

Tourism Sector Planning and Prioritization Support

Terms of Reference (TOR)

Background

The Ministry of Tourism, Culture and Creative Arts (MoTCCA) is undertaking a structured review and forward-looking strategy exercise to align the tourism sector with the Government of Ghana's launched 24-Hour Economy+ agenda. To support this work, MoTCCA is commissioning a single, time-bound consultancy to deliver four interlinked analytical and design tasks:

1. **Activity A – Integrated Demand Analysis & Market Segmentation**
2. **Activity B – Policy & Regulatory Streamlining**
3. **Activity C – Circuit Mapping & Opportunity Prioritization**
4. **Activity D – Circuit Upgrade Design & Investment Planning**

Rather than deliver these studies in isolation, MoTCCA has bundled them into one coordinated consultancy so that:

- shared datasets (surveys, big-data, GIS layers) are collected once and used across all activities;
- regulatory insights inform both circuit prioritization and upgrade feasibility;
- stakeholder consultations are streamlined and synchronized; and
- final outputs are delivered as a unified package to guide future policy, programming, and public–private engagement.

These Terms of Reference set out the scope, structure, and coordination requirements of this maximum 15-week consultancy, which is expected to culminate in a unified package of reports, tools, and recommendations.

A. Integrated Demand Analysis and Market Segmentation

1. Purpose of the Study

This activity will equip the Ministry of Tourism, Culture and Creative Arts (MoTCCA) and the Ghana Tourism Authority (GTA) with a robust, data-driven understanding of who is visiting Ghana, who could be visiting but is not, and what value different segments bring to the economy, society, and environment. It will enable MoTCCA to:

- Tailor marketing and promotion,
- Align product development with real visitor preferences,
- Guide infrastructure investment in line with high-value segments, and
- Ensure downstream planning (Activities C and D) is demand-anchored.

2. Objectives

The key objectives are to:

- Map and profile Ghana's current visitor base—domestic, regional, and international.
- Identify and rank high-potential visitor segments by:
 - Economic contribution (spend, trip duration),
 - Social impact (jobs, MSME linkages),
 - Environmental behavior (footprint, sensitivity).
- Detect untapped or emerging segments with high upside.
- Create actionable, persona-based profiles to guide destination design, circuit planning, and policy reform.
- Generate data inputs for Activities C and D.

3. Scope of Work

Task 1: Visitor Survey Design and Implementation

- Design and field a 10-minute face-to-face visitor exit survey at major airports, land borders, key tourism sites, and hospitality zones.
- Sample both domestic and international visitors, with at least 50% of sample international.
- Key topics:
 1. Country/region of origin,
 2. Trip motivation and planning behavior,
 3. Spend breakdown (accommodation, food, transport, attractions, shopping),
 4. Length of stay,
 5. Site visits and routes,
 6. Satisfaction and return intention.

Output:

Cleaned dataset disaggregated by segment, region, trip type, and circuit overlay.

Task 2: Secondary Data Compilation

- Extract anonymized behavioral insights from a limited selection big-data and digital sources, based on existing data gaps, availability and cost of services. Data services could include:
 - Mobile CDRs (if available),
 - Airline GDS,
 - Meta's Movement Range (if available),

- OTA platforms (TripAdvisor, Expedia),
- Card and transaction data (where available).
- Integrate official and spatial data:
 - Ghana Tourism Authority (GTA) visitor arrival numbers, disaggregated by region, site, and segment.
 - Ghana Immigration Services (GIS) entry/exit records and visa subclass data for quantifying segment origins and durations
- Geo-spatial integration
 - Map all data points using administrative and site-level boundaries
 - Overlay travel corridors and demand concentrations with existing circuit and infrastructure maps

Outputs:

- High-resolution origin–destination flow maps, combining digital and official data
- Verified visitor arrival and category breakdowns by circuit, supported by GTA and Immigration data
- Geo-layered insights highlighting demand hubs, seasonality, and movement paths—essential for Activities C and D

Task 3: Disaggregated Analysis

Disaggregate tourism-related findings by gender, youth, MSME ownership, and climate-sensitive segments (e.g., beach, nature-based, city, and cultural tourism).

