



TERMS OF REFERENCE

NATIONAL FORESTRY AUTHORITY STRATEGIC PLAN MID-TERM REVIEW

1. 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 (2015-2020). 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), and to promote and develop private forestry. Since its establishment in 2003, NFA has implemented two five-year Business Plans (2004-2009 and 2009-2014) and is mid-way through implementing its third plan (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 the second-half of 2018, and there are also preliminary plans to update the National Forest Plan¹ which incorporates planning for all parts of the forestry sector in Uganda. It is anticipated that the revised NFA Strategic Plan will feed into the revision of the National Forest Plan.

A previous review of the 2009-2014 NFA Business Plan indicated that NFA had struggled to make progress in implementing its mandate of managing CFRs on a sustainable basis, and in supplying high quality forestry-related products and services to Government, local communities and the private sector.

- The performance of the Business Plan 2009-2014 was below average at only 43%. The corresponding funding for the planned targets was very low at only 25%, although donor-funded projects performed better, which indicates that NFA was over-reliant on donor funding.
- The impact of unsatisfactory performance can be seen in the state of CFRs today characterized by rampant encroachment, poorly maintained plantations, and degraded ecosystems.
- Previously limiting restrictions adversely affecting the state of CFRs - in particular a suspension on evicting encroachers and a ban on licensing land in CFRs zoned for production to private tree planting – have recently been lifted which will be helpful going forward.

The mid-term review process is to be comprised of three components:

- a) **A situational analysis and options report** - will provide a set of carefully assessed and developed options to be drawn upon for enabling NFA to better structure, finance and

¹ Forest planning at the sector level under the Forest Sector Support Department (FSSD) which is responsible for forestry policy, governance and regulation matters, as well as for forestry at local government level through Local Government (Forest) Reserves (LGRs).

manage its operations in order to achieve its organizational goals, given its operating environment. A primary focus will be on how NFA can transition to a higher level of financial sustainability. This analysis will be carried out by the United States Forestry Service (USFS) in close conjunction with NFA.

- b) **A performance review of the NFA Strategy (2015-2020)** - will provide an assessment of NFA's implementation of its strategic plan to date and make recommendations for improving both the design and implementation of the strategy. This assessment will be carried out by the consultant, in consultation with NFA.
- c) **A revision of the NFA Strategy (2015-2020)** – resulting in a more realistic and transformational strategic plan which draws on the outcomes of the situational analysis and performance review. The revised strategic plan will be co-developed by the consultant, in close collaboration and consultation with NFA and USFS.

2. Overall Purpose

The overall purpose of the mid-term review of the NFA Strategic Plan (2015 – 2020) is to contribute to a better understanding of the progress achieved in its implementation, and determine the extent to which NFA is achieving sustainable forestry management and addressing cross-cutting issues of climate change adaptation and mitigation, gender equality and equity, and recommend improvements to NFA's strategy, programmes, management systems, practices and culture for strengthening the implementation of the remaining part of the strategic plan..

3. Scope of Work

The consultant will be responsible for carrying out the physical and financial performance review of NFA's Strategy (2015-2020) and thereafter revise NFA's strategic plan. The consultant will carry out the following activities:

3.1 Performance review

1. Design the methodology for a performance assessment of NFA's implementation of its strategic plan, in consultation with NFA, drawing on the preliminary findings of the situational analysis and options report
2. Carry out a mid-term performance review of NFA's implementation of its strategic plan to date, in particular assess the:
 - a. Appropriateness of NFA mission (goal) and strategic objectives in achieving the vision and delivering NFA's mandate as set out in the forest policy, law and regulations,
 - b. Appropriateness of the design and content of the strategic plan relative to NFA's mandate and mission as set out in the forest policy, law and regulations,

- c. Extent to which the strategic plan has been used to guide NFA's performance framework, its annual operating plans and activities,
- d. Extent to which annual operating plans and activities - to the level that they have been funded - have been implemented in an effective manner and achieved the outcomes and outputs intended,
- e. Fitness of purpose and effectiveness of NFA's decision-making and management systems, from board to field level,
- f. NFA's financial performance over the period in terms of the extent to which NFA has secured its budgeted operating costs through government subventions, non-tax revenue and other sources of income
- g. Extent to which NFA has effectively implemented monitoring and evaluation as designed,
- h. Extent to which NFA has been able to respond to key emerging challenges and to manage risk,
- i. Extent to which staff competencies and capacity sufficiently exist in order for NFA to deliver on its mandate and strategic plan,
- j. Nature of other relevant factors that have enabled and/or prevented NFA from successfully implementing its Strategic Plan.

3.2 Revision of the Strategy (2015-2020)

1. Lead the revision of the NFA Strategy in close collaboration with NFA staff, with the objective of providing a realistic and incisive road-map for NFA that enables a transition towards significantly stronger overall performance and financial viability, and which results in NFA being able to better manage its forest estate and operations, and the services it provides to the general public. The consultant will:
 - a. Draw on the findings of the situational analysis and options report as well as the recommendations of the performance review to develop the revised strategic plan
 - b. Develop a transformative but realistic road map of change for NFA which enables the organization to transition towards much stronger institutional performance as measured against key targets and indicators of achievement
 - c. Structure and write the Strategic plan in a manner which ensures that it is easily interpreted by providing clear directive and prioritized objectives underpinned by incisive explanations of how the objectives should or can be achieved.
 - d. Set out a performance framework which can be subsequently further built out by the different business units within NFA as part of implementing the revised strategic plan.
2. Provide a set of prioritized recommendations for ongoing institutional support to NFA to better enable it to implement and achieve its revised strategic plan

3.3 Outputs

The consultant will deliver the following outputs:

1. A concept paper developed indicating the methodology for the Performance Review and clearly showing a detailed schedule of work.
2. A Strategic Plan Mid-term Performance Review report with recommendations for improving NFA's management and strengthening NFA's staff performance, including in-service coaching and training
3. A revised NFA Strategic Plan setting out a road-map for improving NFA's performance
4. Recommendations for further institutional support to NFA.

4. Qualifications and experience

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.

5. Terms and conditions

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

The consultant will report to the Executive Director of NFA, who will provide overall guidance, including on the structure and format of each deliverable.

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

The consultancy must be completed within a period of sixty (60) working days from the date of the signing of the contract.