



TERMS OF REFERENCE

NATIONAL FORESTRY AUTHORITY MID-TERM STRATEGIC PLAN REVIEW

1.0 Introduction

The National Forestry Authority (NFA) is seeking the services of a senior consultant to carry out a mid-term review of its strategic plan (2020-2025). NFA is a semi-autonomous government organization established under the National Forestry and Tree Planting Act (2003) to sustainably manage all Central Forest Reserves (CFRs) in Uganda, and to promote and develop private forestry. Since its establishment in 2003, NFA has implemented three five-year Business Plans (2004-2009, 2009-2014 and 2015-2020) financed by Appropriation in Aid (non-tax revenue) which it collects from its licensees. NFA also receives support from the Government of Uganda and development partners. A mid-term review of NFA's current Strategic Plan is due to be carried out in 2022 to assess progress on the implementation of the current Strategic Plan, highlighting challenges encountered during implementation and making recommendations for remedial measures over the remaining period.

2.0 Objectives

The objectives of this Midterm review process are to work with an appointed NFA committee to:

1. Measure progress made in the implementation of the NFA Strategic Plan for the period July 2020 to December 2022, and to relate the level of funding varyingly received for different activities to the progress achieved.
2. Identify gaps, challenges and lessons learnt during the implementation of the Strategic Plan and assess the continuing relevance of the selected Strategic Plan interventions and targets, particularly in relation to the National Development Plan III (2020-2025).
3. Validate existing and where necessary establish new baselines and accordingly revise targets.
4. Make practical recommendations for the improved implementation of the Strategic Plan through the next two- and a half-year period.

3. Expected outcomes & outputs

3.1 Outcome

The main outcome of the mid-term review will be an adjusted and re-validated strategic outlook and way forward for NFA.

3.2 Outputs

The main outputs of the mid-term review will be a mid-term performance report and accompanying recommendations, and a reviewed and amended strategic plan.

4. Scope of Work

NFA wishes to engage the services of a consultant to undertake the midterm review of the Strategic Plan 2020-2025. The consultant will be responsible for carrying out the physical and financial mid-term review of NFA's Strategy (2020-2025) and thereafter recommending and making changes to the strategic plan. The review may

also have to take into consideration the merging of NFA into the Ministry of Water and Environment under the government's planned mainstreaming of its agencies.

4.1 Specific tasks

The consultant's core tasks will include the following:

1. Review the quarterly/annual performance reports and progress reports with respect to the implementation of NFA's Strategic Plan and its program areas, outputs, outcomes, and indicators to determine gaps, challenges and lessons learnt during implementation.
2. Map NFA's clientele and stakeholders, their interests, expectations, and obligations. Undertake stakeholder consultations and interviews with program working groups, selected staff of key ministries, departments and agencies, and development partners, donors, NGOs, CSOs, private sector, academia, and other interest groups. Understand both their perceived and real expectations, responsibilities, obligations, rights, and experiences in relation to the implementation of the Strategic Plan.
3. Include crosscutting issues - gender and equity (youth, human rights, and disability), climate change, and emerging and existing inequalities) in the review process.
4. Review the M&E framework for the Strategic Plan and establish a baseline and new targets where required.
5. Prepare a Midterm Review report of the Strategic Plan 2020 – 2025 and provide practical recommendations for the implementation of the remaining period of the Strategic Plan (2020 -2025), including partnerships and resource mobilization.
6. Conduct debriefings and a stakeholders' workshop to present the findings of the Midterm Review report (targeting NFA's Board, Management, and other key stakeholders - Program Working Group, National Planning Authority etc.).
7. Conduct mentoring/training for key staff that are responsible for implementation of the Strategic Plan as agreed.

