

Selection process #:.....

## **TERMS OF REFERENCE**

*(Consultancy to Develop a 2025-2030 Tourism Strategy for Jamaica)*

Jamaica

JA-T1217

ATN-XX-XXXXX-JA

*[Web link to approved document]*

**TECHNICAL COOPERATION NAME:** *Jamaica Tourism Strategy 2025-2030*

### **1. Background and Justification**

- 1.1.** Established in 1959, the Inter-American Development Bank (IDB) is the main source of multilateral financing and technical support for economic, social, and institutional development in Latin America and the Caribbean. The IDB provides loans, grants, guarantees, policy advice, and specialized technical assistance to its borrowing member countries' public and private sectors.
- 1.2.** The Environment, Rural Development and Disaster Risk Management Division (CSD/RND) supports the Bank's operations related to natural disaster risk management, rural and agricultural development, sustainable tourism development and natural resource management.
- 1.3.** The Division also advises Management in the development of strategies, policies, and guidelines for the Bank and its borrowing member countries in the areas of its competence. During project implementation, the Division provides highly specialized technical assistance to borrowers, executing agencies, country offices, and other Bank units.
- 1.4. Tourism in Jamaica.** Before the COVID-19 pandemic, tourism accounted for nearly US\$4.6 billion or 29% of GDP, considering the sector's direct, indirect, and induced effects<sup>1</sup>. Tourism directly and indirectly employed 370,000 workers, 30% of the labor force<sup>2</sup>, thus making it one of the most pivotal sectors for the island nation. In 2020, due to the global COVID-19 pandemic, tourism had one of the largest contractions of all economic sectors. WTTC data shows that the Caribbean region experienced a 53.2% contraction in tourism GDP and lost 25.8% of all tourism jobs during the first year of the pandemic<sup>3</sup>. Jamaica's tourism GDP fell -56.1% and lost -23.7% of travel and tourism direct and indirect jobs.
- 1.5.** Jamaica's travel and tourism rebound started in 2021, and in 2022, Jamaica's tourism GDP reached US\$4.6 billion, only 0.4% below the 2019 level<sup>4</sup>. Reports from the Jamaican authorities

<sup>1</sup> [https://wttc.org/DesktopModules/MVC/FactSheets/pdf/704/137\\_20220613162536\\_Jamaica2022\\_.pdf](https://wttc.org/DesktopModules/MVC/FactSheets/pdf/704/137_20220613162536_Jamaica2022_.pdf) and <https://statinja.gov.jm/NationalAccounting/Annual/NewAnnualGDP.aspx>.

<sup>2</sup> <https://wttc.org/research/economic-impact>

<sup>3</sup> <https://wttc.org/research/economic-impact>

<sup>4</sup> <https://researchhub.wttc.org/factsheets/jamaica>

expect foreign visitors' expenditure to surpass 2019 levels by 2023<sup>5</sup>. Despite the recovery, many challenges remain unattended, and some have been exacerbated by the pandemic and the impact of climate change.

- 1.6. Some of these challenges are related to biodiversity loss, coastal erosion, and the degradation of the environment in general. Other important challenges relate to developing a more inclusive tourism sector that generates strong domestic value chains and a robust SME tourism ecosystem. Furthermore, the digital transformation of the sector cannot wait any longer. Strong knowledge and information systems must be developed and incorporated as the main input for public policy design and evaluation and for public and private investment planning. Reinforcing human capital and building a more tourism-aware civil society could also benefit Jamaica greatly and contribute to improving its competitiveness as a tourism destination.
- 1.7. To address these challenges, the Government of Jamaica has requested IDB support to elaborate comprehensive and in-depth diagnostics, to design and execute a stakeholder consultation plan, and to develop a new reformulated tourism strategy and disseminate its content among key stakeholders and the general population. All of the above will be developed through this consultancy.

## 2. Objectives

- 2.1. The General Objective of this consultancy is to develop an updated Tourism Strategy for Jamaica, taking into consideration the new post-Covid 19 challenges and trends, as well as the need for a stronger focus on developing an environmentally, socially, and economically sustainable tourism sector, that is more inclusive and resilient, and that contributes to a lesser extent to the exacerbating challenge of climate change.

## 3. Scope of Services

- 3.1. The consulting firm will carry out the following activities, without prejudice to others that in its professional judgment are necessary to achieve the stated objective:
- 3.2. The Consulting Firm, within five days after signing the contract, will receive from the Bank a folder that includes all previous studies, information, and data already available that are relevant for the consultancy. Analysis of the elements above would represent an essential input to prepare for the activity described in 3.3.<sup>6</sup>
- 3.3. Hold, within ten days after signing the contract, an initial working meeting with the Bank in order to analyze the Consulting Firm's technical judgment about the elements reviewed as part of activity 3.2, and especially the gap and updates that the Consulting Firm has identified as key diagnostic elements to build a draft for a tourism sector strategy in Jamaica, including post-pandemic effects and new market trends as essential additional factors. Minutes from this meeting would define the set of diagnostics studies to be prepared by the Consulting Firm, which includes revising, updating and reinforcing previous studies.

