

TERMS OF REFERENCE

Strategic Plan for the

Kalinago Territory Climate Smart Agriculture Project

1.1 Background

On September 18, 2017, Hurricane Maria hit Dominica, destroying 100% of its agriculture as reported by the Caribbean Disaster Emergency Management Agency (CDEMA) and caused damage and loss of 226% of GDP according to the Post Disaster Needs Assessment (PDNA) conducted. In their assessment, CDEMA reported that there had been wide spread damage to farm housing, irrigation, infrastructure, feeder roads, forest reserves, coastal fisheries and widespread loss of poultry. The disastrous impact on Dominica's agriculture compromised not only the national economy and food security but also had repercussions on neighboring countries since Dominica is an important producer and exporter of vegetables, tubers and fruits. In 2017, agriculture contributed approximately 15.3% of GDP.¹ The impoverished Kalinago Territory with an estimated population of 3,000 persons was one of the hardest hit areas affected by Hurricane Maria. At least 69% of homes in the Kalinago Territory were destroyed and the community which is largely dependent on subsistence agriculture was severely impacted, resulting in food scarcity, loss of income and significant deterioration in well-being.²

Given Dominica's history of vulnerability to natural disasters, and the continued warming of the Atlantic Ocean and Caribbean Sea, the government has recognised the need to rebuild the country as a climate resilient nation. In March 2018, Dominica launched the establishment of the Climate Resilient Execution Agency for Dominica (CREAD) to lead these efforts which will focus on establishing climate resilient systems in a variety of areas and sectors such as energy, food production and transportation.

¹ https://www.indexmundi.com/dominica/economy_profile.html

² <http://dominicanewsonline.com/news/homepage/news/general/kalinago-territory-hardest-hit-by-maria-in-terms-of-housing/>

Climate Smart Agriculture (CSA) may be defined as an approach for transforming and reorienting agricultural development under the new realities of climate change (Lipper et al 2014).³ CSA is built on three (3) pillars: 1) Productivity - to increase agriculture productivity and incomes from crops, livestock and fish; 2) Adaptation - to reduce farmers' exposure to short term risks while strengthening their resilience to adapt and prosper despite shocks and 3) Mitigation - to reduce and remove greenhouse gas (GHG) emissions.⁴

In February 2018, Caribbean Export conducted a mission to Dominica and held stakeholder consultative meetings with representatives of the government and private sector including the Kalinago Chief and Minister of Kalinago Affairs. Emerging from these meetings was an idea to develop a model climate smart agriculture farm in the Kalinago Territory that would strengthen the community's agriculture sector and reduce the risks posed by natural disasters.

The Kalinago Climate Smart Agriculture Project aims to design and implement a model farm using climate smart technologies and processes to reduce the vulnerability of agriculture in the Kalinago Territory, which can then be replicated across the country. This project will also address the issue of unemployment in the Kalinago Territory which is extremely high, particularly among the youth.⁵

The overall objective of the 11th EDF RPSDP is to increase employment creation, inclusiveness, particularly for youth, women and indigenous groups, and overall poverty reduction in CARIFORUM states through targeted interventions that provide new and innovative frameworks for growth and development. One of the key results is 'Increased Innovation and Use of Green Energy Alternatives' and this project will contribute to its achievement.

³ <https://csa.guide/csa/what-is-climate-smart-agriculture>

⁴ <https://csa.guide/csa/what-is-climate-smart-agriculture>

⁵ Social Assessment for Indigenous Peoples Plan, Carib Territory, March 2014

1.2 Responsible Authority

Caribbean Export Development Agency (Caribbean Export)

2. OBJECTIVE, PURPOSE AND EXPECTED RESULTS

2.1 Overall objective

- To strengthen the economic livelihoods of Kalinago farmers and agro-processors (specifically youth) through the establishment of a climate smart agriculture model farm (prototype)

2.2 Specific Objectives

- To build the capacity of farmers and youth to transform their agricultural operations by incorporating innovative practices and green energy alternatives thereby leapfrogging the sector beyond subsistence production levels;
- To create value added agro-processed products to enable farmers to move up the value chain and be inserted into global value chains;
- To develop new skills and employment opportunities for youth using technology and STEM processes;
- To establish a Kalinago brand that appeals to consumers who demand products that are organic, produced ethically and under Fair Trade guidelines.

2.3 Purpose of Consultancy and Expected Results

The specific purpose of this consultancy is to develop a Strategic Plan for the Kalinago Territory Climate Smart Agriculture Project. The plan will provide a strategic approach for the design and implementation of the model farm based on international best practices but with careful consideration of the local context. A Consultant with experience in implementing sustainable agriculture projects especially within the context of climate change mitigation in vulnerable economies will be hired to develop the Strategic Plan for the model farm. The approach should ensure buy-in from the Kalinago community and relevant government authorities.

The expectation is that a comprehensive Strategic Plan will be completed by the Consultant and be used for providing direction to local stakeholders for implementation and in mobilizing resources for the project.

3. ASSUMPTIONS AND RISKS

3.1 Assumptions

- The Kalinago farmers want to increase their economic livelihood and are willing to incorporate innovative practices and green energy alternatives into their agricultural operations
- There is sufficient demand for agricultural produce and value added agro-processed products in Dominica and in export markets

3.2 Risks

- There is resistance to the project from the local farming community

3.3. Mitigation

- To mitigate this risk, the Kalinago Council and Chief in addition to the Minister of Kalinago Affairs have been involved in the project from inception and will continue to be consulted in the research phase. Their influence in the Kalinago Territory will assist in ensuring buy-in. The Consultant will conduct meetings with the local farming community to gain their input and contribution towards the development of the Strategic Plan.

