

October 2014

# China-Africa Forest Governance Project

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Uganda Work Plan – Draft October 2014

## Author information

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## About the project

For more information about this work plan, or the China-Africa Forest Governance project, visit [www.iied.org/china-africa-forest-governance-project](http://www.iied.org/china-africa-forest-governance-project), or contact:

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## China-Africa forest governance project<sup>1</sup>

# Uganda Work Plan – Draft October 2014

### SUMMARY OF THE WORK PLANNED 2014 TO 2017

#### 1. Rationale for the Project

Accelerated Chinese investment in Africa over the last decade is increasingly becoming a subject of policy attention. From the time of the establishment of the Forum on China-Africa Cooperation (FOCAC) in 2000, China has considerably strengthened its diplomatic, cultural and diplomatic presence on the continent. It is estimated that by 2010, Chinese investments in Africa peaked at approximately \$13.4 billion compared to \$220 million in 2000. Under its 10<sup>th</sup> Five-Year plan for National Economic and Social Development (2001-2005), China outlined a strategy for international cooperation with a particular focus on strengthening its outward economic development. Also known as the 'going out' (zou chu qu) strategy, this strategy put agriculture at the heart and centre of Chinese development cooperation, trade and investments. And in more recent years, more and more investment stimulated by this strategy has impacted on Africa's forests and associated livelihoods.

There are three main reasons why a focus on China-Africa forest governance issues is important to Uganda:

First, the trends of Chinese investments in Africa in general, and Uganda in particular, are increasing. These investments are having increasing effects on forests and livelihoods as some initial analysis shows. Recent studies by the South African Institute for International Affairs and the Centre for International Forestry Research, among others, provide an initial picture of trends in Chinese investments in key sectors of mining, agriculture and forestry in selected African countries. Further work to understand the issues, and how they can be tackled, is needed.

Secondly, Uganda has over the years remained a key route for cross-border and international timber trade from the Democratic Republic of Congo (DRC). In a recent report, "Timber Trade in East Africa's Great Lakes: The Road from Benin, DRC to Kampala, Uganda", the South Africa Institute for International Affairs provides a glimpse of timber trade movements to Uganda and other countries within the EAC sub-region. According to a study by Forests Monitor cited in the SAIIA report, out of approximately 59 000 m<sup>3</sup> of timber exported from the eastern DRC in 2006, around 47 000 m<sup>3</sup>, or just under 80%, left over Uganda border. Of this, around half stayed in Uganda and half transited to South Sudan and Kenya. The study estimated that by 2011 just over 60 000 m<sup>3</sup> of timber was leaving the eastern DRC per year, again about 80% of which travelled across the DRC-Uganda border. By this time however, the study estimates that only around 16–17% of this timber ends up in Uganda, 63% transits to Kenya, 18% to South Sudan and some from both places may have gone on to be exported to China and other countries.

In this regard, Uganda is a central player in the forestry governance debate within the sub-region. Consequently, policy responses to cross border forestry trade are critical to any actions to improve forest governance in the DRC and Uganda.

Thirdly, it is important to explore and examine potential triggers of Chinese investments in tree farming and other forestry projects in the country. China or Chinese companies have taken up major infrastructure projects including roads (Entebbe Express Highway), hydropower projects (Karuma) and a proposed multi-billion dollar standard gauge railway project linking most of East Africa's hinterland to the Kenyan port city of Mombasa. All these trends show that Chinese investments in

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<sup>1</sup> This document describes a working partnership which is part of an international project managed by the International Institute for Environment and Development (IIED). See <http://www.iied.org/china-africa-forest-governance-project> for a description of this wider project.

Uganda are likely to increase tremendously over the coming years. Consequently, a better understanding of the trends and the attendant drivers will be essential in addressing the potential impacts of these projects on forestry governance.

The aim of the China-Africa Forest Governance Project is to strengthen understanding, partnership and joint action on forest governance between China and Africa. The Project is born out of the recognition that Chinese investments across the continent have increasing impacts on forests not only in the host countries, but also on sustainability of forests globally. It is envisaged that this project will lead to increased preparedness of stakeholders as well as improved policy and investment practices in China and Africa that foster good stewardship of forest resources. The project will be implemented in China, Cameroon, Democratic Republic of Congo (DRC), Mozambique and Uganda.

