



## **TERMS OF REFERENCE**

### **INDIVIDUAL CONSULTANTS' TERMS OF REFERENCE (TORS) FOR THE DEVELOPMENT OF A HERITAGE TOURISM PRODUCT TRAIL FOR UGANDA**

**Project Name:  
Tourism and Hospitality Sector: COVID-19 Economic Recovery and Resilience Response Program. (CERRRP)**

**Uganda Tourism Association**

**May 2021**

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## 1.0 GENERAL INFORMATION

Service / Work Description: **Development of a Heritage Tourism Product Trail**

Project/Program Title: CERRRP

Post Title: Consultant

Duration: 40 Days

Expected Start Date: Immediately after signing of the contract

Submission email: [admin@ugandatourismassociation.org](mailto:admin@ugandatourismassociation.org) copy [ceouta2016@gmail.com](mailto:ceouta2016@gmail.com)

## 1.1 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 (NDPIII) 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 Development of a heritage tourism product trail. This will enable to add Tourism product Development. The Government through Uganda's planning and development frameworks as evidenced in the Vision 2040 of the National Development Plan II, the Uganda Tourism Policy (2015) also recognize Heritage and Religious tourism as a distinct product niche, with potential to generate a lot of revenue. Basing on the above background, there is a need to come up with a well-defined Heritage trail.

## **1.2 Affirmation**

This document has been prepared for the sole purpose of securing a consultant to Develop Strategic plans and Operational manuals for the Uganda Tourism Association members. The document original work has not been presented anywhere else for any other purpose. The intellectual properties of this TOR rest with 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 consist of our own work, undertaken to secure a consultant to *Develop strategic plan and Operational manuals for members associations* as part of requirements to achieve economic recovery and resilience in the tourism and hospitality sector.”

## **2.0 CONSULTANCY ASSIGNMENT PURPOSE AND OBJECTIVES**

### **2.1 SCOPE OF WORK**

The purpose of this consultancy is to develop a heritage tourism product trail. Heritage tourism is defined as “traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources”. Cultural heritage tourism has a wide range of potential benefits, a strong market potential, and has seen a surge in popularity and implementation in various places in recent decades. Many local government agencies, preservation groups, and economic development advocates have a very positive view of heritage tourism, since it can be a powerful engine of economic growth while helping improve the quality of life for local communities as it may also help to respond to the recovery of the tourism and hospitality sector from the COVID-19 effects, mitigate the related impacts, and build resilience of the associations and the sector in general.

In executing this project, the consultant is expected to identify the suitable name for the trail, different points/stopovers and the activities, the duration, support services among others along the trail and lastly coming up with a unique Memorable Religious Souvenir that can be sold to tourists.

#### **2.1.2 The specific objectives of the consultancy include:**

1. Decide on the focus of the trail and identify the primary target group
2. Compile a list of possible items for inclusion in a heritage trail
3. Prepare a draft route linking the selected items of historical interest
4. Assess the suitability of nominated items

### 2.1.3 The Consultant(s) tasks will include the following:

The consultant should design and develop a Heritage trail supported with essential information in terms of the name of the trail, different points or stopover and their activities and the support services.

In developing trails, a few principles that have to be weighed in:

1. Themes,
2. Associated sites,
3. Service information and
4. Mode of transport.

The trail must have clear objectives and should focus on a theme. The site must be carefully selected to reflect the adopted theme, to ideally represent the authentic local culture or nature, and offer a range of ancillary services to Tourists. The trail should be linked to each associated site. The sites must be reasonably resilient to visitation, easily accessible, safe, and well managed. Incorporating site visits to relevant museums and gallery collections, local attractions, events, and exhibitions can raise the visitors' knowledge and exploration experience of the destination. The trail needs to integrate several common services, such as accommodation, transport, and catering.

