailto:margathieno@gmail.com) with a copy to Contract Manager (to be designated)

The NGO will submit 5 hard bound copies (where appropriate) and 1 CD/flash disk copy.

## **7. Duration**

The implementation period will be 42 months.

## **8. Facilities and information to be provided by the client**

The facilities to be provided to the NGO shall be derived from the technical and final proposal of the selected firm.

The Client (MWE) shall provide or facilitate the NGO to access relevant information within FSSD. The MWE will introduce the NGO to the Districts and facilitate access to information and other procedures for operating in the district.