



# A Journey Toward Solutions

A STORY OF COMMUNITY-COMPANY  
DISPUTE RESOLUTION IN UGANDA



## **About CAO**

The Office of the Compliance Advisor Ombudsman (CAO) is the independent accountability and recourse mechanism for the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA), the private sector lending and insurance arms of the World Bank Group. CAO addresses complaints from people affected by IFC and MIGA projects with the goal of improving social and environmental outcomes on the ground and fostering greater public accountability of IFC and MIGA. CAO reports directly to the President of the World Bank Group.

For more information about CAO, please visit [www.cao-ombudsman.org](http://www.cao-ombudsman.org)

Cover photo: Rural landscape in the Mubende district, Uganda (Felix Davey/CAO).



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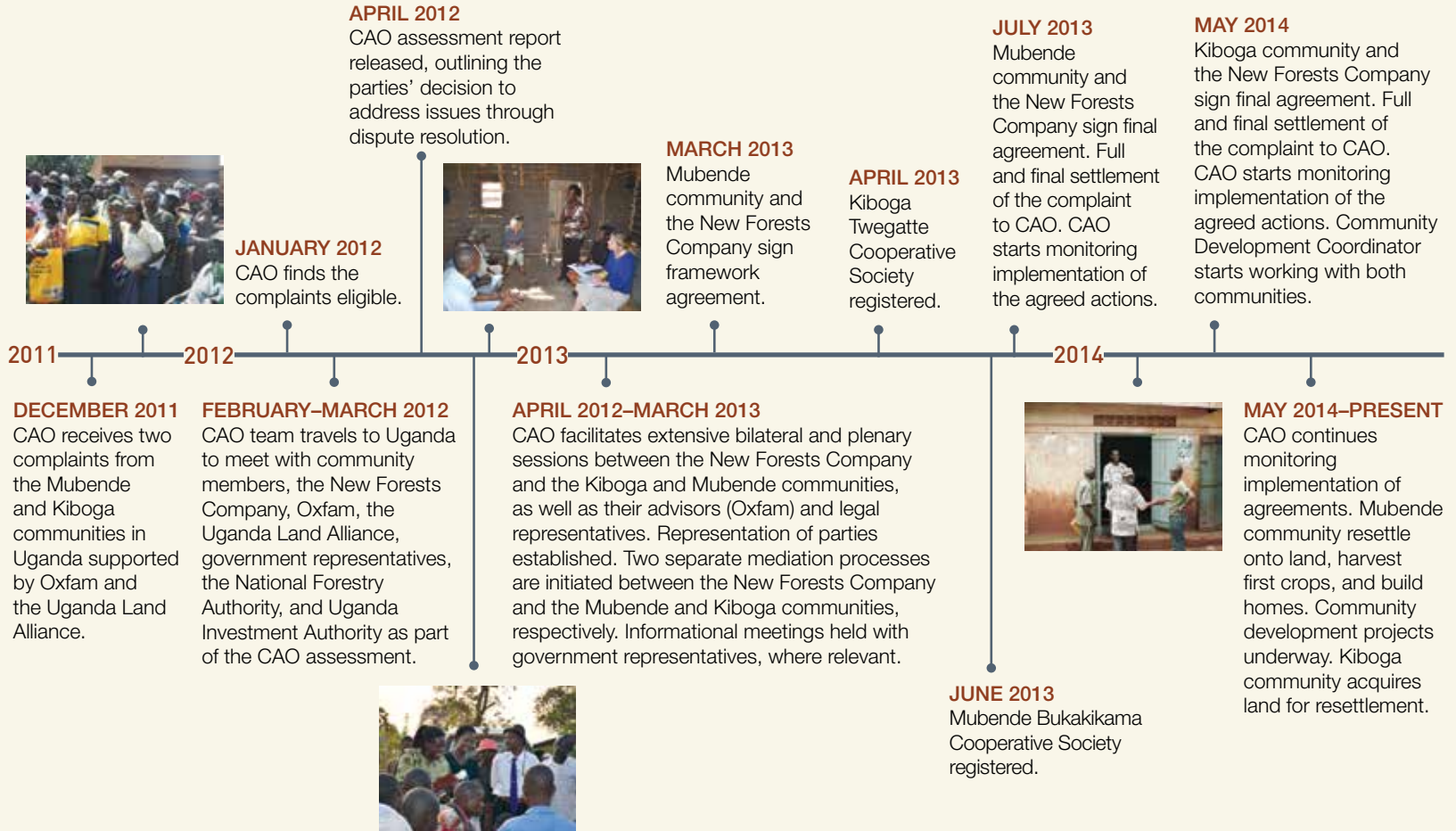
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# CASE TIMELINE





Local children run past the New Forests Company plantations in Uganda (Felix Davey/CAO).

