



TERMS OF REFERENCE

INDIVIDUAL CONSULTANTS' TERMS OF REFERENCE (TORS) ADOPTION AND TRAINING ON ADVENTURE TOURISM STANDARDS AN SET UP CRITICAL TEAM OF 20 TRAINERS (TOT) FOR SCALING UP FOR PROMOTION AND ADOPTION OF ADVENTURE STANDARDS FOR TOURISM BUSINESS ENTERPRISES

Project Name:

May 2021

Project Name:

Tourism and Hospitality Sector: COVID-19 Economic Recovery and Resilience Response Program, Uganda Tourism Association.

Uganda Tourism Association

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.1 BACKGROUND

The Tourism Sector in Uganda compared to other export sectors is unique since expenditure of the tourists gives rise to six major economic impacts that include (i) the Gross National Product (GNP), (ii) foreign exchange earnings, (iii) employment, (iv) government revenue, (v) regional distribution of income and (vi) investments. Tourism is recognized as core sector in the transformation of Uganda by the Government of Uganda in the third National Development Plan (NDP III) and in the Vision 2040 recognize the Tourism Sector as the mainstay of the transformation of the country from a predominantly peasant and low-income society to a modern, prosperous and competitive upper middle-income one.

However, due to the pandemic, the Tourism and Hospitality sector is considered one of the hardest-hit sectors by the COVID-19 Outbreak in Uganda. The sector experienced a sharp drop in demand and a surge in job losses at the national, regional and global level, putting many MSMEs in the tourism and hospitality sector at risk of closure or death in some cases. The COVID-19 impact economic study carried out among our members indicated that over 1 Million tourist arrivals have been lost, 7 in every 10 jobs in the sector have been lost, 8 in every 10 hotels business registered business cancellations, 448,996 hotel rooms were cancelled between March to July 2020 and 9 in every 10 tour companies registered cancellations. Against this background, the Uganda Tourism Association (UTA) with support from MasterCard Foundation and Private Sector Foundation has established **Tourism and Hospitality Sector COVID-19 Economic Recovery and Resilience Response Program**.

1.1.1 Overall Goal and Objective of the Economic Recovery and Resilience Response Program

The overall aim of the program is to support the tourism and hospitality sector (including SMEs) to mitigate effects of COVID-19 through structured business recovery and resilience support, to enable the sector recover and support the economy through reemployment of those lost staff and creation of new opportunities, especially for youth.

The program has identified several outputs and among them is one that focuses on attaining improved institutional capacity and promoted corporate governance. This will contribute in strengthening the resilience of the tourism and hospitality sector given that it will be well aligned with supporting institution governance structures that support the value chains. UTA and its member associations (Ugandan Community Tourism Association (UCOTA), Association of Uganda Tour Operator (AUTO), Association of Uganda Travel Agents (TUGATA), Uganda Safari Guides Association (USAGA), and Uganda Hotel Owners Associations (UHOA, Hotel general managers Association of Uganda (HGMAU) and National Arts and cultural crafts Association (NACCAU) have been identified as critical institutions that should be supported to enhance their capacity to coordinate and build synergies across the sector and related sub-sector actors. This will enable the different associations and actors to easily identify who to network with to ease supply, market access, product development and improves opportunities for employment for youth and women along the value chain.

The activity under this action is to support the training of different of UTA and member associations. This will enable the associations to improve on the knowledge and skills of its members and the entire tourism chain such as the Hotel middle managers, Tour guide, marketing managers among other and address gaps such, digital marketing, tourism product development. Adventure tourism standards, Packaging and costing among others major challenges of the tourism sector in Uganda.

Affirmation

This document has been prepared for the sole purpose of securing a consultant to Develop Adventure Tourism Standards and Train a critical team of 20 Trainers (TOT) for scaling up. The document original work has not been presented anywhere else for any other purpose. The intellectual properties of this TOR rest with the members of UTA about which the TOR is written.

