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THE PROPOSED STRATEGY FOR INDEPENDENT FOREST MONITORING IN UGANDA.

2021

ACRONYMS.

1. CSOs Civil Society Organizations.
2. CFMs Collaborative Forest Management.
3. IFM independent Forest Monitoring.
4. NEMA National Environment Management Authority.
5. NFA National Forestry Authority.
6. MoWE Ministry of water and Environment.
7. UWA Uganda Wildlife Authority
8. DFS District Forest Services.
9. IEC Information Education and communication materials.
10. GPS Global Positioning System
11. CBOs Community Based Organizations.
12. NFP National forest Plan
13. EU European Union
14. FAO Food and agricultural organization
15. MOU Memorandum of understanding.
16. GPS Global position system.
17. UWA Uganda wildlife Authority.

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1.0 INTRODUCTION

The Government of Uganda, through the Ministry of Water and Environment, National Forestry Authority, with conservation-minded civil societies, steered by National Association of Professional Environmentalists (NAPE) has developed a strategy for implementing an Independent Forest Monitoring (IFM) system in Uganda. This document is the result of a project titled “Monitoring Ugandan Forests: increasing the role of civil society in fighting illegal logging in Uganda”, implemented with the support of the Food and Agricultural Organization (FAO), the European Union (EU), the Swedish government and the UK Aid... The strategy is informed by inventory studies, conducted by NAPE and its partners in Kalinzu Kasyoha Kitomi and Bugoma central forest reserves. The strategy has also been benchmarked against best practices in the field and benefited from the support of Field Legal Advisory Group (FLAG), a Cameroon based non-profit organization with long standing experience in forest governance and independent forest monitoring.

The IFM strategy strongly advocates for strengthening the role of civil society in supporting more transparent and inclusive forest governance in Uganda through a robust, operational and shared independent forest monitoring mechanism.

Independent Forest Monitoring (IFM) is a process by which civil society and communities living in and around forest areas have the opportunity to monitor, document and report suspected illegalities in the management of forest resources and the governance of the sector (FAO-EU-FLEGT, 2020).

[IFM¹](#) refers to the use of an independent third party that, by agreement with state authorities, provides an assessment of legal compliance, and observation of and guidance on official forest law enforcement systems. (2005 Global Witness)

2.0 SITUATIONAL ANALYSIS

Through field missions that were conducted in Kalinzu Kasyoha-Kitomi Maramagambo and Bugoma central forest reserve, it was established that there is consistent illegal logging by timber dealers. Other illegalities included illegal charcoal burning and firewood harvesting, unauthorized hunting, mineral prospecting and sand mining. Perpetrators of illegal activities included members of communities living close to forest reserves, some leaders, some members of the business community the and forest products consumers in urban centers beyond the reserves.

1

https://www.google.com/search?q=what+is+independent+forest+monitoring+according+to+global+witness+&sxsr=A0aemvL3x2pXLFgdE7iTFsv-ahmuKwiGow%3A1638189075283&ei=E8ikYYDSEIaXxc8PjYCYgAE&ved=0ahUKEwjAp6Dvyb30AhWGS_EDHQ0ABhAQ4dUDCA4&uact=5&oq=what+is+independent+forest+monitoring+according+to+global+witness+&gs_lcp=Cgdnd3Mtd2l6EAM6BwgjELACECc6BAgAEAO6BAghEApKBAhBGABQAFjnlwJgiKECaARwAngDgAGsBlgBz54BkgELMi0yMi4zMi43LjGYAQcGaqHAAQE&scient=gws-wiz

The IFM field mission also established that some government officials were involved in illegal forest activities. Forest encroachment came out as a threat to forest protection and a thorny issue for NFA, DFS, and CFMs, JLOS, and cultural institutions.

3.0 JUSTIFICATION FOR INDEPENDENT FOREST MONITORING STRATEGY.

According to the state of Ugandans report 2016 by the Ministry of Water and Environment, Overall, the country has been losing on average 122,000 ha/year of forest every year from 1990-2015. Recently, there is an emerging threat of plantation farming, especially sugarcane expansion into forest habitats, undermining forest protection (NEMA, 2020). In the buffer zones of the forests, there is a rapid increase in population hence posing a threat to forest encroachment. At National and Local government levels, there is limited capacity with respect to human resources, logistics, and financial resources to implement monitoring of wide coverage of forests.