## 2. Main Project Activities

Project activities in Uganda will contribute to the overall outputs of the project. These are described below. For full details of the indicators, baselines, milestones, targets, activities, actors and timeframes - see the two tables which follow this summary section: Uganda Detailed Work Plan Part A: Baseline, 2015 Milestones and 2017 Targets; and Uganda Detailed Work Plan Part B: Activities, Actors and Timeframe.

### ***Output 1: Evidence on constraints and opportunities for forest resources in productive and resilient land use and trade generated and verified by relevant stakeholders in China and Africa.***

Activities in Uganda contributing to this output are designed to generate evidence on forestry and land use issues related to Chinese investment. These activities will focus on generating evidence and data that support dialogue and inform policy reforms to improve forest and land use governance, investment practices and the functioning of forest markets to achieve sustainability.

### ***Output 2: Capacity and policy dialogue improved amongst relevant stakeholders for Chinese investments in productive and resilient African land use and sustainable forest trade between China and Africa.***

Activities under this output are designed to promote dialogue among Ugandan policy makers and practitioners on the impact of Chinese investments on forestry governance in Uganda. They are also intended to increase dialogue between Ugandan policy makers and Chinese companies investing in forestry, agriculture and other sectors that may have impact on forestry governance in the country. The proposed activities also seek to help develop the capacity of the Chinese and Ugandan media to report accurately and effectively on forest and livelihood issues in the two countries.

### ***Output 3: Policy and investment practice improvement opportunities developed in China and Africa.***

Activities under this output are intended to promote and support specific improvements in policy and investment practices. The focus will be on key policy reforms necessary that promote synergy between Chinese investments and sustainable management of forestry resources in Uganda. As well as work with specific investors, efforts will be made to increase the effectiveness of relevant national and regional policy instruments for forest-friendly investments in Uganda.

## 3. Strategic Partnerships and Collaboration

This project will harness a range of important partnerships. The Advocates Coalition for Development and Environment (ACODE) will take the lead and already has active engagements with some of these partners. In other cases ACODE will initiate collaboration in project implementation. In particular, as host secretariat for the Uganda Forest Governance Learning Group (UFGLG), ACODE will ensure that the project activities are discussed and outputs validated through the UFGLG. Where necessary, additional members may be co-opted into the UFGLG to enable the necessarily wide range of land use and investment issues to be tackled.

Together with ACODE and UFGLG, it is envisaged that the following partners will be among those collaborating on the project:

**WWF –Uganda** – ACODE already has an existing partnership with WWF-Uganda on a range of policy research and advocacy issues in the areas of timber procurement and oil governance.

**Chinese Embassy** – a working relationship will be developed with the Chinese Embassy in Uganda to ensure adequate flow of information on project activities and to facilitate policy consultations involving Embassy officials.

**China-Uganda Friendship Forum** – this is one of the prominent associations involving Ugandans who are interested in China related issues. This collaboration will seek to put issues of forestry governance on the forum's agenda.

**Africa Centre for Media Excellence (ACME)** – ACME is one of Africa's leading CSOs focussing on media training on a wide range of issues. ACODE already has a working partnership with the Centre for training African journalists on oil and gas sector reporting.

In addition to these major partnerships, ACODE will engage other partners in Government, the private sector and civil society on an activity-by-activity basis.

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## Uganda Detailed Work Plan Part A: Baseline, 2015 Milestones and 2017 Targets [New Milestones to be added each year]