5. Deliverables

Outputs shall include the following, with consummate timelines:

1. An inception report submitted seven (7) working days from the signing of the contract. The report should explore the consultants understanding of the Terms of Reference, reflect the mapping of stakeholders and present the initial findings from literature review.
2. A final Midterm Review Report and preceding drafts
3. A final amended NFA Strategic Plan and preceding drafts

6. Time frame/ Work Schedule

The Midterm Review of the Strategic Plan shall be completed within a period of twelve (12) weeks and with a level of effort of up to 40 working days from the date of signing the contract. Details in the Table below. **The mid-term review must result in the amended NFA Strategic Plan to start being implemented from 1st January 2023 and therefore all final deliverables must have been submitted and approved by 23rd December 2022.**

Milestone	By
Inception report	1 st week
Draft Midterm Review Report	8 th week
Final Midterm Report	12 th week

7. Consultant

The consultant will be required to have a minimum of an advanced (Masters) degree in Business Administration or relevant field and have:

- A proven minimum track record of ten years professional experience in providing quality management consulting services, including performance assessments and strategic reviews, and in facilitating organizational change management processes, both for public and private sector organizations. They should be able to demonstrate why the previous management consulting they have carried out has had transformational impacts on the organizations that they have worked with.
- A broad understanding of natural resource management and forestry, and equally of the environment in which Ugandan public institutions operate.

8. Reporting arrangements

The Consultant shall ultimately report to the Executive Director, National Forestry Authority at Plot 10/20, Spring Road, and P. O. Box 70863, Kampala. However, for technical matters, and for day to day activities, the Consultant will be supervised by the Director of Policy and Planning, and to AWF Uganda on administrative matters.

9. Sources of information for the consultancy

- National Development Plan III, 2020 -2025.
- NFA Strategic Plan 2020 -2025
- Annual Performance Reports for FY 2020/21, 2021/22
- Internal and External Audit Reports for FY 2020/21, 2021/22
- Monitoring and Evaluation Plan 2020 -2025
- National Forest and Tree Planting Act, 2003
- National Forestry and Tree Planting regulations 2016
- National Environment Management Act, 1995
- NRM manifesto

10. Format of the Midterm Review Report:

- Cover Page
- Summary
- Table of Contents
- List of acronyms and abbreviations
- Executive Summary - describing the core areas of SP focus, main findings, conclusions, and recommendations.
- Introduction
- Background and Context
- Methodology

- Findings - backed up by evidence, cross-cutting issues unintended and unexpected outputs and outcomes
- Conclusions
- Lessons Learnt and Good Practices –what worked, what never worked and future plans to improve performance
- Recommendations: To follow order of priority and take into account the circumstances (Covid-19, Budget cuts additional funding from USAID, UNHCR, World Bank, WWF, WCS, Nature Uganda, Corporate (MTN, Local Banks, Total etc.).
- Annexes.

11. Applications

Expressions of interest (Eoi) should be sent via email to UGProcurement@awf.org by Tuesday, 27th September 2022 and contain the following:

1. A headed cover letter with the full particulars of the applicant’s organization signed by an office holder of the organization with the authority to sign and submit the Eoi.
2. A two-page technical note setting out the applicant’s varied experiences and insights from having carried out previous similar assignments that have created tangibly positive impact, their views on what the key attributes of an effective and successful strategy are and what the key components, qualities and methodology of a correspondingly supporting strategic review process should be and why.
3. A timeline (Gantt chart) of the key components / activities of the proposed review process.
4. The summary details of the proposed team (which should be kept as small / lean as possible) set out in a half page with a short explanation of why the people comprising the team have been chosen.
5. The résumés of the team – comprising of no more than 3 pages per résumé.
6. The names and contacts of three people able to provide references, two of which must be past clients who should be able to comment on strategic review work previously carried out by the applicant for them.
7. A one-page financial note setting out a sufficiently detailed and cost-effective budget quote to include all anticipated costs.

It is important that applicants follow the above instructions closely – failure to do so may disqualify the applicant’s Eoi regardless of its merits. Official supporting documentation (e.g., company and tax registration certificates, academic certificates, professional certificates etc.) should not be submitted.

CONTACT ADDRESS:

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