



**NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY**  
**Plot 17/19/21, Jinja Road, NEMA House, P.O Box 22255, Kampala, Uganda**

**January 23, 2020**

**ABRIDGED NOTICE OF EXPRESSION OF INTEREST**  
**(RE-TENDERED)**

1. **National Environment Management Authority (NEMA)** invites sealed expression of interest from eligible consultants (firms) for:

No.	Procurement Reference Number	Subject matter of Procurement
1	NEMA/CON.SRVCS/19-20/00049	Provision of Consultancy services to review and update the National Environment Management Authority (NEMA) Communication Strategy (re-tendered).

2. The shortlisting shall be conducted in accordance with the shortlisting criteria, the PPDA Act, 2003 and the PPDA (Procurement of Consultancy Services) Regulations, 2014
3. Sealed Expression of Interest must be delivered to **National Environment Management Authority, Plot 17/19/21, Jinja Road, and NEMA House** before **10:30a.m** on **February 14, 2020**.
4. This tender shall be subjected to the PPDA Guideline 1/2018 on Reservation Schemes to promote local content in public procurement. Only local and resident bidders shall be allowed to participate.
5. The detailed notice of expression of interest is available at the Entity's website [www.nema.go.ug](http://www.nema.go.ug) (under Opportunities) and at [www.ppda.go.ug/tenderportal](http://www.ppda.go.ug/tenderportal).

**ACCOUNTING OFFICER**



**NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY**  
**Plot 17/19/21, Jinja Road, NEMA House, P.O Box 22255, Kampala, Uganda**

**January 23, 2020**

**Notice of Expression of Interest for Provision of Consultancy Services to Review and Update the National Environment Management Authority (NEMA) Communication Strategy(re-tendered)**

**Procurement Reference No: NEMA/CON.SRVCS/19-20/00049**

1. The National Environmental Management Authority (NEMA) has allocated funds to be used for the procurement of a Consultancy firm for Provision of Consultancy services to review and update the National Environment Management Authority (NEMA) Communication Strategy.
2. The Entity now invites eligible Consultants (Interested firms/ Consultants/ joint venture) to submit sealed expressions of interest for provision of the consultancy services described above.
3. Interested consultants should provide information demonstrating that they are eligible and possess the required qualifications and experience to perform the services supported with relevant documentation.
4. The shortlisting/ evaluation criteria: Interested bidders should meet all the requirements in the criteria below:
  - a). ***Eligibility of a Consultant;***
    - i) **A valid copy of certificate of registration issued by PPDA for firms currently registered with the Authority for the year 2019**
    - ii) **A valid copy of certificate of Incorporation /registration of the firm or its equivalent;**
    - iii) **A copy of the trading license of the consultant for 2020 or its equivalent.**
    - iv) **A copy of Transaction Tax Clearance Certificate valid until June 2020 addressed to NEMA (E-TIN. NO. 1000212642).**
    - v) **A copy of E-Tin Registration Certificate or its equivalent.**
    - vi) **A Power of Attorney to the signatory of the application dully signed and registered by Uganda Registration Services Bureau (URSB) or by Notary Public for foreign firms;**
    - vii) **A copy of Return on Allotment of Shares registered by Uganda Registration Services Bureau (URSB) and copies of National Identity Cards or Passports of the shareholders.**
    - viii) **Financial audited books of accounts by a certified accounting firm recognized by ICPA (U) for the past two (02) years, (2017/18 and 2018/19).**
    - ix) **A signed statement indicating that the consultant does not have a conflict of interest in the subject of the procurement.**



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- x) A detailed Consultants (firms) profile, description of similar or related assignments, availability of appropriate skills among staff, and their CVs; and the firm's physical address in Uganda.

b) ***Capacity of the Consultant:***

The Bidder should demonstrate that he has the required capacity to carry out the assignment in terms of:

- i. Should have undertaken at least three (03) government ministries/departments/agencies projects similar or related to communication strategy (both locally and regionally); **(Please attached evidence copies of signed contracts by Entities/ Clients)**
  - ii. Possess all round skills in the communications field that is; digital communication, customer care, outreach, and Public Relations programs
  - iii. Have a successful previous track record of meeting deadlines and timely completion of assignments.
  - iv. Have key staff/ personnel that are highly skilled and experience, and have capacity to develop managerial competences, skills, knowledge and confidence to deliver NEMA's mission and vision.
5. Consultants may associate with other firms in the form of a joint venture to enhance their qualifications. The form of association, where applicable, should be indicated in the Expression of Interest.
6. This tender shall be subjected to the PPDA Guideline 1/2018 on Reservation Schemes to promote local content in public procurement. Only local and resident bidders shall be allowed to participate.
7. Interested eligible consultants may obtain further information at the address given below from **8:30am to 5:00pm** East African Standard Time **Monday to Friday except Public Holidays**.
8. Sealed Expressions of Interest must be delivered to the address below at or before **10:30a.m on Friday February 14, 2020**. Late submissions shall be rejected

**The Head, Procurement & Disposal Unit**  
**National Environment Management Authority**  
**Plot 17/19/21, Jinja Road, Room 208, NEMA House**  
**P.O. Box 22255 Kampala, Uganda**  
**Tel: 256-414-251064/5/8**

10. The notice of expression of interest is available at the Entity's website at [www.nema.go.ug](http://www.nema.go.ug) (under Opportunities) and at [www.ppda.go.ug](http://www.ppda.go.ug)



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11. The planned Procurement schedule (Subject to changes) is as follows:

<b>Activity</b>	<b>Date</b>
a. Publication of Notice of Expression of Interest	January 23, 2020
b. Closing date for receipt of Expression of Interest	February 14, 2019
c. Evaluation of Expressions of Interest	From 17 <sup>th</sup> to 28 <sup>th</sup> February 2020.
d. Display of shortlist	20 March 2 <sup>nd</sup> , 2020

Judith Nabankema

**For: EXECUTIVE DIRECTOR**



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**TERMS OF REFERENCE FOR PROVISION OF CONSULTANCY SERVICES TO  
REVIEW AND UPDATE THE NATIONAL ENVIRONMENT MANAGEMENT  
AUTHORITY (NEMA) COMMUNICATION STRATEGY.**

**1.0 BACKGROUND**

The National Environmental Management Authority (NEMA) is mandated by the constitution of Uganda to coordinate, regulate and manage natural resources utilization in Uganda in order to achieve sustainable development. Uganda is endowed with scenic beauty and a variety of natural resources which have earned her names such as ‘Pearl of Africa’ and ‘gifted by nature’. They include; biodiversity, water bodies, oil and gas, fertile land and air resource.

Uganda chose a sustainable path to development which means pursuing development without compromising the environment resources. The irony though is, how to regulate deforestation among communities whose sole source of energy is biomass? The same question could be asked of all the other natural resources. And the following impacts are evident: soil erosion and declining soil fertility; deforestation; pollution of land, water and air resources; loss of biodiversity and over-harvesting of forests; fisheries and water resources.

The degradation is partly attributed to lack of comprehensive understanding of the linkage between economic and social development and environment sustainability. The communication efforts both inward (internal) and outward looking (external) aims to raise consciousness and sensitivity to the fact that Uganda can develop and attain middle income by 2025 without necessarily sacrificing the environment.

Thus the need for a communication strategy to meet the ever growth sophisticated needs of audiences and to deliver influential messages for decisions making and shaping national debate.

**1.2 The new National Environment Act 2019**

The National Environment Act 2019 requires NEMA’s Corporate Communications Department to take up new roles and responsibilities;

Part XV of the NEMA Act (2019), gives guidance in relation to Environmental Information and Literacy;

**2.0 Objective of the strategy**

The strategy has three objectives;

- i. **Business:** to prevent Government and investors from losing money in unsustainable choices; and
- ii. **Communication:** to inform public (various audiences) of the different environment utilization options and to change their attitudes to ensure self-compliance.



