



Government of Saint Vincent and the Grenadines

OECS REGIONAL TOURISM COMPETITIVENESS PROJECT

June 2021

Terms of Reference

for

Consultancy to Develop a Business Plan

For the Management, Operation, Marketing and Commercialization of Fort Charlotte

SVGRTCP-C-IC-6a

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A BACKGROUND

Fort Charlotte, named after Queen Charlotte, the German wife of King George III of England, was constructed by the British between 1763 and 1806, and stands at 636 feet above sea level. It was the largest of all the fortified post established by the British to provide strategic cover for the Kingstown harbor.

During the protracted period of hostilities Fort Charlotte was considered the chief defense of the island serving as a place of safety for Government officials and important records and documents. The Fort however, was never used to protect the island against naval attacks but was positioned for defence against in-land attacks from the native inhabitants and the French.

The Fort was garrisoned until 1873 when troops were finally withdrawn from the island. Since that time, the fort was largely abandoned until the rise of the tourism industry from the 1960s. Fort Charlotte since then is one of Saint Vincent and the Grenadines', premier tourism site.

The Fort Charlotte Peninsula, was identified in the St. Vincent and the Grenadines National Parks and Protected Areas System Plan, as a Cultural Landmark for protection. The proposal to classify Fort Charlotte as a protected area aims to ensure that the site's valued historical, traditional and cultural features are preserved for future generations. The site provides opportunities for research, recreation, education and heritage tourism.

As an important landmark in the cultural history of St. Vincent and the Grenadines and its ever-increasing value to the country's tourism product, the Government with funding from a World Bank loan under the OECS Regional Tourism Competitiveness Project has made budget allocations for restorative work and the establishment of a sustainable financing and management plan.

Impetus for Fort Charlotte's continued preservation and upkeep is guided by three (3) main factors:

1. Fort Charlotte's heritage value is significant. It is an important icon, a landmark in the rich Vincentian history. This heritage value should always be evident to visitors, to the site;
2. Fort Charlotte has substantial educational and recreational value. The facility provides visitors the invaluable opportunity to deepen their understanding and knowledge of the rich

Vincentian history. Moreover, the serenity of the site creates the perfect environment for relaxation and recreation;

3. While there is no direct charge to visit the site, it has tremendous economic value and income generating potential. The site is popular among tourists and locals alike, crude estimates reveals that approximately ten thousand persons visit the site annually. It is easily accessible, by motor vehicle, and by foot, from the city center. It is one of the most visited sites by cruise ship visitors and forms part of a packaged tour offered by tour operators and taxi drivers.

In the past repairs, maintenance and management of the Fort Charlotte site were done primarily by the Ministry of Tourism through agencies such as National Parks, Rivers and Beaches Authority for which it has ministerial oversight. Given that no fees were charged and collect from visitors to the site, finding resources to properly manage and maintain the site has proven to be quite difficult. Apart from the small annual budgetary allocation for general upkeep of all tourist sites, there are no other sources available to be tapped to offset these recurrent expenses.

There is unlimited potential to the economic value of Fort Charlotte as such, this consultancy is to **articulate a Sustainable Business Plan**, for its management, operations, marketing, and commercialization, while retaining its authenticity, so that it remains an historic icon in the cultural and tourism product of Saint. Vincent and the Grenadines.

B OBJECTIVE OF ASSIGNMENT

The objective of this assignment is for a consultant to assist the Ministry of Tourism, Civil Aviation, Sustainable Development and Culture to articulate for Fort Charlotte: **A Sustainable Business Plan for the period 2022 - 2032**, for its management and optimal operation, as well as for marketing, financing, and commercialization which will support the development of tourism activities and services at and around the site, that is gender inclusive and results in increased tourism spending.

C SCOPE OF SERVICES

The assignment for the Consultant shall consist of the following main activities:

Task 1: Review of existing studies and data

Task 2: Market Analysis and demand statistics and projections

Task 3: Optimization of operations, marketing and options for commercialization and employment creation by the Fort

Task 4: Options for private sector participation including suggested arrangements e.g. PPP, lease.

Task 5: Financial analysis of the recommended options

Task 6: Environmental and Social assessment

Notwithstanding, this list is not meant to be exhaustive. It must be emphasized however, that it is the consultant's responsibility to identify and pursue all required information, while making sure that all analyses are complete.

