

CONSULTANCY TO DEVELOP THE INTERGRATED TOURISM DEVELOPMENT PLAN FOR THE NORTHWESTERN TOURISM DEVELOPMENT AREA

TERMS OF REFERENCE

1. BACKGROUND

Uganda's Comprehensive National Planning Framework, including the Vision 2040, the National Development Plan III (NDPIII), and the Ten-year Tourism Development Master Plan (2014-2024), support the development and promotion of Uganda's tourism resources. The Master Plan clustered districts with common tourism attractions as regional Tourism Development Areas (TDAs) as a means to efficiently utilize the vast tourism resources and enhance the levels of tourism planning and management across Uganda. The Master Plan identifies six TDAs distributed across the country, located in the areas of the major established attractions, National Parks and other categories of protected areas. The North-Western TDA - incorporates Murchison Falls National Park as well as Bugungu and Karuma Wildlife Reserves, and the north east shoreline of Lake Albert (see map below).

The region has a variety of terrestrial and aquatic ecosystems which are vital for harboring valuable biodiversity and tourism. The region also hosts Lake Albert, various archaeological, historical and cultural sites. However, many of these local tourist attractions remain largely underutilized, inaccessible and would require strategic interventions to facilitate their development.

Optimizing the utilization of the tourism potential of these assets requires integrated plans to define and map out of the possible opportunities, identify interrelations as well as interventions that need to be undertaken to guide systematic public and private investment, development and promotion.

It is against this background that the Ministry of Tourism Wildlife and Antiquities seeks to hire consultancy services for the development of an Integrated Destination Development Plan for the North-Western Tourism Development Area, clearly identifying the unique flagship tourism products, including the opportunity for linking oil and gas activities to tourism in the defined area; in addition, the roles and actions of the Ministry of Tourism, Wildlife and Antiquities (MTWA), its agencies (such as Uganda Wildlife authority and Uganda Tourism Board, other Ministries, Local Governments, and tourism clusters; and any capacity development issues. All proposals should be in line with the national legislations on climate adaptation and mitigation measures.

1.1 Integrated Tourism Development Plan (ITDP)

The Government of Republic of Uganda (GoU) is implementing the "Competitiveness and Enterprise Development Project" (CEDP-AF), financed by a World Bank loan-Additional Funding (CEDP-AF), whose Development Objective is: to support measures that facilitate increased private sector investment in the tourism sector. In parallel the GoU is implementing a "Investing in Forests and Protected Areas for Climate Smart Development" (IFPACSD), also financed by the World Bank whose Development Objective is: to improve sustainable management of forests and protected areas and increase benefits from forests in target landscapes.

The Albertine Graben is the focal area for the IFPACSD and the GoU has elected to use CEDP-AF financing to support the development of an integrated destination development plan for the northern part this area. This area is a priority for the GoU because the Albertine ecosystem is a focus of ongoing Oil and Gas exploration and production and because the area is one of the most important, and traditionally successful tourism zones in the country with, for example, Murchison Falls National Park being one of the most visited tourist attractions in Uganda.

The confluence of all this economic activity and potential project support over the coming five years at least, make this a critical area of economic development for Uganda and therefore a priority for spatial planning considerations, potential private investment, and climate- and nature-positive outcomes.

The focus of this Integrated Tourism Development Plan (ITDP) will be on identifying and defining investment or infrastructure gaps where public sector investments or reforms (such as the ongoing land reform) can play a role in catalyzing private sector investment in tourism infrastructure and services in key sites. A short list of transformative anchor projects with the potential to crowd in private investment will be identified as well as broader, and longer-term view of potential investments that can strengthen tourism or landscape resilience in the defined area.

2. OBJECTIVES OF THE ASSIGNMENT

The objective of the assignment is to develop an Integrated Tourism Development Plan for the North-Western Tourism Development Area that can serve to attract private investment and leverage possible synergies offered by oil and gas exploration and production-related developments as well as ongoing project investments through the World Bank and other development finance institutions.

