

## **DOCUMENT III: Terms of Reference**

### **“Technical assistance to promote recovery of the tourism activity in the aftermath of the lockdown, regaining consumer confidence and building resilience in the tourism sector in the Republic of Maldives”**

#### **I. INTRODUCTION AND BACKGROUND**

##### ***World Tourism Organization (UNWTO)***

The World Tourism Organization (UNWTO) is the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism. As the leading international organization in the field of tourism, UNWTO promotes tourism as a driver of economic growth, inclusive development and environmental sustainability and offers leadership and support to the sector in advancing knowledge and tourism policies worldwide.

One of the fundamental pillars of UNWTO’s programme of work is the provision of technical assistance to develop and promote the tourism industry as an engine for socio-economic growth and poverty alleviation through the creation of livelihoods.

As a specialized agency of the United Nations, UNWTO provides its technical assistance to Member States in developing their tourism sectors to be competitive while at the same time to promote the creation of sustainable livelihoods, combat poverty, and to preserve and protect cultural and natural heritage.

##### ***Importance of Tourism***

Tourism is an important driver of economic growth and development, with significant impact on job creation, investment, development of infrastructure, and the promotion of social inclusion.

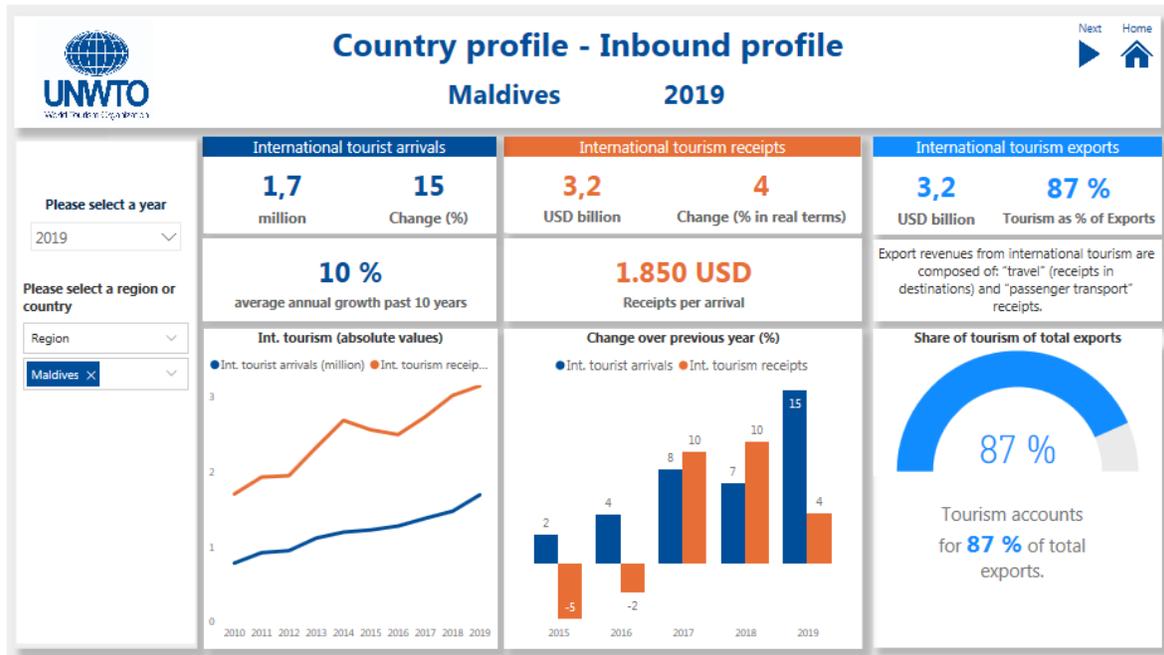
In 2019, international tourist arrivals grew by 4% reaching 1.5 billion, consolidating the strong results of 2017 (+7%) and 2018 (+6%). The sustained growth of tourism over the last decades has brought immense opportunities for socio-economic welfare, poverty alleviation and the overall advancement of the 17 Goals of the 2030 Sustainable Development Agenda. Tourism explicitly features as a target in three of the Sustainable Development Goals (SDGs): Goals 8, 12 and 14 on inclusive and sustainable economic growth, jobs, sustainable consumption and production (SCP), and the sustainable use of oceans and marine resources, respectively. Yet, given the sheer size, cross-cutting nature and links with other sectors along its vast value chain, tourism has the potential to contribute—directly and indirectly—to all 17 SDGs.

## Impact of COVID-19 on Tourism

Global tourism suffered its worst year on record in 2020, with international arrivals dropping by 74% according to the latest UNWTO World Tourism Barometer. Destinations worldwide welcomed 1 billion fewer international arrivals in 2020 than in the previous year, due to an unprecedented fall in demand and widespread travel restrictions. This compares with the 4% decline recorded during the 2009 global economic crisis.

The collapse in international travel represents an estimated loss of USD 1.3 trillion in export revenues, more than 11 times the loss recorded during the 2009 global economic crisis. The crisis has put between 100 and 120 million direct tourism jobs at risk, many of them in small and medium-sized enterprises.

## Tourism in Maldives



The Maldives is known as an exclusive tropical island destination, and considered a paradise for divers, honeymooners, and other holiday makers. The Maldives consists of a chain of 1192 small coral islands and sandbanks, which are spread over 26 geographic atolls, out of which 202 islands are inhabited. A total number of 159 tourist resorts are located on different small islands of the Maldives.

Over the past decade, international tourist arrivals to the Maldives have gradually increased from 0.8 million in 2010 to 1.7 million in 2019. Likewise, international tourism receipts grew from 1.7 US billion to 3.2 US\$ billion over the same period. In January 2020, international visitor arrivals amounted to

173,347, which was a 14% increase compared to January 2019. As a result of the COVID-19 pandemic, arrival figures sharply declined to 149,785 in February 2020 and 59,630 in March 2020.

