



**MINISTRY OF FOREIGN AFFAIRS, FOREIGN EMPLOYMENT & TOURISM**  
**REQUEST FOR EXPRESSIONS OF INTEREST (EOI)**

**Tourism for Heritage, Resilience, Inclusion and Value-driven Employment (THRVE) Project**  
Grant Facility for Project Preparation (GFPP) - Grant No.: E572-LK  
Ref No.: LK-MOFAFET-535649-CS-CQS

The Government of Sri Lanka has received a grant amounting to US \$1.1 Million from the World Bank for a project focusing on strengthening and restructuring of tourism institutions under the Ministry of Foreign Affairs, Foreign Employment and Tourism and intends to utilize part of the grant for required consulting services.

The Ministry invites **qualified consulting firms** to submit EOIs for the following assignment:

**Consultancy Opportunity**

**Preparatory Activities Leading to Sri Lanka's Global Destination Communication Campaign**

**Submission Requirements**

The Ministry of Foreign Affairs, Foreign Employment and Tourism invites eligible consulting firms to indicate their interest in providing the services in the above-mentioned consultancy:

The interested consultancy firms should provide following information that demonstrates they have the required qualifications and relevant experience to perform the services. The shortlisting criteria for **Consultancy FIRM** are indicated in the Terms of Reference.

**All consulting firms are requested to forward,**

- Company Profile, Registration Documents, and Evidence of Similar Assignments



TOR and EOI submission details may be obtained via [thrivepmu@gmail.com](mailto:thrivepmu@gmail.com), the Ministry website ([www.mfa.gov.lk](http://www.mfa.gov.lk)), or by scanning the **QR code** in this advertisement.

**EOI Submission Method Hard Copies**

Hard copies of the EOI must be submitted in a sealed envelope to the **6<sup>th</sup> Floor, Procurement Division, No. 03, Times Building, Bristol Street, Colombo 01** through either courier, registered post, or hand-delivered—**on or before 5<sup>th</sup> June 2026**.

**Deadline: Friday 5<sup>th</sup> June 2026, 2:00 pm (SL time).**

**Late submissions are not allowed.**

## **Clarifications**

Project Management Unit (PMU), Planning Division (Tourism Section)  
Ministry of Foreign Affairs, Foreign Employment & Tourism  
No. 03, Times Building, Bristol Street, Colombo 01  
Email: [thrivepmu@gmail.com](mailto:thrivepmu@gmail.com)  
**(Only written requests accepted on or before 30<sup>th</sup> May 2026)**

## **Notes**

Only shortlisted firms will be contacted. The Ministry reserves the right to accept or reject any application.

**Canvassing in any form will be a disqualification, and the applications of such consultancy firms will be rejected.**

**The Secretary**

**Ministry of Foreign Affairs, Foreign Employment and Tourism**

**Date: 19<sup>th</sup> May 2026**



MINISTRY OF FOREIGN AFFAIRS, FOREIGN EMPLOYMENT & TOURISM

## Terms of Reference (TOR)

Tourism for Heritage, Resilience, Inclusion and Value-driven Employment (THRVE) Project  
World Bank – Grant Facility for Project Preparation (GFPP)  
Grant No.: E572LK | Ref No.: LK-MOFAFET-535649-CS-CQS

### Preparatory Activities Leading to Sri Lanka's Global Destination Communication Campaign (CONSULTANCY FIRM)

#### 1. BACKGROUND

The Ministry of Tourism is implementing a comprehensive, multi-layered reform and development program designed to transform Sri Lanka into a competitive, resilient, and high-value global destination. Along with this, Sri Lanka Tourism is preparing to launch a long-term, integrated Global Destination Promotion Campaign (2026–2031) which aims to reposition Sri Lanka as a leading tourism, investment, and lifestyle destination, while aligning with national branding objectives.

The World Bank is in the process of developing a series of tourism programs to assist the Sri Lankan tourism industry to reposition itself as a higher value and experiential destination. As part of this exercise the World Bank is supporting Sri Lanka Tourism (Ministry of Foreign Affairs, Foreign Employment and Tourism, Sri Lanka Tourism Development Authority, Sri Lanka Tourism Promotion Bureau and Sri Lanka Tourism Convention Bureau) to carry out country promotional activities.

The Ministry is developing a Tourism Strategic Action plan based on a **Tourism Demand Analysis**, which identifies real market behaviour, visitor motivations, and future growth opportunities. Parallel to this, the **Investment Opportunity Analysis** maps viable tourism projects aligned with demand, ensuring that product development and investor facilitation are grounded in market realities. These insights feed directly into the **Tourism Policy Review** and **Regulatory System Review**, which modernize service standards, sustainability frameworks, licensing systems, and digital transformation pathways creating a more efficient, investor-friendly, and globally aligned tourism environment.

#### 2. CONSULTANCY ASSIGNMENT

Sri Lanka Tourism, with support from the World Bank, is preparing to launch a long-term, integrated Global Destination Promotion Campaign (2026–2031) aimed at repositioning Sri Lanka as a high-value, experiential tourism, investment, and lifestyle destination. The campaign will align with national branding objectives and strengthen Sri Lanka's global competitiveness. The Sri Lanka Tourism Promotion Bureau (SLTPB) is responsible for international and domestic promotion. However, Sri Lanka has not executed an integrated global destination marketing campaign for over a decade. Preparing for such a campaign requires a strong institutional,

strategic, and operational foundation, including a dedicated pre-launch team, robust research, a strategic communication framework, and internationally aligned procurement documentation.

Preparing a country for a global destination promotion campaign requires establishing a strong institutional, strategic, and operational foundation to ensure the campaign is impactful, evidence-based, and sustainably managed. The first step before such a campaign is launched is to establish a team to prepare for it with clear roles, operational systems, and coordination mechanisms (pre-launch phase). This team will act as a central driver for planning, oversight, and stakeholder alignment across government agencies, the private sector, and development partners.

