

Ministry of Tourism and Transport
ITCV – Cabo Verde Tourism Institute

Country:

Republic of Cabo Verde

Project:

**P176981 - RTBED - Resilient Tourism and Blue
Economy Development in Cabo Verde**

**INTERNATIONAL HIRING / CALL FOR PROPOSALS FOR
TOURIST DESTINATION MARKET REPRESENTATION FOR
CABO VERDE IN FRANCE AND BENELUX (Belgium, the
Netherlands and Luxembourg)**

TERMS OF REFERENCE

1. BACKGROUND

Tourism has been consolidating itself as one of the main economic pillars of the country, as foreseen in different documents, including the Government Programme. The main objective is to develop tourism in a sustainable way, through the enhancement of existing material and human resources, in order to contribute to the well-being of Cape verdians people. In this sense, both the Strategic Plan for Sustainable Development (PEDS II) and the Great Options of the Strategic Plan for the Sustainable Development of Tourism (GOPEDS-T) establish a prospective strategy to define a well-structured network of tourism products

According to PEDS II - STRATEGIC PLAN FOR SUSTAINABLE DEVELOPMENT 2022-2026, the tourism sector grew from 2016 to 2019 at an average rate of around 7%, having in 2019 surpassed the threshold of 800 thousand a growth in the tourist offer.

Tourism in Cabo Verde is still very concentrated on the two islands: Sal and Boa Vista, with more than 80% of the country's tourist demand and about 90% of the accommodation capacity. These islands attract the Sun & Sea tourist segment, with the vast majority staying in large All-Inclusive hotels owned by a small number of foreign operators. The government's priority is to now focus on a tourism diversification agenda so as to reduce dependency on All-Inclusive tourism and spread tourism's benefits more broadly. Cabo Verde possesses very compelling natural and cultural resources upon which the diversification efforts are being undertaken.

In order to take a more proactive approach to tourism development and promotion, reforms of the institutional framework and the tourism management model were made. Most notably, in 2019, the country's first Tourism Board was created. The Instituto do Turismo de Cabo Verde's (ITCV) mandate is to regulate and supervise the tourism sector, study and analyse national and international trends, develop tourism programs and products, promote tourism support infrastructure, license tourist activities, promote and supervise internally and externally Cabo Verde as a tourist destination and support investment in the sector.

In April 2022, the Government approved an Operational Program for Tourism (POT), to be implemented from 2022 to 2026. As a transversal program, this instrument reflects a vision of a more sustainable development model, inclusive and resilient, based on the diversification and leverage of segments with high potential for tourist demand. The POT gives priority to new demand segments, such as nature tourism on the mountainous islands of Santo Antão, Santiago, São Nicolau and Fogo, as well as cultural and economic activities on the islands of São Vicente and Santiago.

In the second half of 2021, a Strategic Marketing Plan for Tourism in Cabo Verde was approved¹. The plan advocates an integrated set of initiatives that must be carried out to make the Cabo Verde destination more attractive and internationally known. The Plan guides a focus on the best performing market segments and on the use of digital and online promotional tools to target them.

According to the Strategic Marketing Plan, in its last version of June 2021 and revised in April 2023, the main target is that "CaboVerde, after an excellent recovery, surpassing in 2022 the indicators of 2019, should, for 2024, continue to grow, in terms of number of visitors, pursuing 4 (four) main objectives based on a sustainable growth model", namely",

¹ See: THR (Jun 2021). Strategic Marketing Plan for Tourism in CaboVerde. Praia - CaboVerde: World Bank/MTT/ITCV.

1. Grow, solidly, reaching between 1.1 and 1.2 million tourists by 2026;
2. Diversification, in relation to source markets;
3. Decentralisation, promoting a balanced distribution of tourist flows across the archipelago; and
4. Sustainability, promoting a growth model that generates value not only for tourists, but also for the natural and cultural environment, local community and businesses.

1.1 Additional Info

Cabo Verde's public sector is willing to implement public policies to support tourism, and the private sector is in many cases export-ready or willing to make the investment to grow. Visitors have a high average stay, high spending and show a high level of satisfaction, especially trekking and adventure travellers.

In addition, and with regard to the brand and its communication, there is a lack of awareness of the brand's positioning in international markets due to poor digitalisation and promotion of the sector. Similarly, there is a limited relationship with the tourism industry, both locally and internationally.

For this reason, the Government of Cabo Verde (GoCV), through the ITCV and the MTT (Ministry of Tourism & Transport), is developing some important initiatives, in co-operation with the World Bank (RTBED Project - Resilient Tourism and Blue Economy Development in Cabo Verde), to increasingly boost the destination's growth in current markets and to explore new markets, given the strong dependence on tour operators. Among the various initiatives underway is the process of revamping the destination's tourism brand, under the responsibility of an international consultancy, which is expected to be completed between October and November 2023. Another initiative involves hiring a firm to produce content marketing and online communication for the destination, which is expected to start in September 2023, including improvements to the website and the creation of an image bank of photos and videos of the destination.

