



ASSESSING IUCN'S CONTRIBUTION TO UGANDA'S FOREST LANDSCAPE RESTORATION PROCESSES



January 2018



Cover photo:

A slope in Kapchorwa District, part of the Mt. Elgon landscape where IUCN and partners are promoting various Forest landscape Restoration and biodiversity interventions.

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ACRONYMS

ENR:	Environment and Natural Resources Working Group,
FCPF:	Forest Carbon Partnership Facility (of the World Bank)
FIP:	Forest Investment Plan
FLR:	Forest Landscape Restoration
GFCCP:	Global Forest and Climate Change Programme
GoU:	Government of Uganda
MEMD:	Ministry of Energy and Mineral Development
MFPEd:	Ministry of Finance, Planning and Economic Development.
MTWA:	Ministry of Tourism, Wildlife and Antiquities
MWE:	Ministry of Water and Environment
NEMA:	National Environment Management Authority
NFA:	National Forest Authority
NFTPA:	National Forestry and Tree Planting Act
NDP:	National Development Plan
R-PP:	REDD+ Preparedness Proposal /Phase
REDD+:	Reducing Emissions from Deforestation and Forest Degradation
ROAM:	Restoration Opportunities Assessment Methodology.
RWG:	REDD+ Working Group.
SLM:	Sustainable Land Management.
SPGS:	Sawlog Production Grant Scheme
ToC:	Theory of Change
UFWG:	Uganda's Forest Working Group

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EXECUTIVE SUMMARY

Uganda is endowed with unique and vast forests and forest ecosystems. These play a critical role both as habitats to Uganda's unique biodiversity but also provisioning to meet various socio-economic needs that in turn sustain human development and ecosystem services. The country however is experiencing unprecedented loss and destruction of her unique forests and associated biological diversity. More than 50% of Uganda's forest estate has been lost over the past 25 years (Diisi, 2017), and it is predicted that as early as 2050, the country will have no forests left (NEMA, 2010).

The Uganda Government has demonstrated its appreciation of the scale of the challenge and is undertaking efforts to address forest loss and forest degradation across the country. This is reflected through the integrated policy, legal and institutional framework, as well as the various forest landscape restoration interventions being undertaken at the various levels. As far back as 1990s, the Ugandan Government with the support from the World Bank and the Norwegian Government undertook the Forest Rehabilitation Project and the National Land-cover mapping process respectively, as early interventions to address the challenge of forest loss and degradation. However, these efforts have not succeeded in halting the accelerated loss of forest forests. A high population growth rate and consequently rising demand for wood and wood products as well as land for agriculture and settlement continue to be key drivers to Uganda's high forest loss. According to MWE (2015), Uganda lost 463,000 hectares of forests between 2010 and 2015, this translates to an average annual loss of 92,600 hectares.

It is clear that government action alone is not enough to halt the degradation of Uganda's forests and associated forest resources. Government forest conservation actions have been complimented by various non-state actors including development partners (UNDP, FAO, Austrian Government etc.) and civil society organizations, both local and international such as IUCN.

IUCN has made important contributions to Uganda's FLR journey largely through its Forestry and Natural Resources Governance Programme, and specifically the six projects that spanned the period 2007 to 2017. IUCN's contribution also continues beyond 2017. These contributions have been realized in partnership with other civil society organizations (such as Environmental Alert, ECOTRUST, ACODE, among others), relevant Government departments and agencies (Forest Sector Support Department, REDD+ Secretariat, and National Forestry Authority within Ministry of Water and Environment), district local governments (e.g. Otuke, Lira, Kapchorwa, Mbale, Kween, Lamwo among others) and local communities.

This study report consolidated the evidence of various IUCN's project-based contributions and influences on Forest Landscape Restoration (FLR) in Uganda to enhance the potential for learning and scaling up of successful strategies, communication with stakeholders, and potential future fundraising. More specifically the study report delivers on two key objectives.

1. Develop an evidence-based report that analyses and describes the country's FLR journey and IUCN's contribution during the period 2010-17.
2. Stimulate discussion in IUCN, government and other target audiences on the findings and how these can be used to shape the next phase of FLR in Uganda, as well as the nature of support required

Methods:

The study applies a chronological methodological framework. This Framework started with Step 1, which was aimed at "building an FLR timeline for Uganda". The timeline developed addressed the question of "what happened?" and enabled the study team to tell a descriptive evidence-based story of the FLR change process in Uganda. After this step, the study team proceeded to "naming key FLR results" which was Step 2. This step addressed the question of "what has been accomplished?" The step complemented the descriptive story within the Timeline by clearly identifying the big "wins" and thus providing intentionality to the story told. Both step 1

and 2 were accomplished through a mixture of deskwork research but also through a participatory workshop and follow-up interviews with key decision-makers both within IUCN and her partners. Step 3 involved reconstruction of the Theory of Change – which aggregated information gathered both through review of secondary literature and stakeholder interviews to create a retrospective “looking backward” of how the FLR process has evolved in Uganda. This step addressed the question of “How did it happen?”

This important Step 3 provided the descriptive story with a set of inferred causal links that explain how the elements relate to each other and the internal logic of the change story. Step 4 of the study analyzed the contribution of IUCN and its various partners to the FLR process in the country. This step addressed the question “How did the main actors contribute to the change process?” This step offered a detailed categorization of the main types of contributions (overall and by actor) involved in the change story. Step 5 involved distilling and documenting the overall narrative. This included refining the gathered elements into a compelling rich evidence-based narrative that recapitulated the lessons learned, success factors (what worked, what didn't) and overall performance of the story change

In addition to the steps above, various analytical frameworks were also applied including; Outcome harvesting; IUCN impact framework and multi-level institutional, political and social analysis (micro, meso and macro levels). Other methods and tools applied in this study included; Documents review; Stakeholders interviews (semi-structured and open interviews); Surveys/questionnaires; Experts opinion; Content analysis; a multi-stakeholder validation workshop as well as Photos & quotes from stakeholders.

Results:

1. **FLR Timeline in Uganda:** Out of an initial list of 50 milestones, the stakeholders at the consultative workshop agreed on eight key milestones which were most critical to the overall FLR progress in Uganda. These milestones were identified through a series of prioritization processes initially informed by literature reviews, expert analysis and stakeholder validation. The top eight key milestones to FLR in Uganda included; National land-cover mapping; the first Uganda National Development Plan (NDP 1) 2010/2011 – 2014-2015; Government of Uganda's receiving support from FCPF for the REDD+ Preparedness Proposal; Launch of Uganda's Vision 2040; Uganda's commitment to restore 2.5 million hectares under the Bonn Challenge process; the start of the ROAM process; launch of the Sustainable Development Goals (SDGs); Greening Uganda's Economy; Launch of the Uganda ROAM report and launch of Uganda's REDD+ Strategy and associated processes. Across all these milestones, IUCN has made important contributions largely in the form of technical support (providing expert advice, training local communities in tree growing and sustainable land management practices; technical support towards the development of FLR related policies such as REDD+ strategy and ROAM process)

Secondly IUCN has been a visible and consistent advocate for some key FLR related issues particularly on gender mainstreaming and pro-poor human rights considerations within the national REDD+ process such as equitable participation and consultation. Other contributions by IUCN included convening at national, district and community levels (for example, IUCN has facilitated multi-stakeholder convening around key international moments such as UNFCCC Conference of Parties (COP) processes; convening to share information and expertise through multi-stakeholder platforms such as the Mt. Elgon Stakeholders Platform). IUCN's contribution to funding FLR activities has been through direct project budgets, but also some innovative grass root financing mechanisms for FLR outcomes including the Community Conservation Environment Fund (CECF) and the ECOTRUST Trees for Global Benefit (TGB) programme which is a voluntary carbon trading mechanism designed to benefit small-holder farmers.

2. **FLR Contribution:** We found that IUCN's overall contribution to Uganda's FLR policy processes in this period was estimated at 13%. The most significant contribution came from Government (54%). NORAD (12%) and UNDP (6%) were well represented. Other actors, including the Makerere University and District-Local Governments accounted for 7%. Also, World Bank and CSO/NGOs added 4% each.
3. **Contribution typology:** We found that technical support (29%) and political leadership (28%) were the key

contributing factors (almost in equal share) in Uganda's FLR processes, while funding (24%) was also very relevant. Advocacy (10%) and Convening (9%) were least significant contributing factors. We found that FLR processes in Uganda in the period 2010-2017 were mainly government-led but inclusive of a large number of different types of organizations, ranging from international CSO/NGOs, multilateral organizations, to local CSO/NGOs and academia (included in the 'Others' group).

Based on stakeholder feedback, IUCN's role in Uganda's FLR processes (2010-2017) was dominated by Funding and Convening, followed by Technical support and Advocacy. This typology is unique among key actors identified and it's consistent with the perspective of many stakeholders about what they consider to be the added value of IUCN role. It was interesting to note the contrast with the actual project implementation whereby technical and advocacy were core contributions of IUCN compared to funding and convening. This was understandable considering that the stakeholder feedback was based on analysis of significance while the project's score was based on count of unique specific actions.

4. **Uganda's FLR journey theory of change (ToC):** Within the prevailing context a high population growth rate (estimated at 3.1% per annum, amongst the highest in the world) {1} combined with a dominant economic model focused on economic productivity {2} as well as the rather ambiguous information about the state of the forests {3} were identified as a key driver to forest loss and forest degradation in the country. As Uganda's population has risen from about 10 million in 1969 through to 35 million in 2014, the country's forest cover has declined from 5 million hectares in 1990s to just a little over 2 million hectares in 2015. Based on the understanding of the nature and causes of this degradation dynamic, a nucleus of FLR champions including FSSD, IUCN and NFA emerged and started to engage through both policy and demonstration projects to pilot FLR approaches initiatives on the ground.

CSO have played a significant role by leading actions mainly related to public awareness, technical support to national and district level actors as well as joint policy advocacy either as individual organizations but also through shared self-organizing civil society platforms e.g. UFWG and ENR-CSO working groups. Development partners have also supported both the government and civil society through financing and technical support as well as supporting Uganda's engagement in key international forest-related conservation processes such as REDD+, Bonn Challenge, UNFCCC processes.

There are some early outcomes including more consolidated efforts amongst key CSO actors and networks; increased cooperation amongst government, academia, CSOs, development partners and private sector around specific FLR related activities and Uganda's FLR commitments in key national and international processes such as a pledge to restore 2.5 million hectares by 2020 under the Bonn challenge, inclusion of FLR approach in the Uganda's REDD+ strategy and budget allocations for FLR in NDP2 based on updated scientific information. Based on all these experiences, there is now more sound technical-scientific knowledge products based on FLR related research carried out in the country including the ROAM, Forest Status Report, Forest Emissions Reference Level assessment, REDD+ Strategic options among others.

In conclusion, Uganda FLR journey shows important outcomes at the policy and planning levels that are starting to show incipient results on the ground. As mentioned before, a combination of several factors (from national and international context) have contributed to this journey, Government political leadership being clearly the most significant one. IUCN contribution (as well as other actors' contributions) were clearly recognized by stakeholders and the subject-matter experts who were consulted for this study. The methodology applied allowed for these contributions to be qualified and quantified, exhibiting each actor's distinct contribution configuration as well as the complementarity among them (see figure 18).

The study was able to satisfactorily achieve its proposed objectives and develop a report that analyses and describes the country's FLR journey as well as IUCN's contribution during the period 2010-17. This report will stimulate discussion in IUCN, government and other target audiences on the findings and how these can be used to shape the future of FLR in Uganda.

1.0 INTRODUCTION AND BACKGROUND:

Globally forests can be defined as any land with tree crown cover (or equivalent stocking level) of more than 10% and of an area more than 0.5 hectares (ha). The trees should be able to reach a minimum height of five meters (5 m) at maturity in situ. Young natural stands and all plantations established for forestry purposes which have yet to reach a crown density of 10% or tree height of five meters (5 m) are included under forest, as are areas normally forming part of the forest area which are temporarily unstocked as a result of human intervention or natural causes but which are expected to revert to forest (FAO; 2000)¹.

Uganda defines forests a bit more broadly. The country defines forests as any area of land containing a vegetation association that is predominantly composed of trees of any size, and includes natural forest, woodland or plantation; the forest produces in a forest; and the forest ecosystem. These forest ecosystems are understood to include any natural or semi-natural formation of vegetation whose dominant element is trees, with closed or partially closed canopy, together with the biotic and abiotic environment; (GoU, 2003)². However, under the National REDD+ programme, a much more precise definition of a forest has been adopted as; a minimum area of one Hectare, with minimum crown cover of 30%, comprising of trees that are able to attain a height of at least four meters³. This is the definition that Uganda has adopted for the construction of Forest Reference Levels for REDD+ programme.

Forests and forest ecosystems play a critical role in Uganda both as habitats to Uganda's unique biodiversity but also provisioning to meet various socio-economic needs that in turn sustain human development and ecosystem services.

Forests are important in the water cycle and are an indispensable partner for the agricultural sector in Uganda, the backbone of the country's economy. Over 95% of people in Uganda depend on biomass energy largely sourced from natural forests (upwards of 40 million tons of firewood and 1 million tons of charcoal are consumed annually in Uganda). In addition, forests provide 500,000 m³ of wood annually which is consumed as sawn timber and 2 million m³ of round wood (Diisi, 2017)⁴.

The National Planning Authority (NPA, 2015)⁵ also observes that forests, trees and other biomass growing in all parts of the country provide good soils and watersheds for agricultural production. USAID (2006) on the other hand recognizes Uganda's forests for their exceptional biodiversity conservation value; in two Ugandan forests (Bwindi Impenetrable and Kibale National Parks), scientists have recorded 173 species of polypore fungi, which is 16% of the total species known from North America, Tropical Africa and Europe (USAID, 2006)⁶.

1.1 UGANDA'S CURRENT CHALLENGES IN FOREST CONSERVATION

Uganda is losing her forests at an unprecedented rate. The country has lost more than 50% of its forest estate over the past 25 years (Diisi, 2017). It's now firmly established that unless drastic forest restoration and protection actions are undertaken, Uganda is likely to have lost 100% of its forest estate by 2050 (NEMA, 2010)⁷.

¹ United Nations Food and Agriculture Organization (FAO). 2000. Comparison of forest area and forest area change estimates derived from FRA 1990 and FRA 2000. Forest Resources Assessment Working Paper 59.

² Government of Uganda (GoU), 2003. The National Forestry and Tree Planting Act, 8/2003.

³ Government of Uganda, 2017. Proposed Forest Reference Level for Uganda, Ministry of Water and Environment.

⁴ John Diisi (2017), Land Cover Trends In Uganda, National Forestry Authority (NFA), Kampala Uganda.

⁵ National Planning Authority (NPA, 2015) –The Second National Development Plan (NDP II) 2015/16 – 2019/20, NPA Publications, Kampala Uganda.

⁶ USAID, 2006. Uganda Biodiversity and Tropical Forest Assessment, Final Report, USAID, Washington D.C, USA.

⁷ National Environment Management Authority (NEMA, 2010) Uganda's Atlas of the Changing Environment, NEMA Publications, Kampala Uganda.

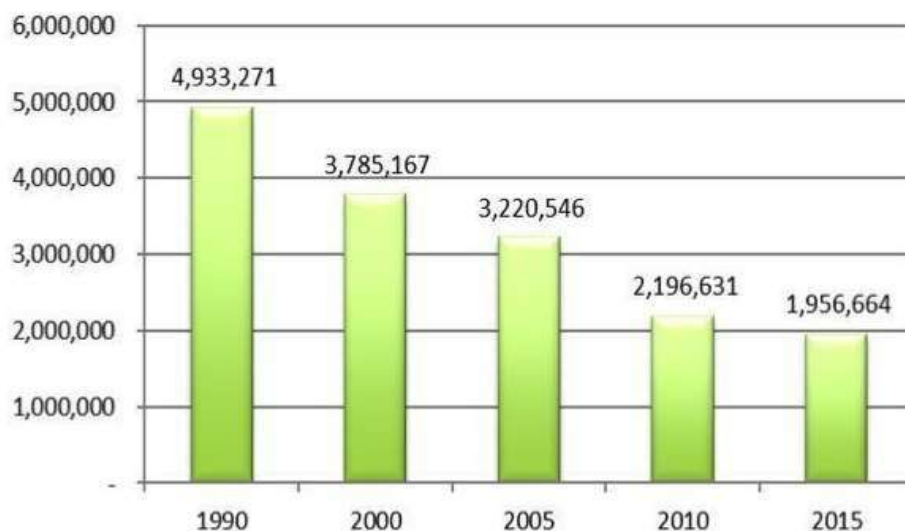


Figure 1: Reduction in Uganda's Total Forest Cover 1990-2015 (ha)

Source: Diisi, 2017

The primary threats behind this very high rate of forest loss in Uganda include among others; agricultural expansion into natural forest ecosystems; fast growing demand and use of charcoal/firewood as primary energy sources; infrastructure development; urban expansion, large-scale energy developments as well as illegal activities in protected forests (e.g. illegal and unregulated timber harvesting and trade) as well as climate change among others. These primary threats are driven by underlying drivers including; fast growing population; weak governance (characterized by weak implementation of laws and policies, conflicting and overlapping mandates e.g. between central and district local governments); outdated government policies; limited opportunities for off-farm employment; widespread income poverty; insecurity of land tenure; government policies that fail to promote conservation and poor perception of the value of natural ecosystems (USAID, 2015);

It is important to also understand that the drivers somewhat differ based on whether the forest in question is on private land or a protected forest. MWE (2016) for example observes that in Central Forest Reserves (CFRs), the drivers are mainly illegal charcoal burning and firewood cutting, while outside CFRs, the drivers include; opening up land for agriculture, ranching, and settlements. Major cross-cutting drivers according to MWE (2016) that need to be addressed urgently include; political interference in the management of the forestry resources, population growth with its attendant demands for more food, high demand for fuel wood and construction timber, among others.

1.2 FLR STATUS IN UGANDA

Uganda government has set an aspiration to increase its forest cover (as a percent of total land area) from 14% in 2012 (baseline) to 24% by 2040 (NPA, 2015). To achieve such an aspiration while successfully continuing to deliver on its human development aspirations, Uganda requires an approach that balances both human development and forest conservation. Forest and landscape restoration (FLR) can play an important role in this regard. Forest and Landscape Restoration (FLR) can be understood as an active process that brings people together to identify, negotiate and implement practices that restore an agreed optimal balance of the ecological, social and economic benefits of forests and trees within a broader pattern of land uses (Besacier and McGuire, 2015)⁸.

⁸ Besacier Christophe and McGuire Douglas, 2015. The Forest and Landscape Restoration Mechanism: FAO effort to contribute to the Bonn Challenge in the context of the GPFLR, FAO Publications, Ankara, Turkey

Significant FLR-related progress (particularly by way of policies and institutional frameworks) has been made in Uganda's FLR commitment and in on-ground actions. Uganda's first forestry policy was developed in 1929, however it was the period between 1990 and 2017 that the regulatory architecture of Uganda's forest sector was effectively developed⁹. Between 1991 and 1995, Uganda developed the National Environment Action Plan (NEAP) from which the National Environment Management Policy (1994), and the National Environment Act cap 153 emerged. Subsequent reforms led to the National Forestry Policy (2001), which subsequently led to the development of the National Forestry and Tree Planting Act (2003). Other reforms within the timeline were development of the Uganda Wildlife Act cap 200, as well as some other operational guidelines such as; National Forest Plan (2002) and more recently the National Forest Business Plan 2016/2017 – 2020/2021 (UNDP and NEMA, 2017)¹⁰. Uganda has also recently launched its REDD+ Strategy.

