



REQUEST FOR PROPOSAL (SERVICES)

Date: June 2, 2022

Reference: UNDP/UGA/RFP/2022/008

Dear Sir / Madam,

We kindly request you to submit your Proposal for a Consultancy firm to Support the development and piloting of three Cultural Tourism Products in Uganda.

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **Sunday, June 12, 2022** and via email to the address below:
tenders.kampala@undp.org

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, attachments should be a maximum of 35MB and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all the requirements, meets all the evaluation criteria, and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

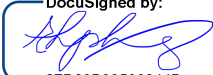
UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying, and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

DocuSigned by:

27D09B93586044B...

Rose Plang
Head of Procurement
6/2/2022

Description of Requirements

Context of the Requirement	<p>Uganda is endowed with a wide range of tourism resources, including rich biodiversity, varied landscapes, and a diverse cultural and religious heritage. It is home to over 53.9 percent of the world's mountain gorilla population, 7.8 percent of the world's mammal species, 11 percent of the world's bird species, spectacular mountain ranges including the snow-capped Rwenzori Mountain ranges; and pristine crater lakes and water bodies including Lake Victoria – the second largest freshwater lake in the world, as well as the source of the River Nile, the world's longest river.</p> <p>Before the advent of the Corona Virus Disease (COVID-19) pandemic in December 2019, tourism was one of the fastest-growing industries in Uganda and the leading foreign exchange earner driving socio-economic development and job creation. In 2019, the sector accounted for 6.2 percent of the country's Gross Domestic Product (GDP), employed 589,300 people (3.6 percent of total employment) many of whom were youth, women, and vulnerable communities working in the informal economy, and generated over USD 1.7 billion in foreign exchange and contributed an equivalent of 16.6 percent of total exports.</p> <p>The COVID-19 pandemic disproportionately affected the tourism industry, increased poverty, widened inequality; slowed down progress towards attainment of the Sustainable Development Goals (SDGs), and reversed some of the gains of nature and cultural conservation efforts. From March to June 2020, tourism suffered a decline of approximately 55%, while other sectors suffered only moderate drops. By December 2020, the country had lost up to one million lost foreign tourist arrivals, almost USD 1.06 billion in foreign exchange, and a significant number of jobs estimated to be in the hundreds of thousands.</p> <p>Historically, tourism has shown a strong ability to adapt, innovate and recover from adversity. However, the sector's post-COVID recovery and growth will heavily depend on the country's capacity to adopt new approaches to planning, management, and development of her tourism resources, diversify her tourism product offering and strengthen tourism marketing and promotion efforts among others. United Nations Development Programme (UNDP) is supporting the efforts of the Government of Uganda, and Private Sector to overcome the disruptions occasioned by the COVID-19 pandemic.</p> <p>UNDP has partnered with the Ministry of Tourism, Wildlife and Antiquities (MTWA), Uganda Tourism Board (UTB), the private sector, and several Cultural Institutions to mitigate the socio-economic impacts of the pandemic on businesses, jobs, and livelihoods through catalytic actions intended to stimulate recovery and build a resilient tourism industry in Uganda. These include the co-creation of integrated and localized solutions, approaches, products and tools to accelerate efforts to enable youth/women-owned micro, small and medium enterprises to recover from the impact of COVID-19; and promote innovation as a catalyst for inclusive growth and transformation.</p>
Implementing Partner of UNDP	N/A
Brief Description of the Required Services	A Consultancy firm to Support the development and piloting of three Cultural Tourism Products in Uganda.
List and Description of Expected Outputs to be Delivered	<p>The successful firm will be required to submit the following deliverables:</p> <ol style="list-style-type: none"> a) An inception report detailing the firm's understanding of the assignment/ interpretation of the TORs, the proposed methodology for carrying out the assignment, work plan, and implementation schedule, and justifiable quality assurance procedures to deliver each of the outputs as agreed upon with the Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP and the targeted cultural institutions. b) Three cultural product offerings' frameworks detailing the key features/attractions in the products, itineraries, marketability commercial feasibility and revenue generating potential, activity plan and implementation schedule; and sustainability strategy as agreed upon with Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP and the targeted cultural institutions. c) Three comprehensive reports on the execution of the three (3) day cultural festivals detailing the process, lessons learned, recommendations and economic impact of the festivals on the local communities.

