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**GOVERNMENT OF SIERRA LEONE
MINISTRY OF FINANCE**

Project Fiduciary
Management Unit
Ministry of Finance
13 Howe Street
Freetown
Sierra Leone

**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – INDIVIDUAL SELECTION)
ISSUE DATE 21ST OCTOBER, 2019.**

Sierra Leone Economic Diversification Project

Loan No. P164212

Assignment Title: Consulting Services Tourism Investor Perception Survey & Strategy

Reference No. SL-MOFED-135462-CS-INDV

Sierra Leone possesses pristine beaches and islands, mountains and rich biodiversity, interesting wildlife, friendliness and rich cultural capital among people and its special place in the world history of anti-slavery movement as ‘the land of the free.’ The Government of Sierra (GoSL) has officially prioritized tourism in the newly formulated National Development Plan 2019 - 2023. The new National Tourism Policy states the goal of tourism in Sierra Leone as to “generate foreign exchange, encourage even development, promote tourism-based rural enterprises, generate employment, accelerate rural-urban integration and foster socio-cultural unity among the various regions of the country through the promotion of domestic and international tourism.” (GoSL, 2017). Its National Ecotourism Policy states the goal of receiving 20,000 international and 30,000 domestic ecotourism visits to sites by 2025 (GoSL, 2017).

The World Bank is preparing an Economic Diversification Project, one of the components of which will take an integrated destination approach to improving the performance of Sierra Leone’s tourism sector. This will include facilitating the reduction of barriers to business success, assisting existing tourism providers with market access, and improving the quality of selected tourism products in order to place the country’s tourism sector on a sustainable and inclusive growth trajectory. This will be achieved through a mix of institutional, and policy reforms, market development and national re-branding as well as building B2B linkages and strategically developing tourism products in selected areas.

As part of the project, the World Bank will finance an investor perception survey, to identify key challenges and opportunities in tourism investment going forward and design a strategy for increased investment in the sector. The plan will draw from the Tourism National Tourism Policy, the Development Act 1990, the Economic and Financial Feasibility Study on Ecotourism Potential in Selected Protected Areas of 2007, the Ecotourism Policy and Action Plan, the Tourism Marketing Strategy (in development) and the Tourism Strategic Plan (in development).

II. Objective of the assignment

The objective of this consultancy is to first gauge the perception and interest of current and potential investors in Sierra Leone's tourism sector, to increase understanding of the factors that have and will influence the investment decisions of foreign and local investors and, second, to develop a tourism investment strategy for the Government of Sierra Leone (GoSL). The strategy will diagnose the current roadblocks related to private sector investment in tourism - with a focus on developing lodging outside of Freetown - and create a road map to improve the promotion, facilitation and after care of private investment in the sector, both FDI and domestic. The focus is on sustainable tourism development with a focus on the natural environment and ecotourism activities.

III. Scope of Work

The consultant will use a variety of tools to assess international and domestic investor perception. These will include but not be limited to desk research, interviews with key stakeholders in Freetown and a survey of current and past tourism sector investors. The survey tool should be designed to build understanding (profiles) of tourism sector investors and identify opportunities and constraints to investment in the sector.

A focus will be put on understanding investment policy, regulatory and financial issues. It will also gauge perceptions and investor satisfaction with investor services delivered by the Sierra Leone Investment & Export Promotion Agency (SLIEPA) and other investor-facing government agencies, on investment promotion, generation and investor aftercare and how this impacted the investment decision (see Annex for a list of possible areas of inquiry).

The consultant will need to work closely with SLIEPA in this activity to ensure a complete list of current and past tourism investors from the last five years. A minimum of 10% of identified current and past tourism sector investors/developers should be consulted, or at least 30 investors, whichever is higher. A particular focus will be on better understanding of trends in diaspora investment. The consultant will develop a survey tool which can be used again by SLEIPA to monitor progress. In this way, the initial survey will provide a baseline and recommendations for SLEIPA to adopt and institutionalize this analytical approach so that SLEIPA can carry out future investor perception surveys. A methodology note and tools will be transmitted to the SLEIPA team.

The consultant will undertake all the necessary logistical, statistical and technical design, implementation of the surveys/interviews as well as analyze and present key findings. All costs related to survey design, implementation and analysis will be borne by the consultant. It is expected that the firm will utilize a mix of surveys and semi-structured interviews with individual and institutional investors.

On completion of the perception survey, the consultant will develop a clear actionable Investment Strategy for Tourism in Sierra Leone with recommendations to address the constraints found.