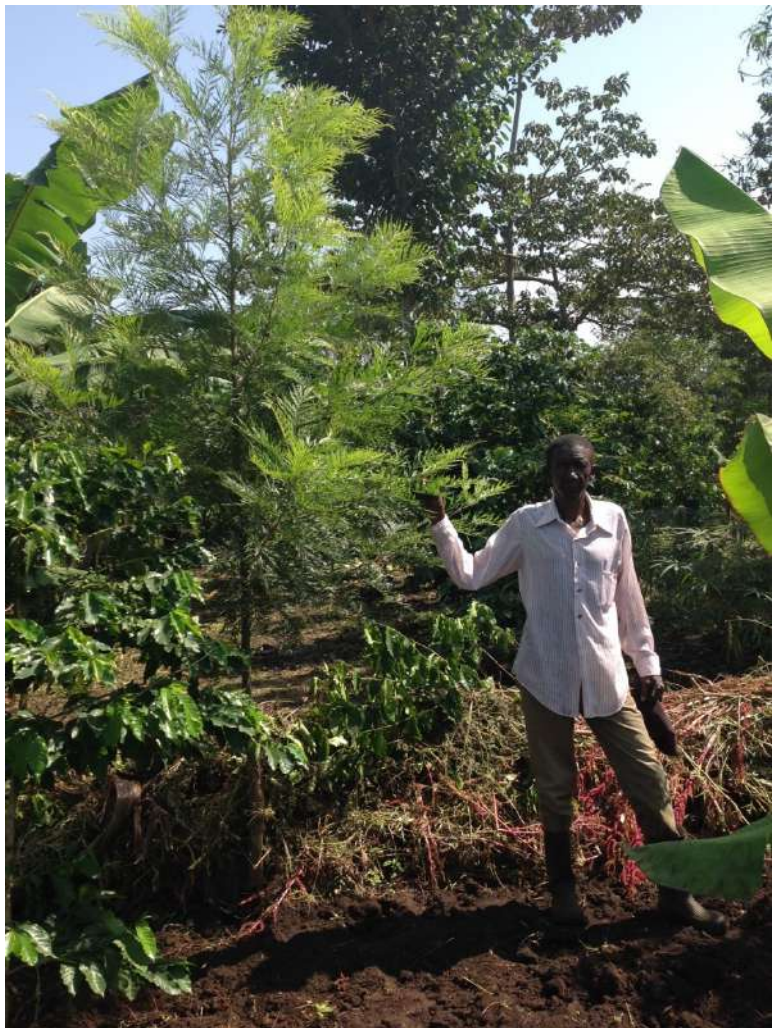


Figure 2: A Trees for Global Benefit farmer beneficiary in Mt. Elgon Landscape shows some of the trees he planted on his farm with IUCN and ECOTRUST support

It is within this context that IUCN has been working with government and other partners to support Uganda's national forest conservation and development agendas and more specifically Forest Landscape Restoration.

Much of the evidence of IUCN's contribution and influence is projectized and a consolidated overview of IUCN's contribution to FLR in Uganda does not exist, limiting the potential for learning, up and out scaling of successful strategies, communication with stakeholders, and fundraising.

IUCN set out to consolidate evidence of its contributions to Uganda's FLR processes over the period 2010- 2017 with a particular end-point being the research, development and launch of the Uganda ROAM report. This analysis is expected to enable IUCN understand the extent and type of contribution and influence it has had on FLR in Uganda, identify success factors and lessons learnt, and communicate these findings to target audiences. As a result, government and key partners will be able to use this product as a point of reflection to guide the next phase of FLR implementation in the country, as well as offer lessons to other countries.

⁹ United Nations Development Programme (UNDP) and National Environment Management Authority (NEMA, 2017), Biodiversity Policy and Institutional Review, National Environment Management Authority, Kampala.

¹⁰ Ibid.

2.0 STUDY RATIONALE

IUCN has a long and successful history in Uganda working with government and other partners to support Uganda's national conservation and development agenda. Recently IUCN support has been framed in the context of FLR, and significant FLR-related progress has been made in Uganda's FLR commitment and in on-ground actions.

2.1 OBJECTIVES OF THE STUDY

There were two objectives of this assessment study, which are outlined as follows;

1. Develop an evidence-based report that analyses and describes the country's FLR journey and IUCN's contribution during the period 2010-17.
2. Stimulate discussion in IUCN, government and other target audiences on the findings and how these can be used to shape the next phase of FLR in Uganda, as well as the nature of support required.

3.0 METHODS

3.1 METHODOLOGICAL STEPS

To carry out this assessment 5 procedural steps were followed in order to describe and explain IUCN role in Uganda's FLR processes from 2010-2017:

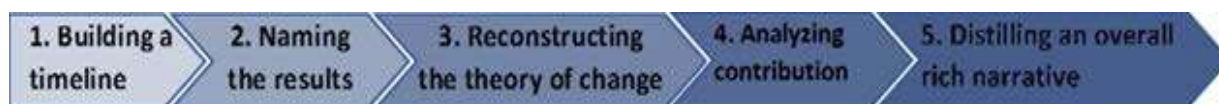


Figure 3: Summary of the steps proposed

3.1.1 BUILDING AN FLR TIMELINE FOR UGANDA

A timeline was reconstructed to map how the process evolved through time. By identifying key milestones, it was possible to reconstruct the sequence of relevant events that shaped Uganda's FLR story for the past 7 years. The constructed timeline combined milestones of different nature (activities/outputs/outcomes), and the key factor here is that all together they communicate a compelling change story. Once the milestones were mapped, it was possible to substantiate them (provide evidence to support them) and validate the story with FLR subject-matter experts.

Purpose of this step: It addressed the question of "what happened?" This step helped to tell a descriptive evidence-based story of the FLR change process in Uganda.

For the purpose of this study, it was agreed that the timeline predefined end-point would be Uganda's ROAM Report, published in 2016. The timeline then focuses on the processes that led to the achievement of this milestone (analysis ex-ante) as well as the main outcomes that have resulted from its adoption, use and influence (analysis ex-post).

3.1.2 NAMING THE RESULTS

With a clearer understanding of the process it was possible to dig deeper into its outputs and outcomes. For this step, different sources of information (i.e. document reviews and interview) were combined in order to get a richer understanding of the effects of the process and fill in any major gaps in the timeline.

Purpose of this step: It addressed the question of “what has been accomplished?” to complement the descriptive story by clearly identifying the big “wins” and thus providing an intentionality to the story told (the “wins” were later used for the contribution analysis).



Figure 4: A member of Katum group inspecting bee hives. Apiculture within Lalak Central Forest reserve, was made possible by the IUCN and Environment Alert brokered CFM agreement with NFA.

3.1.3 RECONSTRUCTING A THEORY OF CHANGE (TOC)

Using the timeline elements combined with a more profound understanding of what was achieved, a theory of change was reconstructed. Timeline milestones were categorized as strategies / outcomes / impacts and then organized in a logical way that illustrates the causal links explaining how the changes and improvements in FLR policies were attained. Existing analytical frameworks were used to build a ToC.

Purpose of this step: It addressed the question of “How did it happen?” This step provided the descriptive story with a set of inferred causal links that explain how the elements relate to each other and the internal logic of the change story.

3.1.4 ANALYZING CONTRIBUTION

With the information gathered and systematized, a validation workshop with key stakeholders was held. In this workshop, several elements (such as the timeline milestones and ToC) were validated. It was also an opportunity to conduct a group session on contribution analysis. This analysis allowed for better understanding of the specific roles that the main stakeholders played in the process as well as to characterize the types of contribution that each one of them brought to the mix.

Purpose of this step: It addressed the question “How did the main actors contribute to the change process?”. This step offered a detailed categorization of the main types of contributions (overall and by actor) involved in the change story.

For the purpose of this study, the contribution analysis revolved around the processes, actors and contributions that led to the achievement of Uganda's ROAM Report.

3.1.5 DISTILLING AN OVERALL NARRATIVE

The final step involved refining the gathered elements into a compelling rich evidence-based narrative that recapitulated the lessons learned, success factors (what worked, what didn't) and overall performance of the story of change. Using the proposed IUCN impact framework helped to understand how the different elements fitted together and contributed, to build a deeper understanding of the change process and the different elements that were part of it.

3.2 DATA SOURCES

The research team collected required information from various sources including the following;

- IUCN documents (Uganda and international): policies, position statements, annual technical reports, evaluation reports, and communication products.
- Uganda's FLR policies, norms, legislation.
- Other relevant government policies and reports from forest and landscape management.
- Media publications and websites.
- Perspective/opinions from stakeholder who participated.
- Uganda FLR subject-matter experts.
- IUCN and Global Partnership on Forest Landscape Restoration staff.

3.3 DATA COLLECTION TOOLS

A combination of data collection methods was used to collect and process data from the above-mentioned data sources, for the several methodological steps proposed. The tools include;

- Documents review
- Stakeholders interviews (semi-structured and open interviews).
- Surveys/questionnaires.
- Expert opinion.
- Content analysis.
- Validation workshop.
- Photos & quotes from stakeholders.

3.4 ANALYTICAL FRAMEWORK

Analytical frameworks provided guidance and helped to create meaning out of the collected data. For the purpose of this study the following conceptual tools were combined:

- Outcome harvesting¹¹
- Theories of change in policy and advocacy processes¹²
- Contribution assessment¹³
- Assessing the strength of evidence¹⁴
- IUCN impact framework¹⁵
- Institutional, political and social analysis: micro, meso and macro level (multi-level analysis)¹⁶

4.0 FINDINGS

Below is a summary of findings from the analysis and methods described above.

4.1 VALIDATED TIMELINE OF UGANDA'S FLR JOURNEY

Based on a thorough review of literature - the study team developed an initial timeline with 50 key milestones including several project related milestones from IUCN's FLR related projects. From these a set of 24 key milestones were pre-selected (based on criteria of their relevance to overall FLR process in Uganda and the agreed end point, Uganda's ROAM study report in particular). A stakeholder consultative workshop took place on 5th December 2017 at Golf View Hotel in Kampala. The workshop attracted a cross-section of 14 subject matter experts including representatives from civil society organizations, relevant government agencies, District Local Governments, media, and academia (*see Annex 3 for a complete list of participants*).



Figure 5: Subject-matter experts workshop held in Kampala, 12/5/2017

Through group discussions during the contribution assessment workshop, the stakeholders debated and updated the pre-selected milestones, discarded 5 of them, and added 15 new milestones to the timeline. In the final analysis, 34 validated milestones were nominated and of these 8 were selected as most critical and are discussed in the next section.

¹¹ Grau, W. et al. "Outcome Harvesting". Foundation Administered Project. Cairo, Egypt. (2013).

¹² Stachowiak, Sarah. "Pathways for change: 10 theories to inform advocacy and policy change efforts." Center for Evaluation Innovation. Seattle, WA: ORS Impact (2013).

¹³ IUCN. "Guidelines on contribution assessment" (to be published).

¹⁴ DFID. "Assessing the Strength of Evidence". (2014).

¹⁵ Refer to Annex 8 for a more detailed presentation of this impact framework.

¹⁶ Holand, J. "Tools for institutional, political, and social analysis of policy reform: a sourcebook for development practitioners". The World Bank (2007).

As mentioned before, the selected period of analysis for this study was 2010-2017, some important milestones prior to 2010 were also considered and included in the “Timeline background” (see figure 6 below) because participants considered these milestones to be relevant. As background-milestones fell outside the period of analysis, they were not included in the contribution assessment and were not coded as milestones either; with the exception of the National Land cover Mapping Process (milestone M0) which was considered by the participants as the single most relevant milestone in the Uganda FLR journey (see next section for a detailed-on explanation of the milestones prioritization process).



Figure 6: Background timeline

Around the 1990s, there were several forest related projects by various actors, and key among these was the World Bank funded Forest Rehabilitation Project in the 1990s which triggered the evolution of several regulatory policies, institutional frameworks and actions including among others; the 1995 National Environment Act which also established the National Environmental Management Authority; National Forest Policy (2001), the 2002 National Forest Plan and the 2003 National Forestry and Tree Planting Act (NFTPA) which also established the National Forest Authority (NFA). These policies further triggered establishment of complimentary environmental management and institutional frameworks for the enforcement of those policies including the establishment of; the Ministry of Water and Environment, Ministry of Tourism, Wildlife and Antiquities (MTWA); Ministry of Energy and Mineral Development (MEMD), and Ministry of Finance, Planning and Economic Development (MFPED). These ministries were also further complimented with several regulatory agencies including the National Environment Management Authority (NEMA); National Forest Authority (NFA) and the Uganda Wildlife Authority (UWA) among others.

In addition, there was better-coordinated and long-term support from development partners including the Norwegian Government which supported the National Landcover Mapping Process in 1990 (see full explanation below, IUCN 2017¹⁷) as well as the European Commission that supported the Sawlog Production Grant Scheme which started in 2004 and is currently in its third phase 2015-2020 (EU Commission, 2015)¹⁸ It was also around the same time that one of IUCN’s FLR related projects- Livelihoods and Landscapes Strategy (LLS), was initiated with a focus on Mt. Elgon Landscape. The project started on 15th July, 2007 and ended on 31 Dec, 2008. The goal of this project was to ensure, “effective implementation of national and local policies and programmes that leverage real and meaningful change in the lives of rural poor, enhance long-term and equitable conservation of biodiversity and ensure the sustainable supply of forest-related goods and services in line with nationally defined priorities” (IUCN, 2008¹⁹).

¹⁷ IUCN Uganda, 2017a). Towards Pro-Poor REDD+ (Phase II) Project Evaluation, Case study Report. IUCN Uganda Publications, Kampala, Uganda.

¹⁸ EU Commission, 2015. Action Document for Sawlog Production Grant Scheme III, EU Commission Publication.

¹⁹ IUCN, 2008. Internal Agreement, Livelihoods and Landscape Strategy – Eastern and Southern Africa Forest Landscape (ESAF) Component, IUCN Eastern and Southern Africa Office publications, Nairobi, Kenya.

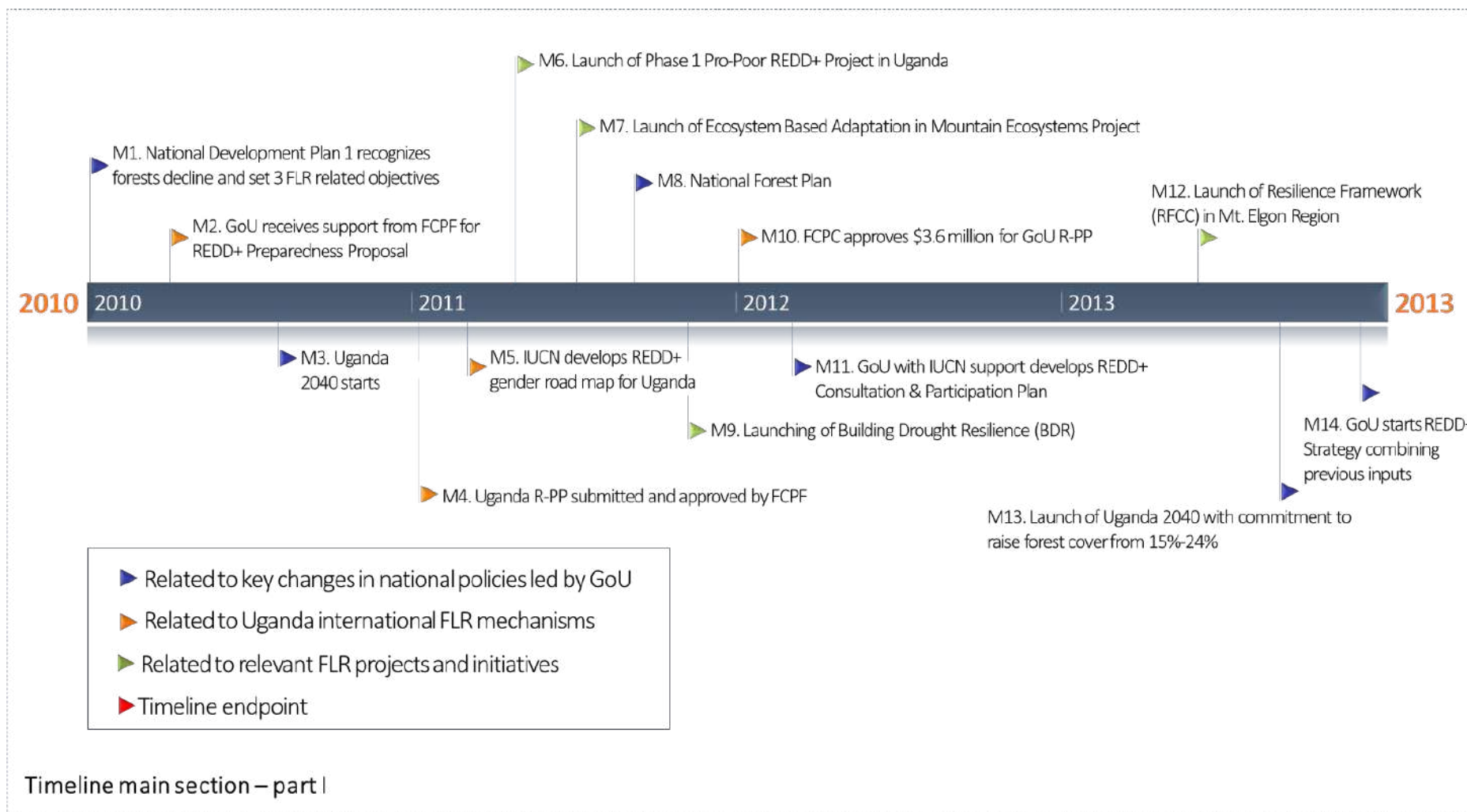


Figure 7: Main timeline part I (2010-2013)

Participants to the workshop also identified several important milestones between 2010 and 2013. Key among these was Uganda’s First National Development Plan 2010-2015. The National Development Plan I 2010/11 – 2014/15 was the successor of the Poverty Eradication Action Plan, which has managed to half the population living below the threshold of poverty. Its aims are more ambitious: to transform Uganda into a middle-income country²⁰.

²⁰ EU Commission, 2015. Action Document for Sawlog Production Grant Scheme III, EU Commission Publication.

Several other milestones included processes related to REDD+ Process (M2, M4, M10, M11 and M14 among others) as well as a number of IUCN projects - Towards Pro- Poor REDD+ (M5), EBA (M7) and BDR (M9) Projects.

