

TERMS OF REFERENCE FOR MICE REPRESENTATION IN NORTH AMERICA (UNITED STATES OF AMERICA AND CANADA)

1.0 BACKGROUND

The Government of Uganda received credit from the World Bank towards implementation of the Competitiveness and Enterprise Development Project (CEDP). The Project Development Objective (PDO) is to improve the competitiveness of enterprises in Uganda through supporting reforms in priority productive and service sectors geared towards a better investment climate with particular focus on MSMEs. Government is scaling up the existing operations through provision of Additional Financing (AF). The AF is intended to complete the implementation of the Land and Tourism components while consolidating and enhancing the achievements realized as well as scaling up activities under these components. CEDP-AF will be implemented by eight MDAs. The overall coordination of the Project will lie with the Private Sector Foundation Uganda (PSFU) through a Project Coordination Unit (PCU).

Uganda Tourism Board (UTB) is one of the project implementing agencies. The Tourism sector is being supported under the project to promote Uganda's Tourism Products and Services in key source markets and emerging markets, including Africa among others. Government is seeking services of an experienced Market Destination Representative Firm to provide strategic marketing, sales representation, and public relations services in North America in order to popularize Uganda's existing and new MICE services in this market segment.

Uganda has established a Convention Bureau under Uganda Tourism Board to focus on growing the MICE sub-sector in Uganda. Its fundamental role is to offer impartial advice, guidance and support to international meeting and event planners through every stage of planning. UCB plays an important strategic role in supporting Government goals for MICE tourism, increasing the country's market share and thus helping drive the economic development agenda forward. A member of both ICCA and SITE, Uganda Convention Bureau adheres to international best practices for Convention Bureaus providing advisory services, pre- and post-bid support, destination expertise, event planning support and on-site services to clients.

2.0 OBJECTIVES OF THE CONSULTING ASSIGNMENT

The overall objective of the assignment is to leverage Uganda as a prime MICE destination by providing strategic marketing, sales representation and public relations services in MICE in North America (United States of America and Canada), with a target of fulfilling the Uganda Convention Bureau (UCB)'s core objectives viz:

1. Increase Volume	Take advantage of the fact that MICE in Africa is growing at a faster pace than leisure tourism
2. Increase Value	Incentive travel market is the most attractive from a spend perspective; conferences attract large numbers of delegates performing well on a spend-per-day basis
3. Increase Length-of-Stay	Generally shorter than leisure – but can be encouraged to stay longer through pre and post tour marketing

4.	Improve Seasonality	Meetings can be more easily scheduled into off-peak season
5.	Improve Geographical Spread	Incentive tours – as well as pre and post tours ensure the spread of economic impact; at a later stage regional meetings can be dispersed into other secondary cities
6.	Promote Redistribution	Capacity building of private sector to deliver best practice standard MICE events and engage SME's into the provision of services across the value chain

From these six set goals for the consulting firm, UTB should be able to fulfill its mandate under the above 6 objectives;

- i. Increase global awareness of Uganda as a MICE destination
- ii. Secure an increased share of selected MICE business from key source markets
- iii. Establish UCB as a professional source of impartial, well researched and relevant advisory services to both buyers and suppliers
- iv. Increase delegate bed nights and grow value accordingly
- v. Develop a comprehensive database of potential business leads
- vi. Adopt a supportive educational role to grow capacities for the sector
- vii. Provide high quality professional sales and marketing collateral
- viii. Participate in appropriate MICE trade shows in key markets together with private sector
- ix. Implement a media programme – both print and online
- x. Become a member of key industry associations and take the leading role in getting private sector to join appropriate organizations

3.0 SCOPE OF WORK

The Market Destination Representative Firm shall undertake the assignment covering the following key areas;

3.1 Task 1: Inception

The initial studies, and critical review of available data aimed at collecting information which will form the study basis. The results of the preparatory studies shall partly be presented in the Inception Report, forming a basis for detailed reports.

The inception report will demonstrate a clear and complete understanding of the objectives of the assignment, the scope and tasks, and the methodological approach to be followed; provide a review of the current situation, identify gaps / needs and possible improvements; describe key tasks, proposed methodology, activity schedule, deployment of consultant staff, reporting and review procedures and schedule, and deliverables, amongst others. Clarity and agreement at the Inception Phase is critical to paving the way for effectively and productively advancing the work of the assignment. Hence, considerable attention will be given to the successful completion of this phase.

