



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

November 21, 2019

**ABRIDGED NOTICE OF EXPRESSION OF INTEREST**

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

No.	Procurement Reference Number	Subject matter of Procurement
1	NEMA/CON.SRVCS/19-20/00074	Provision of Consultancy services for Development of the NEMA five year strategic plan for the period of 2020/2021-2024/2025

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, NEMA House** before **10:30a.m** on **December 10, 2019**.
4. 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**



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November 21, 2019

**Notice of Expression of Interest for Provision of Consultancy Services for Development of the NEMA five year strategic plan for the financial years 2020/2021 to 2024/2025**

**Procurement Reference No: NEMA/CON.SRVCS/19-20/00074**

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 for Development of the NEMA five year strategic plan for the financial years 2020/2021 to 2024/2025.
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 2019 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.



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- viii) Financial audited books of accounts by a certified accounting firm recognized by ICPA (U) for the past two (02) years, 2017 and 2018.
- ix) A signed statement indicating that the consultant does not have a conflict of interest in the subject of the procurement.
- x) A detailed Consultants (firms) profile, description of similar assignments, availability of appropriate skills among staff, and their CVs; and the firm's physical address in Uganda.

**b) Objective of the assignment:**

The objectives for the development of the new Strategic Plan for NEMA at this point in time are to;

- i. Adhere to the government policy that requires all MDAs to have up to date strategic plans to guide delivery of the institutional mandate;
- ii. Align the NEMA Strategic Plan to the overall Government Planning framework including the Vision 2040; the third National Development Plan that is currently being developed; and the Water and Environment Sector Investment Plan;
- iii. Capture emerging issues in environmental management that have been brought on board in the National Environment Act 2019. Such issues include oil and gas activities; solid and liquid waste management; sound chemicals management; trans- boundary resources management; issues of bio safety and bio technology; issues of alien and invasive species; climate change; and electronic waste; and strategic environment assessment;
- iv. Capture lessons learnt from the mid-term review of the existing strategic plan;
- v. Align the NEMA Strategic Plan to the Multi-Lateral Environmental Agreements that Uganda is a signatory to;
- vi. Align the NEMA Strategic Plan to the Sustainable Development Goals as the new global action and planning framework; ;and
- vii. Re-focus Strategic Planning in NEMA to make it business oriented especially in regard to resource mobilization; efficiency and effectiveness; and continuous improvement



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**c) Scope of work and deliverables**

***a) The expected results and the major tasks to be undertaken by the Consultant are;***

- i) Review of the current NEMA strategic plan;
- ii) Review of the mid-term review report;
- iii) Review of the monitoring reports as well the as the mid and terminal evaluation reports of the ended Strategic Plan;

**d) 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 to development of Strategic Plan (both locally and regionally); **(Please attached evidence copies of signed contracts by Entities/ Clients with the contract values and dates)**
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.
8. Interested eligible consultants may obtain further information at the address given below from **8:30am to 5:00pm** East African Standard Time from **Monday to Friday except Public Holidays**.
9. Sealed Expressions of Interest must be delivered to the address below at or before **10:30a.m on Tuesday December 10, 2019**. 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)

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



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<b>Activity</b>	<b>Date</b>
a. Publication of Notice of Expression of Interest	November 21, 2019
b. Closing date for receipt of Expression of Interest	December 10, 2019
c. Evaluation of Expressions of Interest	From 11 <sup>th</sup> 2019 to 31 <sup>st</sup> December 2019.
d. Display of shortlist	10 <sup>th</sup> January , 2020

Jullian Nabaasa

**For: EXECUTIVE DIRECTOR**



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**TERMS OF REFERENCE FOR PROVISION OF PROVISION OF CONSULTANCY SERVICES FOR DEVELOPMENT OF THE NEMA FIVE YEAR STRATEGIC PLAN FOR THE PERIOD OF 2020/2021-2024/2025.**

**1.0 BACKGROUND**

**a) The rationale / background and the objectives of the project**

The National Environment Management Authority (NEMA) is an autonomous institution established under the National Environment Act, No. 5 of 2019 as the principal agency charged with the coordination; monitoring; regulating and supervising all environmental management issues in Uganda.

The NEMA Strategic Plan 2014/15-2019/2020 is coming to an end and this therefore calls for the development of a new Strategic Plan to act as a vehicle to enable the institution deliver its mandate of coordination; monitoring; regulating and supervising all environmental management issues in the country to ensure sound environmental management.

The objectives for the development of the new Strategic Plan for NEMA at this point in time are to;

- i) Adhere to the government policy that requires all MDAs to have up to date strategic plans to guide delivery of the institutional mandate;
- ii) Align the NEMA Strategic Plan to the overall Government Planning framework including the Vision 2040; the third National Development Plan that is currently being developed; and the Water and Environment Sector Investment Plan;
- iii) Capture emerging issues in environmental management that have been brought on board in the National Environment Act 2019. Such issues include oil and gas activities; solid and liquid waste management; sound chemicals management; trans- boundary resources management; issues of bio safety and bio technology; issues of alien and invasive species; climate change; and electronic waste; and strategic environment assessment;
- iv) Capture lessons learnt from the mid-term review of the existing strategic plan;



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- v) Align the NEMA Strategic Plan to the Multi-Lateral Environmental Agreements that Uganda is a signatory to;
- vi) Align the NEMA Strategic Plan to the Sustainable Development Goals as the new global action and planning framework; ;and
- vii) Re-focus Strategic Planning in NEMA to make it business oriented especially in regard to resource mobilization; efficiency and effectiveness; and continuous improvement.

