



Republic of Uganda

## **MINISTRY OF TOURISM, WILDLIFE, AND ANTIQUITIES**

### **TERMS OF REFERENCES FOR CONSULTANCY SERVICES TO ASSESSEXISTING SUSTAINABLE FUNDING MECHANISMS (SUCH AS ENDOWMENT FUNDS) FOR PROMOTING WILDLIFE RESEARCH, CONSERVATION, AWARENESS AND EDUCATION, AND HARMONIOUS COEXISTENCE OF COMMUNITIES RESIDING/ADJACENT TO WILDLIFE AREAS**

#### **1.0. Introduction**

The Government of Uganda, through the Ministry of Tourism, Wildlife and Antiquities (MTWA), has allocated part of the World Bank Additional Funding for the Competitiveness and Enterprise Development Project (CEDP-AF), to the Uganda Wildlife Authority (UWA) to undertake an assessment of the existing endowment funds and other potential sources of long term finance for promoting wildlife research, protection, conservation, and harmonious coexistence of communities residing/adjacent to wildlife areas.

The assessment will be informed by best practices to ensure transparency and credibility, maximize synergies, and improve social and financial accountability. The findings and recommendations of the assessment will inform the appropriate setting up of a national sustainable wildlife financing model and framework.

#### **1.1. Background**

UWA is a semi-autonomous Government agency mandated to manage and conserve Uganda's wildlife resources inside and outside protected areas. Its mission is "to conserve, economically develop and sustainably manage the wildlife and protected areas of Uganda in partnership with neighbouring communities and other stakeholders for the benefit of the people of Uganda and the global community." The institution is responsible for managing 10 national parks, 12 wildlife reserves, 5 wildlife sanctuaries, and vast areas outside gazetted protected areas.

The Uganda Wildlife Policy (2014), under paragraph 3.4, highlights the need to establish a sustainable financing mechanism to support the effective management and conservation of wildlife resources in Uganda. The policy recommends various approaches including

Tourism and Business Development, Government Support, Research, and Development Grants, Service Levies, Wildlife Use Rights, Collaborative Management Arrangements, Public Private Partnerships, and Wildlife Conservation Trust Funds.

Despite the potential to generate revenue and create employment through tourism, the wildlife sector largely remains underfunded. The Uganda Wildlife Act (2019), under section 64(1) establishes the Wildlife Fund. Currently, UWA implements numerous wildlife conservation programmes using resources from the Wildlife Fund. However, there are other biodiversity conservation financing and endowment funding mechanisms including the Bwindi Mgahinga Conservation Trust (BMCT), Uganda Biodiversity Fund (UBF), Environment Fund (EF), Forest Fund (FF- Under Section 40 of the National Forestry and Tree Planting Act), Environmental Conservation Trust of Uganda (ECOTRUST), Payments for Ecosystem Services (PES) projects and several NGOs among others.

Therefore, the current financing arrangement for wildlife conservation is characterised by resources that are largely scattered in the different organisations and institutions thereby making it inefficient and unsustainable for effective management of wildlife resources in Uganda. To address this challenge, there is an urgent need to map the landscape of resources, comprehensively assess the lessons and experiences learnt so far or over the years, and the appropriate mechanisms required to streamline and coordinate a sustainable, long-term wildlife financing model.

UWA therefore seeks to use CEDP-AF support as an opportunity to undertake “an assessment of the existing sustainable funding mechanisms (such as endowment funds) for promoting wildlife research, conservation, awareness and education, and harmonious coexistence of communities residing/adjacent to wildlife areas.

The assessment will benchmark best practices from within and outside Uganda in order to inform an improved sustainable wildlife and conservation financing model, including leveraging private investments. The assessment will identify best experiences, lessons and practices, and generate recommendations for setting up a national sustainable wildlife conservation financing mechanism for Uganda.

## **2.0. Objective of the assignment**

To assess existing and potential opportunities for Uganda to build more resilient and sustainable financing/funding mechanisms for its wildlife estates.

### **2.1. Specific objectives**

- a) To study current non-fiscal financing mechanisms for supporting/promoting effective and sustainable wildlife conservation in Uganda.
- b) To identify best strategies, experiences, lessons and practices from within and outside the Uganda to enhance and strengthen the existing endowment systems in Uganda as well as filling the gaps.

- c) To understand potential opportunities for leveraging private investments for conservation.
- d) To generate recommendations for setting up opportunities for alternative financing mechanisms to support the core mandates of UWA. .

### **3.0. Scope of Services and Tasks**

The consultant shall critically study and assess existing endowment and other funds for supporting/promoting wildlife conservation in Uganda, engage endowment institutions, identify best strategies, experiences, lessons, practices and frameworks from within and outside Uganda and generate a report with key recommendations on setting up a viable and sustainable national financing mechanism for wildlife conservation in Uganda. Specifically, the assignment will cover the following;

- a) Conduct literature review on various conservation endowment funds and related financing models
- b) Review key aspects and issues relating to the establishment and operationalization of endowment funds in Uganda.
- c) Review existing endowment funds, other potential funding sources and their likely forms, structure, and feasibility.
- d) Review policy, legislative and institutional frameworks for managing endowment funds in Uganda.
- e) Provide a comprehensive description of the key stakeholders, their roles, contributions, successes, failures and concerns regarding conservation funding.
- f) Conduct consultations with key stakeholders including government agencies, selected districts, local and international development partners, private sector, and Civil Society Organizations and research institutions deeply involved in conservation and resource mobilization.
- g) Provide a description of the available and potential conservation funding models and opportunities with a special emphasis on identifying innovative mechanisms that can leverage private investments.
- h) Review previous conservation funding interventions and generate recommendations for establishing a viable and sustainable funding model.