It is important to note that the market representation firm must take these initiatives into consideration and work closely with the consultancy companies so as to promote positive collaboration and avoid a duplication of efforts.

Similarly, the funding for this consultancy will come from the World Bank through the RTBED project mentioned above, but in the event of its success, it is intended to be taken over by the GoCV through the FSST - Tourism Social Sustainability Fund (generated through a tourist tax).

It is also important to clarify that France were chosen because they represent strategically prioritised markets for representing Cabo Verde's tourism brand in Europe. France has good air links with Cabo Verde and a large portion of its visitors are primarily interested in activities aligned with Cabo Verde's tourism diversification agenda - particularly nature-based and cultural tourism. For example, France is the top source market for visitors to Santo Antão, which is Cabo Verde's primary hiking destination. The Benelux countries also provide a high percentage of tourists interested in these priority market segments. For now, France will be the only countries in which Cabo Verde has tourism market representation.

It is also worth noting that extensive market research on the hiking segment was recently carried out by the Adventure Travel Trade Association (ATTA) in light of the importance of hiking to the country's tourism diversification agenda. The study found that Cabo Verde's hiking attractions are indeed world-class, but are not well known to foreign tour operators and tourists. The combination of beautiful scenery, an extensive trail network, compelling cultural attractions, and knowledgeable local guides and tour operators have contributed

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to strong growth in the segment in recent years, with significant opportunities for further growth. As a follow-up, ATTA will be working on a number of initiatives to strengthen the segment. These include the creation of standards, safety and sustainability training for guides and operators, developing trail governance and fee structures, and niche marketing. Separately, the RTBED project is financing improvements to trails and accompanying signage on several islands.

The Operational Marketing Plan (as part of June 2021 Strategic Plan) states that Cabo Verde needs to reinforce its presence in its key source markets to ensure the recovery of tourism and consequent growth. To do so, it will be important to have representation in priority source markets. This will be the first time that Cabo Verde is contracting a market representation firm.

2. OBJECTIVES

The primary objectives of the technical assistance are as follows:

- 2.1 Promotion and management of brand and destination awareness, boosting demand for Cabo Verde in the French and Benelux (Belgium, the Netherlands and Luxembourg) markets;
- 2.2 Continuous and growing involvement in building relationships with the travel and related services segment as well as the relationship with the media, in the market;
- 2.3 Build mechanisms to prioritise diversification that goes beyond the dominant Sun & Sea, all-inclusive model, but to attract other more sustainable niches such as nature and adventure tourism (especially hiking), cultural tourism, etc;
- 2.4 Help build the marketing capacity of ITCV staff throughout the process

3. SCOPE OF WORK

The scope of work includes the representation of the Cabo Verde tourism brand for the activities of image management and destination awareness, always bearing in mind the maximisation of resource efficiency and return on investment (always favouring the actions with the best ROI).

The market representation firm (hereafter referred to as the “firm”) will concentrate its efforts in the markets of France and Benelux. However, in line with the country’s diversification agenda, the firm should not attempt to promote Cabo Verde to the country’s mass tourism markets. Rather, the approach should be more targeted to priority segments such as nature-based, soft adventure (primarily hiking), and cultural tourists. It may also include some smaller niches such as digital nomads and nautical tourists. An important target will be independent tourists, primarily through online/social media channels as well as speciality media channels and events. The travel trade will also be an important target, but more geared towards speciality operators offering packages in line with the priority segments.

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Overall, the proposed marketing efforts must be highly innovative, targeted, and cost-effective. As such, the focus should be on below the line marketing (including digital and social media campaigns). Paid promotional campaigns could be explored but should not represent a substantial portion of the overall budget and should be well justified.

As already noted, the firm is expected to work very closely with the firm responsible for online communication and content marketing to enhance synergies and avoid duplication.

The selected firm will be responsible for the following activities.

3.1 Establishment of Partnerships in the Travel and Tourism Sector

Specific activities that might be included within the proposal are listed below; however, other innovative and cost-effective ideas are welcome.

- a) Proactively seek, establish and maintain contacts with French and Benelux travel and tourism companies on behalf of MTT/ITCV;
- b) Ensure partnership(s) focused on cooperative marketing efforts for creative and innovative campaigns/promotions to increase the visibility of Cabo Verde destination and secure matching funds for these efforts, where feasible;
- c) Create and establish market/business links between the international outbound travel sector and the national inbound travel sector;
- d) Respond to requests for information about Cabo Verde, coming from the tourism sector of the primary market(s) of origin, represented in concert and with the support of ITCV;
- e) Provide support to staff and representatives of the Ministry of Tourism and Transport, ITCV and the tourism sector of Cabo Verde, when visiting France
- f) Consider organization/participation in road shows, speciality tourism trade fairs, etc as appropriate.
- g) Create and maintaining an active database of relevant travel trade contacts;
- h) Produce all the promotional support material for the market, in accordance with the Cabo Verde tourism brand identity manual;

3.2 Establishing Relationships with the Media

Specific activities that might be included within the proposal are listed below, however other innovative and cost-effective ideas are welcome.

