Terms of Reference for Consultant to develop Wetlands International Uganda Strategic Plan 2024-2030

I. Introduction

Wetlands International started operations in 1937 as the International Wildfowl Inquiry focused on protecting water birds. In 1954, we expanded our scope to include the protection of wetland areas, and our name changed to the International Waterfowl & Wetlands Research Bureau (IWRB). Later, we emerged with the Asian Wetland Bureau (AWB) and Wetlands for the Americas (WA), and in 1991, we formed a single global organization, Wetlands International (WIGO), with a Global Office in the Netherlands. Wetlands International is continuously growing and realizing global achievements. Wetlands International has over 20 sub-regional, national, or project offices in all the continents and works in over 100 countries.

Wetlands International was mandated to operate as Wetlands International Eastern Africa (WIEA) in 2017. In 2017, WIEA prepared the first strategic plan (2017-2027). This strategic plan is currently under review and will result in a Strategic Plan 2024-2030.

In Uganda, WIEA officially opened its projects office in 2017. The strategic direction of the Wetlands International Uganda Office (WIUG) has been hinged on the WIGO Strategic Intent and the WIEA 2017-2017 plan. In the past seven (7) years, the country office has grown in terms of operations and anticipates further growth. Moreover, the Environment Sector in Uganda has also experienced several advancements like policy and regulatory but is also experiencing a wide-range of emerging issues that require WIUG to be better positioned and established.

WIUG now requires an experienced and competent consultant to facilitate a consultative process to develop a WIUG 2024-2030 Strategic Plan. The consultant will be expected to lead the envisioning exercise which will be participatory and inclusive process. He/she is expected to do so in close collaboration with WIUG staff and stakeholders.

II. Objectives of the consultancy

The objective of this consultant is to spearhead the processes to develop the WIUG 2024-2030 Strategic plan by providing a technical and facilitative role.

III. Scope of work

The scope of work of the consultant will include but not limited to:

a) Develop a methodology and workplan for a participatory process aimed at gathering information and support from partners/stakeholders and implement.

b) Conducting a comprehensive desk review of relevant documents to grasp the mandate, legal framework and context of WIUG;

c) Undertaking discussions with key stakeholders including WIUG and WIEA staff

d) Analyse and compile all information pertaining to the context of environment sector in Uganda focus on wetlands sub-sector, critical landscapes, stakeholder analysis,
IV. Timeline for the consultancy

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<tr>
<th>Approach</th>
<th>Deliverable</th>
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<tr>
<td>Preparation and Initial consultations</td>
<td>Brief inception report outlining key deliverables and timelines</td>
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<tr>
<td><strong>Review, Consult &amp; Analyse</strong></td>
<td><strong>Draft Strategic Plan</strong></td>
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<td>• Review of relevant organizational &amp; sectoral documents</td>
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<td>• Consultation with organisations leadership and program staff members and other stakeholders</td>
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<td>• Facilitation of workshop to synthesis and validate compilation</td>
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<td><strong>Refine strategic plan</strong></td>
<td><strong>Revised strategic plan</strong></td>
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<td>• Analyse and Address feedback from consultation</td>
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<td>• Refine the Strategic Plan</td>
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<td>• Present the revised Strategic Plan WIUG &amp; WIEA</td>
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<td><strong>Finalize the strategic plan based on feedback</strong></td>
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Total estimated level of effort

V. Deliverables

a) Inception report with a clear timetable of deliverables including the phases of inception (literature review & consultations), formulation and validation.

b) A draft strategic plan

c) Final Strategic Plan (2024 – 2027) for WIUG including an executive summary, background, SWOT analysis, strategic priorities, and metrics to assess progress.

VI. Reporting

The consultant shall work closely with WIUG staff under the supervision of the Programs Coordinator.

VII. Duration of assignment

The assignment is expected to commence as soon as the contract is awarded and project deliverables are expected by 13th July 2024. The consultant will remain available to address any reasonable feedback one (1) month after the end of the duration of the assignment. The assignment will be undertaken in Kampala.

VIII. Qualifications and experience

The successful consultant will have the following qualifications and capacity:

a) At least ten years of professional experience in strategic planning and organizational development.
b) Experience in the design, facilitation, and documentation of strategic plans for organisations.

c) Excellent research and analytical skills including desk research, interviewing skills and stakeholder facilitation skills.

d) The consultant must be available to do the work between June and August 2024.

ix. Payments

a) 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.

b) The consultant shall receive 20% of the professional fee after delivery and acceptance of the inception report, 40% of the profession fee after the delivery and acceptance of the draft strategic plan based on the terms of reference, and 40% of the final cost after meeting all deliverable outputs.

x. Application

Interested consultants (individuals) should submit a detailed proposal including;

a) cover letter explaining their eligibility for the assignment and interpretation of the tasks (1-2 pages);

b) details of the methodological approach and suggested timeline from initial planning until delivery of a completed written plan (2 pages maximum);

c) a financial proposition with the expected remuneration (personnel, fees)

d) Appendices including:

e) CV of the individual consultant or CVs of members of the consulting team, if any;

f) work profile including a reverse chronological list of similar projects/assignments and contact details (name, email/phone) of supervisors/clients (2 pages).

xi. Application timeline

The proposal should be submitted to hrestafrica@wetlands-eafrica.org with the subject line “Wetlands International Uganda Strategic Planning Consultancy”. The deadline for submission of proposals is 14th June, 2024.

We appreciate all interested in this opportunity, but only shortlisted candidates will be contacted.