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**GOVERNMENT OF SIERRA LEONE
REQUEST FOR EXPRESSIONS OF INTERESTS
DATE OF ISSUE: 9TH MARCH 2022
FIRM SELECTION
CONSULTING SERVICES FOR TOURISM SITE DEVELOPMENT BUSINESS AND
MANAGEMENT MODEL
SL-MOFED-280420-CS-CQS**

Sierra Leone possesses pristine beaches and islands, mountains and rich biodiversity, interesting wildlife, friendliness and rich cultural capital among people and its special place in the world history of anti-slavery movement as ‘the land of the free.’ The Government of Sierra (GoSL) has officially prioritized tourism in the newly formulated National Development Plan 2019 - 2023. The new National Tourism Policy states the goal of tourism in Sierra Leone as to “generate foreign exchange, encourage even development, promote tourism-based rural enterprises, generate employment, accelerate rural-urban integration and foster socio-cultural unity among the various regions of the country through the promotion of domestic and international tourism.” (GoSL, 2017). Its National Ecotourism Policy states the goal of receiving 20,000 international and 30,000 domestic ecotourism visits to sites by 2025 (GoSL, 2017).

The World Bank is preparing an Economic Diversification Project, one of the components of is focused on upgrading six tourism sites with strategic public investments, using an integrated destination approach. The proposed investments will also complement government effort to support economic recovery, following the severe social and economic impact from the global coronavirus (COVID-19) pandemic. The purpose of the upgrading is to improve the quality of the product, help attract investment and generate jobs and revenue for tourism businesses and local communities living at and around the sites. The site upgrades will include public investments in improved access, car parking, visitor information facilities, utilities, improved waste management, and other improvements. The focus is on sustainable tourism development with a focus on the natural environment and ecotourism activities.

II. Objective of the assignment

The objective of this consultancy is to develop in a consultative manner with the local communities, Business Management Plans and Operational Agreements for each of the first three destination upgrade sites: Leicester Peak, Tacugama Chimpanzee Sanctuary and Bureh Beach. The Business Management Plans and Operational Agreements will be designed to be feasible to implement, resonate with beneficiary communities, tourism stakeholders and target markets, and embrace the importance of sustainability.

The plans will include consideration of how revenue from the investments will be managed, equitably distributed (e.g., through a revenue share programme) and accounted for; how the sites will be maintained, at what cost, and who will do this; and how governance will be structured and operational and financial decisions will be made. The plans will be developed in a consultative manner with local communities and tourism business owners. They will consider existing management operations and current operational challenges. They will also consider how to ensure an equal voice is given to women and youth to participate in the operations and revenue share.

III. Scope of Work

The consultant will use a variety of tools to develop the plans. These will include but not be limited to desk research, site visits, community meetings and private sector consultations. The methods used for each site will be based on the local context and will need to be slightly different. The Leicester Peak site is publicly owned, Tacugama is an NGO on public land, and Bureh Beach is a community-run surf beach. Further details are provided in the Annex.

The consultant will need to work closely with The Ministry of Tourism and Cultural Affairs (MOTCA) and the National Tourist Board (NTB) in this activity to ensure and maintain a high level of community and tourism stakeholder buy-in and to actively build the capacity of the NTB product development team throughout the consultancy. The consultant will consider Environmental and Social Impact Assessments for each site and will liaise confer with project Safeguards specialists and Social Capacity Building consultants also working on the sites.

The consultant should also consider innovative models of community engagement, participation and management from elsewhere in the world that could be adapted for Sierra Leone and replicated within other communities and sites.

On completion of the draft Business Management Plans and Operational Agreements, the consultants will hold a public meeting with MoTCA/NTB to validate and finalise the plans.

Tasks

1. Inception

The consultant will review the site concept documents, meeting with MoTCA and NTB to prepare a draft work plan, a revenue template for each site, report table of contents, and a prioritized list of possible and comparable case studies from elsewhere in the world that could be replicated in Sierra Leone.

