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Acronyms

ACCU	-	Anti Corruption Coalition of Uganda
ACODE	-	Advocates Coalition for Development
CBMs	-	Community Based Monitors
CBOs	-	Community Based Organizations
CSOs	-	Civil Society Organizations
CDRN	-	Community Development Resource Network
DFOs	-	District Forest Officers
EA	-	Environmental Alert
ENR	-	Energy and Natural Resources
JESE	-	Joint Effort to Save the Environment
M&E	-	Monitoring and Evaluation
MoU	-	Memorandum of Understanding
NFA	-	National Forest Authority
QuAM	-	Quality Assurance Mechanism

Executive Summary

CARE International in Uganda, in partnership with 6 national civil society organizations- ACCU, ACODE, CDRN, EA, JESE, and PANOS-EA are implementing a Forest Resources Sector Transparency Programme in Uganda. The programme is national in nature but uses evidence from the districts of Kyenjojo, Kibaale, Hoima, Kyegegwa and Masindi. The implementation of the programme has been ongoing since April 2013.

CARE commissioned¹ an annual review of the programme undertakings in 2014 for the purposes of reflecting on the assumptions of the programme theory of change, assessing the extent to which the programme is delivering towards its intended objectives and understanding gaps/challenges in programme implementation so as to recommend actions and areas for improvement towards realization of the programmes objectives.

The annual review for the programme undertakings in 2014 was carried out in the period 12th to 27th January 2015. The approach adopted for the review was interactive in nature. It entailed an analysis of documents on the programme, meetings with partners to the programme and a review workshop with core programme actors, partners and stakeholders.

While acknowledging the commendable achievements of the programme in 2014, the review recommends improvements in monitoring and evaluation of the programme at both CARE and partner level as one of the ways that would help in enabling ascertaining programme performance in a more concrete way. A stakeholder's workshop to address the necessary improvements in monitoring and evaluation would be helpful in this regard.

Devising concrete ways of improving working relations between NFA and DFS in other localities of the programme, beyond the Kyenjojo, Mubende, Kyegegwa is also recommended by the review.

The practice of regular planning and reflection meetings as evidenced through the programme coordination meetings should be continued. Through these spaces several other issues relating to improving programme effectiveness could be handled. These include among others: *agreeing on what is meant and constitutes CSOs in context of the programme, having key partners and other major stakeholders collectively work through the programme theory of change to ensure better understanding and internalization, developing strategies for ensuring more effective international level engagements for the programme, establishment of mechanisms to embrace learning's as established in 2014 as well as addressing challenges about which no specific action points could be derived during the workshop and actualizing the proposed actions to gaps and challenges faced in implementation.*

¹ Commissioned Ronald Mulyanti Kitanda to undertake the review.

1.0 Introduction

The Forest Resources Sector Transparency Programme looks towards a *Civil Society with increased transparency, accountability and responsiveness in forest governance for the benefit of poor Ugandan citizens- men and women*. Since its inception in April 2013 and as part of its design, the programme undertakes annual reviews for purposes of reflection, learning and making necessary improvements. The annual review for the programme undertakings in 2014 was carried out in the period 12 to 27th January 2015.

The report is an account of the review undertaking. It gives the context, shares the process, issues addressed, and deliberations there from as geared towards enhancing the programme effectiveness.

2.0 Context of the annual review

CARE International in Uganda, in partnership with 6 national civil society organizations (CSOs), ACCU (Anti Corruption Coalition of Uganda), ACODE (Advocates Coalition for Development), CDRN (Community Development Resource Network), EA (Environmental Alert), JESE (Joint Effort to Save the Environment), and PANOS-EA are implementing the Forest Resources Sector Transparency Programme in Uganda (FOREST). The programme set out the following as its goal and objectives:

- Programme goal: *Civil Society has increased transparency, accountability, and responsiveness in forest governance to the benefit of poor Ugandan citizens (men and women)*

- Programme objectives: The programme has four objectives stipulated as follows:

1. Civil society coordination, networking and multi stakeholder collaboration leading to inclusive management of forest resources.
2. Civil society effectively monitoring and advocating for appropriate forestry laws and regulations.
3. Civil society organizations empower poor and vulnerable citizens to participate in governance of forest resources in specific areas under threat.
4. Civil society organizations have increased own legitimacy, accountability and transparency through capacity building.

The programme is national in nature but uses evidence from the districts of Kyenjojo, Kibaale, Hoima, Kyegegwa and Masindi. The implementation of the programme has been ongoing since April 2013.

In pursuance of the above objectives, the programme set out to undertake annual reviews. Annual reviews are one of the key management practices of tracking programme

progress, keeping clear open lines of communication among programme staff, partners and other key stakeholders. It is also appreciated as a good practice for offering feedback, support and space for discussion among the programme partners and other key stakeholders. It is drawing from this context that the annual reviews have been undertaken for programme undertakings in 2013 and 2014.

2.1 Objectives of the annual review

The annual review of the FOREST programme undertakings in 2014 was commissioned with the following objectives:

- To further reflect on the assumptions of the programme theory of change and ascertain whether the programme is on track towards the theory of change.
- To assess the extent to which alignment of programme objectives by partners and CARE are delivering towards the intended objectives of the programme.
- To understand the gaps in implementation and recommend key actions and areas for improvement.
- Develop action points on how to address the identified challenges towards realization of the programme theory of change.

2.2 Approach adopted for the review

The review process was undertaken in an interactive manner. This entailed perusal of programme documents availed through CARE, meeting with main partners to the programme to discuss issues in respect to the objectives of the review and obtaining necessary information for the review purpose in the process and a two day review workshop with the core programme actors, partners and stakeholders.

Through working in groups and holding discussions in plenary, the workshop was able to interact along each of the objectives of the programme review and generate learning's as well as concrete positions towards enhancing the programme effectiveness.

3.0 Outputs of the review workshop

The review workshop was designed along three main sessions meant to meet the objectives of the review namely; assumptions of the theory of change, delivery towards intended objectives of the programme and challenges and gaps in implementation and recommended actions. The issues as addressed and outputs there from are shared respectively under each session theme below.

3.1 Assumptions of the programme theory of change

Coming up with refined position on the assumptions of the theory of change was one of the expected outputs of the annual review process. The workshop derived the following

assumptions as essential for the realization of the aspirations as stipulated in the theory of change.

Assumptions for the pathways of change contributing to the domains of change	Assumptions for the domains of change yielding into the desired goal
<ul style="list-style-type: none"> •Operating environment remains conducive for civil society. •Forest governance remains a pertinent issue with adequate support at all levels. •Willingness and pro-activeness of stakeholders to share learn and work together. 	<ul style="list-style-type: none"> •Operating environment remains conducive for civil society. •Willingness and pro-activeness of stakeholders to share learn and work together. •Civil society is strong, credible, and legitimately represents the interests of the poor. •Community willingness and ability to utilize the knowledge and skills acquired to advance and sustain forest governance.

The programme needs to monitor the realization of these external conditions that are essential for enabling the desired changes as relayed in the programme intervention logic.

3.2 Delivery towards intended objectives of the programme

Reflections in working groups and later in plenary to assess the extent to which alignment of programme objectives by partners and CARE are delivering towards the intended objectives of the programme were done.