Task 4: Current Visitor Segmentation

Analyze both survey and secondary data to cluster visitors based on behavior and characteristics. Segments will be ranked using indicators such as economic contribution, social impact, environmental footprint and alignment with Ghana’s value proposition.

Task 5: Identification of Untapped Segments

Use digital behavioral data (e.g., Google Trends, TripAdvisor reviews), benchmarking of competitor destinations, and expert interviews to identify 2–3 market segments that Ghana could target with new infrastructure, experiences, or promotions.

Task 6: Market Persona Development

Develop 1-page personas for priority segments (current and emerging) to inform decision-making in product development, promotion, and service delivery.

Task 7: Validation and Reporting

Host a stakeholder workshop to validate findings. Deliverables will include a full report, executive slide deck, and market personas.

4. Timeline (15 Weeks Total)

Week	Milestone
Week 2	Survey instrument and protocol finalized
Week 6	Visitor survey fieldwork completed
Week 9	Segmentation and emerging market scan complete
Week 12	Draft personas and summary insights ready
Week 15	Final validation workshop and report submission

5. Deliverables

- Visitor Survey Dataset – Raw and cleaned data from nationwide fieldwork.
- Segmentation Report – Analysis of current visitor segments and untapped opportunities.
- Market Personas – 1-page profiles for priority segments.
- Executive Summary Deck – Key findings and strategic implications.
- Full Analytical Report – Detailed methodology, analysis, and recommendations of marketing, product development and policy reforms needed to catalyze priority segments.
- Interactive Dashboard Prototype – User-friendly Power BI dashboard enabling MoTCCA and GTA to visualize key tourism indicators; designed for annual data refresh to support evidence-based decision-making and strategic planning.
- Stakeholder Validation Summary – Feedback from the validation workshop.

B. Policy and Regulatory Streamlining for Tourism

1. Purpose of the Study

This activity will support the Ministry of Tourism, Culture and Creative Arts (MoTCCA) in identifying and removing regulatory bottlenecks that constrain growth in tourism and the creative economy. The focus is on simplifying business processes, unlocking investment readiness within circuits, and aligning regulatory systems with the needs of both high-potential visitor segments (Activity A) and priority circuits (Activity C).

This work will ensure that circuits and upgrades identified for public or blended investment under Activities C and D are not held back by opaque procedures, fragmented mandates, or implementation delays.

2. Objectives

- Map regulatory journeys faced by tourism operators, infrastructure developers, and visitors.
- Quantify time, cost, and friction associated with each process—including informal barriers.
- Benchmark Ghana's tourism regulatory framework against reforming peers.
- Assess digital and institutional readiness for reform roll-out.
- Design a prioritized, sequenced package of reforms that support growth, formalization, and segment attraction.

3. Scope of Work & Methodology (Organized into Actionable Tasks)

The study will focus on four tourism-relevant regulatory domains, combining process mapping, field data collection, benchmarking, and stakeholder engagement.

A. Visa and Entry Systems

Goal: Improve visitor access and support rollout of Ghana's e-Visa system.

Tasks:

- Map the visa process for both individual tourists and groups, documenting steps, fees, timelines, and digital availability.
- Interview travel agents and immigration officials to identify real-world bottlenecks and undocumented friction.
- Benchmark Ghana's system against 3–5 peer countries (e.g. Rwanda, Kenya, Morocco, Benin), focusing on cost, speed, and user experience.
- Propose policy actions to support full e-Visa implementation, delivered as a standalone Visa Policy Brief.

B. Business Registration and Licensing

Goal: Simplify and digitalize procedures and reduce cost-to-comply for tour operators, hotels, and related services.