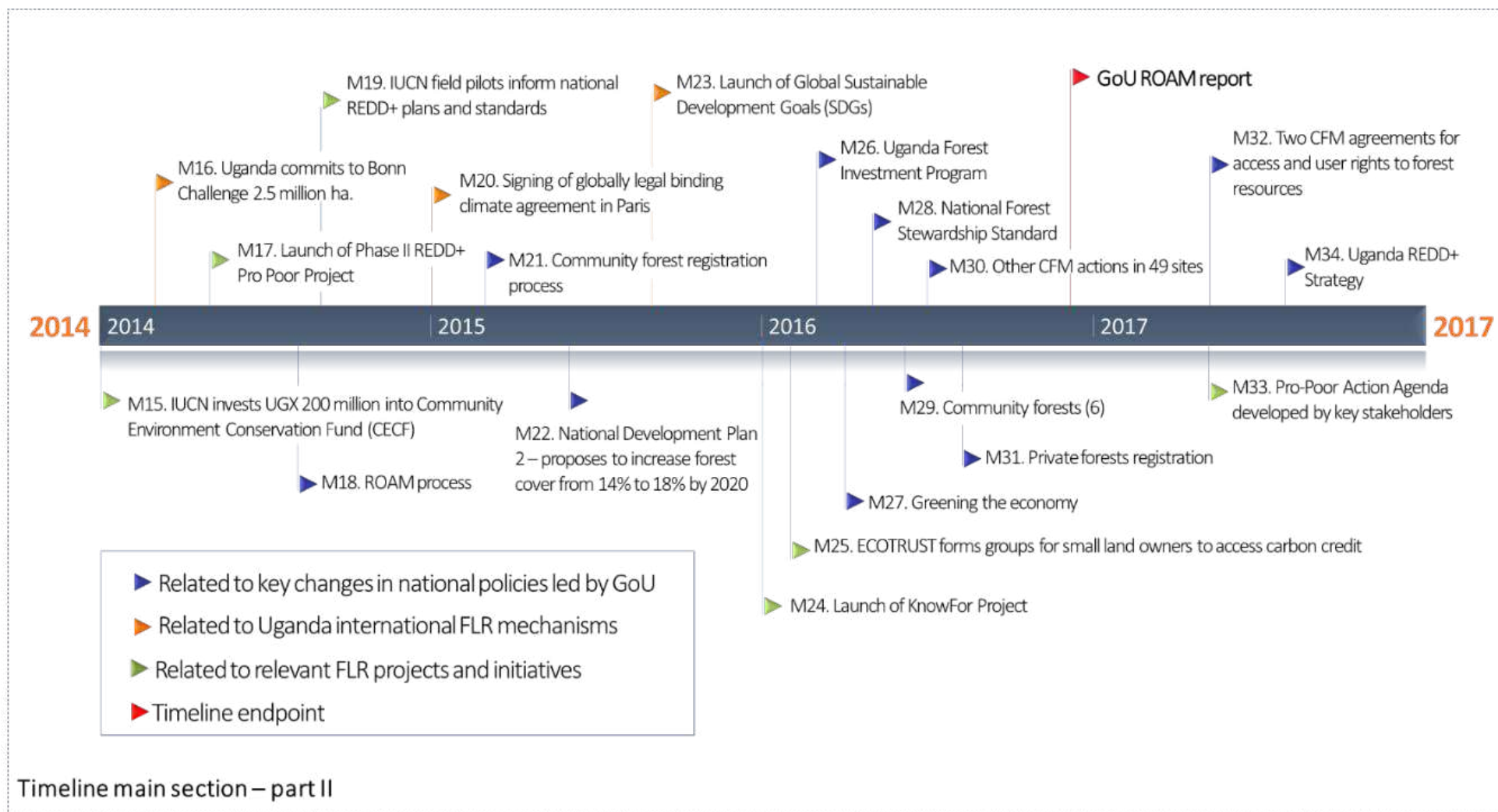


Figure 8: Main timeline part II (2014-2017)²¹

²¹ Refer to Annex 4 for a short description of each milestone in the timeline.

Between 2014 and 2017, the participants identified several important milestones including among others the following; the Commitment of Ugandan Government to the Bonn Challenge where it pledged to restore 2.5 million hectares (M16). In addition, some of the work initiated by IUCN during the earlier years had matured and was key in influencing key processes as illustrated on the timeline. For example, IUCN's field pilots which helped to inform the REDD+ process (M19), and the processes leading up to the production of the ROAM study report (End-point); Others outside IUCN include; the Second Uganda National Development Plan (2015-2020) in which the Ugandan Government committed to increasing forest cover from 18% to 22% by 2020 (M22), as well as the launch of Uganda's REDD+ Strategy at the COP23 in Bonn Germany, December, 2017 (M20).

4.2 UGANDA'S FLR JOURNEY: NAMING THE RESULTS

The selected 34 milestones needed to be reduced to a manageable number. For this purpose, participants were split into four small groups and asked to select the top 8 most relevant outcomes from their group perspective. Each subgroup selection was then presented to the full group. At the end of this session a total of 17 milestones were nominated as the most relevant. Then participants were asked to individually and anonymously cast their votes by allocating 25 points among the 17 pre-selected milestones. Finally, the top 8 milestones that received the higher scores were selected as the focus of the remaining analysis (results of this process can be found in Annex 5). The top 8 milestones are presented in Figure 9:

Below is a brief description of some key milestones on the timeline in Figure 9.

4.2.1 NATIONAL LANDCOVER MAPPING PROCESS:

Based on the workshop consultation with key stakeholders, it was agreed that the most significant milestone during the period covered in this study was the national land-cover mapping process (scoring 15% of the total votes – refer to Annex 5 for detailed results of milestones prioritization). This was initiated in the 1990s and was only completed in 2005 with support from FAO and other development partners. This land-cover mapping process was an important milestone because it highlighted the fast rate of Uganda's forest loss for the first time and established a sound and robust baseline upon which key decisions towards enhanced forest management were initiated thereafter.

This process was undertaken through three phases over a course of 10 years between 1989 and 2000. This process was led by the then Uganda Forest Department with funding from NORAD and technical support from the Norwegian Forestry Society. These three phases are briefly described below;

- i) **Phase I (1989 to 1992)** - this provided a detailed overview of the woody biomass situation in nine areas (total of 14 000 km²) that were already biomass deficient and representative of the country. The analysis was based on interpretation of 1:25 000 aerial photos combined with extensive ground truthing and field data collection.
- ii) **Phase II (1992 to 1996)** – this phase developed a land cover and land use stratification for the whole country (1:50 000), estimating woody and non-woody biomass. The stratification was based on manually interpreted satellite imagery acquired from 1989 to 1993 covering 92.5% of the country, with 1995 Landsat images and aerial photographs to fill in the gaps, combined with field observations. Dynamic monitoring of woody biomass was initiated through re-measurement of approximately 1,000 field plots from Phase I. Phase II also developed a digital Environmental Information System (1: 50,000).

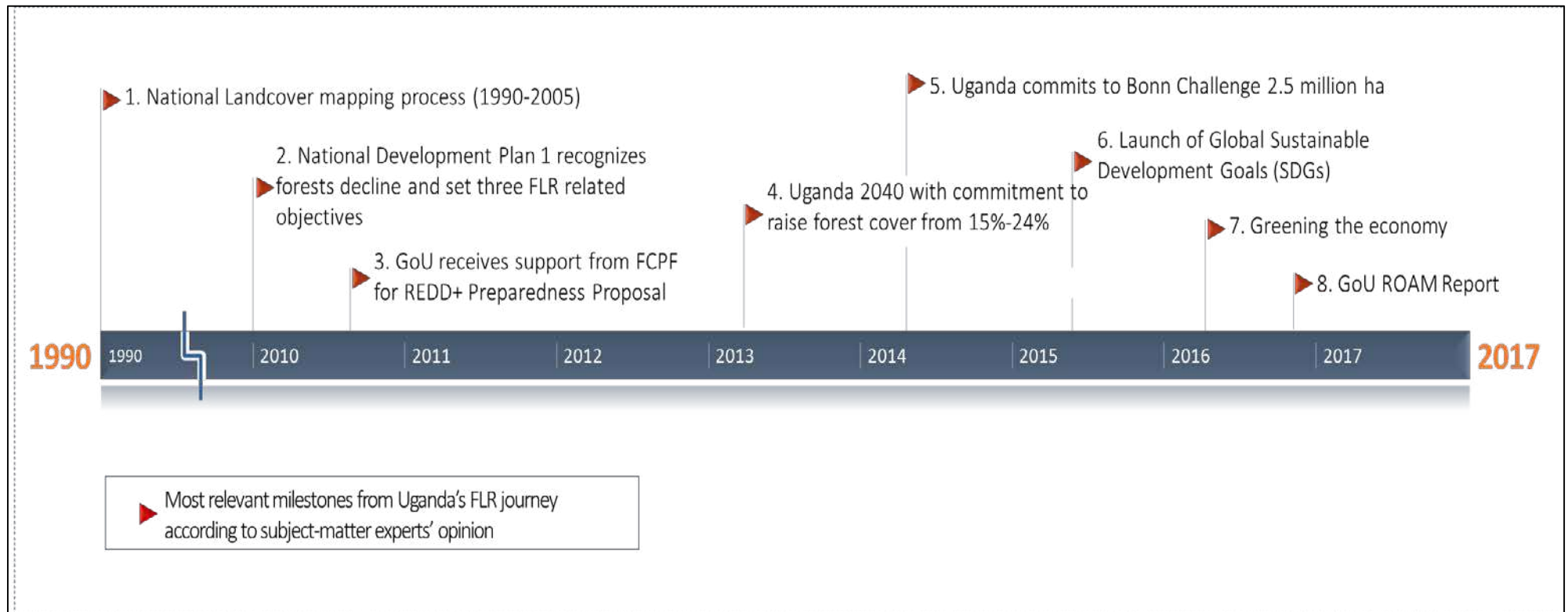


Figure 9: Key milestones in Uganda's FLR journey

iii) **Phase III (1996 to 2000)** - a framework for monitoring land use, land cover and woody biomass was established by setting up as many as 4500 field plots in a systematic grid covering the whole country. The plots were measured between 1995 and 1998 and re-measured in 1999. They generate information on standing stock including bushes and crop residues, change and composition of biomass as well as annual increment, and they provide indications on the rate and direction of land cover and land use changes. In Phase III the datasets of the Environmental Information System were maintained and updated, with work towards the transfer of responsibility. Phase III also involved collaboration with other professional groups to maximize the use of the biomass data sets.

It is evident from the foregoing; these three phases of the National Forestry inventory process were instrumental to Uganda's FLR story as they laid the baseline upon which future assessments would be undertaken including the ROAM process. As it is evident from several reports (NPA, 2010, NPA, 2015²²), that forest loss and forest degradation are a continuous process and therefore the need for regularly updated data including its analysis and interpretation is critical to effective decision-making at given point in time.



Figure 10: Trees in a nursery operated by one of the CFM groups supported by IUCN and Environmental Alert in Agoro Agu landscapes

²² National Planning Authority (NPA, 2015) –The Second National Development Plan (NDP II) 2015/16 – 2019/20, NPA Publications, Kampala Uganda.

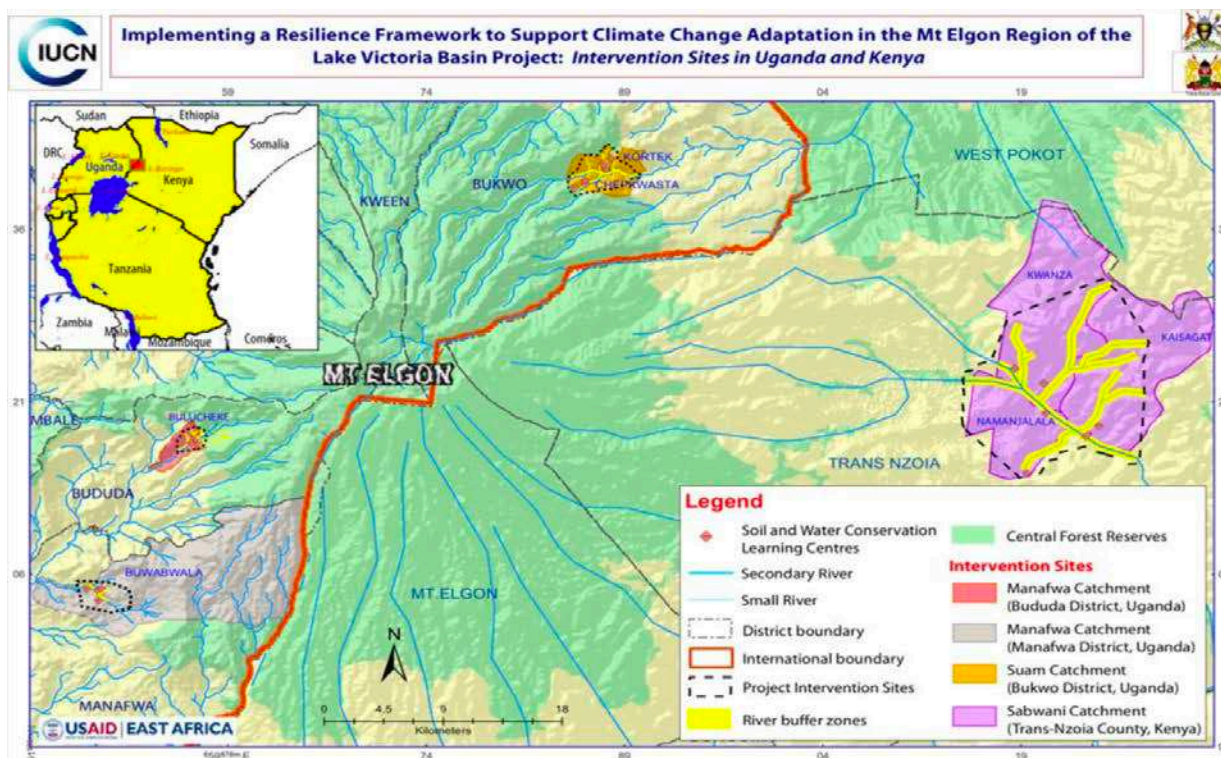


Figure 11: Forest conservation knowledge product – showing the four IUCN project intervention sites in its RFCF Project (Kenya and Uganda)

4.2.2 NATIONAL DEVELOPMENT PLAN (NDP 1) 2010/2011 – 2014-2015

Based upon the results of the National Land-cover Mapping Process, the Uganda government political and technical leadership was convinced that addressing widespread forest loss and forest degradation across the country was a key priority for not only sustained economic growth but also long-term human development. This conviction was illustrated in the Forest Landscape Restoration commitments of the National Development Plan 1.

Uganda’s NDP 1 reflects the country’s medium-term strategic outlook and by addressing issues of forest loss and degradation, stakeholders identified the NDP 1 as another key milestone to the progress of FLR processes in Uganda.

The NDP 1 was published in April 2010 with a vision of “A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years”.

The NDP 1 was pivotal to FLR in Uganda because it recognized forests amongst the primary growth sectors of Uganda²³. According to NPA (2010) Forests were also recognized as separate from agriculture and distinctively contributing a total 3.4% share to the Ugandan economy (2008). NDP 1 however observed that forest cover had declined from 24% in 1990 to 18% by 2005. It was upon this basis that NDP I recommended several objectives related to FLR which would be pursued during its implementation period, including the following;

Objective 1: Restore Forest Cover from 3,604,176 hectares to 4,933,746 hectares (1900 levels) by 2015. The following were the strategies laid out to achieve the objective; reforestation and afforestation of 1,266,000 hectares in 698 forest reserves and 730,000 ha in national parks and game reserves; promote greening along and around public infrastructure and establishments; Promote commercial tree-planting on private land; Increase

²³ National Planning Authority (NPA), 2010. The National Development Plan 1 2010/2011 – 2014-2015, Government of Uganda Publications, Kampala, Uganda.

involvement of the population in tree planting; Support Research and Development to promote new high- yielding and appropriate tree varieties ; Strengthen the capacity of relevant sector institutions to effectively enforce forest and environmental laws and regulations).

Objective 2: Restore degraded natural forests in forest reserves and private forests. The following strategies were laid out under this objective; improve low stocked natural forests using the landscape approach; protect the Government permanent forest estate.

Objective 3: Reduce pressure on forest cover as a source of wood fuel and construction material. The following were the strategies; Scale-up incentives to promote investment in generation and use of alternative energy; Promote the use of efficient energy saving sources; Research and Development for alternative energy source and Regulate forestry activity on private land in line with the land use policy.

4.2.3 GOVERNMENT OF UGANDA RECEIVES FUNDS FROM FOREST CARBON PARTNERSHIP FACILITY (FCPF) FOR REDD+ PREPAREDNESS PROPOSAL (R-PP)

Stakeholders agreed that this was an important milestone, because without it, the development of Uganda's REDD+ Strategy would nearly have been impossible to accomplish.

With the funds secured, the GoU in 2010 embarked on the process to develop a REDD+ Preparedness Proposal (R-PP) through a multi-stakeholder process. It established and operationalized a REDD+ Working Group (RWG), a multi-stakeholder group with a secretariat at the Ministry of Water and Environment. This RWG was later that year operationalized through three sub-groups including; the Consultation Group (chaired by IUCN Uganda); the Baselines Assessments Group and the Governance sub-group.

The REDD+ process was initiated at the 16th session of the Conference of Parties to the United Nations Framework Convention on Climate Change (UNFCCC COP16), held in Cancun in December 2010, including among others a call for participating countries to (a) Reduce emissions from deforestation; (b) Reduce emissions from forest degradation; (c) Conserve forest carbon stocks; (d) Sustainably manage forests; and (e) enhance forest carbon stocks. To achieve these goals, Uganda committed to develop a national REDD+ strategy and determine a national forest reference emission level. These REDD+ aspirations of Uganda are in line with its National Climate Change Policy (NCCP), which aims for a harmonized and coordinated approach towards a climate-resilient and low-carbon development pathway for sustainable development in Uganda. The components of Uganda's REDD+ process also compliment the principles of the National Forest Policy (2003) and the 2004 National Forestry and Tree Planting Act (MWE, 2014)²⁴.

IUCN at the request of the Ugandan Government developed and piloted the REDD+ Consultation and Participation Plan as well as the REDD+ gender roadmap, which were key determinants of the funding to Uganda's REDD+ process. At the sub-national level, the IUCN identified and built upon existing pro-poor financing mechanisms for natural resources management including the CECF, TGB and CFM, which had already been proven and tested.

"The CECF approach as demonstrated by IUCN in the Mt. Elgon Landscape is an excellent example of how communities can be successfully and beneficially engaged in promoting REDD+ and sustainable forest management in Uganda"

Permanent Secretary of Ministry of Water and Environment, as quoted by Margret Mwebesa, Uganda's National REDD+ Focal Point (IUCN, 2017)

²⁴ Ministry of Water and Environment (MWE), 2014. The Uganda National Programme on Policy approaches and positive incentives on issues relating to Reducing Emissions from Deforestation and Forest Degradation; and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in Uganda (REDD+), The REDD+ National Focal Point; Forestry Sector Support Department (FSSD), Ministry of Water and Environment (MWE), Kampala, Uganda.



Figure 12: NFA facilitates a meeting with Katum CFM group to finalize their CFM agreement - the meeting was made possible with support from IUCN and Environmental Alert

4.2.4 UGANDA'S VISION 2040

Uganda's Vision 2040 reflects Uganda's long-term strategic development framework which is delivered through medium-term five year National Development Plans. Including FLR commitments into Uganda's Vision 2040 reflects a long-term commitment of Uganda to addressing forest loss and degradation.

Uganda's Vision 2040 was launched on 18th April 2013. It sets an aspiration to raise the forest cover of Uganda from 15% in 2010 to 24% in 2040. This Vision 2040 recognizes Uganda's unique environmental endowment, which is largely constituted by its water resources and wetlands, biodiversity and ecosystem health; land resources, fisheries resources, forests and minerals. It notes that these natural resources are under increasing pressure and it commits to undertake efforts to restore and add value to these natural ecosystems including forests alongside wetlands, range lands and water catchments by undertaking reforestation and afforestation on public land, promoting participation of the population in tree planting on both private and public land and enhancing private investment in forestry through promotion of commercial tree planting on private land and adoption of green agriculture practices. These actions are expected to collectively restore forest cover from the current 15% of the total land area (2010) to 24% by 2040.

4.2.5 BONN CHALLENGE

Besides its national level commitments to FLR, Uganda has also demonstrated a culture of taking an active part in international FLR related processes such as REDD+ process, the UNFCCC process and perhaps most recently the Bonn Challenge. Key stakeholders highlighted Uganda's participation in the Bonn challenge as a key milestone

along its FLR journey.

The Bonn Challenge is a global effort to bring 150 million hectares of the world's deforested and degraded land into restoration by 2020, and 350 million hectares by 2030. It is an implementation vehicle for national priorities such as food security and rural development while contributing to the achievement of international climate change, biodiversity and land degradation commitments. The 2020 target was launched at a high-level event in Bonn in 2011 by the International Union for Conservation of Nature (IUCN) and the Government of Germany and was later endorsed and extended to 2030 by the New York Declaration on Forests of the 2014 UN Climate Summit (IUCN, 2017b)¹⁰²⁵

FLR as a process to restore ecological integrity at the same time improving human well-being through multifunctional landscapes underlies the Bonn Challenge (Mansourian, et. Al, 2005)²⁶.

