



NATIONAL ORGANISATION OF TRADE UNIONS (NOTU)

TERMS OF REFERENCE TO CONDUCT RESEARCH STUDY ON DECENT WORK / WORKING CONDITIONS IN THE DAIRY AND TOURISM SECTORS WITHIN SOUTH-WEST DISTRICTS OF UGANDA (ALBERTINE AND RWENZORI SUB-REGIONS)

1. Background

National Organizations of Trade Unions (NOTU) is a non-profit labour-based organization that represents workers across all economic sectors in Uganda. It was established by Decree No. 29 of 1973 which was later replaced by the Labour Unions Act, 2006. It is the most representative national labour union centre in Uganda with over 1.5 million workers organized in thirty-eight (38) affiliated trade unions across all sectors of the Uganda economy. It works under tripartite and bipartite mechanisms as provided for through the legal and policy frameworks such as; the 1995 Constitution of Uganda, the Labour Unions Act, Cap 228, the Employment Act, Cap 226 and the National Tripartite Charter, 2013 among others. Its **vision** is Workers of Uganda Socially, politically and economically emancipated and enjoying decent work environment, while the **mission** is to advance, promote, protect and defend the social, political and economic rights and interest of workers through effective representation.

NOTU plays a fundamental role in coordinating and rallying trade unions for the social and economic development of workers. Together with its affiliates, it ensure the promotion and defence of the rights and interests of union and non-union members by fighting for the deliberate regulations of conditions of employment for the betterment of union members and workers in general; act as a tool for workers to escape exploitation and violation of their basic human dignity and improve their job security as well as ensure the provision of benefits and services that their members are. Given the above, NOTU and its affiliates are key in ensuring the promotion of International Labour Standards and the Decent Work Agenda in the country through their constructive and effective participation in the formulation and implementation of the Decent Work Country Program (DWCP) and the United Nations Sustainable Development Cooperation Framework (UNSDCF) processes as well as other labour related discussions and processes at national, regional and international level. The approach that NOTU is advocating is one of tripartism, collaboration, partnerships, solidarity building, and having strong linkages to affiliates and workers at workplaces. Notwithstanding the function of a Labour National Centre as provided in the Labour Unions Act, 2006; NOTU shall stand and operate on the following main objectives;

- a) To Advance, Advocate, Promote, Protect and Defend workers' rights in the formal and informal sectors of work.
- b) To promote affiliates' social, economic and political interests.
- c) To enhance capacity building of Unions for sustainable development and growth.
- d) To build Trade Union power through organising and education.

- e) To engage Global Capital for labour responsive policies, practices and investments through Global Framework Agreements (GFAs).
- f) To advocate for strong labour standards and legislation.
- g) To offer legal services to her affiliates as a means of promoting accessible justice to vulnerable workers.

1.2 Trade for Job in Tourism and Dairy Sectors in Uganda

Uganda's dairy sector has grown rapidly, with milk production increasing five-fold over the past fifteen years and an average annual growth rate of 11% between 2018 and 2022. Rural smallholder farmers account for approximately 95% of national production volume, yet around 60% of milk is still sold informally. Decent work deficits at production level include; occupational safety and health (OSH) risks from the absence of milking structures and from repeated application of acaricides, limited access by women to land and cattle ownership and therefore, to income from milk sales, and high turnover among young workers.

Tourism contributes approximately 6% of Uganda's GDP and supports over 610,000 direct and indirect jobs; the accommodation sub-sector alone employs more than 400,000 people, of whom 58% are women and 77% are aged between 18 and 30. International tourist receipts reached USD 1.025 billion in 2023. The workforce is, however, largely informal and seasonal. Documented decent work deficits include; casual engagement without written contracts, earnings below a living wage particularly, for women in informal roles, weak occupational safety standards in transport and adventure tourism, and very limited coverage by social protection schemes. Uganda ranks 122nd of 140 countries on qualified tourism labour.

It is against this background that, NOTU seeks to conduct a decent work / working conditions analysis (Research) in the dairy and tourism sectors within South-west districts of Uganda and Tourism areas of Albertine and Rwenzori sub-regions, under Trade for Jobs Uganda (T4J) programme being jointly implemented by the ILO and the International Trade Centre (ITC), funded by Sida. The project applies a Market Systems Development approach to create more and better jobs in Uganda's dairy and tourism sectors. Decent work is at the centre of T4J's theory of change. The project's working assumption is that better trade and better jobs reinforce each other. For this to be more than a stated principle, NOTU is collaborating with International Labour Organisations (ILO) on the worker representation side, evidence on actual working conditions in the two sectors of dairy and tourism, and mechanisms to translate that evidence into action over time.

2 Purpose of the Assignment

To closely work with the Secretary General and Programmes Officer to lead the process of conducting a decent work / working conditions analysis (Research) in the dairy and tourism sectors within South-west district of Uganda and Tourism areas of Albertine and Rwenzori sub-regions. The study will be a focused, applied research exercise to generate the first sector-specific evidence base on working conditions in dairy and tourism sectors. The research will target dairy areas of South-west Uganda, while, Tourism areas will cover Albertine and Rwenzori sub-regions. The research will cover issues such as; Occupational Safety and Health (OSH), job security and contract types, wages and income patterns, social protection coverage, dialogue mechanisms, and gender-disaggregated working conditions. In addition, it will

combine secondary data review, key informant interviews, and field-level workplace assessments in priority subsectors of both sectors.

