i

**GOVERNMENT OF GRENADA**

**TERMS OF REFERENCE**

**GRENADA VISITOR EXPENDITURE AND MOTIVATION SURVEY (INTERNATIONAL VISITOR SURVEY) & TOURISM STATISTICS INSIGHT DASHBOARD**

|  |  |
| --- | --- |
| **Project Title** | Unleashing the Blue Economy of the Caribbean (UBEC) Project |
| **Date of Issue** | TBD |
| **Deadline for Application** | TBD |
| **To Apply** | Suitable firms are invited to submit applications for the redevelopment and implementation of the Grenada Visitor Expenditure and Motivation (VEM) Survey and Tourism Insight Dashboard. |
| **Contracting Authority** | Grenada Tourism AuthoritySupervised by the Procurement Unit, Ministry of Finance |
| **Duration of Contract** | 1 year, renewable based on performance  |
| **Country** | Grenada |
| **Equal Employment Opportunity** | 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. **Background**

**UBEC Project background**

The Government of Grenada aims to bolster the country’s recovery and blue economy by placing a focus on economic growth, generation of jobs, and diversification, while continuing efforts on the climate change adaptation and mitigation fronts. Grenada’s high levels of economic, social, environmental, and climate vulnerability have been amplified by the economic setbacks of the pandemic. The tourism sector—the main pillar of economic growth in Grenada accounting for 57 percent of GDP and 52 percent of employment in 2019—has been the hardest hit in terms of revenue and job loss. The fisheries and aquaculture sector also endured significant revenue falls because of the pandemic. Grenada’s inadequate solid and plastic waste management system is a major contributor to marine pollution and threatens all economic sectors, particularly those dependent on healthy marine ecosystems.

The UBEC Series of Projects (SOP), building on these efforts, is designed to stimulate economic recovery in Grenada and support marine and coastal resilience by strengthening the sustainability and competitiveness of three critical and interconnected sectors: tourism, fisheries and aquaculture, and waste management. UBEC could have spill-over benefits for Grenada by improving regional governance and capacity building led by the OECS to address transboundary fisheries, intra-regional tourism, and marine litter.

**Grenada Tourism Authority Background and previous surveys**

The Grenada Tourism Authority (GTA) is the National Tourism Organization of Grenada, responsible for the development of the tourism sector of Grenada, Carriacou, and Petite Martinique through destination management and marketing. This statutory corporation of the Government of Grenada was established under the Grenada Tourism Authority Act, 2013. Day-to-day operations include product development, quality standardization and certification, research, planning, and marketing. The Authority is responsible for all official tourism statistics and conducts monthly visitor expenditure and motivation surveys, compiles accommodation statistics, yachting, and cruise visitor statistics.

Underneath the Unleashing the Blue Economy in the Caribbean Project, Grenada Tourism Authority is seeking an experienced and qualified firm to redevelop and implement the Grenada VEM and tourism insights dashboard for calendar year 2025 with the potential to implement the VEM contract on an ongoing basis moving forward directly for GTA. The contract will be directly with UBEC with close coordination with GTA. All raw data, draft deliverables and final deliverables will be provided to UBEC and GTA at the same time.

1. **Purpose of Assignment and Objectives**

The firm will redevelop the methodology of the Grenada VEM and implement data collection, processing, and analysis for the 2025/2026 calendar year survey. The current VEM is conducted with enumerators at the Maurice Bishop International Airport. The new VEM will be conducted online with the with emails addressed collected from the Immigration Department. GTA will work with the Immigration Department to collect the email addresses from the immigration cards (consideration must be given to the online E/D card to take effect in 2025. This will eliminate the data entry and paper currently in use). Full data collection occurring through an online survey sent via email.

The objectives of this assignment are to build upon the existing VEM to create a new methodology that specifically enhances the accuracy and timeliness of the Grenada VEM results including a specific focus on increasing European market sample size.

Specifically, the firm will:

1. Work with GTA to Formulate VEM methodology for an online survey including developing a new questionnaire that back maps to the existing VEM, to the extent possible. GTA will work with the Immigration Department to collect email addresses.
2. Support GTA in determining the most appropriate survey administration software and program the questionnaire into a new software program. (GTA will procure the software license directly). Update the questionnaire in the software based on the results of a pilot.
3. Provide ongoing support to GTA as they trial the implementation of the online VEM for the calendar year 2024, provide guidance on troubleshooting issues with the software and sampling, and provide quality assurance to GTA on data processing and cleaning and data analysis.
4. Support GTA in the initial analysis of the data to create meaningful analysis for relevant implementation. Provide a professional and well-designed report template that provides results on a six-monthly basis. The report template should guide GTA on the data analysis required to create meaningful takeaways for government and industry.
5. Build an online dashboard that can be integrated into the existing Pure Grenada website (puregrenada.com) and linked to the Tourism Information System (TIS) that provides key data points from the VEM that can be updated on a quarterly basis and displays standard tourism statistics. (For example see Belize Tourism Board’s website: <https://www.belizetourismboard.org/belize-tourism/statistics/> and Fiji Tourism Insight’s dashboard <https://corporate.fiji.travel/statistics-and-insights>
6. **Scope of Work**