In September, 2014, Uganda committed to the Bonn challenge by pledging to restore 2.5 million hectares of previously deforested and/or degraded areas. This would be undertaken through both a mosaic and wide- scale restoration approaches. It is estimated that with the successful restoration of this forest acreage Uganda could realize as much as USD\$ 785 million while at the same time sequestering 0.24 Gigatons of Carbon dioxide equivalent²⁷. This is beside the crosscutting benefits of sustainable fuel wood, improved agriculture and improved forest ecosystem services.

As soon as the Government of Uganda announced its Bonn Challenge pledge, IUCN partnered with the Ministry of Water and Environment to undertake a Restoration Opportunities Assessment (ROAM) study to identify the feasibility and availability of the target restoration area. The assessment also identified the best set of restoration opportunities applicable in the target area, with specific restoration packages to be promoted in the prioritized hotspots (IUCN, 2016)²⁸. More on ROAM is elaborated below.

Since then, IUCN has been working with a range of partners to operationalize Uganda's 2.5-million- hectare restoration commitment to the Bonn Challenge. Two key elements of IUCN's strategy have been conducting a national-level assessment of degraded and deforested areas that will benefit from restoration (i.e ROAM study, MWE, 2016) while simultaneously working with local farmers to initiate restoration interventions on the lands they manage in key landscapes particularly in Agoro Agu landscape and the Mt. Elgon Landscape (IUCN, 2017)¹⁴. In addition, IUCN launched a community FLR radio programme which promotes exchange of knowledge and skills among farmers through creating platforms for them, as well as building their capacity to develop innovate FLR messages through music, dance, drama, and practical demonstrations on their land. Through these processes, a number of FLR champions have been created in Northern Uganda and Mt Elgon landscapes.

4.2.6 SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The UN's draft sustainable development goals (SDGs) were agreed in July 2014 with SDG 15 clearly articulating a global commitment to FLR – SDG 15 specifically calls for the protection, restoration and promotion of sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. SDG 15 also included two targets specifically related to forests.

- I. Target 15.2 seeks to ensure that by 2020, the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and increase afforestation and reforestation

²⁵ IUCN (2017b) Performance Story Report Exploring IUCN's influence on the development and growth of the Bonn Challenge. February 2017. Tom Blomley Acacia Natural Resource Consultants.

²⁶ Mansourian, S., Vallauri, D., Dudley, N., eds. (in cooperation with WWF Inter- national) 2005. Forest Restoration in Landscapes: Beyond Planting Trees, Springer, New York.

²⁷ <http://www.bonnchallenge.org/content/uganda>

²⁸ IUCN, 2016. Scaling up Forest Landscape Restoration through policy engagement and ICT in Mt Elgon and Aswa landscapes, Uganda, IUCN Uganda publication.

globally.

- II. Target 15.b – seeks to mobilize significantly resources from all sources and at all levels to finance sustainable forest management, and provide adequate incentives to developing countries to advance sustainable forest management, including for conservation and reforestation²⁹

In Uganda, participants acknowledged that launch of the SDGs marked a significant development in Uganda's FLR journey in particular since it is now a key reference point for the allocation of external aid to the forest restoration sector which is largely financed through external investment. With now a clearly articulated commitment to forest restoration within the SDGs, Uganda's government and development stakeholders will have an additional justification to undertake actions and to report against this as the SDG process.

NPA (2016)³⁰ on behalf of the Uganda Government undertook a review of the country's readiness to deliver on the global SDG targets. The report acknowledged that Uganda's economy is still significantly dependent on natural resources and agriculture within which forest conservation plays an important role. It further observes the increasing forest loss because the large majority of Ugandans depend on traditional biomass energy largely sourced from natural forests. This report makes some important commitments to deliver on SDG 15 (protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and biodiversity loss). The report commits to the following;

- 1) Increase the percentage of forest cover from 14% in 2013 to 18% in 2020
- 2) Enhance environmental compliance to national standards from 70% in 2014 to 90% in 2020
- 3) Restore and maintain the integrity and functionality of degraded fragile ecosystems.
- 4) Increase afforestation, reforestation, and adaptation and mitigate deforestation for sustainable forestry.

4.2.7 GREENING THE ECONOMY

Uganda embarked on the process to develop its Uganda Green Growth Development Strategy (UGGDS) in 2015. This process was funded by UNDP Uganda and was a collaborative effort between the National Planning Authority (NPA) and the Ministry of Water and Environment, Climate Change Department. In addition, it was supported by several other government Ministries, Agencies and departments (including finance, energy, and agriculture, KCCA, NEMA among others). The UGGDS was based on the premise that Uganda's significant achievements in human development could be easily reversed if the country didn't integrate climate change and sustainable development principles within its development plans and strategies. The UGGDS was also expected to provide mechanisms through which Uganda would deliver upon its national and international commitments in particular the Uganda National Climate Change Policy (2013) and the Paris Climate Agreement, which was later, endorsed globally in the same year (UNDP, 2015³¹).

4.2.8 UGANDA ROAM PROCESS AND REPORT

The ROAM Study revealed that Uganda has a total of 8,079,622 hectares of land available for restoration with the highest restoration opportunities being in the Northern moist, Karamoja and South West rangelands. This information was expected to be used to support the sector investments, to ensure that priority is given to the areas with the highest potential. This report was also expected to support ongoing processes like the development of the REDD+ strategy, the Forest Investment Plan and the climate change resilience Programme.

²⁹ <http://pubs.iied.org/pdfs/G03846.pdf>

³⁰ NPA, 2016. Review report on Uganda's readiness for implementation of the 2030 Agenda, Government of Uganda Publications, Kampala, Uganda.

³¹ UNDP, 2015. PRESS RELEASE: Uganda launches process to develop Green Growth Strategy, Last Accessed Jan, 2018 here: <http://www.ug.undp.org/content/uganda/en/home/presscenter/pressreleases/2015/10/30/government-of-uganda-launches-process-to-develop-green-growth-strategy.html>

IUCN has played several important key roles in developing Uganda ROAM Study report. These roles ranged from; setting up the ROAM Core team in close collaboration with the Ministry of Water and Environment. This core team represented key institutions with various responsibilities, technical and knowledge resources related to FLR in Uganda. IUCN then later facilitated the various convenings of the core team members as well as providing ongoing reviews to ensure the timely and quality delivery of the ROAM report. Once the ROAM report was ready, IUCN worked closely with the Ministry of Water and Environment to ensure a much wider buy-in amongst government circles and later the official ownership and launch of the report.

Once the ROAM Study report was completed, IUCN progressed in playing a key role in its early implementation and piloting of some of its key recommendations and conclusions. IUCN has undertaken pilot public engagement activities through the use of mass-media particularly the interactive radio to facilitate community buy-in and implementation of the ROAM report recommendations. Based on some initial assessments, the radio programmes have reached over 200,000 listeners in the Kapchorwa and Kween districts, in addition to 800,000 potential listeners in surrounding areas. To ensure sustainability, IUCN in partnership with Farm Radio International has trained radio presenters in Kapchorwa Trinity Radio (KTR) on conducting interactive shows, gathering and responding to FLR feedback and how to use tools such as beep-to-vote, among other relevant skills. In addition, the FLR interactive radio campaign has been scaled up to Northern Uganda, where Voice of Lango radio presenters had their capacity built to run the interactive radio series. A recent evaluation of the radio programme showed encouraging results – 98% of people who listened to most or all of the broadcasts said they implemented at least one of the interventions recommended to them (IUCN, 2016)³². Furthermore, IUCN in partnership with the World Agroforestry Center developed a tool for supporting decision making, in site species matching (selecting the right tree species for the right place). A mobile phone application, the Africa tree finder provides information on indigenous tree species that grow in particular area, their uses, propagation among other key pieces of information.

These experiences demonstrate some important lessons that could be adopted for wide-scale FLR practice across Uganda. More consistent public engagement through mass-media, provision of the right incentives can effectively mobilize local communities to take a more active role in FLR practices.

³² IUCN Uganda, 2016. A Multi-Faceted Approach to Restoration in Uganda. IUCN Uganda Publications, Kampala, Uganda.

4.3 UGANDA’S FLR JOURNEY THEORY OF CHANGE (TOC)

4.3.1 THEORY OF CHANGE (TOC)

The figure 13 below, summarizes our retrospective analysis of Uganda’s Theory of Change (ToC) for forest landscape restoration and forest conservation in general. The ToC revealed several factors that characterize the current and historical context; a set of strategies that have been adopted to respond to key issues within the prevailing FLR context; some key outcomes and aspects at the impact level.

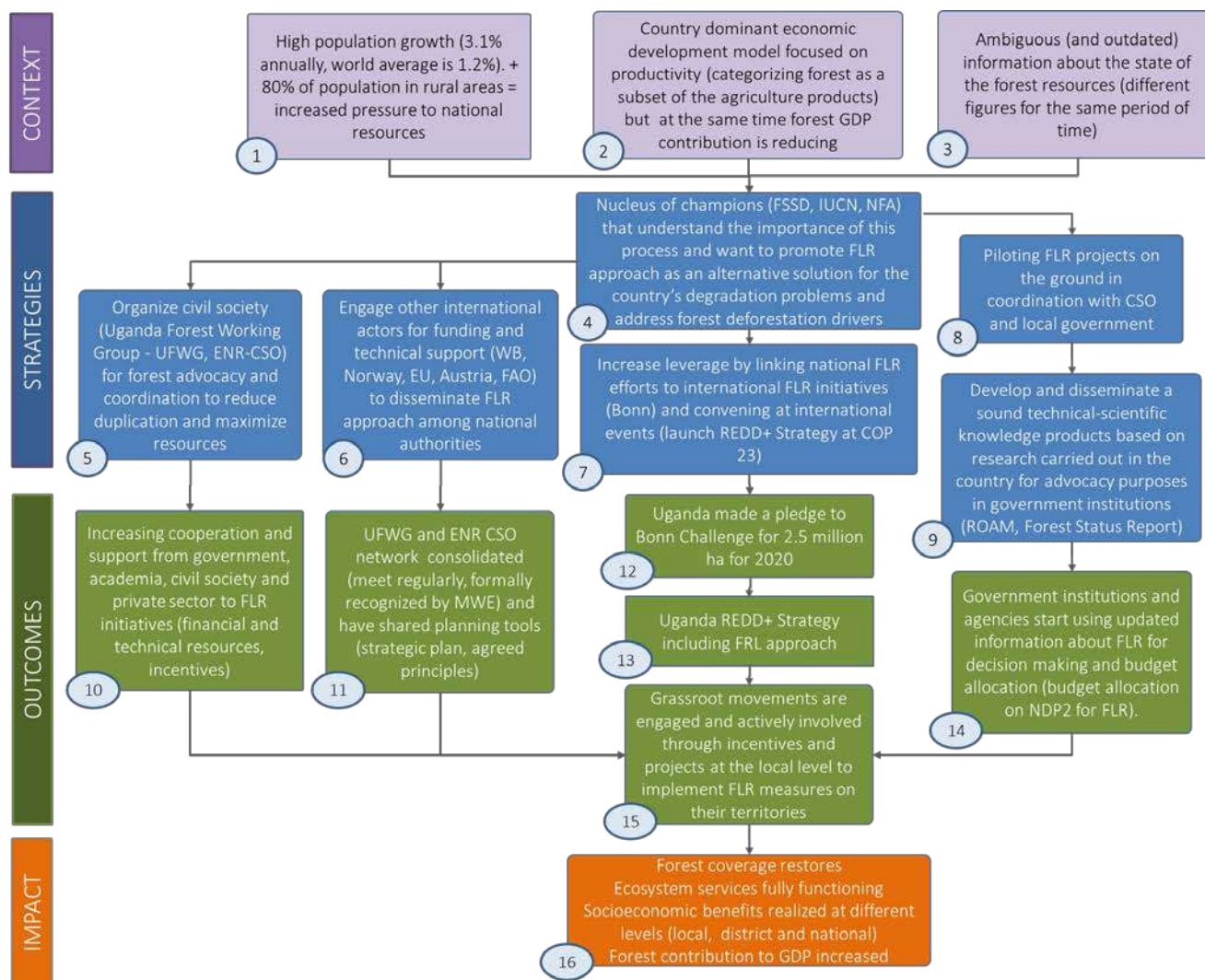


Figure 13: FLR retrospective theory of change in Uganda

Within the prevailing context a high population growth rate (estimated at 3.1% per annum, amongst the highest in the world) {1} combined with a dominant economic model focused on economic productivity {2} as well as the rather ambiguous information about the state of the forests {3} were identified as a key drivers to forest loss and forest degradation in the country.

It was observed that there was a direct and casual relationship between Uganda’s high population growth rates and the rate of forest loss and degradation in the country. As Uganda’s population has risen from about 10 million in 1969 through to 35 million in 2014, the country’s forest cover has declined from 5 million hectares in 1990s to just a little over 2 million hectares in 2015 (see figure 13 below).

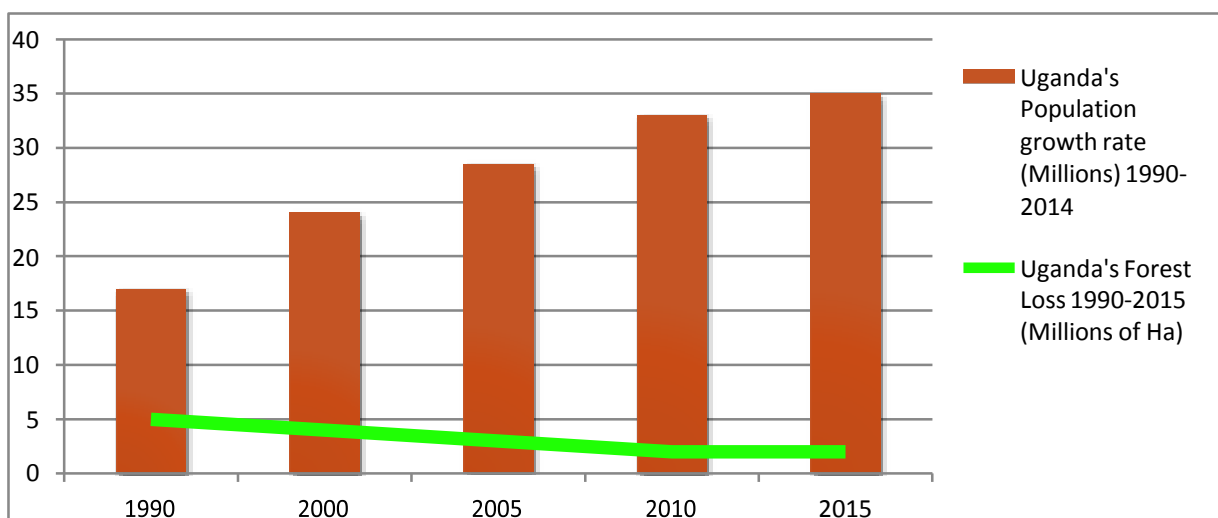


Figure 14: Population growth and forest loss in Uganda

Source: UBoS (2017) and MWE, (2016)³³

The per capita share of forest hectares per Ugandan has declined by more than 80% from 0.3 hectares per capita in 1990s (5 million forest hectares for 17 million people) to only 0.06 hectares (2 million forest hectares for 35 million people) in 2014/2015 period (see figure 14 above).

Other factors characterizing Uganda's forest conservation context is the ambiguous (and often outdated) information on the current state of forest conservation {3}. For example, the study team observed a huge discrepancy in official deforestation numbers from two different government of Uganda reports (from the same ministry)³⁴ - the difference was nearly of 300,000 hectares between 1990 and 2000. This limited clarity of forest conservation status information further complicates decision-making particularly in economic development planning.

Regarding role of forests in Uganda's economy, this has been a regularly changing issue. The study team found evidence that pre-independence Uganda emphasized the utilitarian aspects of forest conservation and forests were managed as part and parcel of the agricultural sector. This however changed from the 1980s to 1990s where forests were separately managed with dedicated policies and institutions so much that Uganda's first National Development Plan (NDP) 2010-2015 specifically outlined the specific contribution of the forests sector to Uganda's economy and outlined several FLR related interventions for the sector's long-term management and conservation (See section 4.2.2 above).

However, the second and current NDP 2015-2020 for the most part places emphasis on the utilitarian values of the forest sector and further classifies forests in several sections as a sub-set of the agricultural sector. This emphasis on productive values of forests has compromised the total forests values which include provisioning (food, water, etc.). Based on the understanding of the nature and causes of this degradation dynamic, a nucleus of FLR champions including FSSD, IUCN and NFA emerged {4} and started to engage through both policy and demonstration projects to pilot FLR approaches and initiatives on the ground {8}.

At the same time and also as a response to this context, CSOs have played a significant role by leading actions mainly related to public awareness, technical support to national and district level actors as well as joint policy advocacy either as individual organizations but also through shared self-organizing civil society platforms e.g.

³³ http://npcsec.go.ug/wp-content/uploads/2013/06/The-State-of-Uganda-Population-Report-2010_opt.pdf

³⁴ The two reports were the Ministry of Water and Environment (2016) Status of Uganda's Forestry 2015 states that between 1990-2000 Uganda lost 862,018 hectares while the NFA (2017) Land Cover Trends in Uganda, John Diisi, National Forestry Authority (NFA), report shows for the same time period, 1990-2000 Uganda lost 1,148,104 hectares.

UFWG and ENR-CSO working groups. For example, during 2017 – the ENR CSO Network, a loose network of CSOs working on environment and natural resources issues published the “ENR CSOs Position on the Performance of Environment and Natural Resources Sub-Sector in Financial Year 2016/17.” This CSO statement was used to directly feed into the Uganda Government 9th Annual Joint Sector Review (JSR) 2016/2017, a process spear-headed by the Ministry of Water and Environment (MWE) and involving a wide range of line departments, agencies, CSOs, development partners and other stakeholders³⁵.

Within this position paper, members of the CSO ENR CSO Network, commended the ministry of water and environment for the various forest landscape restoration activities and in particular restoration of 15,600 ha, restoration of 485 hectares of CFRs and establishment of 569 hectares of forest plantations. In the same paper, the ENR CSO Network members condemned government's failure to operationalize the Tree Fund and its failure to reverse the continued net loss of Uganda's forest cover leading to a reduction from 24% of total land cover in 1990 to only 9% in 2017. They also presented some recommendations for FLR, key among which included the following; harmonizing the land cadaster; legal reforms to enhance forest justice; demarcation of forest reserve boundaries; advancing agroforestry and more transparent decision-making in tree planting permits in central forest reserves. IUCN plays active roles within the ENR CSO working group as a key member, convener and technical enabler³⁶{5}.

Development partners have also supported both the government and civil society through financing and technical support as well as supporting Uganda's engagement in key international forest-related conservation processes such as REDD+, Bonn Challenge, UNFCCC processes for funding and technical support {6}. This has resulted into leveraged national FLR efforts by establishing strong linkages to international FRL initiatives (i.e. Bonn Challenge) and international recognition by convening at international FRL related events {7}.

As a result of FLR pilot projects being locally implemented {8} it was also possible to develop and disseminate sound technical-scientific knowledge products based on research carried out in the country (ROAM, Forest Status Report) which prove to be very useful for advocacy purposes with government institutions, spreading even further the awareness and adoption of FLR approach in the country {9}.

The government of Uganda and district local governments have for the most part continued to allocate financial and technical resources for forest management and conservation via dedicated institutions at both central level (such as NFA and FSSD) and district local government levels as well as via a network of protected forest estates. The government is also incentivizing private sector investments and a number of local and international private forest developers are investing in the sector (including German company Global Woods) in Kikonda CFR in Kiboga district; Busoga Forest Company (a Norwegian company that is now part of Green Resources) in South Busoga CFR in Mayuge district, and later Kachung CFR in Dokolo district; and New Forest Company (a British Company) in Namwasa CFR in Mubende district, and later Luwunga CFR in Kiboga District. These private forest developers have also self-organized into the Uganda Timber Growers Association (UTGA) {10}.