2.2 Scope and Elements of the Study/Research will include but not limited to:

- a) Develop a sound methodology that grounds the Research study and facilitates a directional analysis for generating evidence and worker-centered evidence in tourism and diary sectors in Albertine and Rwenzori-sub regions.
- b) Guide stakeholder mapping and consultations and understand, obtain, and analyse qualitative and quantitative data relevant to stakeholders and partners, some already mentioned in the ToR.
- c) Sample size and composition: At least an indicative sample size, in terms of number of workers, enterprises, and sites per sector. At least 3 to 4 districts from the South-western region, preferably; Kiruhura, Mbarara or Isingiro for diary. While, at least 3-4 districts from Albertine region, preferably; Kasese, Hoima, Buliisa or Hoima for emerging wildlife/eco-tourism and emerging agritourism. In terms of enterprises; -
 - Dairy Sector: 150 to 200 smallholder/commercial farms and primary bulking/collection hubs, distributed via proportional stratified sampling.
 - Tourism Sector: 150 to 200 hospitality establishments (eco-lodges, tour operators, cultural sites, hotels). Total enterprise sample sizes of both diary and tourism are 300 to 400 businesses, which satisfies standard multivariate analysis and error margins (95% confidence level, 5% margin of error).
 - Workers (Respondents per Enterprise), at least, interview 1 manager/owner and 1 general operational worker per enterprise to cross-validate operational, economic, and labor constraints and mitigate single-informant bias. Total worker/respondent sample size are; 300 to 800 individuals, depending on staff availability and sub-group comparison needs.
- d) Develop plans and strategies with clear deliverables, indicators and tools that address the constraints and create the needed support systems and incentives.
- e) Two policy briefs derived from the research findings, highlighting key findings, policy recommendations and priority actions, together with a record of their dissemination.
- f) Recommend methodology and tools for evaluating outcomes and develop knowledge management, monitoring and communication strategy.

The Consultant/s will collect, evaluate and lead in the presentation and validation process. Some of these elements may be included in the final document, as an appendix or cited as separate literature.

3 Specific tasks

The Consultant/s will:

- i. Carry out a desk review of documents relevant to understanding of the mandate, and research study within tourism and diary sectors in Uganda, trade for jobs programme and context of NOTU.
- ii. Review existing national and international labour standards, strategies/actions, laws and policies on governance and development, and governing frameworks related to labour issues and standards within tourism and study. In particular, Tourism Act, the MSME Policy among others.

- iii. Develop and submit to NOTU Research inception report, including the background and literature review, methodology, sampling framework, data collection instruments, quality assurance procedures covering enumerator training and pilot testing, risk management and mitigation measures, data management arrangements and a stakeholder engagement strategy.
- iv. Clear and reasonable indicative sample size, in terms of number of workers, enterprises, and sites per sector to be surveyed and captured in the report which will be representatives Albertine and Rwenzori sub-regions.
- v. Lead a program of wider consultations to receive feedback on the draft Strategic Plan.
- vi. Employer-side perspective. Undertake a light employer-side component through a small number of focus groups or key informant interviews with managers or owners in tourism or dairy selected enterprises. This will help to triangulate worker findings and add important context on employment practices from the other side of the relationship.
- vii. Provide evidence of ethical approval from the relevant national authority.
- viii. Final fieldwork implementation plan and schedule covering the dairy districts of South Western Uganda and the tourism destinations of the Albertine and Rwenzori sub-regions.
- ix. Progress report on mobilisation activities undertaken, confirming that enumerator training and pilot testing have been completed, and setting out issues arising, mitigation measures adopted and planned next steps
- x. Draft research report on decent work and working conditions in Uganda's dairy and tourism sectors, covering occupational safety and health, employment relationships and contract types, wages and incomes, social protection and social dialogue, including analysis disaggregated by sector, sex, age and, where feasible, disability status, and a comparison between the two sectors and sub-regions.
- xi. Fieldwork completion notes recording the districts and sites covered, the sample achieved against the target sample, and any deviations from the approved fieldwork plan.
- xii. Clean anonymised dataset submitted in Excel and SPSS (or another agreed statistical software format), together with the final data collection instruments.
- xiii. Final research report, revised to reflect the comments received at the technical validation workshop, together with a comment response matrix showing how each comment has been addressed
- xiv. Final anonymised dataset together with the research instruments used for the study.
- xv. Two policy briefs derived from the research findings, highlighting key findings, policy recommendations and priority actions, together with a record of their dissemination.

