



**Terms of Reference  
For  
Consultancy Services**

**OECS Regional Tourism Competitiveness Project**

# **Terms of Reference for Consultancy Services to undertake the preparation of a national sustainable tourism development plan for Grenada, Carriacou and Petite Martinique**

## **1.0 BACKGROUND:**

The tourism industry is a major element of the Government of Grenada's economic development strategy. The industry accounts for approximately 45% of Grenada's export earnings. The sector is also an important source of employment creation, accounting for 19% of total employment (*World Travel and Tourism Council, 2014*). Although tourism is the lead economic sector, Grenada's share of tourist arrivals and tourist spending within the Organisation of Eastern Caribbean States (OECS) is somewhat low. Factors that have contributed to this are the low –quality and non-diversified tourism product offerings, connectivity challenges to travel to Grenada, and weak tourism promotion.

The Government of Grenada has secured loan financing from the World Bank Group (WBG) to implement the OECS Regional Tourism Competitiveness Project (RTC Project). The project is expected to enhance the competitiveness of the tourism sector and increase revenue by focusing on priority areas that complement tourism programmes already underway. One area that the project is expected to finance is technical assistance to prepare a national sustainable tourism development plan, and the road map for its implementation led by the Ministry of Tourism & Civil Aviation and the Grenada Tourism Authority.

## **2.0 OBJECTIVE OF ASSIGNMENT:**

The global tourism industry is undergoing changes. To remain relevant as a destination and to make the most of the economic opportunities implicit in those changes, Grenada's tourism industry must adapt. The consultancy therefore seeks to formulate a national sustainable tourism development plan for Grenada, Carriacou and Petite Martinique that would transform its industry to world class status and guide its development over the medium term.

Generally, the plan should:

- Prepare **Grenada, Carriacou and Petite Martinique** for the tourism industry of the future through leveraging ICT and climate resilience
- Develop economic linkages and inclusion while simultaneously minimising leakages
- Leverage tourism as a tool for economic development
- Organise for growth of the tourism industry by ensuring the requisite human resources, standards, access, attractions, amenities and accommodation
- Enable planning, zoning and integration of sub-sectors in the context of investment and Grenada's holistic development **in line with the National Development Plan 2035**
- Harness opportunities for regional collaboration

The Scope of Work is understood to cover the activities necessary to accomplish the stated objectives, whether or not a specific activity is cited in the Terms of Reference

### **3.0 SPECIFIC SCOPE OF SERVICES:**

The Scope of Work for the preparation of the national sustainable tourism development plan shall include, but not be limited to the following activities:

- I. Assess the performance of the national tourism industry over the past ten years
- II. **Assess the current administrative setup and relationships (Ministry of Tourism & Civil Aviation; Ministry of Carriacou & Petite Martinique Affairs & Local Government; Grenada Tourism Authority) and their impact on the tourism industry's development**
- III. Assess regional and global tourism trends and their application to the medium to long term growth of the national tourism industry
- IV. Review existing tourism legislations and propose amendments or new legislations to foster growth of the industry

- V. Propose new sustainable products & services, as well as packaging that are integrated into mainstream tourism
- VI. Carry out market segmentation inclusive of current and new markets, including highlighting the behaviour of the market segments targeted and how the targeted segments are influenced, and what the best marketing strategies for targeting and influencing these market segments would be.
- VII. Conduct projections of economic and financial impact of different tourism policies and reports
- VIII. Better define the role of the private and public sectors in developing the tourism industry
- IX. Develop investment attraction approaches that are aligned with broader national vision of the tourism industry's development
- X. Improve support for and positioning of community-based tourism
- XI. Organise series of stakeholders' workshops to examine their contribution and role in the growth of the industry
- XII. Map, grade and refine the industry
- XIII. Define processes / methods to widen the scope and reach of local tourism awareness
- XIV. Identify mechanisms to financially support the development of tourism businesses
- XV. Develop concrete objectives for the development of tourism, as well as a Monitoring and Evaluation framework that will help monitor the achievement of the objectives and enable monitoring of the industry's growth and contribution to national economic development. These indicators should also target monitoring of the economic viability, social accessibility, and environmental sustainability of the tourism and associated sectors by ensuring that the growth of the sector stays within the limits of acceptable change for Grenada and its key destinations.
- XVI. Develop an implementation plan that identifies specific transformational interventions addressing product development in Grenada, Carriacou and Petite Martinique, access and transport, infrastructure needs, capacity-building and training, marketing and market development, linkages with other key sectors in the economy, and ways to engage the communities

more in the industry. The action plan shall identify timelines, costs, and roles and responsibilities of different stakeholders