Trade in illegal timber is one of the major causes of rampant deforestation and forest degradation through illegal logging. The illegal timber market remains largely undocumented because it is mainly done informally (NFP, 2013) especially for native species. It is estimated that Uganda lost over 138 billion Uganda shillings to illicit timber trade in the last 6 years (World Wide Fund for Nature, 2020), Forests contribute to national development by supporting the construction industry.

This IFM strategy has been developed to ensure that the protective and productive values are not lost. Forests provide essential products and services for sustainable development, mitigation of climate change vagaries, a green economy, and poverty eradication globally. Forestry contributes a lot to the livelihood of the majority of Ugandans, mostly in the informal economy through the sale of firewood, charcoal, furniture, craft materials, fruits, seedlings, herbs, and honey [National Forest Plan (NFP) 2013]. Forests are key land ecosystems ensuring the preservation of biodiversity and providing carbon sink.

IFM plays an essential role in ensuring that forest products getting into supply chains comply with the legal requirements in respective countries. Forest monitoring in Uganda, has been dominated by mandated agencies notably National Forest Authority (NFA), Uganda Wildlife Authority (UWA) National Environmental Management -NEMA but with limited role of actors such as Civil Society Organizations, Research agencies, Academia and Communities.

It is apparent that government institutions responsible for forest protection deserve backup from other partners in the conservation sector in order to improve forest monitoring and prevention of degradation.

Unsatisfactory Forest Law Enforcement, Governance and Trade, and institutional shortcomings have been noted among the causes of wanting performance of the forestry sector. These include flouting of policies, laws, plans, inadequate stakeholder participation in the implementation of the National Forestry Programme, and little attention given to natural forest management (NFP, 2013).

A pilot diagnostic IFM field was conducted in and around Bugoma forest in 2021 by NAPE and partner CSOs. During the mission, the respondent local communities and CBOs leaders

fronted a need for training on forest ecosystems, forest valuation, how they can invest in the forest (as part of collaborative forest management with NFA) and paralegal knowledge.

In view of the emerging threats, complexities and challenges in enforcing forest protection by mandated institutions, it is now a reality that forest habitats need to be monitored not only by government agencies but also through “**increasing the role of civil society in fighting illegal logging**” and other players to avoid environmental disasters that may be caused by climate change effects.

The Independent forest monitoring mechanism is a powerful strategy that could improve forest monitoring and prevent habitat degradation and encroachment.

4.0 FOREST MONITORING AND WHERE IT HAS BEEN IMPLEMENTED.

Forest monitoring in Uganda is currently done by the mandated government institutions namely: National Forest Authority (NFA) for central forest reserves, District forest services (DFS) for local forests, and the Uganda Wildlife Authority (UWA) where some forests were gazetted as national parks albeit for stricter conservation.

It has also been done by conservation focused NGOs like National Association of Professional environmentalists (NAPE), World Wide Fund for nature (WWF), Jane Goodall Institute, Nature Uganda, FFI, IUCN, Water and Environment Media Network Uganda (WEMNET), Ngamba Chimpanzee sanctuary and Conservation Trust, research institutes and ECOTRUST, CARE Uganda, Anti-corruption coalition Uganda (ACCU) Makerere University, Tree Adoption Uganda (TAU), Pro-biodiversity conservationists in Uganda, among others, which have built capacity, conducted research, monitoring, and supported community livelihoods in forest protection.

Forest monitoring by government institutions is supplemented by conservation partners with strategic and practical interests in forest protection. Such partners must adhere to government guidance and terms of reference.

There is an adhoc forest monitoring by Civil Society Organizations and research organizations independent of government institutions. There are limited formal recognized institutional efforts of civil society and community-based organizations in monitoring forest resources under collaborative forest management.