Project-wide Outputs	Project-wide Indicators	Uganda Baseline 2014	Uganda Milestones 2015	Uganda Targets 2017
<b>Output 1:</b> Evidence on constraints and opportunities for forest resources in productive and resilient land use and trade generated and verified by relevant stakeholders in China and Africa	<b>1.1</b> Detailed work plan for the project and number of country diagnostics, baselines and work plans in focal countries.	<ul style="list-style-type: none"> <li>• 0 country team work plan</li> <li>• 0 Uganda diagnostic/situation analysis</li> <li>• 2 IIED reviews of China-Africa forest governance issues – one from China perspective, one from Africa perspective (neither with much material from Uganda)</li> <li>• FGLG team building on past record of forest governance work</li> <li>• 1 initial study of Chinese involvement in energy and natural resource sectors in Uganda by WWF</li> </ul>	<p><b>1.1.a.</b> Detailed (second draft) work plan.</p> <p><b>1.1.b.</b> Report of diagnostic/situation analysis.</p> <p><b>1.1.c.</b> Reports on work plan implementation.</p> <p><b>1.1.d.</b> Work plan updated and detailed for 2<sup>nd</sup> year</p>	<ul style="list-style-type: none"> <li>• Work plan fully implemented</li> </ul>
	<b>1.2</b> Number of collaborative research products on: Guidelines; forest management; non-forest sector investments; timber trade; Chinese domestic market and policies; legal frameworks in forestry; forest enterprise guides; and lessons from other countries	<ul style="list-style-type: none"> <li>• No good-quality publicly available information on Chinese investments in Ugandan land use affecting forests and livelihoods</li> <li>• No good-quality publicly available information on forest products in transit through Uganda to China</li> <li>• No good-quality publicly available information on triggers for Chinese investment for tree farming or plantations development in Uganda</li> </ul>	<p><b>1.2.a.</b> At least 2 research products planned and in preparation (to be completed in 2<sup>nd</sup> year)</p> <p><b>1.2.b.</b> Contribution to a research product led by GEI in China.</p>	<ul style="list-style-type: none"> <li>• At least 3 research products completed</li> <li>• Contribution to at least 2 research products by others</li> </ul>

Project-wide Outputs	Project-wide Indicators	Uganda Baseline 2014	Uganda Milestones 2015	Uganda Targets 2017
	<p><b>1.3</b> Number of sets of findings verified in the China-Africa Forest Governance Learning Platform, and numbers and types of stakeholders to whom research products disseminated</p>	<ul style="list-style-type: none"> <li>China-Africa Forests Governance Learning Platform initiated (in China in 2013) and means of verifying evidence agreed.</li> </ul>	<p><b>1.3.a.</b> At least 1 research product (from milestone 1.2) tabled for verification by the China-Africa Forest Governance Learning Platform</p>	<ul style="list-style-type: none"> <li>At least 3 research products from Uganda verified by the Platform</li> </ul>
<p><b>Output 2:</b> Capacity and dialogue improved amongst relevant stakeholders for Chinese investment in productive and resilient African land use and sustainable forest product trade between China and Africa.</p>	<p><b>2.1</b> Number of practitioner teams established, with improved capacity and implemented work plans through life of project</p>	<ul style="list-style-type: none"> <li>Strong FGLG team on forest governance issues in Uganda – led by ACODE.</li> </ul>	<p><b>2.1.a.</b> Broadened cross-sectoral capacity of Uganda team</p>	<ul style="list-style-type: none"> <li>Further capacity built and work plan fully implemented by team</li> </ul>
	<p><b>2.2</b> Number of dialogues and learning events generating increased preparedness for improved policy and investment decision making amongst key African and Chinese stakeholders</p>	<ul style="list-style-type: none"> <li>Initial launch event of China-Africa FGLP held.</li> <li>0 dialogues and learning events on these issues in Uganda.</li> </ul>	<p><b>2.2.a.</b> Project launch and consultation event held <b>2.2.b.</b> Engagement carefully developed, and at least one dialogue run, with Chinese enterprises, investors and traders in Uganda</p>	<ul style="list-style-type: none"> <li>At least 5 dialogues or learning events held</li> <li>At least 3 programmes of interaction with Chinese investors in Uganda</li> </ul>
	<p><b>2.3</b> Number of trainings on timber legality, sustainability and enterprise support in focal countries</p>	<p>[Not applicable in Uganda]</p>	<p>[Not applicable in Uganda]</p>	<p>[Not applicable in Uganda]</p>
	<p><b>2.4</b> Number of journalist exchanges and other work visits carried out.</p>	<ul style="list-style-type: none"> <li>1 group of 8 Chinese journalists facilitated to study and report on African forest governance contexts with Chinese engagement.</li> </ul>	<p><b>2.4.a.</b> Ugandan journalists for media coverage of China-Africa land use issues and forest and timber trade issues in China identified</p>	<ul style="list-style-type: none"> <li>At least 3 collaboration actions with Chinese journalists</li> <li>At least 2 work placements</li> </ul>