“Except as acknowledged by the references in this paper to other authors and publications, the TOR described herein consists of our own work, undertaken to secure a consultant to **Develop Adventure Tourism Standards and Train a critical team of 20 Trainers (TOT) for scaling up for promotion and adoption of standards for tourism Business enterprises** as part of requirements to achieve economic recovery and resilience in the tourism and hospitality sector.”

The developed and adopted standards remains the property of the members described in this document. Information and data must be used only with their consent.

Project Coordinator: Tourism and Hospitality Sector: COVID-19 Economic Recovery and Resilience Response Program, Uganda Tourism Association.

1.1 CONSULTANCY SUMMARY

Action	COVID-19 Economic Recovery and Resilience Response Program in Tourism and Hospitality Sector.
Consultancy assignment	Development of Adventure Tourism Standards and Train a critical team of 20 Trainers (TOT) for scaling up
Consultancy Purpose	The purpose of this consultancy is to develop adventure tourism standards and also train a critical team of trainers to continuously improve on the skills sets in this sub-sector.
Primary Methodologies	Benchmarking on existing international adventure tourism standards, participatory engagement of stakeholders and outdoor experiential training methodologies will be used.
Date of call for proposal	20 th May 2021
Proposal Submission	26 th May 2021
Evaluation of proposal	1s June, 2021
Consultancy Start and End Dates	5 th June 2021 to 20 th July, 2021
Anticipated Report Release Date	30 th July 2021

1.2 DESCRIPTION OF THE ACTION

Action Name:	COVID-19 Economic Recovery and Resilience Response Program, Tourism and Hospitality Sector
Lead Funding Office:	Private Sector Foundation (PSFU) with Support from Master Card
Action Start date:	May 2021
Action End date:	30 th September 2021
Action Goal:	The goal for the action is to increase business recovery and resilience in the tourism and hospitality sector in the face of COVID -19.
Action Direct Participants:	The action targets minimum 100 MSMEs of the Tourism and Hospitality sector, primarily drawn from the tour operators, accommodation, Arts and Crafts, communities and travel agents in Uganda that are business intermediaries between the MSMEs and the tourists travelling to Uganda.

Rationale of the Action:

The impacts of COVID-19 have caused reduced business operations or closure of tourism SMEs, leading Job loss in the tourism sector estimated at 74.4% (MTWA, 2020). This action will support the tourism and hospitality SMEs mitigate effects of COVID -19 through structured business recovery and resilience support, especially through a common user facility such as the Uganda Tourism Association, to return to work and support the economy through reemployment of those lost staff and creation of new opportunities, especially for youth.

Main Objective of the Action

The action goal is “**To increase business recovery and resilience in the tourism and hospitality sector** in the face of COVID -19.”

The action targets minimum 100 MSMEs of the Tourism and Hospitality sector, primarily drawn from the tour operators, accommodation, Arts and Crafts, communities and travel agents in Uganda that are business intermediaries between the MSMEs and the tourists travelling to Uganda.

The action will carry out the following to achieve the objectives by (i) enhancing the **marketing and product development** of the MSMEs, (ii) improve the **supply chain and sourcing** of the tourism enterprises, (iii) introducing **alternative routes to markets** through digitization (iv) **Repurposing of business** (v) **complying and adopting standards** in the business practices and (vi) **Skills development** of enterprise manpower.

2.0 CONSULTANCY ASSIGNMENT PURPOSE AND OBJECTIVES

The purpose of this consultancy is to Develop Adventure Tourism Standards and Train a critical team of 20 Trainers (TOT) for scaling up. Adventure tourism in Uganda is fast growing with activities like white water rafting, Mountain biking, Zip Lining, mountain climbing. These new developing products with high potential face challenges of standards and critical human resource capacity to train others to provide a safe and rich experience of the adventure to clients. The absence of the standards endangers the business enterprises in the tourism adventure space and clients. Therefore there is a need to develop adventure tourism standards and also train a critical team of trainers to continuously improve on the skills sets in this sub-sector.

