

Government of Uganda/The World Bank

Review of Public
Expenditures for
Sustainable Land
Management

Inception Note

May 2006

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Acronyms and Abbreviations

CCD	Convention to Combat Desertification
GDP	Gross Domestic Product
GoU	Government of Uganda
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
MPED	Ministry of Finance, Planning and Economic Development
MWLE	Ministry of Water, Lands and Environment
MTEF	Medium-term Expenditure Framework
NEMA	National Environmental Management Agency
PEAP	Poverty Eradication Action Plan
PIP	Project Investment Plan
PMA	Plan for Modernisation of Agriculture
PER	Public Expenditure Review
PMA	Plan for Modernisation of Agriculture
SLM	Sustainable Land Management
SSA	Sub-Saharan Africa

1 Background and Objectives

1.1 Background

Land degradation and poor land management in sub-Saharan Africa (SSA) is a major challenge that cuts across issues of poverty, health, the environment and economic growth. The economic costs of poor land management in the region have been estimated to be US\$9 billion per annum¹ with over 3% of agricultural GDP lost annually as a direct result of soil and nutrient loss.²

Sustainable Land Management (SLM) offers the integrated approach needed to provide solutions to the intertwined environmental and economic challenges faced by rural land users and the urban inhabitants that depend on them for food security. Although land degradation is recognized as a major development issue, SLM has not received the desired attention in the development agenda of Uganda due to the existence of a number of critical barriers, including an unorganized body of knowledge and weak analytical underpinnings to support decision-making processes. As a result, the scale and scope of investments in SLM programs continue to be limited, in turn hindering achievement of rural development goals and balanced economic growth.

TerrAfrica, a new Global Partnership Program convened by the World Bank (AFR, ENV, and ARD), has taken up the challenge to enable the scaling up of SLM in SSA. Specifically, TerrAfrica provides a regional platform for identifying, generating and disseminating targeted knowledge that supports decision-making, informs policymaking, and advances mainstreaming, with the aim to unlock and secure domestic and international resources to support scaled up investments in SLM. Partners include NEPAD, the UNCCD Secretariat and Global Mechanism, all UN agencies active in land management in Africa, the European Commission, and other bilaterals. The Government of Uganda (GoU) has proposed engaging in a country program under the TerrAfrica banner.

¹ GTZ CCD Fact Sheet on Desertification (cite: Dregne 1991).

² Drechsel and Gyiele 1999. The World Bank's Africa Action Plan (Aug. 2005) has noted the important linkages between poverty and low agricultural productivity in SSA. In the Action Plan, the Bank identified the promotion of higher agricultural productivity through the use of more sustainable agricultural practices as one of their priorities. Activities under TerrAfrica are in line with the Action Plan: these activities promote sustainable agricultural practices by mainstreaming SLM in the development agenda.

Many governments, including (GoU), have expressed interest in better integrating SLM issues into development strategies including PRSPs, donor assistance strategies, and sectoral strategies. This interest has thus far been supported by the Global Mechanism of the Convention to Combat Desertification and other TerrAfrica partners, which has facilitated the gathering of some basic information. To more fully respond to country needs, however, the World Bank's comparative advantage will have to be brought to bear more prominently. As such, the context of this proposed activity is to strengthen the integration of SLM within the PRSP, donor assistance strategies, and domestic budget planning. **A critical prerequisite for mainstreaming SLM into these vehicles is to conduct a review of public expenditures for sustainable land management.**

1.2 Objectives

The objective of this activity is to review Uganda's public expenditures in SLM across ministries and institutions, and compare the expenditures against the country's stated agricultural development, rural development and environment agendas. The proposed review would allow misalignments and gaps to be identified and filled, and appropriate adjustments in programs to be made to drive SLM scale-up and therefore improve land-use productivity. The review will also be an input into the annual Uganda PER process and a component of the Strategic Environmental Assessment being planned by the World Bank. A secondary objective is to provide good practice guidelines based on lessons learned from the SLM PER process, to improve similar efforts in SSA.

1.3 First mission activities

Based on initial meetings with WB Kampala and Ministry of Agriculture, Animal Industry and Fisheries (MAIIF), Ministry of Finance, Planning and Economic Development (MFPED), and the secretariat for the Plan for Modernisation of Agriculture (PMA), the official start-up meeting took place on May 4, 2006.

