



Terms of Reference (ToRs) for short-term consultancy to review and develop Strategic Plan for the Uganda Forest Working Group (UFWG) 2019-2029.

Prepare and submit your expression of interest and related technical and financial proposal to the host for the Secretariat of the UFWG, C/o Environmental Alert through for following address.



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This initiative is implemented in collaboration with **CARE International in Uganda** through, '*strengthening resilience and inclusive governance Program*,' with Financial support from **DANIDA** through **Care Denmark**. The programme is being implemented by CARE International in Uganda in partnership with National CSOs partners.



1.0 Introduction

This is the ToRs for the required technical support towards the review and development of new strategic plan for the UFWG. The developed Strategic plan will provide strategic direction for the subsequent network's interventions during next 10 years strategic plan period, 2019-2029 towards achievement of the networks aspirations in respect to the vision, mission and strategic objectives. Additionally, the Plan will serve as a tool for resource mobilization. These ToRs therefore provide information on the overall objectives of the consultancy, the general methodology, tools and approaches, the expected outputs and the required qualification and experiences of consultants to facilitate the development of the 10 year's strategic plan for the UFWG.

2.0 Background

The Uganda Forest Working Group (referred to as the UFWG) is a loose coalition of civil society organizations engaged in policy lobbying and advocacy towards good governance and better service delivery in the environment and natural resources sector in Uganda. The UFWG was founded in 2002 as a platform with a broad spectrum of stakeholders who play different yet complementary roles in their individual, collective and institutional capacities. These include field technical support, small grants management, research and products development, awareness creation, piloting alternatives, media publicity of issues and policy processes, public debate, advocacy and legislative lobbying, budget analysis and advocacy as well as independently monitor the implementation of the Forest Policy commitments. **Environmental Alert** is the Secretariat of the UFWG.

Vision, mission and goal of the UFWG

A) Vision: "Uganda's forestry resources managed sustainably."

B) Mission: "promote sustainable forestry resources management through advocacy, lobbying, generation and dissemination of knowledge and information and demonstration of good forestry management practices."

C) Goal: "An effective network providing credible support and advice to forestry sector in Uganda."

Source: UFWG Strategic plan, 2011-16.

The activities of the UFWG over the years have been guided by its strategic plan, the last of which expired in 2016. The Strategic Plan described the Goal, Objectives and Outputs of the Network over the 4 year planning period. In broad terms, it described the strategic interventions, implementation strategies, schedule, modalities and requirements, budget as well as a framework for monitoring the outputs and impacts or outcomes of this Strategic Plan.

It's therefore upon that background therefore that the Secretariat of the UFWG is facilitating the process of reviewing and developing a new strategic plan 2019-2029.

2.1 Objectives of the consultancy

The overall objective of this consultancy is to develop a new (ten years) Strategic Plan for the period 2019-2029, to ensure that the network effectively and efficiently fulfills its mandated objectives stipulated memorandum of Principles and as well keep members of the network working towards the same long-term goals.

UFWG core business:

- a. Carrying out advocacy and lobbying for good forestry related policies and good governance in Uganda;
- b. Generating and disseminating knowledge and information about forestry resources and factors influencing sustainable forestry resources management in the country;
- c. Capacity building for UFWG members and other stakeholders in various aspects of sustainable forestry resources management;
- d. Promoting Sustainable forestry resources management practices;
- e. Managing the UFWG network.

Source: UFWG Strategic plan, 2011-16.

2.2 Scope of work

The scope of work for the Consultant will include but not limited to:

- a) Familiarization with the history, review the vision, mission and goal based on UFWG’s mandated objectives;
- b) Conduct a participatory rapid assessment of performance (*i.e. key achievements, lessons learnt and emerging issues – challenges and opportunities*) in respect to implementation of the previous strategic plan;
- c) Undertake stakeholder mapping and analysis;
- d) Undertake a situation analysis of the UFWG including its Strengths, weaknesses, opportunities and threats (SWOT) as a platform for engagement towards good governance and accountability in the Forestry sub sector;
- e) Through a consultative process and application of appropriate tools of analysis, identify focus areas; the thrust areas, long term goals, strategic objectives, key result areas for the network;
- f) Review the institutional capacity, organizational set-up, financial and administrative systems against Network’s mandated objectives and the identified corporate goals, strategic objectives and key result areas and make recommendations, if any;
- g) Propose strategies for achieving the corporate goals, strategic objectives and key results;
- h) Develop a Results and Resources Framework for the plan period;
- i) Hold network members and stakeholder meeting to validate the draft Strategic Plan;
- j) Propose monitoring and evaluating strategies and mechanisms to ensure the effective implementation of the Strategic Plan;
- k) Finalize Strategic Plan and submit final strategic plan to the UFWG secretariat.

2.3 Key deliverables

The key deliverables are:

- i) A ten-year UFWG strategic plan and budget, 2019-2029;
- ii) 10 years UFWG strategic plan monitoring and evaluation framework;
- iii) Reports on the process including stakeholder consultations and validation workshops.

