



GOVERNMENT OF GRENADA TERMS OF REFERENCE

Consultancy Services for Implementation Support of Grenada's National Sustainable Tourism Development Plan for Grenada, Carriacou and Petite Martinique

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| Project Title | Unleashing the Blue Economy of the Caribbean (UBEC) Project |
| Date of Issue | TBD |
| Deadline for Application | TBD |
| To Apply | Suitable firms are invited to submit applications for the Implementation Support of Grenada's National Sustainable Tourism Development Plan for Grenada, Carriacou and Petite Martinique |
| Contracting Authority | Ministry of Tourism, the Creative Economy and Culture Supervised by the Procurement Unit, Ministry of Finance |
| Duration of Contract | 1 year |
| Country | Grenada |
| Equal Employment Opportunity | The Government of Grenada provides equal opportunity and fair and equitable treatment in employment to all people without regard to race, colour, religion, sex, national origin, age, disability, political affiliation, marital status, or sexual orientation. The Government strives to achieve equal employment opportunity in all personnel operations throughout its service. |

A. Background

UBEC Project background

The Government of Grenada aims to bolster the country's recovery and blue economy by placing a focus on economic growth, generation of jobs, and diversification, while continuing efforts on the climate change adaptation and mitigation fronts. Grenada's high levels of economic, social, environmental, and climate vulnerability have been amplified by the economic setbacks of the pandemic. The tourism sector—the main pillar of economic growth in Grenada accounting for 57 percent of GDP and 52 percent of employment in 2019—has been the hardest hit in terms of revenue and job loss. The fisheries and aquaculture sector also endured significant revenue falls because of the pandemic. Grenada's inadequate solid and plastic waste management system is a major contributor to marine pollution and threatens all economic sectors, particularly those dependent on healthy marine ecosystems.

The UBEC Series of Projects (SOP), is designed to stimulate economic recovery in Grenada and support marine and coastal resilience by strengthening the sustainability and competitiveness of three critical and interconnected sectors: tourism, fisheries and aquaculture, and waste management. UBEC could have spill-over benefits for Grenada by improving regional governance and capacity building led by the OECS to address transboundary fisheries, intra-regional tourism, and marine litter.

Grenada's tourism sector is a vital contributor to the country's economy, providing employment, foreign exchange earnings, and business opportunities. Recognizing the importance of sustainable and strategic tourism development, the Government of Grenada, through the Ministry of Tourism has developed a new National Sustainable Tourism Development Plan (NSTDP). This plan outlines key policy directions, strategic interventions, and implementation mechanisms to ensure long-term sector growth, sustainability, and competitiveness.

The objectives of the NSTDP are:

1. The Strategic Plan will become the tool that foster the recovery of tourism and be the driver for the post-pandemic stage.
2. Conceive tourism as an industry capable of creating employment and wealth beyond itself, in accordance with the needs of the country.
3. Provide tourism with theoretical support, which reveals all of its potential for the development of socio-economic, cultural and political life.
4. Create and promote tourism products whose key pillars are the production of experiences.
5. Geographically expand tourism as a formula to strengthen and underpin the bases of the destination as a whole.
6. Establish new management and governance models that reflect the diversity of the existing resources and products, as well as the incorporation of new communities to the destination.
7. Turn sustainability into a cross-cutting tourism policy that takes into consideration current and future environmental, socio-cultural and economic impacts.

8. Enhance the destination drive through innovative marketing to attract new travellers, assisted by market intelligence and reinforce the destination image through the strengthening of the brand.
9. Define a tourist destination around the countries of the Eastern Caribbean, recognizable both, regionally and internationally, and connected in terms of transportation, knowledge and the exchange of professionalism
10. Promote internal and external connectivity.

To facilitate the successful execution of the NSTDP, the Ministry of Tourism seek the services of a consulting firm to provide structured technical assistance, institutional strengthening, digital solutions for project monitoring, communications support, capacity building, and community-based destination management.

B. Purpose of Assignment

The purpose of this consultancy is to support the Ministry of Tourism and GTA in operationalizing the National Sustainable Tourism Development Plan by establishing an effective management structure, implementing a digital project monitoring system, executing a comprehensive communication strategy, delivering capacity-building initiatives, and designing and implementing destination level management and product development activities.

Specifically, the consultant will deliver five key tasks to support the implementation of the project:

1. Establishment of a Tourism Strategy Implementation Management Unit
2. Development and Customization of a Digital Monitoring System
3. Communications Strategy for the Launch and Dissemination of the NSTDP
4. Capacity Building Initiatives for Public and Private Sector Stakeholders
5. Design and Implementation of a Destination level management and product development activities for Local Communities.