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<sup>5</sup> <https://jis.gov.jm/jamaica-poised-to-generate-record-tourism-earnings-of-us5-billion-in-2023/>

<sup>6</sup> Please see Annex for list of previous studies.

- 3.4.** Due to this meeting, the Consulting Firm must prepare the work plan and schedule of its tasks. The **Work Plan** must explain the methodology to be used by the Consulting Firm to carry out its tasks, including the mechanisms to be used for the collection of information, the interaction with the Ministry of Tourism (MoT) of Jamaica and the Bank, and the preparation of the products foreseen in time and form. This description must be complemented with the inclusion of a schedule that indicates in terms of time the tasks to be executed to achieve the product presentation milestones as planned within the total period of the consultancy, as well as who in the team will be participating in accomplishing each milestone.
- 3.5.** Prepare a set of **Diagnostic Studies** based on definitions agreed with the Bank and reflected in the Minutes of the initial working meeting. During the preparation stage of these studies, gathering all data and official reports relevant to the consultancy and meeting with government officials are a requirement. Besides these diagnostic studies, the consulting firm should prepare a detailed updated Map of key **stakeholders** of the tourism sector in the country, besides synthesizing and analyzing data drawn from stakeholders' meetings that have already taken place. All studies must take into consideration and analyze the tourism sector governance in Jamaica. Each study must include an Executive Summary of no more than ten pages and a PowerPoint presentation. The Consulting Firm should present these studies in a meeting with the Bank. Comments should be incorporated into the studies and mapping presented in the meeting.
- 3.6.** Prepare a **Draft Strategy Document** that includes a comprehensive **Stakeholder and Public Dissemination Proposal**. The draft strategy document should highlight the proposed pillars of a 2025-2030 Tourism Strategy for Jamaica. Given the relevant contribution of the sector in terms of GDP and employment, a new strategy must provide the roadmap to achieve a higher level of impact not only in terms of GDP and employment level, but also in its support to improve the participation of women and indigenous people in the sector as employees but also as entrepreneurs offering direct services to tourists or as suppliers for businesses, for example, in the accommodation and transportation subsectors. Gender equality and climate change issues should be mainstreamed across the document. The strategy should also engage larger sectors of the local population in supporting the growth of tourism. The draft document is to be presented in two formats: (i) a detailed analysis of the existing and new information and description of the proposed structure and content of the strategy; and (ii) a summary format that could serve as a tool to be used for stakeholder consultation and public dissemination. The Consulting Firm should present this in a working meeting with the MoT and the Bank, and agree on the final content of the studies.
- 3.7.** Implement the activities defined for the **Key Stakeholder Consultations** in close coordination with MoT and the Bank. **Minutes and conclusions** from these activities should be discussed in a working meeting with MoT and the Bank, intended to reach agreements related to the final strategy document and material to be used for Public Dissemination. An articulated and extensive public dissemination approach would not only contribute to bringing new participants and stakeholders into the sector but also generate a higher level of awareness related to the relevance of the preservation and care of the country's cultural and natural capital and heritage, not only for the sector but for the Jamaicans as a whole.

- 3.8. Prepare a complete version of the **2025-2030 Tourism Strategy Document** and the material to be used for **Public Consultation**. Once the Consulting Firm receives comments and suggestions from the MoT and the Bank, a **final version of the Strategy document and the Public Dissemination material** is to be presented in a final working meeting with MoT and the Bank.
- 3.9. Throughout the whole period of the consultancy, the Consulting Firm must be responsible for organizing coordination meetings with the Bank and/or MoT as required, in order to ensure progress in time and form of the activities planned in the work plan.

**4. Key Activities**

- 4.1. Prepare the Jamaica 2025-2030 Tourism Strategy document (draft and final versions), in consultation with the MoT’s and Bank’s Teams.
- 4.2. Prepare the relevant material and implement consultations with Key Stakeholders, and propose a Public Dissemination campaign, including the preparation of material for its implementation.

**5. Expected Outcome and Deliverables**

- 5.1. The Consulting Firm must deliver the products described in the table below within sixteen (16) months after signing the consultancy contract.