Positions that reflect the programme achievements in 2014 along each of the programme objectives at partner and CARE level were derived and details are attaches to the report. A summary of these positions as well as the insights derived from reflecting on the achievements are presented below.

•Programme Objective 1: *Civil society coordination, networking and multi stakeholder collaboration leading to inclusive management of forest resources*

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
1.1. Functioning of public-private collaborative forest management fora and plans.	1.1.1 # of CSOs involved in forestry issues at district national and/or international level.	<ul style="list-style-type: none"> •District level-121 •National level--69 •International level-3 	5 Coalitions established and MOUs signed with Environmental Alert
	1.1.2. # of CSOs with functional linkages at district, national and international level.	<ul style="list-style-type: none"> •District level-97 •National level-52 •International level-0 	<ul style="list-style-type: none"> • (ENR-CSO network, UFGLG)- These are operational every year. •Position papers developed for PACJA
1.2. Level of involvement in forestry sector networks and alliances at local, national, regional and international levels	1.2.1 #of functional multi-stakeholder forums at district level at national level; at international level.	<ul style="list-style-type: none"> •District level-12 • National level-7 •International level-2. . 	<ul style="list-style-type: none"> •Quarterly forum meetings conducted in which coordination issues with regard to harvesting licenses discussed.
	1.2.2. # of forestry issues raised by CSOs in multi-stakeholder forums at district, national and/or international level.	<ul style="list-style-type: none"> •District level-40 •National level-11 •International level-1 	<ul style="list-style-type: none"> •Joint technical review, District planning meetings conducted. Note these are repetitive every year. ENR Ministerial retreat was organized and conducted although not planned.
	1.2.3. #no. of examples of forestry issues raised by CSOs and Multi-stakeholder forums that have been addressed by duty bearers.	<ul style="list-style-type: none"> •District level-12 •National level-4 •International level-1 	
•Increased transparency and accountability in permits to exploit and revenues from forest resources			Quarterly forum meetings conducted in which coordination issues with regard to harvesting licenses discussed

● **Programme Objective 2:** *Civil Society effectively monitoring and advocating for appropriate forestry laws and regulations*

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
2.1. CSO participation in institutionalized forest policy formulation or planning processes at local and national level.	2.1.1 #of institutionalized spaces of forest policy formulation, planning or implementation with CSO participation- at district, national and international level.	<ul style="list-style-type: none"> •District level-19 •National level-9 •International level-4 	Joint sector review, District planning meetings conducted. Note these are repetitive every year. ENR Ministerial retreat was organized and conducted although not planned.
2.2. Extent and quality of CS monitoring of implementation of forest sectors policies and legislations.	2.2.1 #of forest governance issues identified as a result of efforts by CSOs per year.	510	•ICT Platform established and functional apart from APP which is not fully functional. Research was conducted access to justice in forestry, study on benefit sharing.
	2.2.2. #of medial houses amplifying forest governance issues.	47	
2.3. Advocacy initiatives linking local issues to national and international level policy/practice.	2.3.1. #of identified forest governance issues raised in media (leading to improved citizen dialogue and participation in forestry governance.	<ul style="list-style-type: none"> •District level-5 • National level-22 •International level-0 	<ul style="list-style-type: none"> •ACCU and JESE worked effectively through CBM ICT platform that managed to bring district local advocacy issues related to illegal forest activities to national level. •ACODE and JESE worked together to amplify local issues to national level. The media (WEMNET and PANOS) worked with district level organizations to amplify district level issues in the media.

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
2.4. Civil society representatives from the programme supported coalitions and networks participating in regional and international networks and events.			•5 Coalitions representing of members from different organizations with an interest in forestry were formed at district level. An initial workshop focusing on UNETCOFA was conducted.

●**Programme Objective 3:** *Civil society organizations empower poor and vulnerable citizens to participate in governance of forest resources in specific areas under threat*

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
3.1. Proportions of poor and vulnerable citizens (women and men) aware of their rights to forest resources.	3.1.1. #of poor and vulnerable citizens (women and men) aware of their rights of access to and benefits from forest resources.	893 (541 men and 352 women)	Awareness was created to a total of 1466 people (813men and 653women) on their rights to forest resources.
	3.1.2. # of community members accessing forest resources through the available forest regulations.	199	

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level.	Annual indicator achievements by all project partners in 2014.	Achievements at CARE level in 2014
<p>3.2. Community based monitors are represented and participating in various fora at the sub-county and district level to influence forestry policies and implementation.</p>	<p># No of people (men and women) directly participating and benefiting from programme activities.</p>	<p>673 (432 men, 241 women)</p>	<p>The 5 coalitions were formed in the districts of Buliisa, Kiryandongo, Masindi, Hoima and Kabarole. CBMs in Hoima have a chance to participate at this level. In Hoima and Kibale CBMs participate in the level of the Mid-Western Anti-corruption coalition. Other fora where the CBMs were active include the Sub-county and Inter-district forum meetings. Other unplanned changes included the emergency of a CFM group around Kibego Central Forestry Reserve comprised of men and Women demanding for participation in the management of Kibego Central Forestry Reserve.</p>
<p>3.3. Community based monitors are actively monitoring and reporting forest illegalities and human rights aspects.</p>			<ul style="list-style-type: none"> •All the 190 CBMs actively participated in reporting illegal forest activities. A total of 493 cases were reported through ICT platform out of which 74% of the cases were reported by other members of the public. The CBMs have been able to encourage other members of the public to participate in the fight against illegal activities.
<p>3.4. Community based monitors formed in a network for harmonized efforts.</p>			<ul style="list-style-type: none"> •Community based monitors were sensitized on the roles, responsibilities, policies and laws; the call user group was established. They were also brought together in many foras (inter Sub-county monitor meetings) to begin to understand each other as basis for networking.

●**Programme Objective 4:** *Civil society organizations have increased own legitimacy, accountability and transparency through capacity building.*

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
4.1. The no. and level of partners and CSO members in programme supported networks meeting QuAM minimum quality standards.	4.1.1 #of ENR CSO network members, meeting the QUAM minimum requirements.	5 CSO Networks	•CARE underwent a QUAM process and got a QAUM certificate; CDRN also got a QUAM certificate. ACCU's QUAM certificate was renewed.
•Existence of clear strategic plan on forest governance, which is implemented effectively.	#of CSO equipped with technical capacity in Participatory forest management.	31 CSOs	It was agreed that partners did not have to alter their strategic plans as long as they had a section on ENR of which forest is part.

The following were the main observations made during the workshop regarding programme achievements in 2014:

- While there were commendable achievements of the programme notable along respective indicators, which signify that the programme is on track, inadequacies in baseline positions and annual indicator targets undermined the review processes ability to concretely ascertain the extent of delivery towards the intended objectives of the programme. The positions as shared are the achievements notable, however, without concrete basis upon which to assess the extent of achievements.
- Indicator attainments at the international level remain wanting as not much was notable from the various positions as shared by the partners.
- Indicator positions in the log frame and the M&E framework have some variations which require address.
- There is still need to ensure partners clarity in alignment of the specific objectives of their projects to objectives at the programme level.
- There is need to harmonize indicators in some of the partner projects and the programme objectives. Equally necessary is the harmonization of the rolling plan indicators with the programme indicators.
- Partner achievements were short of annual targets. In the instances where they existed, they are not well aligned to the objective indicators. Equally targets were yet to be developed at the programme level and there was also a different understanding and interpretation of targets. All these undermined concrete ascertaining of programme performance in 2014.
- Linkages of changes accrued in the year to the indicators and the target groups at the objective level need improvement. Some of the changes as reported at objectives level were activities and outputs and not outcomes.