A successful pre-launch phase also demands the development of a strategic communication framework that includes segmentation, targeting and positioning, key messages, and a multi-year roadmap to guide the global campaign. This framework ensures that the country's brand is clearly defined, competitively positioned, and supported by a cohesive long-term vision.

Robust baseline research and market intelligence form another essential pillar, enabling Sri Lanka to understand its current brand perception, consumer behavior, demand patterns, and global best practices. These insights guide strategy, priority markets, and messaging, ensuring evidence-driven decision-making.

Finally, the preparation process requires the development of procurement documentation aligned with international standards, structured stakeholder engagement, and capacity-building initiatives to strengthen the institutions responsible for implementing the campaign. Effective coordination ensures that all actors, public, private, and community-based work together under a unified national vision.

This TOR outlines the consultancy assignment to support SLTPB and the Ministry of Foreign Affairs, Foreign Employment & Tourism to onboard a Consultancy Firm for the pre-launch phase of the global destination promotion campaign and to develop the Terms of Reference (ToR) for the Global Destination Promotion Campaign and launch for procurement and other related work up to the award of tenders.

### **3. PURPOSE OF THE ASSIGNMENT – Phase 1**

**The selected Firm will be based out of the Sri Lanka Tourism Promotion Bureau and will be responsible for,**

- Developing the strategic roadmap for the implementation of the Campaign.
- Developing the overall implementation plan.
- Designing the structure of the team/unit which will be responsible for launching and monitoring the campaign.
- Conducting baseline research and market intelligence for campaign readiness.
- Facilitating stakeholder engagement and building institutional capacity at the SLTPB.
- Preparing tender documents according to Sri Lankan Procurement guidelines and/or international guidelines depending on the funding agency and procurement processes.
- Preparing budgets and revenue forecasts for the overall campaign.
- Overall coordination between government, private and other stakeholders.
- Plan and execute all the work up to tender award stage.

**To develop Sri Lanka’s Five-Year Global Destination Promotion Campaign Roadmap (2026–2031)** through a comprehensive, evidence-based, and internationally aligned strategic process. The selected consultancy firm will begin by conducting a full situational assessment—including desk reviews, evaluation of past campaigns, and alignment with ongoing tourism demand, investment, and market studies—and will then design the complete global promotion campaign framework, brand architecture, market prioritization, messaging strategy, digital ecosystem, and implementation model. This work will ensure that Sri Lanka’s global campaign is grounded in robust research, harmonized with national and provincial tourism strategies, and structured to deliver measurable, high-impact results across priority markets.

By the end of this assignment, the selected consultancy firm must deliver a **complete procurement package** for recruiting the global destination promotion campaign consultancy company/companies, including:

- Development of specific TORs for tendering (Eg TOR for destination representation /PR agency, TOR for creative agency, TOR for digital agency, or any other TOR’s that’s required for procurement as part of the communications strategy.
- **Draft consultancy contract** with KPIs, deliverables, and payment milestones
- **Firm selection guidelines**, including evaluation methodology
- **Scoring sheets** for technical and financial evaluation
- **Expected consultant profiles and qualifications**
- **Methodology for selecting consultancy companies from different global zones/regions**
- **Orientation framework** for onboarding the selected global consultancy companies
- **List of potential** national and international consultancy companies to be approached for this tender
- **Monitoring & evaluation framework** for deliverable-based payments

**Duration of the Assignment July 2026 until end February 2027**

**This TOR is applicable to phase 1.**

Based on the performance of the selected company during phase 1, a decision may be made to hire the incumbent firm for the phase 2 which is to support SLTPB with the awarding of contracts, campaign implementation, management and monitoring. Phase 2 will be structured and procured as a fresh activity following successful completion and review of Phase 1 outputs.

The consultancy firm must adhere to a strict timeline, ensuring that analytical work, strategic development, procurement preparation, and institutional handovers are completed in a logical and efficient sequence. Any deviation from the agreed schedule must be justified in writing and approved by the Client; however, extensions will be granted only under exceptional circumstances.

The consultancy firm is required to deliver all outputs—including the inception report, baseline research, strategic communication framework, five-year campaign roadmap, pre-launch unit blueprint, procurement packages, SOP Manual Guide, and user-guide training—within the stipulated period in the contract. The final month of the assignment must be dedicated to official handover, including the delivery of the SOP Manual Guide, user-guide training, capacity-building sessions, and the transfer of all tools, templates, and systems required for SLTPB to independently manage the five-year campaign implementation.

## 4. SCOPE OF SERVICES

### 4.1 Preliminary Work – Reviews, Surveys, Field Work

#### Overview

The first and most critical phase of the assignment is a **comprehensive analytical and diagnostic review**. Before any campaign strategy is designed, the consultancy firm must develop a deep understanding of Sri Lanka's current tourism positioning, past promotional efforts, institutional strengths and weaknesses, and the insights emerging from the Ministry's broader reform program. This includes integrating findings from the Tourism Demand Analysis, Investment Opportunity Analysis, Policy and Regulatory Reviews, Provincial Plans, Destination/Product Assessments, and Skills Gap Analysis. The consultancy firm must synthesize these insights with a rigorous desk review and baseline research to establish the evidence base for the Five-Year Global Promotion Campaign. This analytical foundation will guide all subsequent strategic, operational, and procurement decisions.

#### Tasks

- Conduct desk research to establish the foundation for message crafting, market prioritization, and performance tracking which will form the basis for the Terms of Reference for the campaign
- Conduct baseline research on current brand perception, consumer behavior, and demand trends
- Benchmarking global best practices to inform strategy
- Recommending a continuous research framework for monitoring brand evolution over time

### 4.2 Institutional & Operational Setup

#### Overview

A successful global promotion campaign requires a strong institutional home with clear roles, governance structures, and operational systems. The consultancy firm must therefore design and establish a **pre-launch coordination unit** within SLTPB that will eventually evolve into the Campaign Management Unit (CMU) responsible for overseeing the five-year implementation. This includes defining staffing structures, workflows, decision-making protocols, and monitoring systems. The consultancy firm must also ensure that SLTPB is equipped with the tools, guidelines, and institutional capacity to manage multiple external agencies, donor partners, and private-sector stakeholders throughout the campaign lifecycle.