2.1 Specific objectives of the consultancy

The specific objectives include:

- Conduct an initial baseline assessment of tourism activities in the region including all categories of goods and service providers in the tourism value chain (e.g. accommodation, tour operations, community-based activities, transport providers, tourism sites, etc.)
- To identify and define investment gaps and opportunities for co-creation and /or co-investment of potential linkages between the oil & gas and tourism sector; for example, common infrastructure, possible carbon offsets through reforestation/tree planting, specific adaptive reuse of oil and gas exploration infrastructure, possible financing from oil and gas exploration companies to support any of the above;
- To identify the enabling infrastructure connecting potential tourists to assets in the region, including the identification of critical last-mile infrastructure for instance;

- To conduct a comprehensive tourism market analysis in the region, identifying key markets, trends and likely growth potential;
- To assess the inclusivity of communities in enterprises along the tourism value chain operating in the region;
- To assess critical manpower and capacity development needs along the tourism value chain and recommended investments to address these;
- To propose a minimum of 15 sub-projects projects, from which 5 will be selected for pre-feasibility assessments;
- To establish the challenges to investment in the exploitation of the existing tourism assets in the area;
- To recommend any institutional structures, financial requirements and possible incentive mechanisms for the development and management of tourism in the region, such as the development of a public private destination management entity in the region;
- To propose implementation and M&E frameworks, that would ensure realization of the identified linkages

3. TASKS

The consultancy will cover the development of the Integrated Destination Development Plan; defining and identifying the tourism sector linkages and investment opportunities in the north western tourism development area and in particular the districts affected by the East African Crude Oil Pipeline Project (EACOP).

The consultant is therefore required to conduct the following tasks among others:

- i) Review of all relevant documents, reports, and plans already prepared (some of which are mentioned in this TOR);
- ii) Conduct a baseline and overall assessment of existing tourism-related enterprises in the region;
- iii) Form a small counterpart working group composed of MTWA, UWA, UFA, UTB and at least four private sector representatives with one each coming from tourism accommodation owners/operators, tour operators, community tourism organizations and the oil and gas sector;
- iv) Through periodic workshops, use this working group to develop ideas and to validate findings and recommendations;
- v) Use the opportunity to build technical capacity and skills in key MTWA staff to enable further IDTPs to be conducted in other parts of Uganda;

In addition, the Firm shall be responsible for:

- a) Implementing the entirety of the tasks defined in the scope of the assignment and shall bear all the costs related to the employment and mobilization of his/her team.

- b) Facilitating the consultation meetings to review survey methodologies and research tools and validation workshop. In addition, the firm shall co-opt and facilitate the project team staff during the assignment duration.
- c) The costs of producing, printing and distributing survey tools, equipment, information materials and reports required to successfully carry out the assignment.
- d) Facilitating project review meetings during implementation usually around report delivery dates.
- e) The organization and implementation of any consultation activities, including logistics, local travel, accommodation, survey and analytical tools/software, printing and editing of documents, etc.

4. EXPECTED DELIVERABLES AND TIMING

Expected deliverables of this assignment are highlighted in table 1 below.

Table1. Assignment Deliverables and Timing

Item	Description of Output	Timing from the Date of Contract effectiveness
4.1.	<ul style="list-style-type: none"> • <u>Inception Report</u> for Stakeholders' engagement and review detailing the consultant's understanding of the project scope, methodology, key timelines and any clarifications/modifications to the TOR • Power point presentations for the draft Inception report 	Week 2
4.2	<u>Draft Inception Report Workshop</u>	week 3
4.3	<u>Final Inception Report incorporating Stakeholder's comments</u>	Week 4
4.4	<u>Interim Progress Report</u> Including the baseline assessment of the existing tourism situation, enterprises and overall products, market research results and challenges faced at the mid-way point of the work	Week 12
4.4	<ul style="list-style-type: none"> • <u>Draft Integrated Destination Tourism plan</u> for stakeholders' engagement and review. • Power point presentations for the draft IDTP 	week 16
4.5	<u>Workshop on Draft IDTP</u>	week 17
4.6	<ul style="list-style-type: none"> • <u>Draft Final Integrated Destination Tourism plan</u> and implementation plan 	week 23