Project-wide Outputs	Project-wide Indicators	Uganda Baseline 2014	Uganda Milestones 2015	Uganda Targets 2017
			<b>2.4.b.</b> At least one collaboration action with Chinese journalists	
<b>Output 3:</b> Policy and investment practice improvement opportunities developed, in China and Africa, and in key international processes, for Chinese support of productive and resilient African land use and sustainable forest product trade between China and Africa	<b>3.1</b> Number of Chinese investors supported to adopt and monitor the implementation of codes of practice.	<ul style="list-style-type: none"> <li>3 well developed sets of relevant Guidelines, and 1 new draft set of Guidelines on Sustainable Forestry Products and Trade, which need to be widely adopted by Chinese enterprises and investments.</li> <li>Lessons from initial work by partners in Mozambique in training enterprises in Guidelines</li> </ul>	[None in 2015]	[To be developed in second draft]
	<b>3.2</b> Number of companies supported to achieve legal verification	[Not applicable in Uganda]	[Not applicable in Uganda]	[Not applicable in Uganda]
	<b>3.3</b> Number of programmes of engagement to create opportunities for change in particular policy and investment decision processes in focal countries.	<ul style="list-style-type: none"> <li>0 programmes of engagement.</li> <li>FGLG Uganda team and IIED building on reviews of China-Africa forest governance issues, on past records of forest governance work, and on complementarity with other initiatives.</li> </ul>	[None in 2015]	[To be developed in second draft]

## Uganda Detailed Work Plan Part B: Activities, Actors and Timeframe [To be updated each year]

Project-wide indicators	Uganda Activities	Lead Responsibility	Partners / Collaborators	FY15				FY16				FY17				
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.1	1.1.1 Develop first draft work plan (this document)	ACODE task group for the project	IIED													
	1.1.2 Prepare and sign contract with budget, based on first draft work plan, with IIED	ACODE task group	IIED													
	1.1.3 Map key contacts and information sources published and unpublished information, and ongoing initiatives (e.g. in a Dropbox folder)	ACODE task group	WWF Uganda, Sust Dev Centre, Havila consultants, Flora and Fauna International, Makeke University, Natural Enterprises Development, Uganda Investment Authority, China-Uganda Friendship Forum, CINCO (oil and gas)													
	1.1.4 Develop terms of reference for a situation analysis (diagnostic) and conduct the analysis based on review of secondary material and discussion with key informants, of the status of, and issues in, Chinese-linked investments (large scale, through to small scale enterprise and trade investments) that affect forests and livelihoods in Uganda.	ACODE task group	IIED, WWF Uganda, Sust Dev Centre, Havila consultants, Flora and Fauna International, Makeke University, Natural Enterprises Development, Uganda Investment Authority, China-Uganda Friendship Forum, CINCO (oil and gas)													

Project-wide indicators	Uganda Activities	Lead Responsibility	Partners / Collaborators	FY15				FY16				FY17					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	<b>1.1.5</b> Prepare second draft work plan, informed by the situation analysis, with revision of: Baselines; Activities; Milestone (results against indicators) by March 2015; and Target (results against indicators) for 2017	ACODE task group	IIED														
	<b>1.1.6</b> Update Work plan on an annual basis	ACODE task group	IIED														
<b>1.2</b>	<p><b>1.2.1</b> Drawing on the findings of the situation analysis, prepare and agree ToRs with IIED, and carry out a study of Chinese investments affecting forest governance (decisions affecting forests and livelihoods) – in energy, infrastructure, agribusiness and small scale land use and natural resource trade, which may include:</p> <ul style="list-style-type: none"> <li>• More detail (than in situation analysis) on scale and type of investment</li> <li>• Specific case studies of sectors and companies</li> <li>• Specific effects on forests and livelihoods</li> <li>• Levels of compliance with Guidelines and legislation</li> </ul> <p>In the above themes, consider: what is China-specific compared to what is the norm on any issue (using SOFGU as ‘the</p>	ACODE task group	IIED [To be developed in second draft]														