It is important to note that historic data availability might be limited. As such, the Consultant is expected to acknowledge the gap in historic information and proceed with completion of the scope of work based on industry benchmarks, experience and best practices.

Task 1: Review of Existing Studies and Data

The Consultant will be required to gather data from both local and regional resources. These resources will include, but not limited to:

- Ministry of Tourism, Civil Aviation, Sustainable Development and Culture
- SVG Tourism Authority
- Ministry of Finance, Economic Planning and Information Technology
- Statistics Department
- St. Vincent and the Grenadines National Trust
- St. Vincent and the Grenadines Hotel and Tourism Association
- SVG National Parks, Rivers and Beaches Authority
- Tour Operators and Taxi Associations
- Community/Interest groups in the environs of Edinboro, Ottley Hall and Fort Charlotte
- Caribbean Tourism Organization

The client will introduce the consultant to the various stakeholders, following which the consultant will organize meetings and data collection independently. The Consultant shall conduct site visits at the Fort.

Task 2: Market Analysis

After the review of any existing studies and data and site visits to the Fort, the Consultant shall work towards an analysis of the potential market for the project, more specifically:

- Assess the current market and visitor characteristics (length of stay, spending, segment, age, origin etc.)
- Review the current “tourist journey” from arrival in St Vincent and the Grenadines to a visit to the fort, identifying the local value chain linkages along the way and assessing the strengths and weaknesses of the current experience.
- Assess the current commercialization of the Fort including the approximate direct, indirect and induced job opportunities created.
- Identify the proposed target market for the Fort, including a detailed analysis of the assumptions made on future tourism growth and how that is translated into visitors for the Fort
- Indicate potential national and regional competition and ways to compete against their current strategies
- Identify current and future market trends, market needs, market segmentation and assumptions
- Present a forecast of visitors to the Fort for the period 2022- 2032, with detailed assumptions on the rationale behind the assumptions

Task 3: Optimization of operations, marketing and commercialization of the Fort. The Consultant will:

- Co-create and validate with stakeholders the long-term vision for the development of the Fort, taking into account the government’s stated objectives
- Develop and document recommendations for appropriate interpretation signs to educate and guide visitors to the site and reduce likelihood of vandalism or safety issues.
- Provide the approach to planning operational efficiency enhancements with a view to achieving the economic potential of the asset
- Define an approach to the options for commercial developments at the Fort with a view to increasing revenues from retails and other business segments;
- Outline the marketing strategies to drive visitors’ projections and commercial revenues
- Outline an operational performance improvement plan in relation to daily operations of the Fort, including a human resource plan, and the physical operations of the facility

- Assess and propose entry level fees for the Fort based on the categorization of visitors – local vs international, children vs adults, etc. for the project to be viable

Task 4: Options for private sector participation

The Consultant will:

- Outline a set of options for private sector participation (PSP) in the management, operations, marketing, commercializing and financing of the Fort developments – lease agreement, management contract, PPP etc.
- Assess the advantages and disadvantages of the types of PSP provided above
- Provide a detailed structure on how the proposed options are expected to work: in terms of outlining risks and responsibilities allocated between the private sector and the government for each of the PSP options presented

Task 5: Financial analysis of the recommended options

The Consultant will prepare a financial model for the proposed PSP structures recommended, in order to assess the business case for the Fort development. As part of the financial model exercise, the Consultant will make sure to provide a:

- **Revenue Analysis:** Identify and estimate projected revenue sources (including detailed lines on visitors’ projections, recommended entry fees for each type of visitor, commercial revenues outlining spending projected per visitor)
- **Operating Cost Analysis:** Identify and estimate projected allocation of operating costs by nature (personnel, operations, asset maintenance). The cost analysis should clearly identify the main drivers and metrics for all material operating costs
- **Capital Costs:** Provide estimates of all the investment requirements as well any capex plan for rehabilitation of existing assets or construction of new commercial facilities. This shall also include costs for the construction, operation and maintenance of the Fort.
- **Financing Plan:** based on the type of PSP recommended, include the detailed financing plan expected to be implemented by the investor
- **Human Resources:** what skills are currently available and what will be needed for effective site management. This should clearly identify the skills gaps and make recommendations to fill them.
- **Output:** the financial model is expected to highlight to the government, based on the PSP form recommended:
 - o the proposed entry fee levels that should be set to allow for a viable project based on type of visitor