#### Tasks

- The selected Firm should set up a unit that will provide a strong base for campaign implementation at the SLTPB to ensure knowledge transfer to SLTPB staff. This setup ensures proper oversight, coordination, and accountability across government, private sector partners, and donor entities.
- Designing the structure, roles, and functions of the team/unit to manage the pre-launch phase.
- Drafting operational guidelines and governance mechanisms which are compliance with the Guidelines of the Sri Lanka Government.
- Proposing monitoring & evaluation (M&E) systems.
- Advising on budget allocation models for different priority markets.

- Drafting TORs for external agencies to be contracted for various campaign components.

### **4.3 Strategic Planning & Framework Development**

#### **Overview**

This phase represents the **core strategic output** of the assignment: **the development of Sri Lanka’s Five-Year Global Promotion Campaign**. Using insights from the analytical phase, the consultancy firm must design a comprehensive strategic communication framework, including segmentation, targeting, positioning, messaging, and brand architecture. The campaign must integrate national branding, provincial branding, and product-specific branding, while also embedding digital transformation, AI-enabled tools, and smart tourism technologies. The consultancy firm will produce a detailed five-year roadmap that outlines market priorities, rollout sequencing, partnerships, and performance indicators. This roadmap will serve as the master blueprint for all future implementations.

#### **Tasks**

A core part of the assignment is the creation of a strategic communication framework that will guide the entire multiyear global campaign. This includes:

- Developing the communication strategy with segmentation, targeting, and positioning (STP)
- Defining key messages, value propositions, and brand positioning
- Identifying and prioritizing target markets
- Preparing a 5-year campaign roadmap outlining phases, rollout sequencing, and strategic priorities
- Dissemination workshops/presentations

#### **Brand Architecture Requirements**

- Brand Sri Lanka (national brand)
- Provincial branding for all nine provinces
- Destination specific branding for unique tourism products, including:
  - Wellness & Ayurveda
  - Nature & biodiversity
  - Wildlife
  - Culture and Heritage
  - Agro tourism
  - Coastal and Marine
  - Sports tourism
  - Culinary tourism
  - Adventure tourism
  - Meditation & spiritual tourism
  - Buddhism based cultural tourism

#### **Digital & Technology Requirements**

The future campaign must integrate:

- Digital platforms and social media ecosystems
- AI based guest–host applications
- Digital payment systems

- Smart tourism infrastructure
- Data driven demand forecasting and analytics

#### **4.4 Stakeholder Engagement & Capacity Building**

##### **Overview**

Given the multi-stakeholder nature of tourism, the success of the global campaign depends on strong alignment across **ministries, provincial councils, private-sector partners, airlines, industry associations, and development agencies**. The consultancy firm must therefore lead a structured stakeholder engagement process to harmonize messaging, ensure institutional buying, and build long-term capacity within SLTPB and partner agencies. This includes training, coordination guidelines, and systems that enable SLTPB to manage the campaign and its implementing consultants over the next five years.

##### **Tasks**

- Facilitating stakeholder workshops and coordination guidelines to harmonize messaging and execution across ministries, airlines, industry associations, and private sector partners
- Building capacity within the Sri Lanka Tourism Promotion Bureau and partner agencies.

#### **4.5 Technical & Procurement Support**

##### **Overview**

Once the five-year campaign strategy is developed, the consultancy firm must translate it into **procurement-ready documentation** to recruit the agencies and Destination Representation Companies (DRCs) that will execute the campaign across global markets. This includes preparing TORs, tender documents, evaluation criteria, KPIs, and contract structures aligned with GOSL and donor guidelines. The consultancy firm must also design robust monitoring, evaluation, accountability, and learning (MEAL) systems to ensure performance-based implementation over a five-year period. This phase concludes with a full handover to SLTPB, equipping them with all tools, templates, and systems required to manage the campaign and its implementing partners.

##### **Tasks**

##### **Procurement Documents**

- Prepare Terms of References for multiple external partners (creative agencies, media buying firms, research agencies, digital agencies and PR agencies etc.)
- Develop workable campaign monitory mechanisms and document the same
- Preparing tender documents aligned with GOSL procurement guidelines or guidelines of funding agencies if any
- Develop evaluation criteria for technical and financial evaluations
- Supporting contract drafting, including KPIs and performance indicators
- Providing inputs for Cabinet papers and approvals where needed

##### **Monitoring & Evaluation**

- Develop a monitoring framework for deliverable based payments
- Support the Ministry PMU to evaluate progress of the selected global consultancy

##### **Details**

The consultancy firm shall prepare a complete SOP Manual Guide covering all campaign management functions, including governance structures, approval processes, reporting

templates, monitoring and evaluation protocols, contract management procedures, and guidelines for coordinating multiple external agencies and Destination Representation Companies (DRCs). The manual must include practical tools such as checklists, dashboards, flowcharts, and templates that SLTPB can use throughout the five-year implementation cycle. As part of the official handover, the consultant will conduct hands-on user-guide training sessions for SLTPB and CMU staff, demonstrating how to apply the SOPs in real operational scenarios, manage performance dashboards, track deliverables, and enforce accountability mechanisms. This training must ensure that SLTPB has the full capability to manage the campaign ecosystem independently, maintain quality standards, and uphold a strong monitoring, evaluation, accountability, and learning (MEAL) culture throughout the campaign's lifecycle.

