

DOCUMENT III: Terms of Reference

“COVID-19 Tourism Recovery Technical Assistance in Dominican Republic”

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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 UNWTO World Tourism Barometer released in January 2021. 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 negative trend continued in 2021, with the tourist arrivals of the month of January dropping by 87% in comparison to the previous year.

Overall, 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.

Looking ahead, UNWTO has outlined two scenarios for 2021, which consider a possible rebound in international travel in the second half of the year. These are based on a number of factors, most notably a major lifting of travel restrictions, the success of vaccination programmes or the introduction of harmonized protocols such as the Digital Green Certificate planned by the European Commission.

The first scenario points to a rebound in July, which would result in a 66% increase in international arrivals for the year 2021 compared to the historic lows of 2020. In this case, arrivals would still be 55% below the levels recorded in 2019. The second scenario considers a potential rebound in September, leading to a 22% increase in arrivals compared to last year. Still, this would be 67% below the levels of 2019.

As to the Dominican Republic, as of 27 April 2021, there have been 265.403 confirmed cases of COVID-19 with 3459 deaths, reported to WHO¹. As of 23 April 2021, a total of 1.000.000 vaccine doses have been administered. While of moderate impact in comparison to other countries of the region, the effects of the global economic shutdown have had a serious impact on the island. According to the World Bank country office, the country's GDP was expected to contract by 4.3% in 2020, and remain below its potential in 2021 and 2022. As a country highly dependent on remittances and tourism arrivals, such a prolonged economic repercussion can severely effect progress made in achieving country relevant Sustainable Development Goals (SDGs), especially in the areas of poverty reduction, education, job creation and economic upscaling.

Tourism in the Dominican Republic



¹ [Dominican Republic: WHO Coronavirus Disease \(COVID-19\) Dashboard With Vaccination Data | WHO Coronavirus \(COVID-19\) Dashboard With Vaccination Data](#)

According to the World Bank, the COVID-19 pandemic pushed the Dominican Republic into its first recession in nearly 25 years, with an estimated loss of 40,000 jobs between March and October 2020². Prior to the outbreak, the Dominican Republic was one of the fastest growing economies of Latin America and the Caribbean (LAC), with a 6.1% average growth rate between 2015 and 2019.

Tourism, together with construction and mining, is one of the main economic sectors of the country. In 2019, international tourist arrivals reached 6.4 million, with a 5% annual growth rate over a 10-year period. Until the outbreak of the pandemic and the global economic shutdown, tourism accounted for 36% of the total exports and USD 7.5 billion in export revenues. In 2020, a 63% decline was registered, very much in-line with regional results (-69%).

As a cross-cutting sector, the downfall in tourism has produced negative ramifications across the economy. Women and unskilled workers have been worst hit, with the national poverty rate rising to 14%. Small and medium-enterprises directly connected to the tourism industry have also been severely impacted due to a year-round decline in international visitation. While a nationwide curfew is in place, airports remain fully operational and a negative COVID-19 test (PCR and/or serology) is not mandatory for visiting the country. That being said, full recovery and positive summer seasonal results are dependent on the vaccination rollout, both nationally and in the main source markets of North America and Europe. On the positive side, its strategic location and good connectivity, its strong tourism brand and related tourism products – well known beaches and resorts, plus a variety of sports, recreation and ecotourism options – justify an optimistic outlook for the second half of 2021.

II. OVERVIEW: “COVID-19 TOURISM RECOVERY TECHNICAL ASSISTANCE FOR THE DOMINICAN REPUBLIC”

The technical assistance project for the Dominican Republic, elaborated by UNWTO together with the Ministry of Tourism of the Dominican Republic (MITUR) and the Japan International Cooperation Agency (JICA), aims at (i) supporting tourism SMEs and MSMEs through targeted technical know-how and support mechanisms; (ii) improving the international market competitiveness of the Dominican Republic; (iii) diversifying available and new tourism products and packages within the country; and (iv) strengthening the resilience of tourism institutions and enterprises within the COVID-19 framework, especially in regards to the adoption of health and safety mechanisms and standards. The proposed project components, structured according to UNWTO’s COVID-19 Tourism Recovery Technical Assistance Package³, are as follows:

Pillar I: Economic Recovery

- Support Programme for Tourism MSMEs

² For further reference on the information contained in the subchapter, please see:

<https://www.worldbank.org/en/country/dominicanrepublic/overview>

³ UNWTO’s COVID-19 Tourism Recovery Technical Assistance Package is available here: https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2020-05/COVID-19-Tourism-Recovery-TA-Package_8%20May-2020.pdf

Pillar II: Marketing and Promotion

- International Tourism Marketing Strategy
- Tourism Diversification Strategy

Pillar III: Institutional Strengthening and Resilience Building

- Building Resilience of Tourism Enterprises to adapt to the COVID-19 Reality, including Safety and Hygiene.
- Tourism Market Intelligence Review and Analysis: destination management and big data

III. ACTIVITY BREAKDOWN

Below is an overview of the objectives, activities and deliverables for each of the project components.