Tasks:

- Map end-to-end processes for registering and licensing a tourism business, including renewals.
- Identify all agencies involved (GTA, Registrar General, GIPC, Assemblies) and document procedural overlaps, highlighting opportunities for digitalization and compilation of processes.
- Conduct a cost-to-comply audit:
 - Stratified sample of ~20 operators (formal and semi-formal)
 - Track direct fees and out-of-pocket expenses, time costs, informal payments, and opportunity costs

- Triangulate agency claims with operator experience to reveal actual burdens.
- Create a Cost-to-Comply Matrix highlighting highest-friction procedures.
- Identify reforms and recommendations to reduce compliance costs, streamline processes, digitalize and reduce time for licensing and approvals.

C. Tourism Facility Development

Goal: Streamline land, construction, and operating approvals for accommodation and attraction development.

Tasks:

- Document the full development journey for a mid-sized lodge, covering:
 - Land access, EPA clearance, building permits, tourism classification in relation to cost, time, informal processes, agencies involved and paperwork required
- Interview developers, consultants, and agencies (Lands Commission, EPA, Assemblies, GTA) to understand approval timelines, cost and procedures.
- Assess the potential for consolidated or parallel processes (e.g. integrated inspections, single windows).
- Add a basic digital-readiness checklist for each agency (e.g. staff IT capacity, portal usage).

D. Institutional Coordination and Service Delivery

Goal: Map mandates, reduce duplication, and improve inter-agency collaboration.

Tasks:

- Map institutional roles and mandates, highlighting areas of overlap or procedural conflict.
- Conduct inter-agency consultations (joint roundtables or bilateral interviews).
- Identify low-cost coordination fixes (MoUs, shared inspection calendars, portal interlinkages).
- Explore one-stop-shop options, whether physical or digital including assessing integration opportunities with other government platforms (e.g., Ghana.Gov, GIPC, ORC & LUPSA)
- Propose a “Tourism Fee Dashboard” (public-facing web page listing all applicable fees and processes) as a potential quick win.

Cross-Cutting Methods

Tool	Purpose
Process Mapping (4 Journeys)	Create visual flowcharts for: visa application, business registration, lodge development, and license renewal. Highlight pain points and delays.
Cost-to-Comply Audit	Quantify true financial and time burden per journey, using a mix of structured interviews and anonymized surveys.
Reform Benchmarking	Extract actionable lessons from peer countries (3–5), focused on practical innovations (e.g. Rwanda’s Irembo platform).
Reform Prioritization	Score all proposed reforms based on: – Feasibility (legal, institutional) – Impact (cost/time savings) – Operator urgency – Implementation cost Group into: • Quick Wins (0–6 months) • System Upgrades (6–18 months) Structural Reforms (18+ months)

Tool	Purpose
Risk and Mitigation Mapping	Identify key risk to reform adoption (e.g., data gaps, low agency buy-in, etc), and propose low-cost mitigation measures to safeguard reform success.

Ownership Tagging: For each reform, designate a primary agency champion and supporting partners to enhance accountability.

4. Timeline

Week Milestone

- 1 Finalize workplan and confirm focus processes with MoTCA
- 2 Begin agency consultations and process mapping
- 3 Launch operator cost-to-comply surveys
- 4 Complete benchmarking and draft reform options
- 5 Conduct stakeholder validation and refine recommendations
- 6 Finalize reform prioritization and visa policy brief
- 7 Consolidate findings and complete documentation
- 8 Submit final report and all deliverables to MoTCA

5. Deliverables

- Tourism Regulatory Streamlining Report (~30–35 pages)
- 4 Process Maps – visual user journeys with cost/time data and institutional roles
- Cost-to-Comply Matrix – by journey, business type, and payment type
- Benchmarking Summary – Ghana vs. 3–5 reform leaders
- Reform Matrix – prioritized, scored, with implementation leads and timelines
- Visa Policy Brief – roadmap for e-Visa implementation (aligned with national policy)
- Stakeholder Engagement Summary – feedback from agencies, operators, and field interviews

C. Integrated Circuit Mapping and Opportunity Prioritization

1. Purpose of the Study

This activity will support the Ministry of Tourism, Culture and Creative Arts (MoTCCA) in identifying and prioritizing high-potential tourism circuits—defined as geographically cohesive clusters of destinations and services. It will build a transparent, data-grounded framework to help the Ministry focus future investments on circuits that are not only thematically strong and accessible but also:

- Aligned with high-growth, high-spend visitor segments (from Activity A) that minimize negative environmental and social impacts,
- Feasible to implement given the current regulatory and permitting landscape (from Activity B), and
- Capable of delivering significant job creation and inclusive economic value.