Person to Supervise the Work/Performance of the Service Provider	The firm will report to the Resident Representative of UNDP Uganda who will be responsible for approving the deliverables in collaboration with the Permanent Secretary in the Ministry of Tourism, Wildlife, and Antiquities														
Frequency of Reporting	As needed, based on planning of the assignment														
Progress Reporting Requirements	Update on the milestones and detailed plans														
Location of work	Uganda (Kampala, Hoima, Mbale and Fort Portal Cities)														
Expected duration of work	90 working days (June – Nov 2022)														
Target start date	23 June 2022														
Latest completion date	30 th November 2022														
Travels Expected	Hoima, Mbale and Fort Portal Cities														
Special Security Requirements	N/A														
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input checked="" type="checkbox"/> Access to information relevant to the assignment All costs needed to achieve the deliverables set forth in this RFP are to be included in the financial proposals from the offerors (professional fees, equipment lease, communication, consumables, etc.)														
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required. To be included in the technical proposal. Note: the detailed Terms of Reference are depicted in Annex 4 of this RFP														
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required. Technical proposals must identify who in the organization would be taking the role of Team Leader and specify the roles of the different staff proposed.														
Currency of Proposal	<input checked="" type="checkbox"/> Local Currency (UGX)														
Value Added Tax on Price Proposal	<input checked="" type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes														
Validity Period of Proposals (<i>Counting for the last day of submission of quotes</i>)	<input checked="" type="checkbox"/> 90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.														
Partial Quotes	<input checked="" type="checkbox"/> Not permitted														
Payment Terms	Payment to the consultant will be made in three installments upon satisfactory completion and approval of the deliverables by the technical committee. The payment schedule includes: <table border="1" data-bbox="370 1318 1490 1932"> <thead> <tr> <th>#</th> <th>Deliverables</th> <th>Due Date</th> <th>Payment Release</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Approved inception report detailing the firm's understanding of the assignment/ interpretation of the TORs, the proposed methodology for carrying out the assignment, work plan, and implementation schedule, and justifiable quality assurance procedures to deliver each of the outputs as agreed upon with the Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP targeted cultural institutions.</td> <td>Within 10 working days after the signing of the contract by both parties.</td> <td>15%</td> </tr> <tr> <td>2</td> <td>Three cultural product offerings' frameworks detailing the key features/attractions in the products, itineraries, marketability commercial feasibility and revenue generating potential, activity plan and implementation schedule; and sustainability strategy as agreed upon with Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP and the targeted cultural institutions.</td> <td>Within 60 working days after the signing of the contract by both parties.</td> <td>55%</td> </tr> </tbody> </table>			#	Deliverables	Due Date	Payment Release	1	Approved inception report detailing the firm's understanding of the assignment/ interpretation of the TORs, the proposed methodology for carrying out the assignment, work plan, and implementation schedule, and justifiable quality assurance procedures to deliver each of the outputs as agreed upon with the Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP targeted cultural institutions.	Within 10 working days after the signing of the contract by both parties.	15%	2	Three cultural product offerings' frameworks detailing the key features/attractions in the products, itineraries, marketability commercial feasibility and revenue generating potential, activity plan and implementation schedule; and sustainability strategy as agreed upon with Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP and the targeted cultural institutions.	Within 60 working days after the signing of the contract by both parties.	55%
#	Deliverables	Due Date	Payment Release												
1	Approved inception report detailing the firm's understanding of the assignment/ interpretation of the TORs, the proposed methodology for carrying out the assignment, work plan, and implementation schedule, and justifiable quality assurance procedures to deliver each of the outputs as agreed upon with the Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP targeted cultural institutions.	Within 10 working days after the signing of the contract by both parties.	15%												
2	Three cultural product offerings' frameworks detailing the key features/attractions in the products, itineraries, marketability commercial feasibility and revenue generating potential, activity plan and implementation schedule; and sustainability strategy as agreed upon with Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP and the targeted cultural institutions.	Within 60 working days after the signing of the contract by both parties.	55%												

