

GOVERNMENT OF NEPAL
Ministry of Infrastructure Development
Department of Urban Development and Building Construction
Project Coordination Office

TERMS OF REFERENCE
Tourism Specialist
(Deputy Team Leader)
Project Implementation Support Team (PIST)

Greater Lumbini Area Development Project (GLAD)

IDA Credit No. 7980-NP

Financed by: World Bank (International Development Association)
Implementing Agency: Ministry of Infrastructure Development (MoID)
Kathmandu, Nepal

2026

1. PROJECT BACKGROUND

The Government of Nepal, through the Ministry of Infrastructure Development (MoID) and the Ministry of Culture, Tourism and Civil Aviation (MoCTCA), is implementing the Greater Lumbini Area Development Project (GLAD) with financial support from the World Bank (IDA Loan No. P512377, US\$85 million).

The Project Development Objective (PDO) is to improve tourism-related infrastructure and services and promote local jobs in the Greater Lumbini Area. The project is organized around three components:

- Component 1: Destination Planning, Local Economic Development, and Private Sector Engagement (US\$15 million): finances destination planning, branding and marketing, MSME support, skills development, and private-sector engagement.
- Component 2: Critical Tourism Infrastructure Improvements (US\$66 million): finances priority tourism-related infrastructure, including access roads, public amenities, sanitation, drainage, and heritage-sensitive site improvements.
- Component 3: Project Management and Coordination (US\$4 million): finances overall project coordination, fiduciary management, procurement, environmental and social (E&S) risk management, monitoring and evaluation, reporting, audits, and capacity building.

The project covers four culturally and archaeologically significant Buddhist sites, the Lumbini Master Plan Area (a UNESCO World Heritage Site), Tilaurakot-Kapilvastu, Devdaha, and Ramgram collectively forming the Greater Lumbini Buddhist Circuit (GLBC).

Implementation is led by the Project Coordination Office (PCO) under MoID, supported by two Project Implementation Units: PIU-1 (under DoA/MoCTCA, focusing on heritage, tourism, and local economic development) and PIU-2 (under DUDBC/MoID, focusing on infrastructure). Four participating municipalities implement small-scale local infrastructure. A high-level Project Steering Committee (PSC), chaired by the Secretary of MoID, provides strategic oversight and inter-agency coordination.

Given the multi-agency character of the project, the complexity of heritage-sensitive interventions, and the need for close compliance with World Bank fiduciary and environmental and social requirements, the PCO is mandated to constitute a Project Implementation Support Team (PIST). The PIST provides embedded, hands-on technical, procurement, financial management, contract management, environmental and social, monitoring and evaluation, and overall project management support to the PCO and the PIUs throughout implementation. The Tourism Specialist will serve as Deputy Team Leader of the PIST and will provide strategic and operational leadership on all tourism development-related activities across the GLAD Project.

2. OBJECTIVE OF THE ASSIGNMENT

The Specialist will assist the Team Leader in the overall coordination of the PIST and will lead the design, implementation oversight, quality assurance, and monitoring of interventions under Component 1 and the tourism-related elements of Component 2.

The Specialist is expected to bring deep expertise in sustainable tourism planning, destination management, heritage tourism, MSME development, and private sector engagement, enabling the PCO and PIUs to deliver high-quality outputs aligned with World Bank standards, UNESCO World Heritage requirements, and Nepal's national tourism development agenda.

3. SCOPE OF WORK AND KEY RESPONSIBILITIES

The scope of service of the Consultant will include but not necessarily be limited to the following:

3.1. Deputy Team Leadership and Coordination

- Support the Team Leader in managing and coordinating the PIST, including scheduling, internal coordination, workplan monitoring, and quality assurance of PIST outputs.
- Act as Team Leader in the absence of the Team Leader and represent the PIST at relevant meetings with the PCO, PIUs, World Bank, and other stakeholders as required.
- Assist in the preparation of consolidated PIST monthly and quarterly progress reports, annual work plans, and other management documents.
- Liaise with the PCO Project Director, PIU-1 and PIU-2 coordinators, and other PIST specialists to ensure coherence and integration across technical workstreams.
- Contribute to the overall knowledge management and documentation of lessons learned, best practices, and project innovations.