## 5. DELIVERABLES

### 5.1 Deliverable Schedule with Quality Assurance Remarks

No.	Deliverable	Description / Expected Output	Timeline	Quality Assurance Remarks
1	<b>Baseline Research &amp; Market Intelligence Report</b>	Comprehensive baseline study covering brand perception, consumer behavior, demand trends, competitor benchmarking, and global best practices.	<b>End of Month 3</b>	Must use validated data sources; must integrate findings from national demand analysis and product assessments; must include clear methodology and replicable research framework
2	<b>Five-Year Global Campaign Strategic Roadmap</b>	A detailed, evidence-based roadmap outlining market prioritization, messaging strategy, rollout sequencing, partnerships, budget phasing, and KPIs for the first three years of the Five-Year Global Promotion Campaign.	<b>End of Month 5</b>	Must be validated through stakeholder workshops; must align with demand analysis, investment analysis, product readiness, and national/provincial strategies; reviewed by SLTPB & Ministry PMU.
3	<b>Blueprint for Pre-Launch Coordination Unit (CMU)</b>	Institutional design for the CMU including structure, roles, workflows, governance mechanisms, SOPs, and capacity-building requirements.	<b>End of Month 6</b>	Must align with SLTPB's organizational structure; must include operational guidelines, reporting lines, and performance management tools; validated through internal consultations.
4	<b>Stakeholder Engagement Framework</b>	A structured framework for multi-stakeholder coordination across ministries, provinces, private sector, airlines, and development partners. Includes workshop plans, communication protocols, and alignment mechanisms.	<b>Through out Months 3-7</b>	Must demonstrate inclusive stakeholder participation; must document feedback loops; must ensure harmonized messaging and national-level alignment.
5	<b>Monitoring &amp; Evaluation Framework for Deliverable-Based Payments</b>	A complete MEAL system including KPIs, performance indicators, reporting templates, dashboards, and payment-linked deliverable tracking mechanisms for the five-year campaign.	<b>End of Month 7</b>	Must be practical, measurable, and aligned with global best practices; must include risk-management and accountability mechanisms; validated with SLTPB and Ministry PMU.

6	<b>Complete Procurement Pack</b>	A full set of procurement-ready documents for recruiting global and regional implementation consultancies. Includes: <ul style="list-style-type: none"> <li>• TORs for global campaign consultancy</li> <li>• Draft consultancy contract</li> <li>• Evaluation criteria &amp; scoring sheets</li> <li>• Selection guidelines</li> <li>• Consultant profiles &amp; qualification requirements</li> <li>• Regional selection methodology</li> </ul>	<b>End of Month 7</b>	Must comply with GOSL procurement guidelines and donor requirements; must be legally vetted; must include clear KPIs, performance clauses, and risk-mitigation measures; reviewed by Procurement Specialist, Legal Specialist, and Ministry PMU.
7	<b>Support to Ministry PMU During Sourcing, Selection &amp; Onboarding of Global Consultancy</b>	Technical support during the procurement cycle, including reviewing bids, preparing evaluation reports, or providing advisory support, clarifications, documentation, and onboarding of selected firms.	<b>Months 6-7</b>	The consultancy firm supports the Ministry PMU and SLTPB to follow a transparent, compliant, and auditable processes; make available and ensure full documentation of evaluation decisions; onboarding including orientation sessions and alignment workshops.
8	<b>Official Handover with SOP Manual Guide &amp; User-Guide Training</b>	Full transfer of all systems, templates, SOPs, dashboards, and operational manuals, including hands-on training for SLTPB staff.	<b>Month 7</b>	Must include a complete SOP Manual Guide; must conduct user-guide training sessions; must ensure SLTPB is fully capable of managing the campaign independently.

### Ownership of Deliverables

All reports, data, and materials produced under this assignment become the property of MOFAET and SLTPB. The Consultancy Firm should not retain any information or data from this assignment.

### 5.2 Timeline Schedule

No.	Activity	Key Deliverable	Timeline
1	<b>Inception Phase</b> – Kick-off meetings, detailed work plan, methodology confirmation	Inception Report with work plan, methodology, and stakeholder engagement plan	<b>By Week 3</b>
2	<b>Comprehensive Desk Review &amp; Evidence Integration</b> – Review past campaigns, integrate demand analysis, investment analysis, policy/regulatory reviews, provincial plans, product analysis, skills gap analysis	Baseline Analytical Summary + Integrated Insights Report	<b>Month 1 – Month 2</b>
3	<b>Baseline Research &amp; Market Intelligence</b> – Brand perception, consumer behavior, demand trends, benchmarking global best practices	Baseline Research Report & Benchmarking Study	<b>Month 2 – Month 3</b>
4	<b>Strategic Communication Framework Development</b> – STP, messaging, brand architecture, digital integration	Strategic Communication Framework (validated)	<b>Month 3 – Month 4</b>

5	<b>Five-Year Global Promotion Campaign Roadmap</b> – Market prioritization, rollout sequencing, partnerships, KPIs	Five-Year Campaign Roadmap	<b>Month 4 – Month 5</b>
6	<b>Institutional &amp; Operational Setup</b> – Pre-launch unit design, governance, SOPs, M&E systems, TORs for external agencies	Blueprint for Pre-Launch Unit (CMU) + Operational Guidelines + Draft TORs	<b>Month 5 – Month 6</b>
7	<b>Procurement Preparation</b> – Tender documents, evaluation criteria, KPIs, contract structures, Cabinet inputs	Draft Procurement Documents (GOSL/Donor compliant)	<b>Month 6 – Month 7</b>
8	<b>Stakeholder Engagement &amp; Capacity Building</b> – Workshops, alignment sessions, training	Stakeholder Engagement Report + Capacity-Building Outputs	<b>Throughout Months 3–7</b>
9	<b>Official Handover with SOP Manual Guide &amp; User-Guide Training</b> – Full transfer of systems, templates, dashboards, MEAL framework	SOP Manual Guide + User-Guide Training Sessions + Final Handover Package	<b>Month 7</b>
10	<b>Final Implementation Framework for Campaign Launch</b> – Consolidated strategic, operational, and procurement readiness package	Final Implementation Framework	<b>End of Month 7</b>

## 6. ELIGIBILITY CRITERIA, TEAM COMPOSITION & QUALIFICATION REQUIREMENTS

The assignment requires a multidisciplinary team with deep expertise in tourism strategy, global destination marketing, research and analytics, procurement, legal compliance, and high-quality documentation. Given the complexity of designing a Five-Year Global Promotion Campaign and preparing Sri Lanka for a multi-agency, multi-market implementation process, the selected consultancy firm must field a team with demonstrated international experience, strong analytical capabilities, and proven success in similar large-scale tourism or national branding assignments. Each expert must possess the technical competencies, professional qualifications, and sector-specific experience necessary to deliver high-quality outputs within the required timeframe. Membership in relevant professional bodies, experience working with governments and donor agencies, and a strong record of accomplishment of delivering strategic assignments in the tourism sector will be considered essential.

