

Terms of Reference

Binational Value Chain Strategy for the Cacao Sector in Haiti and the Dominican Republic

1. Background Information

1.1 Beneficiaries

The beneficiaries of this assignment are private sector stakeholders from the Dominican Republic and Haiti, within the cacao sector, as well as the Governments of both countries, represented by the Ministries of Trade and Industries and the Ministries of Agriculture.

1.2 Contracting Authority:

Caribbean Export Development Agency

1.3 Relevant Background:

Caribbean Export Development Agency (Caribbean Export) has been entrusted by the Governments of the Dominican Republic, Haiti and the European Union, with the implementation of the “Trade and Private Sector Component” of the Haiti-Dominican Republic Binational Cooperation Programme under the 11th European Development Fund (EDF) FED/2018/399-379. This component seeks to enhance the overall business and investment climate of Haiti and the Dominican Republic as well as the international perceptions and images of both countries.

The Programme has three (3) main objectives:

1. The Promotion of a more balanced and formal trade between Haiti and the Dominican Republic;
2. The quality of goods produced in both countries and the competitiveness of enterprises is enhanced with special attention to three (3) value chains: Cocoa/Chocolate; Essential Oils/Cosmetics; and Handicraft/Fashion/Accessories/Jewellery; and
3. The institutional cooperation, between the Ministries working in trade related issues and the Customs Administrations, as well as the public-private and private-private dialogue is reinforced.

Under the objective 2, Caribbean Export will seek to develop and/or strengthened the Cacao/Chocolate Binational Value Chain. The Agency seeks to map a comprehensive diagnosis for the selected binational value chain with a view of developing a joint strategy and action plan for the promotion of the same, taking into consideration the difference and the balance between both countries, for the implementation of the action plan.

Consequently, the following consultancy seeks to develop a joint strategy of the cacao/chocolate sector and action plan for the benefit of both countries; and identify potential binational partnerships and Business-to-Business contacts that would facilitate the creation of this value chain.

1.4 Related programmes and other donor activities:

Under the 10th EDF bi-national Programme, Caribbean Export along with its bi-national partners has decided to pursue the development of a strategy that maximised the export potential of both countries (Dominican Republic and Haiti). For this purpose, the Programme funded a research on “Identification and Mapping of Binational Value Chains within high-potential sectors between Haiti and the Dominican Republic”.

The report mapped and analyzed the Haiti’s Cocoa value chain and the Dominican Republic cocoa value chain, including areas of potential collaboration between both countries in such sector.

In addition to this report, Caribbean Export fostered intra and extra regional trade and exchange of best practices in benefit of the cacao sector of Haiti and the DR, supporting them with specific trainings and promoting the private-private dialogue between both countries, with the objective to support the setting-up of the Haitian Cacao Cluster and to strengthen the DR Cacao Cluster.

Recently, it was created the DR Cocoa Foundation, Inc. This is a non-profit organization integrated by the entire cocoa sub-sector in the Dominican Republic (producers, exporters, industrialists, producer associations, public and private organizations linked to the sector). Its mission is to catalyze public-private action in pursuit of cocoa sustainability, promoting multi-stakeholder partnership, aligned public and private investment, public policy dialogue, joint learning and knowledge sharing to achieve a transformative change in the agro-chain of cocoa. This organization recently published a sectorial diagnosis of the cacao in the DR.

2.0 Objective, Purpose and Expected Result

2.1 Overall Objective

The objective of this assignment is to carry out a comprehensive diagnosis of the Binational Cacao Value Chain between Haiti and the Dominican Republic, taking into consideration the recommendations of the report “Identification and Mapping of Binational Value Chains within high-potential sectors between Haiti and the Dominican Republic”, related to the Cacao Value Chain in Haiti and the DR. In addition, will take into consideration the sectorial diagnosis of the cacao in the DR, elaborated by the DR Cacao Foundation, as well as other studies carried out by different donors in Haiti.