- a) Proactively seek out, establish and maintain contacts with the French and Benelux media on behalf of the MTT/ITCV;
- b) Prepare a strategy and calendar of PR actions with the support of ITCV, tracking all media mentions (including the amount of media earnings) as well as digital engagement, planning and issuing regular press releases (approved by ITCV) and social networks, to increase the visibility of the Cabo Verde Islands in the travel market (B2B) and in the final consumer market (B2C);
- c) Respond promptly to requests for information about the destination of Cabo Verde, coming from the media in the market(s) of primary origin they represent, with the support of ITCV;
- d) Proactively present ideas to the media and negotiate, secure and publish promotional articles and reports;

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- e) In addition to engaging traditional media, it expected also include bloggers and influencers that align with the segments being targeted;
- f) Build and maintain a database of relevant media contact; 'Translate all existing marketing material (including the website), if necessary, and maintain a stock of marketing material for the media and tour operators

3.3 Promotion Actions and Brand Activation in the Market

- a) Development of a specific promotional campaign to help launch Cabo Verde's new destination brand in the French and Benelux markets;
- b) Organize familiarization trips to Cabo Verde for targeted members of the tourism trade, as well as press trips for targeted members of the media in France and Benelux.
- c) Helping MTT/ITCV in development and production of promotional marketing materials for the destination;
- d) Other activities, aside from those already mentioned above that would be effective for raising awareness on the Cabo Verde destination in France and Benelux.

3.4 Capacity Building and Training for Tourism

Specific activities that might be included within the proposal are listed below; however, other innovative and cost-effective ideas are welcome.

- a) Organize periodic activities/events to help educate and update tourism operators and businesses in Cabo Verde on trends and developments in the French and Benelux travel industry;
- b) Work closely with staff from ITCV to expand their knowledge of these markets and the most effective approaches for marketing within them. This should come through frequent collaborative sessions and may also include a few formal training sessions.

All training should be provided in a form that it can be re-used subsequently (e.g., recorded video trainings).

4. DELIVERABLES, TIMELINE AND PROJECT MANAGEMENT

Below is an example of the schedule of results to be display. The timetable will be convert into a detailed strategic action plan and related work plan based on a results-oriented approach and pre-identified priorities between the market representative firm and ITCV.

| Deliverable | TASKS / MINIMUM CONTENT | Timeline |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| P1 - Initial Report/Annual Work Plan | Presentation of the work plan and annual work plan that includes a description of detailed tasks. This should include a list of KPIs and targets. | 02 (two) weeks after signing the contract |
| P2 - 4 (four) Quarterly Work Plans, covering the first year of the Contract | The Work Plan must be prepared in conjunction with the ITCV and must contain the tasks, the timetable for their execution, the indicators, the targets, the results achieved vis-à-vis, and the targets set for the period. | The 1st Quarterly Plan must be delivered 15 (Fifteen) calendar days after the approval by ITCV of the initial report/annual work plan The subsequent ones must be delivered 10 (Ten) calendar days after approval by ITCV of the immediately preceding Plan. |
| P3 - Quarterly Reports | Describe the tasks carried out and the results achieved, bearing in mind the items set out in the Quarterly Work Plans, namely: <ul style="list-style-type: none"> - Implementation of a strategy and promotional campaigns for the tourism sector and the media; - Content development for social networks and webinars; - Participation in traveling exhibitions / tourism fairs; - Elaboration of monthly reports with the predicted KPI versus realized; It is - Review and update strategies and tactics as needed Quarterly reports should be in PPT format. | At the end of each quarter after the start/effective date of the contract |
| P4 – Annual Report | Summarizing detailed achievements in quarterly reports, including a Monitoring & Evaluation Chart of indicators and targets set for the Reporting Year | At the end of 12 (twelve) months of activity |
| P5 - Final Report | Complete report, with final considerations, on completed and unfinished tasks, including performance measures, positive results, main challenges and all improvement recommendations. The presentation of a quantitative and qualitative database of the original tourist market is recommended; At the end of the contract, the firm will prepare a complete report with final considerations on | At the end of the Mission |

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| | <p>completed tasks, including performance measures, positive results, main challenges and improvement recommendations.</p> <p>The report should be included also,</p> <p>a) Reports on significant and current data to generate useful information to assist in decision making, including an up-to-date market database and relevant business contacts;</p> <p>b) Report on current tourism and economic trends that may affect the travel industry in general, including the behaviour and preferences of travellers from Home Countries ;</p> | |
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All results/deliverables should be presented in Portuguese language. English can be an asset.