3.3 Lessons from the programme so far

The workshop sought to establish the most significant lessons that the stakeholders experienced with the FOREST Programme in 2014. This was for the purpose of making deductions that would improve the programme undertakings as it looks to the future. The lessons as established were shared as presented below:

Lessons so far- CAREs experience

- Collaboration and dialogue as advocacy approaches facilitate amicable resolution of issues.
- The multi-stakeholder forum and regional coalitions if well empowered and facilitated can be good avenues for addressing forest governance issues at district and sub-regional levels.

- Flexibility and innovation in programme implementation has facilitated delivery of outputs in a realistic manner and is critical.
- Use of media in advocacy as a tool to complement advocacy initiatives is very essential.
- Linkages and alliances have provided opportunity to the programme to reach out to a broad audience.
- Mutual relations facilitate dialogue across partners and CARE.
- The partnerships of the programme have facilitated learning and innovation for better outcomes.
- Continuous engagement with partners has facilitated learning and capacity building that is two way and entails provision of appropriate technical assistance.

Lessons so far-*CSO Partners experience*

- Joint planning, implementation and monitoring of activities builds momentum for the forest governance work, promotes synergy, saves resources and forms firm ground for advocacy.
- Community participation increases vigilance, ownership and sustainable forest management practices.
- Media engagement in forest governance work increases information flow amplifies issues and is a tool for advocacy and builds demand for action.
- Using innovative approaches for reporting irregularities does not necessarily result in action. So there is need for close follow up with responsible duty bearers.
- Multi-level reporting by various stakeholders' i.e. community to CSOs, Media, to DFOs (District Forest Officers), to NFA (National Forestry Authority), builds momentum for action, reduces connivance and at times results into no action.
- Increased media reporting and exposure of irregularities has not necessarily attracted commensurate action. So there is need for constant follow up by all stakeholders i.e. the land tittles story, the Black Monday Campaign. *A framework in which the media reaches out to CARE (Advocacy FOREST Programme) and CARE takes next step as deemed most suitable would help address this gap.*

Lessons so far- *NFA and DFS experience*

- There is increased transparency as a result of sharing information and reports, which has led to understanding each others roles and responsibility (DFS, NFA, Police and District leadership)

- There is improved community participation in forest governance through Community Based Monitors (CBMs) and collaborative efforts.
- Due to the community involvement (CBMs) there is an increased level of awareness on forestry management issues.
- The ICT platform has improved forest resource monitoring since information is quickly shared through many stakeholders.
- Joint operations and meetings have improved responsiveness.

3.4 Experienced challenges and proposed actions

The review looked at the most pressing challenges /gaps faced by the various stakeholders in respect to the FOREST programme in 2014 and reflected during plenary on the proposed actions to these challenges respectively. The positions as derived are shared below:

CAREs experiences

- Service delivery remains a critical demand by beneficiaries. There are expectations of services/tangibles.
Proposed action: *To encourage linkages and referrals of beneficiaries to service providing organizations.*
- There is no systematic strategy of influencing regional and international levels on forestry issues.
Proposed action: *CARE to devise a strategy for influencing regional and internal level engagements on forestry issues.*

CSO Partners experiences

- Unfunded priorities under the forest programme like CFM, UNETCOFA and International campaigns.
- Emerging issues in course of implementation which were not budgeted for.
- Limited exposure visits for partners to increase learning.
Proposed action: *Inform CARE and dialogue around options.*
- Low levels of responsiveness, impunity, complacency of duty bearers-
Proposed action: *Given that it's a process with varying contexts, continuous dialogue should be undertaken.*
- Intimidation and harassment of community monitors by teams of illegal forest users and surveillance officers.

Proposed actions: *Re-orienting CBMs, ensuring continuous engagement with them and working on developing a social protection strategy for them.*

•Slow judicial process and weak penalties-

Proposed actions: *Await findings of a study being undertaken by ACODE for advocacy purposes.*

•Late disbursement of funds affecting timely implementation of activities and reporting-

Proposed actions: *Partners and CARE should meet requirements as stipulated in the cooperation and further dialogue on the issue within CARE is encouraged.*

•Uncoordinated power centres i.e. Environmental Police, NFA Surveillance team, Uganda People's Defence Forces, NFA law enforcement unit that includes use of foot patrolmen.

Proposed actions: Partners should develop policy briefs with technical support from CARE.

Challenges about which no specific actions could be drawn

There were some challenges about which no specific action could be proposed during the workshop. It remains necessary however for the programme to find space to reflect on addressing these challenges which are stated below:

- Difficulty in measuring impact for advocacy work in the short term.
- Failure to implement laws and policies, i.e. FSSD is supposed to monitor NFA but its dragging, operationalisation of the tree fund.
- Inadequate resources availed to the sector to respond effectively to communications from CBMs. This leaves the blame on duty bearers.
- Districts focus more on revenue collection rather than resource conservation and restoration.
- Forestry offences are normally considered to be light the given penalties do not deter some one from committing a similar offence.
- Inadequate staffing in the forestry sector. *It was established that the current government policy has put a ban on recruitment at the moment.*

4.0 Recommendations

Deriving from the review process, below are recommendations that the programme needs to attend to as it looks towards realizing its aspirations as spelt out in the theory of change.

•**Monitoring and evaluation:** There is need to improve monitoring and evaluation for the FOREST programme. This entails a combination of aspects ranging from ensuring that all baselines are well documented; indicators are well articulated and provide for both qualitative and quantitative indices, to setting targets for the respective projects and programme durations and on an annual basis.

In addition, it's necessary to ensure that partners have in place elaborate M&E frameworks for their projects and which should be in line with the M&E framework for the programme.

●**Assumptions of the theory of change:** Related to monitoring and evaluation, the programme needs to monitor the realization of the external conditions noted as essential for enabling the desired changes as relayed in the programme intervention logic.

Action point 1: *A stake holder's workshop would be necessary to help address the issues relating to improving monitoring and evaluation at both partner and programme levels. This would in addition entail, agreeing on broader programme targets as well as setting of annual targets at projects and programme level and having the objective relating to civil society organizations increasing own legitimacy, accountability and transparency through capacity building a cross-cutting one for all partners.*

●**Working relations between NFA and DFS-** Improving working relations between NFA and DFS in other localities of the programme, beyond Kyenjojo, Mubende and Kyegegwa should be undertaken. This could entail disseminating experiences from the programme to other spaces for adoption.