Tasks

1. Survey development and implementation
 - A. Investment Trends Analysis Undertake a desk review of Doing Business reports, enterprise surveys, other sector investment survey results and literature to establish trends in private investment in tourism in Sierra Leone. The work will:
 - Establish a baseline for how much domestic, diaspora and foreign investment in tourism over the period 2012 to 2019
 - Segment investment by subsector (lodging, transport, attractions, operators)

- Develop a list of ‘stalled’ investments (e.g. Lumely Beach Area), documenting the reasons for their delay
- B. Institutional Process and Analysis
- Establish the process for investment in the tourism sector including a flow chart indicating permits, responsibilities of each agency.
 - Consider and document roles and responsibilities of each agency including new Investment Board
- C. Design of survey & methodology
- Design the survey methodology, including an analytical framework for the selection of investors and a comprehensive survey
 - Finalize sample size for a statistically significant survey, protocol and survey methodology in consultation with the client, including the length of survey, type and category of questions
 - The consultant will test the survey/interview and adjust the methodology as necessary
- D. Survey/interview implementation
2. Survey analysis
- E. Tabulation and data entry of survey results, data cleaning in prior-agreed upon templates
- Survey by question, and disaggregation between i) existing and potential investors, and ii) domestic and foreign investors, where relevant
 - Build a profile of potential investors based on perceptions, level of interest and other factors
- F. Analysis and recommendations
- Compilation of the key findings of the trend analysis, stalled investments, process and investor perceptions.
 - Assess key opportunities and advantages of investing in SL, as well as main perceived and experienced constraints
 - Hold a stakeholder workshop to discuss the results
3. Tourism Investment Strategy
- A. Summarize the findings of the investor perception study. Provide an update on tourism investment status, including, but not limited to analysis of investment volume and trends, land use policies, tourism investment policy and institutions, taxation, infrastructure, tourism financing and investment trends
- B. Produce recommendations for improving the tourism investment process, including on policies, institutional framework, promotion and targeting of investors, and priority zones, focusing on lodging outside of Freetown, sustainable tourism accommodation and ecotourism lodges.
- C. Create a time-bound and realistic action plan for the implementation of the investment strategy, including the identification of focal agencies and required resources for each action.

A PowerPoint summarizing key points, including infographics will be produced in tandem with the final report. The cleaned raw data will also be transmitted to the GoSL in editable formats. All data and findings will be property of the GoSL.

IV. Deliverables

The consultant will submit the following deliverables while carrying out the tasks listed above:

Deliverables	Delivery Dates	Payment Schedule
Inception report including methodology and timeline	2 weeks after contract signing	10%
Trend analysis including list of stalled investments and investment process flow	4 weeks after contract signing	-
Survey/Interview design & methodology document	5 weeks after contract signing	20%
Draft Survey Report	9 weeks after contract signing	30%
Workshop	10 weeks after contract signing	-
Draft investment strategy	12 weeks after contract signing	-
Final Analysis Report including Powerpoint	14 weeks after contract signing	40%
Total	14 Weeks	

It is expected for this consultancy to be undertaken under the timeframe of 14 weeks. The contract will cover a timeframe of 19 weeks in case of any unforeseen delays and to take into account time for validation of deliverables. Validation/comments on deliverables will be provided within 14 days from receipt of the report.

Criteria for selection

The consultant will meet the following criteria:

- a) International experience in tourism investment promotion, generation and/or aftercare, having implemented at least 3 similar projects within the past 7 years
- b) Strong experience in designing and conducting investor outreach, surveys, assessments and/or analysis
- c) Advanced Degree in business administration, tourism, economics, statistics or a relevant field
- d) At least 10 years-experience in investment promotion, generation and/or aftercare
- e) Outstanding analytical skills;
- f) Experience in sustainability and ecotourism development a plus
- g) Existing relationships with tourism investors and access to tourism investor networks relevant to Sierra Leone and the sub-region
- h) Positive references for the completion of similar assignments

V. Reporting

The consultant will be financed under the World Bank Economic Diversification Project and will report to Ministry of Tourism and Cultural Affairs (MoTCA) and including stakeholders from the Sierra Leone Investment & Export Promotion Agency, the SL Investment Board, the World Bank and other relevant entities. All reports will be in English.

VI. Annex

Possible areas of survey inquiry may include:

- Investor profiles
 - Investment preferences/conditions
 - Interest levels and type of tourism investment
 - Levels of confidence on investing in SL's tourism sector
 - Most attractive sub-sector and geographic location for investment
- Supply
 - Availability of key skills
 - Adequacy of infrastructure
- Financing
 - Access to credit & terms
 - Exchange rate volatility
- Institutions
 - Perception of existing investment promotion, generation and aftercare efforts
 - Stability: economic and political outlook
- Legal and regulatory
 - Land acquisition
 - Taxation
 - Incentives
 - Registration & permits
 - Investor protections, contract enforcement
 - Cost of doing business
- Competitors
 - Determine which type of investments (not necessarily in the tourism sector) and destinations are competing with potential investors in Sierra Leone's tourism sector

The Project Fiduciary Management Unit of Ministry of Finance now invites eligible consultants to indicate their interest in providing the Services. Interested consultants should provide information demonstrating that they have the required relevant experience and qualifications to perform the Services. The evaluation shall be based on the relevant qualifications and experience of the individual Consultant

The attention of interested consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 Revised November 2017 and August 2018 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest. (The Bank requires that firms involved in Bank IPF procurement shall not have a conflict of interest).

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

The consultant will be selected in accordance with the Individual Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours.
Project Fiduciary Management Unit
13a Howe Street Freetown
9:00am to 5:00pm Monday -Friday

Expressions of interest must be sent by email to the address below not later than 8th
November, 2019 at 4:00pm.

Project Fiduciary Management Unit
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