### **4.0. Reporting and Expected deliverables/outputs including the contents of each deliverable and timeline for submission**

The consultant will report to The Executive Director, UWA in the execution of this assignment and will be expected to undertake the following:

**Table1. Assignment Deliverables and Timing**

<b>Item</b>	<b>Deliverable</b>	<b>Output</b>	<b>Timing from the Date of Contract effectiveness</b>
4.1	Inception Report for Stakeholders' engagement and review	<ul style="list-style-type: none"> <li>How the assignment will be delivered, targeted sources of information and structure of the final report including a detailed list of individuals and organizations that will have been or are planned to be contacted.</li> </ul>	3 Weeks
4.2	Draft Inception Report Workshop	<ul style="list-style-type: none"> <li>PowerPoint presentations for the draft Inception report to the client and stakeholders.</li> </ul>	1 Week
4.3	Final Inception Report incorporating Stakeholder's comments	<ul style="list-style-type: none"> <li>Spiral-bound 10 hard copies of the report.</li> </ul>	2 Weeks
4.4	Draft report for stakeholders' engagement and review.	<ul style="list-style-type: none"> <li>Prepare and submit soft and hard copies of the draft report on the assignment</li> </ul>	1 Week
4.5	Workshop on the draft report	<ul style="list-style-type: none"> <li>PowerPoint presentations for the draft report to the client and stakeholders.</li> </ul>	1 week
4.6	Draft Final Report	<ul style="list-style-type: none"> <li>Recommendation on Sustainable Funding Mechanisms for stakeholders' engagement and review.</li> </ul>	2 weeks
4.7	Presentation to UWA-Board of Trustees, clients, and stakeholders (CEDP, UWA, and WB)	PowerPoint presentations on recommended Sustainable Funding Mechanisms to Clients and stakeholders.	1 week
4.8	Submission of report on Sustainable Funding Mechanisms	Perfect bound 10 hard copies and soft copy of the assessment report to The Executive Director, UWA	2 Weeks

**5.0. Duration of the assignment**

The assignment should be completed in four (4) months.

## **6.0. Qualifications of the Firm and Key staff**

The ideal firm should be constituted of highly skilled, motivated, and experienced experts capable of working independently to deliver the assignment. The team should have:

- a) A team leader with an advanced degree/Ph.D. in natural resource management, economics, and environmental/natural resource economics with over 10 years' experience in natural resource management and in resource mobilization. Understanding of environmental conservation and wildlife policy in Uganda will be an added advantage.
- b) A Biologist or environmentalist with a degree in biological sciences or environmental management with over six (6) years' experience in natural resource management research and environmental assessments
- c) An Economist with an advanced/master's degree in economics, business administration or natural resource economics. Over six (6) years' experience in resource mobilization for conservation financing.
- d) A Sociologist with an advanced/master's degree in sociology, community-based development, or psychology. At least five years of demonstrated experience in conservation resource mobilization and financing, economic valuation and natural resource management, gender and inclusive conservation practices;

## **7.0. Capacity Building/Transfer of knowledge/ training**

The assignment will involve stakeholder consultations led by the consultant. The consultant will ensure active engagement, training and capacity development of stakeholders, especially in aspects of stakeholder mapping, resource mobilization, and long-term sustainable financing.

Training will include key areas related to the assignment such as resource mobilization, sustainable financing, green procurement, timely accountability, reporting, development of guidelines, regulations strategies and policies for conservation and community development and project management among others. The training measures are aimed at improving the performance of the designated technical staff. The Consultant should propose training topics in the technical proposal which will be further defined during consultative meetings with respective entities. For tendering purposes, the tentative number of individuals to be trained is Twenty (20).

The proposal shall include the proposed approach and methodology for the knowledge transfer throughout the assignment, the proposed training obligations of the consultant, the type and duration of training activities to be undertaken, the optimum number of

participants in each training, methodology for monitoring and evaluation of trainees, and any post-training support and resources.

#### **8.0. Data, Services to be provided by Client**

UWA and GoU will allow access to data on previous financing mechanisms including internally generated, donor and grants. Access to data will also include government subvention and other trust funds.

#### **9.0. Submission Address**

Interested persons or firms can submit an expression of interest to the:

The Project Coordinator  
Competitiveness and Enterprise Development Project (CEDP)  
Private Sector Foundation Uganda - Lower Building  
Plot 43 Nakasero Road  
KAMPALA.  
E-mail: [procurement@cedp.go.ug](mailto:procurement@cedp.go.ug)