According to Environment Alert (2015)³⁷ - there is a considerably improved coordination between the UFWG and ENR CSO Network. UFWG and ENR CSO Network consolidated with the chairperson of the UFWG, also serving as chairperson of ENR CSO Network. The two groups meet regularly and are formally recognized by MWE through an MoU. They also have shared planning tools (strategic plan, agreed principles). Some of IUCN's supported work including that in Agoro-Agu Landscape under the “Towards' pro-poor REDD+ project” has been featured and the IUCN supported structures (Collaborative Forest Management Groups) have also been integrated by UFWG and ENR CSO Network as part of the regional node in Northern Uganda. ENR CSO Network strongly recognizes the role of IUCN in government engagements (alongside ACODE, CARE international and Environment Alert) {11}.

³⁵ ENR CSO Network, ENR CSOs Position on the Performance of Environment and Natural Resources Sub-Sector in Financial Year 2016/17, Environmental Alert, Secretariat of ENR CSO Network, Kampala Uganda.

³⁶ *ibid*

³⁷ Environment Alert, 2015. Environment and Natural Resources – Civil Society Organizations Network - First Annual General Meeting 2014/15

It is also important to note that an estimated 70% of Uganda's forest assets are located on private land. Here planting of trees within farming systems in central, western, and some parts of eastern regions of the country is age-old practice. Farmers also grow trees around their homesteads, as boundary markers, as woodlots and in compounds as shade trees, fruit trees, and ornamentals. Government and civil society including IUCN played a key role in promoting individual farmer and community participation in forest landscape restoration through specific projects such as Farm Income Enhancement and Forestry Conservation Project (FIEFOC), The Sawlog Production Grant Scheme (SPGS), The Community Tree Planting Programme, Ecosystem based Adaptation (EbA) to mention but a few.

There are some early outcomes including more consolidated efforts amongst key CSO actors and networks; increased cooperation amongst government, academia, CSOs, development partners and private sector around specific FLR related activities {11} and Uganda's FLR commitments in key national and international processes such as a pledge to restore 2.5 million hectares by 2020 under the Bonn challenge {12}, inclusion of FLR approach in the Uganda's REDD+ strategy {13} and budget allocations for FLR in NDP2 based on updated scientific information {14}.

This has led to some early evidences of successful engagements of grass-root movements through incentives and cooperation between local land-owners, district local governments and civil society actors {15}. In some isolated places this has resulted into restoration of forest cover and ecosystem services, with enhanced contribution of forests to local livelihoods and economic outcomes {16}.

4.3.2 MAPPING MILESTONES AGAINST TOC

This validated ToC can be further tested for consistency by mapping the timeline milestones to the ToC main elements. This verification allows to advert missing causal links or elements on the ToC. The hypothesis behind this verification is that if the proposed ToC is robust enough, it should be easy and evident to relate all existing milestones to at least one ToC element (milestones being the evidence of such process). The table 1 presents such mapping:

Table 1: Mapping milestones with respect to ToC elements

ToC element	Milestones from timeline
4	M1. National Development Plan 1 recognizes forests decline and set three FLR related objectives, M3. Uganda Vision 2040 starts M8. National Forest Plan M13. Launch of Uganda Vision 2040 with commitment to raise forest cover from 15%-24%
5	M11. GoU with IUCN support develops REDD+ Consultation & Participation Plan
6	M6. Launch of Phase 1 of the Pro-Poor REDD+ Project in Uganda M15. IUCN invests UGX 200 million into Community Environment Conservation Fund (CECF) M17. Launch of Phase II REDD+ Pro Poor Project
7	M2. GoU receives support from FCPF for REDD+ Preparedness Proposal M4. Uganda R-PP submitted and approved by FCPF M10. FCPF approves \$3.6 million for GoU R-PP M14. GoU starts REDD+ Strategy combining previous inputs M20. Signing of globally legal binding climate agreement in Paris M23. Launch of Global Sustainable Development Goals (SDGs)

8	M7. Launch of Ecosystem Based Adaptation in Mountain Ecosystems Project M9. Launching of Building Drought Resilience (BDR) M12. Launch of Resilience Framework (RFCC) in Mt. Elgon Region
9	M18. ROAM process M24. Launch of KnowFor Project
10	M5. IUCN develops REDD+ gender road map for Uganda M27. Greening the economy M31. Private forests registration M28. National Forest Stewardship Standard
11	M21. Community forest registration process M33. Pro-Poor Action Agenda developed by key stakeholders
12	M16. Uganda commits to Bonn Challenge 2.5 million ha.
13	M34. Uganda REDD+ Strategy
14	M19. IUCN field pilots inform national REDD+ plans and standards M22. National Development Plan 2 – proposes to increase forest cover from 14% to 18% by 2020 M26. Uganda Forest Investment Program Endpoint. GoU ROAM report
15	M25. ECOTRUST forms groups for small land owners to access carbon credit M29. Community forests (6) M30. Other CFM actions in 49 sites M32. Two CFM agreements for access and user rights to forest resources

The exercise of aligning FLR milestones with the proposed ToC requires a high degree of interpretation where subjective filters and biases play a major role. The validity of process could be improved by applying some sort of inter-subjective validation mechanism (which in this case was not done). But even after considering those obvious limitations we think it's interesting to confirm that the proposed ToC provided a good enough explanatory framework to contain all the identified milestones. Which was the main purpose of this short section.

4.4 IUCN FLR CONTRIBUTIONS TO UGANDA'S FLR JOURNEY

As part of the subject-matter expert's validation workshop a participatory contribution assessment process was carried out. This process involved 4 steps:

Step 1. Milestones selection and prioritization (refer to section 4.2 for more details on this step)

Step 2. Defining key actors per priority milestone

Participants were split into four small groups. Each of the four groups was allocated two out of the 8 prioritized milestones and asked to list key actors involved in their assigned priority milestones. Group results were presented in plenary for validation by the full group and completion of any missing actors. Some prioritization of key actors took place, before the actors' lists were agreed to by all participants.

Step 3. Defining contribution types

For this step the following contribution typology proposed on IUCN guidelines for contribution assessment was used:

1. **Political leadership:** carry the torch, championing a cause, enabling action, institutional mandate
2. **Advocacy:** communication, awareness raising, agitation, lobbying
3. **Technical support:** research, knowledge development, specialist input, capacity building
4. **Funding:** financial support (in kind contributions were not included in this category)
5. **Convening:** bringing different actors together, dialogue, conflict resolution

Participants broke into four small groups and defined the main contribution types related to their assigned milestones. They then allocated weights to the contribution types per milestone. Results were presented back to plenary and in most cases modifications to contribution types and assigned weights were made during this stage (results for this step can be found in Annex 6).

Step 4. Mapping key actors to contribution type per milestone and valuing contribution

Participants broke into four small groups and mapped key actors to the contribution types identified for each priority milestone. They then allocated scores to each group of actors per contribution type. Results were presented back to plenary and in most cases modifications to actor scores were made during this stage before being agreed to by participants. We assume that group agreement and validation provided more accurate results and minimized individual bias.

Workshop results were then used to calculate actors' contribution to Uganda's FLR policy processes during the period 2010-2017, using this formula:

$$IUCN_{contribution} = \sum_{m=1}^8 \sum_{c=1}^5 W_m * w_{m,c} * u_{m,c}$$

Equation 1: Quantified contribution

Where:

- W is the relative weight given to a milestone m (milestones 1 to 8),
- w is the relative weight given to a contribution type c (contribution types from 1 to 5) for a given milestone m, and
- u is the contribution percentage assigned to an actor on a given contribution type c for a given milestone m

Results from step 4 and contribution calculations can be found in Annex 6.

4.4.1 MAIN CONTRIBUTIONS PER ACTOR

Through the contribution assessment process, we found that IUCN’s overall contribution to Uganda’s FLR policy processes in this period was estimated in 13%. The most significant contribution came from Government (54%), NORAD (12%) and World Bank/UNDP³⁸ (10%). Other actors, including the NGO, CSO, Makerere University and District-Local Governments accounted for 11% (for more detailed data of contributions per actor refer to Annex 7).

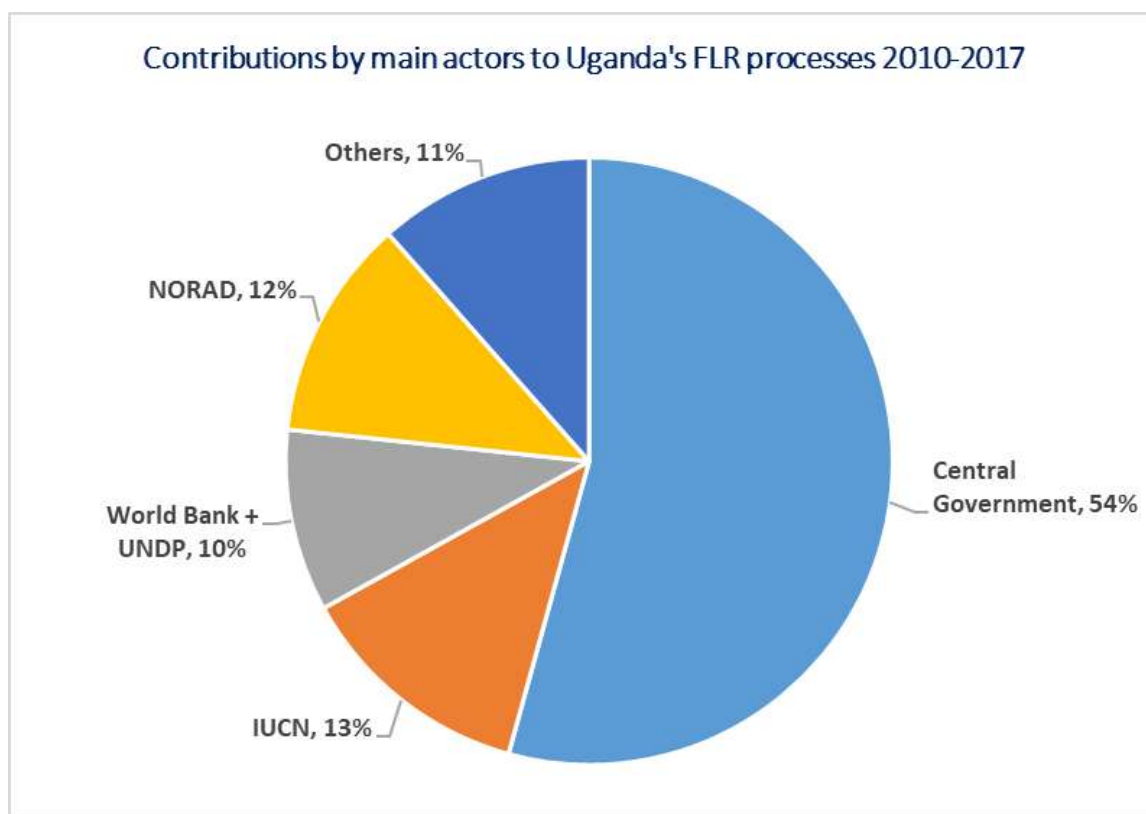


Figure 15: Contribution estimates by main actors

4.4.2 CONTRIBUTION TYPOLOGY

We found that technical support (29%) and political leadership (28%) were the key contributing factors (almost in equal share) in Uganda’s FLR processes, while funding (24%) was also very relevant. Advocacy (10%) and Convening (9%) were least significant contributing factors.

³⁸ For simplicity UNDP and World Bank results were combined and presented together.

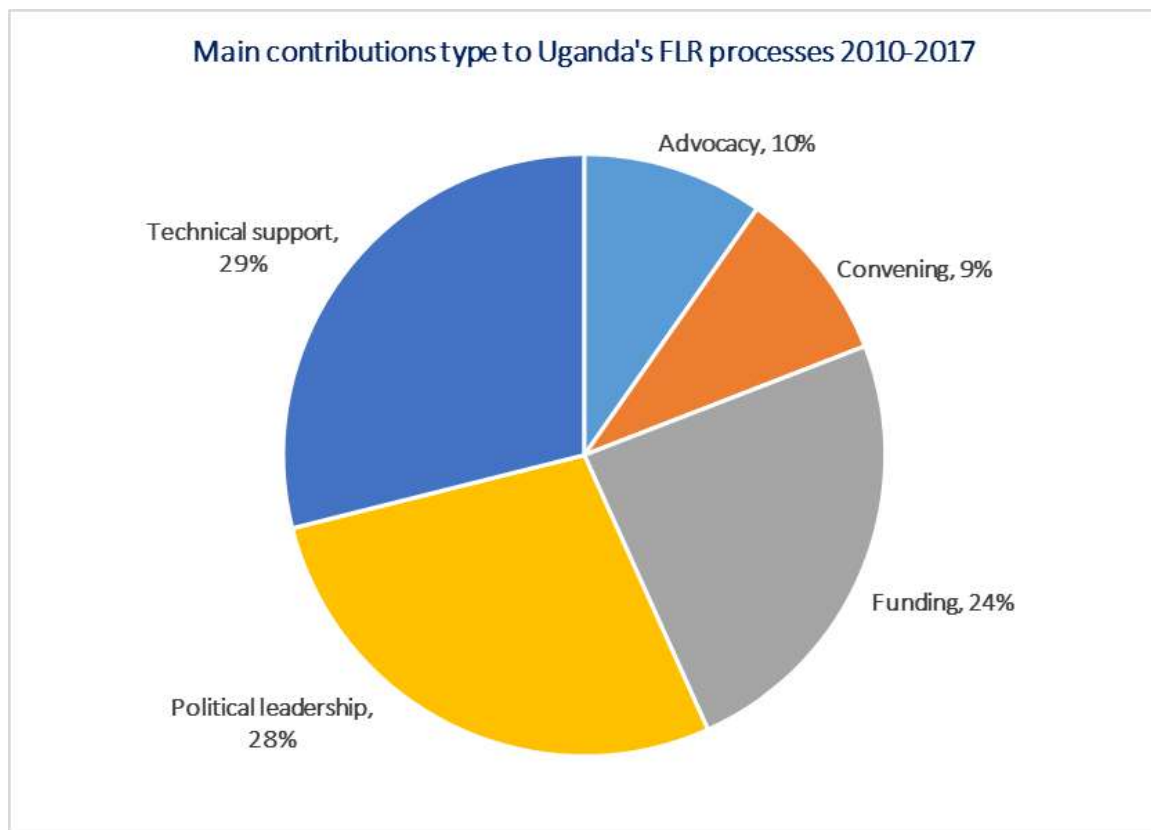


Figure 16: Contribution estimated by contribution type

This information, combined with the key actor contribution scores allows us to identify the type and scale of contribution made by key actors, with Government clearly playing the most significant role. From figure 16, we can infer that FLR processes in Uganda in the period 2010-2017 were mainly government- led but inclusive of a large number of different types of organizations, ranging from international cooperation, multilateral organizations, to local CSO/NGOs and academia (included in the ‘Others’ group).

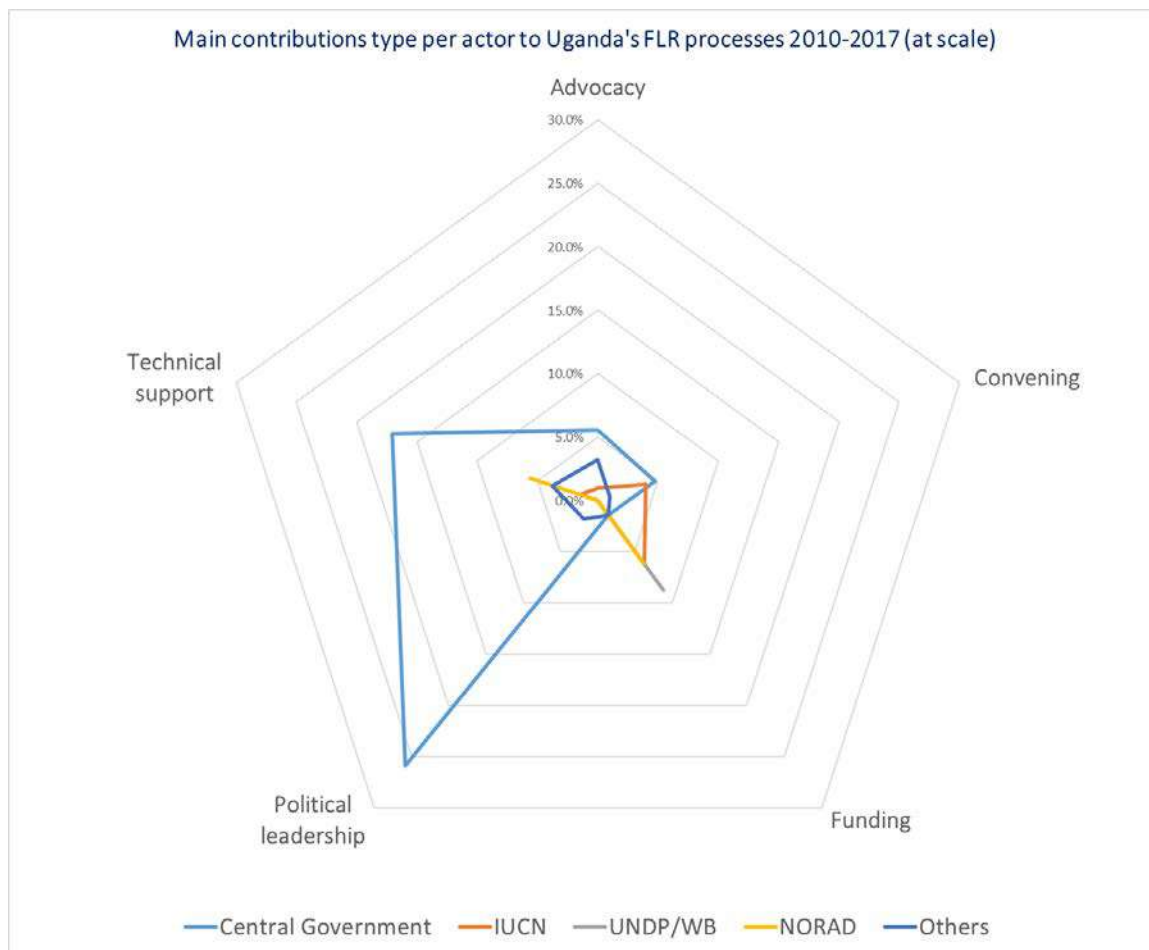


Figure 17: Main contributions type per actor

By normalizing contributions, we can more easily understand each actor’s contribution typology (normalization eliminates visual distortions introduced by scale factors). We can see that each main actor group provided a degree of political leadership, technical input, funding, convening, and advocacy. However, each actor has its own distinct contribution configuration, which we can think of as its comparative advantage in this process. It’s also interesting to note how the different actors complement each other, creating a fuller contribution canvas when all contributions are combined.