The final product will serve as the investment gateway for Activity D: Circuit Upgrade Design and Investment Planning.

2. Objectives

The study will:

- Define and delineate 10 geographically logical and logistically connected tourism circuits.
- Overlay each circuit with demand patterns by segment, market origin, and spend behavior.
- Assess existing tourism assets, services, and infrastructure across circuits.
- Score and rank circuits using a composite framework that includes:
 - Economic potential (visitation, spend, job yield),
 - Demand alignment (segment fit),
 - Implementation feasibility (regulatory readiness, land clarity, etc), and
 - Social and environmental risks.
- Produce a validated list of circuits for immediate investment preparation.

3. How Circuits Are Defined

To ensure methodological transparency and ease of replication, circuits will be defined using a “**Three-Rule Filter**”, with limited, MoTCCA-approved adjustments.

Rule 1: 90-Minute Halo

- A circuit includes only sites within a 90-minute drive of a gateway hub (city, tourism destination or major town).
- In low-density regions (Northern, Upper East, Upper West), a 120-minute radius is allowed.

Rule 2: 3 × 3 Threshold

- Include at least 3 hero attractions (culturally or naturally significant, with existing visitation); and
- Include at least 3 visitor service nodes, such as accommodation hubs, food venues, or local transport bases.

Rule 3: Segment & Demand Anchoring

- Circuits must serve at least two high-value visitor segments — based on data from Activity A — demonstrated through actual visitation, travel behavior, or trip motivation.

4. Scope of Work & Methodology

The study will be delivered through four integrated tasks, combining spatial analysis, field mapping, desktop research, and expert validation.

A. Define and Delineate Tourism Circuits

Goal: Identify 10–12 circuits with logical geography, strong demand signals, and thematic cohesion.

Actions:

- Map existing itineraries, tour operator routes, and visitor flows from mobile and OTA data (Activity A).
- Apply the Three-Rule Filter to identify potential clusters.
- Overlay top-segment travel paths (from A's personas) to align circuits with real-world demand.
- Adjust boundaries based on accessibility, service patterns, and stakeholder input.

Outputs:

- 10–12 draft circuits with:
 - Thematic labels
 - Draft maps, key destinations, and major access nodes
 - Summary alignment with 2–3 target visitor segments

B. Map Tourism Supply and Service Conditions

Goal: Assess the readiness of each circuit to host increased and higher-spending visitation.

Actions:

- Inventory assets, accommodation, food, transport, guiding, and interpretation with the support of prior reports and documents such as the Northern and Southern Master Plans.
- Use Activity A's visitor feedback to identify segment-specific experience gaps.
- Classify infrastructure as basic, acceptable, or competitive.
- Identify planned public or private investments.

Outputs:

- Circuit fact sheets with:
 - "Experience Readiness Heat Map,"
 - Segment fit indicators (e.g., cultural depth for heritage travelers),
 - Investment and service gap flags.

C. Estimate Development Potential and Prioritize

Goal: Rank circuits using a transparent and data-backed scoring framework that reflects both market opportunity and execution feasibility.