●**Joint planning and reflection opportunities-** Opportunities for joint planning and reflection, such as the programme coordination meetings and any such like should be continued. Through these spaces, several other issues arising from the workshop that still require address could be attended to. These include:

●*Having key partners and other major stakeholders collectively work through the programme theory of change to ensure better understanding and internalization.*

●*International engagements not being visible in the implementation yet they are planned for!*

●*Establishment of mechanisms to embrace the learning's notable in the year 2014.*

●*Challenges about which no specific action points could be derived during the workshop.*

●*Devising ways of actualizing the proposed actions to gaps and challenges faced in implementation during the year 2014.*

● **Attachments**

● *Key lessons as accrued from partner experiences in 2014*

Anti Corruption Coalition of Uganda

- Joint planning and joint implementation of activities saves resources collaboration with the state agencies forms a firm ground for any advocacy engagements.
- Constant follow up with the duty bearer's increases responsiveness on any issues raised to them.
- Formalizing the partnerships by signing MoUs give confidence and trust among the implementing partners.
- Clear MoU terms provide mutual relationships between the implementing partners and direction for implementation.
- The functionality of the FCBM platform requires participation from a number of players not ACCU alone. A mix of duty bearers, CSO players and rights holders is critical.
- Use of information and communication technology (ICT) has the potential to make community monitors more effective.
- The use of phones to monitor activities is a form of motivation to the CBMs.
- BoD involvement in the implementation (oversight role) of the project develops confidence in the implementing team as they can be able to articulate matters confidently without any fear.
- Generating quality project reports enriches the documentation process and gathering of empirical evidence which supports proper advocacy.
- Civic awareness fuels the establishment of the required critical mass on any desired change and good forestry governance is one of them.
- Delayed response on reported forest cases breeds dissatisfaction amongst the Citizens.
- Building lasting networks with the duty bearers, citizen participation and increased environmental civic consciousness are key to good forestry governance.
- Exposing issues of corruption and accountability deficits in forestry governance to public scrutiny are an effective strategy for devising preventive mechanisms.
- Building lasting networks with the duty bearers, citizen participation and increased environmental civic consciousness are vital for good forestry governance.
- It was established that in order to have successful advocacy engagements collaboration with the state agencies is very critical since most of the issues are directed to them for redress hence increased responsiveness.
- Community participation is a critical aspect in promoting good governance. It was established that transparency survives on the willingness of the participating parties to avail information. Sustaining Community participation in ensuring good governance has led to increased awareness and more vigour especially on Forestry related issues in the operational areas.

Environmental Alert

- Developing sub-national coalitions and platforms on forestry is a process involving a lot of awareness raising and sensitization on the values and benefits of networking and advocacy training and coaching in advocacy and management of dialogue platform developing operating guidelines etc.
- Identifying the right host organization for the sub national forestry coalitions and platforms has also been difficult due to the nature of the networking initiatives in the district. Some are chaired by government staff while others are specialized and focus on a few aspects of the environment.
- We have had to take a pragmatic approach in determining the most appropriate organization to host Forestry platforms but in all cases the decision has been made based on the suitability of the potential host organization to host sub-national organizations that represent forest dependent communities.
- Most identified forest issues are cross cutting for all districts such as lack of district environment ordinance, forest committees that have never been operationalized and non participation of CSOs and communities in the district budget process.
- The discussions that were held with the district leadership and duty bearers especially the DFOs and LCV Chairperson elicited their support to cooperate with the Sub national coalitions in resolving forestry issues in the districts.
- Engaging duty bearers in identifying issues and action strategies were a good approach as it enables the duty bearers to appreciate the needs of the stakeholders. For example, the Hoima DFO together with the members of the coalition developed a concept on establishment of a District tree nursery for presentation to the district for funding from the district budget, the LCV Chairperson promised to offer support in ensuring that the proposal is funded.
- CSOs are slowly embracing the idea of lobbying and advocacy.
- Though the district leadership is willing to work on addressing the forestry management challenges in their districts; they are constrained by serious lack of financial resources. The district forestry services are in many cases not functional or merely work as revenue collection from forestry products.

Advocates Coalition for Development

- Partnerships with the Ministry of Water and Environment, FSSD and NFA are very important to create desired outcomes.
- The media if used effectively can be a very useful vehicle for advocacy. The media coverage of the Forest Governance Forum has attracted the attention of political leadership and we have since then seen a change in the nature of the statements made by top politicians regarding the management of forests.
- Timing of advocacy events is quite important in achieving the desired outcomes.
- The project steering committee with the diverse expertise is proving to be important for the success of the project. This has been evident in the comments and input provided so far.
- Dialogue with key forestry stakeholders and actors is important to advance forestry governance challenges and recommendations. This was evidenced during the FGLG meeting.
- Evidence based advocacy remains critical for influencing policy change.

- Government response is sluggish and it delays implementation of some components of the project.

Identification of appropriate counterpart professionals in Tanzania and Kenya for the studies is still a challenge.

The organization is still in the process of identifying the most appropriate counterpart professionals for the studies.

Joint Effort to Save the Environment

- Governance issues need joint cooperation between different stakeholders who must play their roles and responsibilities.
- Media has continued to play a significant role in amplifying forestry governance issues, the gaps within the governance Framework of the forest sector in the districts of Mubende, Kyenjojo and Kyegegwa. The information flow and influencing decisions making among duty bearers.
- Joint monitoring of between police, Sub County, NFA and community empowers and motivates communities for increased vigilance and reporting.
- Empowered forest adjacent communities are the power base and play a key role in conservation of forests by being watch dogs and report and conniving with illegal timber dealers respectively.
- Reporting forest illegalities to different duty bearers like NFA, RDCs, DFOs and police reduces corruption and connivance as compared to reporting to an individual/office. A case was noted in Kyarusoji where calls were made to Sector Manger, Range Manger and later to ED NFA and road block was mounted but it was too late as the truck had already passed.
- Media plays a significant role in amplifying the gaps within the governance framework of the forest sector in the district of Mubende, Kyenjojo and Kyegegwa. The information flow and influencing decisions making among duty bearers.
- Forest adjacent communities play a key role in conservation or destruction of forests. By being watch dogs and report and conniving with illegal timber dealers respectively.
- There is high conversion of private natural forests and replaced by eucalyptus. This is noted in both Kyenjojo in Kyarusoji, Kyegegwa in Kakabara sub county and Mubende in Kijumba parish.
- Harassment and death threatening situation of the CBMs and other community members reporting forest illegalities and users.
- High levels of corruption by some duty bearers like the DFS, NFA and Police through conniving with illegal forest used more especially timber dealers.
- Lack of cooperation between the different agencies in enforcement of the laws to curb illegalities like NFA, DFS, and Police. This is noted more especially in Kyenjojo Police post where culprits are always released in un clear circumstances.
- In effective communication between the stakeholders and duty bearers i.e. no feed back to communities on reported illegalities which demoralizes stakeholders to continue reporting.
- Inadequate staff in natural resources department particularly DFS office has increased illegalities as the verification is done from headquarters than on site. This has given opportunity of getting timber from forest reserves.
- Poor facilitation of the natural resource department/staff which make it hard for timely

follow up of reported illegalities.

- The newly established ICT platform is not yet fully functional as SMS in form of feedback are ineffective. Also members need to have at least beeping power on their phones to be able to send an SMS.

