



DOMINICA COMMUNITY-BASED TOURISM CLUSTER PROJECT



REQUEST FOR EXPRESSIONS OF INTEREST (REOI) CONSULTING SERVICES (INDIVIDUAL CONSULTANTS)

Kalinago Territory Community-Based Tourism (CBT) Product Development and Market Readiness Consultancy

Institution: Compete Caribbean Partnership Facility (CCPF)

Country: Dominica

Project: Dominica Community-Based Tourism Cluster Project

Sector: Tourism

Abstract: The Dominica Community-Based Tourism (CBT) Cluster Project is aimed at providing technical assistance towards the improvement of community-based tourism products and services within two (2) cluster communities in Dominica: the Kalinago Territory, located on the North-Eastern part of the island and the DEOSC which is served by several communities on the South- Eastern part of the island.

The Kalinago Territory is among the last structured indigenous settlements in the Caribbean Region. The community is rich in history and possesses a wealth of culture and heritage assets, most of which have been transformed into a unique tourism product. The cluster proposes to leverage these assets to attract more visitors as a sustainable approach to tourism development in the community. Some of these assets include its indigenous language and cuisine, cultural sites, handmade arts and craft, heritage sites and most importantly the traditional architecture which presents an opportunity to attract visitors and increase direct tourism spend in the Territory. The successful implementation of the project is expected to benefit the entire community, create more employment, and help sustain the livelihoods of residents highly dependent on the tourism sector.

TC No.: RG-T3792

Contract No.: ATN/CO-18582-RG

Deadline: September 15th, 2023

The Caribbean Tourism Organization (CTO) has received financing from the Compete Caribbean Partnership Facility (CCPF) to support, *inter alia*, the implementation of a Cluster Development Plan (CDP) for the **Dominica Community-Based Tourism Cluster Project** and intends to apply part of the proceeds for consulting services.

The CTO now invites interested **eligible individual consultants** to submit Expressions of Interest, an updated CV/Resume, as well as provide information demonstrating possession of the required qualifications and relevant experience to perform the Services outlined in the accompanying TORs.

The objective of this consultancy is to procure the services of a consultant with requisite competencies, experience, and qualifications in Tourism Product Development who will be responsible for supporting the achievement of several Goals (1, 2, 5, and 6) in the project's Cluster Development Plan (CDP) which includes:

- (i) Facilitating Product Development and Market Readiness assessments of all tourism products and services;
- (ii) Conducting assessments of existing Homestay Providers and make recommendations for training and certification
- (iii) Facilitating the bundling of service/product offerings to enhance benefits to Cluster Members;
- (iv) Establishing linkages between product offerings of the two main communities within the Cluster



DOMINICA COMMUNITY-BASED TOURISM CLUSTER PROJECT



(DEOSCS/Bay Oil Farmers and Kalinago Territory); (v) Developing management guidelines for key tourism sites in the Kalinago Territory and conducting research and develop on new tourism experiences for the Kalinago Territory linked its cultural and natural heritage to help revitalize the culture, enhance the visitor experience, support conservation, and generate economic benefit.

Starting date and duration: The main activities to be carried out under this TOR are expected to be completed between September 2023 and January 2024 (i.e. twenty (20) weeks).

The Consultant will be required to demonstrate qualifications, training, and experience in areas including, among others, recognized credentials (Bachelor's degree or higher) from an accredited academic institution with a focus on Tourism Development and Management, Tourism Product Development, Destination Marketing or related fields. Expert knowledge of supporting product development and market readiness of indigenous communities, particularly in Dominica, is critical. Consultant must demonstrate a minimum of ten (10) years' work experience in Tourism field, with Caribbean experience being an asset. The consultant must also have significant experience in market research and operator assessments, product and experience packaging and bundling, and preparing tourism SMEs to access international markets. Excellent communication and presentation skills in English (oral and written) is required.

The Terms of Reference for the consultancy is attached as **Appendix 1** to this document.