Notable success of independent forest monitoring mechanisms has been recorded with CARE International in Uganda in a project dubbed “*supporting the implementation of Forest Resources Sector Transparency (FOREST) Programme (2013)*”. This was implemented at National level and in districts of the Albertine Region purposely to increase civil society participation in advocating for increased transparency, accountability and responsiveness in forest governance for the benefit of poor Ugandan citizens”. This programme was mainly implemented through six partners who included CSOs, the Media, Local Governments, NFA and Ministry of Water and Environment. The programme contributed to increased levels of awareness and knowledge of forest policies and laws among community members from 35% to 93% representing an increment of 58%. There is improvement in the implementation of forest laws reflected in the reduction of illegal forest resource extraction from 90% in 2014 to

28.2% in 2017 (*Impact Study for the Forest Resources Sector Transparency Program of Care International in Uganda 2013*).

Other related forest monitoring activities have been implemented by Nature Uganda, Jane Goodall Institute, NAPE, and World Wide Fund for nature (WWF), Environmental Conservation Trust (ECOTRUST) among others. In Africa IFM has had great success in Cameroon where it has been implemented by FLAG, Global Witness between 2000 and 2005.

Auxiliary to that, IFM has been successfully executed in Indonesia by Independent Forest Monitoring Network, Jurnal Celebes, PPLH Mangkubumi, World Resource Institute Indonesia, and Komunitas Konservasi Indonesia Warsi, Cambodia, Honduras and Nicaragua.

If well implemented, IFM can enhance transparency, improve law enforcement (in Cameroon the number of legal cases and prosecutions increased) and increased revenue from forest estates (Global Witness). Local communities and civil society institutions stopped the conversion of forest into a palm oil plantation using the IFM strategy in Cameroon.

5.0 FOREST MONITORING IN UGANDA AND THE NEED FOR IFM.

The National Forestry Authority (NFA) operates a daily monitoring schedule in all forest reserves under her mandate supported by key community members under collaborative forest management (CFM).

The structure of the monitoring system by NFA starts at the lowest unit of supervision headed by a forest supervisor who deploys patrol men to monitor the forest either on suspicion of possible illegal activity or as a daily routine as guided by the law. Emphasis is on forest encroachment, boundary interference, illegal logging, mining (sand, stone, marum and minerals), charcoal burning, grazing, illegal firewood harvesting, trespass, poaching, cultivation and any other form of illegal activity

In addition to the patrols, the unit supervisors have a secret informer system consisting of community members who alert NFA staff of a suspect possible illegal activity in the reserve. The supervisor is expected to rapidly process the information confidentially and act accordingly.

At NFA headquarters, there is a remote sensing and geographic information system (*GIS*) system that creates, manages, analyzes, and maps all types of data. *GIS* connects data to a map by looking at the latest satellite images and sending information to the operation levels for verification and action.

Albeit, NFA forest monitoring system has achieved a lot, there is an ardent need for complementary support from other non-state actors to strengthen forest monitoring. Whereas District Forest Services (DFS) have played a pivotal role to monitor and intercept transportation of illegal timber and other forest products the support of Independent forest monitors will strengthen this effort.

Noting the level of forest degradation, and challenges facing the forest sector, there is a need for strategic partners in the civil society who have similar interests as Uganda's mandated authorities of forest management to join efforts formally to boost good forest governance and protection.

The experiences from conversion of forests to Oil palm estates in Kalangala, encroachment in Mabira and Kasyoha-Kitomi besides the 'unclear loss of forest land to sugarcane growing in Bugoma' are pointers to the great need for concerted efforts.

During the IFM pilot in Uganda conducted by NAPE and partners in 2021, it was discovered that NFA can better manage Uganda's forest if it's complemented by other non-state actors. NFA is faced with low staffing levels, inadequate logistic supplies causing delays in taking action when needed, overwhelmed by unauthorized public entry into forest reserves and illegal forest harvesting that most times goes undetected.

IFM is applicable where illegality is significant and the will for reform is low. IFM boosts transparency and authoritative assessment of whether governance targets are actually being met (Brack and Leger, 2013).

6.0 STRATEGIC FRAMEWORK

This strategic framework describes the direction of how the IFM strategy will be implemented in a bid to eliminate illegal logging activities in Ugandan forests and achieve the overall project goal.

