



Government of Saint Lucia

**Ministry of Tourism, Investment, Creative Industries,
Culture and Information**



OECS REGIONAL TOURISM COMPETITIVENESS PROJECT

**TERMS OF REFERENCE
FOR
MONITORING AND EVALUATION CONSULTANCY
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Project Background

The Government of Saint Lucia (GoSL), under its Ministry of Tourism, Investment, Creative Industries, Culture and Information is currently implementing the **OECS Regional Tourism and Competitiveness Project (ORTCP)** - a six-year tourism development project, which is funded by the World Bank Group as a regional initiative to bolster the competitive placement of the main export of the OECS, as it particularly relates to Grenada and St Vincent and the Grenadines and Saint Lucia.

The original objectives of the Project were to: (i) facilitate the movement of tourists within the participating countries using ferries; (ii) improve selected touristic sites; and (iii) strengthen implementation capacity for regional tourism market development in the participating countries. However, the ORTCP has been restructured to achieve the ultimate aim of improved selected tourism sites and strengthened capacity of resources, to contribute to the industry's recovery from COVID-19 related economic impacts.

Under the OECS Regional Tourism Competitiveness Project, The Government of Saint Lucia (GoSL) wishes to develop several public tourism sites as part of its broader program – Community Tourism – an initiative focused on building and/or enhancing public infrastructure in rural communities that lend to touristic attraction. Some of the sites earmarked for development include the Castries Market Container-Box Park Shopping Facility, the Gros Islet Entertainment Beach Park, the Choiseul Craft Centre, amongst others. The program is also expected to influence private investment in accommodations, restaurants and entertainment which gives rise to horizontal linkages in the sector that allow more locals in quaint communities and villages to benefit directly from tourism-based revenue.

Given that majority of the activities will affect the complex ecosystem of commerce and job creation, urban and rural development, and community spirit, there is an emphasized need for monitoring and evaluation of the outputs of the projects in progress. On this basis, with a view to acquire objective data on the impact of the project, The Ministry of Tourism, Investment, Creative Industries, Culture and Information and Project Coordination Unit of the Department of Economic Development seeks to engage the services of a **Monitoring and Evaluations Consultant** with experience in surveying, data gathering and analysis and research and reporting.

Objectives of the Assignment

The objective of this consultancy is to develop a monitoring and evaluation mechanism which will capture baseline information for three (3) critical project activity sites earmarked for touristic development. The baseline information to be collected via a three-phase survey implemented at each site is further expected to be analyzed against information gathered from works completed, as evidence to support or further streamline policies, planning, investment and marketing strategies for sustainable tourism.

General Scope of Works

The scope of work includes the following activities:

- i) understand key tourism-based research questions the survey will address;
- ii) development and implement a three-phase survey which spans the cycle of pre-development to post-development of the identified communities;
- iii) report on results of survey through a dashboard reporting tool.

The consulting firm will develop a statistically sound methodology for the tourism business surveys and implement each with a focus on an improved understanding of the business profile, including composition of employee roster (gender-based), tourism-income trends, product offering, tourist profiles and seasonal trends. The results of the survey will be used by the Ministry of Tourism, Investment, Creative Industries, Culture and Information and the Saint Lucia Tourism Authority to improve product development policy, marketing focus, raise awareness about the important economic impact of tourism, and develop a baseline for the project, including tourist expenditure data.

The firm will begin by conducting brief stakeholder consultations to understand the key research questions the survey will address. The consultant will conduct high level consultations to gain an understanding of the tourism data needs of key public and private sector stakeholders. Then, based on the review and consultations, the firm will design and implement a three-phase survey at each of the three sites using the latest technology and best practice techniques. The three-phase survey shall be developed with the intention of creating a baseline on tourism-related business in and around the established sites before development, with adapted survey tools to capture socioeconomic developments during (second phase) and after (third phase) development. This requires the consultant to develop survey methods with the anticipation of expanding the data pool to include businesses that may have entered the market as a result of development. The survey should be developed in a manner that is replicable by the Ministry of Tourism, Investment, Creative Industries, Culture and Information (MoTICCI) and the Saint Lucia Tourism Authority (SLTA) in subsequent years; mode, implementation, cost and management should be considered. The firm will collaborate with and help develop the capacities of the

MoTICCI and the SLTA so that after a year, the system can fully and effectively transition to local management.