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- iii. **Public:** to recruit and persuade a critical mass of youth population who will advocate for and protect the voiceless natural resources.

**3.0 Specific objectives for the consultancy**

- i) To undertake empirical survey of NEMA's image;
  - i. To undertake a stakeholder analysis to identify strengths, weaknesses, opportunities and threats of NEMA;
  - ii. to identify and evaluate key opinions, perceptions and expectations of the stakeholders regarding service delivery in the natural resources sector by NEMA;
  - iii. to identify and evaluate communication gaps of NEMA and develop appropriate interventions
  - iv. to provide a model indicating how NEMA's message will cause change perception

**Following review and evaluation of the Expressions of Interest received, NEMA shall shortlist eligible Consultants who will be invited to bid for Consultancy Services to review and update the NEMA Communication strategy.**

**4.0 Scope of Work**

The consultant shall carry out the following tasks:

- i. Conduct a communication research by reviewing existing documents about NEMA to gain a thorough understanding of the institution's mandate and objectives;
- ii. Undertake a communication audit/survey to assess the communication function of NEMA, pointing out its strength and weaknesses and suggest remedies;
- iii. Using an appropriate framework, undertake a stakeholder mapping exercise to identify and profile key stakeholders of the institution;
- iv. Design effective communication interventions for the different stakeholders identified;
- v. Assess the current communication approaches used by NEMA by identifying the existing communication bottlenecks and suggest remedies;
- vi. Find out, through qualitative research the perceptions people have about the communication interventions by NEMA through an **image survey**;
- vii. Assess perceptions of stakeholders regarding leadership, management and accountability in the institution/sector;
- viii. Develop a comprehensive communication strategy consistent with NEMA's policy framework, objectives and mandate;
- ix. Develop an effective and elaborate monitoring and evaluation framework for the communication strategy;



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- x. Facilitate a validation workshop with key communicators from relevant Government departments;
- xi. Recommend immediate, and long term interventions that NEMA can undertake in implementing a communication strategy;
- xii. Facilitate a validation workshop for the communication strategy and the associated M& E framework;
- xiii. Facilitate a workshop to present the draft communication strategy to NEMA management for comments; and
- xiv. Develop a three-year work plan for implementing the strategy and provide backstopping services during its piloting stage;

**4.2 NEMA tasks:**

Provide all relevant reports and documents pertaining to and as required in the assignment. These include;

- i. The Environment Strategic and Investment Plan
- ii. Midterm review report
- iii. Digital training report
- iv. Corporate report
- v. Annual Performance Reports
- vi. DSOER
- vii. NSOER
- viii. Existing communication effort documents
- ix. The environment Policy
- x. To organize Validation workshop- where the consultant will facilitate.
- xi. etc

**4.3 Deliverables**

- i. Image audit and survey results
- ii. Digital interventions and long term strategies
- iii. Customer care interventions and long term strategies
- iv. A tool for periodic media monitoring and Evaluation
- v. Final printed copy of Communication Strategy with a three-year work plan, budget, indicators and expected benefits
- vi. Action plan for implementing and operationalization of the strategy
- vii. An overall M&E plan for the strategy

**5.1 Duration**

The assignment will be undertaken and completed within 60 working days.



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**6. Qualifications of Consultants**

Firms wishing to undertake the assignment should have evidence of the following:

- v. Legal existence in Uganda for at least the last 05 years;
- vi. Should have undertaken at least three government ministries/departments/agencies projects relating to communication; and
- vii. Should have established offices in Uganda
- viii. Possess all round skills in the communications field their digital communication, customer care, outreach, Public Relations,

**Detailed Technical Requirements for the assignment will be provided to providers who shall be shortlisted from this EOI exercise. For the EOI, providers are expected to demonstrate ability to provide Consultancy Services for the review and update of NEMA's Communication Strategy by submitting proof of having done such similar work for other entities and the extent/scope of those completed assignments.**