

Call for Expression of Interest

Post Title:	Economist, Investment and Human Resources Specialist	Duty Station:	Home-based*
Reference:	UNWTO/HHRR/CFE/31/TECO/2018	Start Date:	15 January 2019
Department:	Technical Cooperation and Silk Road	Duration:	10 months
Contractual Status:	Expert Contract	Deadline for Applications:	09 December 2018 (Deadline extended)

DUTIES AND RESPONSIBILITIES

The **World Tourism Organization (UNWTO)** is the United Nations agency responsible for the promotion of responsible, sustainable and universally accessible tourism.

UNWTO is currently looking for an Economist, Investment and HR Specialist for its Technical Cooperation and Silk Road Department in relation to a Technical Cooperation Project **to formulate the Inclusive Tourism Development Master Plan and the Tourism Development Plan for the Ice and Snow Tourism Industry in Heilongjiang for the period of 2019-2030.**

Under the general direction of the Project Team Leader, the Economist, Investment and HR Specialist will work in a multi-disciplinary team of experts to develop the Inclusive Tourism Development Master Plan and the Tourism Development Plan for the Ice and Snow Tourism Industry in Heilongjiang for the period of 2019-2030, and will be responsible for the preparation of the Tourism Development Plan for Ice and Snow Tourism Industry.

The Economist, Investment and HR Specialist will be required to travel to Harbin, China, for several field missions amounting to a total time input of 14 working weeks over a period of ten months, and will work closely with the Heilongjiang Provincial Tourism Development Committee (HPTDC). *

In this regard, the Economist, Investment and HR Specialist will perform the following duties:

- Analyse and make recommendations relating to the investment climate, investment promotion, investment opportunities and mechanisms and incentives to encourage investment, in particular for new tourism products and themes
- Analyse and make recommendations relating to the small business development climate, small business development opportunities and mechanisms to encourage small business development especially in the rural areas
- Carry out a training-needs analysis in collaboration with the industry, to understand which job functions need strengthening and where there are weaknesses in the education and training system. Provide a detailed overview of employment by sub-sector, area, gender, occupation and employment status, labour market issues and existing tourism education and training provision for the tourism sector
- Assess the current status of tourism business quality in Heilongjiang in terms of standards, consistency, quality assurance systems, and skills and capacity for managing hospitality quality and assurance systems, etc.
- Review current methods of collecting tourism statistics and recommend appropriate improvements
- In conjunction with the National and International Marketing Specialists, forecast the number of tourist arrivals

- Based on projected tourist arrivals and on the recommendations of the tourism planners, forecast the number of rooms in different levels of accommodation and forecast the future human resources needs
- Prepare a strategy to ensure that the investments that are currently being implemented or that are planned are coherent within a tourism development strategy
- Recommend a range of incentives that will encourage the private sector to invest in particular in developing new tourism products and themes
- With the Ecotourism Expert, the Rural Tourism Planner, and the Cultural Tourism Heritage Specialist recommend measures to enhance opportunities for disadvantaged groups, especially in rural areas and in grassland communities, to find employment in the tourism sector thus enhancing local economic impacts
- Provide advice regarding the economic viability of proposed product development opportunities in the Plan
- Provide advice to the team members on the economic and financial viability of their tourism demonstration projects
- In conjunction with the National and International Marketing Specialists, review pricing strategies in the Heilongjiang tourism sector and make recommendation on how to address the problem of low price competition
- In conjunction with the National and International Marketing Specialists, identify and assess possibilities to use pricing and packaging tools to address seasonality
- Work with, and train a counterpart staff member during the course of the project
- Carry out any other project-related duties as assigned by the Team Leader
- Abide by the report writing standards set by UNWTO (standards to be provided) and
- Perform other duties as required.