The consultant(s) will support the identification of ten (10) beneficiaries of the cacao sector in Haiti and the DR (five (5) from each country), which could improve their international competitiveness via targeted actions to be funded in the framework of the 11th EDF Haiti-DR Binational Programme, Trade and Private Sector Component. This exercise should include a SWOT analysis of the proposed beneficiaries as well a detailed action plan to improve their international competitiveness over a 24-month period, including possible collaboration with other international institutions.

Actions should include:

Research and Diagnosis

The consultant will be required to conduct extensive desk research. The desk research includes a research into the supply and demand side of Haiti and DR Cacao sector.

The consultant will collect all relevant studies, materials, and statistics already produced by relevant government agencies and other donors, NGOs and/or research institutes in the recent past, such as the Inter-American Institute for Cooperation in Agriculture (IICA), Inter-American Development Bank, the World Bank and USAID, which are supporting the cacao industry in Haiti as a request of Haiti's Ministry of Agriculture.

Consultations and Selection of Companies

The consultant(s) is expected to propose, using a SWOT analysis, a minimum of twenty (20) beneficiaries (ten (10) from each country) of the cacao sector from different segment of the value chain. The Steering Committee (SC) of this consultancy composed by Caribbean Export, European Union, DIGECOOM, BONFED, Ministries of Trade and Industries and Agriculture of Haiti and DR, the National Cocoa Commission of the DR (Comision Nacional de Cacao), the DR Cocoa Foundation and the Chamber of Commerce and Industry of Haiti (CCIH), will be responsible of selecting the ten (10) beneficiaries, five (5) from each country.

Once the beneficiaries are selected, the consultant will do an exhaustive evaluation of each one with a view to determining their needs and proposing cost-effective solutions to improve their international competitiveness while paying special attention to a collaborative approach among the selected group of companies.

The referred action plans are to be executed during a 24-month period and will address the specific needs of each of the ten (10) selected beneficiaries with a view of increasing their international competitiveness while promoting collaboration with other participants in the process.

Recommendations and Action Plan

The consultant(s) is also expected to propose and draw recommendations and an action plan to secure the implementation of the binational cocoa value chain strategy between Haiti and the DR (yields, sustainability, quality and income generation). The action plan must describe the specific actions to implement (trainings, technical support, administrative procedure, companies to liaise with, market outlets to secure, etc.) with an indicative timeframe, and agents to address constraints identified, barriers to remove and investments that could mainstream the stakeholders in Haiti and the DR. The consultant is expected to conduct a presentation to the SC to validate the strategy and the action plan.

2.2 Project Deliverables

The consultant is expected to deliver the following results:

1. **Report 1/Inception meeting report:** This report will capture agreed timelines, approach and any potential changes to project design, that are discussed at the inception meeting;
2. **Report 2** – Diagnosis of the Binational Cacao Value Chain between Haiti and the Dominican Republic, with a view to developing a comprehensive strategy and action plan for the promotion of the same, identifying stakeholder positioning including their engagement, supply capacity, relevance, and position in each country;
3. **Report 3-** A report detailing the SWOT analysis for a minimum of 20 enterprises from Haiti and the DR currently engaged in the Cacao Sector, which could increase their international competitiveness highlighting constraints faced by each firm, the specific nodes and proposing cost-effective solutions to tackle such constraints based on international good practices;
4. **Report 4/Final Report-** presenting the final version of the binational Cacao value chain strategy and action plan and detailed 24-month proposed actions plan for the ten (10) selected beneficiaries.

All reports must be in French and Spanish.

3.0. Assumptions and Risks

3.1 Assumptions underlying the project

Stakeholders provide the necessary support to the consultant(s).

The time frame allocation for the assignment is sufficient to complete the assignment.

Adequate data and information are available to undertake the research in the specified time period.

3.2 Risks

The general risk includes delays with data collection resulting from reluctance of the relevant stakeholders to share information or to complete the assessment exercise; or delays resulting from other causes.