III.1. Support Programme for Tourism MSMEs

Objectives:

- Carry out a comprehensive review of support needs for tourism MSME's in the COVID-19 aftermath, looking into topics such as business planning, Human Resource Development, packaging, pricing, marketing, and financial planning.
- Identify support mechanisms for MSMEs provided by the local and national government as well as international agencies that can apply to the tourism sector.
- Build capacities through development of training programmes to enable MSMEs to adapt their tourism services and working procedures to cater to the new protocols developed to guarantee safety and security of tourists and employees.
- Prepare a comprehensive support programme for Tourism MSMEs to help mitigate the impact of the COVID-19 pandemic and assist tourism MSMEs to adapt to the new reality of the tourism and travel industry.

Details:

Support Programme for Tourism MSMEs

Week 1: teleconferences with relevant stakeholders aimed at understanding the needs and structure of proposed assignment. Review of available protocols and documents. The Government and/ or project partners will support ongoing activities by making available, as far as possible, available information, documents and other information requested, so as to ensure correct activity implementation. Submission of **Inception Report**.

Weeks 2-4: Development of Support Programme for Tourism MSMEs, including a strategy to re-launch the sector through mechanisms like fiscal and monetary incentives such as working capital, cash contributions, interest-free loans, duties, levies, national and local taxation, tax holidays, and deferred taxation. Submission of the **draft Support Programm for Tourism MSMEs** to project partners.

Week 5: Presentation and review by Project partners.

Week 6: Inclusion of suggestions, **finalization of deliverable and organization of an awareness-raising seminar focused on results obtained and follow-up actions.**

Masterclasses for selected tourism stakeholders

Week 1: Based on final Support Programme for Tourism MSMEs, teleconferences with relevant stakeholders aimed at understanding the needs and structure of proposed assignment. The Government and/ or project partners will support ongoing activities by making available, as far as possible, available information, documents and other information requested, so as to ensure correct activity implementation. **Submission of Inception Report.**

Week 2: Implementation of 4 masterclasses. 1 per day throughout a week. Additionally:

- Within the Covid-19 context, 4 masterclasses in areas such as tourism planning and management, tourist product packaging and promotion, marketing, and health and safety standards.
- Each Masterclass will have an approximate duration of 90 minutes: 60-minutes masterclass + 30-minute Q&A-session.
- Available for a limited number of selected participants.
- Main objectives: mitigate the Covid-19 impact by assisting tourism MSMEs and SMEs with specialised knowledge, thus helping them adapt to the new tourism framework.

Deliverables:

Support Programme for Tourism MSMEs

- Inception Report (week 1)
- Draft Support Programme for Tourism MSMEs – electronic format (week 4)
- Final Support Programme for Tourism MSME's – electronic format (week 6)
- Awareness raising seminar (week 6)

Capacity building / masterclasses for selected tourism stakeholders

- Inception Report (week 1)
- 4 capacity building / tourism masterclasses (week 2)

III.2. International Tourism Marketing Strategy

Objectives:

- Assessment of the state of tourism in the COVID-19 aftermath, including a detailed review of the existing tourism marketing and product development strategies and activities, and an assessment of the destination confidence and international competitiveness.
- Review image of the country in main markets: identification of the strengths, weaknesses, opportunities and threats for tourism marketing and branding of the country/destination in the light of the COVID-19 pandemic.
- Prioritise product offering to reflect changing demand.
- 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.
- Deliver interactive awareness raising seminars on the implementation of the Marketing Strategy for key tourism stakeholder in the country.

Details:

Weeks 1-2: teleconferences with relevant stakeholders aimed at understanding the needs and structure of proposed assignment. Review of available protocols and documents. The Government and/ or project partners will support ongoing activities by making available, as far as possible, available information, documents and other information requested, so as to ensure correct activity implementation. Submission of an **Inception Report**.

