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Under the Royal Patronage of Her Majesty Gyaltsuen Jetsun Pema Wangchuck

Inspiring personal responsibility and actively involving the people of Bhutan in  
Conservation of the Kingdom's Environment

## Terms of Reference (ToR)

for

### Developing Business Plans for Community-Based Tourism Sites in Dagana, Tsirang, and Punakha

#### 1. Background

The Royal Society for Protection of Nature (RSPN) is a prominent non-governmental organization established in 1987, dedicated to the conservation of Bhutan's unique environment. As a partner to the Royal Government of Bhutan, RSPN plays a crucial role in promoting community engagement and participation in environmental preservation. Our vision is to inspire personal responsibility and integrate local communities, institutions, and students into conservation efforts throughout Bhutan.

The project "Developing Ecosystem-based Solutions for Managing Biodiversity Landscapes in Bhutan," supported by the Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection of Germany through the International Climate Initiative, focuses on creating ecosystem-based solutions for managing biodiversity landscapes. The project area includes Dagana, Punakha, Trongsa, Tsirang, Wangduephodrang, and Zhemgang Dzongkhags. A key component of the project is the establishment of community-based tourism (CBT) as a means to enhance livelihood options and strengthen community resilience to climate change while conserving White-bellied Heron habitats.

RSPN invites consultancy firms to develop detailed business plans for CBT initiatives in three selected sites within this project landscape. The aim is to foster sustainable and inclusive tourism practices that contribute to local economic development and preserve environmental and socio-cultural heritage. To enhance their capabilities in managing these facilities and ensure a high-quality visitor experience, there is a need for a business plan to guide the communities and relevant stakeholders.

#### 2. Objectives

##### Primary Objective:

- To develop comprehensive and actionable business plans for community-based tourism projects that promote local economic development while ensuring environmental and socio-cultural sustainability.

##### Secondary Objectives:

- Identify and analyze market opportunities and target demographics.
- Develop strategies for effective community engagement and capacity building.
- Propose robust marketing, operational, and financial strategies to ensure long-term viability.

#### 3. Scope of Work



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The consultancy firm will undertake the following tasks:

**a. Market Research:**

- Perform a market analysis using relevant tools of the current tourism landscape.
- Identify target market segments and assess their preferences and behaviors.
- Analyze competitors and best practices in community-based tourism.

**b. Community Engagement:**

- Conduct surveys and interviews to understand community interests, concerns, and willingness to participate.
- Facilitate meetings/ focus group discussions/ key informant interviews to gather community input and foster local support.

**c. Product and Service Development:**

- Identify and develop tourism products and services that highlight local culture, traditions, and natural attractions.
- Evaluate the feasibility of proposed tourism products and services.

**d. Operational Planning:**

- Design operational structures including roles and responsibilities for community members.
- Develop a comprehensive management plan covering daily operations, quality control, and customer service.

**e. Financial Planning:**

- Prepare detailed financial projections for 5 years including start-up costs, revenue streams, and break-even analysis.
- Develop a funding strategy outlining potential sources of grants, investments, and partnerships.

**f. Marketing Strategy:**

- Formulate a branding strategy that reflects the community's unique identity.
- Develop a marketing plan incorporating online and offline channels, promotional activities, and partnerships.

**g. Sustainability Plan:**

- Create strategies to ensure the sustainability of the CBT business.
- Design a monitoring and evaluation plan to assess progress and impact.
- Funding mechanism to explore funds from relevant agencies.

#### 4. Business plan for three sites

**Sunkosh Community-based Tourism:** The Sunkosh CBT is located at Rangthaling Gewog under Tsirang Dzongkhag, known for its rich biodiversity and cultural heritage. It is becoming a focal point for community-based tourism (CBT). The Devithan Community Forest



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Management Group (CFMG) manages the facilities such as hot stone baths, campsites, and nature trails.

***Kabji-Hoka Tsho Nature Trail:*** Gwpy Community Forest Management Group develops and manages the trail under Kabesa Gewog, Punakha Dzongkhag. Basic amenities such as canopies, resting places, signage, and signboards are created along the trail.

***Gumti CBT:*** Gumti Ecotourism is located at Bara Gumti under Tshendagang Gewog in Dagana Dzongkhag and is managed by the enterprising youths of Gumti. The amenities available for the visitors are a nature trail with a restroom and canopy, campsites, and local products.

## 5. Duration

The consultancy work shall be for two months from the date of contract signing. The final business plan is expected to be submitted by December 8, 2024.

## 6. Reporting and Communication

- Regular updates will be provided to the Ecotourism Project Officer through official communication channels.
- Key milestones and deliverables will be shared with the project team via official communication channels.

## 7. Application Procedure

Interested consultancy firms are invited to submit their proposals by 1600 hrs on September 20, 2024. Proposals should be enclosed in a sealed envelope labeled 'Proposal for Development of Business Plan' and addressed to the Executive Director, RSPN, to be submitted to the AFD, RSPN.

### Proposals must include:

- Cover letter.
- Valid business license and tax clearance certificate.
- Detailed CVs of key personnel.
- Company profile highlighting experience in similar projects.
- Sample documents from previous projects as references.
- Project proposal detailing framework, methodology, work plan, and budget breakdown comprising the following tasks:
  - i. Market Research proposal
  - ii. Community Engagement activities
  - iii. Product and Service Proposal
  - iv. Operational Plan (tools and approaches)
  - v. Financial Plan (tools and approaches)
  - vi. Marketing Plan (tools and approaches)
  - vii. Sustainability Plan

### Note:



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- i. Proposals with incomplete documentation will be disqualified.
- ii. The budgeting should cover the cost of research, community engagement, and other related field expenses.