



**Terms of Reference (ToRs) for short-term consultancy to review and develop Strategic Plan for the Environment and Natural Resources Civil Society Organizations (ENR-CSO) Network 2018-2028.**

Prepare and submit your expression of interest and related technical and financial proposal to the host for the Secretariat of the ENR-CSO Network, 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 ENR-CSO Network. The developed Strategic plan will provide strategic direction for the subsequent network's interventions during next 10 years strategic plan period, 2018-2028 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 ENR-CSO Network.

## 2.0 Background

The Network for Civil Society Organizations in Environment and Natural Resources sector (referred to as the ENR-CSO Network) 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. It is a membership network composed of mainly local NGOs and CBOs with a few International NGOs. It was established in 2010. The driving force behind its formation was the need for the Civil Society Organizations (CSOs) to get organized and formalize their participation in the annual Joint Sector Review process (JSR) under the Ministry of Water and Environment. The ENR-CSO Secretariat is hosted by Environment Alert (EA).

### Vision, mission and goal of the ENR-CSO Network

**A) Vision:** *“Uganda’s natural environment providing goods and services, on sustainable basis, for national socio-economic development.”*

**B) Mission:** *“Mobilize CSOs to effectively promote good governance, effective management and sustainable utilization of Uganda’s natural resources”.*

**C) Goal:** *“Ensuring that ENR-CSO network members effectively contribute to achieving good governance for effective service delivery in the ENR sector.”*

**Source:** ENR-CSO Network Strategic plan, 2013-18.

The network provides a platform for civil society to coordinate and jointly engage in policy lobbying and advocacy with a collective voice but also provide opportunities for capacity building through learning and information sharing so as to ensure evidence based advocacy towards good governance of the country's natural resource base.

The Network's activities over the years have been guided by its strategic plan, the last of which expired in April, 2018. The Strategic Plan has been the description of the Goal, Objectives and Outputs of the Network over the 5 year planning period (May 2013-April 2018). It described in broad terms, 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.

### ENR-CSO Network core business:

- Lobbying and advocacy for enabling sector policies and good governance in the ENR Sector.
- Membership mobilization, information sharing and joint monitoring/advocacy
- Networking among members and between the network and other players in ENR Sector.
- Capacity building for the network members.

**Source:** ENR-CSO Network Strategic plan, 2013-18.

It's therefore upon that background therefore that the Secretariat of the ENR-CSO Network is facilitating the process of reviewing and developing a new strategic plan 2018-2028.

## 2.1 Objectives of the consultancy

The overall objective of this consultancy is to develop a new (ten years) Strategic Plan for the period 2018 – 2028, 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.

## 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 Network's mandated objectives;
- b) Conduct a participatory rapid assessment of performance (*i.e. key results, lessons learnt achievements and emerging issues – challenges and opportunities*) in respect to implementation of the previous strategic plan;
- c) Undertake stakeholder mapping and analysis from within and outside the ENR sector;
- d) Undertake a situation analysis of the ENRCSO network including: *its Strengths, weaknesses, opportunities and threats (SWOT)* as a platform for engagement towards good governance and accountability in the ENR 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, KPIs 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 Network secretariat.

## 2.3 Key deliverables

The key deliverables are:

- i) A ten-year ENR-CSO Network strategic plan and budget, 2018-2028;
- ii) 10 years ENR-CSO Network 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	Number of Days	Timeframe for submission
a.	Familiarization with the history, review the vision, mission and goal based on Network's mandated objectives;	Inception report	5	November, 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;			November, 2018
d.	Undertake a situational analysis of network's operations to date – through reviewing appropriate documents and interaction with key stakeholders such as: <i>ENRCSO members, secretariat, thematic groups/heads; Partners ministry thematic sectors, Ministries</i>			November, 2018

	<i>Departments and Authorities on natural resources;</i>			
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	December, 2018
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;			December, 2018
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 ENR-CSO Network 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
	<b>Total days</b>		<b>15 days</b>	

### 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 EA, 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 EA that the Consultants may have in possession by virtue of the contract shall be surrendered to EA 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 **19<sup>th</sup> November 2018** to the Executive Director, Environmental Alert through email: [ed@envalert.org](mailto:ed@envalert.org)