#### **4.0 EXPECTED DELIVERABLES:**

The Consulting Firm is expected to produce the following

- I. **Inception Report:** The Inception Report will be submitted three (3) weeks after the signing of the contract, and it will include, but not be limited to: initial findings; detailed work schedule and methodology to include the composition of the team and the number of person-month(s) of work for each position; and recommendations based on the interpretation of the Terms Of Reference.
- II. **Draft National Sustainable Tourism Development Plan:** Draft Tourism Plan will be submitted ten (10) weeks after submission of the Inception Report and it will include, but not limited to report on regional and global assessments, report on the stakeholders' workshops, report on the industry's assessment, market segmentation, economic and financial impact, et al. A formal presentation is to be made to the Ministry of Tourism and to key stakeholders invited by the Ministry
- III. **Final National Sustainable Tourism Development Plan:** Final Tourism Plan will be submitted within three (3) weeks of receipt of comments from GoG on the Draft National Sustainable Tourism Development Plan. The Final National Sustainable Tourism Development Plan shall be submitted incorporating those comments. A formal presentation is to be made separately to the Ministry of Tourism and to Cabinet

#### **5.0 DURATION:**

The services of the Firm will be required over a period not exceeding four (4) months to undertake the various activities outlined in the Terms of Reference (ToR). The Firm will provide the personnel, equipment and software required, and is responsible for obtaining all additional information for the execution of the services necessary for the assignment.

#### **6.0 REPORTING REQUIREMENTS:**

All reports shall be submitted in English, typed using Calibri (Body) spaced 1.15. The Consulting Firm shall submit to the PCU three hard copies of all reports and electronically in pdf format or as otherwise requested as per the above identified schedule.

GoG, through the Project Manager (PM), will facilitate the work of the Firm and make available all relevant studies, reports and data relevant to completion of the assignment, and will act as liaison between the Firm and GoG officials and stakeholders.

**7.0 QUALIFICATIONS AND EXPERIENCE:**

The Consultant team should comprise a multi-disciplinary group of experts with relevant, demonstrable expertise in developing sustainable tourism development plans and/or strategies, via extensive consultation with the public and private sectors.

The minimum required qualifications and experience of the consulting firm are:

**General Experience:**

At least ten (10) years’ experience in Strategic Planning relevant to the Tourism sector and the development of Tourism Master Plans

**Specific Experience:**

- At least two (2) successfully completed contracts during the past ten (10) years which entailed preparation of a sustainable Tourism strategy, plan and/or policy. At least one of those contracts should have been implemented in a developing country, preferably one whose tourism industry resembles Grenada and has been transformed.
- Prior experience working under World Bank Guidelines will be an asset.

POSITIONS	QUALIFICATIONS, EXPERIENCE, SKILLS & ABILITIES
Lead Consultant/	<ul style="list-style-type: none"> <li>• At least a Master’s Degree in Strategic Planning, Tourism Planning, Sustainable Development or related field;</li> <li>• At least ten 10 years’ experience as a Strategic Planner</li> </ul>

Strategic Planner	<ul style="list-style-type: none"> <li>• At least seven (7) years’ experience in developing sectoral plans/strategies/policies</li> <li>• At least five (5) years’ experience leading a consultancy team</li> <li>• Experience with stakeholder engagement and facilitation of participatory strategic planning processes, especially with the private sector</li> <li>• Demonstrated research and analytical skills pertaining to public and private sector development issues</li> <li>• Excellent interpersonal skills and ability to engage stakeholders with varying interests and backgrounds</li> <li>• Experience working on donor funded projects such as the World Bank would be a plus</li> <li>• Strong project management skills and meticulous attention to details, as well as ability to multitask under deadline pressures</li> <li>• Excellent oral and written communication and presentation skills in English</li> <li>• Extensive experience providing advice and reports to senior government officials and staff would be a plus</li> <li>• Appropriate involvement and/or experience in similar projects in developing countries in general; and in the OECS region, in particular would be a plus</li> </ul>
Tourism Marketing Specialist	<ul style="list-style-type: none"> <li>• BSc. in Tourism Management, Tourism Marketing, Sustainable Tourism Development, Tourism Marketing, Hospitality Management or related field;</li> <li>• Not less than ten (10) years of experience working in the Tourism industry</li> <li>• At least seven (7) years’ experience in developing tourism plans/policies/ strategies</li> <li>• Excellent oral and written communication and presentation skills in English</li> <li>• Appropriate involvement and/or experience in similar projects in developing countries and specifically in the OECS region would be a plus</li> </ul>
Economist	<ul style="list-style-type: none"> <li>• MSc. in Economics, Finance, Business Development or related field</li> </ul>

- |  |  |
|--|--|
|  | <ul style="list-style-type: none"><li>• At least ten (10) years' experience working in the field of Economics</li><li>• At least five (5) years' demonstrated experience in collecting data, analyzing reports, utilizing modeling techniques, studying forecasts and producing reports</li><li>• Knowledge of the macroeconomic status of Grenada and the economic value of Tourism would be an asset</li></ul> |
|--|--|

## **8.0 TERMS AND CONDITIONS:**

The terms and conditions of the assignment include provisions that cover the obligations of the Contracting Authority and the Consulting Firm as per the World Bank's Guidelines for the procurement of consulting services under IBRD Loans and IDA credits and World Bank Borrowers (Consultant Guidelines: January 2011, Revised July 2014). The Firm will be selected in accordance with Quality and Cost Based Selection (QCBS) method as set out in the Guidelines