Based on these duties, the Economist, Investment and HR Specialist will deliver the following outputs:

- Formulate a economic development strategy, which will provide a guideline for growth of the tourism sector
- Formulate a human resources strategy, which will produce sufficient well- trained employees in all functions to cater for the needs of the forecasted increase in tourist arrivals
- Along with the other experts in the team, conduct a SWOT analysis of issues and opportunities for tourism development in Heilongjiang and for the economy of Heilongjiang's tourism resources
- Provide all necessary inputs on economic development, investment and human resources development for the Heilongjiang Provincial Tourism Industry Development Plan (2019 - 2030) and the Tourism Development Plan for the Ice and Snow Tourism Industry
- Prepare the three-year strategic action plan with other team members
- Contribute at least two demonstration projects that can be developed as pilot projects related to the Heilongjiang tourism economy, and/or investment in the Heilongjiang tourism sector, and or improving the collection of tourism statistics
- Prepare PowerPoint slides of recommendations for relevant presentations and expand these for the final two-day training seminar to present the recommendations of the project and their implementation
- With the Team Leader deliver the two-day training workshop at the end of project

Please refer to the attached Terms of Reference for more information.

REQUIREMENTS

- Academic**
- Advanced university degree (Master's degree or equivalent) in tourism, development and tourism planning and /or other related fields. A university degree with a relevant combination of professional and academic qualifications may be accepted *in lieu* of the advanced university degree.
- Experience and Basic Competencies**
- Minimum ten years of professional experience in the field of tourism or a related field;
 - Strong background in tourism economic analysis, investment promotion, and private sector development and in methodologies for the collection and compilation of the tourism statistics;
 - Report writing skills in English is essential;
 - Working experience in China is an advantage.
- Languages**
- Fluency in English (written and oral) is essential;
 - Good working knowledge of another of the official languages of the Organization (Arabic, French, Russian or Spanish) would be an asset;
 - Knowledge of Mandarin Chinese would be an asset.
- Computer Skills**
- Computer literacy in Microsoft Office software and Windows 7.

Remuneration and Other Conditions

The lump sum remuneration of the selected candidate would be in the base range of **EUR 52,000 to EUR 63,000**, depending on previous professional experience, skills and competencies. This lump sum includes the professional fee, air tickets from home-base to Harbin (Heilongjiang Province), and the daily subsistence allowance while in Heilongjiang, and will be divided into installments. The Expert shall be in possession of a major global medical insurance coverage to be paid by him/her.

Application Procedure

Interested applicants are requested to complete the [Online UNWTO Personal History Form](#). Please note that UNWTO will only accept applications received through our web-based system. Applications sent by other means (e.g. post, email, etc.) or received after the deadline indicated above, will not be taken into consideration.

All related documentation, e.g., curriculum vitae, should be attached to the Online UNWTO Personal History Form.

-
- Candidates who do not receive any feedback within three months of the deadline should consider their application as unsuccessful;
 - Short-listed candidates may be asked to take a competitive exam and/or interview as part of the final phase of the selection process. These candidates will be contacted directly for this purpose;
 - **There is no guarantee either that the initial contract will be renewed or that a career appointment within UNWTO will subsequently be offered.**

**INCLUSIVE TOURISM DEVELOPMENT MASTER PLAN 2019-2030
AND TOURISM DEVELOPMENT PLAN FOR ICE AND SNOW TOURISM INDUSTRY IN
HEILONGJIANG (CHINA)**

TERM OF REFERENCE

Position: Economist, Investment and HR Specialist

Duration: 14 working weeks spread over a period of 10 months

1. Introduction

Tourism in Heilongjiang

Heilongjiang is a landlocked Province located in the northeast of the People's Republic of China and covers a surface area of 454,800 sq.km, with a population of 38 million. It borders Russia to the north and east, Inner Mongolia Province to the west and Jilin Province to the south. Heilongjiang is the sixth-largest by total area and the 15th-most populous province of China. There are 13 prefectures in Heilongjiang Province. Harbin is both a prefecture and the provincial capital.

There is a wide variety of tourist attractions in Heilongjiang. However, due to its climate, the Province is most likely best remembered for its winter sport and winter festival events. Tourist numbers and revenues are increasing but they are still below average when compared to other provinces. In 2016, the number of domestic tourists increased to 143 million (+11.2%), with tourism receipts of RMB157.3billion (+17.7%). The number of overseas tourists stood at 0.96 million (+14.7%), with a foreign exchange revenue of US\$458 million (+15.9%).