II. Site Visits and Consultation

The consultant will visit each of the three sites spending a minimum of 3-4 days in each site to meet with stakeholders, observe and consider existing operational arrangements and agreements, present the approved relevant case studies, and draft and vet possible management arrangements and provisions for operational agreements for discussion and deliberation. During the on-site visits, the consultant will determine the market readiness of each site, gain an understanding of the existing markets that are being served by each site, and determine the related strategic visitor flows (i.e., the types and number of travellers who visit the sites, where they come from prior to visiting, what specifically they do when they get there, and where they visit next when they depart) in order to ensure a product market match.

III Results and Reporting

The results of the site visits and consultant analysis will be consolidated into individual detailed Business Management Plans and Operational Agreements for each of the three destination upgrade sites. The plans will provide details on staffing roles and requirements, revenue models, and governance, management and maintenance plans. In addition, 5-year action plans will be developed in close collaboration with each community and tourism businesses and submitted for each site. The action plans will be realistic and in-line with GoSL budgets and community and management's capacities and will include corresponding activities, sub-activities, targets, monitoring metrics, primary accountability, and budgets.

III Validation Workshops

The Business Management Plans and Operational Agreements and 5-year action plans will be validated with the local communities and tourism businesses. The results of the site visits and consultant analysis will also be presented and validated by MOTCA. A PowerPoint summarizing key points and risks and how the risks can be mitigated, will be submitted along with a short business plan for each site (no more than 30 pages each). In addition, the methodologies used to evaluate the three destination upgrade sites and develop the Business Management Plans and Operational Agreements will be provided to the MTCA to use on an ongoing basis in other sites.

Deliverables

The consultant will submit the following deliverables while carrying out the tasks listed above:

Deliverables	Delivery Dates	Payment Schedule
Inception report including case study list and timeline	2 weeks after contract signing	10%
Site visits, consultations, and approved relevant case studies	5 weeks after contract signing	-
Validation workshops	7 weeks after contract signing	20%
Draft and final business plans, operational agreements and action plans	12 weeks after contract signing	30%
Total	12 Weeks	

Criteria for selection

The Firm will meet the following criteria

Team should include at least 3 members with the following experience amongst them

- Documented experience no less than 5 years in the development of business plans and operational agreements for managing tourism attractions
- Documented experience in community consultation no less than 7 years
- Documented experience in gender and youth tourism issues
- Experience running a tourism or ecotourism business a plus
- Excellent written and spoken English

The minimum team leader competencies required are the following.

Team Leader

- University degree in tourism, business administration, or protected area management
- Outstanding organizational, project management and leadership skills
- At least 10 years-experience in the management of destination development projects and implementation of destination management plans and activities
- Excellent knowledge of tourism markets, market segmentation and trends
- Proven track record in managing a team of experts; supervising and coordinating technical aspects of the project, ensuring good client communication.

The team must also include at least two specialists, including at least one resident of Sierra Leone with good Kiro and knowledge of the tourism sites included, with additional competencies in the following areas:

- Evaluating strategic visitor flows and evaluating and designing market-ready products and experiences
- Community-led and managed tourism development
- Establishing private public partnerships, joint-ventures, and related operational agreements between government, the tourism private sector, and communities

IV. Reporting

The consultant will be financed under the Sierra Leone Economic Diversification Project (SLEDP) and will report to Ministry of Tourism and Cultural Affairs (MoTCA) and including stakeholders from National Tourist Board, and the World Bank.

Mode of Application

Note: The Consultant will be selected in accordance with Individual Consultant (IC) method set out in the Consultant Guidelines: Selection and Employment of Consultants under IDA Grants by World Bank Borrowers, (July 2016, Revised November 2017, 2018 and fourth edition 2020). The evaluation shall be based on the relevant qualification and experience of the individual Consultant. All applications in writing should be accompanied by up-to-date Curriculum Vitae and supporting documents (Note: do not send originals) with the names and addresses of three referees, one of which should be the last or current employer and addressed to:

The Head of Procurement

Project Fiduciary Management Unit

Ministry of Finance

13a Howe Street Freetown

Tel: +23276672186 or

By E-mail application as attachment (including all supporting documents)

to: **sleconomicdiversification@gmail.com**

Please indicate clearly on the envelop (in the case of hard copy application) or in the email subject heading and attachment (in the case of electronic applications) the post for which application is made.

The Closing Date and time for receipt of applications is 23rd March 2022 at 16:00pm.

Only short-listed consultant will be contacted