The surveys will be designed to provide the following results and analysis:

1. The various tourism products (for example; Accommodations, Sites, Restaurants) that exist and are offered in the community. This helps with marketing for the communities and sustainable development policies for developing tourism in the community.
2. The average expenditure and tour profiles for all visitors in order to refine tourism revenue estimates;

Providing a baseline of data for project monitoring and evaluation purposes. The suggested M&E indicators are as follows;

- increases in tourism spend at and around the pilot site
- increases in business sales at and around the pilot site due to public investment
- increases in employment (particularly of women) at and around the pilot site

Tasks of Consultant

The assignment will involve:

Task 1 –High Level Consultations

- I. Conduct consultations with key public and private sector stakeholders to determine their current tourism data use, short- and long- term tourism data needs, reporting needs, etc. These consultations should inform the survey instrument.
- II. Assess the capacity of local ICT providers, the Department of Statistics, the MoTICCI and the SLTA to develop and manage tourism data solutions.

Task 2 – Tourism Product Survey

Develop a three-phase survey methodology (to be conducted across three identified tourism development sites) in consultation with MoTICCI and other identified institutions, leveraging existing data collection resources and activities in country, as much as possible. Respondent recruitment methodology in particular will be developed in coordination and consultation with the client (the MoTICCI, the ORTC Project Team and the SLTA). Methodology should use best practices in sector surveys including:

Survey Mode and Management System

- I. The survey mode should be an internet-based questionnaire accessed via smartphone or computer devices.
- II. The individual or firm will need to work with the MoTICCI and SLTA to determine a method for recruiting survey participants that is cost efficient and has the highest uptake. A local firm, individuals or otherwise contracted public officers may be recruited and trained for recruitment purposes.
- III. The firm should determine any response bias that a digital- or app- based survey may create (e.g. vendors or self-employed actors with low access to smart phones) and develop alternative modes to address any critical coverage gaps.

Sampling Methodology

The sampling methodology should be for total business population (within a 1-mile radius of the site) and specific tourism-related business based on ownership by private investors in the local community. With input from SLTA, the individual/firm will develop response rate targets for specific tourism activities to ensure a robust sample.

- I. Finalize sample size for a statistically significant survey, protocol and survey methodology in consultation with the client, including the length of survey, location(s).
- II. Sample size should provide for all the necessary logistical, statistical and technical design to ensure a representative sample: at least a 85% confidence level. The exact number of completed responses will be recommended by the consultant based on the calculation of required sample size for a statistically significant survey. Sample sizes should consider specific tourism products (for example, Accommodations, Sites & Attractions, Tours & Excursions, Dining and Entertainment) that may need to be over sampled in order to achieve confidence levels. These specific markets will be decided with MoTICCI and SLTA during methodology approval. This may require translating the survey instrument into other languages, at least Saint Lucian Kweyol and possibly one other language.
- III. All raw data will be either stored in a database that MoTICCI and SLTA have ongoing access to an handed in as data batches one month after each survey is conducted
- IV. Training will be provided to the appointed Data & Research Officers of MoTICCI and SLTA on data processing and analysis approach, including

an analysis framework linking data needs to specific questions and analysis approaches to ensure reporting will provide necessary data;

Task 3 – Instrument

Prepare final survey instruments to run the survey effectively. Questionnaires will be developed in close partnership with MoTICCI, CSO and SLTA.

