



**GOVERNMENT OF GRENADA  
TERMS OF REFERENCE**

**Consultancy Service to Develop The National Tourism Policy for Grenada, Carriacou and Petite Martinique**

<b>Project Title</b>	Unleashing the Blue Economy in the Eastern Caribbean (UBEC)
<b>Date of Issue</b>	TBD
<b>Deadline for Application</b>	TBD
<b>To Apply</b>	Suitable individuals are invited to submit applications for the position of consultant to Develop the National Tourism Policy for Grenada, Carriacou and Petite Martinique
<b>Contracting Authority</b>	The Ministry of Tourism, the Creative Economy and Culture  Supervised by the Procurement Unit, Ministry of Finance
<b>Duration of Contract</b>	The Contract is expected to be undertaken over a period of seven (7) months.
<b>Country</b>	Grenada
<b>Equal Employment Opportunity</b>	The Government of Grenada provides equal opportunity and fair and equitable treatment in employment to all people without regard to race, colour, religion, sex, national origin, age, disability, political affiliation, marital status, or sexual orientation. The Government strives to achieve equal employment opportunity in all personnel operations throughout its service.

## **1.0 BACKGROUND**

The Government of Grenada, through the Unleashing the Blue Economy of the Caribbean (UBEC) Project, is advancing the World Bank's twin goals and the OECS Regional Partnership Strategy by promoting a sustainable and resilient Blue Economy. This approach supports the responsible and integrated use of marine and coastal resources to boost economic growth, strengthen livelihoods and protect the health of ocean ecosystems. Within this framework, sustainable tourism is a key pillar, guiding the development of an environmentally responsible, culturally rich and economically viable tourism sector that aligns with interconnected areas such as fisheries, the environment with emphasis on conservation practices especially as it relates to coastal tourism development and waste and risk management.

Grenada's tourism sector has been guided for more than a decade by the Policy Framework for Tourism (2011). While the framework laid a foundation for sectoral development, the tourism landscape has evolved significantly. Emerging global trends, increasing climate-related risks, environmental pressures, shifting visitor preferences, and new national development priorities underscore the need for the development of a National Tourism Policy.

The developed policy will modernize Grenada's strategic direction for tourism by integrating contemporary priorities such as sustainability, climate resilience, digital transformation, inclusive growth, and the principles of the Blue Economy. It will also reflect the Ministry of Tourism's vision for a thriving, inclusive, competitive and sustainable tourism sector that enhances community well-being, conserves cultural and natural heritage and delivers high-quality visitor experiences. Aligned with national and regional plans including Grenada's National Sustainable Tourism Development Plan (NSTDP), the policy will ensure that tourism development contributes meaningfully to the broader goals of national resilience, community empowerment and environmental protection.

The National Tourism Policy will provide a coherent and forward-looking framework to guide tourism governance, destination management and marketing, investment, public-private collaboration, capacity building and community involvement. It will strengthen the integration of tourism with other critical sectors, such as culture and creative industries, fisheries, agriculture, environment, health, infrastructure development, manufacturing and education among others, while promoting a diversified tourism offering, particularly in marine and coastal areas.

By embedding sustainable practices including regenerative and climate-smart tourism principles, the policy seeks to enhance competitiveness, increase resilience to external shocks, improve stakeholder coordination, and ensure that tourism's social, economic, and environmental benefits are equitably distributed. Ultimately, this policy will position Grenada as a leading sustainable and

Blue Tourism destination in the Caribbean, balancing economic prosperity with environmental stewardship and community wellbeing.

## **2.0 OBJECTIVE**

This consultancy aims to develop the National Tourism Policy to ensure full alignment with international, regional and national sustainable tourism frameworks. The policy will integrate the principles of regenerative and climate-smart tourism, with emphasis on the circular economy, destination management, community-based tourism, research and data systems, sectoral linkages, innovation and technology, comprehensive disaster preparedness, resilience and sustainable use of coastal and marine resources within the Blue Economy.

## **3.0 SCOPE OF SERVICES**

The Consultant will support the Ministry of Tourism, the Creative Economy and Culture in the development of a modernized National Tourism Policy for implementation across the State of Grenada. The Policy will provide clear strategic direction for sustainable growth, competitiveness and resilience of the tourism sector, ensuring alignment with national, regional and international principles, priorities and trends.