- o the share revenue structure (if any and if viable) between the private investor and the government
- o outline any government subsidies/support required for the implementation of the transaction

Task 6: Environmental and Social assessment

Considering the sensitivities with regards to the cultural heritage of the Fort, any developments proposed by the Consultant will be in line with environmental and social laws of the country and the environmental and social requirements of the World Bank at <https://www.worldbank.org/en/projects-operations/environmental-and-social-framework>

The management plan must take into consideration and be guided by the social and environmental assessment, that is expected to take place under the consultancy to design and supervise the rehabilitation of Fort Charlotte. The Consultant will identify the environmental and social issues affecting the project and the proposed recommendations. The consultant will:

- Identify E&S risks and potential impacts associated with the implementation of the transaction based on the recommended structure and propose mitigation measures
- Define additional studies and work that would be required in project implementation to ensure that project development can be carried out in line with sound E&S practices.

D DELIVERABLES AND SCHEDULE OF DELIVERABLES

Deliverable: A Sustainable Business Plan for the period 2022 - 2032

In light of the work to be undertaken in Tasks 1, 2, 3, 4, 5 and 6, the Consultant shall prepare a Sustainable Business Plan, presenting the methodology, supporting assumptions and benchmarks, and covering all the items under Task 1, 2, 3, 4, 5 and 6.

The consultant is expected to provide two (2) Draft Reports and a Final Report. Following the acceptance of the first draft report the consultant will be required to hold a stakeholder validation meeting to discuss and receive feedback on the report. The second draft report will incorporate agreed stakeholder feedback. The First and Second Draft Reports shall be submitted in electronic copy and two hard copies. The final report shall be submitted in electronic copy and six hard copies. All reports shall contain, but not be limited to, the minimum contents outlined in Section C above.

Upon incorporation of comments from this group and the acceptance by the client with input from the Ministry of Tourism, Civil Aviation, Sustainable Development and Culture, the Consultant will submit the final report.

Deliverable	Due Date
Submission of First Draft report	75 days after contract signing
Stakeholder Consultation	85 days after contract signing
Submission of Second Draft	100 days after contract signing
Focus group Consultation	115 days after contract signing
Submission of Final Report	120 days after contract signing

E DURATION

The expected duration of the assignment is 150 days.

F OTHER INFORMATION AND REQUIREMENTS

Reporting Requirements:

All reports shall be submitted in English, typed using font Times New Roman size 12 with line spacing of 1.5. Satisfactory submission of deliverables is subjected to the approval of client and the beneficiary, Ministry of Tourism, Civil Aviation, Sustainable Development and Culture.

. Client's responsibility and facilities to be provided:

The client will be responsible for:

- a) Access to the project site.
- b) The Client shall provide liaison with other Ministries, Departments, and Authorities, etc. to introduce the Consultant. The Consultant however shall be fully responsible for collecting data, information etc. and further meetings with these agencies.
- c) The Client will assist the Consultant in obtaining visas, work permits, driving licenses, car registration, etc. and any other formalities found necessary for the Consultant's personnel entering or leaving SVG for carrying out the services.

Consultant's responsibility additional to the Contract

The consultant will be responsible for:

- (a) Undertaking the various activities outlined in Section C of this TOR.
- (b) Obtaining all information additional to the client inputs above, for the execution of the services necessary for the project.
- (c) The consultant shall be responsible for the provision of his/her own transportation cost, (both air and ground).
- (d) The consultant shall also be responsible for the provision and maintenance of his/her office and residential accommodation.

- (e) The consultant shall also be responsible for the provision of computers, laptops, printers, and other equipment to be used for the assignment.

G QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

Minimum required education and experience Knowledge, Skills, and Abilities Requirements:

- A Bachelor's Degree in Finance, or Tourism Management, or Business Administration, or Economics, or related field;
- At least 10 years' working experience in developing tourism business plans for cultural heritage site or tourism attraction sites;
- Knowledge and experience in marketing and developing Public-Private Partnerships (PPPs) would be an asset;
- Evidence of having developed at least three management and business plans;
- Appropriate involvement and/or experience working on tourism/ heritage sites.
- Prior experience in Saint Vincent and the Grenadines is an asset.