### Mandatory Conditions

- The **Team Leader** must be with deep knowledge of Sri Lanka’s tourism ecosystem, institutional structures, and policy environment.
- Specialists in **strategic communication, global marketing, market intelligence, and demand analysis** must be **consultants** with proven international experience in multi-market destination marketing.
- The team presented should include a minimum of 7 dedicated full-time individuals (Team Leader, Strategic Communication & Tourism Marketing Specialist, Baseline Research & Market Intelligence Specialist, Procurement & Contract Management Specialist, Legal Specialist, Executive for Document Preparation (02) numbers). All the experts must be present on-site throughout the assignment.
- **Legal and procurement/documentation specialists** must be with strong knowledge of GOSL procedures, public procurement, and administrative systems.
- All experts must demonstrate **proven track records, relevant academic qualifications, and professional memberships** where applicable.

- During the Assignment if any allocated staff member is to be changed, the Firm must inform in writing the change at least 3 weeks prior to the change and provide 3 CVs of suitable candidates to the SLTPB for evaluation before making the selection to replace the outgoing member.

### **Position 1 – Team Leader / Project Management Lead**

#### **Expected Work Scope**

- Lead the overall assignment, ensuring timely delivery of all outputs.
- Coordinate with SLTPB, Ministry PMU, World Bank teams, and other stakeholders.
- Oversee strategic development, institutional setup, procurement preparation, and handover.
- Ensure integration of all analytical inputs into the campaign roadmap.
- Manage reporting, quality assurance, and compliance with donor requirements.

#### **Qualifications & Experience**

- Master’s degree or degree in Tourism, Marketing, Business Administration, Economics, Development Studies, or a related field.
- Minimum **12–15 years** of experience in tourism strategy, destination marketing, or tourism sector project management.
- Demonstrated leadership in managing multi-stakeholder, government-led, or donor-funded tourism assignments.
- Proven experience designing institutional structures, governance mechanisms, and operational frameworks.
- Strong record of accomplishment in preparing TORs, procurement documents, evaluation frameworks, and implementation plans.
- Experience working with World Bank, ADB, UN agencies, or similar development partners is an advantage.
- Fluency in Sinhala and English.

#### **Core Competencies**

- Deep understanding of Sri Lanka’s tourism ecosystem, provincial tourism structures, and national branding.
- Strong project management, coordination, and stakeholder engagement skills.
- Knowledge of digital tourism platforms, AI-enabled tools, and smart tourism infrastructure.
- Expertise in M&E systems, deliverable-based payment structures, and performance management.

#### **Preferred Memberships**

- Membership in professional bodies such as PATA, CIM, PMI, or equivalent.

### **Position 2 – Strategic Communication & Tourism Marketing Specialist**

#### **Expected Work Scope**

- Lead the development of the strategic communication framework and STP model.
- Design brand architecture, messaging frameworks, and creative direction.
- Guide digital strategy, influencer ecosystems, and content optimization.
- Support the development of the Five-Year Global Promotion Campaign Roadmap.

### **Qualifications & Experience**

- Master's degree in marketing, Communications, Branding, Digital Strategy, or related fields.
- Minimum **10–12 years** of experience in global destination branding and multi-market tourism campaigns.
- Proven experience working with national tourism boards or global tourism brands.
- Demonstrated success in branding national and sub-national destinations.
- Experience preparing multi-year campaign roadmaps for tourism authorities.

### **Core Competencies**

- Expertise in STP frameworks, brand positioning, and value proposition development.
- Strong digital marketing capabilities, including social media ecosystems and AI-driven content optimization.
- Ability to integrate product-specific branding (wellness, wildlife, heritage, culinary, adventure, etc.).

### **Preferred Memberships**

- Membership in global marketing bodies such as AMA, CIM, or Digital Marketing Institute.

## **Position 3 – Baseline Research & Market Intelligence Specialist**

### **Expected Work Scope**

- Conduct baseline research, benchmarking, and market intelligence studies.
- Integrate insights from demand analysis, investment analysis, and product assessments.
- Develop continuous research frameworks for brand evolution monitoring.
- Support evidence-based decision-making for market prioritization and messaging.

### **Qualifications & Experience**

- Master's degree in economics, Statistics, Market Research, Tourism Analytics, or related fields.
- Minimum **10 years** of experience in tourism demand forecasting, consumer behavior analysis, and segmentation.
- Proven experience conducting global benchmarking studies for tourism destinations.
- Strong background in digital analytics, AI-based market intelligence, and tourism data platforms.

### **Core Competencies**

- Ability to design research methodologies and insight-generation frameworks.
- Strong analytical, quantitative, and data visualization skills.
- Experience producing high-quality research reports for governments or tourism boards.

### **Preferred Memberships**

- Membership in ESOMAR, Market Research Society, or similar bodies.

## **Position 4 – Procurement & Contract Management Specialist**

### **Expected Work Scope**

- Prepare tender documents, evaluation criteria, and contract conditions.
- Ensure compliance with GOSL procurement guidelines and donor requirements.

- Draft TORs for creative, media, PR, digital, and research agencies.
- Support Cabinet submissions, approvals, and procurement documentation.

### **Qualifications & Experience**

- Bachelor's degree in law, Public Administration, Procurement, or related fields; postgraduate qualifications preferred.
- Minimum **8–10 years** of experience in public procurement, preferably in tourism or communications.
- Strong knowledge of GOSL procurement guidelines and donor-funded procurement systems.
- Experience drafting contracts, KPIs, and performance-based agreements.