The firm will perform the following scope of work from September 2025 to November 2026. The firm will work closely with UBEC and GTA to deliver the following tasks:

1. ***Task 1*** - Develop a methodology in consultation with GTA. The methodology should include:
	1. Development of questionnaire for online data collection with multiple reviews and back mapping (to the extent possible) to current questionnaire.
	2. Development of sampling methodology for total population and specific sub populations based on country of origin of travellers. Total sample size will be no less than 5,000 responses.
	3. Developing quotas for sampling collection and scheduling to ensure priority sub populations are sufficiently sampled.
	4. Review of survey administration software programs (e.g. Survey Monkey, Qualtrics, etc.) and provision of their strengths, weaknesses, and costs to GTA. Support GTA in selecting and procuring the software (cost of the software to be borne by GTA directly).
	5. Development of data collection instruments and processes including definition of how emails will be sent to tourists, alternative email address collection, etc. All raw data including email addresses will be either stored in a database that GTA have ongoing access to or handed over to GTA monthly.
	6. Provide an approach for data cleaning, processing, weighting and analysis and document this in a manual so that GTA can implement it.
	7. Timeline for implementation; and
	8. Identification of risks and respective mitigation tactics, including how to deal with coverage and response bias.
2. ***Task 2*** – Prepare final questionnaires to run the survey effectively. Questionnaires will be developed in close partnership with GTA.
	1. The questionnaire should cover the following areas and be considerate of GTA’s existing VEM questionnaire. Additional areas may be included based on initial discussions:
		1. Demographics including age, gender, zip code, household income, employment status, field of work, travel group make-up, etc.
		2. Travel information including purpose of visit, average length of stay, places visited, accommodation types used, transportation types used, frequency of visits to Grenada, participation in activities, etc.
		3. Trip planning information including specific sources they use to plan the trip, critical information points, booking channels, purchasing pathways, key motivating factors for selecting Grenada as a destination, etc.
		4. Perceptions and satisfaction levels on specific destinations and experiences in Grenada including willingness to return, net promoter information, suggestions for improvement, least and most appealing aspects, etc.
		5. Detailed and accurate expenditure data including a breakdown of how much respondents spent on different aspects of their trip to Grenada including accommodation, flights, tours/activities, food and beverage, souvenirs, local transport, etc. Expenditure data should be accurate enough to determine overall economic impact of tourism to Grenada’s economy and differences in spend by source markets.
	2. Program the questionnaire into the selected survey administration software and test in house.
	3. Update the questionnaire based on GTA’s pilot of the survey with a test group to assess whether questions are unanswerable, the length of time to complete the survey, and any difficulties in responding to the questions.
3. ***Task 3 -*** Provide ongoing support and quality control to GTA as they implement the VEM for calendar year 2025 and develop an implementation and data analysis manual. Assist them in troubleshooting data collection, data processing and cleaning and data analysis.
	1. Ensure that the sampling methodology and data quality are kept intact throughout the survey implementation period. Conduct periodic data audits to ensure data quality and accuracy is maintained. Provide feedback to GTA on how email address collection, incentives and response rates can be improved.
	2. Support GTA in processing and cleaning the data addressing any outliers. Document the process and provide GTA with a manual so they can carry on the data cleaning and processing the following year. Provide guidance to GTA on the best way to weight the data using multiple variables through a rim weighting process and assist them in setting up the analysis.
	3. Provide guidance on what analysis should be done to identify trends, information gaps, and priorities.
	4. Provide quality assurance to GTA on data processing and cleaning and data analysis including reviewing the final data sets and analysis to ensure they are accurate and reliable.
	5. Provide other support, guidance and troubleshooting as needed to ensure the successful implementation of the VEM by GTA.
4. ***Task 4 -*** Support GTA in the initial analysis of the data to create meaningful analysis for relevant implementation.
	1. With a graphic designer and data dissemination expert, create a professional and well-designed report template that provides results on a six-monthly basis and full year basis. The report template should guide GTA on the data analysis required to create meaningful takeaways for government and industry.
	2. Work with GTA to analyse the results of the VEM and determine key take aways, findings and recommendations for business, government, and communities. Support should be provided on the specific cuts, analysis and data tables can provide the best insights. Support should also be provided on writing meaningful findings that provide actional recommendations to stakeholders.
	3. Ensure reports include a summary of responses to survey questions in the VEM, including cross tabulation with identified drivers of differences in spend. Key data findings should be presented in tables and charts.
	4. Ensure reports include an Excel file as a backup of the tables provided in the report.
	5. Develop, in conjunction with GTA, PowerPoint presentations for in-country stakeholders summarizing and interpreting VEM report findings.
5. ***Task 5* -** Build an online and interactive dashboard that can be integrated into the existing Pure Grenada website (puregrenada.com) and linked to the Tourism Information System (TIS) that displays key data points from the VEM. (For example, see Belize Tourism Board’s website: <https://www.belizetourismboard.org/belize-tourism/statistics/>). The dashboard should include:
	1. Interactive graphs and charts that display varies cuts of data and data analysis for both the VEM and other available tourism statistics that GTA collects using software such as Power BI or Tableau.
	2. Functionality to be updated monthly for standard tourism statistics (e.g. tourism arrivals, accommodation statistics, etc.), transportation data (airlift & cruise schedules), on a quarterly basis for VEM results, environmental sustainability metrics (eco-tourism indicators, carbon footprint).
	3. Navigation (Information architecture), Searchability and Functionality
		1. Ease of direction to navigate through the webpage.
		2. Information hierarchy should be clear, and the most important information easily accessible.
		3. Data sets or chart should be downloaded by the user in customary Microsoft office formats.
		4. Users should be able to filter data to see specific analysis by source market, market segment, locations visited, and other key variables as decided with GTA.
	4. Backend Requirements
		1. Security: malware protection – firewall
		2. Legal: consent of visitor to data protection regulations and the use of cookies. Any collection of personal data must comply with the requirements of the European Union's General Data Protection Regulation (GDPR). Consultants must confer with a World Bank data privacy specialist on this matter.
		3. Track visitor traffic on the website
		4. Mobile/handheld device functionality
		5. Maintenance and storage functionality to keep track of user data.
		6. Track downloads from the platform
		7. Track location of the people from where they have downloaded the resource/accessed information.
		8. Search engine optimization of the website

