TERMS OF REFERENCE

Consultancy for the Development of the

Seamoss Development Strategy and Action Plan

SAINT LUCIA

ISSUED BY	PROPOSAL DEADLINE	ANTICIPATED COMMENCEMENT
Export Saint Lucia	Monday, August 3, 2026	September 2026

info@exportsaintlucia.org

TERMS OF REFERENCE (TOR)

1. BACKGROUND AND CONTEXT

1.1 The Seamoss Sector in Saint Lucia

Seamoss (Eucheuma cottinii spp.) is an increasingly significant export commodity for Saint Lucia. Primary seamoss production is concentrated in the coastal communities of Praslin and Eau Piquant, where two Farmers' Associations, the Praslin Seamoss Farmers Association and the Eau Piquant Seamoss Farmers Association, represent the farming community. A small but growing processing subsector produces value-added products including seamoss powder, gel, beverages, and other seamoss-based products.

Despite the encouraging trajectory, the sector operates largely without the required formal regulation, quality standards, or coordinated market development support. This structural gap limits Saint Lucia's ability to scale production, assure consistent quality, build a competitive national brand, and access premium international markets. Key competing countries include Jamaica, the Philippines, Tanzania, Belize, Thailand, Saint Vincent and the Grenadines, and Dominica.

1.2 Rationale for the Consultancy

Export Saint Lucia is seeking to commission an experienced consultant or consulting firm to develop the Seamoss Development Strategy and Action Plan, the first-ever formal strategic framework for Saint Lucia's seamoss sector. This document will serve as the authoritative roadmap guiding sector development activities across four priority areas: Production and Farming, Regulation and Standards, Value-Added Processing, and Export Market Development.

> **NATIONAL BRANDING INITIATIVE**
> The Strategy will also incorporate a national branding initiative designed to position Saint Lucian seamoss as a premium, authentically sourced product in global markets.

2. OBJECTIVES OF THE CONSULTANCY

The primary objective of this consultancy is to produce a comprehensive, evidence-based, and actionable Seamoss Development Strategy and Action Plan for Saint Lucia.

The specific objectives are:

1. Conduct a thorough situational analysis of Saint Lucia's seamoss sector, including a review of the production base, processing subsector, export performance, regulatory environment, competitive landscape, and market opportunities.
2. Engage key stakeholders, including farmers, processors, exporters, government agencies, and private sector organizations, through a structured consultative process.
3. Develop a clear and compelling Vision, Mission, and set strategic goals for the sector.
4. Design four strategic pillars with detailed objectives, strategies, and priority actions covering: (i) Production and Farming Development; (ii) Regulation, Standards, and Quality Assurance; (iii) Value-Added Processing and Product Development; and (iv) Export Market Development and Trade Promotion.
5. Clearly identify gaps preventing further growth to the entire seamoss sector.
6. Develop a realistic, phased three-year Action Plan with clearly assigned responsibilities, timelines, and resource requirements.
7. Design a Monitoring, Evaluation, and Reporting (M&E) Framework with measurable Key Performance Indicators (KPIs), baselines, annual targets, and a reporting schedule.

8. Identify and recommend potential development partners and funding sources to support implementation of the Strategy.

3. SCOPE OF WORK

The consultant shall carry out the following tasks:

01	**Task 1: Inception and Workplan**
02	**Task 2: Situational Analysis and Stakeholder Consultation**
03	**Task 3: Strategy Development**
04	**Task 4: Stakeholder Validation**
05	**Task 5: Final Strategy Document**

4. REQUIRED QUALIFICATIONS AND EXPERIENCE

Proposals may be submitted by individual consultants or consulting firms. The lead consultant or team must collectively demonstrate the following:

Essential Qualifications

- Postgraduate qualifications in economics, agricultural economics, development studies, business administration, international trade, or a related discipline
- Minimum of seven (7) years of relevant professional experience in strategic planning, agricultural/agri-business development, export promotion, or trade policy
- Demonstrated experience in conducting sector analyses and developing national or sectoral development strategies
- Experience working in the Caribbean region and familiarity with CARICOM trade and regulatory frameworks
- Strong analytical, research, and report-writing skills, with a portfolio of comparable published strategy documents
- Excellent stakeholder facilitation and engagement skills

Desirable Qualifications

- Experience in the agricultural sector, seamoss, seaweed, or broader agri-food export sector
- Knowledge of international food safety standards (HACCP, ISO 22000, Codex Alimentarius) and export market regulatory requirements (US FDA, UK FSA, FSANZ)
- Experience in brand strategy development and/or Geographical Indication (GI) applications
- Familiarity with Saint Lucia's trade and export landscape
- Experience in resource mobilization and development partner engagement

5. INSTITUTIONAL ARRANGEMENTS

Contracting Authority	Export Saint Lucia (ESL)

Reporting Line	A Client Manager within Export Saint Lucia will assume overall responsibility for the coordination of this project. He/she will work in tandem with the contracted Consultant to ensure the objectives of this intervention are achieved.
Inter-Agency Committee	An Inter-Agency Seamoss Sector Coordination Committee comprising representatives of the Ministry of Agriculture, Ministry of Commerce, SLBS, Customs and Excise, Chamber of Commerce, Shipping Association, and the two Farmers' Associations will provide strategic guidance throughout the consultancy.
ESL Support	ESL will provide the Consultant with access to available sector data, introductions to key stakeholders, facilitation support for meetings and workshops, and review of draft deliverables within agreed timelines.
Consultant Obligations	The Consultant shall maintain regular communication with the ESL Client Manager, attend all required meetings, adhere to agreed timelines, and maintain the confidentiality of all data and information provided by ESL and stakeholders.

