



TERMS OF REFERENCE

ORGANISATION DEVELOPMENT SUPPORT PROGRAM

1. Introduction

These Terms of Reference (ToRs) set out the basis for the provision of a program of organization development support by a service provider that will enable NFA to build its institutional and staff capacity for improved management, innovativeness and business enterprise development, and strengthen its governance and accountability. They provide information on the background, the ambition of the new Strategic Plan, the envisaged organisation development support program, the general methodology, expected outcomes and outputs (deliverables) and the required attributes of the service provider.

2. Background

The National Forestry Authority (NFA) is seeking a service provider to supply organization development support services for positioning NFA to deliver on its new Strategic Plan (2020-2025).

NFA is a government agency established under the National Forestry and Tree Planting Act (2003) to sustainably manage all Central Forest Reserves (CFRs) in Uganda, and to promote and develop private forestry. Since its establishment in 2003, NFA has implemented three five-year Strategic Plans (2004-2009, 2009-2014 and 2015-2020) substantially financed by government subvention and non-tax revenue (Appropriation in Aid). NFA also receives support from the Government of Uganda and Development Partners. During the last two Strategic Plan periods, NFA has struggled to perform well, scoring only 43% and 45% in its performance and delivery of its strategic plans. NFA is therefore looking to undertake a program of organisation development in order to substantially improve its performance and delivery of its Strategic Plan.

3. Delivering on the Strategic Plan 2020-2025

The National Forestry Authority's recently developed Strategic Plan 2020-2025 has an overall goal to, 'Sustainably manage and secure the integrity of all Central Forest Reserves (CFRs), conserve and maintain biodiversity, supply quality forest products and services and achieve organisational sustainability'. This goal is to be achieved through three programs:

1. Program 1 – Sustainable management of CFRs.
2. Program 2 – Equitable production and supply of forest products and services.
3. Program 3 – Organisational sustainability.

These three programs are to be implemented through achieving 12 objectives and 82 performance measures. Especially relevant for NFA's future development and success are the following two objectives in Program 3:

1. To build staff capacity for improved management, innovativeness and business enterprise development.

6. To strengthen governance and accountability.

These two objectives underpin the ability of NFA to deliver on its overall goal and programs, including resource mobilization – as identified in the ‘critical success factors’ set out in the Strategic Plan:

1. Sufficient financial resources.
2. A committed Board and Management.
3. Competent, committed and enabled staff.
4. Effective stakeholder management.

4. Organisation Development Support Program

Currently NFA does not have a means for building the overall performance, strength and efficacy of the organisation in terms of the way it is managed and led, and for ensuring that professionalism, team performance, personal integrity and accountability, and continual improvement are promoted and rewarded. In large part, this has resulted in NFA historically operating well below its potential as an organisation.

The low level of performance (45%) achieved together with the low level of financial resources mobilized (56% of budgeted) in the previous Strategic Plan period underpins NFA’s recognition of the need for a program of organisation development support to be designed and implemented to enable NFA to substantially improve its performance over the new Strategic Plan period. NFA is therefore seeking an organisation development service provider who will work with the organisation to assess, design and implement a program of support in a phased and adaptive manner against specific measurable and achievable targets which are jointly agreed with NFA’s Board and Management. It is envisaged that the program of support will have the following components and attributes:

1. **Inception: entry, familiarisation and scoping** – an initial phase for the service provider to:
 - Understand the context and organisational nature of NFA.
 - Familiarise and engage NFA’s Board and Management with the nature, theory and professional practice of organisation development and change management.
 - Scope out and understand some priority areas of support for the program with NFA’s Board and Management and engage with initial expectations.
 - Agree on overall principles and initial arrangements (such as a coordination committee) for the program and its management.
 - Agree on the next steps, data requirements, access to organizational processes and systems, and timeline(s).
2. **Rapid organisational diagnostic** – carrying out a rapid appraisal / assessment of NFA’s systems, structure and culture for identifying / evaluating candidate areas of support and associated improvement criteria and goals for the organisation – both at HQ and field level.
3. **Development and agreement of an initial program of organisation development** – discussing and agreeing an initial intervention strategy and program of organisation

development together with NFA's leadership and management based in part on the findings of the rapid organisation diagnostic with the objectives of:

- Achieving some early, straightforward and more easily achievable organisational improvements / milestones against a clear timeline.
 - Developing an appropriate set of metrics for the program.
 - Building effective working relationships and trust between the service provider and NFA Board members and Management.
 - Carrying out more detailed organisational assessment work as needed.
 - Adaptively managing and completing a first cycle of organisational support as a learning and familiarisation opportunity.
 - Providing the basis for reviewing the program's initial performance and outlook.
4. **Initial program review** – undertaking a rapid review of the program's progress and achievements for deciding whether to continue the program, any programmatic changes required and what the next objectives of the program are to be, and providing recommendations for other key aspects of organisational support.

Pending the successful execution of a first phase of organisation development support, a second work cycle will be planned. It is expected that the first phase of organization development support, while substantive, will be limited to an initial six-month period within which to assess the appropriateness of fit of the service provider, NFA's organizational buy-in and capacity for change, and the level of resourcing available for further / ongoing work-cycles. Pending the outcomes of these factors, a second work-cycle will be agreed and commissioned as a separate undertaking.

5. Methodology and Approaches

The service provider is expected to apply best organisation development practice i.e. participatory methods in order to familiarise, engage and work with the NFA Board, Management and Staff, to scope out priority areas, hold individual and group discussions and employ other more advanced organization development approaches to deliver on the assignment.

6. Deliverables - Outcomes and outputs

The service provider will provide two types of deliverable:

1. **Outcomes** - Agreed organizational outcomes as measured against a set of specific and straight-forward metrics.
2. **Outputs** - four concise reports appropriately supported with infographics and data:
 - i. Inception and scoping report,
 - ii. A rapid organisational appraisal / diagnostic report to include initial recommendations,
 - iii. An initial intervention strategy and program design report,
 - iv. An end of work-cycle 1 report assessing work progress, organisational buy-in and program outlook, and providing actionable recommendations.

In addition, the service provider shall provide **regular interim updates** as agreed about ongoing progress in implementing work-cycle 1 and its sub-components.

The assignment is planned to be undertaken within six (6) months, January – June 2021. The following are the assignment tasks, related outputs and outcomes (deliverables) and proposed timelines as in **Table 1**.

Table 1: The assignment tasks, related deliverables and timelines.

Task	Month(s)	Deliverables
1. Inception and scoping report	1	Inception and scoping report
2. A rapid organisational appraisal	1	Diagnostic report
3. An initial intervention strategy and program design report	1	Strategy and program design report
4. Interim updates on the implementation of work-cycle 1 as agreed	2, 3, 4 & 5	Interim progress updates
5. End of work cycle 1 report - assessing work progress, organisational buy-in and program outlook.	6	Work-cycle 1 report and actionable recommendations. This report should also include data on the attainment of the work-cycle 1 target outcomes.

7. The Service Provider

The service provider will be a recognised organisation development practitioner with a strong track record of having successfully worked with both public and private sector organisations in East Africa. They will be expected to be able to prove a high level of professional competence in the theory of organisation development and its practice at the level of a master practitioner. They should belong to a well profiled and storied organisation development practice / professional group, with demonstrable and regular internal quality assurance and peer review practices.

8. Terms and Conditions

The service provider will be paid a pre-negotiated fixed fee against the satisfactory delivery of each output together with a final fee upon a satisfactory review of their overall performance as assessed by the **US Forest Service** Technical Advisor in consultation with NFA management. The assignment shall be completed within a period of six months from the date of the signing of the contract. Detailed terms and conditions will be agreed upon the award of the tender as administered by the **African Wildlife Foundation**, Uganda.

9. Reporting and correspondence

All contractual and administrative correspondence shall be directed in the first instance to Dr Andrew Williams, US Forest Service Technical Advisor Andrew.williams@fs-ip.us.