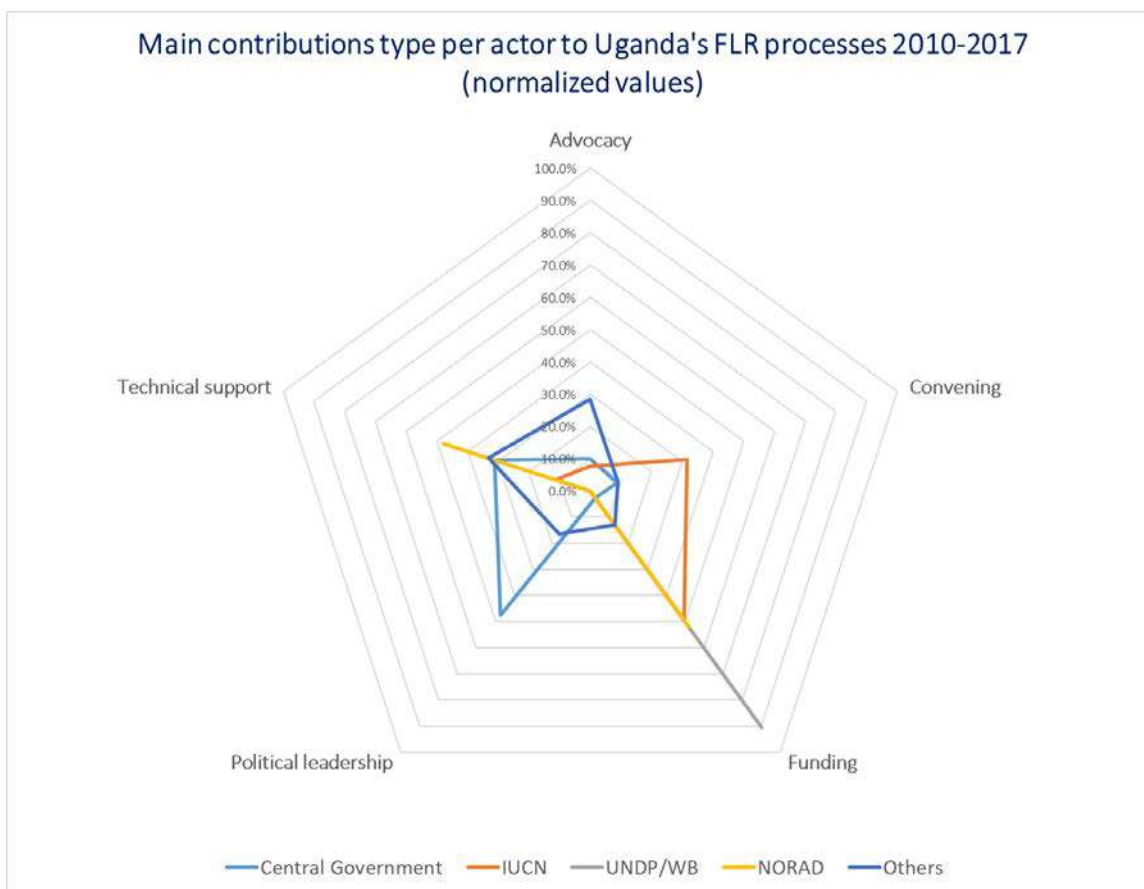


Figure 18: Contributions type per actor (normalized values)

In general terms we can conclude that the Government’s main contributions were on political leadership and some technical support. Other actors (NGO/CSO, academia, local governments) brought important advocacy contributions while IUCN contributed most significantly with funding and convening. NORAD’s and UNDP/World Bank’s most recognized contributions fall into the realm of funding.

4.4.3 IUCN CONTRIBUTION TYPOLOGY

IUCN’s role in Uganda’s FLR processes (2010-2017) is dominated by funding (49%) and convening (32%), followed by technical support (11%) and advocacy (8%).

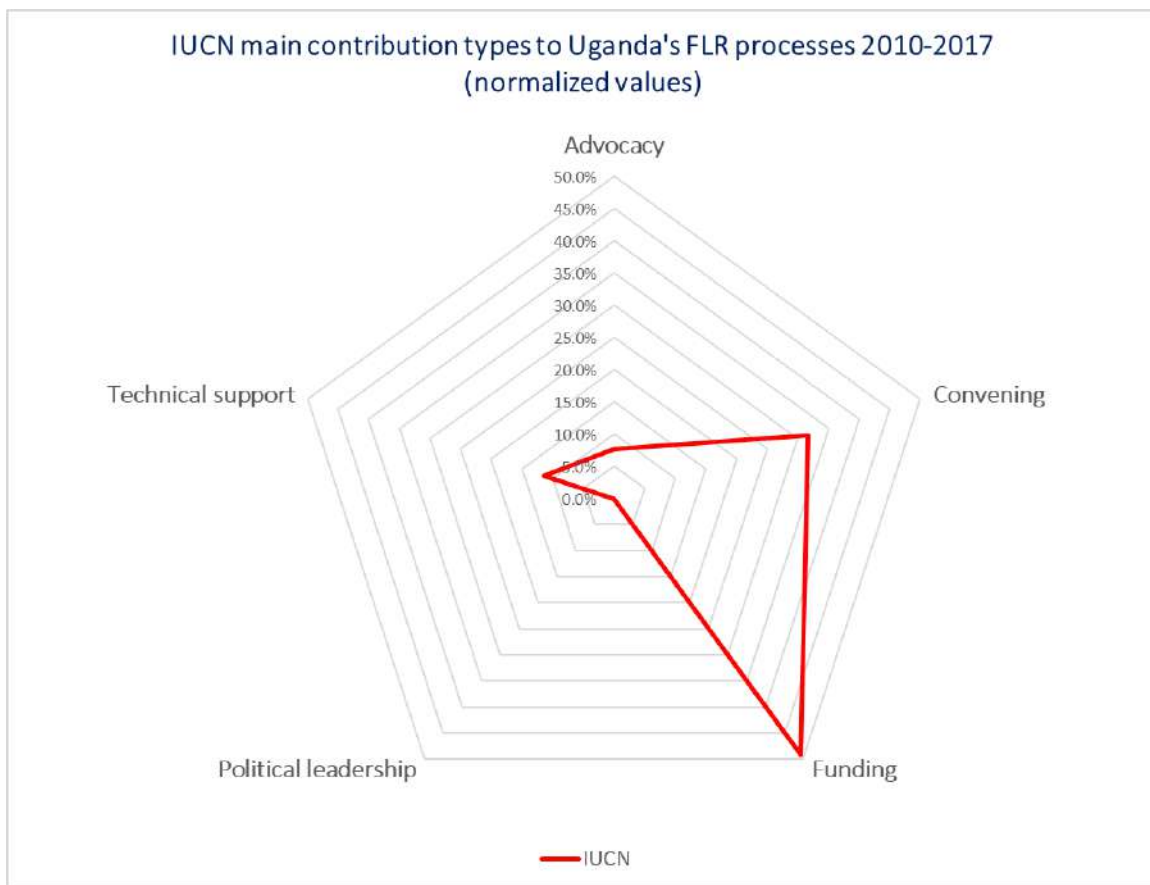


Figure 19: IUCN main Contributions type (normalized values)

This same analysis (contribution typology based on normalized values) was also done for the other actors included in this study (Central Government, World Bank, UNDP, CSO/NGO, NORAD and Others). The graphs for those actors can be found in Annex 7 at the end of this document.

4.4.4 IUCN PROJECTS CONTRIBUTION

IUCN contribution has mainly been delivered through non-reimbursable cooperation grants. On the period under examination, seven IUCN-implemented projects have been identified as relevant in terms of FLR contributions. The following timeline summarizes the projects’ title, funder, duration and budget (areas of the rectangles is proportional to overall project budget):

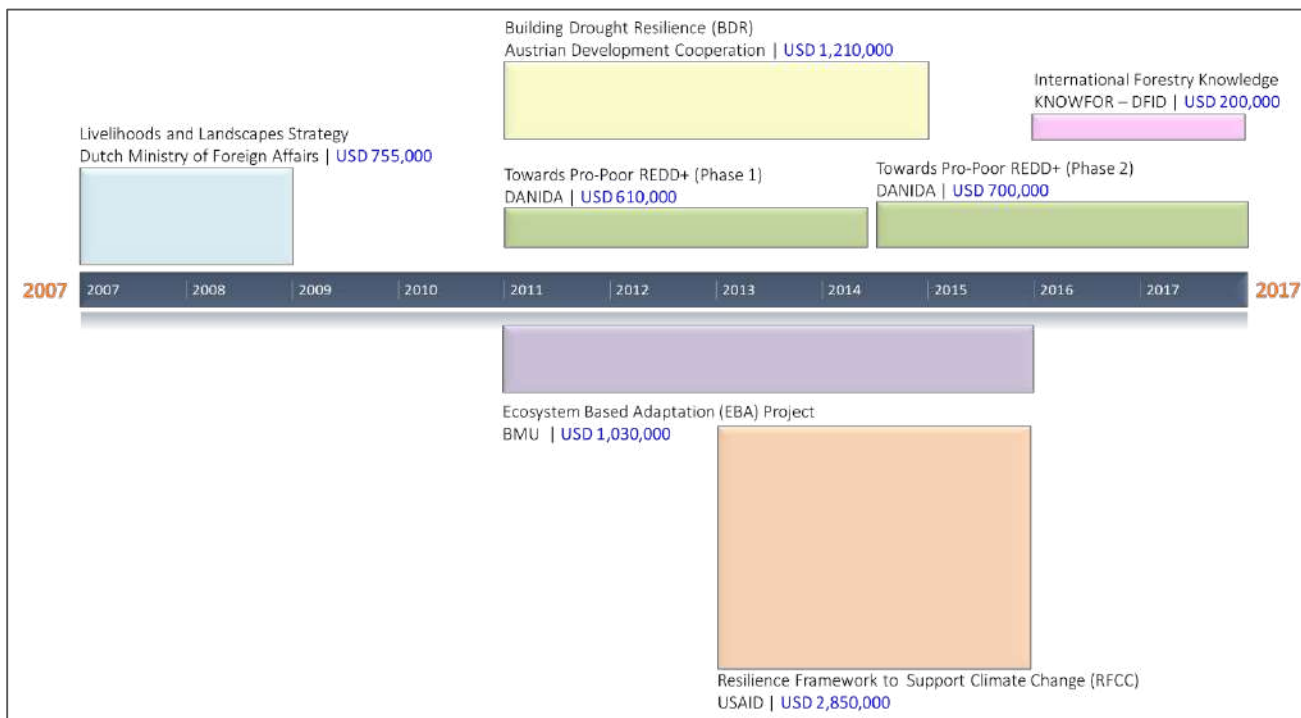


Figure 20: IUCN projects timeline

Brief highlights on some example of IUCN contributions through the various project activities are summarized in Annex 2.

4.5 UGANDA’S FLR JOURNEY OVERALL NARRATIVE

This section aims to provide an overall narrative about Uganda’s FLR journey based on the previously discussed elements. The structure for this narrative will be based on the proposed IUCN impact framework (see figure 21):

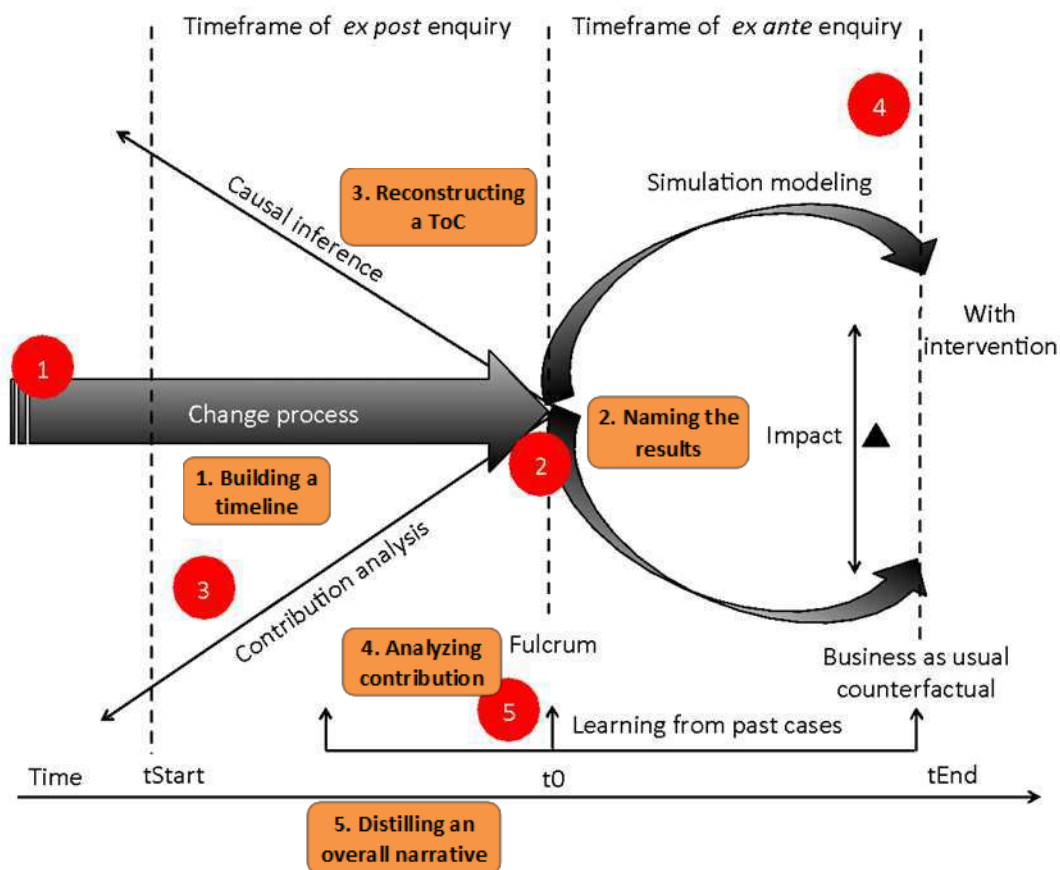


Figure 21: IUCN impact framework

Uganda’s FLR journey between 2010 to end of 2017 can be described as a change story that starts from the overall recognition of the increasingly challenging context of the country with respect to forest management in the light of key major drivers of forest loss and forest degradation; namely high population growth combined with an unsustainable production-oriented economic model which resulted in high ecosystem degradation rates, particularly deforestation.

The National Land cover Mapping Process (1990) provided, for the first time in many years, good quality and updated information about Uganda’s forest cover which confirmed these observed damaging trends of forest loss and degradation.

Based on that diagnosis, a nucleus of champions sought a different approach for landscape management that could provide an alternative human development model with improved livelihood outcomes while at the same time safeguarding forests and other environmental and natural resources.

Through organization of civil society and engaging with international actors, forest landscape restoration has been explored and promoted as a potential alternative development approach consistent with human development as well as forest conservation. Incipient FLR pilot projects provided initial evidence of the restoration actions, costs and benefits on the ground. The dissemination of the initial results and the knowledge developed by first FLR experiences helped to build stronger advocacy arguments which little by little facilitated to gain interest and political support from government institutions and local authorities. These efforts started to bear fruit in shaping the national development trajectory when the National Development Plan (NDP 1) in

2010, included three initial objectives related to FLR: forest cover restoration, restoration of degraded natural forests, reduce pressure on forest cover as a result of wood fuel extraction. Also, in 2010, Uganda's Government received funds from Forest Carbon Partnership Facility (FCPF) for REDD+ Preparedness Proposal (R-PP) contributing to an optimistic atmosphere for further advances in national restoration interests and local actions.

Increasing understanding and endorsement of FLR principles and its potentialities at the national level by CSO, international cooperation and specially by the Government eventually led to Uganda acquiring international FLR commitments (as well as taking an active part in key related processes such as SDGs and Greening the economy), which in turn brought more attention from the international FLR community, bringing along more funds and technical support to further increase FLR projects and initiatives in the country. In Uganda's Vision 2040 confirmation of the government long-term FLR commitment can be found. On the international level, the country's pledge to Bonn Challenge (2.5 million ha restored by 2020) was perceived as a clear signal on the level of importance that FLR actions were acquiring in the national environmental and development agenda.

As the FLR approach continued to be spread and became better understood, and a solid body of locally produced evidence continued to be formed, policy changes at the government level started to occur and FLR started to be consistently considered in decision making and budget allocation in main government institutions and ministries. The ROAM process (2016) played a significant role in this, by bringing together a coalition of stakeholders led by the Ministry of Water and Environment, to carry out a series on analysis in order to identify the main restoration opportunities (areas and actions) for the country.

Currently the FLR approach is widely recognized and accepted in Uganda by main actors in charge of landscape management. The results from its application have provided enough evidence of its benefits and prepared the terrain for larger scale-up process that could take its application from the initial pilot projects to larger portions of the territory. This would certainly require a greater support (political and funding) from Government, involving grassroots movements' participation through incentives and projects at the local level. The implementation of Uganda REDD+ Strategy ([launched in November](#) 2017) will certainly provide more opportunities to further expand and replicate FLR experiences throughout the country.

However, while this path could lead to eventual reversal of forest cover degradation, where restoration efforts could produce improved ecosystem services and socioeconomic benefits to the Ugandan population, there is still more effort required in delivering the piloted and tested FLR solutions at a large scale.

Uganda's FLR journey, may have been initiated by a nucleus of diverse actors but it is Uganda's government support and political leadership that ultimately made it all possible. Through the contribution assessment undertaken within this study, it was possible to estimate Uganda's government contribution at 54%, mainly distributed around political leadership (47%) and technical support (31%). According to this analysis, other actors that contributed significantly to Uganda's FLR policy process were IUCN (13%), NORAD (12%) and UNDP (6%). In the case of IUCN, the most significant contributions made to this process were ascribed to funding (49%) and convening (31%). Based on these results it's important to highlight how IUCN main contributions (funding and convening) were an appropriate complement to what Uganda's government brought in to this process (political leadership and technical support). NORAD, World Bank and UNDP contribution were most relevant in terms of funding, whereas CSO/NGOs most significant involvement is credited to advocacy. NORAD also made relevant technical support contributions.

5. RESULTS ANALYSIS

The content of this report is based mainly on three different data sources: documents review, stakeholders' interviews and subject-matter experts' opinion, the last one being central for the contribution analysis as the workshop results were the basis for the entire contribution analysis. The workshop methodology provided several spaces for discussion among participants and facilitators to question the underlying assumptions and data behind participants' opinion. This contributed to foster a reflective environment in the workshop leading to in depth revision of Uganda FLR journey main milestones, actors and contributions.

This process could be further enriched, in its critical approach, by providing subject-matter experts a common base of factual information as a ground for group discussions. This will require gathering and presenting supporting evidence prior to the workshop and also additional time from the participants to read and assimilate that information. As a result of this, participants could then be asked to base their opinions and valuations on a commonly shared base of evidence which could lead to more robust individual and group assessments.

The study's legitimacy could be further increased by engaging a larger group of stakeholders, although this is probably the case for any social research study. Effort was made to prioritize the inclusion of well informed and experienced stakeholders, but there's no certainty to what extent the study was able to include a representative sample of Uganda's FLR stakeholders.

The methodology adopted for this study was appropriate for assessing various aspects of forest landscape restoration in Uganda. By applying various tools and techniques the methodology enabled sourcing of diverse data and its validation by key stakeholders in Uganda's forest sector. The considered analytical framework was sufficient in providing a time-based assessment of the different issues and factors that have shaped Uganda's current status of forest landscape restoration.

We observed though that the contribution analysis workshop required more time (at least two days) and could benefit from an expansion of stakeholders (including private sector and more local community forest users/owner's representatives) to facilitate more in-depth analysis. Given the time and budget constraints though we think the current assessment provides useful and valid insights.

Although the theory of change couldn't be validated in the workshop (due to time limitations), experience has shown that the validation of the ToC requires an agreement on basic vocabulary and concepts among participants. This could be achieved during the workshop by adding some extra time for a short presentation and group discussion (adding probably 2-3 more hours to the workshop duration).

Based on the experience of this study and the results it generated we think the contribution typology used for the contribution assessment needs to be further discussed, understood and integrated by the participants before using the proposed typology for assessing contribution. More examples and some illustrative exercises could help build a common understanding of these categories before applying them to the contribution assessment. In particular the "Funding" contribution type seemed to be most ambiguous in terms of interpretations because it can be seen as a requisite for all other contribution types (i.e. funding for technical support, funding for advocacy, etc.). Having clearer boundaries for the categories that constitute the contribution typology, which ideally should be mutually exclusive (no overlaps), could increase the overall consistency of the contribution assessment.

Overall, we believe that given sufficient time and resources most of the methodologies could have been expanded with an inception workshop, community-level interviews as well as a stakeholder validation workshop.

Given the methodology adopted for this study, the results presented on this report favors the perspective and opinions of stakeholders and subject matter experts. IUCN technical staff perspective was included but just as

another workshop participant. It could be interesting to compare IUCN institutional self-perspective on its main contributions to Uganda's FLR processes against the stakeholders' perspective. Ideally this could be through a separate workshop for IUCN staff only and then conduct the contribution assessment workshop exclusively with non-IUCN subject-matter experts.