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*“Life is changing and I am humbled by the tireless efforts of CAO, Oxfam, and NFC.”*

Mrs. Tumuhirwe Khedris, Member of the Mubende Bukakikama Co-operative Society

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## OVERVIEW

As Uganda has sought growth in investment in the forestry sector through public-private partnerships, changes in land use in some instances have caused frictions to flare between stakeholders. In 2011, the government of Uganda claimed responsibility for the eviction of community members from Central Forest Reserves in Uganda, stating that the land had been demarcated for commercial forestry plantations and had been illegally occupied. The company operating the plantations, the New Forests Company, is an investee of the Agri-Vie Agribusiness Fund, a private equity fund supported by the International Finance Corporation (IFC), the private sector arm of the World Bank Group. In December 2011, two affected communities lodged complaints to IFC’s independent recourse mechanism, the Compliance Advisor Ombudsman (CAO).

This case study tells the story of what happened next. CAO provided a neutral, impartial process for the company and affected communities to jointly explore resolution of the issues—a process that moved beyond judgment and finding fault to focus on practical, effective, and sustainable solutions for all involved. As part of the process, the focus shifted from rights violations and reparations to a forward-looking focus on sustainable financial benefits and collective development for the community. Today, the agreements reached between the parties have started a process through which community livelihoods are being enhanced and restored, and more broadly, have helped build community capacity, foster social cohesion, and promote economic independence.

## THE COMPLAINTS

In December 2011, CAO received two complaints from communities in the Kiboga and Mubende districts of central Uganda. The community members filed their complaints with assistance from Oxfam, an international nongovernmental organization (NGO), and the Uganda Land Alliance, a national consortium of organizations advocating on land issues.

The complainants claimed that thousands of community members had been forcibly evicted from their land to make way for commercial forestry plantations, thereby destroying private property, foreclosing livelihoods, and compromising health and education opportunities. The complaints also voiced broader concerns about IFC's due diligence related to the project, including a lack of meaningful consultation regarding the evictions.

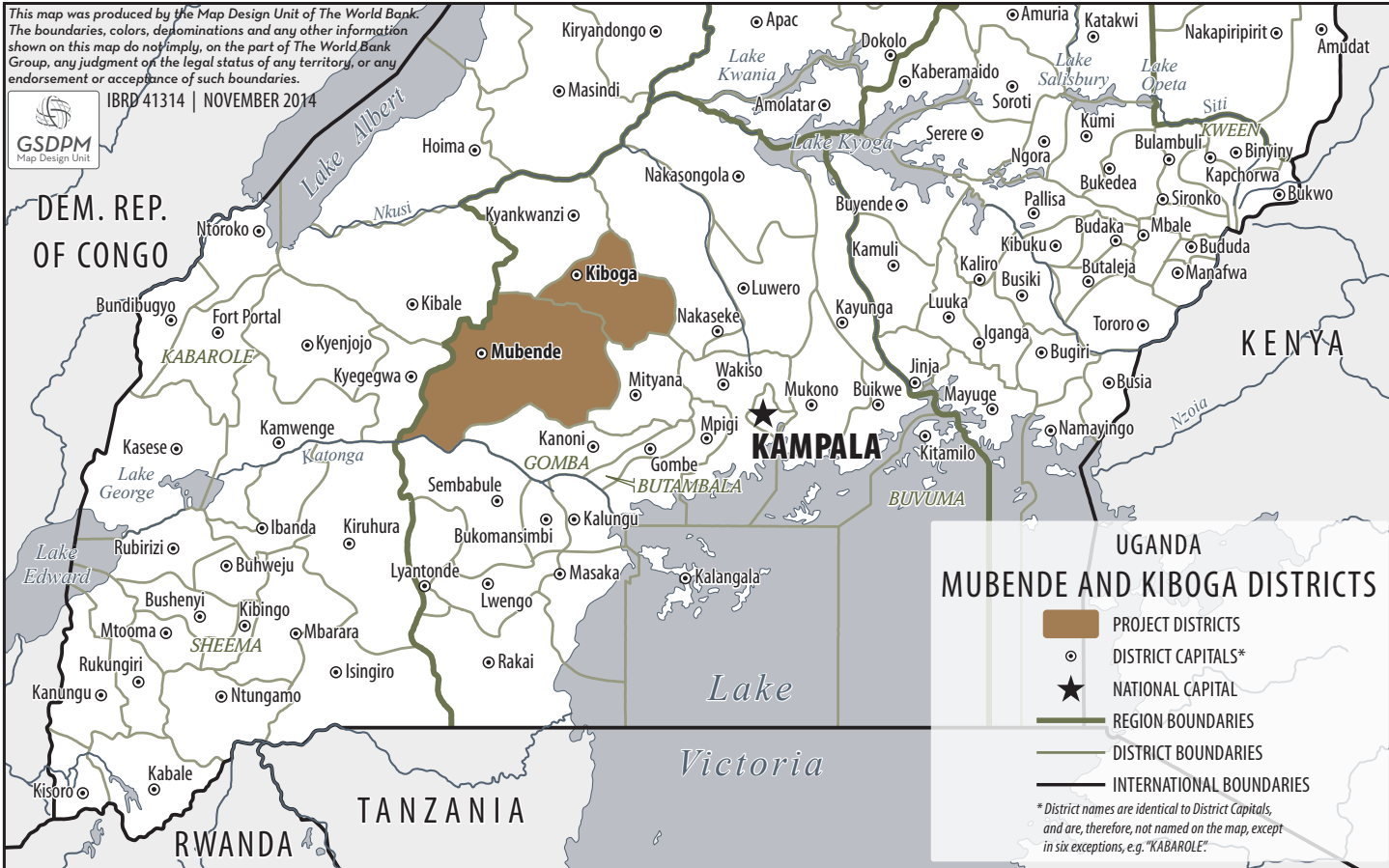
The New Forests Company (NFC) had been in business in Uganda since 2005, operating three pine and eucalyptus plantations in the Mubende, Kiboga, and Bugiri districts. One of the company's investors