4 Deliverable Outputs

In execution of this assignment, the expected deliverables will be based on three phases, as follows;

First Deliverables

- a) Research inception report, including the background and literature review, methodology, sampling framework, data collection instruments, quality assurance procedures covering enumerator training and pilot testing, risk management and mitigation measures, data management arrangements and a stakeholder engagement strategy.
- b) Evidence of ethical approval from the relevant national authority, may be later if possible.
- c) Final fieldwork implementation plan and schedule covering the dairy districts of South Western Uganda and the tourism destinations of the Albertine and Rwenzori sub-regions.
- d) Progress report on mobilisation activities undertaken, confirming that enumerator training and pilot testing have been completed, and setting out issues arising, mitigation measures adopted and planned next steps.

Second Deliverables

- a) Draft research report on decent work and working conditions in Uganda's dairy and tourism sectors, covering occupational safety and health, employment relationships and contract types, wages and incomes, social protection and social dialogue, including analysis disaggregated by sector, sex, age and, where feasible, disability status, and a comparison between the two sectors and sub-regions.
- b) Fieldwork completion notes recording the districts and sites covered, the sample achieved against the target sample, and any deviations from the approved fieldwork plan.
- c) Clean anonymised dataset submitted in Excel and SPSS (or another agreed statistical software format), together with the final data collection instruments.

Third Deliverables

- a) Final research report with its process report, revised to reflect the comments received at the technical validation workshop, together with a comment response matrix showing how each comment has been addressed.
- b) Final anonymised dataset together with the research instruments used for the study.
- c) Two policy briefs derived from the research findings, highlighting key findings, policy recommendations and priority actions, together with a record of their dissemination.

5 Commitment to Quality work (Quality Assurance)

The assignment shall use an evidence-based approach and ensure the highest standards of work and timely deliverables at every stage of this assignment. The consultant/s shall ensure clarity of objectives and process during the consultations, counter check all facts and figures cited, ensure that the content and format of the research report meet the high standard for such documents and ensure proper editing and clarity. The consultant/s shall, at the onset of the planning process, identify all stakeholders having a direct and indirect interest in the research. Listing people, groups and institutions that influence and are of relevance in the research study. All stakeholders must be able to make inputs into the Strategic Plan to promote ownership of the plan. Lastly, the evidence of ethical approval from the relevant national authority or higher institutional learning.

T4J team involvement in the process to provide technical reference during the assignment, including review of the data collection instruments before fieldwork and of draft outputs before the validation workshop. In addition, partners such as National Social Security Fund (NSSF) and Federation of Uganda Employers (FUE) may as well feed in at key moments.

6 Approach and Methodology

The consultant/s shall obtain disaggregated data, review relevant literature, interviews, and undertake workplace visits in selected areas within Albertine and Rwenzori sub-regions. The consultant/s is permitted to form a team for the delivery of the objectives of the assignment. The consultant/s is at liberty to propose methodology that would adequately result in the expected deliverables outlined in this ToRs. A participatory approach together with critical reflection by the Secretary General, Programme Officer, Trade for Jobs team as well as key stakeholders will make the process meaningful.

7 Qualification/ Experience and Competence

The National Centre is seeking for the services of a professional/s or a consultancy firm to conduct a decent work and working conditions analysis in the two sectors. The individual/s must possess the following:

- i. **Advanced Degree:** Master's degree or PhD in Labor Economics, Human Resources, Development Studies, Agri-business, Tourism Management, social administration or Sociology.
- ii. **Core Experience:** Minimum of 5 to 10 years conducting labor market assessments, value chain analyses, or socio-economic research in East Africa.
- iii. **Thematic Expertise:** Deep familiarity with the International Labour Organization (ILO) four pillars of decent work (employment creation, social protection, rights at work, and social dialogue)
- iv. Excellent and proven analytical skills.
- v. Excellent organizational and communication skills, ability to prioritize and work with minimum supervision.

8 Duration

The consultancy shall be for a period no longer than three months from 20th August to 15th November, 2026.

9 Application

- Interested parties should submit a concise proposal for how the work will be carried out.
- Interested applicants are encouraged to submit their bids alongside detailed proposals, indicating their work schedule from the commencement to the end of the consultancy. Included should be: Understanding of the assignment (maximum 2 pages); Technical approach and suggested timeline (maximum 8 pages); Case studies of previous experience of strategic development planning and key personnel (maximum 2 pages); Budget for work to be undertaken (submitted in a single Excel worksheet and broken down into personnel, fees, travel and other).

10 Criteria of Evaluation

Proposals to conduct the final evaluation will be evaluated on the following criteria:

- 40%: Technical approach, methodology.
- 20%: Understanding of assignment.
- 20%: Experience and Proposed personnel.
- 20%: Cost competitiveness and value for money.

11 Reporting

The consultant/s shall be reporting and accountable to NOTU, through the Secretary General.

12 Application Details

Applicants are encouraged to visit our website for the full Terms of Reference: www.notuuganda.org Email: info@notuuganda.org to request a copy.

Proposals should be submitted by email to info@notuuganda.org and copy to; mwehugye@gmail.com and, with the subject line “NOTU Research Study in Tourism and Diary Consultancy” before, 17th August, 2026. The National Labour center values and appreciates all applications but only short-listed applicant/s will be contacted.