However, whilst the Government is keen to capitalise on this success, it also realises that visitor numbers and volume of investment are not the only metrics that should be monitored. Type and range of tourism products consumed in Heilongjiang, length of stay and expenditure all need to be reviewed and reconsidered to ensure that there is a paradigm shift in the Heilongjiang tourism sector to boost consumption and spread the benefits more widely.

Heilongjiang's successful performance in developing its tourism sector over the last two decades is due to the guidance provided by province-wide strategic planning as well as the city- and municipal- specifically targeted development plans, the commitment of the Government to developing the tourism sector as an important pillar of the economy, the management provided by Heilongjiang Provincial Tourism Development Committee (HPTDC) in implementing the recommendations of the plans, and the favourable political, economic and investment environment that has dramatically boosted China's economic and social development.

2. Project Justification, Strategic Context and Approach

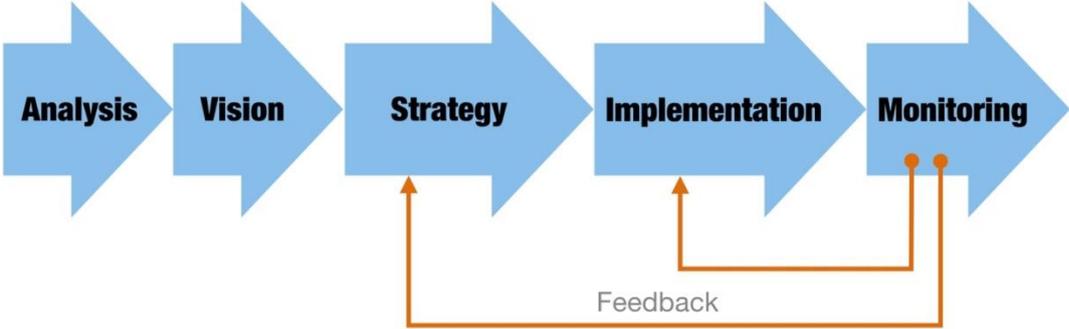
At the request of the Heilongjiang Provincial Government, the World Tourism Organization (UNWTO) fielded a mission to Heilongjiang in May 2018 to prepare a project document for a new Heilongjiang Tourism Development Master Plan. The UNWTO mission discussed the scope of activities that should be undertaken to formulate the Plan, get a feel for the products as they currently exist and agree logistics with the Provincial Government in terms of timing, specialism and experts required, and number of man-months to complete the study. As a result of the discussion, it was agreed to formulate the Inclusive Tourism Development Master Plan and the Tourism Development Plan for the Ice and Snow Tourism Industry in Heilongjiang for the period 2019-2030 (herein referred to as the 2019-2030 Tourism Plan).

The drafting of the 2019-2030 Tourism Plan will have to be done within the national and provincial framework of strategies, plans and directives, such as the National 5-Year Plan and the 515 Strategy. Both the country and the province prepare 5-year plans that set out targets and policies to be attained for tourism to be elevated to priority sector status that, as a service industry with strong forward and backward linkages, permeates and impacts all other sectors of the

economy. Implementation is then carried out by relevant provincial authorities, with the HPTDC responsible for plans that impact tourism.

Therefore, it is of utmost importance that the 2019-2030 Tourism Plan is anchored within the strategic framework of both the national and the provincial plans. Any recommendations in the 2019-2030 Tourism Plan that disregard provisions of superior plans will have to be discarded by the implementing authorities. The national and provincial framework of 5-year plans, strategies, directives and notices is a well-established hierarchy of plans and will provide a solid foundation upon which the 2019-2030 Tourism Plan will be built.

Formulation of the 2019-2030 Plan will be based on the following **framework for a Strategic Planning Process**:



Analysis:

Inception phase: The first task will be to agree the details of the project logistics with HPTDC. These will be set out in an Inception Report within two weeks of the launch of the project. The Inception Report will present the agenda for the project, the final scope confirmation, the programme of work, the final key dates and the milestones.

Review of all studies and documentation: All relevant documentation on tourism in Heilongjiang but also regionally and internationally will be consulted and this will inform the strategy. Translation of Chinese documents will be required

Field visits to existing and potential tourism sites and assessment: These will take place twice during course of the project as it is important to see both winter and summer sceneries and products. They will involve several of the consultants. Some field trips may be required later during the project for a second visit, especially to demonstration areas. A thorough assessment of each site will be made.