is the Agri-Vie Agribusiness Fund, a private equity fund supported by IFC. The company claimed that it had identified two communities living in the Namwasa and Luwunga Central Forest Reserves where it was licensed to plant in 2007–08. Realizing that it was facing a serious challenge, the company worked with the government of Uganda and the communities to resolve the issue as humanely as possible. According to the company, it requested permission many times from the Ugandan government to compensate the communities to move off the reserve, but the government prohibited such compensation.

CAO found the complaints eligible for assessment in January 2012. A CAO team travelled to Uganda soon after to meet with members of the Kiboga and Mubende communities, officials from the New Forests Company, and other relevant stakeholders (see figure 1).



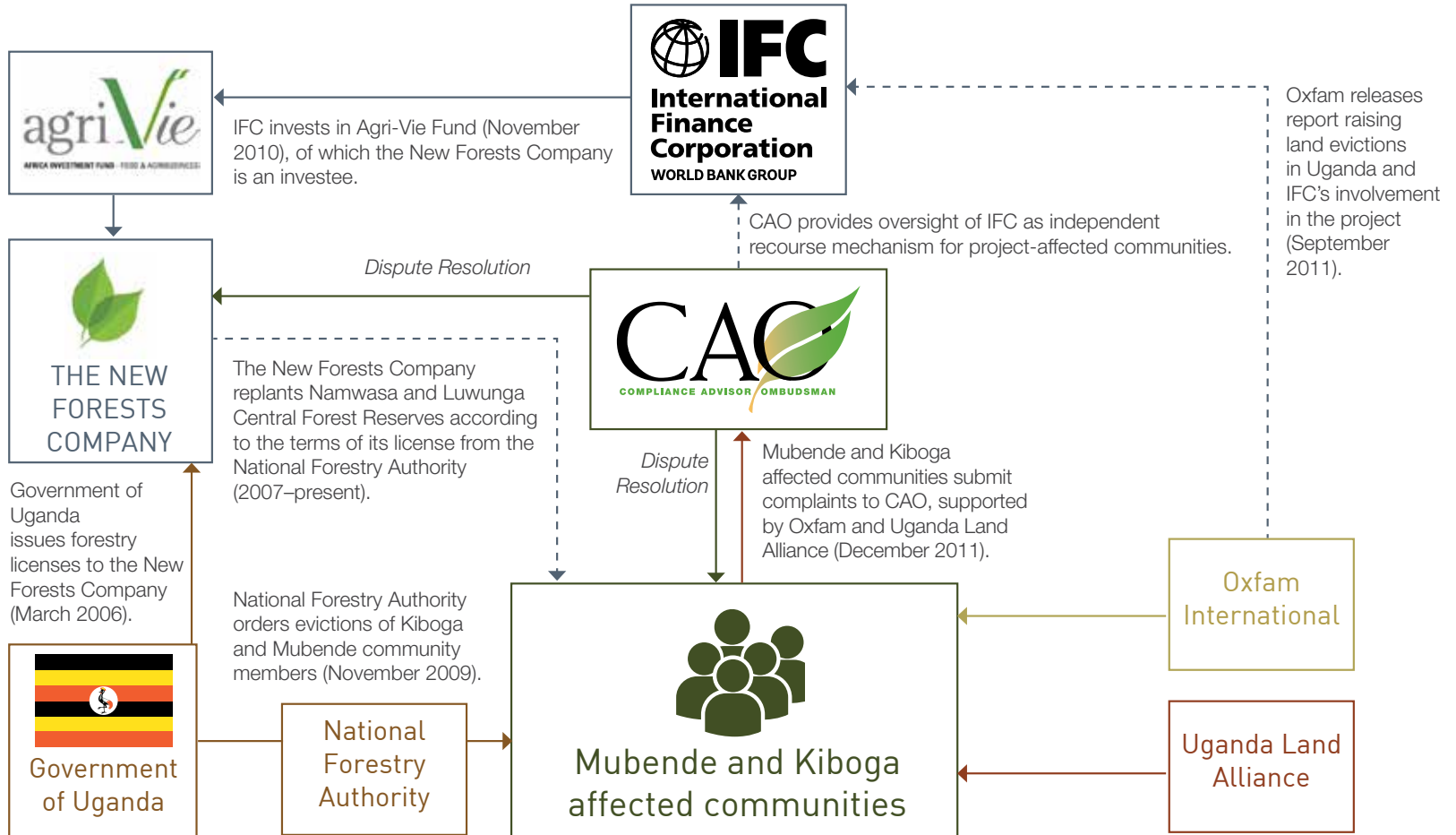
# THE KIBOGA AND MUBENDE DISTRICTS IN UGANDA



Community members during CAO's assessment of the complaints, February 2012 (CAO).