### **Core Competencies**

- Strong understanding of procurement risks in tourism promotion campaigns.
- Ability to manage multi-agency procurement processes.
- Excellent documentation and compliance skills.

### **Preferred Memberships**

- Membership in CIPS or equivalent procurement bodies is an advantage.

## **Position 5 – Legal Specialist**

### **Expected Work Scope**

- Provide legal oversight for TORs, contracts, NDAs, MOUs, and partnership agreements.
- Ensure compliance with GOSL laws, procurement regulations, and Cabinet procedures.
- Advice on IP rights, branding rights, and content usage rights.
- Support legal documentation for procurement and campaign implementation.

### **Qualifications & Experience**

- Attorney-at-Law with a Bachelor of Laws (LLB); postgraduate qualifications preferred.
- Minimum **8–10 years** of experience in public sector legal advisory roles.
- Experience with donor-funded project legal frameworks.
- Strong understanding of IP, branding, licensing, and content rights.

### **Core Competencies**

- Ability to identify and mitigate legal and contractual risks.
- Strong drafting, negotiation, and compliance skills.
- Experience supporting Cabinet papers and approval processes.

### **Preferred Memberships**

- Bar Association of Sri Lanka; IP-related professional bodies.

## **Position 6 – Executive for Document Preparation (2 Nos)**

### **Expected Work Scope**

- Prepare, format, and compile official documents, reports, TORs, and procurement packages.
- Support evaluation reports, Cabinet submissions, and structured deliverables.
- Maintain document control, versioning, and digital filing systems.
- Coordinate with technical experts to consolidate inputs.

### **Qualifications & Experience**

- Diploma or bachelor's degree in administration, Communications, IT, or related fields.
- Minimum **5 years** of experience in public sector or donor-funded documentation roles.
- Proven experience preparing high-quality official documents.

### **Core Competencies**

- Strong formatting, editing, proofreading, and quality-control skills.
- Proficiency in MS Office, digital documentation systems, and structured templates.
- Ability to work under tight deadlines with accuracy and professionalism.

### **Preferred Memberships**

- Membership in professional administrative or documentation bodies is an advantage.

MOFAFET and SLTPB will provide access to all relevant existing information, maps, studies, models, etc. that it already has at no cost to the Consultancy Firm. MOFAFET and SLTPB will support the Consultancy Firm by facilitating stakeholder meetings mutually discussed and agreed.

### **CONFIDENTIALITY AND DATA OWNERSHIP**

The consultancy firm should protect the confidentiality of firms/individuals participating in the assignment at all stages. All data is confidential and the property of MOFAFET and SLTPB. No data or other information from this assignment will be released to third parties without the written approval of MOFAFET and SLTPB. The names of participating establishments will not be released by the consultancy firm to any other party for any reason.

### **Evaluation Criteria for Consultancy Firm Selection Sri Lanka Global Destination Promotion Campaign**

#### **1. Technical Qualifications and Firm Experience**

Assessment of the firm's track record in destination marketing strategy, global tourism campaign development, and market intelligence. Priority will be given to firms with demonstrated experience in developing 5-year strategic roadmaps for national tourism promotion bureaus or comparable public tourism bodies, preferably in South or Southeast Asia.

#### **2. Proposed Methodology and Work Plan**

Quality, clarity, and feasibility of the proposed approach to delivering the required outputs within the assignment timeline. The evaluation will assess the firm's understanding of the assignment scope, including baseline research design, STP framework development, and procurement-ready documentation.

#### **3. Key Personnel Qualifications**

Evaluation of the CVs and experience of all seven proposed team members against the minimum requirements specified in the TOR. Weight will be placed on the Team Leader (12–15 years' experience, master's degree, Sinhala fluency) and the Strategic Communication & Marketing Specialist (10–12 years, global destination branding expertise).

#### 4. Institutional and Coordination Capacity

Demonstrated ability to engage multi-stakeholder environments, including government ministries, provincial councils, and private sector actors (hotels, airlines, DMCs). Evidence of prior capacity-building and training delivery to public institutions will be an asset.

#### 5. Financial Proposal

Reasonableness and value-for-money of the lump-sum financial proposal relative to the scope and deliverables. **Note that sub-contracting is not permitted**, the full team must be on-site throughout the assignment.

### 8. PAYMENT METHOD

The assignment shall be carried out under a **lump-sum payment structure**, with payments linked strictly to the completion and acceptance of specified deliverables. All payments will be made **only upon submission of high-quality outputs**, verified through the Ministry PMU and SLTPB's internal review process, and endorsed by the World Bank where applicable. No advance payments will be made unless explicitly approved by the Client in accordance with GOSL and donor guidelines. The ownership of all outputs (reports, documents, PowerPoint Presentations and Manuals) produced under this assignment will be vested in SLTPB and Ministry of Tourism.

Payments will be released in tranches corresponding to key deliverables, ensuring that financial disbursement is tied to measurable progress, quality assurance, and compliance with the TOR. Each deliverable must be submitted in both digital and hard-copy formats, accompanied by a Deliverable Submission Form and a Quality Assurance Note summarizing methodology, validation steps, and alignment with TOR requirements.

The Client reserves the right to request revisions, clarifications, or enhancements to any deliverable before payment approval. Payments will be processed only after the delivery is formally accepted in writing by the Ministry PMU and SLTPB. Delays in submission, non-compliance with quality standards, or incomplete deliverables may result in withholding or deferring payments until all requirements are satisfactorily met.