Weeks 3-8: Review of international and domestic tourism flows, both before and post COVID-19; development of market scenarios and forecasts; development of an international marketing strategy, including recommendations on priority markets, product development and tourism packages, as well as promotional instruments, both traditional and online, capable of reaching out to identified market segments. Ongoing meetings with project stakeholders to present initial results, incorporate suggestions, etc. At the end of week eight, the international expert will present a concise **draft International Tourism Marketing Strategy**.

Week 9: Partner revision and finalization of the **International Tourism Marketing Strategy**.

Weeks 10-11: Preparation and implementation of the seminars:

- **3 interactive awareness-raising seminars:** 1 per day.

Deliverables:

- Inception Report (week 2)
- Draft International Tourism Marketing Strategy in electronic format (week 8).
- Final International Tourism Marketing Strategy in electronic format (week 9)

- 3 interactive awareness-raising seminars (week 11).

III.3. Tourism Diversification Strategy

Objectives:

- Identify needs and opportunities to diversify tourism to build resilience and avoid overdependence on one or a few activities or markets.
- Provide recommendations for product improvements, diversification and packaging, building on the diverse offer of possible products and attractions, to meet preferences and needs of identified priority markets/segments.
- Identify opportunities to incentivize development in products, market segments and marketing activities that contribute to a more responsible and sustainable travel and tourism sector.
- Explore possibilities to develop and boost off-peak tourism products and to stimulate travel by specific groups, e.g. through developing social tourism schemes aimed at seniors, families, youth and people with disabilities.
- Advise on possibilities for intra-regional tourism diversification.
- Apart from including an overall evaluation of available tourism products, including their location and connectivity, an effort will be undertaken to include, wherever possible and/ or applicable, more detailed georeferenced information, such as GPS coordinates of identified sites.
- Organize sector-wide seminars on tourism diversification with a view to validating the tourism diversification strategy and encouraging multi-stakeholder collaboration.

Details:

Weeks 1-2: teleconferences with relevant stakeholders aimed at understanding the needs and structure of proposed assignment. Review of available protocols and documents. The Government and/ or project partners will support ongoing activities by making available, as far as possible, available information, documents and other information requested, so as to ensure correct activity implementation. Submission of an **Inception Report**.

Weeks 3-8: Preparation of the draft document based on a concise SWOT-analysis capable of identifying available tourism opportunities and challenges: identification of possible tourism products and services central to specific source markets; identify opportunities aimed at incentivizing product development, market segments and activities capable of supporting a more sustainable and responsible sector; as well as exploring available opportunities to develop off-season products and to stimulate travel by specific groups. Apart from including an overall evaluation of available tourism products, including their location and connectivity, an effort will be undertaken to include, wherever possible and/or applicable, more detailed georeferenced information, such as GPS coordinates of identified sites. The onsite work of the two local experts will be guided by the international expert.

Periodic meetings with tourism stakeholders will be arranged aimed at presenting ongoing results, ideas, incorporating suggestions and the like. At the end of week eight, the international expert will submit a **draft Tourism Diversification Strategy**.

Weeks 9-10: Partner revision and finalization of the **Tourism Diversification Strategy**.

Weeks 11-12: Organization of **4 sector-wide seminars** aimed at presenting the strategy and ensuring multi-stakeholder cooperation and implementation.

- 1 seminar per day: morning and afternoon onsite attendance.
- Content: strategy presentation; development of potential tourism products; markets and promotional strategies; stakeholder cooperation strategies, especially public-private-partnerships.

Deliverables:

- Inception Report (Week 2)
- Draft Tourism Diversification Strategy – electronic format. (Week 8)
- Final Tourism Diversification Strategy – electronic format. (Week 10)
- 4 sector-wide seminars (Week 12)

III.4. Building Resilience of Tourism Enterprises to adapt to the COVID-19 Reality, including Safety and Hygiene

Objectives:

- Assess priority topics for tourism skills and business development training 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
- Develop tailor-made training programme and deliver courses with interactive working sessions and group exercises, using case studies and best practices, applicable to the local context.

Details:

Review of health and safety protocols

Week 1: teleconferences with relevant stakeholders aimed at understanding the needs and structure of proposed assignment. Review of available protocols and documents. The Government and/ or project partners will support ongoing activities by making available, as far as possible, available

information, documents and other information requested, so as to ensure correct activity implementation. Submission of an **Inception Report**.

Weeks 2-3: **Preparation of a draft Report**. Review of available COVID-19 health and safety protocols and standards. Based upon a concise assessment, including best-practice examples, a recommendations report will be developed with recommendations for strategic tourism assets such as airports, hotels, restaurants, museums/cultural heritage sites, adventure tourism products (if applicable) and tourist guides.