Preliminary

1. Comment on Terms of Reference suggesting potential refinements where necessary.
2. Submit a detailed work plan including timeframe and budget as well as the approach to be employed to undertaking the specified components for this assignment.
3. Review all relevant documentation (reports, websites, statistics) pertinent to the conduct of this assignment.
4. Conduct wide ranging consultations with identified exporters, Businesses Support Organizations (BSOs) and government departments, to review relevant information and gain an overall understanding of their scope and the objectives to be achieved by Export Saint Lucia.

6. PROPOSAL REQUIREMENTS

Interested consultants or firms are invited to submit a proposal comprising the following:

6.1 Technical Proposal

1) Cover letter expressing interest in and confirming availability for the contract period
2) Brief profile of the consultant/firm, including organizational background and relevant experience
3) Understanding of the assignment and proposed approach and methodology
4) Detailed workplan with milestones and timelines aligned to the deliverables in Section 3
5) Stakeholder engagement plan
6) CVs of the lead consultant and any proposed team members, clearly indicating roles and responsibilities
7) At least two (2) samples of comparable strategy documents previously produced by the consultant/firm
8) Contact details of two (2) professional references from comparable assignments

6.2 Financial Proposal

A detailed financial proposal stating the total professional fees, daily rate, reimbursable expenses (if applicable), applicable taxes, and the proposed payment schedule linked to the required deliverables.

6.3 Submission Details

> **SUBMISSION DEADLINE**
> Proposals must be submitted by Monday, August 3, 2026 to info@exportsaintlucia.org. The email subject line should read: “Proposal - Seamoss Development Strategy and Action Plan.”

The anticipated contract commencement date is September 2026. Applicants must indicate in their proposal the time required to complete the assignment. However, the proposed implementation period should generally not exceed six (6) weeks from the contract commencement date.

7. OBLIGATIONS OF EXPORT SAINT LUCIA

Export Saint Lucia commits to:

- Providing the Consultant with timely access to all available sector data, reports, and documentation relevant to the assignment
- Facilitating introductions to and cooperation from all key stakeholders identified in the scope of work
- Reviewing and providing written feedback on all draft deliverables within ten (10) working days of submission
- Facilitating the Stakeholder Validation Workshop, including venue, logistics, and participant mobilization
- Processing approved payments within fifteen (15) working days of deliverable approval
- Designating an ESL Client Manager as the primary point of contact for the Consultant throughout the assignment

8. ETHICAL STANDARDS AND CODE OF CONDUCT

The Consultant shall adhere to the highest standards of professional conduct throughout the assignment. This includes:

- Treating all stakeholders with respect, dignity, and impartiality
- Ensuring that all primary data collection is conducted with informed consent and in compliance with applicable data protection principles
- Accurately representing findings and not distorting or omitting data to suit pre-determined conclusions
- Declaring any conflicts of interest promptly
- Complying with all applicable laws and regulations of Saint Lucia

> **EQUAL OPPORTUNITY**
> Export Saint Lucia is committed to equal opportunity and encourages proposals from consultants and firms of all backgrounds, including women-led enterprises and Caribbean-owned businesses.

9. ASSUMPTIONS AND RISKS

Assumptions underlying Project Intervention

- The consultant is knowledgeable, experienced, and equipped in undertaking the assigned task.

- Export Saint Lucia and other relevant stakeholders will fully support and participate in the process of consultation required to generate the required/intended information for the Seamoss Development Strategy and Action Plan.
- A consensus is reached on the program of action and activities needed for input in the development of the Seamoss Development Strategy and Action Plan.
- The Scope of Work for this assignment has been adequately and appropriately defined.
- The consultancy will be conducted as planned and within the specified timeline.

Risks

RISK STATEMENT
The risks are that the assumptions are not fulfilled and that consequently the anticipated results and objectives of the project are not realized.

10. LOGISTICS AND TIMING

10.1 Location

The consultancy and its related activities will take place in Saint Lucia.

10.2 Duration

The consultancy will be completed over a six-month period, with all activities and final deliverables submitted in accordance with the approved workplan and contractual schedule.

11. MONITORING AND EVALUATION

Monitoring and evaluation will be based on the timely completion of activities relating to this intervention.

12. REMUNERATION

Remuneration will be based on satisfactory completion and approval of the deliverables outlined below and a payment schedule accordingly and defined in the contract. The final contract value and payment percentages will be agreed with the selected consultant and reflected in the signed contract and subject to prevailing taxes of Saint Lucia.

Proposed Deliverable and Payment Schedule

DELIVERABLE	DESCRIPTION	PAYMENT
1	Approved Inception Report and detailed workplan	**20%**
2	Approved Situational Analysis and Stakeholder Consultation Report	**10%**
3	Approved Draft Seamoss Development Strategy and three-year Action Plan	**40%**

DELIVERABLE	DESCRIPTION	PAYMENT
4	Completed Stakeholder Validation Workshop and approved Validation Report	**10%**
5	Approved Final Seamoss Development Strategy and Action Plan, executive summary, and presentation	**20 %**

PAYMENT PROCESSING

Payments will be processed within fifteen (15) working days following written approval of the relevant deliverable and receipt of a valid invoice.

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