Mission:

A robust independent network of CSO's monitoring illegal forest logging activities in Uganda.

Vision:

To be a leading network of conservation based civil society organizations Conserving Uganda's forests for sustainable development.

Core Values

Inclusiveness: engaging IFM processes that do not prevent groups and individuals from participation (leaving no one behind in IFM processes).

Fairness: ensuring that processes are procedural and distributive.

Robustness: the processes of IFM should be comprehensive

Transparency and accountability: ensuring that there is free information sharing and reporting and to be held accountable for whatever actions.

Ethical: behaving right in the moral sense - truthful, fair, and honest.

Professionalism: which means individual's adherence to IFM on a set of standards, code of conduct or collection of qualities that characterize accepted practice within.

Team work: collaborating and working together toward a common goal.

7.0 STRATEGIC OBJECTIVE.

To enhance good forest monitoring, the conservation of forest resources and the environment in general.

7.1 SPECIFIC OBJECTIVES OF IFM.

- To enhance the capacity of communities, local administration and CSOs on forests laws, IFM surveillance skills and reporting mechanisms of illegal forest logging by 2023.
- To conduct field missions that monitor compliance of policies, laws and regulations by 2027
- To enhance CSO's reporting on non-compliance to existing laws and regulations to policy and decision makers in forest governance by 2030.
- To increase information sharing and transparency among key stakeholders in forest management by 2030.
- To influence policy reviews through advocacy processes
- To influence the development of conflict resolution mechanisms
- To provide support to litigation of illegal forest cases in courts of law

8.0 UGANDA'S PREPAREDNESS FOR IFM

In preparation for Independent Forest monitoring, trainings for selected conservation minded Civil Society Organizations were conducted by Field Legality Advisory Group (FLAG) a Cameroon based non-profit organization. The training focused on principles, methods and procedures of implementing Independent Forest Monitoring (IFM).

Subsequently a pilot IFM field Mission for participants was conducted in and around Bugoma central forest reserve. This was aimed at documenting the illegalities and also capacitating key CSOs to undertake future IFM.

There are several partners in Uganda involved in forest monitoring such as the mandated forest agencies, collaborative CSOs, DFS, CFMs, these are a clear manifestation of Uganda's readiness to implement IFM.

Although IFM is a government project, the willingness of civil society and communities to learn, plan, implement and monitor forests is a good indicator that the country is prepared for the Independent forest monitoring procedure.

9.0 PROCESS FOR THE IMPLEMENTATION OF THE IFM STRATEGY

The elaborate process of implementation of the IFM strategy entails; preparation and planning, implementation depending on the agreed theme, validation, reporting and publication.

9.1 PREPARATION AND PLANNING.

In preparation you identify the partners, tools and logistics.

- Determine the IFM theme,
- Clearly specify the mission
- Identify the human resource needed including adolescent girls and young women
- Prepare the necessary equipment.

- Secure permits and authorization
- Conduct a baseline and an inventory.
- Plan on the implementation of the IFM; that is to spell out the activities, objectives, and key outputs, method of implementation, expected output, time frame and means of verification.

9.2 IMPLEMENTATION.

IFM ought to be implemented in accordance with the laws, regulations, code of ethics, requirements and other forms of authorization.

9.3 REPORTING

Upon completion of the IFM mission, the implementing party shall write a professional report depicting the findings of the IFM mission in line with the IFM reporting template. (See Annex 2)

9.4 VALIDATE THE REPORT

The IFM mission report shall be validated in conformity with the set IFM principles. The IFM mission report shall be subjected to at least one validation meeting involving the participating stakeholders. This helps to ensure that it is free of errors.

9.5 DISSEMINATION OF THE IFM REPORTS.

The IFM report shall be shared among all the partnering civil societies, development partners, community members, mandated institutions for example Food Agriculture Organization (FAO), European Union (EU), Ministry of Water and Environment, National Forestry Authority (NFA), DFS, FSSD, and Natural Resource Committee of parliament and other relevant stakeholders.