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

1. **Deliverables / Specific Outputs Expected from Consultant**
2. Description of Deliverables:

|  |  |  |
| --- | --- | --- |
| **Task 1** | **Deliverable** | **Action** |
| Timeline for implementation | Detailed work plan and delivery schedule | GTA sign-off  |
| Formulate survey methodology | VEM methodology and draft questionnaire should include: 1. Full survey methodology
2. Definition of key questions the survey will answer;
3. Definition of populations and sampling approach;
4. Draft questionnaire; and
5. Description of data cleaning, weighting processing and analysis approach.
 | GTA sign-off  |

|  |  |  |
| --- | --- | --- |
| **Task 2** | **Deliverable** | **Action** |
| Refine and finalize questionnaire | Final questionnaire based on pilot with test group  | GTA sign-off  |

|  |  |  |
| --- | --- | --- |
| **Task 3** | **Deliverable** | **Action** |
| Implement VEM | Provide ongoing support to GTA to ensure the successful implementation of the VEM. This will include monthly meetings, audits of sample sizes, sampling approach and data collection results, and support on cleaning, processing and weighting the data. Guidance on analysis approach and full quality control review and audit of the final results and analysis.  | GTA sign-off  |
| Implementation and Analysis Manual | Detailed manual that outlines the full and finalized methodology, data collection and sampling approach, data cleaning, processing and weighting approach, data analysis recommendations and quality control measures.  | GTA sign-off |

|  |  |  |
| --- | --- | --- |
| **Task 4** | **Deliverable** | **Action** |
| Report template and full year report template | Create two professional and well-designed report templates, one for a six-month report and one for a full year report. To be submitted in Word and PowerPoint format to GTA. Please note that more than one revision of the draft report may be required to address all GTA comments. Support GTA in completing the template with insightful key take aways, findings and recommendations for business, government, and communities.  | GTA sign-off  |

|  |  |  |
| --- | --- | --- |
| **Task 5** | **Deliverable** | **Action** |
| Tourism Data Dashboard | An online and interactive dashboard that can be integrated into the existing Pure Grenada website (puregrenada.com) and linked to the Tourism Information System (TIS) that presents key tourism data points from the VEM and other standard tourism statistics.  | GTA sign-off  |

GTA sign-off in most cases will be email confirmation, to reduce turnaround delays.

**Project Management*:*** The firm should allow for a project inception meeting at the beginning of the contract and regular project review meetings during implementation of the survey, usually around report delivery dates. The inception meeting should be held in person in Grenada while regular project meetings can be held by teleconference. Significant issues encountered during fieldwork should be raised by the firm immediately and any changes in the proposed project team should be agreed to with UBEC and GTA before changes are implemented. All written deliverables should be in English, submitted electronically. Acceptance of the Deliverables will depend on the key criteria of quality and full coverage of the scope of work.