C. Scope of Work

The firm will perform the following scope of work and will work closely with UBEC and the Ministry of Tourism to deliver the following tasks:

1. **Task 1 - Establishment of a Tourism Strategy Implementation Management Unit**
 - Work with the Ministry of Tourism and GTA to define the structure, objectives, roles, and responsibilities of a dedicated unit responsible for overseeing the implementation of the NSTDP.
 - Provide recommendations on the governance framework for the unit, including coordination mechanisms between the Ministry of Tourism, GTA, and other stakeholders.
 - Determine the required staffing levels and expertise needed for effective operations, including the specific roles needed such as project managers, tourism specialists, and administrative support.
 - Develop Terms of Reference (TORs) for key staff positions that clearly define responsibilities, reporting lines, expected output and qualifications.
 - Identify necessary equipment, software, and operational resources for the unit, ensuring adequate tools and technology are in place for efficient operations.

- Based on the above, revise the budget for the Management Unit and work with the Ministry of Tourism to draft a proposal for ongoing government resourcing for the unit.
- 2. Task 2 - Development and Customization of a Digital Monitoring System**
- Identify an off-the-shelf project management software suitable for tracking the implementation of the NSTDP, ensuring it meets key requirements such as progress tracking, reporting, and stakeholder collaboration.
 - Conduct stakeholder consultations with the Ministry of Tourism and GTA to define system requirements, ensuring alignment with national tourism objectives and government reporting structures.
 - Procure and customize the software to meet the project's monitoring and reporting needs, including populating the software with the NSTDP data and information and setting up dashboards, indicators, and data visualization tools.
 - Provide structured training sessions for relevant government staff on the use of the software, ensuring seamless adoption and operational efficiency.
 - Manage software updates and maintenance during the contract period, offering technical support and troubleshooting as necessary.
 - Ensure costing for the software licensing and maintenance are integrated into the budget developed as part of Task 1.
- 3. Task 3 - Communications Strategy for the Launch and Dissemination of the NSTDP**
- Develop and implement a communication strategy to promote awareness and stakeholder engagement around the NSTDP, outlining key messages, target audiences, and communication channels.
 - Organize workshops and stakeholder consultations to present and discuss the NSTDP, ensuring tourism operators, local communities, and policymakers are aligned.
 - Design a media plan incorporating traditional and social media channels to maximize outreach, engagement, and information dissemination.
 - Develop and disseminate multimedia content, including video, photographic, and written materials, for use in public awareness campaigns across digital and traditional media platforms.
 - Provide capacity-building support to Ministry and GTA staff on effective communication strategies for ongoing tourism policy engagement.
- 4. Task 4 - Capacity Building Initiatives for Public, Private Sector and Community Based Organization Stakeholders**
- Conduct a rapid capacity assessment of the Ministry to Tourism, GTA and other relevant agencies as agreed to with the Ministry of Tourism. The review should identify existing capabilities and gaps to inform a capacity development plan.
 - Develop a detailed capacity-building plan that aligns with the implementation of the NSTDP and prioritizes key skill gaps within the tourism sector.
 - Implement at least three capacity-building initiatives focused on:

- Implementation of the NSTDP within government institutions, with emphasis on policy enforcement, inter-agency coordination, and strategic planning.
- Sustainable tourism training for public sector professionals, equipping them with the skills to develop, regulate, and manage sustainable tourism initiatives.
- Coastal and marine spatial planning, highlighting sustainable development practices and environmental impact considerations.
- Private sector training on sustainability, blue tourism, and the blue economy, enhancing industry resilience and responsible business practices.
- Develop training materials and toolkits that participants can use post-training to implement best practices.

5. Task 5 - Design and Implementation of a Destination level management and product development activities for Local Communities

- Map tourism assets, attractions, and products in different parishes of Grenada, creating a comprehensive inventory of local tourism offerings.
- Develop criteria for parishes participation in a product development and storytelling program based on linkage to the blue economy, cultural and nature-based asset significance, tourism potential, stakeholder readiness, and verifiable market demand for their products and attractions.
- Apply criteria with Ministry of Tourism and GTA to identify 3 parishes for participation in the product development and storytelling program.
- Conduct stakeholder mapping exercises to identify key actors in community tourism, including local entrepreneurs, tour operators, cultural organizations, and government agencies.
- Facilitate community-based storytelling workshops to enhance tourism experiences, training local participants in content creation, guided tour delivery, and interpretation.
- Support the development of tourism products aligned with local cultural and natural heritage, assisting in branding, packaging, and marketing strategies for community-based tourism enterprises.
- Identify and implement mechanisms for the integration of community initiatives into the national tourism product, so that new initiatives do not become isolated.
- Provide recommendations for governance structures at the community level to ensure sustainable destination management and engagement with national tourism authorities.