Following the first confirmed COVID-19 cases in the Maldives in tourist resorts in early March 2020, the Government of Maldives introduced strict containment measures which eventually resulted in the suspension of arrival visa for visitors at the end of April 2020. This meant that the Maldives tourism industry would completely close for almost three months until mid-July 2020. The re-opening of the tourism sector of the Maldives gradually started from 15 July 2020. Since that date, all tourists are granted 30 days free visa on-arrival and visa can be extended for any long-stay holiday makers. Resorts, and hotels located at uninhabited islands are open for tourists from July 15, 2020, and guest houses and hotels located at inhabited islands from August 1, 2020. Under the initial phase to re-open the tourism sector in July – August 2020, tourists were allowed to book their entire stay at one single tourist facility. Stay at multiple resorts and hotels were not allowed during this period. In September 2020, Maldives introduced the facilitation of “Split Stay” between resorts, which allowed tourists to experience more than one resort in the country and enabled them to stay longer in the country during their holidays. Maldives Tourism Ministry is an active member of the UNWTO Global Crisis Committee supporting countries to shape better policies for recovery. As soon as the vaccination campaign in the Maldives started, frontline workers in the tourism sector were among the priority groups to receive the vaccine in order to reduce the risk that they could contract or transmit the virus through their contacts with visitors. By the end of March 2021, a total of 17,516 tourism frontline workers had already been vaccinated.

Following the re-opening of the tourism sector, the Maldives recorded 1,769 international tourist arrivals in the second half of July 2020, 7,628 arrivals in August 2020 and 9,538 arrivals in September 2020. Between October and December 2020, the positive trend in arrival figures continued, with 21,515 arrivals in October, 35,759 in November, and 96,412 in December, bringing the total annual number of international tourist arrivals to the Maldives at 555,949. Overall, for the year 2020 the COVID-19 pandemic caused a decline in tourist arrivals to the Maldives of 67.4 percent, showing a slightly better performance than the 73% global decline of tourist arrivals in 2020. In the first quarter of 2021, the tourism sector of the Maldives showed further signs of recovery, with 92,103, 96,882 and 109,585 arrivals, respectively, for January, February and March 2021. The figure for January 2021 is still 46.9 % lower than the same month in 2020, but showing a much stronger recovery than the global international tourism market, which further weakened in January 2021 with a drop of 87%. Another positive trend is that the average length of stay of international visitors in the Maldives has increased to 8.9 days in the first quarter of 2021, compared to approximately 7 days in the pre-COVID-19 era.

## **II. OBJECTIVES OF THE REQUEST FOR PROPOSALS**

At present, UNWTO is implementing a project, titled “Data Collection Survey on Recovery of Tourism affected by COVID-19” in the Maldives. UNWTO and the Government of the Maldives, with the support of the Japanese International Cooperation Agency (JICA), will collaborate on the project to develop a tourism recovery plan based on the UNWTO’s technical assistance package with a view to promote recovery of the tourism activity in the aftermath of the lockdown, regaining consumer

confidence and building resilience in the tourism sector of the Maldives. The project includes three main components, being:

- Component 1. Measurement of the current situation of the tourism sector
- Component 2. Development of the draft of Country-specific Tourism Recovery Plan
- Component 3. Recommendations to JICA

With a view to implementing this project with optimum expertise and efficiency, UNWTO is seeking to contract a firm to collaborate with to carry out the activities for the successful implementation of the project.

The contractor will be required to travel to the Maldives for field missions. The missions are of short to medium duration and several project activities will also be conducted through teleworking arrangements and desk studies.

UNWTO reserves the right to award a contract to one or more contractors. Should the contractor not be able to provide qualified experts as and when required, then UNWTO shall source the experts from other contractors or individuals who are not party to the contract. The decision to source experts from outside the contract shall be at the sole discretion of UNWTO. In these cases, the contractor shall actively collaborate with the experts sourced by UNWTO for the implementation of projects to fully integrate the tasks of these experts in the project planning and outputs.

### **III. METHODOLOGY**

The project will be implemented in a phased approach and includes three main components, being:

#### **Component 1. Measurement of the current situation of the tourism sector**

For this component, at an initial stage the contractor will review the outcome of the COVID-19 impact assessment prepared by Ministry of Tourism, and undertake a complete mapping of tourism data availability. Subsequently, the contractor's expert team will work with the Ministry of Tourism to review the national tourism statistics system and to introduce mechanisms to strengthen continued measurement and dissemination of the impact of the Covid-19 pandemic over the short and medium terms and for assessing the results achieved since the re-opening of the tourism sector after the lockdown. The experts team will also study the support provided by other donors to the tourism recovery process of the Maldives.

Component 1 will be implemented with the support of an Expert in Measurement (international) in collaboration with a Tourism Strategic Planner (international) and a national tourism expert.

*Deliverable: report on the measurement of the current situation of the tourism sector*

## **Component 2. Development of the draft of Country-specific Tourism Recovery Plan**

The Country-specific Tourism Recovery Plan will build on the outcome of component 1, using the findings to develop tourism forecasts and scenario planning for the recovery of the tourism sector, which will serve as a basis to identify and propose support actions to facilitate tourism recovery in line with the forecasts and scenarios. To prepare the tourism recovery plan, the expert team will review the tourism recovery initiatives undertaken by the Ministry of Tourism and conduct a comparative analysis of regional/international benchmarking of tourism recovery measures. The expert team will pay specific attention to ICT readiness, e-marketing, incentives to stimulate travel, support mechanisms for tourism SMEs, job recuperation and retention, protocols for tourism facilities addressing tourism safety and security as well as other initiatives to build consumer confidence, and opportunities to reorient the tourism value chain towards sustainability, including innovative circular approaches to guide the transition towards economic recovery by strengthening linkages along the tourism value chain. Based on this review, the plan will present a detailed analysis of tourism recovery initiatives already taken by the Ministry of Tourism and other Government entities, and present detailed guidance and recommendations for complementary actions to help mitigate the impact of the COVID-19 pandemic on the tourism sector and accelerate the recovery process.

Component 2 will be implemented with the support of a Tourism Strategic Planner Expert (international) in collaboration with a Marketing, Incentives and Market Trends Expert (international), a Tourism HR and Quality Expert (international) and a national tourism expert.

*Deliverable: Country-specific Tourism Recovery Plan.*

## **Component 3. Recommendations to JICA**

The detailed report to JICA with recommendations on the further support that JICA can provide to the Maldives in the tourism recovery process will assess for which of the actions presented in the Tourism Recovery Plan, donor assistance could in particular be relevant and feasible. Based on Japan's comparative advantage on providing development assistance in the South Asia region and JICA's priorities for Maldives, the report will make specific recommendation to JICA regarding selected tourism recovery projects that JICA could support in the Maldives, where possible in collaboration with UNWTO.