#### 8.1 Payment Schedule

Deliverable	Payment %	Payment Conditions / Quality Assurance Requirements
1. Inception Report	20%	Must include detailed methodology, work plan, stakeholder map, and timeline; approved by SLTPB & PMU.
2. Baseline Research & Market Intelligence Report	20%	Must demonstrate validated data sources, clear methodology, and integration of national analyses.
3. Strategic Communication Framework		Must include STP model, messaging framework, brand architecture, and digital integration plan; validated through a stakeholder workshop.
4. Five-Year Global Promotion Campaign Roadmap	30%	Must be evidence-based, aligned with national/provincial strategies, and include KPIs, budget phasing, and rollout sequencing.
5. Blueprint for Pre-Launch Coordination Unit (CMU)		Must include structure, roles, SOPs, governance mechanisms, and capacity-building plan.

<b>6. Complete Procurement Pack and SOP Manual Guide &amp; User-Guide Training</b>	<b>30%</b>	Must comply with GOSL and donor procurement guidelines; legally vet; include TORs, evaluation criteria, contracts, and selection methodology.
<b>7. Monitoring &amp; Evaluation Framework</b>		Must include MEAL system, dashboards, KPIs, reporting templates, and deliverable-based payment mechanisms.
<b>8. Final Handover Package (SOP Manual Guide + User-Guide Training)</b>		Must include complete SOP Manual, training materials, user-guide sessions, and final implementation framework.
	<b>100%</b>	

## 8.2 Quality Assurance and Acceptance Process

All deliverables will undergo a **three-stage quality assurance process**:

### 1. Technical Review

Conducted by SLTPB technical teams, PMU specialists, and relevant ministry units to ensure accuracy, completeness, and alignment with TOR.

### 2. Compliance Review

Ensures adherence to GOSL guidelines, donor requirements, procurement rules, and legal standards.

### 3. Validation & Approval

Final acceptance by the Ministry PMU and SLTPB, with written confirmation required before payment release.

If a deliverable does not meet the required standards, the consultant must revise and resubmit it within the timeframe specified by the Client. Payments will not be processed until the delivery is fully accepted.

The PMU, in coordination with SLTPB, will implement a **structured monitoring and evaluation system** to track the Consultancy Firm's performance. This will include:

- **Weekly or bi-weekly progress meetings**
- **Monthly written progress reports** – monthly progress report to be submitted by the consultancy firm by the last working day of the month
- **Milestone-based technical reviews**
- **Quality assurance checks** on all deliverables
- **Documentation audits** to ensure completeness and compliance

## Compliance With Legal and Tax Requirements

- All statutory taxes, levies, and deductions applicable under Sri Lankan law will be applied.
- The Consultant Firm is responsible for all internal financial obligations related to its team.

## 8.3 Invoicing Requirements

Each invoice must be accompanied by:

- A Deliverable Submission Form
- A Quality Assurance Note
- A summary of work completed
- Evidence of stakeholder consultations (where applicable)
- Digital and hard-copy versions of the deliverable

Incomplete invoices or missing documentation may delay payment processing.

## Annex 01:

### Institutional Framework and Consultancy Progress Monitoring & Deliverable Evaluation

#### 1. Institutional Framework

##### 1.1 Steering Committee Structure

The assignment will be guided and overseen by a **multi-agency Steering Committee** established by the Ministry of Tourism. The Steering Committee will serve as the apex governance body for this assignment and will ensure strategic alignment, technical quality, and stakeholder coordination. The Committee shall comprise representatives from:

- **Sri Lanka Tourism Promotion Bureau (SLTPB)**
- **Sri Lanka Tourism Development Authority (SLTDA)**
- **Sri Lanka Institute of Tourism & Hotel Management (SLITHM)**
- **Sri Lanka Convention Bureau (SLCB)**
- **Ministry of Foreign Affairs, Foreign Employment & Tourism**
- **Industry associations** including THASL, SLAITO, TAASL, CHSGA, and other relevant private sector bodies
- **Universities and academic institutions** with expertise in tourism, marketing, economics, and data analytics
- **Other relevant government agencies and development partners**, as required

##### 1.2 Role of the Steering Committee

The Steering Committee will:

- Provide **strategic oversight** and ensure alignment with national tourism priorities
- Review and endorse the **methodology, work plan, and analytical frameworks** proposed by the Consultancy Firm
- Validate **interim findings, research outputs, and draft deliverables**
- Ensure that the assignment reflects both **public sector priorities** and **private sector market realities**
- Facilitate access to data, stakeholders, and institutional resources
- Ensure that the procurement pack and TORs developed are **technically sound, globally competitive, and locally relevant**

The Consultancy Firm shall work in **continuous coordination** with the Steering Committee and present all major technical outputs for review and guidance.

#### 2. Role of the Ministry PMU and SLTPB

##### 2.1 Project Management Unit (PMU)

The Ministry PMU will serve as the **primary operational counterpart** to the Consultancy Firm and will be responsible for:

- Day-to-day coordination
- Monitoring progress against the approved work plan
- Ensuring compliance with technical standards and procurement guidelines
- Facilitating access to government data, reports, and institutional resources
- Providing timely feedback and approvals

The PMU will also ensure that the Consultancy Firm adheres to the agreed timelines, quality benchmarks, and deliverable-based payment structure.

## 2.2 Role of SLTPB

SLTPB will:

- Provide sectoral insights, market intelligence, and access to promotional data
- Facilitate coordination with international marketing offices, provincial tourism units, and private sector partners
- Support validation of TORs, evaluation criteria, and consultant qualification requirements
- Ensure that the procurement pack aligns with SLTPB's operational needs and future campaign implementation requirements

SLTPB and the PMU will jointly ensure that the assignment remains aligned with the broader objectives of the Global Destination Promotion Campaign.

## 3. Integration of Private Sector Insights

Given the central role of the private sector in tourism development and promotion, the Consultancy Firm must ensure **structured, continuous, and meaningful engagement** with industry stakeholders throughout the assignment. This includes:

- Hotels, DMCs, travel agents, tour operators
- Airlines and aviation partners
- Digital travel platforms and OTAs
- Tourism product owners (wellness, wildlife, heritage, adventure, culinary, agro-tourism, etc.)
- Provincial tourism bodies and destination management organizations

### 3.1 Private Sector in Data Collection & Analysis

The Consultancy Firm must actively involve private sector stakeholders in:

- Market intelligence sharing
- Demand trend analysis
- Digital analytics and customer insights
- Product-specific branding inputs
- Validation of assumptions and strategic directions

This ensures that the final campaign roadmap and procurement pack are **evidence-based, commercially grounded, and globally competitive**.