The inception and conception planning report including a quality assurance plan shall be submitted within two weeks of commencement of the assignment. The report shall outline the Consultant's mobilization, the work plan, strategy, methodology and timetable for the services. The quality assurance plan shall include the following:-

- a) A quality policy statement setting out the objectives of the plan;
- b) The personnel who will implement the plan, their responsibilities and authority.

Key Deliverable for Task 1 is the Inception Report.

3.2 Task 2: Strategic Consulting and Planning

- a) Develop and recommend a fully integrated creative strategy to raise awareness and sell MICE to Uganda. Strategies to include;
 - i. Review current data collection (arrival figures, spend, demographics, etc.) and analysis functions and recommend areas for improvement.
 - ii. Assist with data analysis and application to tourism development and promotion needs.
 - iii. Establishment and ongoing management and maintenance of a tourism satellite account for economic analysis.
 - iv. Research into priority key source markets and develop implementation tactics for proactively sourcing MICE business - Providing technical expertise in MICE Sales (Associations / Universities, Corporate / Incentive, Exhibitions / Events) strategies.
 - v. Provide technical expertise to the UCB research desk to establish a solid foundation of MICE related tourism data and intelligence – both qualitative and quantitative.
 - vi. Market Opportunity Research: Quickly develop information and knowledge capability backbone and a process for harvesting and sharing essential information on potential marketplace business opportunities: researching within international association databases, world congresses/ events that can rotate within the African sub-region and be suitable for Uganda according to seasonality, price and economic alignment.
- b) Intense sales outreach, promotional opportunities involving traditional and non-traditional tactics and non-endemic partners.
- c) Develop and implement a fully integrated robust marketing plan to serve as a roadmap to achieve the agreed upon goal of a minimum of 20% year over year growth in conferences and delegates. The plan should include clear objectives and measurable tactics with ROI. The plan must include growth opportunities. Measurable tactics include, but not limited to:
 - i. Relationship and innovative co-op marketing with top ten percent of the MICE sector (Association, Incentives and Meeting Buyers)
 - ii. Two-way product development initiatives between source market buyers and local MICE value chain.
 - iii. MDR must meet with a minimum of ten MICE buyers (associations, incentives and meetings) through face to face, in-person meetings to represent UCB's interests in a quarter.
 - iv. Conducting Trade awareness campaigns including activities such as organizing and implementing co-op programs, workshops, seminars, events, familiarization/site inspection trips to Uganda for approved buyers.
 - v. MDR must have a presence for UCB at leading MICE trade shows to promote their presence in selected source markets, provided that UCB shall be entitled at any time and at its discretion to cancel the participation in any approved event, add to or alter any of the conditions
 - vi. Participating in road shows, marketing missions, media events and third party sponsored events within the Territory as shall be approved, on behalf of or in conjunction with UCB, provided that UCB shall be entitled at any time and at its

- discretion to cancel the participation in any approved event, add to or alter any of the conditions of such approval
- vii. B2B and Direct Marketing Programs (Uganda Brand Specific and Co-op), Mediums to include, but not limited to, print, broadcasting and electronic media, joint product advertising with major partners. All campaigns optimally timed to co-exist with the research and booking periods.
 - viii. Work closely with the staff at the Embassies and Missions of Uganda in the selected source markets and to align and support all sales and marketing activities.
 - ix. Creativity and integration are necessary for Uganda to stand out among the competition.
 - x. MDR to maintain database of all buyers that sell Africa and track all Ugandan arrivals and sales figures on a semi-annual basis and include analysis of data.
 - xi. The MDR must clearly demonstrate that it has Geographical representation where regional offices are required.

Key Deliverable for Task 2 is the Final Marketing Strategy and Action Plan which the firm can implement during the contract period and beyond.