FIGURE 1. THE STAKEHOLDERS



# ASSESSMENT

## LISTENING TO LOCAL VOICES

CAO's assessment of a complaint is designed to gain a better understanding of the issues raised by the complainants, gather information on how other stakeholders see the situation, and help the key parties—the communities and company—determine whether they wish to address the issues collaboratively through dispute resolution or through a compliance review of IFC's performance.<sup>1</sup>

CAO began the assessment in February 2012, and conducted large-scale public community meetings in Kichuchula Village and Kitumbi subcounty. CAO was able to hear from impacted community members about their grievances, as well as explain the scope of its mandate and start managing community and company expectations. It was during these assessment meetings that the Kiboga



CAO meets with community and company representatives during CAO's assessment, February 2012 (CAO).

and Mubende affected communities both endorsed the representatives who were signatories to the complaints, and elected additional representatives. To respond to the issues raised in the complaint, it was critical to ensure that the voices of women and the youth were heard. CAO worked with the community to ensure that the group of representatives included those voices (box 1).

CAO also traveled to the New Forests Company's offices in the Namwasa plantation to meet with company representatives. The company introduced a number of its initiatives to CAO, including the New Forests High School, community clinic, and income generation programs including bee-keeping and an outgrower scheme involving tree planting with surrounding communities.

*1. CAO also assesses complaints about projects backed by the Multilateral Investment Guarantee Agency (MIGA), the political risk insurance arm of the World Bank Group.*

## BOX 1. ENSURING BROAD COMMUNITY REPRESENTATION

When CAO receives a complaint on behalf of a large number of affected community members, identifying representatives who carry the mandate of their constituency can be enormously challenging. Yet it is critical that this process addresses issues of representation as best it can. An ongoing issue with which CAO grapples is the role of women in this process. Many of the societies in which CAO works are patriarchal and do not, as a cultural norm, acknowledge the role women can play in any representative structure. One way to address this is to create working groups of women able to provide input into the formal process through informal channels. These working groups should also be consulted prior to any agreements being reached.

CAO also met with Ugandan government representatives, specifically the National Forestry Authority, the Uganda Investment Authority, district officials, and government ministers. These meetings were important to inform the government about CAO's mandate and its purpose in the country, as well as to enable CAO to gain a clearer understanding of the government's views regarding the events that took place, including the complaints lodged by the communities.

### SUPPORTING INFORMED DECISION MAKING FOR DISPUTE RESOLUTION

CAO respects a community's right to self-determination and takes its mandate from the affected community. During the assessment process, both the Kiboga and Mubende affected communities decided they wished to address the complaint issues through a dispute resolution process facilitated by CAO. Dispute resolution is a voluntary process that requires agreement to participate between the affected community and company, at a minimum. In this case, the New Forests Company also agreed to participate in dispute resolution to address the issues.

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***“I lost all my domestic animals...which were my main source of income and my house too was demolished during the eviction from the land. I have acquired land again through the co-operative, I have set up a semi-permanent house, have food and animals again. There is hope again, thanks to NFC, Oxfam, and CAO.”***

Mr. Ntwire Charles, Member of the Mubende Bukakikama Co-operative Society

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## DETERMINING COMMUNITY REPRESENTATION

The Kiboga and Mubende communities alleged that they comprised some 2500 households and 940 households, respectively. A series of open community meetings were held early on, with the assistance of Oxfam's local office and the Uganda Land Alliance, where representatives were elected and mandates given. Care was taken to elect members who could pursue the interests of specific groupings, including youth, the elderly, and women. The two elected "negotiating committees," with about eight members each, remained quite stable throughout the process. Each consulted regularly with its respective constituent communities. Community members were spread out, making these regular discussions quite challenging, and representatives often had to travel to very remote areas to meet with community members. In the case of Kiboga, the community nominated a larger consultative body consisting of representatives from different geographical locations. This body issued mandates and advised the negotiators on behalf of the community.



A woman from the Kiboga community speaks to CAO (Felix Davey/CAO).