The persons participating in the start-up meeting were:

- Tumusiime Rhoda Peace, Commissioner Planning and Development MAIIF
- Stephen Muwaya, National Coordinator UNCCD/NAP MAIIF
- Mr Aboya, Senior Economist, member of ENR
- Madgur Gautum, Senior Economist, WB Uganda Country Office
- David S. Nsubuga, Local Consultant
- Niels Palmvang, International Consultant COWI

The definition of sustainable land management (please refer to section 2.1) has been agreed between the Bank and the Consultants during preparation of TOR. The definition was tested and discussed based on a project profile presented by the Consultants at the start-up meeting.

It was agreed that the draft report should be presented as an important input for the first meeting under "Establishment of a country level platform on sustainable management in Uganda" tentatively planned to be held on June 27 2006. In particular the draft report should provide an indication of financial resources situation and requirements for SLM.

Finally the meeting decided that the June 27 meeting should make decisions about possible implementation of steps four and five (or possible revisions of these) of TOR.

Thus this inception note only describes steps one to three of TOR (please refer to Appendix 1)

2 Overall Approach

2.1 Definition of SLM

SLM combines technologies, policies, and activities aimed at integrating socio-economic principles with environmental concerns so as to simultaneously maintain or enhance production, reduce the level of production risk, protect the potential of natural resources and prevent (buffer against) soil and water degradation, be economically viable, and be socially acceptable³.

SLM can prevent, halt and reverse the effects of land degradation. It can ensure sustainable growth and reduce poverty, through agricultural productivity gains, food security, biodiversity conservation, water, climate and the integrity of ecosystem functions.

In accordance with a recent study⁴, soil erosion is the most significant environmental degradation factor in the Uganda. Thus, based on a SLM diagnostics outlining the causes of soil fertility and land degradation, the PER should outline key interventions for mitigating soil erosion/land degradation and should assess whether such interventions are adequately funded to ensure sustainable land management. Taking into account the above SLM definition the approach suggested for undertaking the PER has taken into account the feasibility of identifying SLM projects over a reasonable time and tracing associated planned and actual project expenditures. The approach includes the following steps:

- Design and test project matrices to be used in identifying eligible SLM projects
- Identification of "grey" projects
- Data sources and assumptions for data collection
- Data collection
- Preliminary conclusions

³ Smyth & Dumanski 1993, World Bank 2004

⁴ J.Olson & L.Berry (2003): *Land Degradation in Uganda: Its Extent and Impact*

2.2 Design and test project matrices to be used in identifying eligible SLM projects

The basis for the expenditure review is annual Project Investment Plans (PIP's) as submitted by MFPED. The PIP provides an overview of all public investment projects financed by GoU and by donors. For each project a project profile outlines objective, outputs and indicators and planned expenditures related to project implementation.

The following matrix shows the level of information to be collected for each project in assessing its SLM eligibility.

Table 3.1 SLM Project Eligibility Matrix

1. Name of Ministry	Selected ministries
2. Name of Project	From PIP project profile
3. Project objective	From PIP project profile
4. Project outputs	From PIP project profile
5. Project indicators	From PIP project profile
6. The project maintains or enhances production	Yes/No
7. The project reduces the level of production risk	Yes/No
8. The project protects natural resources	Yes/No
9. The project reduces soil and water degradation	Yes/No
10. The project is economically viable and socially acceptable	Yes/No

Only projects which comply with all criteria 6-10 should be considered SLM projects. Projects that comply with four of the five criteria 6-10 will be pooled into a "grey-area" of projects that may be considered SLM projects but will need further investigation to fully qualify as SLM expenditures (see section 2.3 below). The practical method for assessing SLM eligibility is to request MFPED to release recurrent and capital expenditures for the period 2001-2005 inclusive. Donor funds will be captured as part of the expenditures submitted by MFPED. However specific cases where donors finance and implement activities directly with beneficiaries could only be captured by approaching the relevant donors. The level of expenditures by major nationwide NGOs will also be assessed by approaching these NGO's directly.

