



**Terms of Reference (ToRs) for short-term consultancy to develop a 10 years Strategic Plan (2019-2029) for the National CSO Network on Renewable Energy in Uganda (NACREU- Network).**

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

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*This initiative is implemented with support through the **Clean Energy Project**, implemented by **Environmental Alert** in partnership with **WWF-Uganda Country Office** with financial support from **NORAD**.*



## 1.0 Introduction

These are the ToRs for the required technical support towards the development of a **strategic plan for the National CSO Network on Renewable Energy in Uganda (NACREU-Network)**.

The developed Strategic plan will provide strategic direction for the network during **next 10 years strategic plan period, 2019-2029** towards achievement of its 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 years strategic plan for the NACREU-Network.*

## 2.0 Background

The **NACREU-Network**<sup>1</sup> is a loose semi-formal Network that brings together civil society organizations, academic institutions, individuals and Networks engaged in the promotion and development of activities and practices in the renewable energy sub sector at all levels (i.e. national, local, sub-regional and community) in Uganda.

It is a membership network composed of mainly CSOs, *individuals*, institutions, academia, CBOs and Networks *with a few international NGOs* engaged in renewable energy. The Network was formed in 2018 in pursuit to enhance the Renewable energy CSOs & Networks participation and coordination in the joint sector review of the Ministry of Energy and Mineral Development (MEMD). The NACREU-Network Secretariat is hosted by Environmental Alert (EA).<sup>2</sup>

### Vision, mission and goal of the NACREU-Network

- A) Vision:** The vision of NACREU-Network is *“Well developed and managed renewable energy resources for the benefit of all Ugandans.”*
- B) Mission:** The mission is *“To promote increased access to and sustainable utilization of renewable energy alternatives for efficient, clean cooking and lighting in Uganda through collaboration, education, training, and advocacy.”*
- C) Goal:** The goal of the Network is *“To influence access to clean and sustainable management of renewable energy resources through structured engagements agenda with MEMD and other relevant MDAs.”*

**Source:** The NACREU-Network Memorandum of Principles (MoP).

<sup>1</sup> Further information about the Network is provided in section 8.0

<sup>2</sup> Further information about Environmental Alert detailed in the profile available at: <http://envalert.org/wp-content/uploads/2018/07/EA-profile-Updated.pdf>

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 renewable energy sources.

**The Network core business**

- i) *To advocate for promotion, compliance and accountability of government with respect to its policy commitments and private sector activities;*
- ii) *To ensure that individuals, institutions, CSOs and Networks engaged in Renewable energy progressively develop capacity in policy analysis, advocacy and independent monitoring;*
- iii) *To engage in policy lobbying for conducive policy environment for renewable energy access and sustainable utilization.*

**Source:** The NACREU-Network draft Memorandum of Principles (MoP).

Since its establishment, the Network has not been having a guiding document for its activity implementation. It's therefore upon that background that the Secretariat of the NACREU Network is facilitating the process of developing a 10 years Strategic Plan for the period 2019-2029.

## **2.1 Objectives of the consultancy**

The overall objective of this consultancy is to develop a **ten years Strategic Plan for the period 2019 – 2029**, to ensure that the network effectively and efficiently fulfills its mandated objectives stipulated in the 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 Network activities;
- c) Undertake stakeholder mapping and analysis from within and outside the renewable energy sub sector;
- d) Undertake a situation analysis of the NACREU network including: *its strengths, weaknesses, opportunities and threats (SWOT)* as a platform for engagement towards a well developed and managed renewable energy resources for the benefit of all Ugandans;
- 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, key performance indicators (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) Facilitate Network members and stakeholder meeting to validate the draft Strategic Plan;

- j) Propose monitoring and evaluation strategies and mechanisms to ensure the effective implementation of the Strategic Plan;
- k) Finalize Strategic Plan and submit final document to the Network secretariat.

### 2.3 Key deliverables

The key deliverables are:

- i) *A ten-year NACREU-Network Strategic Plan and Budget, 2019-2029;*
- ii) *Ten (10) years NACREU-Network strategic plan monitoring and evaluation framework;*
- iii) *Reports on the process including stakeholder consultations and validation workshop.*

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

### 2.5 Time lines for the consultancy assignment

The key tasks, related outputs and timelines are presented in Table 1 below.