3.3 Task 3: Professional Conference Organizer and Destination Marketing Company Outreach

Develop a strategy to ensure that the UCB establishes a position as a leading destination in Africa among Professional Conference Organizer (PCO) and Destination Marketing Company (DMC) audiences. The firm shall inter alia:

- a) Develop and maintain list of all North American (United States of America and Canada). PCOs and DMCs including sales volume and update regular contacts by means of sales calls, meetings, events etc.
- b) Develop training programs and conduct educational seminars with PCOs and DMCs in North America (United States of America and Canada).
- c) Represent UCB at selected MICE expos and events
- d) Maintain membership in key professional associations that promote international MICE tourism
- e) Plan and coordinate annual UCB expos and road shows.
- f) Coordinate co-operative programs with select partners
- g) Enhance Bid Development through establishing processes for developing bid strategies that produce compelling templates and submissions for identified event prospects.
- h) Develop a database of meeting and congress business opportunities that align with Uganda's identified business priorities which will become Uganda's primary meetings industry relationship management platform.
- i) Firm will organize regular FAM trips for North American (United States of America and Canada) PCOs and other relevant personalities to acquaint themselves with Uganda MICE tourism products. The Consultant's role shall be to mobilize, plan and arrange the Familiarization (FAM) trips, while UCB will meet the costs of the FAM trips.

Key Deliverable for Task 3 is the PCO and DMC outreach Strategy and Action Plan.

3.4 Task 4: Identifying Market Trends

In addition to possessing expertise in the MICE industry within North America (United States of America and Canada). market place, the candidate must also demonstrate proven success at

developing and delivering new concepts and deploying action plans with regard to strategy, including, but not limited to:

- a) Map Uganda’s MICE tourism value chain as it relates to selected source market, identify linkages between tourism and other sectors, with an understanding of source market preferences and develop strategies to get the most out of the existing MICE tourism assets and creating new assets.
- b) Conduct on-going training seminars, small group and individual training programs for the Ugandan private sector to better understand the source markets.
- c) Handle all enquiries, complaints, requests and manage the data received, including tracking, and promptly advising UCB of any customer complaints or other problems the MDR becomes aware of with respect to UCB's business interests.
- d) Monitor marketing activities undertaken by destinations in Uganda’s competitive set (Kenya, Tanzania and Rwanda) and advising UCB of campaign details to counter.
- e) Permitting the MDR's address and office to be used as the contact address for UCB within the market;
- f) Receive and issue mail on behalf of UCB from the MDR's premises referring to the MDR's address as the designated address
- g) Provision of a dedicated telephone number designated solely for UCB, to be answered as instructed by UCB, and which shall be manned during business hours Mondays to Fridays, excluding national or public holidays as required by UCB;
- h) Procure and facilitate the procurement of goods and services in the Territory in compliance with applicable UCB guidelines on procurement and Ugandan Procurement laws and regulations.
- i) Receipt, store, distribute and control of promotional materials and collateral within the Territory on behalf of UCB.
- j) Liaising regularly with UCB in the provision of the Services;
- k) Allow the representatives of UCB to occupy, when visiting the offices of the MDR or its permitted Sub-Contractor, a full serviced workstation within its offices with access to a telephone, fax, internet, photocopying and general secretarial services and also training services.
- l) Establish international association partnerships to spread overall awareness of Uganda as an international congress/convention destination, provide formal education to meetings industry suppliers, provide access to research tools to identify Uganda’s potential in different vertical markets and generate concrete lead generation opportunities for destination Uganda.
- m) Marketplace Engagement: Deploy content-based key messages to inform and engage the meetings industry marketplace as well other opinion-influencers about the Pearl of Africa “story” and role in the meetings industry. Identify when new brand opportunities or new brand challenges emerge. Engagement activities will help Ugandan stakeholders better understand existing marketplace perspectives through feedback and competitive insights shared by social network connections.

Key Deliverable for Task 4 is the Market Trend Analysis Report initially one month after contract effectiveness and thereafter every Quarter. There will thus be a Market Trend Analysis Report, and thereafter updates leading to submission of Market Trend Analysis Quarter 1 Report, Market Trend Analysis Quarter 2 Report, Market Trend Analysis Quarter 3 Report Market Trend Analysis Quarter 4 Report.