D. Deliverables and Timelines

The firm is expected to deliver the following outputs within an agreed timeline. The firm should note the short timeline and be prepared to conduct task in parallel, completing them by the months outlined in the table below. The project team leader and the proposed team should be adequate to handle the timeline as outlined and simultaneous task implementation.

| Task | Deliverables | Details | Timeline |
|--------|---|--|-----------------------|
| Task 0 | Inception report | Detailed work plan, methodology and approach, stakeholder lists, and delivery scheduled | Month 1 |
| Task 1 | Establishment of a Tourism Strategy Implementation Management Unit | Detailed management unit objectives, structure, staffing plan, TORs, equipment list, and budget | Completed by Month 2 |
| Task 2 | Development and Customization of a Digital Monitoring System | Identified off-the-shelf project management software suitable and customization of software; Stakeholder consultation reports; Populated software with project data; Completed training sessions and training summary reports; Monthly reports on software updates, data updates, and maintenance. | Completed by Month 6 |
| Task 3 | Communications Strategy for the Launch and Dissemination of the NTS | Communication strategy document (draft and final versions); Workshops and stakeholder consultants and summary reports; Multimedia content, including video, photographic, and written materials; Draft and final media plan; Media coverage and monthly summary reports of all media coverage; Capacity building sessions with Ministry and GTA staff and summary reports of sessions. | Completed by Month 3 |
| Task 4 | Capacity Building Plan and Training Sessions | Rapid capacity assessment report; Detailed capacity-building plan; At least three capacity-building initiatives and summary reports including attendance records; Training materials and toolkits | Completed by Month 10 |
| Task 5 | Community-based Destination Management System | Detailed methodology and approach for product development; Tourism assets, attractions, and products mapping; Draft and final criteria; Shortlist of 3 parishes; Stakeholder mapping in three parishes; Community-based storytelling workshops and training including training materials and summary reports; Branding, packaging, and marketing strategies for community-based tourism enterprises; Recommendations for governance structures at the community level. | Completed by Month 10 |

Project Management: The firm should allow for a project inception meeting at the beginning of the contract and monthly project review meetings during implementation. More frequent meetings on a weekly basis may be needed around deliverable due dates. The inception meeting should be held in person in Grenada while regular project meetings can be held by teleconference. Significant

issues encountered during fieldwork should be raised by the firm immediately and any changes in the proposed project team should be agreed to with UBEC and the Ministry of Tourism, before changes are implemented. All written deliverables should be in English, submitted electronically. Acceptance of the Deliverables will depend on the key criteria of quality and full coverage of the scope of work.

E. Firm Qualifications

Firms may form consortia or engage subcontractors to meet all qualification requirements outlined in this TOR. The lead firm will be responsible for coordinating all activities and ensuring seamless integration of expertise across the consortium or subcontracted entities. Proposals should clearly define the roles and responsibilities of each participating firm, demonstrating how the combined expertise meets the required qualifications and technical competencies.

The selected firm(s) must demonstrate the following qualifications:

- At least 10 years of experience in providing technical assistance to government agencies on tourism planning, product development, institutional strengthening and/or strategy execution.
- Proven track record in managing multi-stakeholder projects related to tourism development, including project planning, implementation, and monitoring.
- Experience in developing or customizing digital platforms for project management, monitoring, and evaluation, preferably in the tourism sector.
- Demonstrated expertise in public relations, communication strategy development, and media outreach for government or tourism-related projects.
- A strong background in designing and implementing capacity building and training programs for government officials, tourism professionals, and community stakeholders.
- Experience in working with local communities, engaging stakeholders, and designing sustainable tourism products and services.
- Previous work in Caribbean nations or similar contexts will be considered an advantage.
- Ability to manage large-scale projects, with sound financial controls, reporting, and compliance mechanisms.
- Access to a team of experts in tourism planning, digital systems, communications, community development, and training.

F. Key Experts on Team and Qualifications

The firm should propose a team with the following key experts:

| Position Title | Education Qualifications | Skills |
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| Team Leader (Tourism Specialist) | Master's degree in Tourism, Business Administration, or related field | At least 10 years of experience in tourism development, institutional strengthening, and project management |

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| Project Management and Digital Systems Specialist | Degree in IT, Project Management, or related field | At least 5 years of experience in digital monitoring tools, project tracking systems, software customization |
| Communications and Media Expert | Degree in Communications, Public Relations, or related field | At least 5 years of experience in media strategy, stakeholder engagement, content creation |
| Capacity Building and Training Specialist | Master's degree in Education, Tourism, or related field | At least 10 years of experience in training program design, facilitation, public-private sector capacity building |
| Community-Based Tourism Expert | Degree in Sustainable Tourism, Development Studies, or related field | At least 7 years of experience in Community engagement, participatory tourism planning, product development |