6. CONCLUSION

Considering the main FLR outcomes and outputs produced in the last 20 years and as presented in this report, it can be said that Uganda has developed a solid body of evidence which supports cost/benefit FLR strategies that could be implemented in most of the degraded landscapes on the country. In this regard, the ROAM report provides a good foundation upon which to progress from planning to implementation, through scaling-up actions for the actual delivery of urgent ground level results at a large scale. In order to strengthen the incipient FLR implementation capacities at the ground level, we believe that two significant challenges need to be addressed in the short-term: the effective coordination at the inter-institutional/inter-sectoral level and the identification of funding sources capable of covering the initial costs of FLR transitions in large areas of the territory. Scaling-up of the ground restoration actions is an intensive process that requires significant and sustained funding as well as the coordinated intervention of diverse set of social actors to be successful and sustainable. Such stakeholders should include among others central and local government agencies, private sector³⁹, NGO/CSO, academia, international cooperation as well as grass-root communities.

Uganda FLR journey shows important outcomes at the policy/planning level that are starting to show incipient results on the ground. As mentioned before, a combination of several factors (from national and international context) have contributed to this journey. The methodology applied allowed for these contributions to be qualified and quantified, exhibiting each actor's distinct contribution configuration as well as the complementarity among them (see figure 18). Government contribution being clearly the most significant one (54% of overall contributions), where political leadership was the most important Government's contribution type (26% of overall contributions) followed by technical support (17% of overall contributions). IUCN and other actors' contributions were also recognized by subject-matter experts consulted for this study. Adding up to 45.4% of overall contributions, the most significant contributions of non-governmental actors were in funding (22.6%), technical support (11.8%), convening (5%) and advocacy (4.2%).

Given the observed results, it's notable that from the subject-matter experts' perspective political leadership is the single most significant contribution type, in which the Uganda government has demonstrated an undisputed headship. From this perspective Uganda's government has also played a leading role in terms of technical support. According to these results, these two contribution types can be pointed out as Government's distinct strengths. But regarding the other contribution types (funding, advocacy, convening) other actors have also made significant contributions. From the results derived from this study it's clear that no single actor (not even one as powerful as the Government) is solely responsible for the observed outcomes, but rather that a collection of actors combined their skills, strengths and resources to impulse the FLR agenda forward. So in terms of moving Uganda's FLR agenda forward it seems to be strategically wise to seek out and strengthen this sort of complementary alliances among actors, where each one of them brings a specific and unique set of strengths to the process. The results presented in this report may help to identify new synergies among the FLR community (at the sub-national, national and international level) promoting more robust and flexible coalitions based on stakeholders' complementarity as a guiding principle.

The study was able to satisfactorily achieve its proposed objectives and develop a report that analyses and describes the country's FLR journey and IUCN's contribution during the period 2010-2017. The study results will be used to stimulate discussion in IUCN, government and other target audiences on the findings and how these can be used to shape the next phase of FLR in Uganda.

³⁹ This will be especially crucial considering that approximately 70% of the total forest resources in Uganda are located on private land

ANNEXES

ANNEX 1: UGANDA FLR-RELATED PROJECT LIST

Donor	Project name	Amount allocated to Uganda (USD)	Start	End
DANIDA	Towards Pro-Poor REDD+ (Phase 1)	609,025	2011	2014
	Phase 2	698,030	2014	2017
DFID	International Forestry Knowledge (KNOWFOR)	197,189	2016	2017
Germany's Federal Ministry of Environment, Nature Conservation and Nuclear Safety (BMU)	Ecosystem Based Adaptation (EBA) Project	598,988	2011	2015
USAID	Resilience Framework to Support Climate Change (RFCC)	2,850,000	2013	2015
Austrian Development Cooperation	Building Drought Resilience (BDR)	1,211,460	2011	2014
Directorate-General for International Cooperation (DGIS) - Dutch Ministry of Foreign Affairs	Livelihoods and Landscapes Strategy (LLS)	754,618	2007	2008
TOTAL		6,919,310		

ANNEX 2: IUCN UGANDA FLR RESULTS CHART

The table below summarizes some highlights of FLR related results from the various IUCN projects implemented within the period under review. The table was generated through a review of IUCN project documents including approved project proposals and periodic project progress reports

PROJECT	Examples of contributions
<p>Building Drought Resilience (BDR) through Land and Water Management (Phase 1 & 2).</p> <p>Total project budget of USD\$ 1,211,460</p> <p>2011-2014 Upper Aswa- Agago sub- catchments in Uganda Districts: Lira, Alebtong, Otuke.</p> <p>Goal: Building the resilience of dry-land communities within the river catchments to the impacts of increasingly severe and frequent drought, through strengthening both societal and ecological resilience in the face of changing climate and increasing extreme weather</p>	<p>Local: The project supported development of sub-catchment, village and/or parish management plans with the community generated current and vision resource maps which were subsequently digitized and/or geo-referenced.</p> <p>The project used the Community Environment Conservation Fund (CECF) tool to improve both social, economic and ecosystem resilience to drought. A total of 100 villages with a population of 15,919 people have so far received a total of USD 80,000 enabling them to engage in various FLR related interventions.</p> <p>District: IUCN facilitated the development of community by-laws facilitated regulating tree cutting for charcoal burning, stopped wetland and stream bank degradation hence better ecosystem health which is critical for ecological and economic resilience to drought. The by-laws have been translated into local languages (Luo) and disseminated widely..</p> <p>National level: partnering with the Directorate of Water Resources Management and participated in joint sector reviews. The project also participated in two ministerial steering committee meetings for Northern Uganda Regional Learning Forum to organize a multi-stakeholder learning forum on how to implement water related projects and programs, drawing participants from civil society organizations. The project also hosted a national stakeholder awareness creation workshop on Integrated Water Resources Management.</p>
<p>Ecosystem Based Adaptation in Mountain Ecosystems (EBA) Project</p> <p>2011-2015 UNEP, UNDP and the VIA</p>	<p>Local: Participatory mapping out of Villages and households within the targeted river catchments, participatory visioning processes, and development of Village/ Community Environment Action Plans (CEAPs) with clear implementation structures for implementation of the community environment conservation fund. Some example of outcomes include; 850 land owners have planted over 220,000 trees – for general landscape restoration, river bank protection, shade, wind breaks, fruits and agroforestry purposes; and an estimated over 1,800 households & land owners have adopted, implemented and maintained various soil and water conservation measures in the last 3 years. In addition, a 2-acre community demonstration and learning center was established in Sanzara Parish to provide hands-on training and learning by the community members. CECF has benefited 2,850 households have so far directly benefited in the 3 micro-catchments through the community revolving funds (\$80,000) and cash grants (\$12,000).</p> <p>District: District level action plans for mainstreaming and integrating EBA options into Kapchorwa and Kween district development plans formulated. The project also facilitated district and sub county technical officers to provide on-farm training/guidance and support to over 5,000 farmers in tree planting and various aspects of climate smart agriculture. The project facilitated establishment of Mt. Elgon Stakeholders' Forum – overall objective of the forum is to promote a landscape approach of addressing critical issues in Mt Elgon where various stakeholders get a common understanding and agree on the various inter-linkages within the landscape to guide strategic interventions that enhance positive change in livelihoods and the ecosystem integrity.</p>

<p>Implementing a Resilience Framework to Support Climate Change (RFCC) Adaptation in the Mt. Elgon Region of the Lake Victoria Basin Project.</p> <p>Total project budget of USD\$ 2,850,000</p> <p>2013-2015</p> <p>GOAL: To enhance coordination and adaptation action between stakeholders, using informed, timely, accurate, and comprehensive</p>	<p>Local: With technical support from the IUCN Communication and Education Commission, the project finalized production of various communication materials used to provide outreach and sharing of information by key stakeholders and the local community across scales.</p> <p>District: IUCN is working very closely with the Local District Governments of Bukwo, Bududa, and Manafwa on the Ugandan side, and the Trans-Nzoia County Government on the Kenyan side continued to promote the integration of the village Community Environment Action Plans (CEAPs) into the District/County Development Plans and budgets and adaptive management and learning in water and land management by communities at all the 44 villages in the four sites with the following key achievements</p> <p>National: IUCN in collaboration with ACCESS produced more scientific information and knowledge products on the Mt. Elgon Ecosystem topography, watersheds, geology and soils, land-use/land cover changes, and climate change to support the implementation of climate adaptation actions. To this effect, an Atlas on the Mt. Elgon Ecosystem was produced and is in use by stakeholders as a major source of management information for environmental and natural resources management in the landscape.</p> <p>Regional: The IUCN–GWP-EA partnership yielded in January 2015 a briefing note for policy-influencing (Strategy and Guidelines for Integrating Climate Change Adaptation Approaches in Trans- Boundary Ecosystem Management in East Africa) that will be disseminated to stakeholders in June 2015. Under the LVBC partnership, the LVBC Secretariat drafted a MoU to promote collaboration and cooperation between Kenya and Uganda in managing Mt. Elgon as a trans-boundary ecosystem.</p>
<p>Pro-poor REDD+ Project in Uganda.</p> <p>Total project budget of USD\$ 1,307,055 (Phase 1&2)</p> <p>Mt. Elgon and Agoro-Agu landscapes</p> <p>Phase 1: 2011-2013</p> <p>Phase II: 2014-2017</p> <p>GOAL: “By 2020, national climate change mitigation initiatives incorporate principles of Pro- Poor Approaches (PPA) and Human Rights Based Approaches (HRBA) to deliver policies and have implemented</p>	<p>Local: Three pro-poor benefit sharing mechanisms (CECF, Trees for Global Benefit - TGB, and Collaborative Forest Management-CFM) have been piloted and adopted; Two groups (Approximately 569 people) in the Agoro–Agu have been supported to finalize CFM agreements with NFA. As a result of TGB program activity supported by IUCN, a total of 76.547 hectares of land is already under improved land management with 9,304 trees planted. An estimated 6047.548 t CO2 will be sequestered by these trees at maturation.</p> <p>District: Active advocacy at the national level for the inclusion of gender, human rights and pro-poor considerations in the design of the REDD+ strategy and associated processes</p> <p>National: Project directly supported the country to develop the three strategies for inclusion into the R-PP (participation and consultation, communication and awareness creation and conflicts and grievances management strategies). By spearheading the development of these strategies, IUCN’s pro- poor project directly influenced the national REDD+ strategy to establish frameworks that incorporates concerns of the poor and the most vulnerable.</p> <ul style="list-style-type: none"> • The Participation and Consultation plan • The Communication and awareness strategy • Awareness strategy • The Conflicts and Grievances strategy • The REDD gender mainstreaming roadmap <p>IUCN also convened a National REDD+ Stakeholders forum which brought together all the REDD+ stakeholders to share lessons and</p>

<p>Livelihoods and Landscapes Strategy (LLS):</p> <p>Total project budget of USD\$ 754,618</p> <p>Landscape: Mt. Elgon</p> <p>15th July, 2007 – 31 Dec, 2008</p> <p>GOAL: The effective implementation of national and local policies and programmes that leverage real and meaningful change in the lives of rural poor, enhance long- term and equitable conservation of biodiversity and ensure the sustainable supply of forest- related goods and services in line with nationally defined priorities.</p>	<p>experiences from implementation of REDD+ related activities.</p> <p>Local: In order to strengthen the value of the Non- Timber Forest Products (NTFPs) and support diversification of livelihoods in the landscape, IUCN supported a local group to deal in Honey and Milk Markets which are the main products from the landscape.</p> <p>District: The project established Measures were put in place to protect the boundaries of River Kaptang that emanates from the main water source supplying water to the sub county health center, schools and the entire Benet community. In collaboration with the community, an area covering 26 ha was fenced and planted with trees.</p> <p>IUCN facilitated the negotiations for co- management of the forests adjacent to communities between Uganda Wildlife Authority (UWA) and Benet. These were the first CRM agreements within the Benet Area. They resulted in agreements that allowed the Benet to access resources and in turn manage the allocated areas. UWA allocated about 300ha through 12 agreements to different community groups on pilot scale.</p>
<p>KnowFOR Project</p> <p>Total project budget of USD\$ \$197,189</p> <p>2016-2017</p> <p>Two project sites: Mt Elgon landscape and the Upper Aswa- Agago sub- catchment</p>	<p>Local: A number of FLR adopters have been registered as a result of the radio programmes, the campaigns and exchange programmes. This is captured through the sharing and testimonies given by farmers through the radio programme</p> <p>District: IUCN worked with Farm Radio International (FRI) to design a 24- week participatory radio show focused on forest landscape restoration (FLR) that was broadcast in Mount Elgon, Uganda. The programme was specifically targeted at 4,000 households in 89 communities (representing 18,800 individuals). An estimate, based on the strength of the radio transmitted and mapping, showed that it reached over 200,000 potential listeners in the Kapchorwa and Kween districts, in addition to 800,000 potential listeners in surrounding areas</p> <p>National: Supported Uganda's pledge of 2.5 million hectares for FLR under the Bonn Challenge. The Uganda pledge is expected to sequester not less than 917,500 tons of CO₂.</p> <p>IUCN has been working with a range of partners to operationalize Uganda's 2.5- million-hectare restoration commitment to the Bonn Challenge. Two key elements of IUCN's FLR strategy have been conducting a national-level assessment of degraded and deforested areas that will benefit from FLR while simultaneously empowering local farmers to initiate restoration interventions on the lands they manage. IUCN partnered with the Ministry of Water and Environment to undertake a Restoration Opportunities Assessment (ROAM) study to identify the feasibility and availability of the target restoration areas. The assessment also identified the best set of restoration opportunities applicable in various target areas, with specific restoration packages to be promoted in the prioritized hotspots.</p>

ANNEX 3: LIST OF WORKSHOP PARTICIPANTS

Name	Designation	Location/ Organization/ District	Gender
1. Wanga Benjamin	Team leader	Upper Nile Water Management Zone, Lira	M
2. Nviiri Godfrey		ENRAC	M
3. Barasa Bernard		Makerere University Kampala	M
4. Ocen Jimmy		Voice of Lango FM Lira	M
5. Wangale Herbert	PO ENR	Environmental Alert	M
6. Steve Amooti Nsita	Havila Co Ltd	Kampala	M
7. Mongusho Martin	Manager	KTR FM (Kapchorwa)	M
8. Chemange Awadh	DNRO	Kapchorwa District Local Government	M
9. Onyango Patrick	DFO	Otuke District Local Government	M
10. Barbara Nakangu	MUK	Makerere	F
11. John Diisi	CAM	National Forestry Authority	M
12. Stephen Ecaat	Farm Radio	Kampala	M
13. Polycarp M. Mwima	PO-IUCN	Kampala	M
14. Nakyeyune Cotilda	IUCN SPO	Kampala	F
15. Alejandro Imbach	IUCN Consultant	Colombia	M
16. Robert Ddamulira	IUCN Consultant	Kampala	M

ANNEX 4: VALIDATED TIMELINE OF FLR IN UGANDA- PRE-2010 AND 2010 – 2017

Background and before 2010
1. Launch of the IUCN Livelihoods and Landscape Strategy project (2007-2008)
2. SPGS support from EU and Norway – 2003-2009
3. National land cover mapping process starts 1990 and completed in 2005
4. Other key actors in the forest actors – FMNR, VI-Agroforestry, FSSD and FAO
2010
5. GoU receives support from FCPF to developed REDD+ Preparedness Proposal (R-PP) and undertake multi-stakeholder consultations
6. National Development Plan (NDP 1) 2010/2011 – 2014-2015 - It was recognized that forest cover declined from 24% in 1990 to 18% by 2005 sets 3 FLR related objectives as follows; Restore <i>Forest Cover from 3,604,176 hectares</i> to <i>4,933,746 hectares (1900 levels) by 2015</i> ; Restore degraded natural forests in forest reserves and private forests and Reduce pressure on forest cover as a source of wood fuel and construction material. Forest sector contributes a 3.4% share of GDP (2008)
7. Uganda Starts process to develop Vision 2040
2011
8. Uganda R-PP proposal submitted to FCPF, which approves
9. IUCN develops a REDD+ gender road-map for Uganda (2011)
10. Launch of BDR - Building Drought Resilience through Land and Water Management (Phase 1 &2) - 2011-2014 - Upper Aswa-Agago sub-catchments in Uganda Districts: Lira, Alebtong, Otuke
11. Launch of the Ecosystem Based Adaptation in Mountain Ecosystems (EBA) Project (2011-2015 UNEP, UNDP and the VIA consultants)
12. Launch of Phase 1 of the Pro-poor REDD+ Project in Uganda (2011-2013)
2012
13. Gov't of Uganda with IUCN support develops a REDD+ Consultation and Participation (C&P) plan - (with two sub-plans; Communication & Awareness (C&A) & Conflicts and Grievances (C&G)
14. FCPF (Apr, 2012) approves USD\$ 3.6m for GoU R-PP
2013
15. GoU starts preparation of Uganda REDD+ Strategy
16. Launch of Uganda's Vision 2040 with a commitment to raise the forest cover of Uganda from 15% in 2010 to 24% in 2040
17. Launch of Resilience Framework to Support Climate Change (RFCC) Adaptation in the Mt. Elgon Region of the Lake Victoria Basin Project (2013-2015)
2014:

18. IUCN invests UGX 200m into the Community Environment Conservation Fund (CECF) in 3 sub-counties in Mt. Elgon region
19. Start if the ROAM study process for Uganda
20. Uganda commits to the Bonn challenge with a pledge to restore 2.5million hectares of degraded and deforested land, using the FLR approach at the UN Climate Summit in September, 2014
21. Launch of Phase II of the Pro-poor REDD+ Project in Uganda 2014-2017
2015:
22. Signing of the Global Legally binding Climate Agreement in Paris
23. Launch of the Global Sustainable Development Goals (SDGs) with Goal 15 making specific reference to forests, climate change and landscape restoration
24. Uganda's 2 nd National Development Plan (NDPII) 2015/2016 – 2019/2020 is launched – perspective on forests changes and is biased towards forest productivity as opposed to their ecological and existential values. - The NDP II commits to increase the level of forest cover (% of land area) from 14% in 2012/2013 to 18% in 2020 and 24% in 2040. Maintains the 24% by 2040 target of Vision 2040. The contribution of the forestry sector to GDP also declined from 2.32% in 2010 to 1.94 in 2014. Provides various FLR related strategies - countrywide community based and institutional tree planting initiatives; sustainable development of commercial forest plantations and industry including value addition; promote implementation of sustainable management of forests through restoration of natural forests on protected and private land and agroforestry-based alternative livelihood systems.
25. Community forest registration process completed.
2016:
26. ROAM Report launched: reveals that Uganda has a total of 8,079,622 hectares of land available for restoration with the highest restoration opportunities being in the Northern moist, Karamoja and South West rangelands; report was also expected to support ongoing processes like the development of the REDD+ strategy, the Forest Investment Plan and the climate change resilience programme.
27. Launch of the KnowFOR project - Scaling up Forest Landscape Restoration through policy engagement and ICT in Mt Elgon and Aswa landscapes, Uganda.
28. Ecotrust forms groups for small land owners to access carbon credit for on-farm forest conservation
2017
29. A Pro-Poor Action Agenda was developed by key stakeholders and decision makers in the Mt Elgon landscape.
30. IUCN field Pilots (e.g. CECF and CFM in Agoro Agu Landscape) used to inform the national REDD+ plans and standards
31. REDD+ Strategy - Launched in November 2017. Uganda's REDD+ Strategy outlines FLR amongst its 8 strategic priorities - The strategy clearly makes reference to IUCN's ROAM report and outlines the strategic priorities to FLR
32. Two CFM agreements/ MoUs signed for access and user rights to forest resources in Agoro Agu landscape.