3.5 Task 5: Public Relations

- a) Conceptualize and launch a year-long thematic PR campaign to raise awareness of Uganda MICE Tourism offering.
- b) Organize and conduct media related promotional events such as press conferences, interviews, cocktail parties, and themed evenings for media missions in North America (United States of America and Canada).
- c) Conduct media awareness campaigns in conjunction with sales promotions and partners to include activities such as workshops, seminars, familiarization tours to Uganda for approved participants (from outlets with targeted, qualified reach).
- d) Develop and update press kits and other relevant materials. Production of press releases to be distributed to media and related agencies in print, broadcast, online and other platforms thus providing information in order to increase exposure of Uganda.
- e) Disseminate positive publicity about the Pearl of Africa from the perspective of business tourists including organizing press conferences in the selected markets within the Territory and presenting a positive image of Uganda in the manner defined by UCB.
- f) Production of press releases to be mailed to media and related agencies providing information in order to increase exposure of Uganda.
- g) Target major publications, periodicals, specifically MICE industry publications, for the inclusion of features on Uganda.
- h) Develop, issue, place and distribute comprehensive press kits in agreed market relevant languages.
- i) Formulate and implement a crisis + issue management strategy and assist UCB in identifying, assessing, addressing, mitigating and providing, through the Crisis Manager appointed by the agency's crisis management and co-ordination services aimed at diffusing actual, anticipated or unexpected crisis situation affecting Uganda's MICE tourism directly and indirectly.
- j) Monitor the media coverage given to Uganda in the territory on a daily basis,
- k) Analyze, prepare and submit to UCB a monthly activity report within seven days of the conclusion of each month on the public relations activities over the preceding month taking into account matters such as media contacts (achievements, failures and potential), public relations relevant buyer contacts, report on media clippings and evaluating those results, updating the ongoing projects and on any major developments.
- l) Clearly define industry communications policies and business opportunity support services as new business opportunities are developed for Uganda including establishing a transparent communication system with Ugandan industry business partners to share information about participation opportunities and pending business opportunities.
- m) Develop a strategic communications and market engagement program that includes a key message and story framework for Uganda's MICE sub-sector, which can be adapted to suit key target markets. This must be widely and consistently used by all industry stakeholders to successfully inspire the market to consider Uganda as a meetings destination.
- n) Deploy social media initiatives and mobilize Ugandan conference industry stakeholders to support social media activities. The MDR firm shall make social media engagement and message dissemination a permanent distinct function within their structure.

Key Deliverable for Task 5 are Monthly Public Media reports with a consolidated Media report every quarter (that is Public Relations Report Quarter 1, Public Relations Report Quarter 2, Public Relations Report Quarter 3, and Public Relations Report Quarter 4).

3.6 Task 6: Tracking and Reporting

- a) Develop and maintain ongoing electronic media database on behalf of the Uganda Tourism Board.
- b) Provide to the UTB, a written bi- monthly progress report on activities and accomplishments, including comprehensive Rate Of Investment (R.O.I.) grid.
- c) Provide bi-annual top line report that includes a competitive analysis indicating the state of the industry, Uganda Tourism’s position in the market, and issues that could adversely or positively affect the destination’s strategic position
- d) Update and maintain a list of PCOs and media contact information.
- e) Agency must have the capability to store small numbers of visitor’s guides and press kits for same-day in-market media opportunities.
- f) Disseminate key strategic messaging to high-priority marketplace audiences by prioritizing participation in international meetings industry associations. Take advantage of key networking opportunities to develop solid and professional relationships to be part of global trends conversations and decision-making processes.
- g) Gain client and attendee testimonial support in order to capture authentic customer perspectives rather than paid advertising, the credibility of which is waning. Use global user-generated review websites like TripAdvisor and Yelp!

Key Deliverable for Task 6 are Monthly Tracking and Reporting reports with a consolidated Tracking and Reporting report every quarter (that is Tracking and Reporting Report Quarter 1, Tracking and Reporting Report Quarter 2, Tracking and Reporting Report Quarter 3, and Tracking and Reporting Report Quarter 4).

3.7 Digital + Social Media

- a) Appoint Digital Media Manager who shall be responsible for social media activity on behalf of UTB in the selected market;
- b) Conduct social media awareness campaigns such as organizing webinars, online events, in the source market.
- c) Production of copies, photography, videography and virtual reality content media in order to increase exposure of Uganda in the market.
- d) Monitor the digital media sentiments and coverage given to Uganda in the Territory on a daily basis, analyzing and reporting to UCB on the findings.
- e) Establish a regular brand monitoring and tracking protocol, including specific focus on meetings and events, through social media monitoring and surveys for sharing with all meetings industry stakeholders.