<b>Products</b>	<b>Description</b>
Product 1	<b>Work plan and Schedule of Activities as detailed in Activity 3.4.</b>
Product 2	<b>Diagnostic Studies and Mapping of Key Stakeholders as detailed in Activity 3.5</b>
Product 3	<b>Draft Strategy Document and Stakeholder and Public Dissemination Proposal as detailed in Activity 3.6</b>
Product 4	<b>Minutes and conclusions from Key Stakeholder Consultations as detailed in Activity 3.7</b>
Product 5	<b>Complete version of the 2025-2030 Tourism Strategy Document and the material to be used for Public Consultation as detailed in Activity 3.8.</b>
Product 6	<b>Final version of the Strategy document and the Public Dissemination material</b>

**6. Project Schedule and Milestones**

- 6.1. The period of execution for the consultancy is sixteen (16) months.

6.2. The calendar of milestones and deliverables will begin upon signing the contract and the deliverables must be presented within the times described.

<b>Products</b>	<b>Product Delivery Schedule</b>
<b>Product 1</b>	Within 40 days after initial working meeting.
<b>Product 2</b>	100 days after approval of Product 1.
<b>Product 3</b>	60 days after approval of Product 2.
<b>Product 4</b>	60 days after approval of Product 3.
<b>Product 5</b>	80 days after approval of Product 4.
<b>Product 6</b>	30 days after approval of Product 5.

## 7. Reporting Requirements

7.1. The reports must be shared with the MoT team after coordination and review by the Bank to ensure technical adequacy.

7.2. All reports will be delivered in English and must be reviewed by a professional whose native language is English.

## 8. Acceptance Criteria

8.1. The focal point for this consultancy will be Olga Gómez García, Team Leader. Likewise, a second specialist will be appointed who, together with the Team Leader, will be in charge of approving the products.

8.2. The firm must take into account good practices regarding citation of references, inclusion of reference extracts, etc. The reports will be made in English and must be written in a professional – formal style. They should be reviewed with specialized software if there are extracts in the reports that could be considered plagiarism. With each report, the % of the document and extracts that the specified software has identified as literal extracts or at risk of plagiarism will be sent.

## 9. Other Requirements

9.1. The information provided by the Ministry of Tourism of Jamaica (MoT), or other government entities or the Bank, will be considered confidential; unless expressly and in writing the MoT specifies otherwise and the Bank confirms such possibility.

## 10. Supervision and Reporting

**10.1.** The Consulting Firm will work under the supervision of the Environment, Rural Development and Disaster Risk Management Division (CSD/RND) of the Department of Climate Change and Sustainable Development. The focal point for this consultancy will be Olga Gómez García, Team Leader. Likewise, a second specialist will be appointed who, together with the Team Leader, will be in charge of approving the consulting products.

## 11. Schedule of Payments

**11.1.** Payment conditions will be based on the delivery of the consulting products. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described in this document.

**11.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Schedule of Payments</b>	
<b><i>Products</i></b>	<b>%</b>
<i>Product 1</i>	10%
<i>Product 2</i>	25%
<i>Product 3</i>	25%
<i>Product 4</i>	10%
<i>Product 5</i>	20%
<i>Product 6</i>	10%
<b>TOTAL</b>	<b>100%</b>

## ANNEX

### Indicative List of Previous Studies

- Jamaica Tourism Destination Main Competitors - An assessment
- Competitiveness Assessment Report - Montego Bay
- Competitiveness Assessment Report - Kingston
- Competitiveness Assessment Report - Ocho Rios
- Competitiveness Assessment Report - Port Antonio
- Competitiveness Assessment Report - Negril
- Competitiveness Assessment Report - South Coast
- Competitiveness Assessment Report - Jamaica
- Report identifying opportunities to improve the socioeconomic and sociocultural impacts of tourism in Jamaica
- Report identifying the potential impact of climate change on the tourism industry in Jamaica
- Macro Analysis

## Knowledge Development and Quality Control Consultant

**Location:** Consultant's place of residence

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

### **About this position**

We seek an experienced, committed Knowledge Development and Quality Control Consultant with strong tourism technical knowledge and leadership and analytical skills. As a Knowledge Development and Quality Control Consultant, you will contribute to the revision and quality control of the set of diagnostics and analyses to be developed under the technical cooperation JA-T1217.

You will work in the Environment, Rural Development and Risk Management Division (RND) team, which is part of the Climate Change and Sustainable Development (CSD) department. This team is responsible for advising on climate change and sustainable development issues and prepares policies, strategies and operational guidelines in those areas. It is also responsible for conducting relevant sector research and case studies in climate change and sustainability and contributes specialized sector technical support for operations and activities related to climate change and sustainability.

