



Forestry Sector Support Department  
Ministry of Water & Environment



## TERMS OF REFERENCE

### CONSULTANCY TO REVIEW AND RE-DEVELOP THE UGANDA FORESTRY STANDING ORDERS & ADMINISTRATIVE POLICIES

#### 1. Introduction

The Uganda Forestry Standing Orders & Administrative Policies (UFSOAPs) were launched in 1997 to guide the day to day operations and management of the country's forestry sector. The UFSOAPs are more than two decades old and have not been since updated, including to reflect the institutional changes that came about as a result of the forestry sector reform process in the late 1990s / early 2000s. Today there are different policies and standing orders in place which need to be rationalized, improved, augmented and combined to create a single overarching set of forestry standing orders and administrative policies for the country. The lack of an up-to-date and implementable UFSOAPs document constitutes a substantial weakness and pressing gap in the management of Uganda's forestry sector. The benefit of updating the UFSOAPs will be that:

- i. They can be used to establish, defend and ensure forestry administration standards, procedures and ethics
- ii. Forest officers will be able to better understand and carry out their roles and responsibilities in a standardized manner countrywide
- iii. Forest officers can be held accountable against these prescribed standards, procedures and ethics for the quality of their work and conduct
- iv. Overall, the process of forestry administration in Uganda is practiced in an integrated, systematic and effective manner against specific standard operating procedures
- v. The induction/orientation of forest officers when recruited into the sector will be strengthened and enriched.

In this regard, the Minister for Water and Environment (MWE) under the National Forestry and Tree Planting Act of 2003 (NFTPA 2003) is charged with the formulation and implementation of the forest policy, the national forest plan and the overall management of the forest sector, through the Directorate of the Environment Affairs, the Forest Service Support Department (FSSD) which supervises the District Forest Services (DFS), and the National Forestry Authority (NFA). NFA is a semi-autonomous government organization established under the NFTPA (2003) to sustainably manage all Central Forest Reserves (CFRs) in Uganda, and to promote and develop private forestry. The District Forestry Services were also created under the NFTPA to administer forest resources in Uganda outside of CFRs at district level, with supervision from the FSSD.

The Ministry, in collaboration with NFA and DFS, is seeking the services of a senior consultant to develop a combined 'Uganda Forestry Standing Orders & Administrative Policies' document, arising from the need to revise, redevelop and revive the Standing Orders of the previous Forest Department (1997), together with the incorporation of existing FSSD, NFA and DFS policies into the new document. The new 'Uganda Forestry Standing Orders & Administrative Policies' will act as the key guiding document for the day-to-day management of the forestry sector and its operations.

## 2. Scope of Work

The consultant will work closely with the Senior Management Teams of FSSD and NFA to carry out the following scope of work:

1. Audit the previous Forest Department's Departmental Standing Orders (DSO) (1997) (noting where appropriate superseding / overriding national legislation and regulations) and compare its contents with existing MWE (FSSD), NFA and DFS policies, public service standing orders and equivalent standing orders, identifying gaps and deficiencies including and not restricted to:
  - i. Forestry and technical
    - a. Forest protection & reservation
    - b. Forest survey and boundary management
    - c. Forest Management Planning
    - d. Forest Resource Assessments
    - e. Natural forest management
    - f. Plantation establishment and management
    - g. Seed and nursery management
    - h. Fire management
    - i. Disease and pest management
    - j. Harvesting, processing and grading
    - k. Agroforestry and Urban forestry management
  - ii. Forestry administration
    - a. Tree farmer and other forest tenant management
    - b. Collaborative Forest Management
    - c. Forestry extension
    - d. Management of forests outside PAs and at local government level
    - e. Guidance of preparation of ordinances and byelaws at local government level
    - f. Local government liaison & cooperation
    - g. Law enforcement liaison & cooperation
    - h. Plant, roads and buildings managed by NFA
    - i. Resource mobilisation
  - iii. Organisational management
    - a. MWE, DFS and NFA (Directorate, unit and range) performance management systems
    - b. Personnel management policies, protocols & regulations
    - c. Financial management policies, protocols & regulations
    - d. Stores, asset management and procurement
    - e. IT usage and data management
    - f. Corporate communications and public relations
    - g. Client services
2. Develop a prioritised candidate list of policies and orders requiring revision and/or development, in addition to those currently existing that can be included without change, and agree with NFA's senior management team and FSSD a finalised list to be included in a new 'Uganda Forestry Standing Orders & Administrative Policies' document designed to replace and augment the Forest Department's DSO of 1997. The candidate list, in so far as is appropriate and advisable, should be developed to complement and support the National Forest Stewardship Standards (NFSS).

3. Generate a methodology to be used for developing the revised and new policies and standing orders – the methodology should:
  - i. Review and benchmark relevant examples of forestry and organisational policies and standing orders as a means for recommending the most appropriate structure and format for the new standing orders
  - ii. Ensure that all developed policies and standing orders underpin best practices in forestry, forestry administration and organisational management including and not limited to enabling compliance with Uganda’s National Forest Stewardship Standards, as well as other relevant standards
  - iii. Involve key FSSD and NFA staff at headquarters and in the ranges as well as district forest officers
  - iv. Include targeted consultations with senior (ex-government) and other forestry practitioners, the Uganda Forestry Association, the private sector, local government, NGOs, academics and other stakeholders
4. Design the candidate policies and standing orders to be straight-forward, practicable, verifiable and cost effective; they should form a set of standard operating procedures for FSSD, NFA and DFS which underpin how they operate on a day-to-day basis, forming a key benchmark for how staff and organisational performance is assessed.
5. Provide recommendations and a roadmap for how the new ‘Uganda Forestry Standing Orders & Administrative Policies’ are to be on-boarded and implemented in FSSD, NFA and DFS, including identifying key staff competency, training and coaching needs.
6. Facilitate the necessary validation and review workshops to achieve broad-based consensus and buy-in to the new forestry standing orders and administrative policies.