10.0 COMPOSITION OF IFM FIELD TEAM.

The field team shall be comprised of environmentalists, Legal advisors, Foresters, Sociologists, Media, among others taking into account inclusiveness. These shall be drawn from lawfully recognized conservation focused NGOs and CBOs, right thinking members of the community, technical staff from government ministries, departments and agencies.

For formal arrangements, there shall be a memorandum of understanding between NFA and the IFM implementing non-state actors clearly stating the roles and obligations of each party implementing the IFM.

11.0 SWOT ANALYSIS.

The Independent forest monitoring mechanism in Uganda will take advantage of the existing achievements, strengths and opportunities in the forest sector as outlined in **Table 1 below**.

S	W	O	T
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Existence of Collaborative Forest Management Groups (CFM) that have some degree of knowledge and skills to provide real time alerts, can be enjoined in joint field missions and can gather evidence of perpetrators of illegal logging as provided for in the Forest and Tree Planting Act, 2003 (A briefing paper by the Ecological Trends Alliance and IUCN NL, 2020). A total of 67 CFM agreements had been signed with NFA, covering around 85,000 hectares. ● Existence of active strategic partners in conservation can contribute human and financial resources for example, FAO, NFA, Oxfam, UWA, DFS etc. ● Existence of Eco friendly investments in forests can provide alerts and information on illegal logging activities E.g. Eco Lodges. ● Already existing collaborations with CSO's that have strong networks to engage in monitoring illegal forest activities. ● Existence of qualified and experienced CSO staff ready to undertake IFM. ● Engagement of CSOs with proven ability to lobby and mobilize resources. 	<ul style="list-style-type: none"> ● Lack of access to state of the art monitoring equipment to obtain timely alerts for IFM implementers e.g. GPS Machines, Cameras, Trackers, drones etc. ● Inadequate budgets to finance field missions, procurement of equipment, capacity building and enhancement, provision of support to recurrent expenditures, and dissemination engagements. ● Bureaucratic tendencies of some CSO's. ● Limited legal knowledge about natural resources management among some communities, leaders among others. 	<ul style="list-style-type: none"> ● The existence of management plans, and policies that provide for partnerships on forest protection including community involvement in forest management activities (Uganda Forestry Policy, 2001). ● There are laws designated for monitoring forests (Article 254 of the 1995 Constitution of Uganda, National Forestry and Tree Planting Act Section 15 and 28). ● The on-going review of the National forestry and tree planting act (2003) is a window for incorporating the IFM mechanism. ● The need to reinforce NFA staffing and funding presents a need for IFM. ● Committed local government leadership.th 	<ul style="list-style-type: none"> ● Short life span of projects with limited follow up to realize tangible outcomes. ● The ongoing restructuring of government agencies including NFA can interfere with the already existing working relationships. ● The legal provisions for collaborative forest monitoring in the National Forestry and Tree Planting Act are not explicit. ● Limited cooperation and coordination of local government and NFA as well as the Private forest actors ● Absence of specialized environmental courts, lenient penalties on forest offenders and delays to adjudicate forestry and other natural resource related cases.

12.0 POLICY, LEGAL AND INSTITUTIONAL FRAMEWORK FOR IFM IN UGANDA

The Policy Environment is favorable for Independent Forest Monitoring mechanisms in forest reserves. The Forest Policy (2001) Statement 5 on collaborative forest management states that; *“the Government will promote innovative approaches to community participation in forest management on both government and private forest land”*. This will address the disincentives associated with a protectionist approach to forest management, and the destructive practices associated with open access to forest resources.

The National Forest Plan Uganda (2013) Section 9 acknowledges local communities, tree growers and private forest owners, traders in forest products, NGOs and CBOs among the institutions to implement the plan in protecting forests in Uganda. The role of civil society organizations (NGOs) in implementing the national forest plan includes the following:

- Advocacy for increased understanding of the role of forests in national and local development
- Promotion of government accountability with regard to use of resources and delivery of services
- Participation in partnership arrangements for management and utilization of forests
- Public education, information dissemination,
- Training of local communities, private forest owners and resource managers
- Action research and advisory service delivery.

Section 28: 2(d) of the National Forest and Tree Planting Act (2003) provides ground for involving local communities in forest management including forest resource monitoring.