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

Task	Expected Output	Number of Days	Timeframe for submission
a. Become accustomed with the history, review the vision, mission and goal based on Network's mandated objectives	Inception report	0.5 days	7 <sup>th</sup> June, 2019
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 engagements		3 days	12 <sup>th</sup> June
c. Undertake stakeholder mapping and analysis		1 day	13 <sup>th</sup> June,2019
d. Undertake a situational analysis of Network's operations to date – through reviewing appropriate documents and interaction with key stakeholders such as: <i>NACREU-Network members, secretariat, MEMD, Ministries Departments and Authorities in renewable energy sub sector as well as other relevant ministries like Ministry of Water and Environment (MWE)</i>		1day	14 <sup>th</sup> June,2019
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	Draft strategic plan and a draft process report	3 days	19 <sup>th</sup> June, 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		1	20 <sup>th</sup> June, 2019
g. Propose a strategy/strategies for achieving the goal, strategic objectives and key results		1 day	21 <sup>st</sup> June, 2019
h. Develop the draft Strategic Plan (results & outcomes) and budget		1 day	24 <sup>th</sup> June, 2019
i. Develop a monitoring and evaluation framework for the Strategic Plan		2	26 <sup>th</sup> June, 2019
j. Facilitate the NACREU-Network members workshop to validate the draft Strategic Plan, budget and the monitoring and evaluation framework;		0.5	27 <sup>th</sup> June, 2019
k. Finalize Strategic Plan and submit final document to the Network secretariat	Final strategic plan and final process report	1 days	29 <sup>th</sup> June, 2019
<b>Total days</b>		<b>15</b>	

### 3.0 Role of NACREU-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.*

### 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. *Ability to deliver on quality outputs within agreed timelines and deadlines;*
- vi. *Demonstrates excellent interpersonal and professional skills in respect to engagement with stakeholders and partners;*
- vii. *Excellent analytical, facilitation and communication skills for effective stakeholder engagements/workshops;*
- viii. *Evidence of having undertaken similar assignments;*
- ix. *Experience in research, policy development, management and programming-related work;*
- x. *Excellent writing and reporting skills;*
- xi. *Ability to work efficiently and deliver on committed outputs under the assignment within agreed timelines and deadline.*

## 7.0 Submission of the 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 **31<sup>st</sup> May, 2019** to the **Executive Director, Environmental Alert** through email: [ed@envalert.org](mailto:ed@envalert.org)

### **8.0 About the National CSO Network on Renewable Energy in Uganda (NACREU-Network).**

The **National CSO Network on Renewable Energy in Uganda (NACREU-Network)** is a loose semi-formal Network that brings together civil society organizations, academic institutions, individuals and Networks engaged in the promotion and development of activities and practices in the Renewable energy sub sector at all levels (i.e. national, local, sub-regional and community). These CSOs and Networks are currently being mobilized and coordinated by EA for structured engagements with Government through the Ministry of Energy and Mineral Resources. This process started September 2017 with the identification, mapping and profiling of the CSOs and Networks in renewable energy for purposes of potential partnerships and effective coordination. However, in September, 2018, the Network was formalized where members agreed to have it as a loose semi-formal Network. Currently, the Network has an interim committee responsible for its governance issues. The Network is currently being hosted by Environmental Alert.

### **8.1 Objectives of the network**

- i) To advocate for promotion, compliance and accountability of government with respect to its policy commitments and private sector activities;
- ii) To ensure that individuals, institutions, CSOs and Networks engaged in Renewable energy progressively develop capacity in policy analysis, advocacy and independent monitoring;
- iii) To engage in policy lobbying for conducive policy environment for renewable energy access and sustainable utilization.

### **8.2 Scale of Network outreach**

Currently, the Network has a total of **36 profiled CSOs** and Networks at national level and **90 NGOs** and **CBOs** are engaging at the sub-regional level across **20 districts** in the Albertine Rift including: *Kasese, Bushenyi, Rubirizi, Mitooma, Rukungiri, Kabarole, Kisoro, Bundibugyo, Masindi, Hoima, Buliisa, Kagadi, Kyenjojo, Ntoroko, Arua, Nebbi, Koboko, Moyo, Adjumani and Maracha district.*

### **8.3 Some of the key outputs of the Network since its inception**

The CSOs at national and sub-regional level under their umbrella- The National Renewable Energy CSO Network in partnership with WWF-UCO with financial support from NORAD are currently implementing the 2nd phase of the Clean Energy Project with a goal of, "Communities living in the Albertine Graben adopting to sustainable and renewable energy alternatives to reduce dependency on biomass for their energy needs."

With the above support, the Network achieved following outputs:

- a. CSOs and Networks Position paper on the Renewable Energy Policy for Uganda;*
- b. A CSO and Networks advocacy strategy which is being implemented;*
- c. A Study report and position paper on the current financing and investment in the energy sector in Uganda;*
- d. A Consolidated Renewable Energy CSOs and Networks Annual Performance Report, FY 2017/18 and Position Paper, FY 2017/18 were finalized and are due for publication moving forward;*
- e. A CSOs capacity building plan;*
- f. Establishment of a 5 member Task Committee to oversee the network's transition towards full establishment and operationalization of its governance structures.*

#### **8.4 Steps for Network development moving forward**

- a. Development of the Network' memorandum of principles and operationalization of its governance structures i.e. Steering Committee, Thematic Working Groups and General Assembly;*
- b. Development of the Network's strategic plan;*
- c. Pursuing structured collaboration with strategic partners and like-minded institutions at the local, national and international levels;*
- d. Development of the network's logo and website;*
- e. Implementation of the advocacy strategy;*
- f. Implementation of the Capacity building plan;*
- g. Continuous engagement in policy processes through advocacy in available spaces.*