Actions:

- Build a Prioritization Matrix with six scoring dimensions:

Dimension	Source	Weight
Segment Demand Score – Growth, spend, and fit with top personas	Activity A	20%
Economic Opportunity Score – Job creation potential, off-peak capacity, value-add	Activity A & C	20%
Experience Readiness – Current state of infrastructure and services	C	15%
Regulatory Readiness Score – Permitting speed, digital portals, land status	Activity B	15%
Implementation Feasibility – Agency readiness, coordination, risk	B & C	15%
Environmental/Social Sensitivity – Climate exposure, ecosystem risks, displacement potential	B & C	15%

Outputs:

- Final Prioritization Matrix ranking circuits from "investment-ready" to "future potential."

- Justification sheets showing data backing for each score.

D. Stakeholder Validation and Finalization

Goal: Ensure buy-in and legitimacy for prioritization results.

Actions:

- Present preliminary scoring and maps in:
 - One national validation workshop,
 - Two virtual regional consultations,
 - Targeted consultations with GIPC, GTA, RCCs, and private stakeholders.
- Adjust scores based on real-world feasibility feedback.

Outputs:

- Validated circuit maps, scoring tables, and profiles.
- Segment-Circuit Alignment Summary for Activity D to use in upgrade planning.

5. Timeline

Week	Key Milestone & Main Tasks
1 – 2	Kick-off & Framework Finalization • Confirm Three-Rule Filter and scoring weights • Assemble base datasets (visitor flows, GIS layers, permitting durations) • Set up shared cloud workspace
3 – 5	Asset & Service Inventory • Desk research, OTA scraping, GTA data pulls • Draft circuit boundaries and fact-sheet templates
6	Initial Field Spot-Checks • Rapid visits to two high-traffic circuits (coastal & inland) to verify inventory and segment fit
7	Demand & Readiness Scoring Build-out • Compute Segment Demand Scores and DWCS • Populate Experience Readiness ratings
8	Regulatory & Feasibility Overlay • Apply Regulatory Readiness Scores from Activity B • Draft Prioritization Matrix (v1)
9	Internal Technical Review • Stress-test data, run sensitivity checks, refine weights • Prepare briefing deck & maps
10	Stakeholder Validation • National workshop (Accra) • Two virtual regional consultations • Capture feedback
11	Final Ranking & Documentation • Adjust scores per validation • Finalize circuit maps, fact sheets, prioritization matrix

Week	Key Milestone & Main Tasks
12	Submission & Handover • Deliver complete package to MoTCCA & Activity D team • Walk-through of data model/dashboard for annual refresh

6. Deliverables

- Integrated Circuit Mapping Report (25–30 pages)
- Validated Tourism Circuit Maps (national and circuit-specific)
- Circuit Fact Sheets – assets, services, gaps, demand segment alignment
- Prioritization Matrix – scored across demand, economic value, regulatory readiness, feasibility
- Segment-Circuit Alignment Summary – inputs for upgrade planning
- Stakeholder Engagement Summary – validation results and key circuit-specific insights

D. Circuit Upgrade Design and Job-Maximizing Investment Planning

1. Purpose of the Study

This activity will support the Ministry of Tourism, Culture and Creative Arts (MoTCCA) in designing and prioritizing targeted upgrades within selected high-potential tourism circuits. These upgrades will strengthen the visitor experience, maximize paid job creation—particularly for women and youth—and deliver financially and operationally viable interventions.

This work builds directly on the outputs of:

- **Activity C:** Circuit Mapping and Prioritization,
- **Activity A:** Demand and Market Segmentation (for segment-specific economic potential),
- **Activity B:** Regulatory and Institutional Diagnostics (for permitting and implementation feasibility).

The final output will be a menu of demand-driven, job-rich, and regulatory-ready investment packages per circuit—each suitable for public, donor, or blended finance.

2. Objectives

- Prioritize interventions within each circuit based on actual visitor demand, growth potential, and revenue generation (e.g. trails, parking, roads, sanitation, hotels, museums, etc.).
- Identify upgrades with high employment yield, especially in underserved demographic groups, and low negative social and environmental effects.
- Ensure all proposed investments are economically and fiscally viable.
- Specify the nature of the investment (public, PPP, private)
- Filter out upgrades with major permitting, land, or regulatory risks.
- Prepare 1–2 flagship investment concepts per circuit with clear delivery and financing strategies.
- Provide implementation roadmaps and monitoring tools for evidence-based rollout.