•Key challenges as experienced by partners in 2014

Anti Corruption Coalition of Uganda

- The implementing partners need so much technical support in order for them to make meaningful contributions to the FOREST project.
- Delayed or No response by duty bearers to reported forestry cases giving more lee-way to those involved in the illegalities to create more damage. (E.g. the concerns from the investigative research by JESE where ACCU wrote to the ED NFA soliciting for their opinion on the NFA Surveillance and intelligence officer who has usurped powers of the DFO/NFA by possessing a Hammer mark).
- The performance of the mobile app is not properly embraced.
- Sending SMS to the wrong short code: Monitors were sending to 606 instead of 6006.
- Bureaucracies with the telecom companies impinged on the functionalities of the FCBM after JESE and ACCU opened a joint caller user group (CUG).
- Penalties given to those involved in the forest related crimes are not deterrent enough

Operational challenges

- General lack of appreciation of forestry by the judiciary as reflected in the judgments of the reported cases.
- Delayed reporting from Partners which compromises the documentation.
- The unique ICT community based monitoring model that the project has introduced, has created a lot of anxiety.
- Oversights in the initial project development have to some extent led to the creation of extra activities for example the baseline, the project inception visits among others. However, they have been incorporated within the existing main activities.
- The process of establishing the ICT platform has taken more than the anticipated time due to the bureaucracies by the service providers and this has had a direct impact in the implementation of activities particularly training the community monitors as planned.
- Late funds disbursement.

Environmental Alert

- Some districts like Kiryandongo barely have forests as the forest reserves have been depleted of tree cover. The challenge is that the nature of the project does not offer service delivery i.e. tree seedlings which most CSOs are suggesting to have.
- The district has few NGOs and most of them are not involved in promoting sustainable management of ENR.
- The few CBOs in the district are mostly engaged in tree planting with no advocacy work. This poses a challenge in developing CSO forestry advocacy activities in the district.
- Though the district leadership is willing to work on addressing the forestry management challenges in their districts; they are constrained by serious lack of financial resources. The district forestry services are in many cases not functional or merely work as revenue

collection from forestry products.

Advocates Coalition for Development

●Government response is sluggish and it delays implementation of some components of the project identification of appropriate counterpart professionals in Tanzania and Kenya for the studies still a challenge. The organization is still in the process of identifying the most appropriate counterpart professionals for the studies.

Joint Effort to Save the Environment

- Low CSO representation in forest governance issues has resulted into the duty bearers who connive with illegal timber dealers influencing the agenda not to expose them i.e. not to bring out issues that implicate them.
- Continued high rates of converting private natural forests and replaced by eucalyptus and farm lands. This is noted in both Kyenjojo in Kyarusoji, Kyegegwa in Kakabara Sub county and Mubende in Kijumba Parish. This is a posing threat to gazzeted forests.
- Judicial challenges where arrested pitsawers are released in less than 4 days of arrest. This demoralizes community in reporting.
- Very low or no response at all t reported forest illegalities by duty bearers demoralizes community to continue reporting.
- Continued harassment and death threatening situation of CBMs and other community members reporting forest illegalities and users.
- In adequate staff in natural resources department particularly DFS office has continued to be escaping excuses for increased illegalities as the verification is done from headquarters than on site. This has given opportunity of getting timber from forest reserves.
- Poor facilitation of the natural resources department/staff which makes it had for timely follow up of reported illegalities.
- Lack of feedback from duty bearers on reported cases of illegalities which demoralizes monitors due to continued reporting same track, week after week and no action is taken.
- Unlike SMS alert, reporting using smart phone forms applications is still a challenge as no one has reported using Smart phone applications. This is denying evidence based information's like photos in the ICT system.
- Lack of proper and sustainable benefit sharing mechanisms to communities under CFM structures, informers, which has demoralized members from activities participation of sustainable forest management.
- There is high conversion of private natural forests and being replaced by eucalyptus plantations. This is noted in both Kyenjojo in Kyarusoji, Kyegegwa in Kakabara sub county and Mubende in Kijumba Parish.
- Harassment and death threats to the CBMs and other community members reporting forest illegalities and users.
- High levels of corruption by some duty bearers like the DFS, NFA and Police through conniving with illegal forest used more especially timber dealers.
- Lack of cooperation between the different agencies in enforcement of the laws to curb illegalities like NFA, DFS, and Police.
- In effective communication between the stakeholders and duty bearers i.e. No feed back to communities on reported illegalities which demoralizes stakeholders to continue

reporting.

- Inadequate staff in natural resources department particularly DFS office has increased illegalities as the verification is done from headquarters than on site. This has given opportunity of getting timber from forest reserves.
- Poor facilitation of the natural resource department/staff which make it hard for timely follow up of reported illegalities.
- The newly established ICT platform is not yet fully functional as SMS in form of feedback are ineffective. Also members need to have at least beeping power on their phones to be able to send an SMS.

•Details of programme achievements in 2014

•Programme Objective 1: *Civil society coordination, networking and multi stakeholder collaboration leading to inclusive management of forest resources*

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
<p>1.1. Functioning of public-private collaborative forest management fora and plans. <i>/Functioning of coalitions and multi-stakeholder foras facilitated by the forest-M&E framework</i></p>	<p>1.1.1 # of CSOs involved in forestry issues at district national and/or international level.</p>	<p>District</p>	<p align="center">121</p> <p>•JESE (4): Rwenzori Anti-Corruption coalition, Kajuma Itwara Forest Conservation Association (KIFECA) CFM around Itwara CFR and Kakabara Save the Environment Initiative. •ACCU (6): KCSO: Kibaale District Civil Society Organizations Network Mid western anti corruption coalition, Rwenzori anti corruption coalition Joint Efforts to save the environment, KIFO: Kibbuse Foundation-Nyamarwa, Mataale, KICOFOMA: Kihaimira Collaborative Forest Management Association-Kasambya, MUWA: Muhorro Women’s Association-Muhorro, BSAP: Bugangaizi Self Help Alliance –Kasambya, INCODE: Integrated Community Development Initiative –Kyebando. •EA (97) from Buliisa, Kabarole, Masindi, Kiryandongo and Hoima. These have been mobilized and sensitized through the respective district forest coalitions that have been formed an engaging at that level.</p>	<p>5 Coalitions established and MOUs signed with Environmental Alert</p>

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
		National	<p style="text-align: center;">69</p> <ul style="list-style-type: none"> •JESE (6): PANOS, EA, ACCU, ACORD, SPGS, Water and Environment media network. •ACCU (10): These include all the FOREST partners (5), Nature Uganda, Tree talk, NGO FORUM, WWF, Global Rights Alert, and Action Aid. •PANOS (5) 5 were engaged at this level. •EA (48) These have participated in the MWE-Joint sector review process mainly appraising government performance. 	
		International	<p style="text-align: center;">3</p> <ul style="list-style-type: none"> •EA: Engaged on issues of forestry and climate change, particularly participation in COP 20. 	
	1.1.2. # of CSOs with functional linkages at district, national and international level.	District	<p style="text-align: center;">97</p> <ul style="list-style-type: none"> •JESE: (1) Horizontal Linkages (RAC). •ACCU (16): Kibaale District Civil Society Organizations Network Mid western anti corruption coalition, Rwenzori anti corruption coalition Joint Efforts to save the environment, KIFO : Kibbuse Foundation-Nyamarwa, Mataale , KICOFOMA: Kihaimira Collaborative Forest Management Association-Kasambya, MUWA: Muhorro Women’s Association-Muhorro, BSAP: Bugangaizi Self Help Alliance –Kasambya, INCODE: Integrated Community Development Initiative —Kyebando 	<ul style="list-style-type: none"> • (ENR CSO network, UFGLG)-These are operational every year •Position papers developed for PACJA