In the assessment of Expressions of Interest, applicants will be evaluated on technical competence. Local and regional experience on similar assignments will also factor in the evaluation criteria. All information must be submitted in English. The Consultant will be selected in accordance with the procedures set out in the Caribbean Tourism Organization's (CTO's) policies. Following the assessment of submissions, the most technically capable and appropriately experienced applicant will be invited to negotiate a contract to provide the consultancy services. CTO reserves the right to accept or reject late applications or to cancel the present invitation partially or in its entirety. It will not be bound to assign any reason for not engaging the services of any applicant and will not defray any costs incurred by any applicant in the preparation and submission of Expressions of Interest.

For the purpose of this process, the preferred nationality of the Consultant should be Dominican.

Further information can be obtained from **Ms. Natasha Green**, Cluster Project Manager, Dominica CBT Cluster Project, via email: nato.green@gmail.com. Expressions of interest must clearly indicate **Kalinago Territory Community-Based Tourism (CBT) Product Development and Market Readiness Consultancy** and must be submitted in a written form **via email** to the below email address, by September 15th, 2023.

Caribbean Tourism Organization

Attn: Mr. Brian Frontin, Regional Technical CBT Consultant

7th Floor Baobab Tower, Warrens, St. Michael, Barbados Tel: (246) 427-5242

E-mail: frontinb@caribtourism.com

Website: www.onecaribbean.org



DOMINICA COMMUNITY-BASED TOURISM CLUSTER PROJECT



Appendix 1

TERMS OF REFERENCE

Kalinago Territory Community-Based Tourism (CBT) Product Development and Market Readiness Consultancy

BACKGROUND

The objective of the Technical Cooperation (TC) is to support the Caribbean Tourism Organization (CTO) and Dominica's Ministry of Tourism, International Transport, and Maritime Initiatives (the 'Ministry') in collaboration with the Cluster Members of within the Kalinago Territory and the Dominica Essential Oils and Spices Cooperative Limited (DEOSC) with the implementation of the Dominica Community-Based Tourism (CBT) Cluster Project.

In 2017, the Inter-American Development Bank (IDB), the UK's Department for International Development (DFID), the Government of Canada, and the Caribbean Development Bank (CDB) established a co-financing facility called "The Compete Caribbean Partnership Facility" (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD \$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. 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 of 13 Caribbean countries. In January 2020, the CCPF launched a call for proposals for clusters focused on the tourism and agri/agro-tourism sectors. To support this process, with the aim of providing tools to build a pipeline of strong projects, and to maximize the impact and benefits on the most vulnerable groups, a community-based tourism (CBT) toolkit was developed in collaboration with the Caribbean Tourism Organization (CTO) and disseminated through various agencies including the Ministry of Tourism in each country and the Caribbean Hotel and Tourism Association (CHTA). The toolkit includes a primary market research of US based consumer to assess the demand for innovative products and services that can be offered in the Caribbean, and visitor willingness to pay for these experiences. Additionally, it includes a Community-Based Tourism Enterprise Handbook, Cluster Diagnostic Tool and a Tourism Assets Inventory and Profile Template, which cluster stakeholders can use to develop and/or enhance their tourism product and experience. Following the call for cluster proposals, three (3) projects were selected to receive technical assistance. This technical assistance will be used to help, community-based tourism (CBT) enterprises in the selected clusters, strengthen and develop CBT related products and become market-ready.

The activities will seek to ensure that:

- i. the products offered are aligned with the willingness-to-pay of Caribbean tourists;
- ii. the businesses generate enough revenues to cover their costs;
- iii. the staff, helpers and local guides are properly trained on health and safety measures particularly regarding COVID and;
- iv. the diverse Micro, Small and Medium Enterprises (MSMEs) in the community are able to reach the targeted visitors via effective tour packaging, promotion, and online marketing.