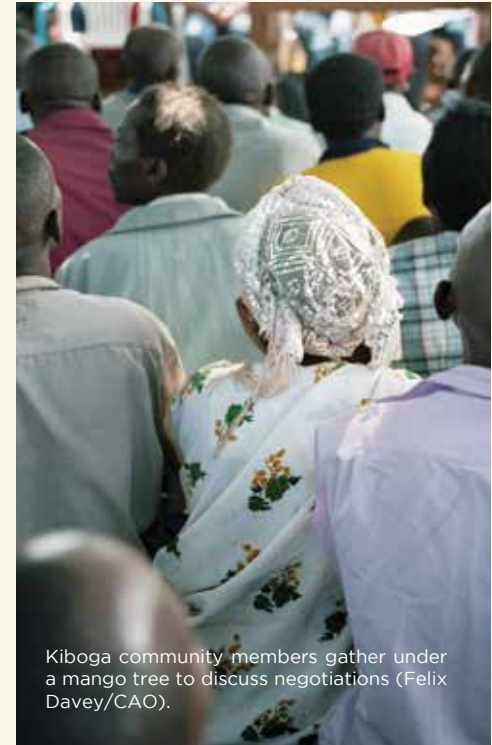
# DISPUTE RESOLUTION

## ESTABLISHING GROUND RULES

Before the dispute resolution process began, the affected communities and the New Forests Company focused their first joint meetings on agreeing to a set of ground rules to govern the process. Ground rules typically cover aspects concerning how confidentiality will be handled (see box 2); how to engage with the media; representation and who will have authority to make decisions on behalf of the parties; and whether observers will participate, where relevant. The company and the community representatives and their advisors agreed to a total moratorium on public statements. The parties also agreed to strong confidentiality within the process.

### BOX 2. RESPECTING CONFIDENTIALITY

CAO does not impose a predetermined scope of confidentiality on the parties. The parties themselves decide on the principles of confidentiality that they believe to be appropriate throughout the process. For example, parties may request a space away from outside scrutiny while they negotiate. At other times, they may feel the need to make certain information publicly available to ensure awareness and greater external scrutiny. CAO facilitates these discussions between the parties in an attempt to reach agreement on what confidentiality means for purposes of the process, and at different stages in the process.



Kiboga community members gather under a mango tree to discuss negotiations (Felix Davey/CAO).

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***“I didn’t even think that we would ever sit in the same room with the company... but after the intervention of CAO and Oxfam, we started getting hope. After the first land purchase, our hearts were relieved and joyous again. There is a bright future for us again. We have land for cultivation and house construction.”***

Mr. William Bakhekisha, Chairperson Mubende Bukakikama Co-operative Society

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## DEFINING THE ISSUES

Once ground rules were finalized, the affected communities and the New Forests Company agreed on the set of issues that would form the basis for the dispute resolution process. Initially, CAO convened one process for both communities. However, for a number of reasons—including the different needs of the Kiboga and Mubende communities—CAO separated the process into two parallel mediations for each community. These processes were governed by the same set of ground rules.

The complaints from each community raised different issues, ranging from loss of homes, loss of access to land for cultivation, and access to the forest for other purposes, including burial grounds. As a result, and by agreement of the parties, the mediation shifted away from violations of rights and reparation toward seeking tangible financial and development benefits. This approach also facilitated a forward-looking focus (figure 2).







CAO team meets with Kiboga community representatives, February 2014 (Felix Davey/ CAO).

## BUILDING COMMUNITY CAPACITY

One of the greatest challenges that CAO faced was building community capacity to participate in the parallel mediations. First, the affected communities were dispersed and had little means of communicating among themselves. Second, the community representatives had no prior experience in dispute resolution and had not had the opportunity to negotiate in an organized and structured way before bringing their complaints to CAO.

CAO designed a capacity building program to train community representatives in mediation and dispute resolution skills. The CAO team ensured that sufficient time was spent in bilateral meetings before holding plenary sessions to discuss certain contentious issues. The community representatives also designed different feedback loops to keep the broader community informed of the process (box 3).

## FIGURE 2. DISPUTE RESOLUTION PROCESS



1. Communities and the New Forests Company agree to address issues through mediation. Communities elect representatives.



2. Ground rules established: Ground rules cover the role of advisors, media, confidentiality, and representation.



3. Issues for negotiation identified with Kiboga and Mubende communities and the New Forests Company.



4. Recognizing that issues, demands, and complaint demographics differ, the parties agree to split the mediation into two separate processes.



9. CAO monitors implementation of agreements.



8. Agreements reached: Mubende community and the New Forests Company (July 2013); Kiboga community and the New Forests Company (May 2014).



7. Registration of Mubende and Kiboga Cooperatives and cooperative management training.



6. Agreement to establish community cooperatives.



5. Ongoing identification of issues.

### BOX 3. ESTABLISHING LEGITIMACY AND SHARING INFORMATION WITH THE BROADER CONSTITUENCY

Ongoing legitimacy of the community representatives is key to building sustainable outcomes. As the dispute resolution process proceeds, information needs to be shared between the representatives and the broader constituency on whose behalf they are negotiating. Feedback loops should be developed in consultation with the relevant community representatives to determine how information is shared with their constituency, and how the mandate given by that constituency serves to legitimize and empower them as representatives. Civil society and community-based organizations can play an effective role in this regard.