	<p>for stakeholders' engagement and review.</p> <ul style="list-style-type: none"> • Power point presentations for the Draft Final IDTP. 	
4.7	<u>Workshop on Draft Final Integrated Destination Tourism plan</u>	week 25
4.8	<p><u>Final Integrated Destination Tourism plan for North Western TDA</u> Detailing;</p> <ul style="list-style-type: none"> • An overall description of the existing tourism product and market base and the future tourism development potential of the region and the investment and infrastructure gaps; • A description of overall investment opportunities and 5 more detailed pre-feasibility assessments of specific projects as advised by GoU after (iii) above; • A recommended investment strategy for these projects stipulating the institutional structures and incentive mechanisms required to ready them for markets; • A monitoring and evolution framework for the proposed development and investments. • Recommendations for any institutional capacities required to support the overall implementation of the IDTP; • A regional tourism branding concept that fits within the national framework as developed by UTB; 	week 28

The Consultant represented by the entire project team (key personnel) shall be required to present to stakeholders at separate workshops organized by MTWA the Inception report, Draft Integrated Destination Tourism Plan for North Western Uganda.

The three stakeholders' workshops will be conducted as indicated in the table above. The workshops will be organized to discuss the Draft Inception Report, Draft IDTP and the Draft

Final IDTP after submission of the deliverables to the client. The following shall be taken into consideration during the preparing and handling the stakeholders' workshop.

- (i) The workshop will be facilitated and paid for by the Client.
- (ii) The consultant will make Power Point presentations, provide concise background documents for discussion and prepare workshop reports to document the proceedings.
- (iii) The consultant shall include a provisional sum of 12,000 USD in the financial proposal for the costs of holding workshops and stakeholders' consultation in the proposal.
- (iv) The Client will pay the Consultant based on actual and approved expenditure of the Consultant's budget (for workshop) which will have been discussed and agreed to prior to commencement of the Consultancy.
- (v) The basis for payment of participants by the Consultant will be full participation for the entire duration of the workshop together with an authentic invitation letter of the participant.
- (i) The key deliverable of Stakeholders workshop shall be stakeholders' workshop report which shall be submitted by the consultant within 2 weeks after the workshop.

5. REPORTING REQUIREMENTS

The Consultant shall report to the Project Coordinator
CEDP
PSFU
Kampala.

A copy of each report shall be submitted directly to the World Bank Task Team Leader, Rwenzori House Floor 4 Lumumba Avenue

All deliverables including work files, document files, databases, spreadsheets, drawings, and GIS data related shall be provided to the client in electronic format (on CD) upon completion of the consultancy, in addition to 5 copies of the hardcopy reports. The electronic data formats shall be compatible with the latest versions of:

- (i) The Microsoft Office Suite;
- (ii) Auto CAD;
- (iii) Arcview GIS;
- (iv) Network analysis software (PSS© Sincal or compatible software).

Any other data formats shall be subject to prior approval by the client.

All assignment reports shall be submitted to the client in form of one (1) electronic copy and five (5) original hard copies. All documents to be submitted by the Consultant shall be in English.

6. KEY PERSONNEL

The Consultant will be a firm or consortium of firms with diversified technical competencies, including (but not limited to) tourism development planning and should have demonstrated competencies in tourism project finance, tourism planning, tourism marketing and leisure and hospitality. The Consultant shall have the following qualifications and experience:

- a. Proven experience in leading integrated teams.
- b. Demonstrated knowledge and understanding on different business models to promote regional tourism.

The Consultant shall present at least one reference to prove possession of each of the above competences.

The Consultant will deploy a team of well qualified personnel/experts to undertake field activities who will be supported by a competent team at the consultant home office. All the experts shall be highly skilled and experienced and shall score a minimum of 75%. Key Staff with scores of less than 75% shall have to be replaced if the Consultant progresses to negotiations stage.

The proposal of the Consultant shall be set out in detail showing the list of experts required for each stage of the assignment and the duration person/ days) for which the services are required. The Consultant shall present the staffing schedule in a manner that makes it clear as to which personnel will be involved in a specific activity. A staff organogram reflecting the envisioned activities should therefore be presented.