4. SCOPE OF WORK

4.1 Specific Activities

The project involves the development of a Strategic Plan. Prior to the start of the project, the Consultant will be expected to liaise with Caribbean Export to clarify the objectives, and review the methodology and approach to preparing the Strategic Plan. The Consultant will be expected to

conduct research including face to face interviews with key stakeholders including but not limited to the Ministry of Kalinago Affairs, Ministry of Agriculture and Fisheries, Ministry of Trade, Energy and Employment, Ministry of Commerce, Enterprise and Small Business Development, CREAD, IICA, Kalinago Chief and Council, Business Support Organisations (E.g. Dominica Chamber of Commerce & Industry) and Funding Institutions (Dominica AID Bank, National Development Foundation of Dominica). This research should inform the preparation of the Strategic Plan. The Consultant will also be expected to make a presentation of the draft final report to key stakeholders in Dominica before completing at the end of the consulting period.

It is expected that the Strategic Plan will, at a minimum, include the following;

- I. An Executive Summary;
- II. Overview of Government Policies and Strategies to support the rebuilding and strengthening of the agriculture sector including the plans for climate change resiliency;
- III. Overview of the agriculture sector in the Kalinago Territory including identifying the crops and value-added products currently grown/produced and the estimated quantity;
- IV. Local demand for agricultural produce and value-added products which should indicate a list of potential buyers (commercial) along with their contact details. This list should specify the anticipated demand of each potential buyer in terms of type of produce/products along with estimated quantities and frequency of purchases;
- V. Potential export markets outlining produce/products demanded along with general recommendations for market entry;
- VI. Recommendations on renewable energy and climate smart technologies for use in the design of the model farm that are suitable for the local community's context;
- VII. Recommendations on agricultural methods and best practices to be incorporated into the design of the model farm;
- VIII. Recommendations on a strategic framework including Vision, Mission and Strategic Objectives and Strategies;
- IX. Marketing plan including certifications to be acquired (E.g. Fair Trade), communications and visibility of the project;
- X. Community engagement strategy (to get buy-in and for successful implementation);

- XI. Cross cutting issues: Adaptation to climate change, Promotion and development of climate-smart agriculture practices, Training and Technical Assistance needed, Gender, Youth
- XII. Risks & Assumptions

5 Project Management

5.1 Responsible body

The Caribbean Export Development Agency along with input from the Ministry of Kalinago Affairs, the Kalinago Council, the Ministry of Agriculture and CREAD will be primarily responsible for selecting the Consultant and ensuring the required outputs are achieved.

5.2 Management Structure

The Executive Director will retain overall responsibility for the overall project. Day-to-day supervision of this specific programme is the responsibility of the Senior Advisor – Office of the Executive Director, who will communicate progress to the Executive Director.

6. LOGISTICS AND TIMING

6.1. Commencement date and period of implementation of tasks

The duration of the consultancy shall be (60) working days from November 26 2018 to February 28 2018 (both dates inclusive).

7. REQUIREMENTS

7.1. Personnel

Qualifications and Experience Required

- A post graduate degree in Climate Change, Sustainable Agriculture, Renewable Energy or International Development;
- Significant experience in designing sustainable agricultural projects in developing countries, specifically in applying renewable energy and climate smart technologies into agriculture;
- Knowledgeable of international best practices for agricultural development;
- Experience in preparing strategic plans;
- Experience working in the Caribbean or among indigenous groups;
- Experience in developing value-added products from agricultural produce would be an asset;
- Excellent research and reporting (oral and written) skills;
- Fluent in English

7.2. Required Documentation

Interested persons must submit the following documents to Robertha Reid, Senior Advisor – Office of the Executive Director at rreid@carib-export.com:

- **Curriculum vitae**
- **Technical Proposal outlining methodology and timeframes for completing the Strategic Plan**
- **Financial proposal**

In order to be considered for this project, applicants must respond no later than 4:30 p.m. Barbados Time on November 20, 2018. No late submissions will be accepted.

8. REPORTS

8.1. Reporting requirements

- **Inception Report** outlining initial desk research and revised methodology and timeframes (if needed) for developing the Strategic Plan to be submitted within 1 week of the signing of a contract:
- **Progress report** covering areas I – VII as outlined in Section 4 Scope of Work due at the end of the sixth week of signing the contract. The Progress Report will be shared with the stakeholders outlined in Section 5.1 Responsible Body for feedback which is expected to be incorporated into the Final Report:
- **A final report containing the Strategic Plan** outlining the areas covered in the Progress Report but including sections VII – XII outlined in Section 4 Scope of Work. This will be due at the end of the tenth week of signing the contract. The Consultant will be expected to present the Strategic Plan to key stakeholders in Dominica before concluding the final report and this feedback should be incorporated into the final submitted document by the end of the twelfth week of the contract.

9. Submission & approval of reports

The reports and deliverables as referred to above must be submitted to the Executive Director. All reports must be submitted in English in electronic format. The final report must be submitted in electronic format along with two (2) hard copies. The Executive Director is responsible for approving the reports.

10. Monitoring and Evaluation

The Consultancy will be monitored and evaluated by Caribbean Export over the duration of the project. Performance on the project will be measured by satisfactory completion and timely submission of the deliverables outlined in Sections 4 (Scope of Work) and 8 (Reports). Feedback, other than acceptance, on each submitted deliverable is not a requirement for the continuation of

the project. The Contracting Authority will provide feedback to the consultant within seven (7) working days of receipt of the final report.

12. Special requirements

None.