### 3. Outputs

The consultant will deliver the following outputs:

1. An **inception report** – setting out an agreed finalized scope of work, methodology and timeline clearly showing a detailed schedule of work. The inception report should also set out a preliminary structure and contents of the proposed UFSOAPs document together with a supporting rationale, subject to further change.
2. An **initial draft ‘Uganda Forestry Standing Orders & Administrative Policies’** document for comments and provisional approval by a Steering Committee (see Section 6).
3. A **public draft ‘Uganda Forestry Standing Orders & Administrative Policies’** document for broader review and validation.
4. A **finalized ‘Uganda Forestry Standing Orders & Administrative Policies’** document for approval by the FSSD/NFA Senior Management Team and NFA Board, MWE Senior Management Team and the Minister accompanied by:
5. **Recommendations and a roadmap for the onboarding and implementation of Uganda’s new Forestry Standing Orders and Administrative Policies**, including setting out key staff competency, training and coaching needs.

#### 4. Timeline and key milestones

The consultant will unconditionally commit to honouring a start date of June 22<sup>nd</sup>, 2020, and a completion date for submitting the final draft of the Uganda Standing Orders & Administrative Policies together with a supporting report on or before December 14<sup>th</sup>, 2020. In addition, the consultant will make themselves available for ongoing consultations with the Ministry and NFA for a period of two months up to 19<sup>th</sup> February 2021 at the discretion of the Steering Committee (see Section 6). Key milestones are as follows:

Date	Milestone	Milestone description	Guideline for number of working days*
30 Apr 20	A	Consultancy advertised in press and made public	--
14 May 20	B	Deadline for the submission of bids from prospective consultants	--
29 May 20	C	Winning bid selected, offer made and draft contract made available	--
22 Jun 20	1	Consultancy initiation (contract negotiations complete and agreement signed)	0.5
13 Jul 20	2	Inception report submission	15
27 Jul 20	3	Authorization and guidance given by the Steering Committee for the consultant to proceed	0.5
05 Oct 20	4	Submission of initial working draft of the new Uganda Standing Orders & Administrative Policies	40
26 Oct 20	5	Feedback and comments provided by the Steering Committee	2
09 Nov 20	6	Submission of public working draft of the new Uganda Standing Orders & Administrative Policies for consultation	10
30 Nov 20	7	Completion of all review and validation workshops	12
14 Dec 20	8	Finalized Uganda Standing Orders & Administrative Policies and supporting report submitted to the Steering Committee	10
19 Feb 21	9	Completion of ongoing support to Steering Committee, MWE and NFA	5
<b>TOTAL</b>			<b>95</b>

\* The number of working days for each milestone is calculated on the basis of 'person' days: if a team of two consultants is to carry out the work, then the total number of days to be worked should not exceed 95, however divided or arranged between them.

## 5. Qualifications and experience

The consultant will be required to have a minimum of an advanced post graduate qualification in business administration, forest administration / governance or other directly relevant field together with:

- A proven minimum track record of ten years' professional experience and achievement at a senior leadership level in forestry and forest management within government and preferably also in the private sector
- A comprehensive understanding of best practices in forestry and organisational management, and equally of the environment in which Ugandan public institutions operate.

## 6. Terms and conditions

The consultant will be paid a daily rate for their work up to a fixed ceiling, payable in equal instalments upon submission and acceptance of the deliverables, the first of which is to be submitted and approved before the consultant proceeds to broadly engage with the full scope of work, FSSD, DFS and NFA staff and stakeholders.

The consultant will report to a steering committee comprising the Commissioner for Forestry, the Executive Director of NFA, the Country Director AWF and other appointed team members who will provide overall guidance, including on the structure, contents and format of each deliverable.

The consultant will be provided with logistical support and reimbursed agreed reasonable receipted work-related expenses while in the field.

The consultancy must be completed within the timeline set out in Section 4 unless otherwise agreed in writing by the Steering Committee chairperson.

## 7. Bid submission and selection

Prospective service providers should submit the following by email to [UGProcurement@awf.org](mailto:UGProcurement@awf.org) addressed to the Country Director, African Wildlife Foundation by 17:00hrs 14<sup>th</sup> May 2020.

1. A concise and incisive synopsis of their assessment and response to Sections 1-4 of these terms of reference, not to exceed 8 pages excluding any supporting annexes, title pages, tables of content, etc.
2. The curriculum(a) vitae of the consultant(s) not to exceed 4 pages each, together with the details of three referees each.
3. A financial proposal definitively setting out the consultant's direct costs and providing an estimate of process costs and field expenses as reimbursables.

Submissions will be evaluated by the selection committee on the basis of their technical merit and financial effectiveness, and the results communicated by 17:00 hrs 29<sup>th</sup> May 2020. The committee reserves the right not to select any bid.