Table 2: Top milestones in Uganda's FLR journey

Background and before 2010
1. National landcover mapping process starts 1990 and completed in 2005
2010
2. GoU receives support from FCPF to developed REDD+ Preparedness Proposal (R-PP) and undertake multi-stakeholder consultations
3. National Development Plan (NDP 1) 2010/2011 – 2014-2015 - It was recognized that forest cover declined from 24% in 1990 to 18% by 2005 sets 3 FLR related objectives as follows; Restore <i>Forest Cover from 3,604,176 hectares³⁷ to 4,933,746 hectares (1900 levels) by 2015; Restore degraded natural forests in forest reserves and private forests and Reduce pressure on forest cover as a source of wood fuel and construction material. Forest sector contributes a 3.4% share of GDP (2008)</i>
2013:
4. Launch of Uganda's Vision 2040 with a commitment to raise the forest cover of Uganda from 15% in 2010 to 24% in 2040
2014:
5. Uganda commits to the Bonn challenge with a pledge to restore 2.5million hectares of degraded and deforested land, using the FLR approach at the UN Climate Summit in September, 2014
2015:
6. Launch of the Global Sustainable Development Goals (SDGs) with Goal 15 making specific reference to forests, climate change and landscape restoration
2016:
7. ROAM Report launched: reveals that Uganda has a total of 8,079,622 hectares of land available for restoration with the highest restoration opportunities being in the Northern moist, Karamoja and South West rangelands; report was also expected to support ongoing processes like the development of the REDD+ strategy, the Forest Investment Plan and the climate change resilience programme.
8. Greening the economy process starts
2017
9. REDD+ Strategy - Launched in November 2017. Uganda's REDD+ Strategy outlines FLR amongst its 8 strategic priorities - The strategy clearly makes reference to IUCN's ROAM report and outlines the strategic priorities to FLR

ANNEX 5: RESULTS OF INDIVIDUAL VOTING FOR MILESTONES PRIORIZATION

Participants code	M0	M1	M2	M7	M8	M10	M11	M13	M14	M16	M17	M18	M20	M22	M23	M24	M27	TOTAL
106	3	5	2		2	4				4		2			3			25
111	5	2	1	2				2		3		7				3		25
104	4		4					3	2	4		4	2		2			25
102	4	3						3	4	2		5			2		2	25
101			2			1		5		4		1			5	1	6	25
103	4	4						4		3		3	1			3	3	25
107	5		3				4	2				4	2		2		3	25
105	7		3					3	3	2		5	1		1			25
114	3	4			2			4		3		4	2			3		25
108	4	3			3			3	4	3		4					1	25
109	2	3			2			5		3		2	5				3	25
113	4	2			3			3		4		4			2	3		25
112	5	3	3				2			2		3		2	5			25
110	2	4	3		3		4	5				1			3			25
Total points	52	33	21	2	15	5	10	42	13	37	0	49	13	2	25	13	18	350
Absolute %	14.9%	9.4%	6.0%	0.6%	4.3%	1.4%	2.9%	12.0%	3.7%	10.6%	0.0%	14.0%	3.7%	0.6%	7.1%	3.7%	5.1%	100%
Rank	1	5	7					3		4		2			6		8	
Relative %	18.77 %	11.91%	7.58 %					15.16 %		13.36 %		17.69 %			9.03%		6.50%	100%

ANNEX 6: CONTRIBUTION ASSESSMENT RESULTS

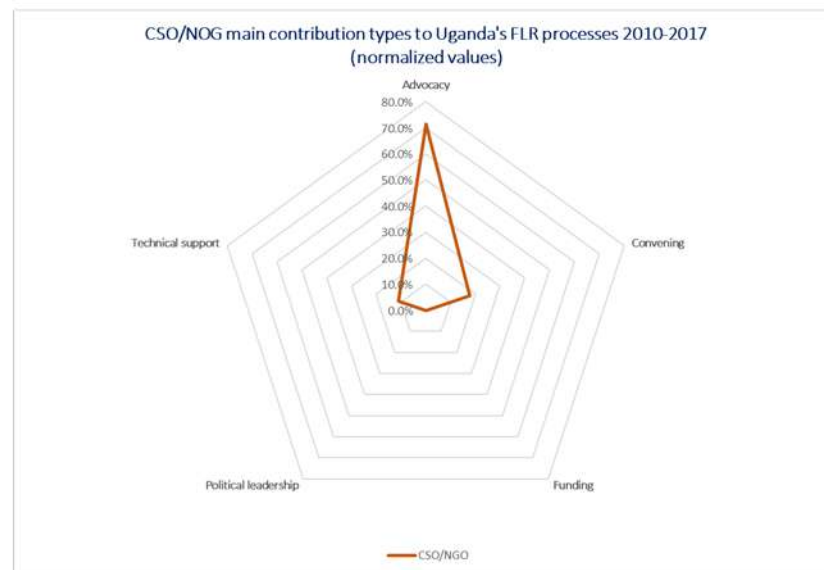
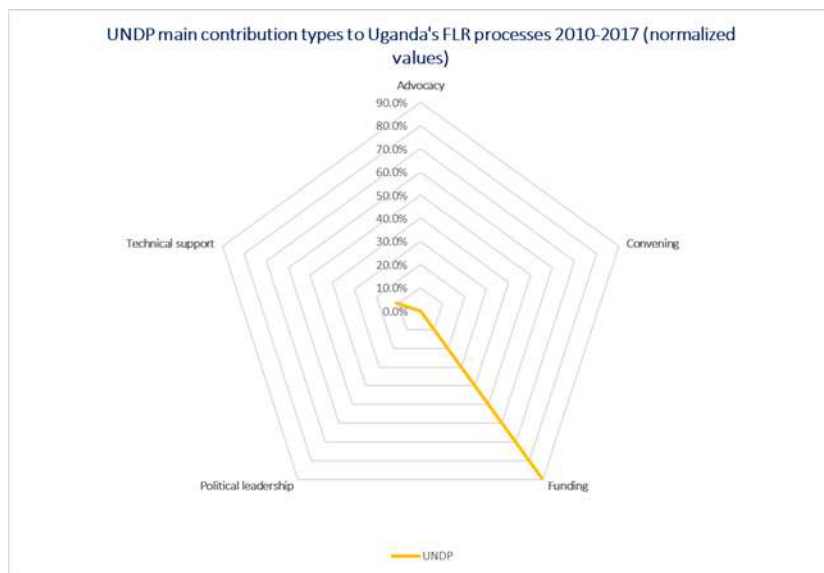
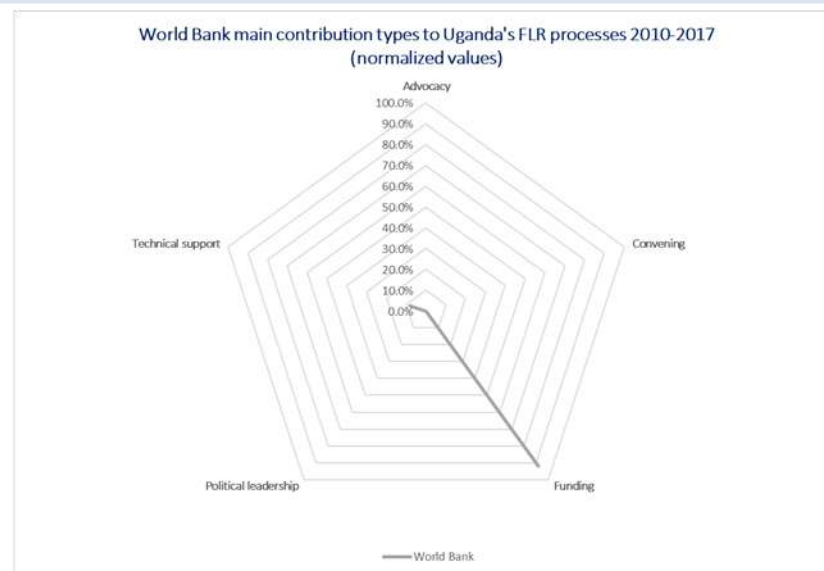
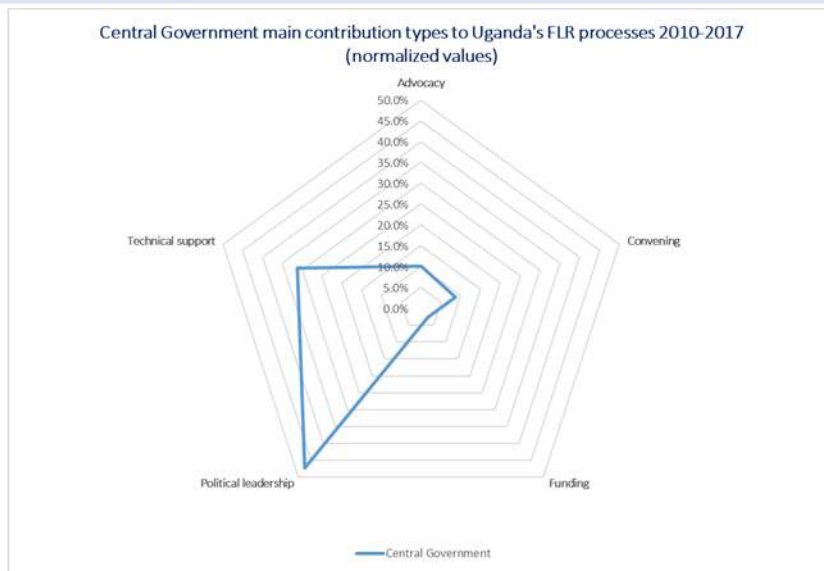
Table 1 – Weight assigned per contribution types for the top 8 most relevant milestones

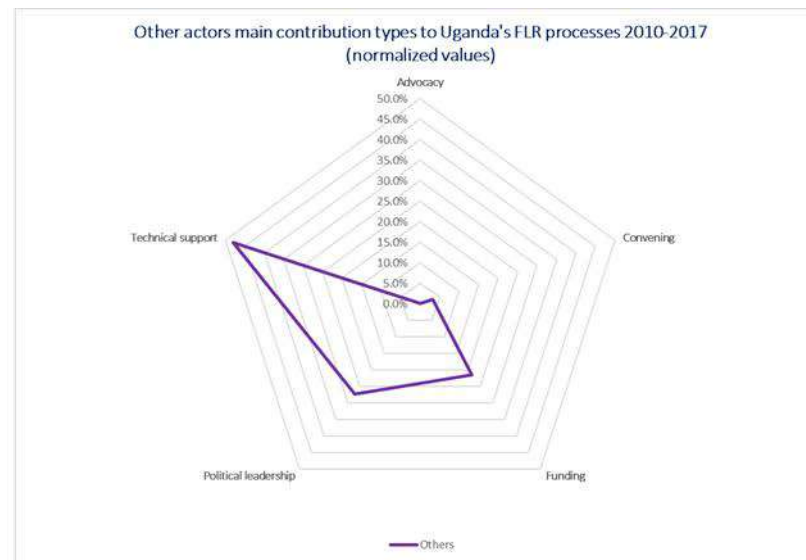
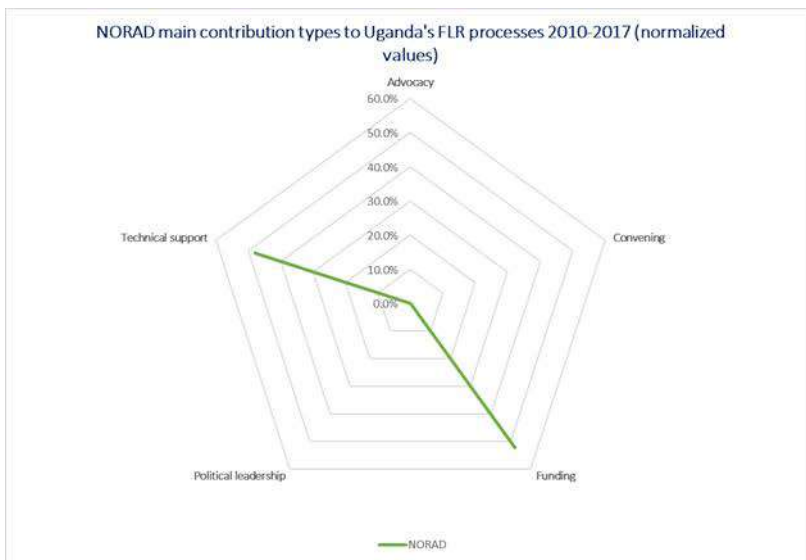
	Political leadership	Advocacy	Technical support	Funding	Convening
M0	11.15	0.00	50.00	38.85	0.00
M18	24.69	0.00	27.19	27.60	20.52
M13	50.00	0.00	20.00	20.42	9.58
M16	30.38	14.62	25.00	8.85	21.15
M1	19.58	28.33	20.83	31.25	0.00
M23	42.88	12.50	33.65	10.96	0.00
M2	19.17	19.17	21.67	21.25	18.75
M27	30.00	27.50	16.25	19.58	6.67

Table 2 - Summary table of the raw data used for the contribution analysis

Code	Milestone	Type of contribution	Contribution type weight	Milestone rating	Government	IUCN	World Bank	UNDP	CSO/NGO	NORAD	Others	TOTALS
M0	National landcover mapping	Political	11.15	18.77%	2.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.09%
		Technical	50.00		3.75%	0.00%	0.00%	0.00%	0.00%	5.63%	0.00%	9.39%
		Funding	38.85		0.00%	0.00%	0.00%	0.00%	0.00%	5.83%	1.46%	7.29%
M18	ROAM process	Political	24.69	17.69%	3.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.87%	4.37%
		Technical	27.19		2.89%	0.00%	0.00%	0.00%	0.00%	0.00%	1.92%	4.81%
		Funding	27.60		0.00%	4.88%	0.00%	0.00%	0.00%	0.00%	0.00%	4.88%
		Convening	20.52		2.18%	1.45%	0.00%	0.00%	0.00%	0.00%	0.00%	3.63%
M13	Launch of Uganda 2014	Political	50.00	15.16%	7.58%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.58%
		Technical	20.00		3.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.03%
		Funding	20.42		0.62%	0.00%	1.24%	1.24%	0.00%	0.00%	0.00%	3.10%
		Convening	9.58		0.73%	0.00%	0.00%	0.00%	0.51%	0.00%	0.22%	1.45%
M16	Uganda commits to Bonn Challenge 2.5 million ha	Political	30.38	13.36%	4.06%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.06%
		Advocacy	14.62		0.98%	0.98%	0.00%	0.00%	0.00%	0.00%	0.00%	1.95%
		Technical	25.00		1.67%	0.84%	0.00%	0.00%	0.00%	0.00%	0.84%	3.34%
		Funding	8.85		0.00%	1.18%	0.00%	0.00%	0.00%	0.00%	0.00%	1.18%
		Convening	21.15		0.57%	2.26%	0.00%	0.00%	0.00%	0.00%	0.00%	2.83%
M1	NDP recognizes forest cover decline and sets three FLR-	Political	19.58	11.91%	1.75%	0.00%	0.00%	0.00%	0.00%	0.00%	0.58%	2.33%
		Advocacy	28.33		2.02%	0.00%	0.00%	0.00%	1.35%	0.00%	0.00%	3.37%
		Technical	20.83		1.99%	0.00%	0.00%	0.00%	0.00%	0.00%	0.50%	2.48%
		Funding	31.25		0.74%	0.00%	1.49%	1.49%	0.00%	0.00%	0.00%	3.72%
M23	Launch of Global Sustainable Goals (SDG)	Political	42.88	9.03%	3.87%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.87%
		Advocacy	12.50		0.00%	0.00%	0.00%	0.00%	1.13%	0.00%	0.00%	1.13%
		Technical	33.65		1.82%	0.61%	0.00%	0.61%	0.00%	0.00%	0.00%	3.04%
		Funding	10.96		0.00%	0.00%	0.00%	0.99%	0.00%	0.00%	0.00%	0.99%
M2		Political	19.17	7.58%	1.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.45%
		Advocacy	19.17		0.73%	0.00%	0.00%	0.00%	0.73%	0.00%	0.00%	1.45%
		Technical	21.67		0.82%	0.00%	0.33%	0.00%	0.49%	0.00%	0.00%	1.64%
		Funding	21.25		0.08%	0.16%	1.05%	0.00%	0.00%	0.32%	0.00%	1.61%
		Convening	18.75		0.85%	0.28%	0.00%	0.00%	0.28%	0.00%	0.00%	1.42%
M27	Greening the economy	Political	30.00	6.50%	1.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.39%	1.95%
		Advocacy	27.50		1.79%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.79%
		Technical	16.25		1.06%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.06%
		Funding	19.58		0.00%	0.00%	0.00%	1.27%	0.00%	0.00%	0.00%	1.27%
		Convening	6.67		0.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.43%
TOTALS					54.60%	12.64%	4.10%	5.60%	4.49%	11.79%	6.78%	

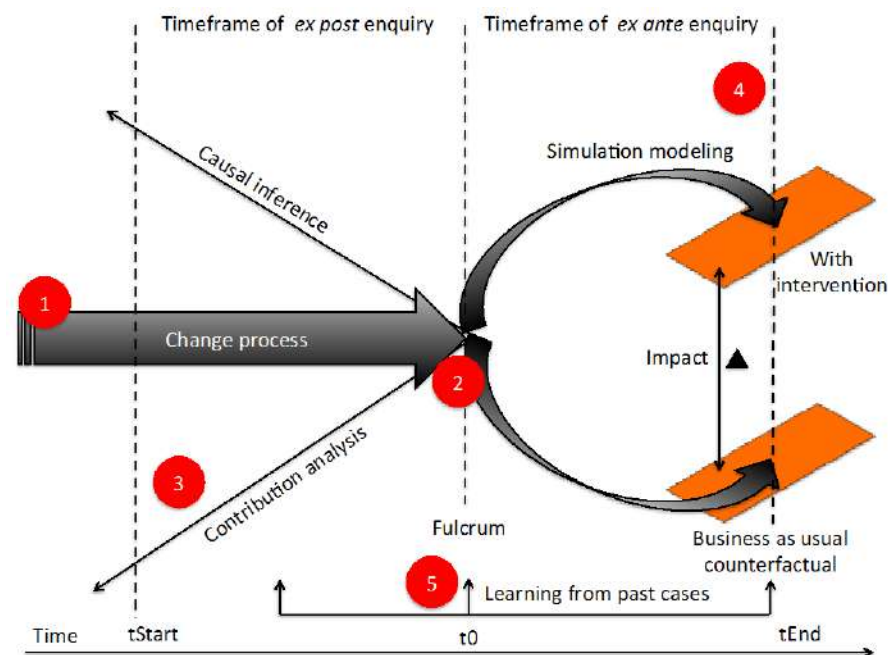
ANNEX 7: RESULTS OF CONTRIBUTION TYPOLOGY BASED ON NORMALIZED VALUES FOR OTHER ACTORS





ANNEX 8: IMPACT FRAMEWORK

The impact framework has 5 main components, described below:



The impact (a simple linear representation of a dynamic, complex and non-linear framework reality)

1. The main element of the impact framework is a defined change process. This could take many forms, such as a policy formulation or decision-making process, a change in social network dynamics, or a change in land use trends in a landscape.
2. At a defined moment in the change process, a line is drawn. It is the fulcrum between the past (what happened until this moment) and the future (what might happen from this moment). This moment is denoted as time zero (t_0).
3. Looking back, a period of *ex post* enquiry is defined (t_{Start} to t_0). Relevant contextual indicators at t_{Start} (baseline) can be compared to those at t_0 . A range of methods can be applied in this space to explore and understand causal linkages between events, people, and behaviours. By analyzing contributions, it is possible to quantify who contributed what.
4. Looking forward, a period of *ex ante* enquiry is defined (t_0 to t_{End}). Trajectories, benefit accrual and scenarios can be modelled. The difference between the business as usual and intervention scenarios is the impact.
5. Evidence from past cases can be searched out and used to ground truth findings.