Component 3 will be implemented with the support of the Tourism Strategic Planner (international) in collaboration with the Expert Measurement (international), the Marketing, Incentives and Market Trends Expert (international), and the Tourism HR and Quality Expert (international).

*Deliverable: detailed report to JICA with recommendations on the further support that JICA can provide to the Maldives in the tourism recovery process*

## Planning

The project will be implemented over a five months period and involve an expert team with four international experts (Expert, Measurement; International Tourism Strategic Planner; International Marketing, Incentives and Market Trends Expert; International Tourism HR and Quality Expert), and one national expert, who will closely collaborate with the international experts and coordinate project activities with Government and local stakeholders. A Project Steering Committee (PSC) with representatives from JICA, the Ministry of Tourism of Maldives and UNWTO will be set up to supervise the project.

The indicative work plan for the three project components is as follows:

### Component 1. Measurement of the current situation of the tourism sector

This component will be implemented with the support of 3 experts (International Expert, Measurement; International Tourism Strategic Planner, and a National Tourism Expert). The international experts will, in principle, provide most time inputs through remote technical assistance, with two missions by the International Expert, Measurement, to be planned to the Maldives in consultation with JICA and the Ministry of Tourism, probably around week 2 – 3 and week 5 - 6 of the assignment. The International Tourism Strategic Planner is also supposed to undertake two missions to Maldives included in the budget for project components 2 and 3. It is the intention that during these missions the expert can also exchange information and provide inputs for project component 1. Project component 1 will be implemented over an elapsed period of 3 months during which the International Expert, Measurement, will invest 40 days in the project component, the International Tourism Strategic Planner 15 days, and the National Tourism Expert 30 days.

The total time input is contemplated as follows:

Week 1 - 2: initial conference calls and webinars to hold discussions with relevant Government authorities on what data is collected both in terms of tourism demand and supply at national level, what processes are still in place or not due to COVID-19 and what lockdown measures were taken by the Government and any available data on the impact of COVID 19 on tourism as well as an overview of Measures to Support Tourism taken by the Maldives Government and donors working in tourism. In turn, Government will submit to the expert all the latest tourism statistical information available. Conduct a review of the COVID-19 impact assessment reports prepared by the Ministry.

Week 3 - 4: mapping of data availability to determine needs for improvement in the tourism statistics system, as well as to update and strengthen any COVID-19 tourism impact assessment and future recovery scenarios. At the end of week 4, the experts will submit a : i) detailed activity plan identifying the time periods for data comparability, data gaps (if any) and how to address these needs; and ii) based on the available data, prepare guidelines on how to strengthen mechanisms for continued measurement and dissemination of the impact of the Covid-19 pandemic over the short and medium terms and for assessing the results achieved since the re-opening of the tourism sector after the lockdown.

Week 5-6: technical and capacity building sessions with technicians from the Government on various areas of data analysis, comparison and delivery of workshops/webinars to enhance skills amongst government officials on tourism statistics, impact analysis and market intelligence.

Week 7-8: formulation of a report on Measurement of the Current Situation of the Tourism Sector, including relevant information on demand, supply, employment, revenue, accommodation, mechanisms to strengthen the system of tourism statistics, and an overview of measures to support tourism taken by the Maldives Government and donors working in tourism, etc.. If possible, formal presentation of the report and delivery of any further capacity building sessions through a webinar.

## **Component 2. Development of the draft of Country-specific Tourism Recovery Plan**

This component will be implemented with the support of 4 experts (International Tourism Strategic Planner, International Marketing, Incentives and Market Trends Expert, International Tourism HR and Quality Expert, and a National Tourism Expert). The international experts will, in principle, provide most time inputs through remote technical assistance, with one mission by each expert to be planned to the Maldives in consultation with JICA and the Ministry of Tourism, probably around week 3 - 7 of the assignment. The International Tourism Strategic Planner is also supposed to undertake a mission to Maldives included in the budget for project component 3. It is the intention that during this mission the expert can also exchange information and provide inputs for project component 2.

Project component 2 will be implemented over an elapsed period of 5 months during which the International Tourism Strategic Planner will invest 60 days in the project component, the International Marketing, Incentives and Market Trends Expert 45 days, the International Tourism HR and Quality Expert 35 days, and the National Tourism Expert 45 days.

The total time input is contemplated as follows:

Week 1 - 2: initial conference calls to hold discussions with JICA team and relevant Government Authorities on: a) the impact of COVID-19 on the tourism sector, and b) the tourism recovery initiatives undertaken by the Ministry of Tourism, other Government entities and donors, and c) tourism forecasts and scenario planning for the recovery of the tourism sector. JICA and the Ministry of Tourism will share with the expert team all available information on existing tourism recovery initiatives both from the Government and from donors, as well as latest available data regarding the impact of COVID-19 on the tourism sector, in particular figures on international tourist arrivals and revenue, and any existing/ updated forecasts on tourism growth.

Week 3 - 4: qualitative in-depth interviews and brainstorming sessions with the JICA team and senior representatives from the Government and Private Sector on various areas related to tourism recovery. Assess which priority topics need to be addressed in the Maldives Tourism Recovery Plan and exchange further information on these, including: ICT readiness, e-marketing, incentives to stimulate travel, support mechanisms for tourism SMEs, job recuperation and retention, protocols for tourism facilities addressing tourism safety and security as well as other initiatives to build consumer confidence, and reorienting the tourism value chain towards sustainability, including innovative

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circular approaches to guide the transition towards economic recovery by strengthening linkages along the tourism value chain. Review and analysis of governance mechanisms for implementation of existing tourism recovery initiatives.

Week 5 - 6: Assess the current tourism value chain, from a perspective of local employment (HR), local economic development and sustainable consumption and production and formulate recommendations to strengthen sustainable tourism practices. Conduct a regional and international benchmarking of best practices in the formulation of tourism recovery plans and their implementation, paying ample attention to the priority topics to be included in the Maldives Tourism Recovery Plan.

Week 7 - 8: Analyze the findings and conclusions of component 1 to develop tourism forecasts and scenario planning for the recovery of the tourism sector, using these as a basis to start identifying and proposing support actions to facilitate tourism recovery in line with the forecasts and scenarios. Assess marketing activities carried out by Maldives prior and during the COVID-19 pandemic, paying specific attention to e-marketing; analyze travel patterns and possibilities of existing and potential source markets visiting the Maldives; and formulate recommendations for marketing activities, including possibilities for specific marketing activities for priority/high potential source markets.

