



Ministerie van Economische Zaken, Ondernemerschap & Technologische Innovatie

REQUEST FOR EXPRESSIONS OF INTEREST CONSULTING FIRM SERVICES: MARKET RESEARCH & STRATEGY

Country: Suriname

Project name: Suriname Competitiveness and Sector Diversification (SCSD)

Loan No.: IBRD-89850

Assignment Title: Market Research & Strategy

Reference No. **SR-MEA-417136-CS-CQS** (as per Procurement Plan)

The government of Suriname under the Ministry of Economic Affairs, Entrepreneurship and Technological Innovation has received financing from the World Bank toward the cost of the **Suriname Competitiveness and Sector Diversification Project** and intends to apply part of the proceeds for consulting services.

The consulting services ("the Services") will focus on hiring a firm to develop a robust Tourism Strategy for Suriname, encompassing market research insights and a 5-year strategic plan

The project duration is 6 months

The detailed Terms of Reference (TOR) for the assignment are attached to this request for expressions of interest.

The Ministry of Economic Affairs, Entrepreneurship and Technological Innovation through the Project Implementation Unit: Suriname Competitiveness and Sector Diversification project now invites **eligible consulting firms** ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.



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The shortlisting criteria are mentioned below:

The firm has international experience in producing tourism branding & marketing strategies for countries or tourism destinations, having implemented at least 3 similar projects within the past 7 years

Similar assignments of the firm in social media and digital tourism marketing expertise

Technical and Management capacity of the firm including references

The firm has experience with working in similar developing countries, in Latin America & the Caribbean and knowledge of Suriname in particular is a plus

Key Experts will not be evaluated at the shortlisting stage.

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 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest. In addition, please refer to the following specific information on conflict of interest related to this assignment:

Consultants shall not be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of being unable to carry out the assignment in the best interests of the Borrower. Without limitation on the generality of the foregoing, Consultants shall not be hired under the circumstances set forth below:

a. a firm that has been engaged by the Borrower to provide Goods, Works, or Non-Consulting Services for a project (or an affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm), shall be disqualified from providing Consulting Services resulting from, or directly related to, those Goods, Works, or Non-Consulting Services. This provision does not apply to the various firms (Consultants, contractors, or suppliers), which together are performing the contractor's obligations under a turnkey or design and build contract;



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b. a firm that has been engaged by the Borrower to provide Consulting Services for the preparation or implementation of a project (or an affiliate that directly or indirectly controls, is controlled by, or is under common control with that Consulting firm), shall be disqualified from subsequently providing Goods, Works, or Non-Consulting Services resulting from, or directly related to those Consulting Services. This provision does not apply to the various firms (Consultants, contractors, or suppliers), which together are performing the contractor's obligations under a turnkey or design and build contract;

c. neither a Consultant (including personnel and sub-consultants), nor an affiliate (that directly or indirectly controls, is controlled by, or is under common control with that Consultant), shall be hired for any assignment that, by its nature, creates a conflict of interest with another assignment of the Consultant;

d. Consultants (including their experts and other personnel, and sub-consultants), that have a close business or family relationship with a professional staff of the Borrower, or of the project implementing agency, or of a recipient of a part of the Bank's financing, or any other party representing or acting on behalf of the Borrower, that is directly or indirectly involved in any part of:

i. the preparation of the TOR for the assignment;

ii. the selection process for the contract; or

iii. the supervision of the contract, may not be awarded a contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank throughout the selection process and the execution of the contract. *conflict of interest related to the assignment as per paragraph 3.17 of the Procurement Regulations*

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,



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if selected.

