



TERMS OF REFERENCE FOR A CONSULTANCY TO REVISE AND STRENGTHEN GOVERNANCE INSTRUMENTS OF St. EJITO EYERE EYERE CFM GROUP

1.0 Introduction and background

ACODE in partnership with the West Nile Local Government Association (WENDA) and Karamoja Herders of the Horn (KHH) is implementing a four-year project titled *“Strengthening Civic Engagement, Voice, Service Delivery, and Climate Justice for Improved Accountability in Uganda”*. This project seeks to contribute to government effort by implementing targeted interventions to strengthen civic competence and state actors’ capabilities to deliver better services, ensure public accountability and advance environmental rights and climate justice.

The project is being implemented in the two regions of West Nile and Karamoja. These two regions are faced with challenges of climate change and climate injustice. The impact of climate change has intensified existing inequalities and strained local resources, affecting livelihoods and increasing the need for sustainable development solutions. As part of this project, ACODE intends to enhance the capacity of most affected vulnerable communities living near forests in West Nile, to participate and contribute to sustainable forestry governance, through dialogue, increased community involvement, collaboration and engagement.

1.1 Background

The government of Uganda recognizes the role of community involvement in forest resource governance, and has put in place an enabling policy and legal environment to support collective rights and community participation in management of forest lands. One of such user rights is Collaborative Forest Management (CFM) model, which aims at conservation of forests, improvement of livelihoods and social justice. The Forestry Policy of 2001 and the National Forestry and Tree Planting Act of 2003¹ recognize Collaborative Forest Management (CFM). CFM aims to establish a mutually agreed upon and beneficial relationship between an eligible local community group and the governing authority and/or owner of either a Central Forest Reserve (CFR) or a Local Forest Reserve (LFR) or a Private². The CFM approach enables communities to participate in meaningful negotiations and decision-making regarding the routine management of forest resources, and to benefit from the sustainable co-management of forests. Further, the National Forestry and Tree Planting Regulations (2016) in Part IV (Regulations 17-30) strengthen the provisions of CFM. Under this model, communities can enter into collaborative forest management agreements with the government, to use and manage the government’s forest reserve, either in a Central Forest Reserve (under the National Forestry Authority) or in a Local Forest Reserve (under a District Local Government). The CFM model requires communities to formally organize in CFM groups

¹ Both the Forestry Policy of 2001 and the National Forestry and Tree Planting Act of 2003¹.

² The Uganda National Forestry and Tree Planting Act (NFTPA) of 2003 formalizes and defines CFM as, “a mutually beneficial arrangement” grounded in shared roles, responsibilities, rights and returns (benefits) – the ‘4R’ framework.

Under the terms of a CFM agreement, the CFM group takes on specific responsibilities, for example, forest patrolling and management, in exchange for specific benefits, for example, access to forest resources and forest land for tree growing. The responsible body, in turn, takes on the responsibility to support the CFM group and respect and deliver on agreed benefits.

In 2025, the National Forestry Authority (NFA) entered into a CFM agreement with **St. Ejito Eyere Eyere Group**. Ejito–Eyere Eyere is a community group based in Lire Village, Lima Parish, Ludara Sub-county, Koboko District. The agreement sets terms for collaborative management of a section of Mt. Kei Forest Reserve measuring 218.3 hectares situated around Bello, Lire, Titinga, and Yuku Villages in Lima Parish Ludara Sub-county Koboko District. The agreement sets more roles for the group including:- Participation in managing illegalities, forest restoration, forest patrolling, joint law enforcement, fighting wild fires, forest monitoring, regulation of resource extraction, community sensitization and awareness, monitoring and reporting to NFA.

With Support from NFA under the Investing in Uganda’s Forests and Protected Areas for Climate Development IFPA-CD project, a situational analysis was carried out and a CFM management plan was developed to guide the execution of the roles of the group. Both the situation analysis, and the Management plan recognize that success of a CFM group in delivering its mandate will depend on how strong its governance structures shall be. The Situational analysis and previous engagements between ACODE and WENDA identified weaknesses, and the need to strengthen the governance of the group. The management plan for 2025-2035, further recommended some the key areas for immediate attention. These included;-

- (a) Reviewing the constitution of the Group to include development objectives other than Forestry
- (b) Strengthening the group to become an institution for community development and conservation of natural resources
- (c) Streamlining leadership of the group to provide for involvement of women and youth³
- (d) Involving the youth women and the elderly in suitable enterprise development

These recommendations present an urgent need to review the governance documents and strengthen the group to be able to implement the plan. ACODE and WENDA are thus seeking the services of a consultant who will study the governance documents of the CFM group, identify gaps and update them to strengthen governance.