The event that the government chooses to implement IFM through community based organizations, Section 15 of National Forest and Tree Planting Act (2003) allows the NFA to enter into collaborative forest management arrangements with a forest user group for purposes of managing a central reserve or part of it in accordance with regulations or guidelines issued. The Policy and laws imply that the IFM shall be implemented with the National Forestry Authority and there should be clear terms of reference for the implementing partners.

13.0 MONITORING THE IMPLEMENTATION OF THE STRATEGY.

Initially, NAPE will lead the CSO’s IFM strategy to coordinate its effective implementation. This role will be rotational to ensure impartiality, equal opportunities and credibility. This will be on a renewable term basis of four years for two terms subject to appraised performance. No institution will coordinate for more than two terms 8 years in total.

14.0 COMMUNICATION OF FINDINGS

The IFM mission implementing partners will provide on-spot/ field information on illegal logging and other forms of forest degradation and send information to the coordination center for onward collective action with the mandated agencies like NFA, DFS, Environmental Police and line Ministry (MoWE).

Reports from all IFM missions shall be shared among participating institutions and the mandated agencies. The mandate and structures for forest protection lies upon the government through NFA, UWA and DFS. In case of an urgent need for response, the line mandated agencies will be informed.

A communication mechanism involving the technical arms of the mandated agencies (UWA, NFA and DFS), local communities, law enforcers, CBOs CSOs, local government shall be established to facilitate information sharing to all interested parties.

The participating institutions shall use following modes of communication in tandem with the governing communication guidelines;

Electronic, print, digital media and through Information education and communication materials as shall be deemed fit.

The IFM communication mechanism shall be built on transparency and truth within the above specified modes of communication.

15.1 The IFM communications shall uphold the following values.

1. **Simplicity**; the language used in reporting and communication should be easy to read, understand and interpret.
2. **Factual**; the reports and information thereof should be backed by proven evidence

16.0 STRUCTURE OF IFM ACTION PLAN

- Define activities within the thematic areas identified for example visit forest boundaries as part of monitoring forest encroachment.
- Sign MOUs with mandated agencies.
- Assemble and review relevant documents / policies for IFM
- Develop checklist of items and resources (include template tools, protective gears, GPS and related accessories), choose team leader, establish contact points/people/persons, community guide, seek permission, field visit mobile team for briefing/induction/orientation/ others honorariums/daily subsistence allowances (DSAs).
- Procure necessary equipment like protective gears, GPS tools, Stationery and means of transport.
- Develop/ review IFM monitoring tools
- Lobby ministry; MoWE for policy inclusion and IFM institutionalization.
- Develop terms of references
- Hire consultant/consultancy
- Identify CSO for participation
- Consult conservation focused NGOs, CSOs members and key stakeholders interested in IFM.
- Validating the IFM mission report (consultancy outcomes)
- Develop and produce appropriate IFM IEC materials

- Train communities in and adjacent to forests on IFM
- Engage the public, communities and stakeholders through the mass media, Community engagements and digital platforms (Social media platforms, regional radios, Television stations, and newspapers)
- Capacity training sessions for NGOs and CBOs as forest managers on IFM (orient them on application of GIS tools (Equipment) and software to improve capacity for forest monitoring and conservation in the forest on both temporal and spatial contexts and remote sensing as well as skills on baseline for evaluating plans.

17.0 PROPOSED INTERVENTIONS, EXPECTED OUTPUTS /OUTCOMES AND PROPOSED BUDGET LINES

Objective indicators	Activities	Resource inputs	The budget to be determined by the implementer	Resource outputs	Means of verification	Outcomes
<ul style="list-style-type: none"> • Enhance the capacity of communities, local administration leaders and CSOs in forests surveillance, compliance on existing regulations of forest governance by 2023 	<ul style="list-style-type: none"> • 2 Training workshops on IFM for three communities in each of the five forest reserves on IFM totaling to 10 workshops 	<ul style="list-style-type: none"> • 3 Trainers for 30 workshops, • Meals and refreshments, • Transport refund, training 		<ul style="list-style-type: none"> • Acquired knowledge on legislations, policies and regulations. • Acquired knowledge and skills on surveillance in monitoring • Acquired reporting skills on IFM 	<ul style="list-style-type: none"> • Reports, baselines newspapers, attendance lists, photographs. Training manual, invitation letters. 	<ul style="list-style-type: none"> • Demonstrated Use of Knowledge and skills by CFMs, local communities in IFM.