3.2. Destination Planning and Governance

- Provide technical leadership in the preparation and implementation of the Integrated Tourism Development Plan for the Greater Lumbini Buddhist Circuit, ensuring alignment with the Lumbini Master Plan, UNESCO Operational Guidelines, and ICOMOS standards.
- Guide the development of site-specific destination management plans for Lumbini, Tilaurakot, Devdaha, and Ramgram, integrating heritage conservation, visitor management, climate resilience, and inclusive economic development objectives and E&S risk management aspects .
- Support the design and operationalization of a Destination Management Organization (DMO) for the GLBC, including multi-stakeholder governance structures, terms of reference, operational protocols, and capacity-building plans.
- Provide expert input to visitor management planning, including carrying capacity assessments, visitor flow analysis, signage standards, visitor satisfaction monitoring systems, and interpretation frameworks for key heritage sites.
- Facilitate and support participatory planning processes, including Multi-Stakeholder Committees (MSCs), ensuring meaningful engagement of women, youth, indigenous communities, and local religious institutions.

3.3. Branding, Marketing, and Promotion

- Lead technical inputs to the development of a destination brand identity and integrated marketing strategy for Lumbini and the GLBC, in collaboration with the Nepal Tourism Board (NTB), LDT, and PIU-1.
- Advise on digital marketing, product positioning, and market outreach strategies targeting pilgrimage, cultural, spiritual, and wellness tourism segments across domestic, regional and international markets.
- Support the development of tourism products and experiences, including community-based tourism, cultural programs, Buddhist retreats, and heritage interpretation that enhance visitor engagement and extend average length of stay.
- Provide guidance on sustainable tourism certification, eco-tourism standards, and responsible tourism practices consistent with UNESCO and international best practices.

3.4. Local Economic Development and Private Sector Engagement

- Provide technical oversight of Component 1.2 activities related to local enterprise development, MSME support, and private sector engagement, including scope of work review, quality assurance, and milestone verification for contracted service providers.
- Guide the design and implementation of value-chain development programs for tourism-related MSMEs across accommodation, food services, transport, creative industries, and cultural enterprises, with a particular focus on women-led and youth-led businesses.

- Ensure the integration of E&S aspects into all value-chain development programs for tourism-related MSMEs
- Advise on the operationalization of the Business Support Facility (BSF), including incubation mechanisms, access to finance facilitation, digital platform integration, and green and climate-smart business practices.
- Provide strategic guidance on Public-Private Partnership (PPP) frameworks for tourism infrastructure and services, investment prospectus development, and regulatory reform recommendations to attract responsible private investment in the GLA.
- Oversee the engagement of the Training and Facilitating Partner (TFP), ensuring that enterprise development, skills training, and workforce programs align with national certification standards and project PDO indicators.
- Ensure gender responsiveness across all Component 1 activities, with targets for women-owned enterprise support and female labor force participation in training and infrastructure programs.

3.5. Heritage-Sensitive Tourism Infrastructure Support

- Provide tourism-specific technical inputs to the design, review, and quality assurance of visitor-facing infrastructure under Subcomponent 2.1, including visitor centers, interpretation facilities, museum enhancements, signage, pathways, and public amenities at GLBC sites.
- Advise PIU-1 and Design and Supervision Consultants (DSCs) on tourism functionality, universal accessibility, visitor flow management, and heritage-sensitive design principles consistent with UNESCO and ICOMOS requirements in coordination with Department of Archeology (DoA) and LDT.
- In coordination with relevant entities, ensure that tourism related interventions of the project are compliant with the recommendations of Heritage Impact Assessments (HIAs), Cultural Heritage Management Plans (CHMPs), Environmental and Social Management Plans (ESMPs), RAPs and other E&S plans for heritage site interventions.
- Provide active support for the organization of the international design competition for the Maya Devi Conservation Shelter and contribute to the evaluation of design submissions from tourism functionality, heritage sensitivity, and visitor experience perspective.
- Work closely with PIU-2, DSCs, and participating municipalities, as needed, to ensure that interventions and sub-projects under Component 2.2 effectively incorporate tourism-supporting functions, enhance visitor experience and flow, and reflect context-appropriate design.