Week 9 - 10: prepare a draft Maldives Tourism Recovery Plan, indicating how to further strengthen and build on the existing tourism recovery activities in the Maldives. Present the plan in a validation meeting with key project stakeholders.

Week 11 - 12: amend, where required, the draft Maldives Tourism Recovery Plan based on comments received from the Government/JICA, and present the Plan at a seminar/webinar with key tourism stakeholders.

### **Component 3. Recommendations to JICA**

This component will be implemented with the support of 4 experts (International Tourism Strategic Planner, International Expert Measurement, International Marketing, Incentives and Market Trends Expert, and International Tourism HR and Quality Expert). The international experts will, in principle, provide most time inputs through remote technical assistance, with one mission by the International Tourism Strategic Planner to be planned to the Maldives in consultation with UNWTO, JICA and the Ministry of Tourism, probably around week 2 - 5 of the assignment. The International Expert, Measurement, is also supposed to undertake two missions to Maldives included in the budget for project component 1. It is the intention that during the second mission for component 1, the International Expert, Measurement, can also exchange information and provide inputs for project component 3. Further, the International Marketing, Incentives and Market Trends Expert and the International Tourism HR and Quality Expert are supposed to undertake each one mission to Maldives under component 2, and it is the intention that during these missions they can also exchange information and provide inputs for project component 3.

Project component 3 will be implemented over an elapsed period of 2 months during which the International Tourism Strategic Planner will invest 25 days in the project component and the

International Expert Measurement, the International Marketing, Incentives and Market Trends Expert, and the International Tourism HR and Quality Expert each 5 days.

The total time input is contemplated as follows:

Week 1 - 2: conference calls and webinars to hold discussions with JICA officials and relevant Government authorities on the current support of JICA to the Maldives, in particular assessing JICA's support on tourism development, and exchange information on ideas and possibilities to plan and develop new JICA project activities for tourism recovery, based on the initial findings from project components 1 and 2.

Week 3 - 4: prepare a draft report on Recommendations to JICA, including detailed recommendations for the further support that JICA can provide to the recovery and sustainable development of tourism in Maldives, presenting several proposed pilot projects and making suggestions for activities that could be implemented in collaboration with UNWTO.

Week 5: amend, where required, the draft report on Recommendations to JICA, based on comments received from the JICA team/Government, and present the report at a seminar/webinar with key tourism stakeholders.

#### **IV. TEAM MEMBERS**

The following team members are envisaged:

- Tourism Strategic Planner
- Expert Measurement
- Marketing, Incentives and Market Trends Expert
- Tourism HR and Quality Expert
- National Tourism Expert.

The contractor's team members will be required to travel to the Maldives for the field missions. The missions are of short to medium duration and several project activities will also be conducted through teleworking arrangements and desk studies. Any travel would be carried out in accordance with the UNWTO recommendations for travel and insofar as it is required for face-to-face mandate implementation and taking into consideration any travel restrictions arising from the COVID-19 pandemic.

The task descriptions and qualifications for the experts are presented below.

#### **Tourism Strategic Planner (international)**

The Tourism Strategic Planner is responsible for overall successful implementation of the project activities, including coordination of the activities of the members of the international expert team and their counterparts and ensuring that all technical outputs are of a high quality level. Equally important is the coordination of the project with the Project Steering Committee, the Project Coordinator, the

National Government, and other involved stakeholders. The Tourism Strategic Planner will make presentations at the Project Steering Committee meetings and any other relevant meetings. A National Tourism Expert will be appointed to work closely with the Tourism Strategic Planner. In addition to administrative duties, this position is directly responsible for technical activities as follows:

- Actively liaise with the Ministry of Tourism, JICA contact persons, UNWTO and other team members to reach a joint understanding on the detailed planning of project activities for each project component and the scope of the topics to be addressed.
- In collaboration with the team, for each project component prepare an Activity Plan with an indicative Table of Contents for the final report of the component, and share these with UNWTO at the end of week 2 of each project component.
- Liaise with the International Expert, measurement, to prepare the report on the measurement of the current situation of the tourism sector.
- Formulate the Maldives Tourism Recovery Plan in collaboration with other team members.
- Prepare the report with recommendation to JICA with other team members.
- In collaboration with the team, in particular the marketing expert, use the findings of the measurement report to develop tourism forecasts and scenario planning for the recovery of the tourism sector, which will serve as a basis to identify and propose support actions to facilitate tourism recovery.
- Together with the expert team, review the tourism recovery initiatives undertaken by the Ministry of Tourism and conduct a comparative analysis of regional/international benchmarking of tourism recovery measures.
- In collaboration with the team, make a detailed analysis of the challenges and opportunities regarding topics addressed in the UNWTO Technical Assistance Package for COVID-19 Tourism Recovery, including pay specific attention to ICT readiness, e-marketing, incentives to stimulate travel, support mechanisms for tourism SMEs, job recuperation and retention, protocols for tourism facilities addressing tourism safety and security as well as other initiatives to build consumer confidence, and opportunities to reorient the tourism value chain towards sustainability, including innovative circular approaches to guide the transition towards economic recovery by strengthening linkages along the tourism value chain.
- Together with the expert team, review the tourism recovery initiatives already taken by the Ministry of Tourism and other Government entities, and present detailed guidance and recommendations for complementary actions to help mitigate the impact of the COVID-19 pandemic on the tourism sector and accelerate the recovery process.
- In collaboration with the National Tourism Expert organise a series of meetings and seminars and awareness building exercises with key tourism stakeholders to assess the impact of the COVID-19 pandemic on the tourism sector and to check their ideas and views and elicit their engagement in developing and operating viable tourism recovery initiatives.