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
			<ul style="list-style-type: none"> •EA: Engaged in the respective district forest coalition activities, some participated in the Joint sector review process, and also have their own development agendas at the district level. 	
		National	<p style="text-align: center;">52</p> <ul style="list-style-type: none"> •JESE: (4) Vertical linkages) ACCU, PANOS, Media Houses and ACODE. •EA: (48) Engaged in the Joint sector review process, and also have their own development agendas at the district level. 	
<p>1.2. Level of involvement in forestry sector networks and alliances at local, national, regional and international levels</p>	<p>1.2.1 #of functional multi-stakeholder forums at district level at national level; at international level.</p>	District	<p style="text-align: center;">12</p> <ul style="list-style-type: none"> •JESE (1): Inter district Multi stakeholder Forestry Forum operates in Kyenjojo, Kyegegwa and Mubende. •ACCU (4): Hoima District Natural resources Forum (HDNRF).Bunyoro Albertine Petroleum Network on environmental Conservation (BAPENECO)Bunyoro Coalition on Oil and sustainable live hoods (BUCOSA)Kyenjojo Multi district stakeholders forum •EA (7): Still in their formative stage and have initiated forest engagements at the local level in the respective districts (Kiryandongo, Hoima, Masindi, Kabarole, Buliisa, 	<ul style="list-style-type: none"> •Quarterly forum meetings conducted in which coordination issues with regard to harvesting licenses discussed. •Joint technical review District planning meetings conducted. Note these are repetitive every year. ENR Ministerial retreat was

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
			Lamwo and Bushenyi). They have developed participatory forestry policy advocacy action plans and already engaging duty bearers at LG level on these issues. For each district coalition, Host institutions (Secretariats) have been identified/ formalized and steering committees selected.	organized and conducted although not planned.
		National	<p style="text-align: center;">7</p> <ul style="list-style-type: none"> •ACCU (2): ENR CSO Network and the Uganda Forest Governance Learning Group. •ACODE (2): UFWG which is engaging on several forestry governance issues including Forest certification where a sub-committee of the forum, the Standard Development Group (SDG) engages in the FSC national standard development process. The ENR-CSO Network mainly engaging forest policy advocacy issues with the line Ministry of Water and Environment. •EA (3): Uganda Forest Governance Learning Group Tree fund consultative group Project steering committee. 	
		International	<p style="text-align: center;">2</p> <ul style="list-style-type: none"> •ACODE (1): ENRCSOs networking through providing support and backstopping to its members to engage at the International level. •EA (1): Governance of African Resources Network. 	

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
	1.2.2. # of forestry issues raised by CSOs in multi-stakeholder forums at district, national and/or international level	District	<p style="text-align: center;">40</p> <ul style="list-style-type: none"> •JESE: (6) issues raised. Operationalization of timber cutting licenses and improved joint monitoring of the licenses. •ACCU (18): Abuse of office by NFA officials who are fuelling illegal activities in the sector. Limited appreciation of forest related crimes, Licensing procedures not known by the citizens, Illegal timber harvesting. •EA (3): Each district coalition identified forestry advocacy issues including: limited civic consciousness on forest policy practices, forest cover loss through encroachment and corruption, and limited resource allocation to the DFS. These informed advocacy action plans for engagement. The identified issues are generally similar in nature across all the coalitions but the approach of engagement is slightly different based on context in each district. •ACODE (13): The issues were in four broad categories: 1) institutional capacities and funding, 2) legal and policy related issues, 3) coordination and communication and 4) enforcement and justice. 	

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
		National	<p style="text-align: center;">11</p> <ul style="list-style-type: none"> • JESE (1): 34 terms and conditions on the pitsawers license which are not respected • EA (4): These were raised as part of the ENR-CSO JSR Position on the performance of the ENR sub-sector of the Water and Environment sector. 	
	1.2.3. #no. of examples of forestry issues raised by CSOs and Multi-stakeholder forums that have been addressed by duty bearers	International	<p style="text-align: center;">1</p>	
		District	<p style="text-align: center;">12</p> <p>JESE (3): Operationalization of accessibility forestry produces percentage remittances to sub county levels. Follow up on NFA to clarify modalities of forming forestry committees at district level. Decentralization of charcoal burning licensing procedures to sub county levels. NFA disciplining and acting on the staff implicated conniving/involving themselves in forest illegalities. Operationalization of the pitsawers licenses to sub county and other Stakeholders e.g. CSOs.</p> <ul style="list-style-type: none"> • ACCU (6): Limited transportation means by the NFA staff was addressed when the sector manager was given a land cruiser and buying of motorcycles for the forest supervisors in Hoima District. The problem of unclear boundaries was addressed in Hoima and Kibaale by NFA 	

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
			<p>through Boundary re-opening although it's still a process. Evictions were done by NFA in Kibaale to address the problem of encroachment</p> <ul style="list-style-type: none"> •ACODE (3): as in 1.2.2 under district. •EA: Capacity building meetings should be scaled up with adequate representation from all the stakeholders at district level. •FSSD should expedite the establishment of rules, regulations, and guidelines for the forest sub-sector that are necessary for the NFA and DFS to effectively perform their functions. 	
		National	<p style="text-align: center;">4</p> <ul style="list-style-type: none"> •ACODE (4):Key issues highlighted by ENR CSOs during the annual joint sector review 2013/14: <ul style="list-style-type: none"> --There is limited facilitation (funding and logistics) for the District Natural Resources Offices (forestry, environment, wetlands) yet they manage the decentralized natural resources on private land. --Despite the recent effort to nullify illegal titles in wetlands, there is increased partitioning of in wetlands and forest reserves because the district land boards have not been adequately facilitated to clarify the status of tenure and the respective ministry has equally failed to offer the much needed support of securing tenure of wetlands and 	

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
			<p>forest reserves.</p> <p>--Weak enforcement structure and lack of numerical capacity by the Environment Protection Police Force (EPPF), to effectively deliver on its mandate. Subsequently, there is weak enforcement resulting into high encroachment levels in both wetlands and forest reserves.</p> <p>--Inadequate funding for ENR sector institutions resulting in ineffective execution of their mandates. Overall the Directorate of Environment (and the departments there in such as the forest sector support department, the climate change department, the environment department) is under funded. The autonomous bodies too (such as NEMA, NFA and recently UNMA) are struggling to find resources to execute their mandate.</p> <p>•EA: Finalization of forest regulations.</p>	
		International	<p>1</p> <p>•ACODE: Promote economic instruments to stimulate mitigation efforts whereas providing social protection and safety nets so as to realize pro-poor co-benefits.</p>	
•Increased transparency and accountability				Quarterly forum meetings conducted in which coordination issues with regard to harvesting licenses