3.6. Project Implementation Support and Quality Assurance

- Support the PCO in reviewing and providing no-objection recommendations on terms of reference, technical reports, work plans, and deliverables related to tourism-focused assignments procured under the project.
- Contribute to the preparation and review of Annual Work Plans and Budgets (AWPBs) for tourism-related activities across Components 1 and 2.
- Provide quality oversight for all tourism-related outputs produced by consulting firms and service providers engaged under the project (e.g., destination planners, branding agencies, MSME support firms, training providers).
- Participate in joint field supervision missions to the Greater Lumbini Area to monitor progress of tourism-related activities, identify implementation bottlenecks, and recommend corrective actions.
- Support the preparation of semi-annual progress reports, mid-term reviews, and end-of-project evaluations, providing technically substantiated assessments of tourism-related outputs and outcomes.

3.7. Monitoring, Evaluation, and Reporting

- Lead the tracking and reporting of tourism-related PDO and intermediate results indicators, including average days per visit, average daily spending per trip, number of new and expanded enterprises, people with better-paid jobs, and visitor satisfaction scores.

- Design and oversee visitor expenditure surveys, MSME surveys, beneficiary assessments, and tourism value-chain mapping exercises in coordination with the M&E Specialist.
- Contribute to semi-annual progress reports, implementation support mission aide-memoires, and the Annual Work Plan and Budget (AWPB) preparation process.
- Coordinate with NTB and LDT to establish and maintain a robust tourism data system capturing visitor flows, market profiles, and economic impacts aligned with the project's digital M&E platform.

3.8. Stakeholder Engagement and Partnership Coordination

- Maintain productive working relationships with key tourism sector stakeholders including MoCTCA, LDT, DoA, NTB, Lumbini Province Government, Participating Municipalities, religious institutions, community organizations, and the private sector.
- Support coordination with international development partners engaged in the tourism sector within the GLA, including UNESCO, ADB, IFC, FCDO, SDC, and UN-Habitat.
- Facilitate structured consultations with religious authorities, Buddhist institutions, local monasteries, and cultural custodians on tourism development activities, ensuring alignment with religious and cultural practices.
- Represent the PIST in relevant tourism sector forums, workshops, and technical meetings, contributing to knowledge exchange and sector policy dialogue.
- Provide oversight into mainstreaming meaningful consultation at sub-project level throughout the project cycle (while planning, designing, and implementing).
- Provide oversight to mainstream disclosure of Project information to all stakeholder groups in a timely, accessible, and culturally appropriate manner to enable meaningful consultation throughout the project cycle.

4. KEY DELIVERABLES

The Tourism Specialist shall be responsible for delivering the following outputs, in accordance with the project's annual work plan schedule:

Deliverable	Timeline / Frequency
Inception Report: situational analysis, tourism assessment, workplan, and methodology for all Component 1 activities	Within 30 days of commencement
Technical input and advisory support to the Integrated Tourism Development Plan for GLBC	As required during implementation
Technical input to the Destination Management Plans for four GLBC sites (Lumbini, Tilaurakot, Devdaha, Ramgram)	As required during implementation
Technical input GLBC Brand and Marketing Strategy, including digital marketing and promotional materials	As required during implementation
DMO Establishment Report: governance framework, operational protocols, capacity-building plan	As required during implementation
Quarterly progress reports on Component 1 implementation (MSME support, enterprise development, skills training)	15 days after quarter ending
Tourism-related inputs to semi-annual and annual project progress reports	15 days after respective period ending

Deliverable	Timeline / Frequency
Annual visitor expenditure survey reports and tourism value-chain assessments	15 days after year ending.
Tourism M&E contribution: PDO indicator tracking, visitor satisfaction surveys, MSME survey reports	Quarterly / Annually per framework
Technical review notes and advisory memos on DSC outputs, HIA/CHMP tourism sections, and site design proposals	As required during implementation
End-of-Project Completion Report: tourism sector achievements, sustainability recommendations, and knowledge capture	Before contract closure

All deliverables shall be submitted in English in a format acceptable to the PCO and the World Bank and shall be reviewed by the Team Leader and PCO Project Director prior to finalization.