- Evaluate the institutional factors in planning and managing the tourism recovery process, including tourism-related organisational structures, tourism data management, and laws and regulations.
- Prepare, participate and contribute to stakeholder meetings and workshops to be organized in the course of the project.
- Prepare PowerPoint slides and concise progress reports for the presentations to the Project Steering Committee meeting, in particular to present the progress achieved and the planning for the upcoming month.
- In collaboration with the HR Expert, undertake a rapid assessment of the training needs for the tourism sector and if necessary come up with recommendations to strengthen tourism training for the private sector and/or develop specific capacity building activities for public sector officials required in the context of COVID-19 Tourism Recovery.
- Make recommendations on changing, improving and/or strengthening institutional structures to tourism administration in the Maldives for supporting tourism recovery within the framework of government policies and organisational structures.
- At an initial stage, prepare the proposed outline of the measurement report and tourism recovery plan, indicating the inputs the various team members will make to different chapters. Upon completion of the draft tourism recovery plan, prepare the proposed outline of the report with recommendation to JICA, also indicating the inputs by other team members.
- Prepare the tourism recovery plan, including a strategic action plan, as well as the report with recommendations to JICA, both first in draft form and then in final form, including editing of the inputs of other team members.
- Guide and coordinate the participation of the international experts and national expert to ensure that expert outputs and deliverables are in line with project objectives.
- Provide expert input in all of the project topics, as required and act as general resource on the various project topics covered by the project experts.
- Prepare PowerPoint slides on the recommendations for the validation presentation and expand these for the final awareness raising seminar to present the recommendations of the project and their implementation.
- Convene team meetings and discussions regarding the various projects, as required.
- Coordinate project reports and formats and compile a final portfolio of project documents prepared by the team of international experts.
- Within the available timeframe, carry out any other tasks agreed upon in consultation with project stakeholders for the successful completion of the project.
- Abide by the report writing standards set by UNWTO (standards to be provided).

Most of the activities to be carried out by the expert team will be done by way of teleworking, with selected possible short-term missions to be undertaken by the experts to the Maldives. If the situation allows, it is the intention that the Tourism Strategic Planner/Lead Expert will undertake two missions (the first mission of approximately 10 nights in the Maldives; the second mission of approximately 20 nights) to the Maldives for the implementation of the project.

The Tourism Strategic Planner will be required to submit each of the above outputs by deadlines to be agreed with UNWTO, JICA and the Ministry of Tourism during the project period.

## **Qualifications**

Highly qualified in tourism and specialized in tourism development programmes, substantial and broad experience is required for the preparation of the Maldives Tourism Recovery Plan, as well as previous involvement in more detailed levels of tourism development planning. Experience is also required in sustainable tourism planning and management of tourism planning projects, working effectively within a multi-disciplinary environment. Previous experience in leading the formulation of tourism plans and strategies is essential. Oral presentation and report writing skills are important. Prior working experience in the Maldives and/or other island/coastal destinations is an advantage. The expert will have at least 15 years' experience in an appropriate field. Fluency in English and report writing in English is essential.

## **Marketing, Incentives and Market Trends Expert (international)**

Under the general direction of the Project Leader and the Tourism Strategic Planner, the Marketing, Incentives and Market Trends Expert is responsible for the inputs on tourism forecasts and scenario planning, marketing and promotion, including e-marketing, and incentives to stimulate travel, of the project components 2 and 3. The responsibilities of this position will be:

- Actively liaise with the Ministry of Tourism, JICA contact persons, UNWTO and other team members to reach a joint understanding on the detailed planning of project activities on tourism forecasts and scenario planning, marketing and promotion, including e-marketing, and incentives to stimulate travel for the project components 2 and 3, and the scope of the topics to be addressed.
- In collaboration with the team, provide inputs for the Activity Plan with an indicative Table of Contents for the final reports of components 2 and 3, that will be shared with UNWTO at the end of week 2 of each project component.
- Assess marketing activities carried out by Maldives prior and during the COVID-19 pandemic, paying specific attention to e-marketing; analyze travel patterns and possibilities of existing and potential source markets visiting the Maldives; and formulate

recommendations for marketing activities, including possibilities for specific marketing activities for priority/high potential source markets.

- Provide necessary inputs on Marketing for the Maldives Tourism Recovery Plan and the report with recommendation to JICA.
- Together with the expert team, review the tourism recovery initiatives undertaken by the Ministry of Tourism in the field of Marketing and Incentives to Stimulate Travel, and conduct a comparative analysis of regional/international benchmarking of tourism recovery measures.
- In collaboration with the Tourism Strategic Planner, assess and forecast current and future demand patterns in the tourism sector and advise on growth scenarios and priority markets (both geographic markets and thematic segments) to target in the recovery phase, and key marketing actions to use for these markets.
- Undertake a rapid assessment of the state of tourism in the COVID-19 aftermath, including a detailed review of the existing tourism marketing and product development plans and activities, and an assessment of the destination confidence and international competitiveness.
- Review the image of the Maldives in main source markets, including an identification of the strengths, weaknesses, opportunities and threats for tourism marketing and branding of the country in the light of the COVID-19 pandemic.
- Identify core, tactical, investment and watch list markets and products to provide guidance for the short- and medium.
- Provide recommendations and actions regarding priority market segments, their product development and packaging requirements, and promotional tools, both traditional and digital, to reach the segments, and advise on effective allocation of marketing resources per segment.
- Assess the current use of digital marketing tools for the promotion of tourism, and identify opportunities and provide recommendations to strengthen and elaborate the use of digital marketing tools within the framework of COVID-19 tourism recovery.
- Analyze travel patterns and marketing trends in the COVID-19 aftermath to identify opportunities to rapidly stimulate demand from selected markets through digital marketing.
- Assess feasibility to introduce competitive prices, special promotions and other possible tools to boost demand for travel to the Maldives.
- Identify opportunities to boost tourism demand through vouchers and benefit schemes offered by the public and private sector.
- Propose incentives to trigger demand that will facilitate travel to the Maldives and encourage increased length of stay.
- Provide inputs to the detailed analysis to be made by the expert team of the challenges and opportunities regarding topics addressed in the UNWTO Technical Assistance Package for

COVID-19 Tourism Recovery, paying specific attention to marketing and promotion, including e-marketing tools, and incentives to stimulate travel.