All expenditure trends should if possible be analyzed by category (types of sustainable land management) and by geographical distribution.

Furthermore, it will be ensured that expenditures channelled through local government as ear-marked funds or through conditional grant mechanisms are also included in the expenditure trend submitted by MFPED.

However, local governments may also (to a more limited extent) decide to spend un-conditional grants or local revenue on SLM. Such local government

expenditures are not recorded by MFPED. At this stage, and within the scope of this PER, there is no opportunity to track this type of SLM expenditures, and estimation of these would require more detailed and time consuming studies. It could possibly be considered to analyse the extent of these expenditures through a number of case studies in selected districts under steps four and five of the PER should it be agreed to proceed with these.

2.3 Identification of grey projects.

The definition of SLM is all-inclusive emphasizing production, natural resources, soil and water conservation as well as socio-economic criteria which should be simultaneously fulfilled.

With an initial assumption that few projects would comply with all criteria it would be important to capture reasons and explanations why the majority of projects may be ineligible.

Therefore in addition to eligible projects an additional group of ineligible projects will be registered as part of the assessment of the project profiles:

- Those projects complying with four of the five criteria 6-10

Above projects could be considered as belonging to a grey zone of projects or projects which with more attention given to sustainability aspects potentially would have been eligible as a SLM project.

Thus expenditures for grey projects should also be captured and may be used as a proxy for an expenditure gap for SLM funding.

2.4 Data sources and assumptions for data collection

In searching data for relevant capital (development) and recurrent expenditure the following approach is proposed:

- Budgeted capital expenditure and actual for donors and GoU
- Recurrent expenditures for GoU

2.4.1 Budgeted capital expenditures for donors and GoU

Using PIP for each year ensures data consistency which would not be possible if data was retrieved from different line ministries.

PIP is sorted by ministries and agencies of which the target for SLM investments should be searched among the following ones:

- Office of the Prime Minister
- Ministry of Finance, Planning and Economic Development (MFPED)

- Ministry of Agriculture, Animal Industry & Fisheries (MAAIF) including NARO and NAADS
- Ministry of Water, Lands and Environment (MWLE)
- Ministry of Local Government (MOLG)
- Ministry of Education and Sports (MES)
- Ministry of Trade, Tourism and Industry (MTTI)
- Ministry of Energy and Mines Development (MEMD)
- Local Government Development Programmes (LPDP) Districts

The data indicated in PIP project profile is considered the main source of information in assessing project eligibility. Only in cases where data indicated in the PIP project profile is considered insufficient to assess the project eligibility the concerned line ministry will be approached.

2.4.2 Recurrent expenditures for GoU

Recurrent expenditures by GoU should be estimated on a case by case base from each spending line ministry/agency. In the case of MAIFF and MWLE, which are expected to capture most of the SLM projects, this could be done by estimating a share of total recurrent expenditures relevant for SLM projects. Such estimations should be done jointly with concerned ministries. For other ministries where SLM projects are few the recurrent expenditures may be deemed negligible.

2.5 Recommendations

The study recommendations include the following SLM expenditure overview:

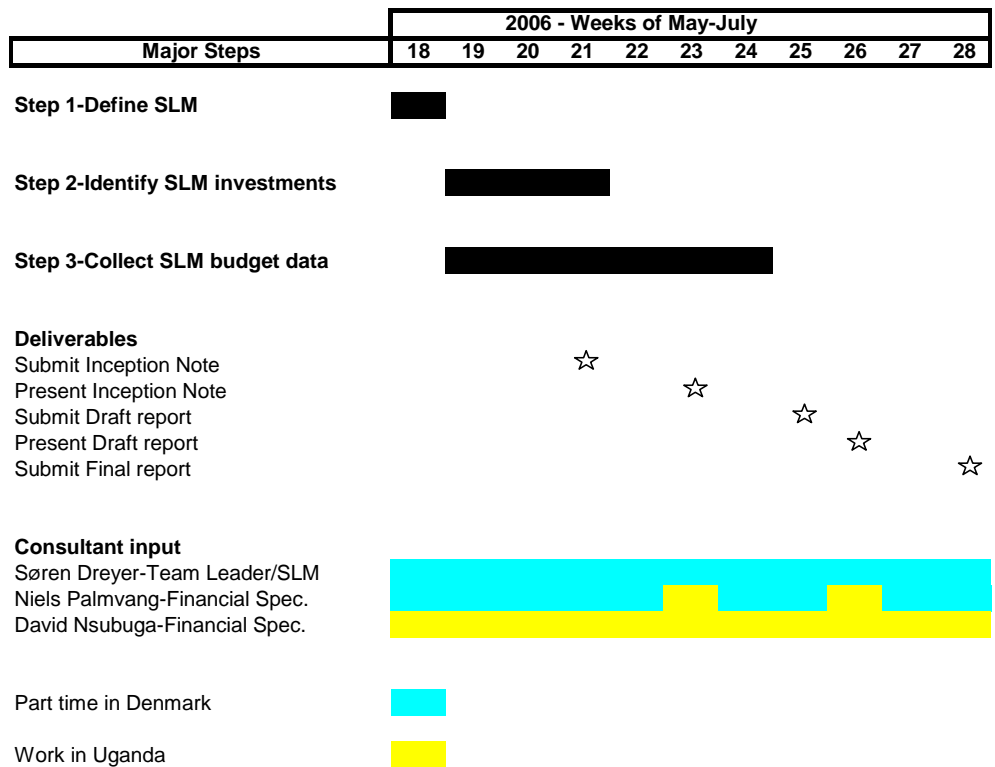
- 2000/01-2004/05 budgeted and disbursed SLM capital and recurrent expenditures by GoU (capital expenditures by donors)
- SLM investments by types/categories
- SLM investments by geographical distribution
- SLM investments by donors as versus by GoU
- Characteristics of "grey area projects"

Thus recommendations are expected to provide a valuable input for the planned meeting on establishment of a country platform on sustainable land management in Uganda. In particular the recommendations provide the actual SLM expenditures, the components of SLM which are poorly catered for financially

and the potential increase in SLM investments through incremental funding (financial gap required to transform "grey area projects" to SLM projects).

3 Detailed Work Plan

Work Plan for Public Expenditure Review for Sustainable Land Management (SLM)



Appendix 1

Uganda

INTEGRATING SUSTAINABLE LAND MANAGEMENT WITHIN COUNTRY PRSPS

Review of Public Expenditures for Sustainable Land Management (SLM)

Terms of Reference

1 Background: SLM enables rural economic growth

Land degradation and poor land management in sub-Saharan Africa (SSA) is a major challenge that cuts across issues of poverty, health, the environment and economic growth. The economic costs of poor land management in the region have been estimated to be US\$9 billion per annum⁵ with over 3% of agricultural GDP lost annually as a direct result of soil and nutrient loss.⁶

Sustainable Land Management (SLM) offers the integrated approach needed to provide solutions to the intertwined environmental and economic challenges faced by rural land users and the urban inhabitants that depend on them for food security. Although land degradation is recognized as a major development issue, SLM has not received the desired attention in the development agenda of Uganda due to the existence of a number of critical barriers, including an unorganized body of knowledge and weak analytical underpinnings to support decision-making processes. As a result, the scale and scope of investments in SLM programs continue to be limited, in turn hindering achievement of rural development goals and balanced economic growth.

⁵ GTZ CCD Fact Sheet on Desertification (cite: Dregne 1991).

⁶ Drechsel and Gyiele 1999. The World Bank's Africa Action Plan (Aug. 2005) has noted the important linkages between poverty and low agricultural productivity in SSA. In the Action Plan, the Bank identified the promotion of higher agricultural productivity through the use of more sustainable agricultural practices as one of their priorities. Activities under TerrAfrica are in line with the Action Plan: these activities promote sustainable agricultural practices by mainstreaming SLM in the development agenda.

