

# CONCEPTION, CREATION AND PRODUCTION OF A LINE OF MERCHANDISE FOR MADAGASCAR NATIONAL PARKS

## TERMS OF REFERENCE

### I. CONTEXTE

Madagascar National Parks (MNP) is an association recognized as a public utility (association reconnue d'utilité publique, ARUP), delegated by the state, leading the conservation and sustainable management of Madagascar's network of National Parks and Reserves. Critically, its mission involves value-creation through tourism activities in National Parks, including the development and optimization of diverse, high-quality services for visitors.

Today, Madagascar's national parks are among the country's top attractions thanks to their exceptional biodiversity. However, they face difficulties in generating sufficient revenues for the continued financing of activities designed to conserve that very biodiversity. Their tourism offer is insufficient both in terms of quality and variety. Importantly, the economic potential of products derived from national parks and their biodiversity (merchandise) is significantly under-developed. Very few national parks have shops selling products that are truly exclusive to a "Madagascar National Parks" image or brand. Existing products sold (in few parks) fail to appeal to a demanding international clientele. The effective commercialization of high-quality merchandise has the potential to generate notable revenues for MNP, as is seen in other national parks around the world.

The Integrated Growth Poles Project (PIC2), under an IDA/World Bank financing, is a Government of Madagascar initiative seeking to improve the national business environment and to stimulate key economic sectors – tourism and agribusiness – in selected geographical regions of the country.

With the objective of developing the tourism sector in its regions of intervention, the PIC2 project contributes to (i) strengthening and creating value for tourism assets, (ii) improving the quality of tourism services, and (iii) promoting investments in key tourist sites.

Under this framework, MNP, with PIC2 support, is recruiting an international Designer (consultant) to conceptualize and create one or multiple lines of merchandise products for MNP and its National Parks, based on themes to be identified, with a focus on a number of pilot parks in the Diana and Atsimo-Andrefana regions.

### II. OBJECTIVES

The objectives of the assignment are to:

- Conduct an inventory and evaluation of products currently sold in the pilot National Parks
- Identify themes for the design of merchandise that will appeal to MNP visitors (e.g. flora and fauna, landscapes, culture and history)
- Generate and sustain a positive public image of Madagascar's National Parks and biodiversity at the national and international levels, and

- Improve the visibility of MNP and its activities through its merchandise.

The merchandise design should reflect the potential of the country's National Parks, their identities and their specificities.

### **III. SCOPE OF WORK**

The assignment will be focused on the following National Parks that will serve as pilots:

- Northern region: Montagne d'Ambre (MDA), Nosy Hara (NSH), Lokobe (LKB), Nosy Tanikely (NST)
- Southwest region: Isalo (ISL), Zombitse (ZBV) and Tsimanampetsotsa (TSP).

The Designer will work in close collaboration with another Consultant also recruited by the PIC2 project/MNP, responsible for defining a global strategy for the development and commercialization of MNP merchandise.

### **IV. SPECIFIC TASKS**

The assignment will consist of three key activities:

- Activity 1: Inventory and evaluation of products currently sold in pilot parks
- Activity 2: Proposal for at least one new line of merchandise to be launched in 2020
- Activity 3: Support to MNP in the management of the production/procurement of the merchandise.

#### **Activity 1: Inventory and evaluation of products currently sold in pilot parks (20 days)**

The Designer will conduct a document review and will visit the pilot parks to prepare an inventory and evaluation of merchandise that is currently sold, taking into consideration its originality, quality, price, materials used, production, etc. The visits will be conducted with the Consultant responsible for defining the global MNP merchandise strategy, who will focus on evaluating commercial management practices. Interviews with tourists will be organized to generate understanding of their needs and their perceptions of existing merchandise.

The Designer will also assess artisanal markets in the locality of the parks in order to include in the evaluation other items sold to visitors and tourists in and around the pilot sites. The Designer will meet with producers and/or resellers of merchandise and souvenirs to assess which products are most appealing for which categories of buyers.

The Designer will also meet with individuals with specialized knowledge of each pilot park, particularly their emblematic species of flora and fauna, but also the traditions and legends associated with them.

In collaboration with the strategy Consultant, the Designer will conduct a benchmarking of merchandise products from at least three (3) parks with similar contexts, taking into consideration their product ranges, quality, production processes, procurement modalities, etc.

The conclusions of the evaluation of existing products and development potential will be presented to stakeholders at the same time that the strategy Consultant presents a stocktaking of current products and systems.

### **Activity 2: Proposal of themes and at least one new line of merchandise (40 days)**

Based on information collected and the conclusions of previous tasks, the Designer will work on developing themes to be translated via one or multiple lines of merchandise (lemurs, birds, baobabs, orchids, palms, myths and legends, etc.). The Designer will present proposals to MNP explaining the why and the how of the proposed products, as well as providing where possible prototypes or samples with corresponding packaging, details of production methods and costs, and/or procurement.

Where feasible, the Designer will optimize the use of local resources/materials and the identity of each pilot park.

The Designer may also identify and propose partnerships with international brands or producers for the development of limited editions of merchandise based on specific themes.

### **Activity 3: Support to production (30 days)**

The Designer will support MNP in the definition of specifications and guidelines to be applied in the production of the merchandise to ensure that products conform to requirements in terms of quality, cost and materials used, and to the values of conservation and sustainable tourism.

## **V. OUTPUTS AND DELIVERABLES**

The Consultant will produce the following deliverables:

Deliverable 1: Report on the evaluation of existing products and souvenirs sold in and around the pilot parks, report on benchmarking analysis of products sold in three (3) other national parks or park networks.

Deliverable 2: Proposed themes and line(s) of products, with a list of potential suppliers/producers, prototypes, costings and production modalities.

Deliverable 3: Production specifications for each item of merchandise.

## **VI. TIMELINE**

The assignment is expected to require 90 man-days, over a maximum period of six (6) months, including site visits and debriefing sessions.

The assignment is expected to begin in **February 2020** and include at least three missions to Madagascar, corresponding to each activity described above.

## **VII. ASSIGNMENT ORGANIZATION**

The Consultant's interlocuters for this assignment will be the teams designated by MNP senior management, including the Marketing and Partnerships division (DMP) and the Technical Assistance division (AHT), as well as the tourism team of the PIC2 project implementation unit.

MNP is committed to making available to the Consultant all information, data and support required for conducting this assignment. MNP will take all administrative and operational steps required for the production or procurement of the merchandise products based on the adopted strategy for development and commercialization.

The Consultant will report to MNP and to the PIC2 project implementation unit.

### **VIII. REQUIRED QUALIFICATIONS**

The following qualifications are required:

- An internationally-recognized qualification in design
- At least 6 years of proven experience in the creation of merchandise, particularly in the areas of tourism, conservation or National Parks (sample portfolio to be provided)
- Strong knowledge of the economics of merchandising
- A strong sense of innovation and openness.