Interviews and meetings with stakeholders: A series of interviews will be organised with the major public and private sector stakeholders. These will take place on a continuous basis throughout the project. It is important that stakeholders are informed about the activities that are taking place during the project and participate as much as possible with ideas, analyses, documents, etc. It is crucial to get their buy-in and encourage ownership of the outcome. They must feel that it is their plan to implement, not a plan imposed by external consultants. As a result, it is more likely that the plan will be implemented. At least two workshops will be organised during which stakeholder opinions will be sought to inform the study. One will be organised early in the process and the second to corroborate the project findings and initial analysis with stakeholders and adjust according to their feedback. The presentation made by the consultants for the second workshop will be delivered as an interim review of initial findings.

Statistical analysis and in-country research: Primary and secondary research will be carried out during the process and the information gathered will be analysed and presented in the Situation Analysis. This will be summarised in the SWOT analysis.

Preparation of a SWOT analysis: The Situation Analysis will be concluded by the SWOT analysis, an analysis of the destination's: Strength, Weaknesses, Opportunities and Threats. This will provide a clear detailed picture of the situation as it stands today and the actions that need to

be carried out to improve the situation or take advantage of opportunities that may present themselves as well as address any issues that may arise. The information will be synthesised and will provide the basis for the strategic recommendations.

Vision:

The vision will be agreed with tourism stakeholders in Heilongjiang, both public and private sector. A workshop will be organised to discuss and agree what they want for the future of the tourism sector. The project team will hold a half-day workshop expected to include a maximum of around 10-15 key decision makers. The objectives for the workshop will be to present the findings of the Situation Analysis and agree a vision for the development of tourism in Heilongjiang.

It is anticipated that HPTDC would decide and invite appropriate representatives. These may include representatives from the following entities: tourism associations; strategic planning; marketing; culture; local government; community development; rural associations; environment; infrastructure; and economic investment.

Strategies:

The Strategic Plan will be guided by the setting of precise goals and objectives. These will be for the following strategies that will be presented in the Plan: tourism development; marketing; new product development; branding; promotion; physical and infrastructure development; rural tourism; investments, statistics and economic forecasts; capacity-building and quality.

A commitment to expanding the focus of the tourism offer in Heilongjiang from the sightseeing tourism emphasis to a more leisure-based tourism offer will be expounded on in the Plan. This will be achieved by carefully positioning Heilongjiang as a destination where visitors can enjoy a variety of new tourism products, enjoy the outdoors, indulge in special interest activities and learn about Heilongjiang's history, culture, industry, etc.

The different specialists on the team will together produce the Tourism Development Strategy based on the vision for the 2019-2030 Plan, which will constitute the main outputs of the project. Each will contribute to the overall development strategy and provide the following detailed strategies:

- A Snow and Ice Strategy, focussing on winter sports, outdoor sports, winter specific festivals, backcountry experiences and snow and ice culture
- A Physical Development Strategy that is focused on ensuring that all current developments in Heilongjiang are coherent within a tourism development strategy that spans over a ten-year period, including physical improvements to tourism sites and urban areas
- A Tourism Infrastructure Improvement Strategy to ensure that tourism sites are easily accessible, both by public transport and for self-drive visitors, traffic is managed, tourism superstructure such as available and clean toilets, signage etc. is appropriate and of good quality and any other infrastructure improvement needs are identified and strategies recommended
- Strategies to ensure that the strong cultural heritage product in Heilongjiang is elevated to memorable tourism experience with new techniques and new forms of interpretation
- A comprehensive Marketing and Promotion Strategy for both the international and domestic markets, including an online digital and social media strategy as a powerful tool to attract visitors to the Province
- A Product Strategy that will improve current products and develop new ones, paying attention to providing better access and more imaginative interpretation and creating experiential tourism products, shifting away from sightseeing tourism to leisure-based tourism products in which tourists participate rather than just observe
- Strategies to address seasonality, encourage tourists to stay longer and to attract more foreign visitors
- Environmental Protection Strategies measures to further enhance the excellent initiatives that are already in place and maximise the protection of Heilongjiang's tourism assets and resources

