

Job Opportunity: Cluster Manager

Export Saint Lucia

CLUSTER DEVELOPMENT PLAN FOR SUSTAINABLE HONEY MARKET DEVELOPMENT

TERMS OF REFERENCE

Background: The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector. One instrument the CCPF uses to accomplish this mandate is Clusters and Support to Value Chains. The value of clustering for the Caribbean's small and medium private sector organisations lies in the opportunity to become more competitive through cost savings, cost sharing, co-branding and innovation. The combined efforts of networking and strategic alliances can lead to a stronger international profile. Ultimately, business clusters tend to generate employment and revenues for the SMEs involved within and across value chains. Research suggests that clustering upgrades the sophistication of diverse stakeholders involved such as suppliers, wholesalers, regulatory bodies, government/NGOs, as well as university and training institutions.

Under CCPF's Regional Cluster Capacity Building Program for Business Support Organizations (BSOs), which uses a learning-by-doing approach, training provided required each BSO to mobilize relevant private and public stakeholders across government agencies to apply the cluster methodology in the design of Cluster Development Plans (CDPs). These CDPs/cluster projects were pitched live before the Investment Panel (IP) on July 26th 2019; of these, this cluster project was deemed suitable by the IP for funding from CCPF for implementation.

The purpose of the Compete Caribbean Partnership Facility (CCPF) is to support the region in driving competitiveness and sustainable economic growth. The program focuses on: (i) supporting firms to grow, innovate and enter new sectors and markets; and (ii) promoting an environment that enables innovation and growth. More specifically, the CCPF's objectives are to:

- a. Increase productivity in firms;
- b. Increase employment, particularly for women and vulnerable groups;
- c. Generate and sustain exports within and outside the region;
- d. Foster sustainable and inclusive economic growth.

Cluster Project – Bee City.

Honey production and exports presents a viable economic option for most of rural Saint Lucia population. This traditional sub-sector has remained largely under-exploited, and utilizes traditional methods of extraction and limited use of technology. However the raw/natural honey produced by the beekeepers is a much sought out commodity in the Specialty markets and by conscious health consumers. The sub-sector is made up of micro and small producers that

supply mainly to the direct customers and niche health stores in Saint Lucia. There are a number of constraints that currently hinders the expansion and increased competitiveness of that sector, which includes certification of plant and of product, difficulties getting into marketing channels and distribution networks in order to expand to new markets, and limited access to technology in primary production and processing.

The main objectives of this Cluster project is to position saint Lucia's honey in the niche export market through the development of a cluster model, that aims to increase the competitiveness of each stakeholders in cluster. The objectives include differentiating Saint Lucia's honey through identification of its unique characteristics (geography, forage), taste and quality. This will be maintained by a continuous process of quality assurance and certification of producers and their operations. The project also seeks to build the capacity of local industry stakeholders and new entrants to drive the expansion of the honey sub sector, including the support services organizations. The marketing efforts and support of an international Marketing firm will assist the cluster in developing the profile of St. Lucia's honey, and ensure that it reaches the most discerning of consumers in best bet markets.

Export Saint Lucia

Export Saint Lucia is the Saint Lucian Government's National Trade Export and Promotion Agency and is the lead agency mandated to spearhead the island's National Export Development Effort. The overall objective is to increase aggregate volume and value of goods and services exports from Saint Lucia. The Agency works to promote and expand business in export markets around the world. We aspire to increase local exports, to assist local businesses improve profitability and long-term sustainability, thus making a direct and valuable contribution to the Saint Lucian economy.

As the Coordinator for this cluster initiative, Export Saint Lucia will work closely with supporting agencies (Saint Lucia Coalition of Services, Inter America Institute for Cooperation on Agriculture, Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Cooperative, Milles Fleurs Cooperative) to ensure the successful implementation of this project.

Consultancy objective(s)

The objective of this consultancy is to coordinate the implementation of Cluster Development Programme aimed at improving the quality and sustainability of the Bee City Honey.

Scope of Work

The candidate will carry out the following key activities that will facilitate the achievement of the objective:

- Oversee and ensure implementation of the cluster project, in accordance with a detailed work-plan and agreed schedules. The work-plan must include a monitoring and evaluation section.
- Coordinate the establishment and work of a project steering committee to guide and monitor project implementation.

- Assist Export Saint Lucia to drive project implementation on the ground, and monitor actual progress against planned progress, proposing solutions to Export Saint Lucia and CCPF for any implementation challenges.
- Facilitate on the ground coaching and advisory services with cluster stakeholders to encourage ongoing consensus around the ideas and activities underpinning the initiative, and ensure participation of the various stakeholder groups, including women and women-owned firms.
- Oversee the collection of baseline data including that related to the project's results matrix, as well as regular monitoring data.
- Review and provide feedback on proposals and deliverables of Consultants to be hired under the project.
- Coordinate with any other consultants hired under the project.
- Provide timely and regular reports to all key stakeholders to facilitate management of the CDP. For the IDB/Compete Caribbean monthly progress updates via email and online meetings will be required, along with formal progress reports every quarter.

Reports / Deliverables

All deliverables must be approved by Compete Caribbean prior to payment. The consultant will submit the following deliverables:

1. **Detailed SMART work-plan** (inclusive of a monitoring and evaluation plan) and schedule, two (2) weeks after the start of the consultancy.
2. **Information management and Reporting** - Monthly updates and four (4) timely project progress reports for every three-month period of implementation 10 days after the close of the period;
3. **Manage all logistics** related to project visibility events and hosting of workshops and meetings, conducting evaluations, and general interface between consultants and stakeholders
4. **Project closing report (PCR)** inclusive of a sustainability plan for the cluster, no later than one month after the close of the project;

Payment Schedule

Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
<i>Deliverable</i>	<i>%</i>
1. Workplan	20%
2. Progress report #1	15%
3. Progress report #2	15%
4. Progress report #3	15%
5. Progress report #4	15%
6. Project closing report	20%
TOTAL	100%

Qualifications

- **Education:** Master's degree in Business Administration, Agribusiness, Project Management *or related field*
- **Experience:** A minimum of 5 years' experience in socio-economic transformation and agribusiness projects and experience in cluster management.
- **Languages:** Fluency in written and spoken English is required with a good command of the Creole language

Core and Technical Competencies:

- Excellent communication skills and ability to establish and maintain good working relationship with private sector, government and other organisations.
- Facilitation and leadership skills with ability to relate to broad range of stakeholders.
- Ability to collect and analyse data and information.
- Demonstrated skills in project preparation and report writing.
- Have a flexible approach and persistence to optimize results.

Opportunity Summary

- Type of contract and modality: Products and External Services
- Length of contract: 1 year
- Location: Saint Lucia
- Responsible person: The consultancy will be supervised by Export Saint Lucia and coordinated by the Compete Caribbean Partnership Facility (CCPF).