- Together with other team members, review the tourism recovery initiatives already taken by the Ministry of Tourism and other Government entities, paying specific attention to initiatives related to marketing and promotion, including incentives to stimulate travel, and present detailed guidance and recommendations for complementary actions to help mitigate the impact of the COVID-19 pandemic on the tourism sector and accelerate the recovery process.
- In collaboration with the other international experts and the national expert organise and participate in a series of meetings and seminars and awareness building exercises with key tourism stakeholders to assess the impact of the COVID-19 Pandemic on the tourism sector, and to check their ideas and views and elicit their engagement in developing and operating viable tourism recovery initiatives.
- Prepare, participate and contribute to stakeholder meetings and workshops specifically related to tourism marketing to be organized in the course of the project.
- Prepare inputs on marketing for the presentations to the Project Steering Committee meeting, in particular to present the progress achieved and the planning for the upcoming month.
- Prepare the inputs related to tourism forecasts and scenario planning, marketing and promotion, including e-marketing, and incentives to stimulate travel for the tourism recovery plan, including a strategic action plan, as well as for the report with recommendations to JICA, both first in draft form and then in final form, addressing possible feedback received.
- Prepare PowerPoint slides on the findings and recommendations related to tourism forecasts and scenario planning, marketing and promotion, including e-marketing, and incentives to stimulate travel for the validation presentation and expand these for the final awareness raising seminar to present the recommendations of the project and their implementation.
- Within the available timeframe, carry out any other tasks agreed upon in consultation with project stakeholders for the successful completion of the project.
- Abide by the report writing standards set by UNWTO (standards to be provided).

Most of the activities to be carried out by the expert team will be done by way of teleworking, with selected possible short-term missions to be undertaken by the experts to the Maldives. If the situation allows, it is the intention that the Marketing, Incentives and Market Trends Expert will undertake one mission of approximately 20 nights in the Maldives for the implementation of the project.

The Marketing, Incentives and Market Trends Expert will be required to deliver each of the above outputs by deadlines to be agreed with UNWTO, JICA and the Ministry of Tourism during the project period.

## Qualifications

The Marketing, Incentives and Market Trends Expert will have at least 10 years experience in formulating tourism destination marketing, branding and promotion strategies including conducting market analyses and segmentation, assessing market trends, preparing tourism marketing studies at the national and destination level, including experience in preparing promotion strategies and programmes. Previous experience in participating in the formulation of tourism plans and strategies is essential. Oral presentation and report writing skills are important. Prior working experience in the Maldives and/or other coastal destinations is an advantage. Fluency in English and report writing in English is essential.

## International Expert, measurement

Under the general direction of the Project Leader and the Tourism Strategic Planner, the International Expert, measurement, is responsible for the inputs on Economics, Statistics and related topics, such as mapping of data availability to determine needs for improvement in the tourism statistics system, as well as to update and strengthen any COVID-19 tourism impact assessment and future recovery scenarios, of the project components 1 and 3. The responsibilities of this position will be:

- Actively liaise with the Ministry of Tourism, JICA contact persons, UNWTO and other team members to reach a joint understanding on the detailed planning of project activities on Economics and Statistics for the project components 1 and 3, and the scope of the topics to be addressed.
- In collaboration with the team, provide inputs for the Activity Plan with an indicative Table of Contents for the final reports of components 1 and 3, that will be shared with UNWTO at the end of week 2 of each project component.
- Assess and evaluate the impact caused by the COVID-19 crisis to tourism operations and jobs (key industries, segments and destinations).
- Review existing plans and policy documents on the Tourism Statistics System in the Maldives, and any available studies regarding the Tourism Statistics System.
- Review the COVID-19 impact assessment reports prepared by the Ministry of Tourism and any available tourism statistical information both in terms of tourism demand and supply at national level.
- Together with the other team members, review the tourism recovery initiatives undertaken by the Ministry of Tourism and other Government entities, paying specific attention to initiatives to economics and statistics, and present detailed guidance and recommendations for complementary actions to help mitigate the impact of the COVID-19 pandemic on the tourism sector and accelerate the recovery process.
- Actively collaborate with the Ministry of Tourism to review the national tourism statistics system and to introduce mechanisms to strengthen continued measurement and dissemination of the impact of the Covid-19 pandemic over the short and medium terms and

for assessing the results achieved since the re-opening of the tourism sector after the lockdown.

- Together with the team, study the support provided by other donors to the tourism recovery process of the Maldives.
- Map the data availability to determine needs for improvement in the tourism statistics system, as well as to update and strengthen any COVID-19 tourism impact assessment and future recovery scenarios and prepare a detailed activity plan identifying the time periods for data comparability, data gaps (if any) and how to address these needs.
- Assess priority topics for capacity building on various areas of data analysis, comparison and deliver workshops/webinars to enhance skills amongst government officials on tourism statistics, impact analysis and market intelligence to strengthen mechanisms for continued measurement and dissemination of the impact of the Covid-19 pandemic over the short and medium terms.
- In collaboration with the other international experts and the national expert organise and participate in a series of meetings and seminars and awareness building exercises with key tourism stakeholders to assess the impact of the COVID-19 pandemic on the tourism sector, and to check their ideas and views and elicit their engagement in developing and operating viable tourism recovery initiatives.
- Prepare, participate and contribute to stakeholder meetings and workshops specifically related to tourism statistics, impact analysis and market intelligence to be organized in the course of the project.
- Prepare inputs on tourism statistics, impact analysis and market intelligence for the presentations to the Project Steering Committee meeting, in particular to present the progress achieved and the planning for the upcoming month.
- Prepare the report on Measurement of the Current Situation of the Tourism Sector, including relevant information on demand, supply, employment, revenue, accommodation, mechanisms to strengthen the system of tourism statistics, as well as inputs for the report with recommendations to JICA, both first in draft form and then in final form, addressing possible feedback received.
- Prepare PowerPoint slides on the findings and recommendations related to data management and impact analysis for the validation presentation and expand these for the final awareness raising seminar to present the recommendations of the project and their implementation.
- Within the available timeframe, carry out any other tasks agreed upon in consultation with project stakeholders for the successful completion of the project.
- Abide by the report writing standards set by UNWTO (standards to be provided).

Most of the activities to be carried out by the expert team will be done by way of teleworking, with selected possible short-term missions to be undertaken by the experts to the Maldives. If the situation allows, it is the intention that the International Expert, measurement, will undertake two missions of approximately 10 nights each in the Maldives for the implementation of the project.

The International Expert, measurement, will be required to deliver each of the above outputs by deadlines to be agreed with UNWTO, JICA and the Ministry of Tourism during the project period.