Week 4: Partner review and **finalization of the Recommendations Report**.

Skill development training

Weeks 1-2: preparation of course content and material.

Week 3: organization of skill development training workshops.

The Tourism Quality skill development training for the public sector will be aimed at government officials and health inspectors and target areas such as hotels, airports, border-crossings, museums and similar.

The Tourism Quality skill development training for the private sector will be aimed at hotel and tourism guide associations (management level or higher) as a means to guarantee a *train-the-trainer approach*.

Deliverables:

Review of health and safety protocols:

- Inception Report in Spanish and in electronic format (by week 1).
- Draft Report / review of health and safety protocols – in Spanish and in electronic format (by week 3).
- Final Report / review of health and safety protocols – in Spanish and in electronic format (by week 4).

Skills development training:

- Training programme in Spanish (by week 2).
- 2-day training workshop for the public tourism sector (by week 3).
- 2-day training workshop for the private tourism sector (by week 3).

III.5. Tourism Market Intelligence Review and Analysis: destination management and big data

Objectives:

- Review of the instruments and activities, both current and planned, that the Dominican Republic aims to implement within the area of tourism market intelligence, specifically in the ambient of big data destination management.
- Apart from a thorough study of planned and current activities, an action plan, based on international best-practices, will assess areas such as involved stakeholders and their specific role, information assessed, and instruments used.

Details:

Weeks 1-2: teleconferences with relevant stakeholders aimed at understanding the needs and structure of proposed assignment. Review of available protocols and documents. The Government and/ or project partners will support ongoing activities by making available, as far as possible, available information, documents and other information requested, so as to ensure correct activity implementation.

Weeks 3-6: Review and assessment of the instruments and activities implemented by the Dominican Republic in the area of Tourism Market Intelligence and big data. Following areas will be assessed:

- Stakeholders involved, their roles and responsibilities.
- Results to be obtained, information collected and mechanisms used.
- Recommendations based on international best-practices examples.

At the end of week 6, the international expert will present a draft Action Plan with recommendations and proposed follow-up actions.

Week 7: Partner review and preparation of an awareness-raising seminar.

Week 8: **Action Plan** finalization and implementation of **1 awareness-raising seminar** aimed at presenting results.

Deliverables:

- Action Plan: Tourism Marketing Intelligence review and assessment.
- 1 awareness-raising seminar presenting main recommendations.

IV. TEAM MEMBERS

The following team members are expected to provide technical assistance for the implementation of the different project components.

Support Programme for Tourism MSMEs	• 1 international expert: economist specialised in tourism in charge of elaborating a support programme for tourism MSMEs • Up to 4 tourism experts for masterclasses focused on improving the technical expertise of identified stakeholders through specialised courses.
International Tourism Marketing Strategy	• 1 international tourism marketing and promotion expert. • 1 national tourism marketing and promotion support expert.
Tourism Diversification Strategy	• 1 international tourism diversification expert. • 2 national support experts specialised in the development of tourism products and packages.
Building Resilience of Tourism Enterprises to adapt to the COVID-19 Reality, including Safety and Hygiene	• 1 international expert in Tourism Quality Standards in charge of evaluating and/or elaborating health and safety protocols for the national/regional/local context. • 1 national Tourism Quality and Training support expert in charge of delivering the workshops to the public and private sector.
Tourism Market Intelligence Review and Analysis: destination management and big data	• 1 international tourism intelligence/big data expert
National Project Support Officer	• Project support throughout the entire duration of the project.

	• Onsite assistance for Activities 1 - 5
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The contractor's team members will be required to travel to the Dominican Republic 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. 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 due to the COVID-19 pandemic. The indicative task descriptions and qualifications of the experts are included in Annex I.

V. OVERVIEW OF REQUESTED DELIVERABLES

Support Programme for Tourism MSMEs	<i>Support Programme for Tourism MSMEs</i> • Inception Report – in Spanish and in electronic format • Draft Support Programme for Tourism MSMEs – in Spanish and in electronic format • Final Support Programme for Tourism MSME's – in Spanish and in electronic format • Awareness raising seminar in Spanish. <i>Capacity building / masterclasses for selected tourism stakeholders</i> • Inception Report – in Spanish and in electronic format. • 4 capacity building / tourism masterclasses – online and in Spanish
International Tourism Marketing Strategy	• Inception Report – in Spanish and in electronic format. • Draft International Tourism Marketing Strategy – in Spanish and in electronic format. • Final International Tourism Marketing Strategy – in Spanish and in electronic format. • 3 interactive awareness-raising seminars in Spanish.
Tourism Diversification Strategy	• Inception Report – in Spanish and in electronic format. • Draft Tourism Diversification Strategy – in Spanish and in electronic format. • Final Tourism Diversification Strategy – in Spanish and in electronic format. • 4 sector-wide seminars in Spanish.
Building Resilience of Tourism	<i>Review of health and safety protocols:</i>