**b) The context of the required services**

The Consultancy will be undertaken by a consultant who will review the current NEMA strategic plan (2014/15-2019/2020) to address the existing implementation gaps taking into account lessons learnt during its implementation;

- i. The consultant will review the midterm review report of the current strategic plan to identify and document areas that require more effort as well as leveraging areas that were executed well;
- ii. The consultant will also review all the monitoring and evaluation reports of the existing strategic plan to pick lessons that will inform the new Plan;
- iii. The consultant is expected to review the new National Environment Act of 2019, particularly in regard to new and emerging issues in environment management so that appropriate interventions to address these challenges are identified and articulated in the new strategy document;
- iv. The consultant is expected to review the Multi-Lateral Environmental Agreements that Uganda is a signatory to and propose strategic interventions for their implementation;
- v. The consultant will also be expected to review all the relevant Government Planning Frameworks including the Vision 2040; the second National Development Plan; the Water and Environment Sector Investment Plan to ensure that the NEMA strategic plan is appropriately aligned to these frameworks;
- vi. The consultant is expected to re-define and clarify the Strategic Plan implementation framework with clear roles for each department in NEMA;



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- vii. The consultant is also expected to align the strategic plan process with the regional commitments and integration processes such as the EAC, COMESA, IGAD, particularly in regard to management of trans boundary resources;
- viii. The consultant is expected to align the strategic plan to the current global environment and development paradigm especially the Sustainable Development Goals;
- ix. The consultant is also required to cost the five year strategic plan and come up with realistic annual budgets for implementation of the proposed interventions; and
- x. Finally, the consultant will provide the technical facilitation in the strategic plan development process and submit the final draft policy document to the Executive Director, NEMA.

**c) The relevance/purpose of the work required**

Government of Uganda guidelines require all MDAs to develop strategic plans to guide implementation of their mandates. NEMA's strategic plan is coming to an end at the closure of FY 2019/2020 and hence the need to prepare a successor plan. This process will involve a review of the existing strategic plan with focus on lessons learnt from its implementation, achievements, performance gaps and emerging (new) environmental and development challenges. The strategic plan (2020/21-2024/25) will be the major output of this consultancy.

**d) The stakeholders for the project**

The stakeholders of the project (strategic plan development process) include but not limited to the following;

- Policy Committee on Environment (PCE),
- NEMA (the Board; Management; and staff)
- Environment and Natural Resources (ENR) sub-sector
- Development Partners (ENR Donor sub-group)

**e) The peculiarity of the setting of the project or the work required**

The project (consultancy process) does not have any significant risk, except the risk of inadequate participation of the key stakeholders in the strategic plan





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development process (low scale).

**SCOPE OF WORK AND DELIVERABLES**

***b) The expected results and the major tasks to be undertaken by the Consultant are;***

- i. Review of the current NEMA strategic plan;
- ii. Review of the mid-term review report;
- iii. Review of the monitoring reports as well the as the mid and terminal evaluation reports of the ended Strategic Plan;

Review of the Government planning framework documents such as the Vision 2014; NDP; Water and Environment Sector Investment Plan;

- (i). Review of the National Environment Act of 2019 as well as the National Environment Management Policy, 1994 and the proposed changes;
- (ii). Comparative studies and benchmarking the strategic planning process with the national, regional and global commitments to sustainable development;
- (iii). Undertake a thorough SWOT analysis of NEMA – identify strengths to leverage on in order to exploit opportunities as well as weaknesses to be eased to minimize the risk from threats;
- (iv). Scanning of external environment to identify any opportunities to be harnessed and threats to be addressed;
- (v). Facilitation of all stakeholders consultative meetings and workshops during the policy review process (technical facilitation); and
- (vi). Production and submission of the strategic plan document to the Executive Director, NEMA.

***c) The required activities (scope, location, subjects, etc.) and other information that will help prospective Officers understand the nature of the work***

The major activities expected of the consultant will include;

- Review literature and produce an Inception Report;
- In-depth data collection and information gathering from both primary and secondary sources;



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- Technical facilitation of stakeholders consultative meetings and workshops related to the strategic planning process; and
- Production and submission of the required reports in the strategic planning process.

**Duration of the Work**

The duration of the consultancy is three (03) Months;

**Duty Station**

Apart from data collection and information gathering through stakeholders' consultations and validation workshops, the Strategic Plan development work will mainly be undertaken in Kampala, at NEMA offices and in the different MDAs.

**REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS**

**Academic Qualifications:**

The Consultant should have the academic and professional qualifications as follows;

- Advanced Degree in any relevant field such as Economics; Strategic Planning and Management; Project Planning and Management; SWASA; Development Studies; Monitoring and Evaluation; Environment and Natural Resources Management; e.t.c.
- Relevant short term training and professional certification is a must
- Membership to professional body is an added advantage

**Experience/required Expertise:**

- At least 10 years of proven experience in development work – accumulated through working with international organization, government or a busy consultancy firm.
- Should have led team in successful production of strategic plans and business plan for at least 3 public entities
- Should be conversant with the national development planning and budgeting frameworks including the Uganda Vision 2040, NDP, Budget



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framework paper and Ministerial Policy Statement

- Should be adept with the government of Uganda performance management systems and processes including the Government Performance Annual Reviews (GPAR), NPA Certificate of Compliance and National Development Report, and Sector Joint Annual Review (JAR)
- Familiar with strategic and operational issues in Water and Environment Subsector including familiarity with the new National Environmental Act (NEA) 2019.

**Core Competencies:**

The consultant is expected to have the core competencies;

- Research and analytical skills.
- Logical and systems thinking skills
- Organizational, planning and reporting skills.
- Communication skills (writing, speaking and presentation skills)
- Basic computer skills.
- Team work.
- Facilitation and stakeholder engagement skills
- Self-motivation.

**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.**