Key Deliverable for task 7 are monthly digital and social media reports with a consolidated report that is(Digital and social media Report Quarter 1, Digital and social media Report Quarter 2, Digital and social media Report Quarter 3, Digital and social media Report Quarter 4)

4.0 Key Deliverables

Activity	KPIs
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<p>Strategic and Professional Organizer Destination Company Identifying Trends</p> <p>Consulting Planning/ Conference and Marketing Outreach/ Market</p>	<ul style="list-style-type: none"> • 1 Quarterly report from the review of current data with recommendations for improvements • 1 tourism satellite account for economic analysis set up. • Bi- annual reports on potential Key source markets for Uganda • Hold quarterly training with MICE bureau research desk on collecting tourism data and intelligence • Monthly Data mining reports from international association databases, world congresses/ events that can rotate within the African sub-region and be suitable for Uganda according to seasonality, price and economic alignment. • MDR must meet with a minimum of 10 MICE buyers (associations, incentives and meetings) through face to face, in-person meetings to represent UCB’s interests in a quarter. • Maintained database of all the PCOs selling Africa in MDR source market submitted in quarterly report. • 1 quarterly report measuring PCOs willingness to sell Uganda with comparison to selling competition • 2 intense outreach activities (1 per 2 quarters) aimed at recruitment of new PCOs to sell Uganda • Two new product concepts for the year presented to UCB • Minimum of 4 fam trips for PCOs and media agents • Minimum of 4 insource market training programs • Representation of Uganda at a minimum of 4 selected trade shows and events • Maintain membership of Uganda in at least 4 professional associations that promote international MICE travel and tourism • Bi- monthly newsletter delivered to PCOs • Conduct at least 3 events in liaison with the Embassy of Uganda in source market • Quarterly real time intelligence reports on the marketing strategy and activities of competing destinations in source market • Creation of a Database of at least over 50 PCO contacts and emails for email and mobile campaigns. The contact base shall increase at a10%, 15%, 20% successively.
<p>Data Collections and Analysis</p>	<ul style="list-style-type: none"> • 1 Quarterly market intelligence report that summarizes the data collection • Quarterly maintenance of a tourism satellite account for economic analysis.
<p>Research, Training and Development/tracking and reporting</p> <p>Insights, and</p>	<ul style="list-style-type: none"> • 1 Quarterly report on research undertaken and its findings • Provide to the UCB, a written bi- monthly progress report on activities and accomplishments, including comprehensive Rate Of Investment (R.O.I.) grid.

		<ul style="list-style-type: none"> • Provide bi-annual top line report that includes a competitive analysis indicating the state of the industry, Uganda MICE Tourism’s position in the market, and issues that could adversely or positively affect the destination’s strategic position • Disseminate key strategic messaging to high-priority marketplace audiences by prioritizing participation in international meetings industry associations. Take advantage of key networking opportunities to develop solid and professional relationships to be part of global trends conversations and decision-making processes. • Gain client and attendee testimonial support in order to capture authentic customer perspectives rather than paid advertising, the credibility of which is waning. Use global user-generated review websites like TripAdvisor and Yelp!
Public Relations		<ul style="list-style-type: none"> • 1 annual content calendar outlining planned press releases and pitch ideas • Media coverage in high profile outlets • Minimum of 4 updates of the media overview deck and press kit to introduce new offering • Host at least 3 media fam trips with top tier members of the media and high-profile social media personalities • Issue a minimum of 10 press releases per quarter • Represent Uganda at least 3 media events in marketplace • At least 3 broadcast opportunities in source market featuring Uganda MICE tourism • Media relations at least 3 Uganda Embassy led activities
In-Market Development and Stakeholder Services	Product and Support	<ul style="list-style-type: none"> • Conduct 1 quarterly training, seminar to track the growth of new products. • Quarterly Market monitoring report detailing perceptions of Uganda’s MICE tourism offerings in the market.