Enterprises to adapt to the COVID-19 Reality, including Safety and Hygiene	• Inception Report – in Spanish and in electronic format. • Draft Report / review of health and safety protocols – in Spanish and in electronic format. • Final Report / review of health and safety protocols – in Spanish and in electronic format. <i>Skills development training:</i> • Training programme in Spanish. • 2-day training workshop for the public tourism sector • 2-day training workshop for the private tourism sector
Tourism Market Intelligence Review and Analysis: destination management and big data	• Action Plan: Tourism Marketing Intelligence review and assessment – in Spanish and in electronic format. • 1 awareness-raising seminar presenting main recommendations in Spanish.

The documents will act as a blueprint for the Government of the Dominican Republic and other tourism and development stakeholders in the country, so as to allow to take priority actions for COVID-19 tourism recovery. All reports and supportive documentations shall be provided to UNWTO in Spanish and 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 Dominican Republic as required.

VII. GENERAL IMPLEMENTATION CALENDAR / TIME SCHEDULE

Activities /months-weeks	M1				M2				M3				M4				M5			
	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	W17	W18	W19	W20
Support Programme for Tourism MSMEs																				
International Tourism Marketing Strategy																				
Tourism Diversification Strategy																				
Building Resilience of Tourism Enterprises to Adapt to the COVID-19 Reality, including Safety and Hygiene																				
Revision and Analysis: Tourism intelligence monitoring mechanisms/big data																				

The total implementation time input for this project is four and a half months (18 working weeks). During this time, it is estimated that the project team will provide their inputs as follows:

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Support Programme for Tourism MSMEs:

- **1 international expert: economist specialised in tourism** in charge of elaborating a support programme for tourism MSMEs
 - Time input of 1,5 months / 6 working weeks.
 - 2 country missions, plus in-country travel.
- **Up to 4 tourism experts for masterclasses** focused on improving the technical expertise of identified stakeholders through specialised courses.
 - Total time input of 2 months (2 working weeks per trainer/ training)

International Tourism Marketing Strategy:

- **1 international tourism marketing and promotion expert.**
 - Time input of 2,75 months / 11 working weeks.
 - 2 country missions, plus in-country travel.
- **1 national tourism marketing and promotion support expert.**
 - Time input of 0.5 months / 2 working weeks.
 - In-country travel.

Tourism Diversification Strategy:

- **1 international tourism diversification expert.**
 - Time input of 3 months / 12 working weeks.
 - 2 country missions, plus in-country travel.
- **2 national support experts specialised in the development of tourism products and packages.**
 - Time input of 2.5 months / 10 working weeks per expert.
 - In-country travel.

Building Resilience of Tourism Enterprises to adapt to the COVID-19 Reality, including Safety and Hygiene

- **1 international expert in Tourism Quality Standards** in charge of evaluating and/or elaborating health and safety protocols for the national/regional/local context.
 - Time input of 1,75 months / 7 working weeks.
 - 2 country missions, plus in-country travel.
- **1 national Tourism Quality and Training support expert** in charge of delivering the workshops to the public and private sector.
 - Time input of 0,75 months / 3 working weeks
 - In-country travel.

Tourism Market Intelligence Review and Analysis: destination management and big data

- **1 international tourism intelligence/big data expert**
 - Time input of 2 months / 8 working weeks.
 - 2 country missions, plus in-country travel.

National Project Support Officer: onsite assistance and support for Activities 1 – 5

- Time input of 4,5 months / 18 working weeks.

- Onsite assistance and project support.

VIII. LANGUAGE REQUIREMENTS

This project will be implemented in Spanish. All contracted experts are to be fluent in Spanish and have a good command of English.

IX. ANNEX I: INDICATIVE EXPERT TASK DESCRIPTIONS AND QUALIFICATIONS

Following expert task descriptions and qualifications are indicative and solely intended to provide interested parties with an overview of what is expected in terms of content and expected results / deliverables. The final methodological approach and implementation focus is to be approved during the inception phase; that is, with the approval of the individual Inception Reports.