1. Proposed deliverables schedule:

|  |  |
| --- | --- |
| **Deliverable** | **Delivery Date**  |
| Detailed work plan and delivery schedule |  |
| Survey methodology and draft questionnaire  |  |
| Final questionnaire  |  |
| Monthly reports on data quality and response rates |  |
| Six-month report template and support to GTA to complete it |  |
| VEM Implementation and Analysis Manual |  |
| Interactive Online Dashboard |  |
| Full year report template and support to GTA to complete it |  |

The Firm should provide a work plan in the submitted Proposal in response to this TOR, based on the best estimation of actual activities.

1. **Specific Inputs to be provided by the Client:**

The firm will have access to documents that UBEC and GTA regards as helpful for the firm to perform the assignment. GTA will support the firm to reach out to partner institutions and related government agencies if necessary.

1. **Special Terms & Conditions / Specific Criteria**
2. Proposal: The proposal should stipulate an initial methodology for implementing the VEM including sampling methodology and targets; data collection systems; data cleaning, processing, and weighting methodologies; and ideas on results reporting and dissemination.
	1. Note how methodology selected affects response rates, accuracy of information, costs, and ability to gather data from target market segments.
	2. Outlining of software to be used for data collection, data analysis, and data storage with an emphasis on cost efficiencies and security.
	3. Sample questionnaires can be included with the proposal.
	4. At least one sample of past quantitative research results must be included.
	5. The proposal should include specific sampling methodologies and information on how this will be managed to ensure data quality.
	6. Timeline for implementation; and
	7. Identification of risks and respective mitigation tactics, including how to deal with coverage and response bias.

Final survey methodology and questionnaire will be refined and agreed with GTA prior to launch of work.

1. The successful firm should meet the following key qualification criteria:
2. Firm has an established record of designing and conducting quantitative research in the tourism sector with specific expertise in implementing online exit surveys or visitor surveys;
3. Firm has an established record of managing and implementing projects remotely with the public sector in emerging markets;
4. Project team members have experience in tourism, quantitative research, project management and tourism research, preferably in emerging markets;
5. Strong understanding of the TOR and practical approach proposed to meet TOR requirements in a timely and cost-effective manner; and
6. It is estimated the firm will start work in September 2025 and complete the work in November 2026 with the potential for contract renewable directly with GTA based on performance.
7. The proposal should include the following team members and skills. It is possible the one team member can cover multiple positions if they have both skills sets.
	* **Project Manager**: At least 8–10 years in project management, preferably in tourism or quantitative research. Master’s degree in business administration, Tourism Management, Project Management, or a related field. Proven experience managing projects remotely with public sector entities, especially in emerging markets. Experience managing projects in SIDS required with experience in the Caribbean strongly preferred. Strong stakeholder engagement and communication skills.
	* **Tourism Research Specialist**: 5–8 years in tourism research or related fields, with specific expertise in designing visitor or exit surveys. Master’s degree in Tourism Studies, Economics, or Data Analytics, or a related field. In-depth knowledge of tourism value chains and data-driven policy recommendations. Experience conducting quantitative research in emerging markets. Experience implementing projects in SIDS required with experience in the Caribbean strongly preferred.
	* **Data Analyst**: At least 5 years in tourism data analysis, focusing on large datasets and quantitative research. Bachelor’s or Master’s degree in Statistics, Data Science, Economics, or a related field. Proficiency in statistical tools (e.g., SPSS, R, Python). Expertise in tourism survey data processing, weighting, and trend analysis.
	* **Survey Methodologist**: 5–7 years in tourism survey design and implementation. Master’s degree in Social Sciences, Marketing Research, or Statistics. Expertise in online survey platforms like Qualtrics or SurveyMonkey. Proven experience in designing and implementing tourism surveys including exist, visitor and consumer surveys. Experience implementing projects in SIDS required with experience in the Caribbean strongly preferred.
	* **Dashboard Developer**: 4–6 years in dashboard creation and data visualization. Bachelor’s degree in Computer Science, Information Systems, or Data Visualization or related field. Proficiency in Tableau, Power BI, or equivalent software. Experience in integrating dashboards with websites and ensuring user-friendly interfaces.
	* **Graphic Designer / Data Dissemination Expert**: 4–6 years in graphic design and data presentation. Bachelor’s degree in Graphic Design, Communication Design, or a related field. Expertise in creating professional report templates and visually appealing presentations. Experience translating data into actionable insights for diverse audiences.
	* **IT Specialist**: 5–7 years in IT systems and backend functionality management. Bachelor’s degree in information technology, Computer Science, or related field. Proficiency in backend development, security protocols, and search engine optimization. Knowledge of mobile and handheld device functionality.