	<ul style="list-style-type: none"> • 2 Training workshops on IFM for district leaders of three transboundary districts for the EACH of the five central forest reserves totaling to 10 workshops. 	<ul style="list-style-type: none"> • 2 trainers , • training venue • transport refund • meals and refreshments 		<ul style="list-style-type: none"> • Acquired knowledge on legislations, policies and regulations. • Acquired knowledge and skills on surveillance in monitoring • Acquired reporting skills on IFM 	<ul style="list-style-type: none"> • Reports, baselines newspapers, attendance lists, photographs. Training manual, invitation letters. 	<ul style="list-style-type: none"> • Co-operation of local leaders with CSOs in IFM.
	<ul style="list-style-type: none"> • 10 training meetings for bio cultural biodiversity conservationists around the 5 central forest reserves. • Supervision and coordination by the lead organization • 	<ul style="list-style-type: none"> • Sociologist, forester, custodians of sacred natural sites. • Refreshments, transport refund, venue hiring, accommodation, transport 		<ul style="list-style-type: none"> • Acquired knowledge and skills on bio-cultural needs and how it links to IFM and climate crisis. 	<ul style="list-style-type: none"> • Reports, baselines newspapers, attendance lists, photographs. Training manual, invitation letters. 	<ul style="list-style-type: none"> • Use of knowledge and skills akin to bio-cultural forest conservation.
<ul style="list-style-type: none"> • Increase information sharing on IFM findings of field 	<ul style="list-style-type: none"> • Organizing Dissemination workshops on mission 	<ul style="list-style-type: none"> Facilitators to disseminate, meals and refreshments 		<ul style="list-style-type: none"> • Disseminated, reports for all stakeholders 	<ul style="list-style-type: none"> • Reports, attendance lists, pull up banners, social media messages, 	<ul style="list-style-type: none"> • Recommendations of the reports being reported

<p>missions and transparency among key stakeholders in forest management by 2030</p>	<p>reports from the five forests and also some of the lessons learnt.</p> <ul style="list-style-type: none"> • Organizing 5 exchange meetings amongst the five communities neighbouring forests. • Supervision and coordination by the lead organization • Procurement of a vehicle for the project. 	<p>Venue hire, transport refund, assorted stationery, media</p>				<p>and culprits reprimanded</p>
<p>• Promote collaborations and cooperation of CSO's, DFS, private Forest actors in forest conservation by 2017</p>	<ul style="list-style-type: none"> • Conduct 5 seminars of key stakeholders on their roles and responsibilities and determine the synergies with CSO's that lead to developing a conducive working relationship. on working operations, sharing of reports, • Supervision and coordination by the lead organization 	<ul style="list-style-type: none"> • 2 facilitators of the seminars, seminar venues, transport, food and refreshments, accommodation 		<ul style="list-style-type: none"> • Developed MOUs for all partners specific central forests reserves where IFM is operating such as the districts, community based groups of women and youth, cultural leaders, the line ministry/NFA/ FSSD 	<ul style="list-style-type: none"> • Attendance lists, photographs, media messages on radio, social media and communicate to various stake holders 	<ul style="list-style-type: none"> • Develop joint campaigns/ drives to act on illegalities in forest activities
<p>• Expand CSO's and CFM's surveillance</p>	<ul style="list-style-type: none"> • Conduct IFM missions and reporting on illegal 	<ul style="list-style-type: none"> • .procurement of 		<ul style="list-style-type: none"> • Field mission reports on 	<ul style="list-style-type: none"> • IFM Mission reports 	<ul style="list-style-type: none"> • Use the Field mission reports for