	3	Three comprehensive reports on the execution of the three (3) day cultural festivals detailing the process, lessons learned, recommendations and economic impact of the festivals on the local communities.	Within 100 working days signing the contract by both parties.	30%
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Team Leader of the Inclusive and Sustainable Growth Programme, UNDP Uganda overall reporting to the UNDP Deputy Resident Representative			
Type of Contract to be Signed	<input checked="" type="checkbox"/> Contract for Professional services			
Criteria for Contract Award	<input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.			
Criteria for the Assessment of Proposal	<p><u>Technical Proposal – 1000 points (70%)</u></p> <input checked="" type="checkbox"/> Experience of the Firm- 300 points <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan- 400 points <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel - 300 points <p><u>Financial Proposal 30 points (30%)</u> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.</p>			
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider			
Contract General Terms and Conditions	<input checked="" type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html			
Annexes to this RFP	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Technical criteria scoring table (Annex 3) <input checked="" type="checkbox"/> Detailed Technical Specifications (Annex 4)			
Contact Person for Inquiries (Written inquiries only)	ug.procurement@undp.org Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.			

Other Information	<ul style="list-style-type: none">• Interested firms must submit the following documents/information to demonstrate their qualifications in one single PDF document (both technical and financial proposal)• Technical proposal consisting of background information about the company other similar projects handled and CVs of the persons who will be engaged in this assignment; A section explaining the organization's competence and experience in handling similar assignments; Proposed strategy / methodology, work plan, timeline, and training plan; Personal CVs of the Team leader and the support team indicating all experience as well as the contact details (email and telephone number) of the team members and at least three (3) professional references.• Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, and the budget for the assignment.• The proposal should be sent via email with the following subject heading: "Financial Proposal for Firm as per the RFP subject heading and RFP reference number" latest by 9th June 2022.• Proposals received after the deadline will be rejected. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal should be all-inclusive and include a breakdown. The term 'all-inclusive' implies that all costs (professional fees, travel related expenses, communications, utilities, consumables, insurance, logistical costs related to organizing the validation workshop that could possibly be incurred by the Contractor, etc).
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FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery)

[insert: Location].

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam,

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date] , and all its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) *Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations.*
- b) *Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) *Latest Audited Financial Statement – income statement and balance sheet to indicate Its financial stability, liquidity, credit standing, and market reputation, etc.*
- d) *Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references.*
- e) *Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) *Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide:

- a) *Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.*
- b) *CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) *Written confirmation from each personnel that they are available for the entire duration of the contract.*

D. Cost Breakdown by Cost Component

**This shall be on the basis of the payment tranches*

Description of Activity	UOM	Quantity	Unit Price (UGX)	Total Amount (UGX)
I. Personnel Services				
Team Leader	Persons	1		
Tourism Product Development Expert	Persons	1		
Tourism Marketing Expert	Persons	1		
Events planning and management expert	Persons	1		
II. Other costs				
Travel related expenses	Lumpsum	1		
Management costs of not more than 5% of the total cost	Lumpsum	1		
Overall total				

[Name and Signature of the Service Provider's Authorized Person]

[Designation]

[Date]

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Bidder's qualification, capacity, and experience	300
2.	Proposed Methodology, Approach, and Implementation Plan	400
3.	Management Structure and Key Personnel	300
	Total	1000

Section 1. Bidder's qualification, capacity, and experience		Points obtainable
1.1	Reputation of Organization and Staff Credibility / Reliability / Industry Standing	100
1.2	General Organizational Capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls	50
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	25
1.4	Relevance of <ul style="list-style-type: none"> - Specialized knowledge and - Experience on similar engagements done in the region/country 	100
1.5	Quality assurance procedures	25
Total Section 1		300

Section 2. Proposed Methodology, Approach, and Implementation Plan		Points obtainable
2.1	Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another?	75
2.2	Description of the Offeror's approach and methodology meet or exceed the requirements of the Terms of Reference	125
2.3	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	50
2.4	Is the offer clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the assignment?	75
2.5	Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for this assignment	75
Total Section 2		400