Apart from these, emphasis should be focused on the comprehensive information displays as they provide useful information for visitors, especially in the case of long-distance walking routes. Necessary signage, panels, and printed materials should be discreet and preferably placed on specific, strategic, and suitable structures. Timothy and Boyd (2014) pointed out on the need for rural areas to pay attention to the mode of transport for visitors to move from one location to another. Newly developed trails should consider walking, cycling or riding as their mode of transport. Tourists need to understand the environmental, socio-cultural, and economic impacts on users of trail to enhance their knowledge and experience

#### Summary Description of The Action

Step 1	<b>Activity:</b> Preliminary discussion on destination attractiveness and its related activities Stakeholders: Consultant and UTA
Step 2:	<b>Activity:</b> Workshop on trial development by Consultant and UTA. Briefing on trial development requirement, its potential, advantages and structure Stakeholders: UTA Project Team, Association Representative
Steps 3:	<b>Activity:</b> Consultant presenting the proposed heritage trail to UTA project Team
Step 4:	<b>Activity:</b> Testing the heritage trail

## 1. 3.0 EXPECTED OUTPUTS, DELIVERABLES AND DURATION

The consultant(s) is required to use a participatory approach and process to ensure ownership of the Heritage Trail. It is expected that the proposed trail will be analyzed using a rigorous and transparent analysis framework, summarized and presented to the association's board and members to aid in prioritization and implementation.

### 3.1 The key deliverables of this assignment include.

- 1) A final inception report on the assignment within five (5) workdays of signing of the contract detailing the understanding/ interpretation of the TORs; the methodology of carrying out the

assignment; work plan and implementation schedule as agreed upon with the project coordination team and the associations.

2) An evaluation report on association’s performance within 10 day workdays of submitting and approval inception report detailing association’s performance, challenges and bottlenecks that affect its operations.

3) A draft of the Heritage Trail Framework within 20 work days of signing the contract including showing the name of the trail, various trail stopovers, feature, activities, duration and support services along the trail

4) Final report of the trail

### 3.2 TIMELINE FOR ASSIGNMENT

The assignment is expected to be completed within 40 Working days months of contract signature.

ACTIVITY	DEADLINE
Selection of the consultant/ team of consultants	
Inception report, Meeting and agreed final work methodology	5 days after contract Signing
An evaluation report on association’s performance	10 days after inception meeting
Draft of the Heritage Trail Framework	20 days after Evaluation report
Final Product of the Trail and and Evaluation Framework (Report)	7 days Validation

## 4.0 QUALIFICATION OF THE SUCCESSFUL FIRM OR INDIVIDUAL CONTRACTOR

### 4.1 Experience and Qualifications of the Consultant Academic Qualifications:

- Master’s Degree or (Advanced degree minimum) in tourism planning and development, with tourism destination development specialization and proven experience in product development planning

#### Years of experience:

- A minimum of 5-7 years of professional experience in tourism product development
- Knowledge and experience in the area of tourism value chain, public-private partnership, tourism destination and product development, investment promotion, etc
- Hands on work experience in tourism product development strategy documents
- Experience in producing programme documents
- Experience of working in East Africa is desirable.

## 5.0 IMPLEMENTATION ARRANGEMENTS

The consultant will be recruited under the UTA terms and conditions, and undertake the assigned tasks and responsibilities under the direct supervision of UTA. Regarding administration and coordination of the work’, UTA will provide the necessary support. The consultant is required to be a team player with the ability to maintain good working relationship with UTA staff, stakeholders, partners and donors. The UTA will cover the cost of developing the Strategic plans and operational manuals

## 5.1 CONSULTANT/ TEAM OF CONSULTANTS:

- Perform the tasks part of this consultancy with professionalism and in timely manner, according to a calendar agreed with, based on the deadlines established in this TORS;
- Provide the deliverables established in this TORS.

## 5.2 REPORTING

Upon contract award, the Consultant shall provide UTA with a proposed consultancy work plan covering all the activities described in this document, detailed list of tasks, and implementation schedule. UTA will revise the above and comment if necessary, within 3 days, once agreed upon, the new plan shall be adopted and shall form the basis for project supervision and monitoring.

## 6.0 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.

## 7.0 DOCUMENTS

The consultant shall be provided with the necessary documents, though the consultant is also expected to review other secondary data and national documents and reports.

## 8.0 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.

## 9.0 RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

Interested individual/consultants must submit the following documents/information (in one single document) to demonstrate their interest and ability to undertake the assignment.

- **Technical proposal:** Brief description of why the individual consultants considers him/herself as the most suitable for the assignment. Should clearly indicate the methodology - how they will approach and complete the assignment
- **Financial proposal:** Detailed breakdown that indicates the all-inclusive costs needed to achieve the deliverables (transport, professional fees, communication, consumables, living allowances, etc.) including the organization of the planning meetings and validation workshop.
- Personal CV of lead consultant and other team members detailing all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least two (2) professional references

**10.0 CONFIDENTIALITY AND PROPRIETARY INTERESTS**

The Firm / Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UTA.

The documentation should be submitted to.....by .... deadline .....