Digital plan implementation

Task	

Digital Market plan	<ul style="list-style-type: none"> • Appoint Digital Media Manager who shall be responsible for social media activity on behalf of UCB in the selected market • Conduct social media awareness campaigns such as organizing webinars, online events, in the source market. • Production of copies, photography, videography and virtual reality content media in order to increase exposure of Uganda in the market. • Monitor the digital media sentiments and coverage given to Uganda in the Territory on a daily basis, analyzing and reporting to UCB on the findings. • Establish a regular brand monitoring and tracking protocol, including specific focus on meetings and events, through social media monitoring and surveys for sharing with all meetings industry stakeholders.
	<ul style="list-style-type: none"> • Regularly check the above-mentioned digital marketing initiatives, online visitor experience across these multichannel digital marketing platforms to provide recommendations so as to improve engagement.
	<ul style="list-style-type: none"> • Provide reports on every campaign complete with lessons & recommendations

5.0 REPORTS AND SCHEDULE OF DELIVERABLES FOR THE PR FIRMS

Reports

All reports have to be submitted in both soft (*unlocked MS Word, PDF*) and hard copy (4 copies) . The hard copies will be prepared in DIN A4 format, except for plans and drawings which should be prepared in DIN A3 format. The reports should be clearly labelled i.e. title of the study indicated, for easy identification and documentation purposes. All reports shall be prepared in English language.

One copy of each report shall be submitted directly to UCB, PSFU, CEDP PCU.

The PR Firm will work under overall supervision of the Chief Executive Officer Uganda Tourism Board (UTB).

The Chief Executive Officer Uganda Tourism Board (UTB) shall appoint a Technical Team which shall review and approve all activity reports submitted by the consultant.

Please note that the Consultant will be expected within **one (1) week** of submission of each report to conduct presentations to the Client. The Client will provide comments on each report within two (2) weeks of submission.

SCOPE OF WORK ITEM	REPORT/DOCUMENT TITLE	CONTENT	TIMING AFTER COMMENCEMENT
1	Inception Report	The report shall outline the Consultant's mobilization, the work plan, strategy, methodology, a quality assurance plan and timetable for the services. The quality	week 1

		assurance plan shall include the following (i) A quality policy statement setting out the objectives of the plan and (ii) the personnel who will implement the plan, their responsibilities and authority.	
	Final Inception Report	The final inception report shall incorporate comments that have been received by the consultant from the Client	week 2
2 – Strategic Consulting and Planning	Draft Marketing Strategy and Action Plan	Marketing Strategy and Action Plan will include inter alia <ul style="list-style-type: none"> i. Segmentation ii. Research Analysis iii. Product Profiling iv. Travel trends v. new promotional partnerships/publicity programs vi. Monitoring And Evaluation Framework 	Month 1
	Marketing Strategy and Action Plan Stakeholder Workshop Report	Marketing Strategy and Action Plan Stakeholder workshop report reflecting the stakeholder’s comments and recommendations	Month 1.5
	Final Marketing Strategy and Action Plan	Marketing Strategy and Action Plan incorporating the stakeholder workshop comments	Month 2
3 – PCO and DMC outreach	PCO and DMC outreach Strategy and Action Plan	Strategy and Action Plan shall comprise results of all tasks under 3.3 (1 -7).	Month 1.5
4 Identifying Market Trends	Market Trend Analysis Reports	Market Trend Analysis Report shall comprise results of all tasks under 3.4 (1 -6). One month after contract effectiveness and thereafter every Quarter.	Market Trend Analysis Report, - Month 1
			Market Trend Analysis Quarter 1 Report – Month 3
			Market Trend Analysis Quarter 2 Report,- Month 6

			Market Trend Analysis Quarter 3 Report – Month 9
			Market Trend Analysis Quarter 4 Report
5 - Media Relations and Events	Monthly and Quarterly Media reports	<p>Monthly Media reports shall comprise results of all tasks under 3.5 (1 - 8).</p> <p>Monthly Media reports submitted every month, and a consolidated quarterly Media report submitted every quarter</p>	Monthly Media report at the end of every month from Month 1 to Month 12
			Media Report Quarter 1 – Month 3
			Media Report Quarter 2 – Month 6
			Media Report Quarter 3 – Month 9
			Media Report Quarter 4 – Month 12
6 - Tracking and Reporting	Monthly and Quarterly Tracking and Reporting	<p>Monthly Tracking and Reporting reports shall comprise results of all tasks under 3.6 (1 - 5).</p> <p>Monthly Tracking and Reporting Media reports submitted every month, and a consolidated quarterly Tracking and Reporting report submitted every quarter</p>	Monthly Tracking and Reporting report at the end of every month from Month 1 to Month 12
			Tracking and Reporting Report Quarter 1 – Month 3
			Tracking and Reporting Report Quarter 2 – Month 6
			Tracking and Reporting Report Quarter 3 – Month 9
			Tracking and Reporting Report Quarter 4 – Month 12
7-Digital and Social Media Report	Monthly and Quarterly Tracking and Reporting	Monthly Tracking and Reporting reports shall comprise results of all tasks under 3.7 (1 - 5).	Monthly Digital and Social media report at the end of every month from

