

TERMS OF REFERENCE FOR MID-TERM REVIEW AND UPDATE OF THE STRATEGIC PLAN AND PREPARATION OF BUSINESS PLAN FOR UGANDA WILDLIFE RESEARCH AND TRAINING INSTITUTE (UWRTI).

1. Background

The Government of Uganda has received Additional Financing from the World Bank toward the implementation of the Competitiveness and Enterprise Development Project (CEDP -AF). The Project Development Objective (PDO) is to support measures that facilitate increased private sector investment in the tourism sector and strengthen the effectiveness of the land administration system. The Project comprises of three major components; Component 1. Land Administration Reform, Component 2: Tourism Product and Competitiveness Development and Component 3: Project Implementation. The Project is implemented by ten agencies namely: Private Sector Foundation Uganda (PSFU); Ministry of Lands, Housing and Urban Development (MoLHUD); Judiciary, Office of Administrator General (OAdG); Ministry of Tourism, Wildlife and Antiquities (MoTWA); Uganda Tourism Board (UTB); Uganda Wildlife Authority (UWA); Uganda Wildlife Research and Training Institute (UWRTI), Uganda Wildlife Education Center (UWEC), and the Uganda Hotel and Tourism Training Institute (UHTTI). The overall coordination of the Project, however, is entrusted to the PSFU through a Project Coordination Unit (PCU).

Under Component 2, the Project intends to advance tourism development in Uganda by catalyzing private investments in selected areas and core tourism institutes such as MoTWA, UTB, UWA, UHTTI, UWEC and UWRTI. The focus is on improved management and performance to be in a better position to contribute through improved planning, coordination, training, promotion, and awareness building to a stronger overall tourism offer.

CEDP, therefore, seeks to provide support through funding to UWRTI in addressing these gaps to ensure that the objective of improved management and self-sustainability is achieved.

2. Introduction

The Uganda Wildlife Research and Training Institute (UWRTI) derives its mandate from the Uganda Wildlife Research and Training Institute Act, 2015 which provides for its establishment. The institute is mandated to conduct wildlife research and training in wildlife conservation and provision of consultancy and specialized technical services in wildlife conservation and sustainable development of the country (*Sections 4 (Objectives) and 5 (Functions)*).

The Institute has over the past years been undertaking clear and systematic steps aiming at establishing a centre of excellence for Uganda's wildlife and training with a vision of "World-class Centre of Excellence in Wildlife Research and Training for Sustainable Wildlife Management"

The institute has secured official allocation of 30 acres of land in Queen Elizabeth National Park (QENP) buffer zone on which the new proposed infrastructure will be constructed to ably accommodate its expanded mandate.

As part of this broader vision, the UWRTI objective is to enhance individual and institutional research capacity and the utilisation of applied wildlife research and policy to inform government decisions in sustainable management of wildlife resources.

Desirous to deliver the Institute's mandate in line with National Goal, Overall Objective and Programmes, UWRTI works with its partners to:

1. Enhance teaching and learning
2. Promote research and innovation
3. Enhance conservation and sustainable development of wildlife resources
4. Strengthen the institutional capacity to deliver on its mandate.

In order to deliver on this vision, a research agenda was developed focusing on four thematic areas;

- a. Extractive industries focusing on oil and gas
- b. Ecological monitoring
- c. Climate change and
- d. Other cross cutting issues

The institute has also developed the wildlife research policy which supports the overall goal of the institute, providing both gravity and scope to the articulation of the institute's agenda as a wildlife research and training center of excellence and setting out key strategic approaches to undertake and enable the achievements of its objectives.

The Institute offers training in four programmes;

1. Diploma in Wildlife and Natural Resources Management
2. Certificate in Wildlife and Natural Resource Management
3. Diploma in Wildlife Tourism Management
4. Certificate in Wildlife Tourism Management

The courses have evolved substantially since the programme's inception. More modules have been developed and the body of instructors has grown.

The training follows an alternative pedagogy that uses interactive learner-centred techniques such as group projects, role plays, fieldwork and guided discussions together with peer learning. Premium is placed on technology-enhanced learning that involves use of an online learning platform and a variety of multi-media materials, i.e. electronic case studies, documentaries and animations, to support teaching and learning.

3. Objective of the assignment

The overall objective of the assignment is to review and update the strategic plan and develop and propose a possible business model for UWRTI, with accompanying data, analysis (SWOT, matrix analysis etc.), advantages and disadvantages of different models basing on the most appropriate business model, after consultation with the Ministry of Tourism, Wildlife and Antiquities, governing board and management of UWRTI.

4. Scope

The consultant will review and update the Strategic Plan and develop a suitable Business Plan that will position UWRTI as a centre of excellence basing on the updated strategic plan 2020/2021 to 2024/2025.

The review of the strategic plan will look at the situational analysis outcome of the strategic plan, challenges, emerging issues and opportunities, propose key priorities and recommendations. The elements of the business plan will include an operational rationale and key components of proposed model, taking into consideration the governance structure and organizational chart/staffing at different levels to ensure functionality and continuity. Therefore, the model should be able to provide five years of operation with government support and the subsequent three years with diminished or no support from Government.

5. Purpose

UWRTI is seeking Expressions of Interest from suitably qualified firm to review and update the strategic plan basing on the above scope and develop a five-year businesses plan that;

- (i) ensures programme sustainability within the first three years,
- (ii) Establishes the research and the training programmes as income generating entities within five years.
- (iii) defines the comparative advantage of UWRTI to attract sustainable funding for institute programs
- (iv) establishes business model for the Institute, including its marketing strategy
- (v) Creates a stakeholder's map that will guide Institute on to whom to deal with while executing its mandate.