Many governments, including Uganda, have expressed interest in better integrating SLM issues into development strategies including PRSPs, donor assistance strategies, and sectoral strategies. To more fully respond to country needs, however, the World Bank's comparative advantage will have to be brought to bear more prominently. As such, the context of this proposed activity is to strengthen the integration of SLM within the PRSP, donor assistance strategies, and domestic budget planning. **A critical prerequisite for mainstreaming SLM into these vehicles is to conduct a review of public expenditures for sustainable land management.**

2 Specific Objectives

Many governments have expressed interest in better integrating SLM issues into development strategies (including PRSPs), while recognizing that they were not well equipped to do it. This interest has thus far been supported by several stakeholders, under various modalities, including a priority expressed by the Global Mechanism of the Convention to Combat Desertification which has facilitated the gathering of some information. In order to better address countries needs, however, the assignment will help build a better understanding of what is being/has been done in the current context, analyze the drivers and the processes that are taking or should take place to step up mainstreaming. As such the objective of this proposal is to generate additional knowledge and understanding about the strengthening of the integration of SLM (including UNCCD NAP priorities) within the PRSP.

The specific objective of this activity is to review Uganda's public expenditures in SLM across ministries and institutions, and compare the expenditures against the country's stated agricultural development, rural development and environment agendas. The proposed review would allow misalignments and gaps to be identified and filled, and appropriate adjustments in programs to be made to drive SLM scale-up and therefore improve land-use productivity. The review will also be an input into the annual Uganda PER process and a component of the Strategic Environmental Assessment being planned by the World Bank. A secondary objective is to provide good practice guidelines based on lessons learned from the SLM PER process, to improve similar efforts in SSA.

3 Rationale

The PER would give the Ugandan government an additional and timely tool to lead and manage its own progress toward scaling up more effective and efficient SLM, and improve overall NRM, by enabling the government to enhance its capacity to coordinate land management efforts across sectors. It will also allow the World Bank, in coordination with TerrAfrica partners, to better target investments in land management, forestry, and agriculture, and to improve policy dialogue on the best means of achieving sectoral and national goals.

4 Scope of work

The overall approach will build on previous work in Uganda (PEAP 2004, Public Expenditure Review 2002), recognizing the unique challenges inherent in conducting a PER of SLM. In general, an SLM PER is more difficult to carry out than a conventional single-sector PER, because reviewing public expenditures for SLM hinges upon the ability to clearly operationalize a definition of SLM expenditures.

Allocations to SLM are not clear-cut in the financial management system and need to be detected through analysis of various expenditures in numerous sectors. In addition, consistent time series may not be available, due to changes in the national financial management system. This lack of consistency also makes international comparisons of SLM expenditures problematic. Lastly, data on the land resource may be patchy, missing or unavailable, limiting the reviewer's ability to measure effectiveness and operational efficiency. For these reasons, a comprehensive PER of SLM requires working closely with the government on developing a detailed methodology.

There are **five steps** to conducting this review, detailed below:

Step one: define sustainable land management

Step two: identify a portfolio of public sector SLM investments according to above definition as well as an assessment of main barriers and bottlenecks in arriving at SLM

Step three: collect budgetary data aligned with the definition of SLM and the portfolio of investments

Step four: analyze data to produce actionable recommendations

Step five: produce deliverables

Step one: define sustainable land management

As there are numerous definitions of SLM, all of which emphasize holistic approaches, step one in this assignment will produce a *operational* definition of SLM that will be aligned with corresponding finance statistics. Thus from a pure finance classification point of view the expenditures to be captured as part of the review should be in accordance with those stipulated in the IMF Government Finance Statistics Manual. This implies that expenditures need to be captured from agriculture (70421), multipurpose development projects (70474) and environmental protection (705) and those related to forest management as a minimum.

SLM combines technologies, policies, and activities aimed at integrating socio-economic principles with environmental concerns so as to simultaneously maintain or enhance production, reduce the level of production risk, protect the potential of natural resources and prevent (buffer against) soil and water degradation, be economically viable, and be socially acceptable (Smyth & Dumanski 1993, World Bank 2004).

SLM can prevent, halt and reverse the effects of land degradation. It can ensure sustainable growth and reduce poverty, through agricultural productivity gains, food security, biodiversity conservation, water, climate and the integrity of ecosystem functions.

The World Bank's Agricultural and Rural Development Department's definition of land management projects includes three main types (Kloss et al. 2005):

land resources management (e.g. terracing, rotational systems, soil and water conservation, pastoral/range, forests); and
land quality management (pollution control).