			Month 1 to Month 12
		Monthly Digital and Social media reports submitted every month, and a consolidated quarterly and submitted every quarter	Digital and Social media Report Quarter 1 – Month 3
			Digital and Social Media Report Quarter 2 – Month 6
			Digital and Social media Report Quarter 3 – Month 9
			Digital and Social media report Quarter 4 – Month 12

The consultant is encouraged to assess the appropriateness of the suggested milestones and comment upon realistic expectations, especially with regard to the allocated time frames for the activities in the comments to ToRs

The Stakeholder’s workshop will be held upon submission of a draft MICE Marketing Strategy and Action Plan. The Consultant will prepare and submit to the Client a workshop report reflecting the stakeholder’s comments and recommendations.

The Consultant will further be required to include a provisional sum of 5,000 USD to meet costs of holding the MICE Marketing Strategy and Action Plan Stakeholder Workshop. The Client will pay the Consultant based on actual and approved expenditure of the Consultant’s budget (for workshops) which will have been discussed and agreed to prior to commencement of the Consultancy. 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.

At the workshop, the consultants will make Power Point presentations, provide concise background documents for discussion and prepare workshop reports to document the proceedings.

In addition to the workshop described above, the consultant will be expected to conduct informal stakeholder engagement sessions (meetings, etc.) throughout the duration of the assignment.

The costs of holding MICE Marketing Strategy and Action Plan Stakeholder Workshop and stakeholder consultations must be included in the consultant’s proposal.

At the end of the assignment, the Consultant shall not claim any right of authorship or design patent of the reports submitted during the assignment.

6.0 QUALIFICATION REQUIREMENTS

THE FIRM

The Firm must have MICE working experience in destination marketing and having provided such services for a sub-Saharan country will be an added asset. Preference will be given to firms with proven relevant experience in undertaking a task of similar magnitude, and shall preferably, among others, have the following qualifications/experience:

- i. 5 years' experience in MICE promotion and marketing of tourism destination(s) in any Country or Continent;
- ii. Profound knowledge of the MICE industry and its consumers and media in the English, speaking countries; and
- iii. A good network of relationships with the MICE industry players in English speaking countries; PCOs, DMCs, Airlines, media platforms and channels.

6.1 KEY STAFF AND SKILLS

The Consultant shall field a team that is suitably qualified and experienced.

The Consultant is required to elaborate in his technical offer on the envisaged logistical set-up and deployment of appropriate skills for the execution of the assignment. The consultant should carefully review the scope of works and propose a team of well-organized competent staff, qualified to execute the assignment, and should describe clearly the functions of each team member.

The Consultant will be expected to present his 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.

In addition, the Consultant is at liberty to propose additional staff/competencies/short-term specialists, non-key experts and administrative and support staff as deemed appropriate for the successful execution of the assignment.

The Consultant's team shall consist of the following key experts as a minimum:-

1. Head MICE Consultant
2. Tourism Expert
3. Marketing and sales Manager
4. Public Relations and Communications Manager
5. Digital and Social Media marketing Manager
6. Business Development Manager
7. Research and M&E manager

It is estimated that approximately 41.8 man-months of key professional staff will be required for the entire Consultancy service. Some indications are given below of the minimum qualifications and experience, which are likely to be required by the Consultant's professional staff.