3. Methodological Approach

The methodology is organized into eight practical and interlinked tasks.

A. Upgrade Identification and Shortlisting

For each selected circuit (defined in Activity C), a longlist of 6–8 potential upgrades (including new sites/infrastructure) will be compiled from:

- The circuit's asset and service gap analysis (Activity C),
- Local consultations with GTA and District Assemblies,
- Prior reports and documents, including prior tourism investment proposals, Northern and Southern Master Plans, etc
- Known regulatory bottlenecks (from Activity B).

Each candidate upgrade will be screened and ranked using:

- Segment Demand Index – Derived from Activity A, scoring visitor segments served by each upgrade by volume, growth, and spending.
- Jobs per GH¢100,000 Invested – Estimated using standard tourism value-chain multipliers.

- Regulatory Readiness Score – Based on permitting time, digital access, and land clarity from Activity B.
- Economic Viability – Revenue potential, IRR, and fiscal impact.
- Implementation Feasibility – Time to execute, institutional capacity, and community support.

The top 3–5 upgrades per circuit will move to detailed design and costing.

B. Demand-Driven Visitor Experience and Persona Audit

This task will assess how well the proposed upgrades improve the circuit’s experience for its top-value visitor segments, using:

- Touchpoint Ratings (e.g., arrival, transport, guiding, signage, safety), scored per segment, based on a walkthroughs or simulated itineraries within each circuit.
- Persona Match Index – Based on how well each upgrade meets the needs of high-spending, high-growth visitor profiles from Activity A.
- Experience Uplift Potential – Estimated increase in satisfaction, stay length, or return intention.

An Experience Heat Map will visually summarize pain points and upgrade priorities.

C. Employment and Value Chain Mapping

Each upgrade will be assessed for job creation, using:

- Direct employment estimates (construction, operations, guiding, accommodation, crafts, food).
- Indirect and induced jobs based on visitor spend, segment-specific behaviors, and supply chain linkages.
- Disaggregation by gender, age, and local origin.
- Spend-to-Job Efficiency Ratio – GH¢ spent per new job created.

D. Economic and Fiscal Viability Assessment

Each shortlisted upgrade will be subjected to a high-level investment appraisal:

- CAPEX and OPEX profiling over 10 years.
- Revenue modelling, including ticketing, concessions, and local enterprise activity.
- Economic analysis: NPV, IRR, and payback period.
- Fiscal impact: annual budget needs, potential for user-fee recovery, VAT generation, and sustainability of operations and maintenance (O&M).
- Financing sources: GoG, PPP, donor funding, Tourism Development Fund, and District Assemblies.

E. Regulatory Feasibility Screening

Each upgrade will be scored on a Regulatory Barrier Index:

- Time-to-permit (based on mapped processes from Activity B),
- Use of digital portals or e-permitting systems,
- Land/title status,
- Screen each proposed upgrade for key environmental and social risks using a simplified checklist (e.g. aligned with the World Bank Environmental and Social Framework),
- Areas of focus include:
 - Protected or sensitive ecosystems
 - Land tenure or displacement risks

- Climate risks such as erosion or flooding

Upgrades with significant structural constraints will be flagged for phased or deferred rollout.

F. Upgrade Option Design

Proposed interventions will be grouped into five categories:

1. Attraction and Experience Enhancements – signage, interpretation, trails, safety, accommodations.
2. Visitor Services – rest stops, food outlets, waste management, Wi-Fi
3. Enabling Infrastructure – last-mile roads, utilities, power, access improvements
4. Skills and Enterprise Support – training for guides, sourcing systems, local marketing

Each upgrade will be scored using a Gap-to-Job Matrix based on:

- Jobs generated per GH¢100,000 invested
- Impact on visitor experience
- Economic viability
- Implementation feasibility within 24 months
- Environmental/social compatibility

G. Circuit Roadmap and Monitoring Toolkit

A phased implementation roadmap will be prepared for each circuit:

- Quick Wins (0–12 months) – Upgrades with high demand, job yield, and regulatory readiness.
- Medium-Term Interventions (12–36 months) – Complex upgrades requiring more permitting or coordination.