The Consultant's team shall include the following key personnel:

- a. Team leader (Senior Tourism Development and Planning Specialist)
- b. Tourism Project Finance/Feasibility and Investment Specialist
- c. Tourism Marketing/Market Research Specialist
- d. Community Tourism Specialist
- e. Social and Environmental Safeguards Specialist

Qualification and experience requirements of Key staff

- a. Team leader (Senior Tourism Development and Planning Specialist) should have a post graduate qualification in tourism administration and/or planning. At least 15 years of professional experience in tourism product and market development, demonstrated success in leading integrated teams, proficiency in ICT
- b. Tourism Project Finance/Feasibility and Investment Specialist should have a degree in Graduate degree in a finance related field, at least 15 years' experience in developing tourism-related feasibility assessments, demonstrated success in taking tourism investment projects to successful investment outcomes, demonstrated success in community-related investments and ownership structures would be a plus.
- c. Tourism Marketing/Market Research Specialist should have a Graduate degree in a marketing related field, at least 10 years of proven experience in tourism marketing and market research, demonstrated success in taking tourism investment and projects to successful investment outcomes, demonstrated success in community-related marketing initiatives would be a plus.
- d. Community Tourism Specialist should have as a minimum of a Graduate degree in Social Sciences, Development studies of a related field, at least 10 years' experience in developing community related interventions, demonstrated success in getting communities together to successfully implement a project

- e. Social safeguards specialist should have as a minimum a Graduate degree in sociology or other related field of Social Sciences from a recognized University/institution. Training in land management, acquisition, resettlement and rehabilitation, and social inclusion is an added advantage. A minimum of three years of experience in implementing social safeguards arrangements on infrastructure projects in a large-scale national Project. He/she should have experience in development/management of community engagement activities as well as in depth knowledge of participatory community engagement methodologies.
- f. Environmental Safeguards Specialist should have as a minimum a Graduate degree in Environmental related courses from a recognized institution, with a matching experience of seven years in the field of Environment and Social Impact Assessment and Management. Broad understanding of the national environment policies, laws, regulations and World Bank Safeguard Policies and EHS guidelines. Significant experience of working with various stakeholders including Government institutions, Non-Government Organizations and the private sector.

7. SUPPORT STAFF

The Consultant shall field any technical, non-technical and administrative staff to enable the timely delivery of the assignment and to the required standard.

8. SERVICES PROVIDED BY THE CLIENT

The Client shall introduce the Consultant to relevant stakeholders on request.

All expenses related to the assignment such as office space, travel (inland and foreign), and accommodation, stationary shall be borne by the Consultant.

9. DURATION OF THE ASSIGNMENT

The assignment shall have a duration of 28 calendar weeks.