The following table shows estimated input of each key staff:

Key Staff	Staff Man Months
Head MICE Consultant	8.8
Marketing and Sales Manager	6.6
Public Relations and Communications Manager	6.6
Digital and Social Media Marketing Manager	6.6

Business Development Manager	6.6
Research and M&E manager	6.6
Total	41.8

The qualification requirements for the Consultant's staff are as follows; -

I. Head/MICE Consultant

- i. A minimum of 10 years of experience working with African Convention Bureaus, African Tourism Boards, NCBs and NTOs.
- ii. Widely-traveled throughout Africa and understanding of differences and similarities among Countries.
- iii. Established proven relationships with leading MICE buyers and firms in source markets.

II. Marketing and sales Manager

- i. He/she should clearly understand Uganda tourism marketing strategy and market demand at both regional and international level.
- ii. He must have a master's degree in economics, tourism management, Tourism marketing, Destination Marketing, mass communication or related field with 5 years of experience in tourism industry or bachelor's degree with 8 years' experience in destination marketing.
- iii. Highly professional and motivated with an instinctive flair for creativity and ability to solve problems
- iv. Excellent marketing and promotion skills as well as negotiation skills
- v. Proven track record to work in a multi-cultural and inter-disciplinary environment as well as experience with the public/ private sector

III. The Public Relations and Communications Manager

- i. Should clearly understand Uganda tourism and also demand side at both regional and international level.
- ii. Masters in Tourism, Social Sciences, Mass Communication, and/or Journalism with 5 working years or Bachelors in Mass communication with minimum of 8 years' experience in tourism industry.
- iii. Very strong written and verbal communication skills
- iv. Should possess a passion for writing, ability to develop and express a message clearly, briefly and persuasively.
- v. Ability to compose grammatically correct sentences, paragraphs and topics that combine factual information presented in an engaging manner
- vi. Well-developed interpersonal skills and creative abilities to work under pressure and to externally imposed deadlines.
- vii. Have a good eye for detail, design, and typography Interested in and able to absorb and synthesize a wide range of information sources.

IV. Online and Social Media marketing manager

- i. Should have a Bachelor's degree in tourism, economics, tourism management, Tourism marketing, Destination Marketing, mass communication Mass Communication 8 years working experience in online marketing.

- ii. He/she must have clear understanding of online communications and excellent familiarity with social media.

V. Business Development Manager

- (i) Must possess a minimum of a Degree in Tourism.
- (ii) A Post Graduate Diploma in Research and Product Development from a recognized institution will be considered an advantage
- (iii) The Business Development manager will have at least 5 years professional experience including working knowledge of the disciplines involved for similar assignments.
- (iv) The manager will have a minimum of 3 years' experience in Tourism Product Research and Development, knowledge in MICE Tourism trends, destination branding and at least 3 years should be in assignments of similar nature and scope.
- (v) Proven technical competence in Management of Projects similar nature and scope

VI. Research and M&E Manager

- (i) Minimum of a degree in economics, mathematics, or any other recognised research related qualifications
- (ii) Experience of delivering research projects on the tourism industry
- (iii) Managing and delivering a portfolio of research projects to tight deadlines
- (iv) Interrogating and analysing datasets
- (v) Ability to present, explain and interpret data or analysis to non-technical audiences
- (vi) Preparing reports which are both objective and accessible to read
- (vii) Research design, such as devising interview and focus group topic guides, questionnaires, surveys and evaluation frameworks
- (viii) Quantitative and qualitative research techniques and their appropriate usage
- (ix) Expertise in research techniques, such as online surveying, CATI surveying, focus groups, depth interviewing, interview topic guide design

7.0 DATA/ INFORMATION TO BE PROVIDED BY THE CLIENT

The Client shall provide the consultant with the following key information to aid on commencement of the assignment;

- a) The Tourism Act, 2008
- b) The Tourism Master Plan
- c) UCB National MICE strategy
- d) Uganda's MICE Feasibility study
- e) Uganda's MICE policy-draft
- f) Uganda MICE situational Analysis
- g) The Marketing Strategy of Uganda Tourism Board
- h) The Structure of Uganda Tourism Board
- i) National Development Plan
- j) UTB Strategic Plan

- k) Any other public policy document on tourism and related services available in Uganda.

8.0 PROJECT DURATION

The assignment is estimated to take **12 months**

9.0 REQUIREMENT FOR QUALITY PLANS

The Consultant will be required to demonstrate in their proposal, evidence of adoption of use of a Quality Assurance System (ISO 9001 or equivalent) as well as to describe how quality control will be implemented in the course of the project.