4.0 Scope of the Work

4.1. General

4.2. Specific Activities

To achieve the expected results, the Consultant will, at a minimum, do the following:

1. Participate in an inception meeting with Caribbean Export to define, clarify, and agree on project parameters and expectations, including timelines, reporting, etc.
2. Conduct desk and other research and/or consultations based on the requirements in the TOR and necessary to effectively complete the assignment.
3. Develop a draft bi-national cacao value chain analysis and action plan.
4. Validate the binational cacao value chain analysis report and action plan with the Steering Committee.

5. Make a proposal of 20 possible beneficiaries (10 from each country) using a SWOT analysis;
6. Develop a 24-month action plan for the retained 10 beneficiaries (5 from each country) with a view to strengthening their international competitiveness;
7. Preparation and submission of final report including final versions of the binational cocoa value chain strategy and action plan, in hard and electronic copies.

4.3 Project Management

The Caribbean Export Development Agency will be responsible for the management and coordination of this project, along with the key stakeholders- the Ministries of Trade and Industries and Agriculture of Haiti and DR, the European Union, BONFED, DIGECOOM, the National Cocoa Commission of the DR (Comision Nacional de Cacao), the CCIH and the DR Cocoa Foundation.

4.3.1 The Deputy Executive Director of the Agency will retain overall responsibility for the project and will report the performance of the project to the Steering Committee of the Programme. Day-to-day supervision of the activities of the project is the responsibility of the Senior Advisor, Private Sector Development and Investment Promotion of the Haiti-DR Bi-national Programme (based in the Dominican Republic).

5. Logistics and Timing

5.1. Location

The assignment is commissioned under the bi-national Programme in the Dominican Republic and Haiti but does not necessarily require physical presence in those counties to execute the assignment.

5.2. Duration

The assignment will be undertaken over 60 working days over a period maximum of 120 calendar days.

5.3. Commencement Date and Period of Implementation

Work is expected to commence by 1st June 2019 and should be completed by 1st October 2019.

6. Requirements

6.1. Personnel

6.1.1 This call for application is open to consulting firms and individual consultants with experience in the services outlined above. The Lead Consultant must have a strong background in the cocoa sector. The lead consultant must meet the following criteria:

- At least a master's degree in Agricultural Economics or Agricultural Development or Social Science especially in Economics, Development Economics.
- At least 10 years of practical experience in the field of agriculture and rural development, and development of enterprise support institutions.

- Strong coordination/organization/networking skills and experience in coordinating expert teams.
- Experience with value chain analysis similar to those outlined in TOR; and has at least conducted two or more value chain analyses before as lead consultant/researcher.
- Required experience in trainings for cocoa farmers.
- Knowledgeable about cocoa certification framework and processes.
- Outstanding inter-cultural communication, networking and coordination skills.
- Sound knowledge of the trade and development issues facing the Caribbean, in particular the export challenges for firms and companies within the region.
- Experience working with enterprises within similar jurisdictions to develop their export potential and capacities.
- Excellent presentation and communication (oral and written) skills.
- Fluent in French and Spanish, capacity to communicate in English highly desirable.

6.2. Required Documentation

The Applicant will at a minimum submit the following;

1. Examples of previous work done in this area.
2. Proposal submitted which should include, at a minimum; company profile, understanding of the project and methodology, available experts and qualifications, timetable/ Gantt chart for activities and a detailed proposed budget.
3. The proposal must be submitted in French and Spanish.

Once selected the consultant, the proposed team can't be changed.

7. Reports

7.1. Submission & approval of reports

The deliverables outlined in Section 2.2 must be submitted to the Senior Advisor, Private Sector Development and Investment Promotion of the Haiti-DR bi-national programme. All deliverables must be submitted in French and Spanish. The Deputy Executive Director of the Agency will be responsible for approving the deliverables. The work produced by the expert(s) will be owned by Caribbean Export and the other members of the SC.

8. Submissions of Offers

Offers should be submitted by 17:00 hrs (Dominican Republic time) **on May 7th, 2019** to the following e-mail address itejada@carib-export.com with the reference **"HT-DR Cacao Value Chain"**.