Notable: All deliverables shall be submitted in 2 copies; in hardcopy and softcopy in editable format.

2.5 Time lines for the consultancy

Table 1. Key tasks, expected outputs and related timeframe for submission of the outputs.

S/N	Task	Expected Output	No of Days	Timeframe for submission
a.	Familiarization with the history, review the vision and mission based on Network’s mandated objectives;	Inception report	5	December, 2018
b.	Conduct a participatory rapid assessment of performance (<i>i.e. achievements and emerging issues – challenges and opportunities</i>) in respect to implementation of the previous strategic plan			
c.	Undertake stakeholder mapping and analysis;			December, 2018
d.	Undertake a situational analysis of network’s operations to date – through reviewing appropriate documents and interaction with key stakeholders such as: <i>UFWG members, secretariat, thematic groups/heads; Partners ministry thematic sectors, Ministries Departments and Authorities on natural resources;</i>			December, 2018

e.	Through a consultative process and application of appropriate tools of analysis, identify focus areas; the thrust areas, long term goals, strategic objectives, key result areas for the network;	strategic plan and Draft process report	5	January, 2019
f.	Review the institutional capacity, organizational set-up, financial and administrative systems against Network's mandated objectives and the identified corporate goals, strategic objectives and key result areas and make recommendations, if any;			January, 2019
g.	Propose a strategy/strategies for achieving the corporate goals, strategic objectives and key results;			January, 2019
h.	Develop the draft strategic plan (results & outcomes) and budget;			January, 2019
i.	Develop a monitoring and evaluation framework for the strategic plan		5	
j.	Facilitate the UFWG members workshop to validate the draft Strategic Plan, budget and the monitoring and evaluation framework;	Final strategic plan and final process report		February, 2019
k.	Finalize Strategic Plan and submit final strategic plan to the Network secretariat.			February, 2019
	Total days		15 days	

3.0 Role of ENR-CSO Network Secretariat

- a) Supervision of the consultants;
- b) Meet obligations in terms of compensation to the consultants;
- c) Provide the necessary information available at Environmental Alert about Network members;
- d) Meet all logistical costs for the consultative and validation workshops;
- e) Provide transport, communication and other logistics necessary for the assignment as will be agreed.

4.0 Payments

The consultant will be paid professional fees as compensation for his/her technical/professional expertise and time invested in the delivery of the expected outputs. This will be discussed and agreed amicably for a win-win for both the consultant and Environmental Alert as a secretariat for the Network.

Notable is that the Consultant will be responsible for declaration of the income for income tax purposes and where applicable, *EA will make 6% statutory deductions (from the gross payment) payable to Uganda Revenue Authority as withholding tax in accordance with the income tax regulations of Uganda. Furthermore, a 10% of the total professional fees as contribution to Environmental Alert Management fees.*

5.0 Contractual conditions

- a) The Consultants shall be persons of high integrity and competence in application of the task at hand for the period required.
- b) Except with prior agreement with Environmental Alert, the Consultants shall not publicize or make public through media or in private any (part) of the raw or finished material, recommendations or information provided within the framework of this contract.

- c) All reference materials belonging to Environmental Alert that the Consultants may have in possession by virtue of the contract shall be surrendered to Environmental Alert at the end of the contract.
- d) In case of conflict arising from the implementation or execution of this contract, the parties agree to do their best to avoid legal action, but shall seek arbitration from a third party acceptable to both parties.

6.0 Expertise

a) Academic Qualifications

Relevant Master's degree in any of the following academic disciplines: *Organizational development and psychology; Public Management/ Administration; Environment and Natural Resources*

b) Experience

- i. Over five year's professional experience in strategic planning and management consultancy;
- ii. Prior work experience in the academic organizational and change management is an added advantage;
- iii. Demonstrated experience in working with government partners and other stakeholders in public sector development programs, especially in the area of capacity building and organizational development.

c) Skills and Competencies:

- i. Ability to work with minimal supervision;
- ii. Proven excellent written and oral communications skills in English;
- iii. Application/use of innovative and effective tools for stakeholder's engagement in the collection of required information and feedback;
- iv. Must be results-oriented, a team player, exhibiting high level of enthusiasm, tacit, diplomacy and integrity;
- v. Demonstrates excellent interpersonal and professional skills in respect to engagement with stakeholders and partners;
- vi. Excellent analytical, facilitation and communication skills for effective stakeholder engagements/workshops;
- vii. Evidence of having undertaken similar assignments;
- viii. Experience in research, policy development, management and programming-related work.
- ix. Excellent writing and reporting skills;
- x. Ability to work efficiently and deliver on committed outputs under the assignment within agreed timelines and deadlines.

7.0 Submission of technical and financial proposal

The consultant is expected to interpret these ToRs and submit an expression of interest with a technical and financial proposal for delivery of the expected outputs and the cost implications in terms of professional fees, respectively. This will be the basis for selection of the consultants, who will be invited to interact with a vetting team at Environmental Alert through presentation and discussions.

The technical and financial proposal should be submitted by **27th November 2018** to the Executive Director, Environmental Alert through email: ed@envalert.org