A firm will be selected under The Consultant Qualification Selection in accordance with the Bank's "Procurement Regulations for IPF Borrowers" August 2018 ("Procurement Regulations"), which can be found at the following website: www.worldbank.org

The Expression of Interest (EOI) should include:

- Letter of Interest from the firm
- Proof of the legal status of the firm and the registration at the Chamber of Commerce
- Portfolio of the company related to proof of the similar assignments in donor funded projects (period/ project duration, project type, description of the project scope, place/ location, contact information references¹ (contact person, email and phone number), contract value)
- Company profile (organizational structure, core business, years in business and proof of Technical and Management capacity of the firm)
- Proof of international experience in producing tourism marketing strategies for countries or tourism destinations, having implemented at least 3 similar projects within the past 7 years
- Proof of experience with working in similar developing countries, in Latin America & the Caribbean and knowledge of Suriname in particular is a plus
- Proof of similar assignments of the firm in social media and digital tourism marketing expertise
- Availability of the firm

In addition, the EOI should be presented orderly (by the use of e.g. tables) and the page limit is 10 pages on 1 side

Further information can be obtained at the address below during office hours 0800 to 1500 hours.

Expressions of interest must be delivered by e-mail by May 3, 2024 at 14:00 hours p.m. local time



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Ministry of Economic Affairs, Entrepreneurship and Technological Innovation
Attn: Procurement Specialist
Address: Havenlaan #1
E-mail: procurement.ez@gov.sr cc; cus@surinamecompete.org

• _____
1 contact information of at least 3 references



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Republic of Suriname

Suriname Competitiveness and Sector Diversification Project (SCSD) Terms of Reference for the Market Research and 5-Yr Tourism Strategy for Suriname

(Financed by the World Bank Investment Lending Project P166187)

April 2024



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1. Project Background

The Government of Suriname (GOS) is implementing a project financed by the International Bank for Reconstruction and Development (World Bank) for the Suriname Competitiveness and Sector Diversification Project (SCSD). This project aims to improve sector governance and increase competitiveness in targeted industries in Suriname. The project includes three components:

Component 1: Technical assistance to strengthen mining sector governance, transparency, accountability, and administration (implemented by the Ministry of Natural Resources [MNR])

Component 2: Investing in small and medium-sized enterprises (MSMEs) and value chains in emerging industries, providing business development support and matching grants to MSMEs, and improving the enabling environment for agribusiness and tourism (implemented by the Ministry of Economic Affairs, Entrepreneurship and Technological Innovation [MEA]), with the kind cooperation of the Ministry of Transport, Communication & Tourism (TCT).

Component 3: Project management, implemented jointly by the two ministries.

The Government of Suriname (GOS) identified tourism “as one of the priority sectors that makes an important contribution to the further economic diversification of our country”. The National Development Plan (OP 2017-2021), the National Strategic Tourism Plan (NSTO 2018-2030), and the Recovery Plan (Herstelplan 2020-2022) highlight differences between Suriname’s tourism product and the rest of CARICOM. The key difference being that Suriname’s product is nature- and culture oriented and most tours sold are to the interior of the country. The strategic approach to the development of the tourism sector seeks to take advantage of current international market trends e.g.:

- Interest in authentic cultures (e.g. Maroon, indigenous)
- Interest and care for nature and environment
- Demand for variety outside of the traditional beach vacation



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- Culinary arts
- Safety & security (inclusive Covid 19 protocols)
- Health & wellness (inclusive Covid 19 protocols)

The National Tourism Development Plan (2017-2021), the National Strategic Tourism Plan (2018-2030), and the Recovery plan 2020-2022 identified several markets with great potential. These plans also recognized the tourism multiplier effect between tourism and several other economic sectors such as food and beverages, agriculture, and the creative industries (e.g. art, crafts, design, fashion, music, and performing arts). Suriname's destination marketing is focused on four main pillars: (i) nature; (ii) culture (including gastronomy); (iii) heritage; and (iv) events. The interior of Suriname is the country's biggest attraction and has activities under all four pillars associated with promoting the interior (93% rainforest coverage).

The GOS has currently identified the following policy goals for tourism development: (1) passage of the Tourism Acts and establishment of the Suriname Tourism Authority (already approved); (2) marketing and branding of Destination Suriname (including development of market intelligence and tourism statistics); (3) development of local tourism (in all districts) and downtown Paramaribo tourism enhancement; and (4) general tourism awareness throughout the country.