DOMINICA COMMUNITY-BASED TOURISM CLUSTER PROJECT



These activities are prioritized and defined in the Cluster Development Plan (CDP) of each project, which was prepared in collaboration with the cluster stakeholders based on the results of the community diagnostic and tourism asset inventory. The Dominica CBT Cluster Project is one of the successful projects selected to receive technical assistance for the benefit of the Kalinago community and the DEOSC membership.

A Technical Cooperation (TC) agreement has been established between the Compete Caribbean Partnership Facility (CCPF) and the Caribbean Tourism Organization (CTO), with the CTO performing the role of Executing Agency on behalf of the CCPF. The CCPF and the CTO have established a Regional Stakeholder Committee to facilitate active collaboration between the organizations and provide strategic oversight of the implementation of the three (3) Cluster Development Plans throughout the project tenure.

A CDP is a comprehensive strategic plan designed based on a thorough analysis of the situation on the ground, through consultations with cluster stakeholders, research on market opportunities identified, and segmentations recommended and/or established. It also includes a detailed implementation plan with priorities defined for each key stakeholder. Together, these priority activities or investments will enable the achievement of the outcomes and impact expected from the project, which are captured in a monitoring and evaluation framework.

The CTO has engaged the services of a Regional CBT Technical Consultant (RTC) to provide supervisory and technical assistance to coordinate implementation of the three (3) CDP's. Each CDP is being implemented with the technical assistance of a Cluster Project Manager (CPM) based in the respective destination. A National Steering Committee (NSC) has also been convened to work closely with the CPM during implementation. The CPM will directly report to the RTC who will provide necessary guidance and support. Figure 1 below provides a diagrammatic representation of the high-level governance and reporting lines for the project.

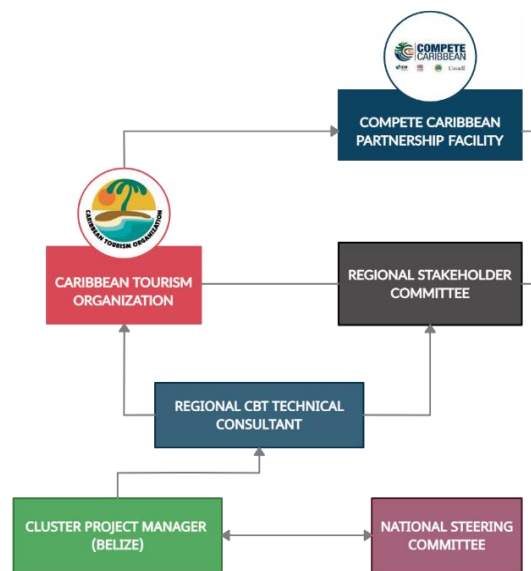


Figure 1



DOMINICA COMMUNITY-BASED TOURISM CLUSTER PROJECT



Residents of the Kalinago Territory are among the stakeholder beneficiaries of the Dominica CBT Cluster Project. The Kalinago Territory is among the last structured indigenous settlements in the Caribbean Region. The community is rich in history and possesses a wealth of culture and heritage assets, most of which has been transformed into a unique tourism product. The cluster proposes to leverage these assets to attract more visitors as a sustainable approach to tourism development in the community.

Some of these assets include its indigenous language and cuisine, cultural sites, handmade arts and craft, heritage sites and most importantly the traditional architectural which presents an opportunity to attract visitors and effect direct tourism spend.

The Dominica Community-Based Tourism Cluster Project provides new opportunities for the enhancement of products and services offered in both cluster communities. Six (6) main project goals are outlined in the CDP, including the expected benefits to be derived in Year 2 of the project.

Goal 1: Attractive Accommodation meeting the CBT consumer's expectations for safety, hygiene and authenticity, while retaining the traditional, cultural and architectural features.