Section 3. Management Structure and Key Personnel		Points obtainable
3.1	The composition and structure of the team proposed. Are the proposed roles of the management and the team of key personnel suitable for the provision of the necessary services?	
3.2	Qualifications and experience of key personnel proposed	

a)	<p>Team Leader</p> <p>The Team Leader will be responsible for the overall execution of the assignment and successful delivery of the deliverables. S/he must have:</p> <ul style="list-style-type: none"> - A degree in business administration or related relevant field - At least 7 years of relevant professional experience in managing and coordinating similar assignments in the tourism sector. - Very good understanding and demonstrated knowledge of tourism trends in Uganda, the East African region, and the world. - Demonstrated experience in establishing public-private partnerships. - Capacity to work in a consultative manner - Excellent networking capabilities and communication skills - Demonstrated ability to produce high-quality written reports 	100
b)	<p>Tourism Product Development Expert</p> <p>The tourism product development expert must have:</p> <ul style="list-style-type: none"> - A degree in tourism planning and development (with tourism destination development specialization), tourism management, or related relevant field - At least 7 years of relevant professional experience in tourism product development. Experience in developing cultural products is desirable. - Very good understanding and demonstrated knowledge of tourism trends in Uganda, the East African region, and the world. - Capacity to work in a consultative manner - Excellent networking capabilities and communication skills - Demonstrated ability to produce high-quality written reports 	75
c)	<p>Tourism Marketing Expert</p> <p>The tourism marketing expert must have:</p> <ul style="list-style-type: none"> - A degree in economics, marketing, business administration, or related relevant field. - At least 5 years of relevant professional experience in conducting similar assignments in the tourism sector. - Very good understanding and demonstrated knowledge of tourism trends in Uganda, the East African region, and the world. - Demonstrated capacity to work in a consultative manner - Excellent networking and coordination capabilities - Excellent communication and presentation skills 	50
d)	<p>Events planning and management expert</p> <p>The events planning and management expert must have:</p> <ul style="list-style-type: none"> - A degree in economics, business administration, or related relevant field. - At least 5 years of relevant professional experience in conducting similar assignments in the tourism sector. - Very good understanding and demonstrated knowledge of tourism trends in Uganda, the East African region and the world. - Demonstrated capacity to work in a consultative manner - Excellent communication and presentation skills 	75
Total Section 3		300

TERMS OF REFERENCE

Terms of Reference

Description of Assignment:	Support the development and piloting of three Cultural Tourism Products in Uganda
Location:	Uganda (Kampala, Hoima, Mbale and Fort Portal Cities)
Duration:	90 working days (June – November 2022)
Type of Contract:	Contract for Goods and Services
Start Date:	23 June 2022

Background

Uganda is endowed with a wide range of tourism resources, including rich biodiversity, varied landscapes, and a diverse cultural and religious heritage. It is home to over 53.9 percent of the world's mountain gorilla population, 7.8 percent of the world's mammal species, 11 percent of the world's bird species, spectacular mountain ranges including the snow-capped Rwenzori Mountain ranges; and pristine crater lakes and water bodies including Lake Victoria – the second largest freshwater lake in the world, as well as the source of the River Nile, the world's longest river.

Before the advent of the Corona Virus Disease (COVID-19) pandemic in December 2019, tourism was one of the fastest-growing industries in Uganda and the leading foreign exchange earner driving socio-economic development and job creation. In 2019, the sector accounted for 6.2 percent of the country's Gross Domestic Product (GDP), employed 589,300 people (3.6 percent of total employment) many of whom were youth, women, and vulnerable communities working in the informal economy, and generated over USD 1.7 billion in foreign exchange and contributed an equivalent of 16.6 percent of total exports.

The COVID-19 pandemic disproportionately affected the tourism industry, increased poverty, widened inequality; slowed down progress towards attainment of the Sustainable Development Goals (SDGs), and reversed some of the gains of nature and cultural conservation efforts. From March to June 2020, tourism suffered a decline of approximately 55%, while other sectors suffered only moderate drops. By December 2020, the country had lost up to one million lost foreign tourist arrivals, almost USD 1.06 billion in foreign exchange, and a significant number of jobs estimated to be in the hundreds of thousands.