As such, GOS wishes to develop a Strategic Tourism Marketing and Branding Plan which will develop important messages about Suriname as a destination and encourage sustainable development and conservation. The Plan should not just be about selling Suriname as a tourism destination, but should also promote sustainability as a key component of high-quality tourism offerings.

2. Objectives

The primary objective of this assignment is to develop a robust Tourism Strategy for Suriname, encompassing market research insights and a 5-year strategic plan. The activity should aim to:



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1. Build on the National Tourism Development Plan (2017-2021), the National Strategic Tourism Plan (2018-2030), and the Recovery plan 2020-2022, the tourism framework law, the tourism law to establish the Suriname Tourism Authority.
2. Research on trends and developments within the tourism sector, especially in a post Covid period.
3. Identify and analyze key market segments and target demographics for tourism in Suriname.
4. Recommend strategies to capitalize on Suriname's unique attractions and differentiate its tourism offerings in the global market.
5. Outline a roadmap for sustainable tourism development over a 5-year period (including policy reforms, infrastructure development, marketing and branding initiatives, and capacity building), aligned with Suriname's national development goals and the four key tourism pillars that currently underpin MTCT's tourism activities.

3. Scope of Work

A. COMPREHENSIVE MARKET RESEARCH

The consulting firm shall conduct comprehensive market research to understand current trends, traveler preferences, and market demand for tourism in Suriname. This analysis will include;

1. Market Trends and Dynamics

The consulting firm shall analyze current market trends and dynamics shaping the global and regional tourism industry, with a focus on emerging consumer preferences, technological advancements, regulatory changes, and competitive developments. This analysis should help identify opportunities and challenges for Suriname's tourism sector and inform strategic decision-making.

2. Competitor Analysis

The consulting firm shall conduct a comprehensive analysis of Suriname's competitive position within the global and regional tourism market, benchmarking against competing destinations and identifying comparative advantages and



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areas for improvement. This analysis should assess factors such as destination attractiveness, accessibility, infrastructure, tourism product offerings, pricing competitiveness, promotional efforts, and destination image perception.

3. Marketing Segmentation Analysis

The consulting firm shall undertake a thorough analysis of the tourism market in Suriname, identifying key market segments based on demographic, psychographic, and behavioral characteristics of potential visitors. The consulting firm shall gather available data on visitor profiles, preferences, and travel patterns through surveys, interviews, and secondary research sources. This analysis should consider factors such as age, income level, travel preferences, interests, and motivations for visiting Suriname. The identified market segments should be prioritized based on their size, growth potential, and compatibility with Suriname's tourism offerings.

4. Demand Assessment

The consulting firm shall assess current and future demand for tourism in Suriname, taking into account factors such as inbound tourism arrivals, visitor expenditures, length of stay, seasonality patterns, and market growth projections. This assessment should consider both domestic and international markets and highlight areas of untapped potential or underserved segments.

5. Market Entry Barriers

The consulting firm shall identify and evaluate barriers to market entry for tourists visiting Suriname, including visa requirements, transportation connectivity, safety and security concerns, cultural barriers, language barriers, and perceptions of political stability. This analysis should help identify strategies to overcome these barriers and enhance Suriname's appeal as a tourist destination.

6. Emerging Opportunities

The consulting firm shall explore emerging opportunities and niche markets within the tourism industry that align with Suriname's unique strengths and attributes. This may include niche tourism segments such as wellness tourism, culinary tourism, adventure tourism, cultural heritage tourism, sustainable tourism.



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B. 5-YEAR TOURISM STRATEGY

The consulting firm will formulate a 5-year Tourism Strategy document outlining strategic goals, objectives, and a high-level roadmap. The strategy document will build on the National Tourism Development Plan (2017-2021), the National Strategic Tourism Plan (2018-2030), the Recovery plan 2020-2022, the tourism framework law, the tourism law to establish the Suriname Tourism Authority and include;

1. Vision and Mission Statement

The consulting firm shall articulate a clear vision and mission statement for Suriname's tourism sector, reflecting the aspirations of stakeholders and the broader national development agenda.