5. CONSULTANTS SELECTION METHOD

The Consultants will be selected on basis of Open Competitive Selection of Individual Consultants with Time Based Contract.

6. QUALIFICATIONS AND EXPERIENCE:

6.1. Eligibility

- Master's degree in Travel and Tourism Management, Hospitality Management, Tourism Studies, Tourism and Hospitality Studies, Sustainable Tourism Management, Destination Development, or a closely related field.
- Minimum of 12 years of experience in tourism development, destination management, or related tourism fields after master degree.

6.2. Experience

- Demonstrated preparation of integrated destination development plans/ site management frameworks/visitor management strategies or other tourism related plans.
- Experience developing brand identities and integrated marketing campaigns for tourism destinations, including digital marketing, product positioning, and outreach to pilgrimage, cultural, and wellness segments.
- Experience in designing and overseeing MSME support programs, value-chain development, access to finance facilitation, and enterprise incubation in tourism contexts.
- Prior experience on World Bank/ADB or other donor funded tourism/urban/heritage projects
- Experience as team leader/deputy team leader for a multi-disciplinary technical team: workplan management, quality assurance, internal coordination, and output oversight.

6.3. Desirable Attributes and Skills

- Knowledge of Nepal's tourism sector, Buddhist heritage circuit, or comparable South Asian heritage tourism contexts.
- Strong facilitation and stakeholder engagement skills, with the ability to work effectively across diverse government agencies, religious institutions, communities, and the private sector.
- Excellent written and verbal communication skills in Nepali and English.

- Strong analytical and report-writing skills with demonstrated ability to produce high-quality technical documents and policy briefs.

7. REPORTING LINES AND WORKING ARRANGEMENTS

The Tourism Specialist (Deputy Team Leader) shall report directly to the Team Leader of the Project Implementation Support Team (PIST), who in turn reports to the Project Director of the PCO (MoID-DUDBC). In the absence of the Team Leader, the Tourism Specialist shall assume the Team Leader functions and report directly to the Project Director.

The Specialist shall maintain close working relationships with:

- PIU-1 (MoCTCA): for Component 1 activities and Subcomponent 2.1 tourism infrastructure
- PIU-2 (MoID-DUDBC): for tourism-relevant elements of Subcomponent 2.2
- PCO Finance, Procurement, M&E, and Environmental and Social specialists for integrated project management support
- World Bank Task Team: for technical guidance, review of deliverables, and compliance with Bank standards
- LDT, DoA, NTB, UNESCO, and other sector partners: for coordination, data sharing, and joint planning

8. DURATION AND DUTY STATION

The Consultant will support the Client for 60 person-months over the project duration, subject to satisfactory performance review. The Client reserves the right to terminate the contract if the Consultant's services are deemed unsatisfactory.

The primary duty station is the GLAD Project Coordination Office (PCO), Kathmandu, Nepal. The specialist shall undertake regular field visits to the Greater Lumbini Area (including Lumbini, Kapilvastu, Devdaha, and Ramgram), participating municipalities, and PIU offices as required by implementation needs.

9. PERFORMANCE EVALUATION

The performance of the Deputy Team Leader shall be evaluated by the team leader and Project Director annually, using performance criteria aligned with the deliverables specified in Section 4 and the key responsibilities described in Section 3. The evaluation shall assess the following dimensions:

- Quality, timeliness, and completeness of PIST deliverables and reports.
- Effectiveness of PIST team leadership and inter-specialist coordination.
- Quality and impact of advisory support provided to the PCO and PIUs.
- Contribution to smooth implementation of the project's annual work plan and timely achievement of milestones.
- Effectiveness of stakeholder engagement and inter-agency coordination.
- Responsiveness and quality of support during World Bank implementation support missions.
- Adherence to professional conduct standards, including integrity, transparency, and respect for government counterparts and communities.

The performance evaluation shall be documented and filed in the PCO's consultant management records. Contract renewal or extension, as well as any performance-related adjustments to the assignment, shall be based on the results of these evaluations.

10. PAYMENT

- Payment will follow a time-based structure linked to input months and paid as lump sum per month, as stipulated in the contract, contingent upon submission of all reports and deliverables due for the relevant period.