Historically, tourism has shown a strong ability to adapt, innovate and recover from adversity. However, the sector's post-COVID recovery and growth will heavily depend on the country's capacity to adopt new approaches to planning, management, and development of her tourism resources, diversify her tourism product offering and strengthen tourism marketing and promotion efforts among others. United Nations Development Programme (UNDP) is supporting the efforts of the Government of Uganda, and Private Sector to overcome the disruptions occasioned by the COVID-19 pandemic.

UNDP has partnered with the Ministry of Tourism, Wildlife and Antiquities (MTWA), Uganda Tourism Board (UTB), the private sector, and several Cultural Institutions to mitigate the socio-economic impacts of the pandemic on businesses, jobs, and livelihoods through catalytic actions intended to stimulate recovery and build a resilient tourism industry in Uganda. These include the co-creation of integrated and localized solutions, approaches, products and tools to accelerate efforts to enable youth/women-owned micro, small and medium enterprises to recover from the impact of COVID-19; and promote innovation as a catalyst for inclusive growth and transformation.

Rationale

Uganda has diverse, rich and unique natural and cultural heritage - body of knowledge, traditions, customs, skills, values, dance, music, language and crafts that define peoples, communities and nations. These traditional customs and lifestyles are still alive in many parts of Uganda, offering the potential to enhance the depth and range of the tourist experience and their understanding of the culture and heritage of the country. However, Uganda is largely known for nature-based products. Other products such as intangible cultural heritage do not play a remarkable role in Uganda's tourism offering.

To tap into this latent resource, the Uganda Tourism Development Master Plan 2014 – 2024 proposes for Government to partner with cultural institutions and the private sector to develop both tangible cultural assets (such as palaces,

royal burial grounds) and intangible traditions (such as festivals, music, dance and food) into viable tourism products that package and expose their cultural heritage.

As part of the efforts to stimulate recovery and build the resilience of Uganda's tourism industry as well as contribute to Uganda realizing her full potential as a tourism destination, the Ministry of Tourism, Wildlife, and Antiquities is in collaboration with UNDP, seeking the services of a competent firm to support targeted cultural institutions in developing their intangible cultural heritage into commercially viable signature cultural tourism festivals.

Scope of Work

The objective of the assignment is twofold namely: i) In collaboration with MTWA and UNDP, support the three targeted cultural institutions in conceptualizing and developing their intangible cultural heritage into commercially viable signature cultural tourism festivals; and ii) support the institutions in the commercial execution of the tourism product offerings. The targeted pilot cultural festivals include:

- a) Ekyooto Ha Mpango cultural festival
- b) Kitara cultural festival
- c) Elgon cultural festival

In this regard, the firm will be required to:

- 1) In partnership with the targeted cultural institutions, MTWA and UNDP, conceptualize, design and develop three commercially viable tourism cultural festivals that showcase the cultural institutions' traditions, food, dance, fashion, and music among others.
- 2) Support the targeted cultural institutions, MTWA and UNDP in identifying and mobilizing sponsorships and opportunities for revenue generation in executing the tourism product offerings.
- 3) In consultation with the targeted cultural institutions, MTWA and UNDP, develop and implement a strategy to market and promote the cultural festivals in both the domestic and international markets.
- 4) Using the cost-efficient means, support the targeted cultural institutions, MTWA and UNDP execute the three (3) day cultural festivals equitably using the available catalytic financial resources, sponsorships and revenues generated.

The scope of work above is indicative. UNDP, MTWA and the selected firm may by mutual agreement, amend part or the whole scope of work as may be deemed necessary to achieve the objectives of the assignment.

Deliverables

The successful firm will be required to submit the following deliverables:

- d) An inception report detailing the firm's understanding of the assignment/ interpretation of the TORs, the proposed methodology for carrying out the assignment, work plan, and implementation schedule, and justifiable quality assurance procedures to deliver each of the outputs as agreed upon with the Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP and the targeted cultural institutions.
- e) Three cultural product offerings' frameworks detailing the key features/attractions in the products, itineraries, marketability commercial feasibility and revenue generating potential, activity plan and implementation schedule; and sustainability strategy as agreed upon with Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP and the targeted cultural institutions.
- f) Three comprehensive reports on the execution of the three (3) day cultural festivals detailing the process, lessons learned, recommendations and economic impact of the festivals on the local communities.