- I. Develop questionnaire(s) in consultations with the MoTICCI and SLTA to include, but not be limited to:
 - a) Profiles of tourism of tourism-related enterprises and their products including product/service types, price points, costs of production, retail prices, target audiences, employer and employee composition (gender, age range, and skills), etc.
 - b) Detailed revenue data including a breakdown of product variations per business and the trend in sales per item, the trend in local vs foreign visitor patrons, etc. Product revenue data should be accurate enough to determine overall economic impact of tourism to pilot communities and differences in spend by product.
 - c) Accommodation information including place of accommodation, accommodation type (all inclusive, bed and breakfast, etc) average length of stay (specific to accommodation space), etc.
 - d) Touring Services information including tour company, types of tours, business linkages of tours (formal and informal), etc.
- II. Carry out a pilot of the survey and its method in situ, on no less than 10 responses, and produce a brief survey test report outlining key test findings and the required revisions to the questionnaires and method in order to ensure survey success. Work with MoTICCI and the SLTA to revise and finalize the questionnaires.

Task 4 – Training

Develop and implement open training for ICT partners, private sector participating businesses and entrepreneurs, MoTICCI, SLTA, Department of Statistics in survey skills and data analysis processes

- I. Develop and hold at least 2 in-person training workshops with MoTICCI, SLTA and other interested stakeholders, including Department of Statistics staff to cover 1) basic survey design, implementation and management, including reviewing risks and risk mitigation solutions; 2) sample methodology development for the surveys and weighting considerations; 3) tracer technology and processes; 4) data analysis for the surveys including use of tools for data interpretation and visual data representation.

Task 5 – Implement Survey

Administer the three-phase survey 3 times over a period of 12 months and implement all survey processes including data collection, data processing and cleaning, data analysis and report preparation.

- I. Collect data through the survey, meeting specific targets for the total sample and submarket samples set with the MoTICCI, SLTA during the methodology phase. Sample should be large enough to meet confidence level stated above. SLTA and MoTICCI, in partnership with the industry, will provide an incentive to increase response rates.
- II. Ensure that sampling methodology and data quality are kept intact throughout the survey implementation period. Conduct periodic data audits to ensure data quality and accuracy is maintained. Provide feedback to MoTICCI and SLTA on how response rates can be improved.
- III. Provide succinct recruitment summary reports to MoTICCI on a quarterly basis following an agreed template. Reports should include response rates against targets and rates of nonresponse/non-completion. Reports should note any issues encountered in respondent recruitment and data collection, and recommended steps needed to address these issues.
- IV. Process and clean the data addressing any outliers through an agreed methodology with MoTICCI and SLTA. Data weighting should be based on official register of companies per region of development, at the minimum.
- V. Analyse this data to identify trends, information gaps, and priorities as determined in close coordination with MoTICCI and SLTA.

Task 6 -Analysis & Reporting

Prepare reports with the results of the survey in line with MoTICCI and SLTA needs and requests.

1. As data is collected and analyzed, provide reports after 4 weeks of survey implementation.
2. Work with MoTICCI, SLTA and their ICT partners to develop a dashboard that provides the most relevant and useful statistics resulting from the survey in both the short term and the long term.
3. The analysis dashboards will aggregate answers to each question as a whole and include breakdowns by 4 key services (Accommodations, Touring & Excursionist Activities, Sites & Attractions, Restaurants & Dining) as well as by employment count and gender ratios.
4. All dashboard reporting and templates will be prepared, reviewed, and finalised, taking account of MoTICCI and SLTA feedback. Dashboards will be targeted at tourism stakeholder groups as enlisted by the Tourism Advisory Committee Secretariat, summarising and interpreting the most relevant survey results.

5. Full data should be provided to MoTICCI and SLTA including a summary of responses to survey questions in the survey, including cross tabulation with identified drivers of differences in spend. Ensure reports include an Excel file as a backup of the tables provided in the report.
6. Raw data will be provided to MoTICCI and SLTA in a form to be specified and fully cleaned, processed, and weighted datasets should be made available to MoTICCI and SLTA in a format to be specified.