- Full payment of one month's salary shall be made upon working 22 days in a calendar month. If an individual works for less than 22 days in a calendar month, the remuneration shall be calculated by dividing the total number of days present/worked by 22. Furthermore, even if an individual is present for more than 22 days in any given month, a maximum of 22 working days shall be considered as the verified attendance, and only one month's remuneration shall be paid. Public holidays declared by the Government of Nepal at the beginning of the year shall be treated as Non-Billable days. In the event that the Government of Nepal removes the Sunday holiday and maintains it as a regular working day, full payment of one month's salary shall be made only upon working 26 days in a calendar month.
- The contract amount will be finalized through negotiation between the Project Coordination Office and the Consultant.
- The consultant shall be responsible for all applicable taxes and duties, including income tax, as per the government rules and regulations

11. CONFLICT OF INTEREST AND ETHICAL STANDARDS

The selected consultant shall be required to comply with the World Bank's guidelines on conflict of interest, fraud and corruption, and professional ethics as set out in the Procurement Regulations for IPF Borrowers. The consultant shall not be engaged in any assignment that would create an actual or potential conflict of interest with the duties and responsibilities of this position during the contract period.

The consultant is expected to adhere to the highest standards of professional conduct, impartiality, and confidentiality in all dealings with project stakeholders, including government agencies, development partners, contractors, and beneficiaries.

12. ADDITIONAL INFORMATION

- The PCO reserves the right to modify the scope of work, deliverables, and reporting requirements in consultation with the World Bank, subject to project needs.
- The consultant will be required to sign confidentiality undertakings in respect of project-sensitive information and will be subject to the PCO's code of conduct for PIST members.
- Women candidates and candidates from historically underrepresented groups are strongly encouraged to apply, consistent with the Government of Nepal's and World Bank's gender inclusion commitments.
- The consultant shall not engage, directly or indirectly, in any procurement or contract management activity that would benefit a firm or individual with which the consultant has a commercial or personal interest, in accordance with World Bank Procurement Regulations.

Detailed Evaluation Criteria for hiring Tourism Specialist /Deputy Team Leader

S.N	Evaluation Criteria	Marks
1	Eligibility Criteria	
	<i>Master's degree in Travel and Tourism Management, Hospitality Management, Tourism Studies, Tourism and Hospitality Studies, Sustainable Tourism Management, Destination Development, or a closely related field with minimum of 12 years of experience in tourism development, destination management, or related fields after master degree</i>	
	<i>(Minimum 12 years of experience, Preferable 16 years after obtaining a master's degree.)</i>	
2	Project Specific Experience	
2.1.	<i>Demonstrated preparation of integrated destination development plans/ site management frameworks/visitor management strategies or other tourism related plans.</i>	
	<i>(Experience in Minimum 1 Project, Preferable 4 Projects)</i>	
2.2.	<i>Experience developing brand identities and integrated marketing campaigns for tourism destinations, including digital marketing, product positioning, and outreach to pilgrimage, cultural, and wellness segments.</i>	
	<i>(Experience in Minimum 1 Project, Preferable 4 Projects)</i>	
2.3.	<i>Experience in designing and overseeing MSME support programs, value-chain development, access to finance facilitation, and enterprise incubation in tourism contexts.</i>	
	<i>(Experience in Minimum 1 Project, Preferable 3 Projects)</i>	
2.4.	<i>Prior experience on World Bank/ADB or other donor funded tourism/urban/heritage projects</i>	
	<i>(Experience in Minimum 1 Project, Preferable 4 Projects)</i>	
2.5.	<i>Experience as team leader/deputy team leader for a multi-disciplinary technical team: workplan management, quality assurance, internal coordination, and output oversight.</i>	
	<i>(Experience in Minimum 1 Project, Preferable 3 Projects)</i>	
	Total	100

Note:

- 1 Assignment of less than 3 months duration shall not be taken into consideration for evaluation.**

- 2 If more than one consultant secure equal scores, the consultant with more experience in criteria 2.1 shall have preference for final selection. Similarly the second, third and fourth preferences shall be given to criteria 2.2, 2.3, 2.4 and 2.5 respectively.**

- 3 Minimum marks for selection: 70**