Players in the tourism industry more than ever are required to comply with various standards, the tourism industry has specific standards for service, destinations, attractions, community engagement, accommodation, environment and many more. Given the situation, more standards have been developed and the industry players need to build capacity to put in place the requirements.

Specific objectives of the assignment

- *Specific Objective 5: Promoted and adopted standards for tourism Business enterprises*
 - Develop Adventure Tourism Standards and Train a critical team of 20 Trainers (TOT) for scaling up

3.0 CONSULTANCY METHODOLOGY

It is expected that the consultant will suggest an appropriate methodology for the assignment taking into consideration the context of the action to increase business recovery and resilience in the tourism and hospitality sector in the face of COVID -19 across the country.

The process will be participatory involving youth, men, women, Government and other partners in the Tourism and hospitality sector. Methods of training will be practical, outdoor and experiential. The consultant will be expected to tailor existing international adventure tourism (**activities like white water rafting, Mountain biking, Zip Lining, mountain climbing**) standards for local adoption as well Train 20 selected Trainers of trainers for scaling up using a TOT manual in adventure Tourism and standards.

4.0 KEY QUALIFICATIONS AND EXPERIENCES REQUIRED

Some of the preferred qualifications and experiences data for comparison may not be in the existing reports. This will require the consultant to review secondary data sources reports in order to make good comparisons and show analysis of trends e.g. district reports and interviews.

- Internationally certified by IRF
- Fellow with International Yachting Federation (IYF)
- Qualified wilderness trainer for survival and first aid
- A minimum of 10 years' experience in Rope skill
- Outdoor learning and adventure training
- Experience in running adventure business with at least 10 years and above, with a bias in marine tourism, white water rafting, jet boating, Kayaking and other adventure like setting up a bungee jump,
- Experience in designing adventure trails and safaris that involve expedition,
- Experience in organising and fixing for special tailored adventure top gear involving car races
- Experience in Alpine tracking

- Experience in community projects with specific interest to mitigating human population conflict on environment
- Team leader should possess a degree in business management with over 10 years in water based tourism. Other team members should possess skills in adventure tourism with least 5 years of experience working in outdoor adventure tourism.
- Grade 3 white water rafting certificate, Wilderness training, customer care, trip leading, swift water rescue, water skills, rope skills, risk assessment.
- Capacity in report writing and presentation skills
- At least 10 years' experience in training and developing training manuals using highly practical training methodologies.

5.0 AUTHORITY AND RESPONSIBILITY

Assignment phase	Person responsible	Role/ primary task
Preparatory planning phase	The Coordinator (UTA)	<ul style="list-style-type: none"> • The legal entity acting as an intermediary between the parties and the Contracting Authority. • In addition, the Coordinator is the final responsible person for the implementation of the granted action. • Coordinate and provide logistical facilitation and other resources needed during the exercise. • Advise the consultant on consultancy assignment priorities from action perspectives. • Introduce consultants to partners • Coordinate identification of TOTs for training
	UTA Administrator	<ul style="list-style-type: none"> • Design the terms of reference, review of the inception reports and provides feedback, Offer technical programmatic support required by consultant such as discussing project reports, designs etc. with evaluating team.
	UTA office	<ul style="list-style-type: none"> • Hiring of consultants and request for payments
Benchmarking and developing of adventure standards and adoption. Also Training 20 Trainers of trainers for scaling up using a TOT manual	Consultant	<ul style="list-style-type: none"> • Develop customized adventure standards for Uganda tourism sector adoption • Development of training manual, conducting the training of 20 trainers of trainers and provide training reports, share and recommendations with UTA staff and Partners.
	Technical Committee	<ul style="list-style-type: none"> • Provide required documents for Adventure Tourism international standards (Newzland Safety Standards) for benchmarking and work with the consultant, together with partners in reviewing TOR and other project documents.
	Action staff (UTA Team)	<ul style="list-style-type: none"> • Monitor the process to ensure its being done in accordance with TOR. • Provide input on what the findings mean to them. • Develop practical recommendations
	Management Committee (Representatives of Secretariats) of Association	<ul style="list-style-type: none"> • Provide all the guiding information needed by the Consultant. • Participate in development of standards, training and key informant interviews
Reporting and following up	Consultant	<ul style="list-style-type: none"> • Draft the standards and circulate it for feedback • Incorporate feedback into the standards after dissemination of the standards to stakeholders
	Dissemination and Replication	<ul style="list-style-type: none"> • Review draft standards and provide feedback to