6. Detailed activities under the Assignment:

- I. Familiarization with UWRTI's vision, mission and strategy as well as the activities of each of UWRTI's Research and Training programmes;
- II. Familiarization with the Research and Professional Development and Training programmes, inception, different modules and how they have evolved, participant profiles, pedagogy and training materials;
- III. Locate programme beneficiaries and conduct in-depth consultation to understand the value proposition of the programme over time.

- IV. Hold consultations with UWRTI senior staff as well as the body of instructors to understand their views concerning programmes sustainability;
- V. Carry out a comprehensive market analysis for the programmes in other training institutions of its calibre, research centres, government agencies and similar places nationally, regionally and internationally;
- VI. Identify similar programmes, noting differences and similarities with UWRTI's in terms of value, demand, utility and cost;
- VII. Develop a marketing strategy with branding and communication options.

7. Deliverables

The expected end product of this assignment will be a reviewed and updated strategic plan and a complete 5-year Business Plan that comprises the initial 3-year sustainability plan for the UWRTI programme and a full cost recovery in the remaining two years. The deliverables shall be in three stages below;

- (i) Inception Report
- (ii) Draft Reports of the updated Strategic Plan Business plan for UWRTI
- (iii) Final Reports of the updated Strategic Plan and Business Plan for UWRTI

7.1. Timeliness and deliverables

It is estimated that the work will take three (3) calendar months. The timelines for the assignment are as shown.

Report	Description	Time frame
Inception Report	<p>The Inception Report will include:</p> <ul style="list-style-type: none"> • Work methodology and understanding of the assignment. • Proposed work schedule and time frames for work delivery. • Proposed Report Structure. • Issues identified by Consulting Team for Client's attention. • Quality Assurance Plan. 	Within 3 weeks upon contract signing
Draft Reports of the updated Strategic Plan Business plan for UWRTI	<ul style="list-style-type: none"> • First Draft Report on updated Strategic Plan • First Draft Report Business. The Business Plan should contain the following specific sections: <ul style="list-style-type: none"> a. A marketing strategy that covers: <ol style="list-style-type: none"> i. Analysis of similar programmes ii. A strong value chain assessment iii. Opportunities and potential openings iv. A branding and communication plan 	6 Weeks

	<p>b. Financial model</p> <p>i. A sustainable financial model with a projection of income from the research and training programmes over a 5-year period</p> <p>ii. Funding requirements and opportunities</p>	
Final Reports of the updated Strategic Plan and Business Plan for UWRTI	<ul style="list-style-type: none"> Final UWRTI Strategic Plan and Business Plan. 	3 Weeks

8. Experience and Qualifications of Firm's Key Personnel

(i) Team Leader

The Team leader must have a Ph.D. in Economics or any related field with proven experience in Strategic Development and Business Planning. A thorough understanding of the Wildlife and Conservation sub-sector and Africa's business environment; and experience in drawing up business and financial plans especially for research and training institutions. Knowledge of best practices in similar/related projects and in areas of project/business appraisal and strategic planning. He/she must exhibit experience of working in research and higher education sectors. Experience in Uganda or Southern Africa is required

(ii) Conservation Specialist

The specialist should have at least a Master's Degree in Wildlife Conservation or related field. He/she should have proven experience in Wildlife and Conservation research and training. The person should be familiar with the Wildlife and Tourism industry in Southern Africa including related policies, legislations, and training programmes.

(iii) Human Resource Specialist

Must have at least a Masters in Human Resource Management or a related discipline, from a recognised university. She/he must have 5 years and above experience in preparation of organization's priorities and challenges, and with demonstrated ability to influence the future of an institution based on the best practices for results-based management.

9. Services to be provided by the Client

UWRTI will allow access to data on previous reports and liaison to access information from any Government Agency.

10. Key Stakeholders to be met

Below are some of the stakeholders that will be consulted by the consultant.

1) Mbarara University of Science and Technology	2) Eco-trust	3) National Environment Management Authority (NEMA)
4) Institute of Tropical Forest Conservation (ITFC)	5) Uganda Conservation Foundation	6) National Forestry Authority (NFA)
7) Bwindi Mgahinga Conservation Trust (BMCT)	8) Uganda Wildlife Education Centre (UWEC)	9) Ngamba Island Chimpanzee Sanctuary & Wildlife Conservation Trust
10) World Wide Fund for Conservation (WWF) Uganda country office	11) Makerere University Biological field station (MUBFS)	12) Partnership for International Birding
13) Wildlife Conservation society (WCS)	14) African Wildlife Foundation (AWF)	15) Rhino Sanctuary Fund
16) Uganda Biodiversity Fund (UBF)	17) Conservation Through Public Health (CTPH)	18) The International Ecotourism Society (TIES)
19) Nature Uganda	20) Fauna & Flora International (FFI)	21) Uganda Wildlife Authority (UWA)
22) CARE international	23) Greater Virunga Transboundary Collaboration (GVTC)	24) United Nations Development Programme
25) USAID Uganda office.	26) International Gorilla Conservation Programme (IGCP)	27) Wildlife Clubs of Uganda (WCU)
28) Uganda Tourism Board	29) Ministry of Tourism Wildlife and Antiquies	30) Uganda Business & Technical Examination Board
31) UNDP - Global Environment Facility (UNDP-GEF)	32) Jane Goodall Institute (JGI)	33) Makerere University