CSD conceptualizes, prepares, supports the execution and monitors IDB operations related to sustainable tourism, biodiversity, agricultural development, forestry, sustainable cities and climate change. In addition, the department provides support to other management and Divisions of the IDB Group, to incorporate the technical considerations of their areas of competence, as well as to generally reinforce the aspects of sustainability and climate change, with the aim of reinforcing the effectiveness of our programs, knowledge products and operations. CSD offers innovative technical coordination of specialized initiatives and funds, disseminates cutting-edge research in support of the integration of tourism, agricultural development, climate change and sustainability programs, and creates smart destinations and sustainable cities in the region to socialize knowledge, lessons learned and best practices.

You will work in Olga Gómez García, CSD/RND.

### **What you will do**

The consultancy aims to provide support to the Environment, Rural Development and Disaster Risk Management Division, in all aspects related to the development of sustainable tourism, in particular in everything related to knowledge and operational activities associated with the design and implementation stages of the technical cooperation JA-T1217 that supports the development of a 2025-2030 Tourism Strategy for Jamaica.

The responsibilities of the consultant will include, but are not limited to, the following:

Activity 1. Review the preparation of terms of reference for the contracting of consulting services, both at the level of individual consultants and consulting firms, as applicable, and a technical review of bases for contracting services.



Activity 2. Perform critical analyses and review in detail the diverse and comprehensive set of diagnostics studies and the detailed mapping of key stakeholders for the tourism sector in Jamaica, preparing a report with your conclusions and recommendations for each diagnostic reviewed and analyzed.

Activity 3. Analyze and review the Draft Strategy Document presented to MoT and the Bank, which should include a comprehensive Stakeholder and Public Dissemination Proposal. Prepare a report with your conclusions and recommendations regarding the Draft Strategy Document.

Activity 4. Accompany the dialogue with the tourism sector stakeholders in Jamaica concerning the development of the 2025-2030 strategy for the sector, including Jamaican authorities, private sector, and civil society stakeholders. Critically review minutes and conclusions from consultations that occur as part of the development of the strategy.

Activity 5. Prepare a final report of conclusions and recommendations based on your technical review of the complete version of the 2025-2030 Tourism Strategy Document and the material to be used for Public Consultation.

**Deliverables and Payments Timeline**

<b>Deliverable</b>	<b>Porcentaje</b>	<b>Planned Date to Submit</b>
Product 1: Prepare a report related to tasks described in Activity 1	10%	20 days after signing the contract
Product 2: Prepare a report related to tasks described in Activity 2	30%	30 days after receiving the diagnostic studies.
Product 3: Prepare a report related to tasks described in Activity 3	30%	20 days after receiving the draft strategy document and the stakeholder and public dissemination proposal.
Product 4: Prepare a report related to tasks described in Activity 4	10%	10 days after the end of stakeholders' consultations.
Product 5: Prepare a report related to tasks described in Activity 5	20%	20 days after receiving the complete version of the 2025-2030 strategy document.

**What you will need**

**Education:** Master in Economics, Business Administration, Finance, International Relations, Public Policy, Tourism or similar.

**Experience:** At least twenty years of relevant job experience, at least ten years of experience collaborating in projects from multilateral institutions. At least ten years of experience leading policy dialogues and multisectoral teams.

**Languages:** Proficiency in english and spanish.

**Key skills**

- • Strong capacity for team leadership and policy dialogue.
- • Very high analytical, planning, organization and execution skills.
- • Great ability to adapt and respond to multiple demands and changes in priorities.
- • Clear teamwork skills.
- • Knowledge of the Bank's operational and dialogue processes highly desirable.

**Requirements**

- **Citizenship:** You are a citizen of one of our 48-member countries.
- **Consanguinity:** You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.
- **COVID-19 considerations:** the health and safety of our employees are our number one priority. As a condition of employment, IDB/IDB Invest requires all new hires to be fully vaccinated against COVID-19.

**Type of contract and duration**

- **Type of contract:** Product and External Services Consultant (PEC) Lump Sum.
- **Length of the contract:** 24 months

**What we offer**

The IDB group provides benefits that respond to the different needs and moments of an employee's life. These benefits include:

- A **competitive compensation** package.
- A flexible way of working. You will be evaluated by deliverable.

**Our culture**

At the IDB Group we work so everyone brings their best and authentic selves to work, willing to try new approaches without fear, and where they are accountable and rewarded for their actions.

Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at [diversity@iadb.org](mailto:diversity@iadb.org) to request reasonable accommodation to complete this application.

**Our Human Resources Team reviews carefully every application.**

**About the IDB Group**

The IDB Group, composed of the Inter-American Development Bank (IDB), IDB Invest, and the IDB Lab offers flexible financing solutions to its member countries to finance economic and social



## HRD Terms of Reference

## ANNEX A

development through lending and grants to public and private entities in Latin America and the Caribbean.

### **About IDB**

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

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