2. Strategic Goals and Objectives

Based on the findings from market research and stakeholder consultations, the consulting firm shall define strategic goals and SMART (Specific, Measurable, Achievable, Relevant, Time-bound) objectives for the tourism sector over the next five years. These objectives should be aligned with the overarching vision and mission and address key areas such as:

- Enhancing destination competitiveness
- Diversifying tourism products and experiences
- Improving tourism infrastructure and services
- Introducing standardization and certification programs for the tourism sector
- Promoting sustainable tourism practices
- Strengthening destination marketing and branding
- Fostering community engagement and empowerment
- Introducing tourism zones
- Addressing safety and security issues

3. Implementation Roadmap

The consulting firm shall outline initiatives to achieve the identified objectives within the stipulated timeframe. These action plans should be accompanied by



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indicative timelines, responsible parties. Key components of the roadmap may include:

- Infrastructure development projects (e.g., transportation upgrades, accommodation facilities)
- Policy reforms and regulatory measures to support tourism growth
- Capacity building programs for tourism stakeholders (e.g., training for local tour operators, hospitality staff)
- Marketing and branding campaigns including promotional activities aggregated by key market segments
- Conservation and preservation initiatives to protect natural and cultural heritage sites
- Stakeholder engagement strategies to foster collaboration and partnerships
- Safety and security policies for tourism e.g. tourism police

4. Risk Management and Contingency Planning

The consulting firm shall identify potential risks and challenges that may impact the successful implementation of the Tourism Strategy and develop appropriate risk management strategies and contingency plans to mitigate these risks. This may include factors such as changes in market dynamics, natural disasters, political instability, or economic fluctuations.

5. Sustainability and Resilience Considerations

The consulting firm shall integrate principles of sustainability, resilience, and inclusive growth into the Tourism Strategy, ensuring that development initiatives are environmentally responsible, socially equitable, and economically viable in the long term. This may involve promoting ecotourism practices, supporting local livelihoods, and mitigating the adverse impacts of tourism on natural ecosystems and communities.

C. STAKEHOLDER ENGAGEMENT

Throughout the process, the consulting firm shall actively engage and consult with a wide range of stakeholders, including government agencies, private sector actors, civil society organizations, local communities, and indigenous groups. This participatory approach will help ensure that the strategy is inclusive,



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representative, and reflective of diverse perspectives and interests. Stakeholders may include but are not limited to; the Suriname Hospitality and Tourism Association (SHATA), trainings institutions, Association of Travel Agents in Suriname (ASRA), United Tour Guides Suriname (UTGS), Department of Culture – Ministry of Education, Science & Culture, Ministry of Public works, Ministry of Regional Development and Sports, Waterfront Management Board, The Back Lot, Souvenir and Craft sector, Electrical Company of Suriname (EBS) and Build Heritage, UNESCO.

D. DISSEMINATION

In addition to the market research report and the 5-year strategy, the consulting firm will produce One executive briefing of maximum five pages, summarizing the elements of the marketing strategy, including infographics, key metrics and recommendations, destined to high-level decisionmakers. A powerpoint summarizing key points will be produced in tandem with the final report.

4. Timeline and Deliverables

The project duration is for (6) Months from the signing of this contract.

The Consultant will be responsible for producing the following deliverables:

Milestone/Deliverables	Schedule
Workplan and schedule	1 month after signing contract
Comprehensive Market Research Document	2 months after signing contract
5-year Tourism Strategy Executive Briefing Document (5 pages maximum) Dissemination Presentation	6 months after signing contract

N.B All Deliverables must be reviewed and approved by Project team before payment is processed.



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5. Firm Profile

The Consultant is expected to propose the staffing structure that it would require to achieve the project deliverables while being cost-effective. This section outlines potential staffing to illustrate the level of expert and expertise that a competitive proposal would be expected to include. It regards non key experts

This section proposes three key technical positions: (1) Team Leader / Tourism Specialist; (2); Tourism Market Research Specialist. Additional technical positions would be staffed as project implementation proceeds depending on the needs as determined by the Consultant.