All collected, processed and analysed data and datasets and all reports will remain strictly confidential and will only be released to the public or shared with any third party with the explicit, written permission of MoTICCI and SLTA, obtained in advance.

Deliverables

The consultant will submit the following deliverables while carrying out the tasks listed below.

Deliverables	Delivery Dates	Payment Schedule
Inception Report <ul style="list-style-type: none"> • Full methodology for data collection (sampling frame, data entry templates/software) survey management and analysis methods • Draft survey instrument(s), for validation • Data collation and tabulation process, template data tables and fields. 	1 week after contract signing	-
Fieldwork Report <ul style="list-style-type: none"> • Details and justification of chosen survey location(s) • Brief recap of the consultations • Final survey digital interface with MoTICCI approved branding 	4 weeks after signing	20%
Brief Survey Pilot Report <ul style="list-style-type: none"> • Key test findings (for the first phase of one of the three pilot sites) • Final survey instrument, process and method based on test results 	7 weeks after contract signing	20%

<ul style="list-style-type: none"> Outline of Reports 		
Pre-Construction Report <ul style="list-style-type: none"> First phase of surveys conducted by for all locations (three instructed sites) Summary of response rates per key services in each location List of risks and challenges encountered and mitigation efforts put in place 	12 weeks after contract signing	
Dashboard Templates <ul style="list-style-type: none"> Proposed dashboard templates for validation by MoTICCI and SLTA Final dashboards with data from first 3 months with branding approved 	15 weeks after contract signing	10%
Final Dashboard & Data <ul style="list-style-type: none"> Cleaned and weighted raw data in excel format including all data points Detailed analysis report with each question cross-analysed in several ways to reveal market insights Average monthly revenue broken down by key services Recommendations for improvements to the survey for sustainable continuation 	18 weeks after contract signing	
Intra-Construction Report <ul style="list-style-type: none"> Second phase of surveys conducted for all three sites Summary of response rates per key services in each location List of risks and challenges encountered and mitigation efforts put in place 	8 months after contract signing	25%
Training Support & Final Report <ul style="list-style-type: none"> Third phase of surveys conducted for all three sites, where possible. Summary of response rates per key services in each location Completed training of relevant MoTICCI, SLTA and ICT personnel on matters of system management and maintenance. 	11 months after contract signing.	25%

<ul style="list-style-type: none"> Final report and acceptance of deliverables by the MoTICCI. 		
		100%

The contract will cover a timeframe of 12 months.

Reporting

The consultancy will be financed under the OECS Regional Tourism Competitiveness Project. The consultant will report to the Ministry of Tourism, Investment, Creative Industries, Culture and Information, with input from the World Bank.

Criteria for Selection

The successful firm should meet the following key qualification criteria:

- Firm has an established record of designing and conducting quantitative research and primary data collection, with a preference for individuals/firms with experience in implementing ongoing, online surveys;
- Individual/Firm has an established record of managing and implementing projects remotely with the public sector;
- Individual/Firm has experience in tourism research, small and microbusiness research, quantitative research, project management; and
- Strong understanding of the TOR and practical approach proposed to meet TOR requirements in a timely and cost-effective manner.
- The individual/firm has strong references and proof of execution from similar projects
- The individual/firm is willing to work to build the capacity of local partners to deliver visitor data solutions so the program management can be transitioned after one year.

The proposal should stipulate an initial methodology for implementing the survey including sampling methodology and targets; training program outline; data collection systems; data cleaning, processing, and weighting methodologies; and ideas on results reporting and dissemination. This includes:

- Note how methodology selected affects response rates, accuracy of information, costs, and ability to gather data from target market segments;
- Outlining of software to be used for data collection, data analysis, and data storage with an emphasis on cost efficiencies and security;
- Sample questionnaires can be included with the proposal;
- Workplan with timeline for implementation;
- Identification of risks and respective mitigation tactics, including how to deal with coverage and response bias.