Projects related to land administration and land policy are not included in this category but will be addressed in this study as they are linked and interrelated to this highly important issue -- to some extent determining the level of farmer investments in SLM.

In addition, step one should include a summary assessment of existing information on the extent and root causes of land degradation, as well as barriers and bottlenecks hindering adoption and scale up of SLM.

Step two: identify a portfolio of public sector SLM investments according to above definition

Step two requires first examining the policy and institutional structure and then assembling a portfolio of public investments in SLM. These SLM investments will be classified into expenditure categories in order to estimate overall impact and efficiency of public allocations and to track vertically (central to local government). The key questions include:

- 1) What legislation guides public sector work on SLM?
- 2) Which institutions are involved in delivering SLM programs?
- 3) What are the financing modalities - grants, transfers to lower levels of government, technical assistance (e.g. extension services), projects?

According to a recent study (7), soil erosion is the most significant factor of environmental degradation in the Uganda. Thus, based on a SLM diagnostic outlining the causes of soil fertility and land degradation, the PER should outline key interventions for mitigating soil erosion/land degradation and should assess whether such interventions are adequately funded to ensure sustainable land management. Taking into account the above SLM definition as well as main barriers and bottlenecks the study should include a section on methodological limitations outlining the transformation of specific SLM interventions into expenditure categories feasible for tracing from central level to the ground and in accordance with public expenditure classifications.

Donor supported interventions (investments) should also be accommodated in above transformation.

Step three: collect budgetary data aligned with the definition of SLM and the portfolio of investments

The review will collect public expenditure data of specific SLM sub-sectors and provide an initial assessment of expenditure data efficiency and implications for future funding in accordance with SLM practices and the broader enabling environment.

Expenditures will be broken down by:

- 1) institution (Ministry of Agriculture, Ministry of Natural Resources, etc.)

⁷ Land Degradation in Uganda: Its Extent and Impact, J.Olson, L. Berry 2003

- 2) financing (i) gov't vs donors), (ii) capital vs operating, etc.
- 3) type of expenditure - transfers to farmers, transfers to lower levels of government, programs (e.g. extension services), projects typologies, etc.

The practical method would be to request MFPED to release recurrent and capital expenditures for the period 2001-2005 inclusive of the respective sub-sectors. Donor funds should be captured as part of the expenditures submitted by MFPED, otherwise the main multilateral and bilateral donors will be approached. The level of expenditures by major nationwide NGOs will also be assessed. Furthermore, it will be ensured that expenditures channelled through local government are also included in the expenditure trend submitted by MFPED. Expenditure data from MFPED should be compared with similar data from the relevant implementing line ministries to ensure data consistency. All expenditure trends should be analyzed by category, type, size and structure.

Key ministries to be involved are Ministry of Finance, Planning and Economic Development (MFPED), Ministry of Agriculture, Animal Industry & Fisheries (MAAIF), Ministry of Water, Lands and Environment (MOLG) and Ministry of Local Government (MOLG).

The local consultant has been working for MFPED and is familiar with the budget cycle policies, procedures and data in Uganda.

Step four: analyze data to produce actionable recommendations

Step four provides a detailed analysis and recommendations on increasing the impact of public sector SLM interventions, answering two critical questions:

- 1) Are some types of interventions more effective than others?
- 2) How can effectiveness of public expenditures be increased?

The analysis of the effectiveness of public expenditures should present to the extent possible:

- 1) Indicators of public sector program impact on land degradation
- 2) Indicators of coverage: are public sector interventions taking place in the locales with the biggest problems of land degradation or poverty?
- 3) Cost-effectiveness: is there a way to estimate cost per unit of degradation avoided?
- 4) Benefit-cost: do economic benefits of avoided degradation exceed the costs of interventions?

More specifically, the review will assess budget efficiency in two different manners: i) allocative efficiency which refers to allocation of resources in accordance with sector priorities, and ii) operational efficiency meaning how allocated resources are transformed into outputs and outcomes. A high allocative efficiency implies a high degree of consistency between sector policies/strategies and financial allocation whereas operational efficiency measures the impact of expenditures on ground.

