



TERMS OF REFERENCE

FIRM / INDIVIDUAL CONSULTANTS' TERMS OF REFERENCE (TORS) TO CONDUCT TRAININGS 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:

1. Up skill 50 Middle Managers in Supervisory Skills in Accommodation and Food beverage Management
2. Conduct training to up skill 50 tour/marketing managers, travel consultant in digital marketing through master classes
3. Up Skill 50 Travel Trade Managers in Product Development, Packaging, Costing
4. Conduct training to Up skill 30 crafts makers in Master Craftsmanship in sandal making basketry and pottery,
5. Training 50 members' tourism stakeholders in Eco Labelling certification Systems.

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 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 others. This will help to address gaps in digital marketing, tourism product development. Packaging and costing among others which are major challenges of the tourism sector in Uganda

1.2 Affirmation

This document has been prepared for the sole purpose of securing a consultant to conduct capacity building Uganda Tourism Association members along the value chain. 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 conduct capacity building Uganda Tourism Association members along the value chain 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 conduct a training for UTA and its member associations to close the skill and knowledge gap as this will help in 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. These areas for training include;

1. Up skill 50 Middle Managers in Supervisory Skills in Accommodation and Food beverage Management
2. Conduct training to up skill 50 tour/marketing managers, travel consultant in digital marketing through master classes
3. Up Skill 50 Travel Trade Managers in Product Development, Packaging, Costing
4. Conduct training to Up skill 30 crafts makers in Master Craftsmanship in sandal making basketry and pottery,
5. Training 50 members' tourism stakeholders in Eco Labelling certification Systems.

Output	Indicator	Means of Verification
Completed training documents including modules, references, PowerPoint, Agenda, Pre-and Post-tests, training schedules with facilitators	All documents submitted a week before the training started	UTA project Team to make the verification
Participants from different hotels participating in the training acquire knowledge and skills in supervision	95% of the participants have a common understanding of the supervisory role	<ul style="list-style-type: none"> ✓ Pre-training and post-training results ✓ Training report

2.1.2 The specific objectives of the consultancy include:

The specific objective of the consultancy is to conduct training as specified above in the scope of work

The assignment of the consultant / team of consultants includes the following mandatory activities:

- Develop the programme and methodology for the training programmes
- Conduct the Training Programmes
- Provide a toolkit with resources on the main issues addressed during the training, which can be disseminated to other tour companies and industry players
- Provide an evaluation report (s) of the training period with recommendations to improve the programme for future editions.

Specific tasks

The consultant team will be responsible to conduct the following list of activities:

- Prepare the training agenda to be approved by the UTA Project team
- Develop, submit, revise (if necessary), and finalize substantive training materials and method of the training, including the Pre-training and post training questionnaire
- The consultant team will provide training to the participants based on the agreed topics and schedule

- The consultant team will draft, submit, revise (if necessary), and finalize training report to UTA including results of pre- and post-test results.
- In developing and finalizing the above deliverables, the consultant team will provide clear and easy-to-understand training of materials to participants, including through:
 - ✓ Substantive materials delivered in an orderly, clear, and engaging manner;
 - ✓ Trainers are open and resourceful to questions from participants;
 - ✓ Active engagement and interaction with participants to ensure proper understanding of the subject matter;

3.0 EXPECTED OUTPUTS, DELIVERABLES AND DURATION

The consultant(s) is required to use a participatory approach and process to ensure ownership of the Training program and material. 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.

Training Strategy customized for trainers for trainers of: Accommodation food beverage middle managers and supervisors, Tour/Marketing Managers, Travel Consultant, Travel trade managers, Crafts makers and Eco Labelling Certification Systems implementers)

- **Training manual/guide line** to be distributed to participants;
- **Training Delivery** with customized activities and exercises suited for each identified element
- **Performance Report** that will provide training outcome, challenges and recommendations for the sector's transformation.

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	3 days after contract Signing
Draft of the train frame work	2 days after inception meeting
Conduct Trainings and provide progress reports	30 days
Final Training report and Evaluation Framework	3 days after completions of trainings.

4.0 QUALIFICATION OF THE SUCCESSFUL FIRM OR INDIVIDUAL CONTRACTOR

4.1 Experience and Qualifications of the Consultant Academic Qualifications:

1.1 Competencies, Experiences and Skill requirements

The consultant will have proven experience and shall have undertaken similar or related assignments in Uganda or other countries. The consultant shall provide a team of experts who by themselves have experience conducting training programs

1.2 Qualifications

1.2.1 Expertise of the consultant

The consultant should be a person with considerable experience in management and training in both the private and public hospitality and tourism sector. Preferably should have worked as a departmental head or overall manager in a reputable hotel or tour/travel agency or in the tourism public sector. The consultant will have:

- Minimum of master's level education in tourism and hospitality
- At least 10 years' experience in developing and coordinating refresher training programs in the tourism and hospitality sector, particularly trainer of trainers programs.
- Proven experience in managing training teams and leading trainings in the tourism and hospitality sector.
- Industry experience in management of private and public hospitality and tourism enterprises
- Excellent drafting and communication skills.

The Consultant should submit documentary evidence including list of contracts awarded, description, value, and date of commencement and of completion, client and contract person for reference.

1.2.2 Experience and Qualifications of Consultant's Team

The consultant's team members should be persons with considerable skill and learning in their areas of instruction. Preferably they should have experience of teaching/**working at a senior level** in the hospitality industry.

- Minimum of bachelor's degree or equivalent in in tourism and hospitality
- Minimum of 5 years of relevant experience in the field of conducting refresher and TOT trainings in in tourism and hospitality
- Proven experience in conducting refresher training and facilitation skills for adult participants and ability to transfer knowledge to multi-disciplinary audiences
- Demonstrated experience in facilitating similar trainings in hotels and tourism firms will be an advantage
- Industry experience in private and public hospitality and tourism enterprises

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 Uganda Tourism Association By 5:00 pm 26th MAY, 2021

Note, the submission deadline has been extended to 4th June, 2021 5:00pm