	Committee	consultant <ul style="list-style-type: none"> • Lead the dissemination of the draft standards to the stakeholders • Supervise and coordinate for the Communication and Visibility Plan, the Replication Plan and every dissemination activity in the action.
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5.1 PARTNERS

- a. **Tourism Sector MSMEs** will participate in different activities of the action, such as the marketing and product development, supply chain development and sourcing, development of alternative routes to markets through digitization, promotion and adoption of standards and skills development.
- b. **Associations** will participate as partners in the selection of beneficiaries and the development of the activities of the action. They will act as a bridge to the MSMEs and will be in charge of the relationships and involvement of the MSMEs in the activities. They will also be in charge of the organisation of dissemination events so as to promote the outputs of the action and foster replication opportunities.
- c. **National and regional authorities** responsible for policy formulation and implementation will actively participate in the capacity building sessions and policy dialogues organised to create a favourable policy environment and foster recovery of the business from the Covid-19 impacts,
- d. **Youth and Women** will participate in the action through their involvement in the training, employment or re-employment, awareness-raising campaigns about the prevention and management of COVID- 19 on the importance of sustainable resilience approaches during pandemics.
- e. **Private sector Foundation (PSFU)**; during the implementation of this action, where some capacities may be inadequate, consultants attached to PSFU may be called to support the realizations of the project activities.

6.0 TEAM ADVISORS

The Coordinator will work closely with the Partners' technical staff to advise the Consulting team headed by the consultant. The Coordinator will provide strategic guidance and leadership to the process. **Technical Committee** will be consulted especially on the approach and key issues to be highlighted in the Adventure Tourism standards and TOT Manual report. National sector specialists in adventure Tourism will be called upon to provide specific information in line with strategic direction.

7.0 LOGISTICS

- UTA Office will hire a consultancy firm as external consultant after all submitted bids are evaluated
- The consultant will make all the necessary arrangement for the transportation, accommodation and meals for him/herself and his team during the period of the assignment. The project staff will take charge of ensuring that all the persons participating in the exercise are mobilized and facilitated by the consultant.
- The UTA/ Coordinator will organize for dissemination of draft standards to UTA members and Partners. Also support the external consultant to organize the training workshops.

8.0 PRODUCTS

Consultancy products expected include

- Inception report with all work plan included;
- Draft internationally benchmarked adventure tourism standards and TOT training manual that will be reviewed within 5 working days
- Three bound hard copies of the final standards, TOT Manual and training report with 2 flash disks containing the final report
- Power point presentation of draft adventure standards for validation

9.0 BUDGET

A consultancy budget covering all the possible consultancy costs will be developed by the External Consultant and shared in the financial proposal. This will be reviewed by the UTA Action team to find out whether it is within the projects budget and discussed accordingly. The budget developed shall be limited to allocated funds in the approved budget.

10. DOCUMENTS

The consultant shall be provided with Project design documents, International Adventure standards and list of selected Trainers of Trainers. The consultant is also expected to review other secondary data and national documents and reports.

11. LESSONS LEARNED

The UTA staff and the consultant's team including partners will participate in the assignment. At the end of each stage of assignment lessons will be compiled, discussed and documented for positive (successes) or negative (failures). Action plans will be made to ensure the success of the remainder of the consultancy exercise based on the lessons. The consultant will also show how the lessons learned will be fed into the planning and implementation of other current and future actions. Lessons should be concise and based on specific evidence presented in the report.