The task descriptions and qualifications of the following experts shall be prepared at a later stage by the selected company in consultation with UNWTO, once the exact fields of expertise required are clearly defined:

- 4 tourism experts that are to conduct the masterclasses as part of the *Support Programme for Tourism MSMEs*
- 1 national tourism marketing and promotion support expert to assist with the organization of awareness raising seminars for the *International Tourism Marketing Strategy* component.
- 2 national support experts specialised in the development of tourism products and packages responsible for assisting the Team Leader in the development of a *Tourism Diversification Strategy* for the Dominican Republic
- 1 national Tourism Quality and Training support expert in charge of assisting in the organization and delivery of the workshops to the public and private sector for the component on *Building Resilience of Tourism Enterprises to adapt to the COVID-19 Reality, including Safety and Hygiene*.

Below are the indicative task descriptions and qualifications of the international experts that would work on the different project components:

1 international expert: economist specialised in tourism in charge of elaborating a support programme for tourism MSMEs

The international expert will be responsible for implementing following tasks:

- Lead in the implementation of activities and serve as the main link between UNWTO, the Ministry of Tourism of the Dominican Republic, JICA and any other representative involved in the activity.
- Review of documents, plans and strategies available, as well as development of the concise activity methodology, so as to reflected in the Inception Report.
- Development of the support program for tourism microenterprises and SMEs that will include a strategy to relaunch the sector, including:
 - Support needs for tourism microenterprises and SMEs as a result of COVID-19.
 - Study and review of topics such as business planning, human resource development, package travel preparation, pricing, marketing and financial planning.
 - Identify support mechanisms for microenterprises and SMEs provided by local and national governments, as well as international organizations, that can be applied to the tourism sector.
 - Recommend actions to improve the training of micro-enterprises and SMEs, especially to adapt their tourist services and work procedures to the new protocols formulated to guarantee the safety of employees and tourists.
 - Prepare a comprehensive support program for tourism microenterprises and SMEs to help mitigate the impact of the COVID-19 pandemic, and help tourism microenterprises and SMEs to adapt to the new reality of the tourism and travel sector.
- Analysis of areas such as:
 - Contributions in kind.
 - Loans without interest,
 - Taxes, rates, national and local tax measures.
 - Tax holidays or deferral of tax payments.
- Prepare and organize a work seminar, including preparation of the program and content, presentations, invitations and all those details that are considered necessary for a correct implementation.
- Within the reasonable, carry out any other tasks agreed between the interested parties to ensure the success of the activity.
- Comply with the reporting standards established by the UNWTO (the document will be made available to the expert).
- The expert will be responsible for submitting following deliverables to UNWTO:
 - Inception Report – in Spanish and in electronic format
 - Draft Support Programme for Tourism MSMEs – in Spanish and in electronic format
 - Final Support Programme for Tourism MSME's – in Spanish and in electronic format
 - Awareness raising seminar in Spanish.

Qualifications:

The expert will have at least 10 years of experience in the implementation of tourism projects with an economic background (support programs and resource management, market studies, business planning, etc.). With experience in international projects and with leadership skills, organizational and training skills will also be valued. Work experience in the Dominican Republic or other coastal destinations will be considered an advantage. A good command of Spanish and English, both spoken and written, will be essential.

1 international tourism expert specialised in marketing and promotion responsible for the development of an International Tourism Marketing Strategy for the Dominican Republic

The international tourism expert will be responsible for implementing following tasks:

- Lead in the implementation of activities and serve as the main link between UNWTO, the Ministry of Tourism of the Dominican Republic, JICA and any other representative involved in the activity.
- Review of documents, plans and strategies available, as well as development of the methodology. Preparation of the inception report with detailed information on the methodology and activity planification.
- Lead and coordinate the work of the local expert.
- Carry out a rapid assessment of the state of the tourism sector after COVID-19, including a detailed review of the plans and activities carried out, as well as an assessment of confidence in the destination and its international competitiveness.
- Review of the destination image of the Dominican Republic in the main source markets, including the identification of strengths, weaknesses, opportunities and threats for tourism marketing in light of the COVID-19 pandemic.
- Formulate an international tourism marketing and promotional strategy that can be utilised by the main tourism stakeholders in the country. Emphasis on the main international markets in Europe, North America and Japan, as well as emerging markets in Asia, such as India and China (the exact source markets to be determined at a later stage).
- Establish realistic market objectives for the Dominican Republic based on a consideration of available products and priority markets.
- Recommend marketing strategies and actions to reduce seasonality, extend the length of stay and increase income from international tourism.
- Identify and promote marketing tools and techniques that can be used effectively by the main public and private stakeholders (fairs, public relations activities, events, etc.).
- Evaluate the current use of digital marketing tools for tourism promotion, and identify opportunities to strengthen their use within the framework of post-COVID-19 tourism recovery.
- Evaluate the feasibility of introducing competitive prices, special promotions and other possible tools to boost the Dominican Republic brand.