## 4. Consultancy Progress Monitoring & Deliverable Evaluation

### 4.1 Monitoring Mechanism

The PMU, in coordination with SLTPB, will implement a **structured monitoring and evaluation system** to track the Consultancy Firm's performance. This will include:

- **Weekly or bi-weekly progress meetings**
- **Monthly written progress reports**
- **Milestone-based technical reviews**
- **Quality assurance checks** on all deliverables
- **Documentation audits** to ensure completeness and compliance

### 4.2 Deliverable Review and Approval Process

All deliverables submitted by the Consultancy Firm will undergo a **three-tier review process**:

1. **Technical Review by PMU and SLTPB**
  - Assessment of completeness, accuracy, and alignment with TOR
  - Verification of data sources, methodologies, and analytical rigor
2. **Steering Committee Review**

- Strategic validation
- Cross-institutional alignment
- Integration of private sector insights

### 3. **Formal Approval**

- PMU will issue written acceptance or request revisions
- Deliverables will only be considered final upon formal approval

## 5. **Reporting Requirements**

The Consultancy Firm shall submit:

- Inception Report
- Monthly Progress Reports
- Draft and Final Deliverables
- Presentation decks for Steering Committee meetings
- A Final Completion Report summarizing all outputs and recommendations

All reports must be submitted in both **digital and hard copy formats**, following the standards specified by the PMU.

## Annex 02: Guidelines for Private Sector Engagement

### Collaboration with Private Sector Stakeholders

A successful Global Destination Promotion Campaign requires deep alignment between the public sector and Sri Lanka's tourism industry. Therefore, throughout this assignment, the selected Consultancy Firm must ensure that the **Tourism Ministry PMU and SLTPB work in close, structured, and continuous collaboration with private sector stakeholders**, including national industry associations and leading tourism enterprises.

#### 1. Strategic Role of the Private Sector

The private sector—comprising hotels, DMCs, airlines, travel agents, tour operators, digital travel platforms, and tourism product owners—holds critical market intelligence, operational insights, and real-time business data. Their participation is essential to ensure that the future global campaign:

- Reflects actual market demand and emerging travel trends
- Addresses challenges faced by tourism businesses
- Leverages industry innovations, digital platforms, and new tourism products
- Aligns with the commercial priorities of Sri Lanka's tourism value chain
- Strengthens the competitiveness of Sri Lanka's tourism offerings in global markets

The Consultancy Firm must therefore design mechanisms to **institutionalize private sector participation** throughout the assignment.

#### 2. Required Collaboration Mechanisms

##### 2.1 Joint Working Sessions

The Consultancy Firm shall facilitate structured working sessions between the Ministry PMU, SLTPB, and private sector representatives to:

- Validate research findings
- Review market intelligence
- Discuss branding and positioning options
- Identify priority markets and product clusters
- Co-create messaging and value propositions

These sessions must be documented and integrated into the final procurement pack and strategic roadmap.

##### 2.2 Private Sector Participation in Data Collection & Analysis

The Consultancy Firm must ensure that private sector stakeholders are actively involved in:

- Providing operational data, booking trends, and demand insights
- Sharing digital analytics, customer profiles, and market feedback
- Contributing to baseline research and benchmarking
- Validating assumptions used in the campaign strategy

This ensures that the final campaign strategy is **evidence-based, commercially relevant, and grounded in real business intelligence**.

##### 2.3 Industry Consultations for Product-Specific Branding

Given the diversity of Sri Lanka's tourism offerings, the Consultancy Firm must engage product-specific private sector experts in:

- Wellness & Ayurveda

- Nature and biodiversity
- Wildlife
- Heritage and archaeology
- Agro-tourism
- Sports tourism
- Culinary tourism
- Adventure tourism
- Meditation and spiritual tourism
- Buddhism-based cultural tourism

These consultations will ensure that the global campaign accurately reflects the strengths, authenticity, and competitive advantages of each tourism segment.

## **2.4 Continuous Feedback Loops**

The Consultancy Firm must establish a structured feedback mechanism enabling private sector stakeholders to:

- Review draft TORs
- Comment on consultant qualification requirements
- Provide input on evaluation criteria
- Validate the feasibility of proposed campaign approaches
- Suggest improvements to the procurement pack

This ensures that the final procurement documents are **practical, industry-aligned, and globally competitive**.

## **3. Governance & Coordination Structure**

### **3.1 Joint Public–Private Steering Group**

The Consultancy Firm shall support the Ministry PMU and SLTPB to establish a **Public–Private Steering Group** comprising:

- Ministry PMU representatives
- SLTPB senior officials
- Representatives from key industry associations (THASL, SLAITO, TAASL, CHSGA, etc.)
- Leading private sector tourism enterprises

This group will provide strategic oversight and ensure alignment with national and industry priorities.

### **3.2 Transparency & Inclusivity**

The Consultancy Firm must ensure that:

- All private sector engagements follow transparent and inclusive processes
- Representation covers large, medium, and small tourism enterprises
- Regional tourism stakeholders are included, especially from provinces
- Insights from SMEs, community-based tourism operators, and emerging tourism entrepreneurs are captured

This ensures that the campaign reflects the **full diversity of Sri Lanka’s tourism ecosystem**.

## **4. Integration of Private Sector Insights into Final Outputs**

The Consultancy Firm must demonstrate how private sector insights have been incorporated into:

- The five-year Global Campaign Roadmap
- The procurement pack

- TORs for global consultancy
- Evaluation criteria and scoring sheets
- Consultant qualification requirements
- Market prioritization and segmentation
- Messaging and brand positioning
- Digital and AI-based tourism solutions
- Provincial and destinations specific branding

This integration is mandatory and will be reviewed during deliverable acceptance.