- A Rural Community Tourism Strategy to ensure that the benefits of tourism are spread throughout the Province and guides the current rural and fishermen initiatives that are being instigated by the Government
- Measures to enhance opportunities for disadvantaged groups, especially in rural areas and communities, to find employment in the tourism sector thus enhancing local economic impacts
- A Human Resources Development and Quality Strategy to ensure that products and services meet tourist expectations and can be measured and controlled
- While encouraging investment in the tourism sector would not appear to be a major problem in Heilongjiang, a strategy to ensure that the investments that are taking place or are planned are coherent within a tourism development strategy will be formulated and recommendations made on how to encourage investment in new tourism products and themes

The Strategy will be developed for both the Heilongjiang Inclusive Tourism Development Master Plan and the Tourism Development Plan for the Ice and Snow Tourism Industry within the same workstream. Only in the strategic implementation will the Snow and Ice plan become a separate document.

Relationship between Plans



Additional Elements within the Strategic Planning Process comprise the following:

- the economic impact of the project assessed, an estimation of the tourism sector's contribution to the Province's GDP and economic forecasts made
- a methodology to collect and compile tourism statistics as prescribed by UNWTO will be proposed
- Tourism+ concept: the project will apply the Tourism + concept and ensure that all other sectors of the Heilongjiang economy embraces tourism and contributes to its development
 - **Awareness building exercises and seminars with other sectors:** With the assistance of HPTDC, a series of seminar will be organised with management level executives in other sectors of the Heilongjiang economy to introduce them to the tourism sector and elicit their ideas in creating new tourism products based on their industries. Success will be measured by the number of new product ideas that will be generated and the commitment of the managers in other sectors to become involved in the tourism sector.
 - **Creation of an institutional and management system:** With the assistance of HPTDC a new institutional and management system will be created to ensure that the new tourism products established and operated in other sectors are adequately managed and fit in with the tourism portfolio of the Province.

Implementation:

Strategic Implementation comprises the creation of a road map as well as concrete tools and methods to help HPTDC to implement the plan after the international experts have departed. These elements act as a bridge between strategies and implementation and are designed to better explain the spirit of the strategies.

Demonstration Projects: Each specialist will be required to present one to two demonstration projects as pilot ventures to illustrate their recommendations. These not only test the strategies for effectiveness, they also demonstrate how the strategies can be implemented.

Action Plan: A three-year Action Plan will be proposed to kick start implementation. This will specify detailed activities to be undertaken in the first three-years of the project life span and will indicate the institutions that should carry out the activities, when these should be undertaken and where possible, an indicative cost associated with the activities.

Training Seminar: A two-day training seminar on the Plan's strategic recommendations and its implementation will be conducted with leaders and division chiefs in charge of planning, as well as representatives from major scenic areas, hotels and restaurants and travel agencies.

Design Toolbox: A collection of design, application and implementation examples (tool box) will be produced as a reference handbook for government and private entities. This manual will contain short sections on issues such as the urban design of arrival areas, resort layout considerations, beautification of parking facilities, the content or commercial mix of village squares, the needs of elderly tourists, rural tourism standards, and the like. This toolbox will show examples of good design and implementation as a stimulation and recommendation for people involved in the creation, assessment and approval of infrastructure and facilities related to tourism.

3. Project Organization

The project will be coordinated and governed by the Heilongjiang Provincial Tourism Development Committee (HPTDC). The World Tourism Organization (UNWTO) will be the executing agency. HPTDC will appoint a project steering committee to guide and oversee the implementation of the project. The Steering Committee will be chaired by the UNWTO Executive Director, Mr. Zhu Shanzhong, and a leader from Heilongjiang Province, with representation from senior representatives of related government departments (e.g. transport, roads, infrastructure and spatial planning, education, finance and other members of relevant industries), as well as tourism associations, private tourism industry bodies and others as agreed by the project parties. The committee will meet on a regular basis as decided at its first meeting.