- Analyze the changes produced by COVID-19, especially in travel patterns and marketing trends, to identify targeted opportunities to stimulate demand from source markets.
- Prepare and contribute to the periodic work meetings that will be organized with the actors involved in the project.
- Responsible for preparing and organizing the workshops, including preparation of the program and content, presentations, workshops, invitations and all those details that are considered necessary for the correct implementation of the activity.
- To the extent possible, carry out any other tasks agreed between the interested parties to ensure the success of the activity.
- Comply with the reporting standards established by the UNWTO (the document will be made available to the expert).
- The expert will be responsible for submitting following deliverables to UNWTO:
 - Inception Report in Spanish and in electronic format.
 - Draft International Tourism Marketing Strategy in Spanish and in electronic format.
 - Final International Tourism Marketing Strategy in Spanish and in electronic format.
 - 3 interactive awareness-raising seminars in Spanish.

Qualifications

The international Tourism Marketing Expert will have at least 10 years experience in formulating tourism strategies, especially in the field of marketing and promotion. With experience in international projects and with leadership skills, organizational and training skills will also be valued. Work experience in the Dominican Republic or other coastal destinations will be considered an advantage. A good command of Spanish and English, both spoken and written, will be essential.

1 international tourism diversification expert responsible for the development of a Tourism Diversification Strategy for the Dominican Republic

The international Tourism Diversification Expert will assume following responsibilities:

- Lead in the implementation of activities and serve as the main link between UNWTO, the Ministry of Tourism of the Dominican Republic, JICA and any other representatives involved in the activity.
- Review of documents, plans and strategies available, as well as development of the methodology to follow. Preparation of the initial report with detailed information on the methodology and planning of the activities.
- Lead and coordinate the work of the two local experts specialized in the development of tourism products.
- Carry out a rapid assessment of the state of the tourism sector after COVID-19, including a detailed review of the plans and activities carried out, as well as an assessment of available destination confidence and its international competitiveness.

- Identify tourism diversification needs and opportunities to improve resilience and avoid over-reliance on one or a few activities or markets.
- Provide recommendations to improve, diversify and combine products, based on a diverse offer of possible products and attractions, in order to meet the preferences and needs of the identified priority markets / segments.
- Identify opportunities to encourage the development of products, market segments and marketing activities that contribute to a more responsible and sustainable travel and tourism sector.
- Explore possibilities to develop and promote out of season tourism products and travel by specific groups, for example, through the development of social tourism programs aimed at the elderly, families, young people or people with disabilities.
- Advise on intraregional tourism diversification possibilities.
- Apart from including a general evaluation of tourism products, as well as their location and connectivity, an attempt will be made, wherever possible, to add more detailed information on georeferencing, such as the GPS coordinates of identified products.
- Detailed inventory and evaluation of existing and potential tourist resources and circuits, with special reference to cultural, natural and special interest tourist resources.
- Analysis of the effectiveness of tourism governance at the national, regional and local levels.
- Analysis of stakeholder participation in the tourism implementation process.
- Assess the extent to which public-private partnerships are used in tourism development and management.
- Assessment of training needs in the tourism sector.
- Prepare and contribute to the periodic work meetings that will be organized with the actors involved in the project.
- Responsible for preparing and organizing the 4 seminars, including preparation of the program and content, presentations, workshops, invitations and all those details that are considered necessary for a correct activity implementation.
- To the extent possible, carry out any other tasks agreed between the interested parties to ensure the success of the project.
- Comply with the reporting standards established by UNWTO (the document will be made available to the expert).
- The expert will be responsible for submitting following deliverables:
 - Inception Report – in Spanish and in electronic format.
 - Draft Tourism Diversification Strategy – in Spanish and in electronic format.
 - Final Tourism Diversification Strategy – in Spanish and in electronic format.
 - 4 sector-wide seminars in Spanish.

Qualifications

The international Tourism Diversification Expert / Team Leader will have at least 10 years of experience in the formulation of tourism strategies, especially in the field of tourism product development, marketing and promotional strategies. With experience in international projects and with leadership skills, organizational and training competencies will also be valued. Work experience

in the Dominican Republic or other coastal destinations will be considered an advantage. A good command of Spanish and English, both spoken and written, will be essential

1 international expert in Tourism Quality Standards in charge of evaluating and/or elaborating health and safety protocols for the national/regional/local context.