The accompanying **Monitoring Toolkit** (Excel or Power BI) will track:

- Monthly KPIs: visitors per segment, spend per visitor, jobs created, satisfaction scores.
- Regulatory progress: permits issued, land secured, digitization milestones.
- Fiscal KPIs: tourism-related revenues, VAT, and fee collections.

The toolkit will be aligned with MoF’s Integrated Bank of Projects (IBP) and refreshed annually during the budget planning cycle.

4. Timeline

Week	Key Milestone
Weeks 1–2	Confirm circuit-level upgrade list; define scoring methodology
Weeks 3–5	Conduct field validation, visitor audits, and job mapping
Week 6	Finalize upgrade costings and viability assessments
Week 7	Score upgrades; select top 1–2 per circuit
Week 8	Develop flagship concept notes
Week 9	Develop implementation roadmap and monitoring tools
Week 10–12	Final validation workshop and submission to MoTCCA and MoF

5. Deliverables

- Upgrade Option Matrix – Ranked by jobs, demand, viability, and feasibility
- Visitor Journey Heat Maps – Segment experience gaps and upgrade alignment
- Circuit Job Snapshots – Employment baseline and projections
- Flagship Investment Concept Notes – Two per circuit
- Economic and Fiscal Viability Profiles – Revenue, cost, and funding analysis
- Regulatory Feasibility Assessments – Permitting, land, and risk status
- Implementation Roadmap – Phased rollout with delivery responsibilities
- Monitoring Toolkit – KPI scorecard for performance tracking and budget planning

Project Reporting, Coordination & Integration (Activities A – D)

To ensure the four work-streams move in lock-step, share data efficiently, and present a single, coherent and cohesive package of results to MoTCCA, the project will adopt an integrated management approach. Each workstream is individually accountable for delivering its full set of outputs as outlined in its respective scope, while also contributing to a coordinated, cross-linked assignment. The measures below are required and will be reflected in the consultant's workplan and inception report.

- **Reporting line:** The Consultant shall report to the Chief Director of MoTCCA through the designated focal point (or any other person MoTCCA appoints).
- **Week 1 joint inception workshop:** one kick-off covering Activities A–D to confirm the integrated 15-week plan, data-sharing and QA.
- **Combined stakeholder engagements:** merge interviews and validation events where audiences overlap to minimize cost and fatigue.
- **Single bi-weekly progress brief (≤ 3 pages):** status, risks and next steps for all streams.
- **Shared cloud workspace:** central repository for all data, drafts, maps and dashboards with controlled MoTCCA/GTA access.
- **Steering-committee checkpoints:** Weeks 6, 10 and 15 to approve cross-activity decisions.
- **Integrated hand-over package:** unified delivery of all final reports, maps, personas and dashboards.

Firm Qualifications

Firms must clearly demonstrate the following core qualifications. Each criterion will be objectively assessed during evaluation and must be supported by verifiable documentation:

- **Multi-disciplinary tourism practice** with at least three assignments (since 2019) that cover:
 - Visitor-demand analysis and segmentation
 - Regulatory or business-process reform
 - Destination/circuit investment planning
- **In-house technical breadth** reflected in an organizational chart showing permanent staff across five key areas: market research, GIS/spatial analytics, regulatory reform, financial or PPP modelling, and environmental and social safeguards.
- **Proven West African track record** with at least one completed assignment in Sub-Saharan Africa—preferably in West Africa, ideally in Ghana—that involved field surveys or the use of big-data analytics.
- **Survey and big-data capacity** demonstrated by completion of a nationwide visitor, household, or firm survey of ≥2,000 samples completed in the last three years, plus documented use of at least one big-data source (CDR, GDS, OTA, or card transactions).
- **Regulatory process-mapping experience** in tourism or wider business environment space e.g., B-Ready (formerly Doing-Business style studies).