Kiboga community representatives discuss their meeting in Kampala (Felix Davey/CAO).

### ROLE OF OBSERVERS AND ADVISORS

The New Forests Company and the affected communities agreed that Oxfam should participate in the mediation as an observer, offering ongoing support and advice to the affected communities. Oxfam played a role in building the communities' capacity to engage in dispute resolution, as well as offering ongoing trauma counselling. A Ugandan lawyer was also employed by Oxfam to advise and support the community representatives throughout the mediation process.

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***“CAO was fortunate to appoint highly skilled and effective mediators able to navigate their way through an incredibly complex terrain. The complexity of this complaint, given the number of affected people and stakeholders involved, required a well-designed and well-implemented dispute resolution process.”***

Gina Barbieri,  
Senior Specialist Dispute Resolution, CAO

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## BUILDING THE MEDIATION TEAM

CAO always seeks to appoint independent local or regional mediators to drive the process on the ground. This helps ensure that the dispute resolution process is respectful of cultural norms and embodies indigenous practices as far as possible. In this case, CAO was able to appoint two highly skilled and committed mediators, without whom the outcomes would not have been achievable. CAO also appointed a highly skilled interpreter, who worked consistently with the mediators to ensure effective communication between the different stakeholders.



CAO mediators Lina Zedriga (left) and Ben Schoeman (right) (CAO).



## FORMING COMMUNITY COOPERATIVES

While negotiations were ongoing between 2012 and 2014, it became clear that individual compensation or redress would not be achievable in this case. Both affected communities therefore decided to establish cooperatives that could receive financial and other development support on their behalf. This was a critical step in ensuring a rational and comprehensive approach for developing the communities' capacity to benefit collectively from the process and, in turn, for them to manage inputs for collective projects.

The Kiboga Twegatte Cooperative Society and Mubende Bukakikama Cooperative Society were formed in April and June 2013, respectively, with the negotiating committees serving as their founding members. The cooperatives were properly constituted and registered under the Ugandan Cooperative Societies Act 1991, with the assistance of legal counsel and the Uganda Cooperative Alliance Ltd.

All affected community members were invited to join the relevant cooperative. Once sufficient numbers had joined, the first Annual General Meetings (AGMs) were held. At the initial meeting, cooperative members mandated the executive structures of each cooperative and elected the governing boards. At the AGMs, members adopted their first business plans and operational guidelines. The meetings were observed and endorsed by the relevant district-level government official. Both cooperatives set as their first goal the acquisition of land for settlement and the generation of livelihood options for members.



The Chair and the Secretary of the Kiboga Cooperative issue membership documents (Felix Davey/CAO).



Documents are issued for membership in the Kiboga cooperative (Felix Davey/CAO).

Mubende community members stand beside the first dwelling to be built on the new land (Felix Davey/CAO).



## SETTLEMENT AND OUTCOMES

### REACHING AGREEMENT

A substantial milestone was reached when the Mubende affected community and the New Forests Company reached an agreement, which was signed in July 2013 (box 4). The parties agreed to work closely together on a range of projects aimed at the long-term development of the community. The company agreed to provide significant support to the Mubende Bukakikama Cooperative Society, and expanded the company's social responsibility investment program to meet some specific needs of the community. The company also agreed to work closely with the cooperative members to build more solid, lasting, and mutually beneficial relations with the community. In turn, the Mubende community agreed to respect the company's legal rights to operate within the Namwasa Central Forest Reserve.

Both parties agreed to act lawfully and engage with each other to develop long-term cooperation and good neighborliness. To implement the terms of the agreement effectively, and provide a forum for the ongoing interaction between the company and the Mubende community, a Joint Development Forum was created, comprising community representatives and company staff, as well as invited local government officials. This Forum meets regularly to discuss development needs and challenges, receive project proposals, seek consensus, and adopt initiatives.

Another milestone was reached in May 2014, after almost another year of intense negotiation, when the Kiboga affected community and the New Forests Company also reached agreement. The terms were broadly similar to the Mubende community's agreement with the company; the key difference was the amount of development assistance to be provided.



The Chair of Mubende Community Cooperative greets a community member as she arrives at the new land with her possessions (Felix Davey/CAO).

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***“I was left with no home, no food, and my children couldn’t go to school after the eviction. I am grateful to the mediation process. I have been able to acquire my own land for cultivation and a plot of land for house construction. The company has also provided clean water and set up access roads on our new land. I am certain that life will be better in a few years’ time. Thank you NFC, CAO, and Oxfam.”***

Mrs. Wingabire Josephine, Member, the Kiboga Twegatte Co-operative Society

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## IMPLEMENTATION

With the agreements concluded, implementation is gathering pace. As agreed, the New Forests Company has begun extending development assistance to both cooperatives, and the process of restoring and enhancing livelihoods has commenced.