The Tourism Quality Standards Expert will assume following responsibilities:

- Lead in the implementation of activities and serve as the main link between UNWTO, the Ministry of Tourism of the Dominican Republic, JICA and any other representative involved in the activity.
- Review of documents, plans and strategies available, as well as development of the methodology to follow.
- Review of existing COVID-19 health and safety protocols and measures. Based on a concise assessment that will consider international best practices, recommended improvements will be presented for strategic areas such as airports, hotels, restaurants, museums / cultural heritage, adventure tourism (if applicable) and tour guides.
- Evaluate and recommend improvements in areas such as tourist safety, health and hygiene for the tourism sector, customer service, accessible tourism for all, languages, and adaptation of business and management models.
- Strengthen the country's anti-Covid-19 regulations through the adoption of best practices and international recommendations.
- Guide tourism stakeholders in adapting operations and services to the new realities of COVID-19.
- Recommend improvements in the coordination and exchange of information among the country's tourism actors.
- Develop tailor-made training programmes, and teach courses with interactive work sessions and group exercises, using practical cases and examples of good practices, applicable to the local context:
 - 1 training program for the public sector (2 days), and
 - 1 training program for the private sector (2 days).
- The training for the public sector will be aimed at government officials and inspectors, and will aim to (i) improve cooperation and institutional exchange, and (ii) ensure the correct implementation and follow-up of the recommended standards and protocols. Training for the private sector will be directed mainly at the hotel and hospitality sector, and tourist guide associations. Participants will be selected with the help of the project partners.
- To the extent possible, carry out any other tasks agreed between the interested parties to ensure the success of the activity.
- Comply with the reporting standards established by the UNWTO (the document will be made available to the expert).
- The Tourism Quality Standards Expert will be responsible for submitted following deliverables:
 - *Review of health and safety protocols:*

- Inception Report – in Spanish and in electronic format.
- Draft review of health and safety protocols – in Spanish and in electronic format.
- Final review of health and safety protocols – in Spanish and in electronic format.
- *Skills development training*
 - Training programme in Spanish.
 - 2-day training workshop for the public tourism sector
 - 2-day training workshop for the private tourism sector

Qualifications

The expert will have at least 10 years of experience in the field of tourism quality management and assessment. With experience in international projects and with leadership skills, organizational and training skills will also be valued. Work experience in the Dominican Republic or other coastal destinations will be considered an advantage. A good command of Spanish and English, both spoken and written, will be essential.

1 international tourism intelligence/big data expert responsible for the tourism marketing intelligence review and assessment

The international tourism intelligence expert will assume the following responsibilities:

- Lead in the implementation of activities and serve as the main link between UNWTO, the Ministry of Tourism of the Dominican Republic, JICA and any other representative involved in the activity.
- Review of documents, plans and strategies available, as well as development of the methodology to follow.
- Review and analysis of the instruments and activities implemented by the Dominican Republic in the field of Destination Management and Competitiveness / tourism intelligence / big data, including:
 - Information and strategies available.
 - Instruments used and sources of information.
 - Management and use of tourist data.
 - Available resources (technological, financial and human capital).
 - Platforms and public-private cooperation.
- Recommendations for the development of a Tourist Intelligence System / Tourism Market Intelligence System (TMIS):
 - Review of opportunities and challenges.
 - Definition of Key Performance Indicators / KPIs
- Action Plan to improve tourism intelligence in the Dominican Republic

- Prepare and organize the seminar, including preparation of the program and content, presentations, workshops, invitations and all those details that are considered necessary for a correct implementation.
- To the extent possible, carry out any other tasks agreed between the interested parties to ensure the success of the project.
- Comply with the reporting standards established by the UNWTO (the document will be made available to the expert).
- The international tourism intelligence expert will be responsible for the submission of following deliverables:
 - Action Plan: Tourism Marketing Intelligence review and assessment – in Spanish and in electronic format.
 - 1 awareness-raising seminar presenting main recommendations in Spanish.

Qualifications

The expert will have at least 10 years of experience in the implementation of tourism intelligence, innovation and digital transformation related projects. With experience in international projects and with leadership skills, organizational and training skills will also be valued. Work experience in the Dominican Republic or other coastal destinations will be considered an advantage. A good command of Spanish and English, both spoken and written, will be essential.