Expected Duration

The expected duration of the assignment is ninety (90) working days spread over the period June to October 2022.

Management Arrangements

UNDP and MTWA will closely oversee the service provision. The firm will report to the Resident Representative of UNDP Uganda who will be responsible for approving the deliverables in collaboration with the Permanent Secretary in the Ministry of Tourism, Wildlife, and Antiquities. Technical guidance, quality assurance of the deliverables, and compliance with the terms of reference for the assignment will be the responsibility of the Team Leader of UNDP Uganda's Inclusive and Sustainable Growth Programme and the Commissioner – Quality Assurance.

The required format for all the reports generated shall be agreed upon with UNDP and MTWA upon the inception of the assignment.

Schedule of Payments

All costs needed to achieve the deliverables outlined in this RFP are to be included in the financial proposals from the offerors (transport, professional fees, communication, consumables, living allowances, etc.) except logistical costs related to the organization of the consultative meetings¹.

A strong performance regime will operate – with payments made to the service provider on an output basis. Payment to the consultant will be made in three installments upon satisfactory completion and approval of the deliverables by the technical committee. The payment schedule includes:

#	Deliverables	Due Date	Payment Release
1	Approved inception report detailing the firm's understanding of the assignment/ interpretation of the TORs, the proposed methodology for carrying out the assignment, work plan, and implementation schedule, and justifiable quality assurance procedures to deliver each of the outputs as agreed upon with the Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP targeted cultural institutions.	Within 10 working days after the signing of the contract by both parties.	15%
2	Three cultural product offerings' frameworks detailing the key features/attractions in the products, itineraries, marketability commercial feasibility and revenue generating potential, activity plan and implementation schedule; and sustainability strategy as agreed upon with Ministry of Tourism, Wildlife, and Antiquities (MTWA), UNDP and the targeted cultural institutions.	Within 60 working days after the signing of the contract by both parties.	55%
3	Three comprehensive reports on the execution of the three (3) day cultural festivals detailing the process, lessons learned, recommendations and economic impact of the festivals on the local communities.	Within 100 working days signing the contract by both parties.	30%

Qualifications and Experience of the Firm

The scope of work requires a team of qualified experts with a demonstrated track record in undertaking similar projects. The service provider will be required to set forth a team that includes:

a) Team Leader

The Team Leader will be responsible for the overall execution of the assignment and successful delivery of the deliverables. S/he must have:

- A degree in business administration or related relevant field
- At least 7 years of relevant professional experience in managing and coordinating similar assignments in the tourism sector.
- Very good understanding and demonstrated knowledge of tourism trends in Uganda, the East African region, and the world.
- Demonstrated experience in establishing public-private partnerships.
- Capacity to work in a consultative manner
- Excellent networking capabilities and communication skills
- Demonstrated ability to produce high-quality written reports

b) Tourism Product Development Expert

The tourism product development expert must have:

- A degree in tourism planning and development (with tourism destination development specialization), tourism management, or related relevant field
- At least 7 years of relevant professional experience in tourism product development. Experience in developing cultural products is desirable.
- Very good understanding and demonstrated knowledge of tourism trends in Uganda, the East African region, and the world.

¹ The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal. All living allowances required to perform the demands of the TOR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.

- Capacity to work in a consultative manner
- Excellent networking capabilities and communication skills
- Demonstrated ability to produce high-quality written reports

c) Tourism Marketing Expert

The tourism marketing expert must have:

- A degree in economics, marketing, business administration, or related relevant field.
- At least 5 years of relevant professional experience in conducting similar assignments in the tourism sector.
- Very good understanding and demonstrated knowledge of tourism trends in Uganda, the East African region, and the world.
- Demonstrated capacity to work in a consultative manner
- Excellent networking and coordination capabilities
- Excellent communication and presentation skills

d) Events planning and management expert

The events planning and management expert must have:

- A degree in economics, business administration, or related relevant field.
- At least 5 years of relevant professional experience in conducting similar assignments in the tourism sector.
- Very good understanding and demonstrated knowledge of tourism trends in Uganda, the East African region and the world.
- Demonstrated capacity to work in a consultative manner
- Excellent communication and presentation skills