The first step taken by both cooperatives was to acquire land. In late 2013, the Mubende Cooperative bought 500 acres of fertile agricultural land in the Mubende district. Their vision was to allocate a certain percentage of the land for resettlement, with the remainder utilized for agricultural projects. Today in the Mubende community, homes are being built, fields are being planted, and crops are being harvested. In addition, the Mubende cooperative has developed a five-year strategic plan with full

participation of its members, which will act as a road map for the cooperative’s future development.

At present, the Kiboga Cooperative has acquired two parcels of land, and has convened consultative meetings with its members to discuss plans for resettlement onto the new land.



Mubende families arrive on the new land (Felix Davey/CAO).



# OUTCOMES

## Resettlement

By early 2015, over 100 one-acre plots have been allocated to over 200 Mubende households so they can resettle on land that is legally theirs. The Kiboga Cooperative has acquired two parcels of land, and 100 households have been resettled.



William Bakeshisha, Chairman of the Mubende community cooperative and negotiating committee, outside his future home on the new land (Felix Davey/CAO).



As of January 2015, 100 Kiboga households had been resettled and over 200 Mubende households have been allocated plots for resettlement.



A member of the Mubende community stands where his new house will be built on the community's new land (Felix Davey/CAO).



Community members have planted bananas, beans, cassava, coffee, maize, and sorghum.



Beans harvested from the communities' new land (CAO).

## OUTCOMES

### Agriculture

Community members have planted beans, cassava, coffee, maize, and sorghum, and in many cases the first harvest has been reaped. Cooperative members have completed plans for the construction of a storehouse to keep harvested produce. The New Forests Company has provided timber for the structure and community members will provide the labor.



The Mubende community's new land with an abundance of sorghum and other crops growing on it (CAO).

# OUTCOMES

## Local development initiatives

A number of initiatives are underway, including a women's group project weaving baskets for personal use and sale, and a youth group savings and credit project aimed at establishing financial reserves for ongoing community development needs.

Affected community members speak of their changed relationship with the New Forests Company, pointing to the way the company has offered additional support to the cooperatives—support that extends beyond the terms of the agreement. Among other things, the company has provided chickens for members to raise, and training on the production of biomass coal for their energy needs. The company has donated 1,500 eucalyptus and pine seedlings to support a community tree planting project, and has started providing mobile clinic services to the communities several times per month, though a permanent health facility is still needed.



The company has provided chickens, training on biomass coal production, tree seedlings, and mobile health services for the communities.

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*“The New Forests Company is extremely committed to the development of our neighbouring communities. We’ve spent over US\$6 million on our community development programme to date aimed at lifting our neighbours out of poverty. We found ourselves in a very difficult position being sympathetic to the community but constrained by having to observe the laws of Uganda, which prohibited compensation on government owned forest land. However, we’ve appreciated the opportunity to come to a mutually beneficial agreement with these two communities through this process and look forward to positive long-term relationships with them.”*

Julian Ozanne, Executive Director & CEO, The New Forests Company

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***“Oxfam welcomes that both the Mubende and Kiboga communities were able to reach agreements with NFC through mediation. Oxfam supported the communities in the mediation process upon their request as an advisor because we felt that it offered the best opportunity for the communities to achieve redress. The complaints also raised concerns about weaknesses in IFC’s pre-investment due diligence and the breach of IFC Performance Standards, but the mediation did not investigate these issues. From Oxfam’s perspective, the IFC’s role and accountability in this case remain unexplored.”***

Peter Kamalingin, Uganda Country Director, Oxfam

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## OUTCOMES

### Sustainability

The CAO mediation process has had a transformational effect on the affected communities and the relationship those communities have with the New Forests Company. The process addressed the real and pressing need to build the capacity of the community to make sustainable local development and economic independence a reality. CAO has appointed a Cooperative Development Coordinator to help the cooperatives develop their capacity to engage collectively and benefit from communal land ownership. The Coordinator has been instrumental in identifying appropriate income-generating projects and establishing savings and credit schemes. The Coordinator will also play a role in attempting to identify additional donors and supporters willing and able to assist the affected communities in meeting their development needs.

The Mubende Cooperative faces immediate and pressing challenges. There are no nearby schools for the children to attend. The nearest water source is almost a three-mile walk away. The nearest health services are several miles away. Storage facilities are required for harvested crops to ensure that they can be adequately preserved before being sold at the local markets. Through the Joint Development Forum, the community and the New Forests Company will work together to meet the communities’ most pressing needs.

Cohesion among the cooperative members is going to be an ongoing challenge for the elected officers. Directly linked to this is the need to ensure that adequate resources are available for the families who have chosen to resettle on the land.

## BOX 4. MEASURING SUCCESS

Is reaching agreement the only indicator of a “successful” mediation process? What does “success” mean in the context of dispute resolution? Who decides whether the mediation has been successful? These questions are not unique to the work of CAO and are a matter of ongoing debate among dispute resolution professionals. There are many nuanced outcomes that are hard to measure, such as relationship building and transformation, capacity building, and the costs avoided by preventing future conflicts. For all these reasons, it is important to monitor agreements until they are firmly in place and have delivered both tangible and intangible outcomes. For these reasons, CAO is committed to the monitoring process.