4. Responsibilities

The Economist, Investment and HR Specialist will work closely with the Team Leader in assessing the current and future economic impact of the tourism sector in Heilongjiang Province. He/she will prepare the economic analysis for both the Heilongjiang Provincial Tourism Industry Development Plan (2019 - 2030) and the Tourism Development Plan for the Ice and Snow Tourism Industry. The analysis will include estimating income earned from tourism in the Province (domestic income and foreign exchange), contribution to the GDP, direct, indirect and induced employment generated, contribution to government revenue, and investment. Recommendations will also be made on enhancing economic benefits including increasing tourist length of stay and expenditures and enhancing backward and forward linkages with other sectors of the economy. HR requirements for Heilongjiang's tourism economy and the preparation of an HR sub-strategy are part of his/her responsibilities.

Specifically, this position is responsible for the following activities:

- Analyse and make recommendations relating to the investment climate, investment promotion, investment opportunities and mechanisms and incentives to encourage investment, in particular for new tourism products and themes

- Analyse and make recommendations relating to the small business development climate, small business development opportunities and mechanisms to encourage small business development especially in the rural areas
- Carry out a training-needs analysis in collaboration with the industry, to understand which job functions need strengthening and where there are weaknesses in the education and training system. Provide a detailed overview of employment by sub-sector, area, gender, occupation and employment status, labour market issues and existing tourism education and training provision for the tourism sector
- Assess the current status of tourism business quality in Heilongjiang in terms of standards, consistency, quality assurance systems, and skills and capacity for managing hospitality quality and assurance systems, etc.
- Review current methods of collecting tourism statistics and recommend appropriate improvements
- In conjunction with the National and International Marketing Specialists, forecast the number of tourist arrivals
- Based on projected tourist arrivals and on the recommendations of the tourism planners, forecast the number of rooms in different levels of accommodation and forecast the future human resources needs
- Prepare a strategy to ensure that the investments that are currently being implemented or that are planned are coherent within a tourism development strategy
- Recommend a range of incentives that will encourage the private sector to invest in particular in developing new tourism products and themes
- With the Ecotourism Expert, the Rural Tourism Planner, and the Cultural Tourism Heritage Specialist recommend measures to enhance opportunities for disadvantaged groups, especially in rural areas and in grassland communities, to find employment in the tourism sector thus enhancing local economic impacts
- Provide advice regarding the economic viability of proposed product development opportunities in the Plan
- Provide advice to the team members on the economic and financial viability of their tourism demonstration projects
- In conjunction with the National and International Marketing Specialists, review pricing strategies in the Heilongjiang tourism sector and make recommendation on how to address the problem of low price competition
- In conjunction with the National and International Marketing Specialists, identify and assess possibilities to use pricing and packaging tools to address seasonality
- Work with, and train a counterpart staff member during the course of the project
- Carry out any other project-related duties as assigned by the Team Leader
- Abide by the report writing standards set by UNWTO (standards to be provided) and
- Perform other duties as required.

5. Deliverables

- Formulate a economic development strategy, which will provide a guideline for growth of the tourism sector
- Formulate a human resources strategy, which will produce sufficient well- trained employees in all functions to cater for the needs of the forecasted increase in tourist arrivals
- Along with the other experts in the team, conduct a SWOT analysis of issues and opportunities for tourism development in Heilongjiang and for the economy of Heilongjiang's tourism resources
- Provide all necessary inputs on economic development, investment and human resources development for the Heilongjiang Provincial Tourism Industry Development Plan (2019 - 2030) and the Tourism Development Plan for the Ice and Snow Tourism Industry
- Prepare the three-year strategic action plan with other team members
- Contribute at least two demonstration projects that can be developed as pilot projects related to the Heilongjiang tourism economy, and/or investment in the Heilongjiang tourism sector, and or improving the collection of tourism statistics
- Prepare PowerPoint slides of recommendations for relevant presentations and expand these for the final two-day training seminar to present the recommendations of the project and their implementation
- With the Team Leader deliver the two-day training workshop at the end of project

6. Qualifications

The Economist, Investment and HR Specialist will have a strong background in tourism economic analysis, investment promotion, and private sector development and in methodologies for the collection and compilation of the tourism statistics. The appropriate person will have at least 10 years of experience in an appropriate field. Report writing skills in English are essential. Fluency in English is a pre-requisite and working experience in China is an advantage.