Project-wide indicators	Uganda Activities	Lead Responsibility	Partners / Collaborators	FY15				FY16				FY17					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	norm'); emphasis on small scale enterprises and traders in agricultural land use and, as well as large scale; and what the opportunities are to improve policy and investment practice.																
	<b>1.2.2</b> Drawing on the findings of the situation analysis, prepare and agree ToRs with IIED and with the Global Environmental Institute in China, and carry out a study of the scale and issues in the timber trade routed through Uganda destined for China – how it impacts on forest governance in Uganda (and in other countries) and what can be done. Include a value chain approach, and analysis of China as a final market destination as well as of Chinese actors in the trade.	ACODE task group, GEI	IIED [To be developed in second draft]														
	<b>1.2.3</b> Drawing on the findings of the situation analysis, prepare and agree ToRs with IIED and carry out a study of existing and potential incentives for Chinese investment in tree planting in Uganda.	ACODE task group	IIED [To be developed in second draft]														
	<b>1.2.4</b> Drawing on the findings of the situation analysis, and in liaison with IIED, define a methodology and develop an accountability checklist for Chinese and non-Chinese investors (to enable comparison) in land use.	ACODE task group	IIED [To be developed in second draft]														
	<b>1.2.5</b> Produce and publish an accountability score sheet and analysis for selected Chinese and non-Chinese companies and investors annually.	ACODE task group	IIED [To be developed in second draft]														

Project-wide indicators	Uganda Activities	Lead Responsibility	Partners / Collaborators	FY15				FY16				FY17					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	<b>1.2.6</b> Review selected East African Community and African Union instruments and policies for land acquisition and investments relevant to Chinese investments, and make recommendations for improvements in these instruments and their uptake.	ACODE task group	[To be developed in second draft]														
<b>1.3</b>	<b>1.3.1</b> Present Uganda research results for verification in the China-Africa Forest Governance Learning Platform and co-verify results from other countries as Platform participants.	ACODE task group [To be developed in second draft]	[To be developed in second draft]														
<b>2.1</b>	<b>2.1.1</b> Improve capacity of team to engage with wider land use issues and Chinese investments, by engagement in dialogues and training sessions in sectors such as mining, agri-business and infrastructure, by engagement with IIED and others with relationships with Chinese stakeholders, and by mentoring within the team.	ACODE task group [To be developed in second draft]	IIED [To be developed in second draft]														
<b>2.2</b>	<b>2.2.1</b> When second draft work plan is available (see 1.1.5), organise project launch and consultation event with key stakeholders	ACODE task group	[To be developed in second draft]														
	<b>2.2.2</b> Develop dialogues with relevant Ugandan policy makers, opinion formers and investors on issues emerging from research.	ACODE task group	[To be developed in second draft]														
	<b>2.2.3</b> Carefully develop engagement, and run events/dialogues, with Chinese enterprises, investors and traders in Uganda on issues emerging from research, including on land use	ACODE task group	IIED [To be developed in second draft]														

Project-wide indicators	Uganda Activities	Lead Responsibility	Partners / Collaborators	FY15				FY16				FY17					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	investments, timber trade, incentives for tree planting and accountability.																
	<b>2.2.4</b> Contribute to China-Africa Forest Governance Learning Platform events and side events at the Forum on China-Africa Cooperation	ACODE task group	[To be developed in second draft]														
<b>2.3</b>	[Not applicable in Uganda]																
<b>2.4</b>	<b>2.4.1</b> Contribute to the identification of Ugandan journalists for media coverage of China-Africa land use issues and forest and timber trade issues in China.	ACODE task group, Africa Centre for Media Excellence	IIED, Global Environmental Institute in Beijing, Mass communication department at Makerere University														
	<b>2.4.2</b> Collaborate with Chinese journalists when covering issues in Cameroon	ACODE task group, Africa Centre for Media Excellence	IIED, Global Environmental Institute in Beijing,														
	<b>2.4.3</b> Explore work placements – China to Cameroon, and vice versa	ACODE task group	[To be developed in second draft]														
<b>3.1</b>	[To be developed in second draft drawing on evidence and capacity generated: Specific actions in advocacy (beyond evidence publishing and capacity work) and with Chinese investors to support the adoption and monitoring of improved investment practices]	ACODE task group [To be developed in second draft]	Civil Society Coalition on Oil and Gas, Uganda Land Alliance, Contract Transparency Coalition, Africa Freedom Centre, Investment														

Project-wide indicators	Uganda Activities	Lead Responsibility	Partners / Collaborators	FY15				FY16				FY17					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
			promotion agencies [To be developed in second draft]														
3.2	[Not applicable in Uganda]																
3.3	[To be developed in second draft drawing on evidence and capacity generated: Specific actions to influence policy gaps, and areas of policy not implemented, and to improve investment decision processes]	ACODE task group [To be developed in second draft]	[To be developed in second draft]														



## Project Materials

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**Forests, natural resource management**

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