The Policy must reflect and integrate the principles, priorities and policy directions outlined in the 2025-2035 OECS Common Sustainable Tourism Policy, the Caribbean Tourism Organisation (CTO) Sustainable Tourism Policy Framework, the CARICOM Tourism Policy 2021, as well as Grenada's National Sustainable Development Plan (NSDP) 2025, National Sustainable Tourism Development Plan (NSTDP) and relevant Climate and Environment policies. In keeping with national aspirations and emerging global trends, the Policy will also incorporate a strong Blue Economy focus, with particular emphasis on sustainable marine and coastal tourism development, climate resilience and sectoral linkages.

To achieve this, the Consultant will undertake a comprehensive set of tasks that include policy and legislative review, sector performance and competitiveness assessment, institutional and governance analysis, stakeholder engagement, capacity building, policy drafting and preparation of a detailed implementation framework.

The consultant will be expected to undertake the following tasks as part of the assignment.

### **1. Task 1 – Preparation of Inception Report and Work Plan**

- Prepare a detailed work plan outlining the methodology, activities, tasks, timelines and expected outputs to meet the deliverable of the consultancy.

- A stakeholder mapping and engagement approach, including a proposed list of relevant stakeholders across the tourism value chain (public sector agencies, private sector entities, community groups, parish committees, NGOs, academic institutions, environmental bodies and other key partners).

## **2. Task 2 – Comprehensive Policy Review, Sector Analysis and Gap Assessment:**

The consultant will conduct an analysis that includes;

- A comprehensive review of the outdated Tourism Policy Framework, assessing alignment with current regional and global tourism standards and trends and assessment of its implementation.
- Review relevant national sectoral policies and plans that influence tourism development.
- Review regional and international tourism policy frameworks such as but not limited to the 2025-2035 OECS Common Sustainable Tourism Policy, the OECS Climate Action for Tourism, the Caribbean Tourism Organization (CTO) Sustainable Tourism Policy Framework and the CARICOM Tourism Policy (2021).
- Assess current tourism performance using the latest data (visitor arrivals, markets, expenditure and economic contribution).
- Identify key challenges affecting competitiveness, sustainability, resilience, governance and sector coordination.
- Analyse emerging and future trends to identify opportunities for product diversification, digital transformation, technological innovation, destination management, marketing, intersectoral linkages, financing and investment.
- Assess gender, youth and social inclusion consideration within the tourism sector.
- Examine institutional structures, mandates and coordination mechanisms related to tourism development and promotion.
- Conduct a high-level review of relevant tourism, investment and land-use legislations and regulations to identify gaps and priorities for modernization and provide suggestions for updates of these legislations and regulations.

## **3. Task 3 – Identification of Tourism Priorities for the Blue Economy**

- Conduct a review of the national, regional and international Blue Economy policies, guidelines and assessments relevant to tourism.

- Analyse opportunities for sustainable coastal and marine tourism development within the Blue Economy.
- Identify policy priorities that strengthen the link between tourism and the Blue Economy.

#### **4. Task 4 - Stakeholder Engagement and Consultation**

- Organize stakeholder consultations through interviews, meetings, and focus group sessions to gain insights from government agencies, private sector entities, Academic institutions, NGOs, Community Based Organizations and other relevant parties.
- Facilitate open discussions to gather diverse perspectives on sector needs, constraints and opportunities.
- Include as an appendix to the Stakeholder Consultation Summary Report, a comprehensive list of all stakeholders consulted during the process.
- Preparation of a summary report of stakeholder input, presenting clear themes and recommendations to guide policy drafting.

#### **5. Task 5 – Development of National Tourism Policy**

In collaboration with the Ministry of Tourism, the Creative Economy and Culture, the Consultant will prepare the National Tourism Policy, including;

- A clearly articulated Vision, Mission, Values, Objectives and Guiding Principles aligned with national development goals.
- Defined institutional roles and responsibilities to support effective governances, coordination and accountability.
- Defined policy statements for product enhancement and diversification, including opportunities within the Blue Economy.
- Gender-responsive, youth-inclusive and socially inclusive policy approaches aligned with national and international best practices.
- Integration of sustainability principles including climate resilience, circularity, responsible and regenerative tourism and conservation.
- Development of policies for the integration of digital transformation and smart destination management.
- Recommendations for investment and incentive frameworks that supports responsible tourism development, MSMEs growth, and local economic linkages.
- Strengthen frameworks for licensing, standards, quality assurance and regulatory mechanisms to enhance quality and visitor satisfaction.
- Strengthen frameworks for comprehensive disaster preparedness and risk management for the quick adaptation and recovery of the tourism sector, including response to natural threats, such as Sargassum influx.