<p>and reporting of illegal forest activities across the logging value chain by 2017</p>	<p>activities in the 5 central forest reserves</p> <ul style="list-style-type: none"> • 5 Trainings for CFMs and CSOs around five districts on surveillance and reporting, use of surveillance equipment and tools • \0'Supervision and coordination by the lead organization 	<p>Surveillance equipment</p> <ul style="list-style-type: none"> • trainer on use of equipment, • Facilitation of the team of the field team comprised of a forester, sociologist, environmentalists, and lawyer among others. • Meals and refreshments • coordination, visits, production of reports and dissemination of reports 		<p>illegalities in the central forest reserves , their nature, the perpetrators, the drivers of these illegalities, the actions taken and recommendations</p>		<p>advocacy, seek government intervention, apprehend perpetrators</p>
<p>• Enhance CSO's reporting on non-compliance to existing laws and regulations to policy and decision makers in forest governance by 2030.</p>	<ul style="list-style-type: none"> • Documenting the flouted laws in illegal logging processes • Presenting the flouted laws to policy makers such the natural resource committee of parliament. 	<ul style="list-style-type: none"> • Position forest monitoring cadres embedded with environmental police at points where illegal logging is taking place, check points and timber and 		<ul style="list-style-type: none"> • Reports produced for the line ministry, law enforcers, DFS and NFA for follow up 	<ul style="list-style-type: none"> • Number of reported, Prosecuted and convicted cases • Number of Black listed individuals, companies and other agencies involved in illegalities 	<ul style="list-style-type: none"> • A robust system for effectively implementing the Laws, regulations and standards of the forest sector established.

	<ul style="list-style-type: none"> • Supervision and coordination by the lead organization 	charcoal yards cadres along with illegal forest activities enforcers				
<ul style="list-style-type: none"> • Influence policy reviews through advocacy processes 	<ul style="list-style-type: none"> • Analyze the existing policy gaps for inclusion. • Prepare policy briefs • Organize an advocacy dialogue meeting with the policy makers. • Supervision and coordination by the lead organization 	<ul style="list-style-type: none"> • 3 consultants with expertise in environment, policy analysis and environmental law 		<ul style="list-style-type: none"> • Produced Policy briefs, on different advocacy themes. 	<ul style="list-style-type: none"> • Number of policy briefs disseminated 	<ul style="list-style-type: none"> • Use policy briefs for advocacy to strengthen policy and follow up interventions • A high level of activism and vigilance in
<ul style="list-style-type: none"> • Provide support to litigation of illegal forest cases in courts of law 	<ul style="list-style-type: none"> • Hiring the services of lawyers to pursue community interest litigation • Supervision and coordination by the lead organization 	<ul style="list-style-type: none"> • 5 lawyers based in one of the districts neighbouring the 5 central forest reserves 		<ul style="list-style-type: none"> • Perpetuators of illegal logging reprimanded and apprehended 	<ul style="list-style-type: none"> • Number of cases reported for reprimanding and apprehension in courts of law, arbitration committees 	<ul style="list-style-type: none"> • High intensity of convicted cases and strong penalties recorded
<ul style="list-style-type: none"> • Influence the development of conflict resolution mechanisms 	<ul style="list-style-type: none"> • Constituting 5 community conflict resolution committees in the community's peripheral to the central forest reserves comprising 7 members 	<ul style="list-style-type: none"> • Selection and appointment of arbitration committee's in the five central forest reserves. Facilitation of 		<ul style="list-style-type: none"> • 5 arbitration committee's established in the five central forest reserves and conflict resolution 	<ul style="list-style-type: none"> • Number of cases arbitrated, resolutions made and adopted by district forest arbitration committee's 	<ul style="list-style-type: none"> • Positive implications registered in curbing commercial driven interests on forest

	<p>taking into account inclusiveness.</p> <ul style="list-style-type: none"> • Supervision and coordination by the lead organization 	<p>quarterly conflict resolution and arbitration meetings for the conflicts arising out of commercial private developers and decisions taken by technocrats.</p>		<p>meetings held on quarterly basis.</p> <ul style="list-style-type: none"> • Holding the technical staff in the forest sector accountable for actions or non-action taken and developing consensus on resolutions taken. 		<p>conservation by private developers</p>
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