The overall responsibility of the consultant is to manage and be the lead expert in the development and implementation of the Strategic Tourism Marketing and Branding Plan.

A. GENERAL

- The firm must have experience in at least three similar local / international projects and affiliation with the tourism sector (national / international)
- Place(s) of work: the firm must have its own location where they can work online and offline
- International experience in producing tourism branding & marketing strategies for countries or tourism destinations, having implemented at least 3 similar projects within the past 7 years
- Social media and digital tourism marketing expertise
- Experience in participatory processes and consultations
- Experience working in similar developing countries, in Latin America & the Caribbean and knowledge of Suriname in particular is a plus

B. TEAM QUALIFICATION REQUIREMENTS

1. Team Leader / Tourism Specialist

This specialist is responsible for the implementation of this project. He / she helps to develop, execute, monitor and adjust implementation of the several programs.



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This team leader is also responsible for managing and coordinating the activities of all the other team members. He / she will be the lead expert and will act as the primary liaison between the different focus groups and stakeholders.

Education

Postgraduate studies in marketing (communications) and branding management, tourism, business administration or a related discipline with proven experience in the preparation and execution of similar projects. Or the equivalent combination of education and experience.

Experience, skills, and knowledge

- At least 5 years of experience in similar national/ international projects
- Strong project management skills are necessary for planning, coordinating, and executing tourism market research projects within budget and timeline constraints. The specialist should be able to oversee all aspects of strategy formulation
- At least 5 years of experience with tourism product branding and launching and/or integrated marketing campaigns
- At least 5 years of experience in planning and execution of communications and media actions on all channels, including online and social media
- Working knowledge of market research, surveys, and data analytics
- Experience planning and leading initiatives

Competencies

- Leadership skills
- Excellent written, communication and presentation skills
- Relationship management skills
- a strong focus on results
- maintain good relationships with colleagues and stakeholders
- software and technical marketing skills

2. Tourism Market Research Specialist

The overall responsibility of the tourism market research specialist is to lead the market research component. The tourism market research specialist should have



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a strong background in conducting research specifically within the tourism industry. This includes familiarity with various research methodologies, data collection techniques, and analysis tools relevant to the tourism sector.

Education and qualifications

Postgraduate degree in tourism or a related field.

Experience, Skills, and Knowledge

- Minimum of 5-7 years of professional experience in the tourism sector, tourism marketing experience (pre-requisite)
- Expertise in market segmentation techniques, including demographic, psychographic, and behavioural segmentation, to effectively identify and target different segments of the tourism market
- An in-depth understanding of current trends and dynamics shaping the global and regional tourism industry is essential. This includes awareness of emerging consumer preferences, technological advancements, regulatory changes, and competitive developments affecting the tourism market
- At least 3 similar assignments with conducting similar projects
- Experience with identification of tourism target groups and needs of these groups
- Recent training in Market Trends and developments
- Experience with qualitative and quantitative research
- Understanding of the significance of the maroon and indigenous culture in Suriname
- Excellent presentation skills

Competencies

- Strong written and verbal communication skills
- Ability to work independently and result-oriented
- Strong, demonstrated project and staff management skills and experience working with diverse team members in the office and remote locations

CVs for non-key experts can be submitted.



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The firm or consortium's technical proposal should include the main response to the TOR in under 30 pages. CVs may be no longer than 2 pages per consultant and should have links embedded. An annex of examples (portfolio) of previous tourism strategies and/or market research documents designed by the firm may be up to 100 pages. The firm will include proof of their existing network, and ability to mobilize local and/or international media/industry professionals. The level of effort of each specialist will be estimated as well.

6. Project Management

The overall and basic responsibilities for this consultancy will be coordinated by the Component Coordinator of the SCSD project from the ministry of MEA, who is the executing agency. The Department of Tourism of the Ministry of TCT will kindly provide technical support.