- An implementation matrix outlining the phased actions, required resources, roles and monitoring mechanisms.
- Define key performance indicators (KPIs) and metrics to guide monitoring and evaluation.
- Present the draft policy to the Ministry, Grenada Tourism Authority and other relevant stakeholders for structured review and feedback.
- Facilitate a National Validation Workshop to build consensus on policy recommendations.

**6. Task 6 – Capacity Building Framework**

- Identify capacity gaps among key stakeholders that may affect policy implementation.
- Recommend strategies and practical actions to build capacity within the Ministry of Tourism and other partners to support policy execution and coordination.

**7. Task 7 – Final National Tourism Policy**

- Incorporate all validated feedback and prepare the final publication - ready National Tourism Policy, inclusive of an Executive Summary, and Implementation matrix.
- Prepare a concise, visually engaging PowerPoint Presentation deck summarizing the key elements of the National Tourism Policy to support future stakeholder engagement and policy communication by the Ministry.
- Submit the Final policy in both editable and print ready formats.
- Deliver a formal presentation of the National Tourism Policy to the Ministry of Tourism, the Creative Economy and Culture and Senior Management of the Grenada Tourism Authority to present key findings, policy directions and implementation priorities.

**All reports and documents prepared for the assignment will be the property of the Government of Grenada.**

**4. DURATION OF ASSIGNMENT AND DELIVERABLES SCHEDULE**

The assignment is expected to be completed over a period of seven (7) months from the date of contract signing. The consultant will be expected to deliver the following outputs within an agreed timeline:

Payments are contingent on approval of deliverables by the Ministry of Tourism, the Creative Economy and Culture.

<b>Output &amp; Task Reference</b>	<b>Deliverable</b>	<b>Details</b>	<b>Timeline</b>	<b>Payment Schedule %</b>
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<b>Output 1 - Task 1 - Inception Report &amp; Work Plan</b>	Inception Report	Detailed methodology, work plan, timelines, stakeholder mapping, engagement approach and delivery schedule.	Two (2) weeks after signing of the Contract.	10%
<b>Output 2 - Tasks 2 &amp; 3: Policy Review, Sector Analysis, Gap Analysis, Blue Economy Priorities</b>	Progress Report 1	Summary report of existing national regional and international frameworks. Sector performance and analysis, institutional governance, legislation review, cross-cutting analysis, tourism trends and opportunities, Identification of tourism priorities for the Blue Economy.	Month 2 by the 15 <sup>th</sup> day of the given month.	25%
<b>Output 3 - Task 4: Stakeholder Engagement and Consultation</b>	Progress Report 2	Summary report of stakeholder consultations, including findings, perspective, needs, constraints, key emerging themes.	Month 4 by the 15 <sup>th</sup> day of the given month.	20%
<b>Output 4 – Task 5 &amp; 6 – Draft Revised National Tourism Policy, Capacity Building Framework</b>	Draft National Tourism Policy	Submission of draft National Tourism Policy including Vision, Mission, Values, Objectives, Guiding Principles, Institutional roles and responsibilities, policy strategies, implementation plan with phased actions and resource implications, monitoring evaluation and learning (MEAL) framework with KPIs, record of stakeholder validation inputs.  Recommendations for strengthening institutional and sectoral capacity to	Month 6 by the 15 <sup>th</sup> day of the given month.	25%

		support policy implementation, skills gap, priority actions, and proposed capacity building plan.		
<b>Output 5 – Task 7 – Final Revised National Tourism Policy</b>	Final National Tourism Policy	Final National Tourism Policy.  Formal presentation of final policy to Ministry of Tourism and the Cabinet Ministers.	Month 7 by the 15 <sup>th</sup> day of the given month.	20%

**6. REPORTING**

The consultant will report directly to the Permanent Secretary of the Ministry of Tourism, Creative Economy and Culture and will work closely with other relevant ministries and agencies involved in the UBEC project.

**7. REQUIRED QUALIFICATIONS AND EXPERIENCE**

The consultant must meet the following qualifying criteria.

- A Master’s degree in Tourism Policy, Planning and Development, Public Policy, Economics, or its equivalent from an accredited university.
- 8-10 years of work experience in tourism policy planning and development.
- At least 5 years’ experience in conducting stakeholder engagement with public and private sector including both high-level consultations with senior public officials and community engagement.
- At least 5 years’ experience in formulating technical reports, studies, drafting policy and policy-related documents.
- Knowledge and understanding of the institutional context of Grenada’s Tourism Ministry and agencies, incorporating cultural considerations into the policy framework.
- Demonstrated experience in successfully leading and completing at least two (2) similar projects involving the development or revision of policies in Caribbean Tourism.
- Excellent written, verbal communication and presentation skills in English.