- **Investment track record** with at least two public–private projects that reached financing or implementation, where the firm was responsible for preparing financial models. Experience with a tourism PPP will be considered an added advantage.
- **Local implementation presence** with an operational office in Ghana or a formal joint venture with a Ghanaian firm/consultant. The firm should demonstrate capacity to mobilize and manage trained enumerators across all regions within four weeks of contract signing
- **Digital product delivery record** demonstrated by the successful handover of at least one Power BI (or equivalent web-based) dashboard to a government client, including accompanying user training.
- **Quality assurance and data governance** supported by an ISO 9001 certificate or internal QA manual, together with written procedures that comply with Ghana’s Data Protection Act 2012.

Note: Consortia are permitted, but a single lead firm must control $\geq 60\%$ of the contract value and assume full legal and technical responsibility for contract delivery.

Team Composition (Key Experts)

Provide a balanced, multi-disciplinary team that covers all technical areas of Activities A–D. List each key expert with a brief résumé showing directly relevant experience and confirm their availability for the entire assignment.

- **Team Leader / Tourism Economist**
 - Oversees Activities A–D, quality assurance, stakeholder facilitation, final synthesis.
 - Master’s in Tourism Economics/Development or related field; 12 years’ experience; led ≥ 3 SSA tourism projects and ≥ 2 multi-agency workshops.
- **Demand & Market Segmentation Lead**
 - Designs exit survey, integrates big-data, produces segment scores and personas.
 - Master’s in Statistics/Economics/Mathematics or related; 10 years’ experience; led ≥ 3 national visitor surveys; proficient in SQL/R/Python.
- **Big-Data / Data-Science Specialist**
 - Cleans and fuses CDRs, GDS, OTA and card data; builds OD-flow maps; automates dashboard feeds.
 - BSc+ in Data Science/Comp Science or related; 8 years’ experience; prior mobility-data projects; Power BI expertise.
- **GIS & Circuit Mapping Specialist**
 - Applies 90-minute halo and Three-Rule Filter; produces circuit maps and fact sheets.
 - BSc+ in GIS/Geography or related; 7 years’ experience; ArcGIS/QGIS expert; at least one tourism spatial plan or similar.
- **Regulatory & Policy Reform Expert**
 - Maps visa, licensing and permitting journeys; benchmarks peer countries; drafts reform matrix.
 - LLM/MPA or similar qualification; 10 years’ experience; ≥ 3 business-environment reforms in tourism/creative economy.

- **Tourism Investment & Financial Analyst**
 - Prepares CAPEX/OPEX models, IRR/NPV, jobs per GH¢100k invested; explores PPP options.
 - MSc in Finance or related; CFA or equivalent; 8 years' experience; three tourism/infrastructure deals.
- **Gender & Social Inclusion Specialist**
 - Mainstreams gender, youth and MSME metrics; advises on inclusive job creation and safeguards.
 - MA in Gender Studies or related; 8 years' experience; ESS experience; experience on two tourism projects ideally.
- **Environmental & Climate Risk Specialist**
 - Conducts ESF screening (ESS 1–8); provides climate-resilience inputs for upgrades.
 - MSc in Environmental Science or related; 8 years' experience; two ESIA/ESMF in tourism/infrastructure or similar.
- **Power BI / Dashboard Developer**
 - Prototypes interactive dashboard; trains MoTCCA & GTA staff; prepares hand-over documentation.
 - BSc in IT/Data Visualization or related discipline; 5 years' experience; two government dashboards delivered.
- **Fieldwork Coordinator & Enumerators**
 - Recruits, trains, and supervise enumerators; oversees data quality and logistics nationwide.
 - HND+; prior survey work; fluent in English and relevant local languages.
 - The firm will propose and mobilize a suitable-sized team to meet agreed sampling targets and timelines.