## **Qualifications**

The International Expert, measurement, will have at least 10 years experience on tourism statistics and in conducting economic analysis and impact assessment for the tourism sector. Previous experience in participating in strengthening systems of tourism statistics is an advantage. Oral presentation and report writing skills are important. Prior working experience in the Maldives and/or other island/coastal destinations is an advantage. Fluency in English and report writing in English is essential.

## **Tourism HR and Quality Expert (international)**

Under the general direction of the Project Leader and the Tourism Strategic Planner, the Tourism HR and Quality Expert is responsible for the inputs on HR, Quality and related topics, such as ICT readiness, job recuperation and retention, protocols for tourism facilities addressing tourism safety and security as well as other initiatives to build consumer confidence, and opportunities to reorient the tourism value chain towards sustainability, of the project components 2 and 3. The responsibilities of this position will be:

- Actively liaise with the Ministry of Tourism, JICA contact persons, UNWTO and other team members to reach a joint understanding on the detailed planning of project activities on HR and Quality for the project components 2 and 3, and the scope of the topics to be addressed.
- In collaboration with the team, provide inputs for the Activity Plan with an indicative Table of Contents for the final reports of components 2 and 3, that will be shared with UNWTO at the end of week 2 of each project component.
- Review existing plans and policy documents on Tourism HR and Quality, and any available studies regarding Tourism HR and Quality.
- Provide necessary inputs on HR and Quality for the Maldives Tourism Recovery Plan and the report with recommendation to JICA.
- Together with the expert team, review the tourism recovery initiatives undertaken by the Ministry of Tourism and other stakeholders in the field of HR and Quality, and conduct a comparative analysis of regional/international benchmarking of tourism recovery measures.

- Analyse the effectiveness of mitigation measures taken for tourism employees, and make recommendations on how to mitigate the impact on tourism workers, especially the most vulnerable groups, including youth and women.
- Assess priority topics for capacity building on tourism skills and business development that may be relevant to build resilience of tourism enterprises in different stages of the COVID-19 mitigation and recovery process. Topics may include: Tourist Safety and Security; Health and Hygiene for the Tourism Sector; Customer Care; Accessible Tourism for All; Language Skills; Business Model Adaptation; and, Management and Financing of Tourism Businesses.
- Carry out a rapid assessment of trends in supply and demand of the tourism labour market in the framework of the COVID-19 pandemic, identifying specific opportunities and needs for human resources development in the short, medium, and long term taking into account the forecast of tourist arrivals during the tourism recovery process.
- Evaluate capacity building needs of public and private stakeholders in terms of COVID-19 tourism recovery, levels of expertise and knowledge at national and local level.
- Undertake a review of existing hospitality and tourism management training programmes, assessing the role they can play in capacity building for COVID-19 tourism recovery.
- Provide inputs to the detailed analysis to be made by the expert team of the challenges and opportunities regarding topics addressed in the UNWTO Technical Assistance Package for COVID-19 Tourism Recovery, paying specific attention to ICT readiness, job recuperation and retention, protocols for tourism facilities addressing tourism safety and security as well as other initiatives to build consumer confidence, and opportunities to reorient the tourism value chain towards sustainability, including innovative circular approaches to guide the transition towards economic recovery by strengthening linkages along the tourism value chain.
- Together with other team members, review the tourism recovery initiatives already taken by the Ministry of Tourism and other Government entities, paying specific attention to initiatives related to HR and Quality, and present detailed guidance and recommendations for complementary actions to help mitigate the impact of the COVID-19 pandemic on the tourism sector and accelerate the recovery process.
- Review the Guideline for Restarting Tourism in the Maldives as well as other measure put in place for a safe and responsible re-opening of international tourism to the Maldives, and assess their effectiveness to facilitate smooth and responsible operations of tourism activities in the COVID-19 framework.
- In collaboration with the other international experts and the national expert organise and participate in a series of meetings and seminars and awareness building exercises with key tourism stakeholders to assess the impact of the COVID-19 pandemic on the tourism sector, and to check their ideas and views and elicit their engagement in developing and operating viable tourism recovery initiatives.

- Prepare, participate and contribute to stakeholder meetings and workshops specifically related to tourism HR and Quality to be organized in the course of the project.
- Prepare inputs on HR and Quality for the presentations to the Project Steering Committee meeting, in particular to present the progress achieved and the planning for the upcoming month.
- In collaboration with the Tourism Strategic Planner, undertake a rapid assessment of the training needs for the tourism sector and if necessary come up with recommendations to strengthen tourism training for the private sector and/or develop specific capacity building activities for public sector officials required in the context of COVID-19 Tourism Recovery.
- Within the framework of the COVID-19 Tourism Recovery, assess ICT readiness of tourism staff and enterprises, identify job recuperation and retention actions and opportunities, and study existing protocols for tourism facilities addressing tourism safety and security as well as other initiatives to build consumer confidence and options to strengthen/elaborate these. Related to this and as part of opportunities for quality enhancement in the tourism sector, identify opportunities to reorient the tourism value chain towards sustainability, including innovative circular approaches to guide the transition towards economic recovery by strengthening linkages along the tourism value chain.
- Assess the current tourism value chain, from a perspective of local employment (HR), local economic development and sustainable consumption and production and formulate recommendations to strengthen sustainable tourism practices.
- Prepare the inputs related to Tourism HR and Quality for the tourism recovery plan, including a strategic action plan, as well as for the report with recommendations to JICA, both first in draft form and then in final form, addressing possible feedback received.
- Prepare PowerPoint slides on the findings and recommendations related to Tourism HR and Quality for the validation presentation and expand these for the final awareness raising seminar to present the recommendations of the project and their implementation.
- Within the available timeframe, carry out any other tasks agreed upon in consultation with project stakeholders for the successful completion of the project.
- Abide by the report writing standards set by UNWTO (standards to be provided).

Most of the activities to be carried out by the expert team will be done by way of teleworking, with selected possible short-term missions to be undertaken by the experts to the Maldives. If the situation allows, it is the intention that the Tourism Quality and HR Expert will undertake one mission of approximately 20 nights in the Maldives for the implementation of the project.

The Tourism HR and Quality Expert will be required to deliver each of the above outputs by deadlines to be agreed with UNWTO, JICA and the Ministry of Tourism during the project period.