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
in permits to exploit and revenues from forest resources.-(<i>Source-logframe matrix</i>)				discussed

● **Programme Objective 2:** *Civil Society effectively monitoring and advocating for appropriate forestry laws and regulations*

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
2.1. CSO participation in institutionalized forest policy formulation or planning processes at local and national level.	2.1.1 #of institutionalized spaces of forest policy formulation, planning or implementation with CSO participation- at district, national and international level.	District	<p style="text-align: center;">19</p> <ul style="list-style-type: none"> •JESE (2): Sub county and district councils and Local Media FMs i.e. Kyenjojo and KRC FMs. •ACCU (4): Hoima District Natural resources Forum (HDNRF),Bunyoro Albertine Petroleum Network on environmental Conservation (BAPENECO) Bunyoro Coalition on Oil and sustainable live hoods (BUCOSA),Multi district stakeholders Forum(Kyenjojo) •ACODE (2): In all the five districts where we have formed forestry coalitions, the respective DLGs engaged have committed to provide space for civil society to participate in District Technical Planning Committee meetings to discuss forestry issues. In some districts like Masindi and Kiryandongo where civil society have been already participating but only discussing issues from other sectors, forestry will this time be given due consideration. Other spaces provided will include Local Government Budget process – i.e. during technical planning meetings and District planning meetings. 	Joint sector review, District planning meetings conducted. Note these are repetitive every year. ENR Ministerial retreat was organized and conducted although not planned
		National	9	

			<ul style="list-style-type: none"> •JESE (1): Media houses i.e. Observer, Daily monitor, TV stations WBS Local radio stations Simba. •ACCU (2): ENR CSO Network, Uganda Forest Governance Learning Group. •ACODE (4): MWE's ENRSSWG, W&ESWG, ENRGGWG and the JSR EA (2): Ministry of water and environment Joint Sector Review, ENR Good Governance Working Group 	
		International	<p style="text-align: center;">4</p> <ul style="list-style-type: none"> •PANOS-2, •ACODE (2): UNFCCC – COP 20 – i.e. during pre-COP activities and during side events FSC international Generic Indicators for Forest certification – review of the (FSC-STD-01-004 V1-0 EN). 	
<p>2.2. Extent and quality of CS monitoring of implementation of forest sectors policies and legislations.</p>	<p>2.2.1 #of forest governance issues identified as a result of efforts by CSOs per year</p>		<p style="text-align: center;">510</p> <ul style="list-style-type: none"> •JESE (6): Limited access to seedlings by communities from NFA community nurseries. Lack proper tracking and monitoring of sources and volumes of timber. Lack of transparency in pitsawers licensing procedures Connivance and Corruption among NFA staff. Un coordinated enforcement agencies with in NFA like Environmental police, Army, Surveillance and intelligence officer, patrol men, which has accelerated illegalities. Lack of forest management committees on ground. •ACCU: 493 cases in 9 broad categories generated through the ICT based platform, Timber transport, Charcoal transport, Charcoal burning, Encroachment, Timber harvesting/Deforestation, Forest sales, Connivance 	<ul style="list-style-type: none"> •ICT Platform established and functional apart from APP which is not fully functional. Research was conducted access to justice in forestry, study on benefit sharing

			with police, Use of power saws to cut timber, Transportation of timber. •ACODE (5): Lack of forest by laws and ordinances in several districts, Lack of capacity in DFS to execute their mandate, under funding of DFS and NFA, Illegal activities in forest reserves, connivance of Forest staff with illegal pit sawyers in forest reserves. •EA: 6 at national level and 13 at district level.	
	2.2.2. #of medial houses amplifying forest governance issues		47 •JESE (9): News papers; Daily Monitor, Observer and New vision, TV stations; NBS, WBS, Local FM stations, KRC in Kabarole, Kyenjojo FM, Radio Simba in Kampala •ACCU (11): Observer ,Monitor Newspaper for the Print media and other local radios like NBS-Kampala, K-Fm-Kampala, Spice fm- Hoima, Liberty broadcasting service LBS-Hoima, Hoima Radio, Kagadi-Kibaale Community Radio in Kiabaale, Bunyoro TV. •PANOS (11): 11 local, 1 international. •ACODE (8): These were identified and involved in the development and implementation of the district forest coalition action plans in Kiryandongo, Hoima, Masindi and Kabarole.	
2.3. Advocacy initiatives linking local issues to national and international level policy/practic	2.3.1. #of identified forest governance issues raised in media (leading to improved	District	5 •JESE (2): 2 mainly through local radio FMs Intimidations of communities from reporting forest illegalities, Soldiers conniving with illegal pitsawers. •ACODE (3): Refer to 1.2.2. Forestry issues identified at the district level.	•ACCU and JESE worked effectively through CBM ICT platform that managed to bring district local advocacy issues related to illegal forest activities to national level. •ACODE and JESE worked together to amplify local issues
		National	22	

e.	citizen dialogue and participation in forestry governance.	<p>•JESE (6): Continued timber cutting in central forest reserves. Gaps in the licensing and tracking of timbers, Encroachments in central in forest reserve, Poor facilitation of the mandated agencies NFA and DFS field staff. Connivance and corruption among NFA staff. Misuse of powers by forest custodian's i.e. giving hammer stump to a timber dealer in Kyegegwa district.</p> <p>•ACCU (11):Encroachment in CFRs, Forests and food security, Power and politics in the Forestry sector, Deforestation causing Rising Food prices, Forest sales, Forest burnings, Boundary shifts,8.Blackmonday newsletter on Power and politics in the forestry sector. Stories about the reducing tree cover were ran on UBC TV and Monitor News Paper on 18th, Deforestation causing Rising Food prices, The Observer 21st-23rd March 2014-Why forest certification is an illusion for Uganda) NBS TV and Monitor on the 19th, Forests disappear under NFA watch on, Capital FM Radio Simba, KFM, and PR FM on the 18, 19, and 21st March 2014.</p> <p>Radio infomercials on forestry in both Luganda and English were produced and ran on KFM and CBS FM to further popularize the benefits of Forests and the impact that human activity has created on the forest resources.</p> <p>•EA (5): 1.benefit sharing in Uganda; 2. An article on the importance of the tree fund's implementation and 3.an opinion article on incentives for community involvement in sustainable forest management,</p> <p>•Polythene bags, their impact on the environment and</p>	to national level. The media (WEMNET and PANOS) worked with district level organizations to amplify district level issues in the media
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			policy proposals. Climate change and its impacts. NBS TV.	
		International		
2.4. Civil society representatives from the programme supported coalitions and networks participating in regional and international networks and events.				<ul style="list-style-type: none"> •5 Coalitions representing of members from different organizations with an interest in forestry were formed at district level. An initial workshop focusing on UNETCOFA was conducted

•Programme Objective 3: *Civil society organizations empower poor and vulnerable citizens to participate in governance of forest resources in specific areas under threat*

