



TERMS OF REFERENCE

INDIVIDUAL CONSULTANTS' TERMS OF REFERENCE (TORS) FOR THE DEVELOPMENT OF STRATEGIC PLANS FOR UTA AND MEMBER ASSOCIATIONS

**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 strategic plans for UTA and member associations**

Project/Program Title: CERRRP

Post Title: Consultant

Duration: 40 Days

Expected Start Date: Immediately after signing of the contract

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 review/development of strategic plans of UTA and member associations. This will enable the associations to improve the advocacy and lobbying capacity of the association, strategic actions, enable the association to plan and execute measurable activities and increase the opportunities for partnerships to achieve common objectives. UTA, AUTO, USAGA, UHOA, TUGATA and UCOTA have strategic plans that are expiring or expired and require review, while NACCAU and HOGMAU need to develop their strategic plans.

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 overall objective of this assignment is to review/develop five (5) year Strategic Plans for UTA and its member associations to design practical and realistic actions to ensure that through fulfilling their mandate they can contribute 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.

2.1.2 The specific objectives of the consultancy include:

- a) To evaluate the performance of the associations with a view of identifying challenges and bottlenecks that affected their operations and priority areas of strategic importance for intervention.
- b) Formulate a Strategic Plan, with specific timeframe, budgets, targets and annual plans that translate the Strategy into specific actions for implementation; and
- c) Prepare a Monitoring and Evaluation Framework for monitoring implementation of the Strategic plans.
- d) Develop at least three Operational Manuals to guide day operations

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

- 1) Define a consultative process and mechanism for the preparation of the Strategic Plan and a Monitoring and Evaluation Framework taking into consideration the involvement of key stakeholders in the public and private sectors, at both national and local levels.
- 2) Organize and conduct consultations, meetings, interviews, and brainstorming sessions with various stakeholders in the tourism industry as well as allied sectors to elicit inputs, ideas, opinions and recommendations on the vision, goals and objectives, and strategies for the Plan.
- 3) Identify strategic priorities and activities the associations need to undertake to support the members to be able to recover from the impacts of COVID 19 and build resilience to future shocks
- 4) Identify strategic priorities as well as activities that the associations should be engaged in and implement to achieve global competitiveness and an integrated approach to sustainable tourism development.
- 5) Identify the capacity constraints that hinder associations from fulfilling their mandate and recommend appropriate counter measures.
- 6) Develop and formulate, in consultation with the executive board and management of the associations, the overall vision as well as strategies for development of priority areas.
- 7) Prepare an action plan or roadmap on the various components of the Plan.
- 8) Cost the strategies proposed and recommend funding sources to implement the plan, including multi- and bilateral organizations, official development assistance, and public private sector.
- 9) Develop a Monitoring and Evaluation framework to monitor the implementation of the Plan, including baseline assessment component; reliable, relevant and valid indicators and measurement strategies; tools to facilitate data collection; responsibility for data collection; frequency of data collection and sources of data.
- 10) Present the draft and final Strategic Plan to association boards and relevant stakeholders.

3.0 EXPECTED OUTPUTS, DELIVERABLES AND DURATION

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

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 Strategic and Monitoring and Evaluation Framework within 20 work days of signing the contract including the facilitation of brainstorming sessions and validation workshop.

4) Final Strategic Plan and Monitoring and Evaluation Framework within 7 days after validation workshop

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 Strategic and Monitoring and Evaluation Framework	20 days after Evaluation report
Final Strategic Plan and Monitoring and Evaluation Framework	7 days Validation workshop

4.0 QUALIFICATION OF THE SUCCESSFUL FIRM OR INDIVIDUAL CONTRACTOR

4.1 Experience and Qualifications of the Consultant Academic Qualifications:

Advanced degree in tourism, strategic planning, development economics, business administration or other relevant fields. Economics, Development studies or related fields.

Years of experience:

- At least five (5) years of relevant demonstrated experience in the development of organizational and programmatic related strategic plans through the consultative process including government agencies civil society organizations and development partners.
- Experience in supporting organizations in the formulation of strategic plans in the tourism field and or private sector
- Demonstrated understanding of the global tourism industry and trends in context of Uganda and the East African region
- Analytical and conceptual research ability
- Good communication skills and stakeholder engagement competencies
- Demonstrated integrity and ethical standards
- Ability to act professionally and flexibility to engage with private sector, government officials, and development partner representatives

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 UTA admin@ugandatourismassociation.org ...copy to ceouta2016@gmail.com deadline extended to 4th June, 2021 at 5:00pm