



CLIMATE ACTION NETWORK UGANDA

TERMS OF REFERENCE (TORs) FOR THE STRATEGIC PLAN DEVELOPMENT

AUGUST 2023

A. Background and context:

The Climate Action Network Uganda (CAN-U) is a national network of civil society organisations, private sector, academia and individuals working to advance climate action in their respective jurisdictions. CAN Uganda was formally inaugurated on the 9th April 2009 at Hotel Africana as a loose network with over 540 members. It was first hosted by Oxfam GB (Now Oxfam in Uganda) and supported by entities such as DENIVA, Actionaid Uganda and Uganda Redcross among others. Currently, CAN-U has 186¹ registered members across Uganda and has a fully established Secretariat.

With the support of Oxfam GB, CAN Uganda developed her first 5-year strategic plan (2012-2016) document which has since expired despite the numerous emerging opportunities and challenges that affect the climate change sub sector in Uganda and beyond. At the time of its development, we did not have any formal climate change policy and legislation, the Paris Agreement was not yet in place, the Nationally Determined Contributions (NDCs) were not yet in existence and at institutional level, there were no recognized institutions specifically mandated to address climate change in Uganda except the Climate Change Unit (CCU) of the Ministry of Water and Environment. Currently, there are many developments in the sector. The Paris Agreement was signed and ratified by Parties, Uganda has a National Climate Change Policy (2015) and Act (2021), INDCs and now NDCs have been developed and even updated, the Green Growth Strategy was developed and is undergoing review, the NDP3 is under review to develop the NDP4, while the regulations to operationalize the Climate Change Act are under development. Other key developments include the review of the Clean Development Mechanisms to the now Article 6 of the PA (Market Mechanisms), development of the National Adaptation Plans (NAPs), inauguration of the Climate Finance Unit of the Ministry of Finance, Planning and Economic Development.

All these developments create new opportunities and challenges and affect our strategic engagement with our stakeholders at sub national, national and international level. The challenges include: changes in programming and organizational structuring

¹ Although the number could vary after annual updates.

which, impact on our funding plans because of the shift in thinking and emerging concepts that require sourcing for new funding, stagnation in institutional growth because of not updating our strategic thinking, shrinking civic space due to political influence that requires a rethink of approaches to engagement, and generally the need to make transformational changes and improvements. While the opportunities include: taking advantage of the emerging developments to create new program and funding areas, and also building a stronger organization that will last and serve generations.

Therefore, it against this background that CAN Uganda requests the services of a competent facilitator to help review and revamp the existing strategic plan to capture emerging opportunities, address gaps, challenges and align it with current developments in the sector.

B. Objective of the assignment

The main objective of reviewing and revamping CAN-U's strategic plan is to provide a clear roadmap for the organization to achieve its long-term goals and objectives.

We want to provide clarity on our vision, mission, values and strategic priorities to enable us make informed decisions and allocate resources effectively that will facilitate the alignment of all members and stakeholders towards a common purpose and fostering a cohesive approach to success.

C. Scope of work and tasks

The work will be undertaken at national level with additional work done virtually with members who may not be reached physically.

The following will be the tasks to be undertaken by the facilitator. They include:

1. Stakeholder engagement

The facilitator will work with the CAN Uganda Secretariat and the Board Programmes and resource mobilization committee to identify key stakeholders, both internal and external, who will be involved in the strategic planning process. This will be done through select meetings of small groups of 15 persons maximum while for individuals, contact will be made and they will have one-on-one meetings as key informants. The output of these meetings will be integrated in the findings that will form part of the content for the strategic plan.

2. Review of existing documents and data

The facilitator will carry out a literature review of any relevant existing documents, reports, or data that can provide valuable insights into the CAN-U's current state, performance, and challenges.

3. Situation analysis

The facilitator will conduct a thorough analysis of the CAN-U's internal strengths and weaknesses, as well as external opportunities and threats (SWOT analysis). Analyze market trends, competitor analysis, and any relevant industry or sector data.

4. Vision, Mission, and Values

The facilitator will aid in the reformulation or review of the CAN-U's vision, mission, and core values to ensure they align with the strategic direction.

5. Goal and Objective Setting

Assist in setting specific, measurable, achievable, relevant, and time-bound (SMART) goals and objectives that support the CAN-U's mission and vision.

6. Strategy formulation

Develop comprehensive strategies to achieve the defined goals and objectives. Include short-term and long-term strategies, as well as action plans for each strategy.

7. Resource allocation

Recommend a clear plan for resource allocation, including financial, human, and technological resources, to support the implementation of the strategic plan.

8. Key performance indicators (KPIs)

Help to define relevant KPIs and performance metrics that will be used to monitor the progress and success of the strategic plan.

9. Risk assessment and mitigation

Identify potential risks and challenges that may hinder the successful implementation of the strategic plan. Provide strategies for mitigating these risks.

10. Monitoring and evaluation

Help to establish a monitoring and evaluation framework to track the progress of the strategic plan. Define how progress will be measured, assessed, and reported.

11. Communication and stakeholder buy-in

Outline a communication plan to engage stakeholders, communicate the strategic plan's objectives, and gain buy-in from all relevant parties.

D. Timelines and deliverables

The proposed time will be 100 working days from start to finish of the process.

Expected deliverables include the following:

- An inception report before the start of the work

- A complete strategic plan document including its M&E framework and budget.
- A summary report of the process at the end of the activity

E. Project management and team Composition

The facilitator will report directly to the National Coordinator or an assigned officer of the secretariat.

The facilitator will propose a competent team to work with during the assignment. This should be clearly elaborated in the technical proposal.

F. Budget and costing

The facilitator will propose a fee (lumpsum or daily rate) including other requirements to deliver the work successfully.

G. Final strategic plan document

At the end of the process, the facilitator will submit to the CAN-U secretariat the final Strategic Plan Document for approval. A quality control will be undertaken by the CAN-U Secretariat together with the Board Committee on Programs and Resource Mobilisation.

H. Confidentiality and intellectual property

The facilitator will ensure that all information shared during the strategic planning process remains confidential and that any intellectual property rights are respected and safeguarded.

I. QUALIFICATIONS AND EXPERIENCE

The following qualifications are required for this type of assignment. The candidate must possess at the very minimum: Bachelors Degree in: Development studies, economics, Organisational studies, Management, project planning, social sciences, Natural resources management and or specialized qualifications in leadership and strategic planning. A masters degree in any of the above will be an advantage.

For experience, the candidate should atleast have a minimum of 5 years' experience of having undertaken assignments of similar nature. This should be demonstrated in his/her CV with evidence of 3 past works conducted.

J. Deadline for submission and address

The deadline for submission is on the **18th August 2023** by COB. A soft copy of the application (*technical and financial proposal*) should be submitted via email: can@can.ug with the heading: Expression of Interest to facilitate CAN Uganda's Strategic Plan review.