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
<p>3.1. Proportions of poor and vulnerable citizens (women and men) aware of their rights to forest resources.</p>	<p>3.1.1. #of poor and vulnerable citizens (women and men) aware of their rights of access to and benefits from forest resources.</p>		<p style="text-align: center;">893 (541 men and 352 women)</p> <p>•JESE: (289M & 158 F) This is number reached through trainings, Sensitizations and engagements.</p> <p>•ACCU: (252 men &195 women) These include the CBMs and the citizens that have been trained.</p>	<p>Awareness was created to a total of 1466 people (813men and 653women) on their rights to forest resources</p>
	<p>3.1.2. # of community members accessing forest resources through the available forest regulations.</p>		<p style="text-align: center;">199</p> <p>•JESE: Under the CFM communities i.e. KIFECA CFM</p>	

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
<p>3.2. Community based monitors are represented and participating in various for a at the sub-county and district level to influence forestry policies and implementation/</p> <p><i>•Representation of poor and vulnerable citizens (women and men), dependent on forest</i></p>	<p># No of people (men and women) directly participating and benefiting from programme activities- <i>no indicator number</i></p>		<p>673 (432 men, 241 women)</p> <ul style="list-style-type: none"> •ACCU: 44 Men and 20 Women These are community based monitors that are directly facilitated to conduct routine monitoring of Forestry related activities (Monitoring the chain of custody for forestry products). •PANOS:32 Men •5 Women: These numbers are very under stated but the figures of people who have spoken in 17 debates are certainly more. 	<p>The 5 coalitions were formed in the districts of Buliisa, Kiryandongo, Masindi, Hoima and Kabarole. CBMs in Hoima have a chance to participate at this level. In Hoima and Kibale CBMS participate in the level of the Mid-Western Anti-corruption coalition. Other fora where the CBMs were active include the Sub-county and Inter-district forum meetings. Other unplanned changes included the emergency of a CFM group around Kibego Central Forestry Reserve comprised of men and Women demanding for participation in the management of Kibego Central Forestry Reserve</p>

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
<i>resources, in collaborative forest management fora and formal decision-making structures on forest management-log frame.</i>				
3.3. Community based monitors are actively monitoring and reporting forest illegalities and human rights aspects.				<ul style="list-style-type: none"> •All the 190 CBMs actively participated in reporting illegal forest activities. A total of 493 cases were reported through ICT platform out of which 74% of the cases were reported by other members of the public. The CBMs have been able to encourage other members of the public to participate in the fight against illegal activities

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
3.4. Community based monitors formed in a network for harmonized efforts.				<ul style="list-style-type: none"> Community based monitors were sensitized on the roles, responsibilities, policies and laws; the call user group was established. They were also brought together in many foras (inter Sub-county monitor meetings) to begin to understand each other as basis for networking.

●**Programme Objective 4:** *Civil society organizations have increased own legitimacy, accountability and transparency through capacity building*

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
4.1. The no. and level of partners and CSO	4.1.1 #of ENR CSO network members, meeting the		<p style="text-align: center;">5</p> <p>Assessments for 5 CSO Networks are being conducted. This will form the foundation for capacity building that is</p>	<ul style="list-style-type: none"> CARE underwent a QUAM process and got a QAUM certificate; CDRN also got a

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
members in programme supported networks meeting QuAM minimum quality standards./ •The level of meeting QuAM minimum quality standards- (log frame matrix)	QUAM minimum requirements.		expected to assist the CSO Networks to attain QUAM Certification.	QUAM certificate. ACCU's QUAM certificate was renewed.
•Existence of clear strategic plan on forest governance, which is implemented effectively.	#of CSO equipped with technical capacity in Participatory forest management		31 JESE: (4) Through refresher meetings with Kajuma Itwara forest conservation association signed an agreement with NFA IN 2012. Kibego Collaborative forest management association which has officially applied to NFA for CFM considerations, Reviewed CFM process with Matiri	It was agreed that partners did not have to alter their strategic plans as long as they had a section on ENR of which forest is part.

Indicators of Programme objective(s)	Harmonized Rolling Plan indicators and their numbers at project level	Levels of change manifestation	Annual indicator achievements by all project partners in 2014	Achievements at CARE level in 2014
			<p>Natural resource users association, Bugaaki Charcoal dealers and Environmental conservation group, already registered with the Sub County.</p> <p>ACODE (27): 27 CSOs trained on forestry governance issues addressed during the training included; the definition and concept of governance, governance issues in our forestry sector and their categorization.</p>	

•Reference documents

- CARE's FOREST Programme Logical Framework Approach Matrix.
- Framework for analysis of annual objectives attainment at partner level²
- Framework for analysis of annual objectives attainment at programme level³
- FOREST Resources Sector Transparency in Uganda- Programme Document, June 2013.
- PANOS, FOREST LFA Matrix (with indicators, MOVs and assumptions)
- Partner periodic reports for the year 2014.
- Summary position on harmonized annual rolling plan indicators for 2014.

² The Frameworks for analysis at partner level helped elicit information used for analysis of performance at partner level in 2014.

³ ³ The Frameworks for analysis at programme level helped elicit information used for analysis of performance at programme level in 2014.

•Schedule for the annual review workshop

•Tuesday 20 th January 2015			•Wednesday 21 st January 2015		
Time	Activity	Responsibility	Time	Activity	Responsibility
•8.30-9.00 am	Arrivals and Registration	CARE Uganda	•8.30-9.00 am	Arrivals and Registration	CARE Uganda
•9.00-9.20 am	Welcome & Introduction	CARE Uganda	•9.00-9.10 am	Review of workshop progress	Facilitator
•9.20-9.30 am	Review of schedule and clarification of workshop objectives		•9.10-10.30 am	Workshop Session	Facilitator
•9.30-10.30 am	Workshop Session	Facilitator	•10.30-11.00 am	Morning Break	CARE Uganda
•10.30-11.00 am	Morning Break	CARE Uganda	•11.00-1.00 pm	Workshop Session	Facilitator
•11.00-1.00 pm	Workshop Session	Facilitator	•1.00-2.00pm	Lunch Break	CARE Uganda
•1.00-2.00pm	Lunch Break	CARE Uganda	•2.00-4.00 pm	Workshop Session	Facilitator
•2.00-4.00 pm	Workshop Session	Facilitator	•4.00 pm-	Workshop closure and Tea Break	CARE Uganda
•4.00 pm-	Tea Break/ End of day	CARE Uganda			

Workshop sessions

- Session 1-*Validating Assumptions of the Theory of Change.*
- Session II-*Delivery towards intended objectives of the Programme in 2014.*
- Session III-*Challenges and gaps in implementation and recommended actions.*

•Participants list

Participants	Organization/Institution
•Ephrance Nakiyingi	ACCU
•Anne Amumpiire	ACODE
•Ronald Naluwairo	ACODE
•Annet Kandole	CARE
•Edith Kabesiime	CARE
•Esther Mpamudhuka	CARE
•Dezi Irumba	CARE
•Gladys Nagawa	CARE
•Fred Were	CDRN
•Caesar Kimbugwe	Environmental Alert
•Joshua Zake	Environmental Alert
•Evelyn Busingye	JESE
•Sam Nyakoojo	JESE
•Patrick Onzima	Kyenjojo District- JESE
•Ronald Lotet	MDLG
•Tom Rukundo	NFA
•Lynn Najjemba	PANOS-EA
•Venex Watebawa	WEMNET
•Ronald Kitanda	Review Facilitator