5. TRAVEL PLAN, ADMINISTRATION AND LOGISTICS

- a) The firm may indicate a travel plan according to the nature and complexity of the activities being carried out. It should include an initial visit of at least four Cabo Verde Islands. This will be important for the firm to become familiar with and periodically updated on Cabo Verde's destinations and product offering. Additionally, it would allow the firm to establish relationships and engage with local operators and entrepreneurs in the tourism sector. All costs associated with travel should be incorporated into the financial proposals.
- b) All traveling and allowance costs related to the consultant's field missions/stakeholder consultations are the consultant's responsibility. For seminars/workshops and alike, if there are operational costs to be incurred, those shall also be of the responsibility of the consultant, and therefore should be included in the consultant's financial proposal. Meeting rooms and facilities for the seminars will be made available by IMA

6. CONTRACT DURATION

The contract will be for one year, but renewable for an additional year if highly satisfactory results are produced by the firm.

7. REPORTING AND PERFORMANCE EVALUATION

The firm will report directly to the Chairman of the ITCV Board of Directors or to anyone appointed by the Board of ITCV. However, the reports will also be sent to UGPE - Unidade de Gestão de Projetos Especiais (Special Projects Management Unit), a government entity mandated to oversee public development programs-projects.

ITCV will establish a permanent liaison with the firm and will meet (in-person or virtually) at least once a quarter to monitor performance and discuss the progress of assigned tasks and resolve any issues the firm is faced with. ITCV will provide information to the firm whenever necessary, including presentation and referral to key stakeholders.

ITCV will also advise the firm on new developments in tourism in the Cabo Verde Islands related to new or improved products, developments in the inbound market, local news, programming of tourism fairs/events, etc.

The firm will be responsible for preparing quarterly reports that include progress on the work plan, results achieved, new developments, market trends, and lessons learned. The quarterly reports must be presented to the ITCV board and sent in hard copy or by email, who will analyse them and evaluate the recommendations presented by firm.

The quarterly reports should also be presented via videoconference to the members of the ITCV Board of Directors, to the WB team and to other stakeholders ITCV considers relevant their participation

The firm's performance will be evaluated based on the following fundamental criteria:

- 6.1.1. The firm's ability to lead the work process and efficiently and effectively prioritize activities and manage budgeted resources with the support of ITCV, as needed;
- 6.1.2. Conception and execution of activities and strategies for involving the travel and media and pre-identified market segments;
- 6.1.3. The ability to tangibly increase awareness demand to Cabo Verde, as measured by increased arrivals from France and the Benelux countries.

In its proposal, the firm should suggest a system for measuring the success of the proposed activities. It should also include specific targets. The following results indicators can be used as a general framework in the design of the system. However, the system should not necessarily be limited to the indicators listed below:

- a) Number of new tour operators and travel agencies that include Cabo Verde in the destinations they offer;
- b) Value of the monetary consideration and/or monetary value of the cooperative marketing provided by the travel sector;
- c) Number of new operators, media and pre-qualified consumers added to the ITCV database;

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- d) Number of new tour operators and travel agencies recruited in terms of knowledge of the destination and the way to sell to their customers;
- e) Number of unique visitors to the website www.visit-caboverde.com from France and Benelux.
- f) Increase in the number of visitors traveling to the Cabo Verde from France.

ITCV will provide companies representing the market with promotional videos and photographs of the destination.

For matters related with the execution of the contract, the consultant reports to the UGPE (Unidade de Gestão de Projetos Especiais), a government entity mandated to oversee public development programs-projects

8. CONSULTANT FIRM QUALIFICATIONS

The firm must have the following qualifications:

- a. Experience serving as a tourism-marketing representative in both France and the Benelux countries for at least 5 years and having represented at least five destinations during the past five years;
- b. Experience representing at least two developing country and/or small island state destinations;
- c. Strong, quantifiable track record of achieving project KPIs and earning high returns of investment for tourist destination clients
- d. Must have at least one Cape Verdean team member
- e. Knowledge of or experience in Cabo Verde would be advantageous.
- f. Having a physical office in France and at least one of the Benelux countries

8.1 REFERENCES & PRIMARY POINT OF CONTACT

- 8.1.1 The firm must provide a minimum of four (4) references that are utilising services of the type proposed in these ToR. References should preferably be from clients from the past five years
- 8.1.2 The firm must provide the name of the firm, the location where the services were provided, the contact person(s), a full description of the type of service and the dates the services were provided. These references should be contacted to verify the firm's ability to fulfil the contract.