CAO mediator hugs an elderly lady from the Mubende community after agreements are reached (CAO).

A young woman on the Mubende community's new land (Felix Davey/CAO).



Dancing punctuates a Kiboga community gathering toward the end of the mediation process (Felix Davey/CAO).



# CONCLUSION

## REFLECTIONS ON THE PROCESS

The outcomes of the CAO mediation process would not have been possible without some key ingredients:

- Good faith, commitment, patience, and vision from the New Forests Company and the affected communities, particularly the representatives who had to make personal sacrifices of time and energy to participate in the mediation process.
- Support from the Uganda Land Alliance and from Oxfam and the Ugandan legal representative appointed to assist the communities in the process, particularly in providing advice about establishing the cooperatives and acquiring land.
- Work by the CAO team to keep Ugandan government entities informed of CAO's role.

Can the outcomes achieved from this process be replicated? CAO believes they can—but more importantly, that there are lessons to be learned from the approach taken in this case by the New

Forests Company and the affected communities. This is an approach that could, and should, be proactively embedded in development projects. It is in everyone's interests to try to prevent disputes where possible, to manage conflict situations positively, and to transform relationships in an effort to achieve positive and sustainable development outcomes.

This case also demonstrates the importance of due process in providing redress. The case demonstrated how the recognition and respect given to the community representatives and their constituents was as important as the value of the settlements reached. CAO was often told that the mediation process was the first time that someone had really “heard” the complainants. The community representatives felt that the long, slow process of capacity building and empowerment, and of enabling and giving a voice to the community, made their commitment to the extensive negotiations worthwhile. In the end, they were prepared to accept outcomes below their original expectations because they had been granted agency, self-actualization, and power by the process.

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***“After the mediation facilitated by CAO, there was a light of hope for us and after the actual acquisition of our first land ... it was a dream come true. We can even have clean and safe water again from our own bore hole! We are grateful to CAO, NFC, Oxfam, and other partners who are supporting us through this struggle.”***

Mr. Musazi Evalist, Member Land and Resettlement Committee, Kiboga Twegatte Co-operative Society

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Similarly, the New Forests Company participants stated that the process had empowered them by moving beyond accusations to seriously engaging with the company’s motivations, and recognition that the company held itself to a set of principles, morals, and ethics. Overall, it appears that the parties highly valued the process generated and supported by CAO, which allowed them to move from animosity to cooperation.

The redress obtained by the affected communities in Kiboga and Mubende is an important aspect of the accountability process provided through CAO. The outcomes described in this report were achieved by the parties with CAO’s assistance in an environment where no other viable alternatives seemed to exist. CAO’s impact through dispute resolution is primarily focused on providing

redress at the project level. However, CAO carefully considers in what ways it can have an impact at the institutional level with IFC. This may include what role IFC can play in supporting outcomes from a CAO process, and what learning the process may engender to improve future IFC projects. CAO tracks these issues annually through its monitoring and evaluation system. As CAO monitors implementation of outcomes achieved by the communities and company in Uganda, CAO remains committed to track in what ways IFC will seek to learn from issues raised in the complaints from the Mubende and Kiboga communities, and in what ways IFC might improve its own systems as a result of the CAO dispute resolution process in Uganda.



# IN MEMORIUM

As significant outcomes are being reached between the Kiboga and Mubende communities and the New Forests Company in Uganda, CAO would like to honor the contribution of two individuals who sadly passed during 2014.

## JOSEPH NTAMASHAKIRO



Joseph Ntamashakiro, late Secretary of the Kiboga Twegatte Cooperative Society and one of the community representatives on the negotiating committee, February 2014 (Felix Davey/CAO).

Joseph Ntamashakiro was Chairman of the Kiboga Co-operative Society. Joseph was an extremely talented and tough community leader and negotiator. A strategist, clear thinker, and organizer, his commitment to achieving the very best for his community never wavered. We extend our deepest condolences to Joseph's family and his many friends.

Ogyenda gye, Joseph! May your soul rest in peace.

## ERIFAAZI RUTALYABUSHA



Erifaazi Rutalyabusha (center), late Chairman of the Kiboga Twegatte Cooperative Society, with members of the CAO team and community members.

Erifaazi Rutalyabusha (center) was Chairman of the Kiboga Co-operative Society. Erifaazi was a rock at the center of the Kiboga community, and led them for all the years of their struggle for recognition and restitution. Despite heavy demands, he never lost his focus and never gave up. Everything that has been achieved gives credit to Erifaazi's strength and commitment. We extend our deepest condolences to Erifaazi's family, his colleagues, his community, and his many friends.

Ogyenda gye, Erifaazi! May your soul rest in peace.

## MORE INFORMATION

All CAO reports are available on CAO's website and in hard copy on request.  
For more information, see [www.cao-ombudsman.org](http://www.cao-ombudsman.org).

## CONTACT US

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FSC Logo



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