## Qualifications

The HR and Quality Specialist will have at least 10 years experience in developing tourism human resources, training needs analysis, competency-based training and quality assurance systems. Experience of sustainable tourism planning and value chain analysis is an advantage. Previous experience in participating in the formulation of tourism plans and strategies is essential. Oral presentation and report writing skills are important. Prior working experience in the Maldives and/or other island/coastal destinations is an advantage. Fluency in English and report writing in English is essential.

## National Tourism Expert

The National Tourism Expert will work closely with the Team Leader and the Strategic Planner in coordinating project schedules and stakeholder participation. The National Expert will ensure adequate logistical support for the project team and will advise the team regarding local protocols, requirements and priorities to be considered. He/she will also arrange stakeholder engagements and meetings as required, including virtual meetings and hybrid workshops. He/she will have close connections with high-level executives in the Ministry of Tourism, related Government Institutions, and key private sector stakeholders.

In addition to these administrative duties the position is responsible for providing:

- In collaboration with the expert team, organisation of a series of virtual meetings with management level executives in the tourism sector and related sectors to exchange information on the impact of the COVID-19 pandemic on the tourism sector in the Maldives and on (possible) initiatives for tourism recovery and to elicit their engagement in developing and implementing the tourism recovery plan
- Provide information and guidance for the tourism recovery survey and the assessment of the recovery measures taken and proposed
- Collaborate with the expert team to make a detailed analysis of the challenges and opportunities regarding topics addressed in the UNWTO Technical Assistance Package for COVID-19 Tourism Recovery, including paying specific attention to ICT readiness, (e-)marketing, incentives to stimulate travel, support mechanisms for tourism SMEs, HR and quality, job recuperation and retention, protocols for tourism facilities addressing tourism safety and security as well as other initiatives to build consumer confidence, and opportunities to reorient the tourism value chain towards sustainability, including innovative circular approaches to guide the transition towards economic recovery by strengthening linkages along the tourism value chain. Provide relevant inputs and feedback on these topics based on expertise and experiences of the local context.
- Provide information to the team of experts on the status of tourism recovery activities, with a specific focus on protocols developed in the COVID-19 framework, marketing activities and human resources development initiatives.

- Provide advice and information regarding the economic and socio-cultural impacts of tourism within the framework of COVID-19 pandemic
- Inform the expert team regarding relevant tourism-related organisational structures, tourism data management, laws and regulations and policies/regulations related to travel incentives within the framework of the COVID-19 tourism recovery process.
- Together with other team members, review the tourism recovery initiatives already taken by the Ministry of Tourism and other Government entities, and help present detailed guidance and recommendations for complementary actions to help mitigate the impact of the COVID-19 pandemic on the tourism sector and accelerate the recovery process.
- In collaboration with other team members, organise and participate in a series of meetings and seminars and awareness building exercises with key tourism stakeholders to assess the impact of the COVID-19 Pandemic on the tourism sector, and to check their ideas and views and elicit their engagement in developing and operating viable tourism recovery initiatives
- Input towards scoping and conceptualising priority tourism recovery initiatives and projects
- Support and participate during team meetings and discussions regarding the various topics to be addressed and recommendations to be presented in the recovery plan
- Support for the Strategic Planner and Team Leader in coordinating project reports and formats and compiling a final portfolio of project documents
- Within the available timeframe, carry out any other tasks agreed upon in consultation with project stakeholders for the successful completion of the project
- Abide by the report writing standards set by UNWTO (standards to be provided)

The National Tourism Expert will be required to deliver each of the above outputs by deadlines to be agreed with UNWTO, JICA and the Ministry of Tourism during the project period.

### **Qualifications**

The National Tourism Expert will have hands-on experience on tourism development and planning in the Maldives, and a detailed overview of existing tourism plans, strategies, studies and available data. The expert will have key contacts at the highest level in the tourism sector as well as related economic sectors. Also, working experience in the context of risk management and governance would be preferable. The appropriate person will have at least 5 years of experience in the tourism sector in Maldives. Report writing skills are important. Fluency in English and Maldivian is essential.

## **V. DELIVERABLES**

The deliverables of the project will be a report on the measurement of the current situation of the tourism sector, a Tourism Recovery Plan for the Maldives, and a detailed report to JICA with recommendations on the further support that JICA can provide to the Maldives in the tourism

recovery process. The documents will act as a blueprint for the Maldivian Government and other tourism and development stakeholders in the Maldives, in particular JICA, to take priority actions for COVID-19 tourism recovery.

The following outputs will be delivered by the expert team during the project:

- An Activity Plan after two weeks of the start of each project component, confirming the study methodology, issues to investigate, data requirements, and proposed table of contents for the final report;
- A report on the measurement of the current situation of the tourism sector, based on inputs and feedback received from project stakeholder when presenting initial findings and recommendations on this project component;
- A Draft Tourism Recovery Plan for the Maldives, and a validation meeting with key project stakeholders in which the draft Tourism Recovery Plan is presented;
- Final Tourism Recovery Plan for the Maldives, incorporating feedback from the Maldivian Government and other key project stakeholders on the Draft Plan, and a presentation of the Plan at a seminar/webinar with key tourism stakeholders;
- A report with recommendations on the further support that JICA can provide to the Maldives in the tourism recovery process, based on the strategic actions included in the Tourism Recovery Plan, and the inputs and feedback received from project stakeholder when presenting the Plan, and a presentation of the report at a seminar/webinar with key tourism stakeholders.

All reports and supportive documentations shall be provided to UNWTO in electronic format, both in Word and in PDF.

## **VI. WORK LOCATION**

The Contractor will work under the overall guidance of the Technical Cooperation and Silk Road Department of UNWTO. The contractor's personnel work location will be at the contractor's premises, combined with field presence and/or travel to the Maldives as required.

## **VII. GENERAL TIME SCHEDULE**

The total time input for this project is five months. During this time, it is estimated that the project team will provide their inputs as follows:

- Tourism Strategic Planner: total 100 days – 70 days Homebase, 30 days Maldives
- Expert Measurement: total 45 days – 25 days Homebase, 20 days Maldives
- Marketing, Incentives and Market Trends Expert: total 50 days – 30 days Homebase, 20 days Maldives

- Tourism HR and Quality Expert: total 40 days – 20 days Homebase, 20 days Maldives
- National Tourism Expert: total 75 days

## **VIII. LANGUAGE REQUIREMENTS**

This project will be implemented in English.