A major challenge will be to assess the overall expenditure efficiency (allocative and operational). Expenditure tracking would be required to measure allocative efficiency and subsequently, to the extent possible in this framework, the actual impact of expenditures once they have been allocated to the appropriate level.

A medium term expenditure requirement estimate (by capital and recurrent expenditure) for SLM should be established in order to assess the potential expenditure gap of the specific sub-sectors. This estimation should be based on the SLM diagnostics and identification of key interventions to mitigate land degradation.

Recommendations will focus on a mix of policy, strategy, institutional and budget cycle issues, acknowledging that increased financial allocation to specific sub-sectors would in itself be inadequate. Thus all recommendations should reflect and be formulated within the current and ongoing sector and sub-sector reform initiatives such as sector policies and strategies, budget reform including sector prioritization and sector budget ceilings.

Finally, lessons learned and guidelines for carrying out future PERs of SLM in Sub-Saharan countries will be provided in a stand alone report for use by AFR and its TerrAfrica partners.

Study recommendations should be focussed on measures of how to address in the near term the expenditure gap as identified above. Assessments and recommendations would include:

- An assessment the current ENR strategy including the possibilities for defining the boundaries of the land management sector and for preparing one single investment and recurrent expenditure plan for the sub-sector.
- An assessment of land reform and its relation to the performance of SLM investment
- An assessment of SLM expenditure efficiency measured in allocative and operational efficiency.
- An assessment of measures to improve SLM expenditure efficiency; this should be seen in the context of current budget reform initiatives including economic prioritization and limitations such as budget ceilings.
- An assessment of SLM interventions and medium-term capital and recurrent costs required to support measurable progress toward sustainable land management
- An assessment of the potential for providing funding for the SLM expenditure gap taking into account medium term public expenditures and donor funds and the potential role of the private sector.
- Recommended ways to align the review's findings with the Uganda Strategic Environmental Assessment
- Lessons learned for conducting future comparable PERs in Sub-Saharan Africa and in Uganda

Step five: production of deliverables

Based on the above work, a series of interim and final products will be delivered, as described in the next section.

5 Deliverables

Interim deliverables

1. By week 3: An inception note with final, annotated list of contents and detailed work plan should be submitted at the end of the first mission
2. By week 9: A draft report (maximum of 25 pages + annexes) will be prepared once the data collection and analysis is complete and the first draft of lessons learned and recommendations are prepared. The draft report could be presented in a workshop for main stakeholders of ministries and donors.

Final deliverables

3. By week 11: Final report will be based on comments from the workshop, from key stakeholders, and from the World Bank.

Supporting Documentation and Data

All final deliverables should be produced in professionally edited English. Data and text should include, but not be limited to the following types of information:

- List of people met, their titles, form of consultation, and contact information
- Minutes of meetings and workshops held
- Sub-technical report by consultants
- Key reports collected and used as background information for the work
- Statistical data obtained, including graphics, maps etc.

Key documents (Incomplete list to be updated)

- Uganda Public Expenditure Review 2002 (available)
- Poverty Eradication Action Plan 2004/05-2007/08 (available)
- Concept Note for TerrAfrica in Uganda (not available to consultants yet)
- Uganda Joint assistance Strategy (not available to consultants yet)
- Economic Sector Work / SEA (not available to consultants yet)
- Public Expenditure, Growth, and Poverty Reduction in Rural Ghana
- Papers on SLM in Uganda and other Sub-Saharan Countries

6 Reporting

- 3.1.1 The consultant will carry out the above mentioned activities under the supervision of Christophe Crepin (Task Leader for TerrAfrica), Madhur Gautam (ESSD Cluster Leader based in the field) and Yves-Coffi Prudencio (Task Leader for the SEA) and in consultation with other World Bank staff involved in Uganda. The consultant will be required to submit draft phases in relation to the above activities and respond to supervisor feedback.

7 Duration and Budget

The consultancy will commence in March 2006 and run through until June 2006

BUDGET

Payment 1 (delivery of inception note)	Signing of the contract Travel & other	\$5000 4990
Payment 2 (draft report) week 9	Fees Travel	\$17,000 \$3000
Payment 3 (final report) week 11	Fees Travel	\$17,000 \$3000
TOTAL	-----	\$49990