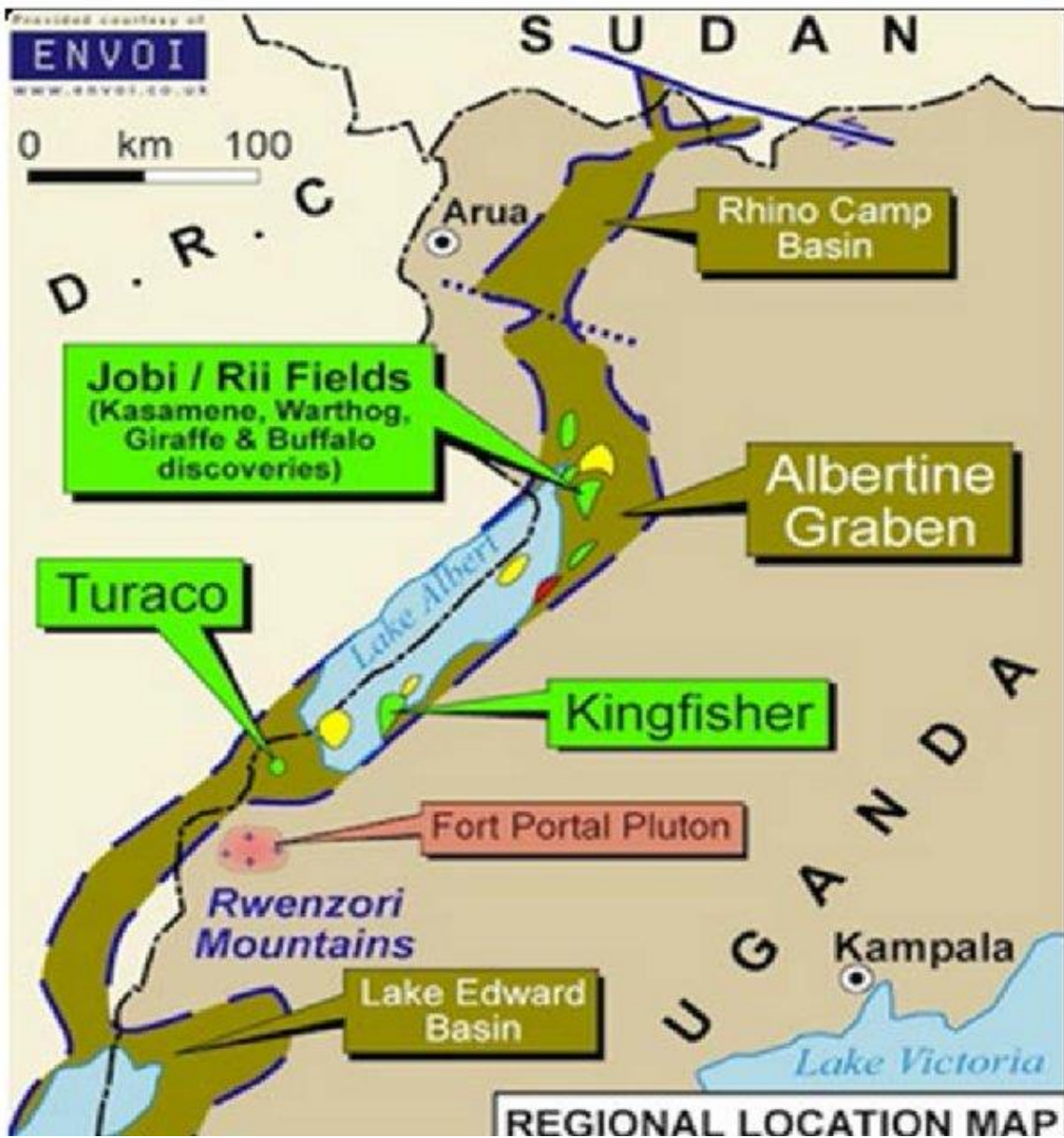
10. STAKEHOLDERS

The Consultant shall consider the following as the Key Stakeholders

1. Ministry of Tourism Wildlife and Antiquities
2. Ministry of Energy and Mineral Development
3. Ministry of Water and Environment
4. Ministry of Local Government
5. Ministry of Finance Planning and Economic Development
6. Ministry of Gender Labour and Social Development
7. Project affected District Local Governments of Buliisa, Gulu, Kagadi, Kikube, Hoima, Masindi, Pakwach, Nebbi, Omoro, Oyam, Kiryandongo and Nwoya
8. National Planning Authority
9. National Environment Management Authority
10. National Forestry Authority
11. Uganda Local Governments Association (ULGA)

12. Petroleum Authority Uganda
13. Chief Government Valuer
14. Solicitor General's Office
15. Project affected Communities including but not limited the Kingdoms and Chiefdoms in the area, religious leaders, Transporters, Accommodation providers, Restauraners, attraction sites including game parks and reserves, River Nile and the Lake Albert; Farm owners, schools and other service providers
16. CSOs/NGOs working in Tourism including but not limited to Uganda Wildlife Society, Worldwide Fund for Nature, African Wildlife Society, Uganda Biodiversity Fund, the Albertine Stakeholders Forum
17. Academia including but not limited to Universities, Technical Institutes
18. Natural Resources Committee of Parliament
19. Tourism and Trade Committee of Parliament
20. Traditional and Cultural Leaders
21. Uganda Tourism Board
22. Uganda Wildlife Authority

ANNEX 1: Map of the Albertine Graben



ANNEX 1: Map of the Tourism Development Areas