1.2 Objectives of the assignment

The primary objective of the assignment is to review the Governance documents and assess their adequacy in enabling the functionality of the CFM to be able to implement the CFM plan. Specific objectives include:

1. To review constitution of the group and identify any gaps that may hinder effective performance of the group; Some of the key considerations would include;-
 - (a) *Whether it aligns with the key provisions of the national, sectorial and local laws*
 - (b) *Whether it provides for the principals of Equity, fairness, Justice and inclusion*

³ Currently the group has 86 members (31 women and 55 men). The leadership structure is composed of 15 executive committee members of which 5 are women and 10 men. There is no youth representation in the leadership.

- (c) *Whether its aligned to the democratic principles*
 - (d) *Whether it provides from conflict management and redress mechanisms*
 - (e) *Whether the different committees are sufficient for implementation of the plan*
 - (f) *Whether it takes care of the recommendations of the situational analysis and the CFM plan*
 - (g) *Whether it provides for inclusion of the women, youth, and elderly*
2. Identify gaps and Generate recommendations to update the constitution

1.3 Details Tasks and scope

The consultant shall carry out the following tasks;-

1. Review relevant laws, policies, guidelines that are relevant to CFM and ensure that the constitution aligns with the provisions
2. Review the Constitution of St. Ejito Eyere Eyere and identify and gaps
3. Establish the connectivity or relationships of CFM with Local Governments, other CSOs, and Financial Institutions and any existing partnerships
4. Raise awareness on CFM governance, the CFM agreement between NFA including the obligations of the Group, NFA, and key provisions.
5. Document success stories, challenges and lessons from the group and feed these into CFM policy discussions, for example ongoing forestry policy and guideline reviews
6. Carry out consultations with the members of the Group and key local stakeholders on the gaps and challenges related to the constitution
7. Work with the group to revise and update the constitution
8. Present the revised constitution to ACODE, WENDA and other stakeholders for their input.
9. Submit a Final Constitution

1.4 Key Deliverables and Timeframes

The consultant will be expected to deliver the following:

- a) Inception Report: A detailed work plan and methodology for the assignment must be submitted within one week of contract signing.
- b) Gap analysis report and Action Plan. This shall show the key gaps in the constitution and the recommended and proposals for amendment
- c) Draft revised Constitution: A draft revised constitution, shall must be submitted within three weeks of contract signing.
- d) An action plan for strengthening the CFM group
- e) Final Constitution: A finalized Constitution incorporating feedback from ACODE and stakeholders, to be submitted within 4 weeks of contract signing.

1.5 Duration of the Assignment

The assignment is expected to be completed within **4 weeks** from the date of contract signing.

1.6 Minimum Qualifications and Experience of the Consultant

The consultant(s) should possess the following qualifications and experience:

- a) A minimum of Advanced degree (Master's or PhD) in Environmental Studies, Natural Resources management, Law, Social Sciences, Forestry, Public Policy, or a related field.
- b) At least 7 years of experience in Natural Resources management work including forestry, conservation, etc
- c) Experience in conducting similar assignments in Uganda or other developing countries.
- d) Strong understanding of Uganda's forestry sector legal and policy landscape.
- e) Excellent analytical, writing, and presentation skills.
- f) Experience working with government agencies, civil society organizations, and international development partners.

1.7 Criteria for Evaluation of the Bid

The evaluation of bids will be based on the following criteria:

Technical Proposal (70%)	<ul style="list-style-type: none"> • Relevant education background (10%) • Understanding of TORs (10) • Specific Experience relevant to the Assignment/Consultancy competence (10%) • Consultant should have the necessary competences and experience as described in the TOR (10%). • The consultant CV should demonstrate expertise (10%). • Demonstrated relevant knowledge and experience in conducting similar studies (20%)
Budget (30%)	<ul style="list-style-type: none"> • Financial proposal (30%) • The financial proposal should be within our budget • The Budget should be reasonable and demonstrate cost-effectiveness and value for money
	Total (100%)

1.8 Submission Guidelines

Interested consultants should submit the following documents:

- a) A technical proposal outlining the study's methodology, work plan, and timeline.
- b) A detailed budget proposal.
- c) CVs of the consultant(s) highlighting relevant experience.
- d) Samples of previous similar work (if available).

Proposals should be submitted to procurement@acode-u.org by December 30, 2025.