Goal 2: Improve the level of Market Readiness of all products/services offered and to develop quality control systems for all products and services offered. (This is further supported by Strategic Direction #5 of the Kalinago Indigenous Tourism Strategic Plan 2022 to encourage innovation in Indigenous tourism experiences supported by Activity # 1 to define novel Indigenous tourism experiences in Kalinago Territory linked to cultural and natural heritage and that add value and revitalize the culture, enhance visitor experiences, support conservation of biodiversity and other natural resources, and generate economic benefits and activity #3 Generate guidelines for the development of Kalinago Indigenous tourism experiences with an emphasis on market readiness and authenticity).

Goal 3: Certification and Training of cluster members

Goal 4: Need for enhanced safety and security environment

Goal 5: Bundling of service product offerings to derive enhanced benefits to the cluster members and to improve collaboration and joint service provision among cluster members/in cluster regions for aligning of and increasing product offerings.

Goal 6: Establish linkages between offerings of the two geographical regions in the sector - the Kalinago Territory and the Southeast (Dominica Essential Oils & Spices Cooperative Society).

CONSULTANCY OBJECTIVES

The objective of this consultancy is to procure the services of a consultant with requisite competencies, experience, and qualifications in Tourism Product Development who will be responsible for supporting the achievement of several Goals (1, 2, 5, and 6) in the project's Cluster Development Plan (CDP) which includes: (i) Facilitating Product Development and Market Readiness assessments of all tourism products and services; (ii) Conducting assessments of existing Homestay Providers and make recommendations for training and certification (iii) Facilitating the bundling of service/product offerings to enhance benefits to Cluster Members; (iv) Establishing linkages between product offerings of the two main communities within the Cluster (DEOSCS/Bay Oil Farmers and Kalinago Territory); (v) Developing management guidelines for key tourism sites in the Kalinago Territory and conducting research and develop on new tourism experiences for the Kalinago Territory linked its cultural and natural heritage to help revitalize the culture, enhance the visitor experience, support conservation, and generate economic benefit.

SCOPE OF THE WORK

In carrying out the assignment, the Consultant is required to employ a collaborative approach in ensuring that inputs are obtained from the Compete Caribbean Partnership Facility (CCPF), the Caribbean Tourism Organization (CTO), the National Steering Committee (NSC), the Ministry of Tourism, International Transport, and Maritime Initiatives, Discover Dominica Authority, the Cluster Project Manager (CPM) and other relevant stakeholders. A participatory and consultative approach is encouraged in the conduct of the services, to contribute to the efficient and satisfactory completion of the related activities and deliverables.



A review committee consisting of various stakeholders and representatives will be established with responsibility for reviewing and approving all submissions of the consultant on behalf of the cluster project and community. Representatives will include, *inter alia*, the Tourism Councilor of the Kalinago Council, Development Officer in the Ministry of Environment and Kalinago Upliftment, Liaison Officer of the Dominica Community Tourism Association Inc. (DCTAI), representative(s) from the Product Development department at Discover Dominica Authority (DDA), Chairperson to the NSC, Kalinago Territory (KT) community representative(s), and a representative from the DEOSCS.

Note: Formalization of the Kalinago CBT Cluster into a legally registered entity ('management entity') will occur during the execution of this consultancy. This management entity will be responsible for the management of local sites, as well as oversight, promotion, and commercialization of cluster members' products and service offerings within the Kalinago Territory. The consultant will be required to provide support to this management entity.

ACTIVITIES

The consultant will be required to complete the following:

(i) Component 1 – Collaborate with the Discover Dominica Authority (DDA) to conduct assessment of at least twenty (20) existing Homestay Providers and make recommendations for training and certification in areas related to:

- Professional Housekeeping based on standards established by the Dominica Hotel and Tourism Association (DHTA)
- Health and hygiene standards, including those prescribed in COVID-19 protocols
- Guest safety and other requirements established by the DDA, DHTA
- Propose recommendations for improved décor, design and presentation of accommodation settings with Kalinago cultural themes

(ii) Component 2 – Facilitate Product Development and improve Market Readiness of Tourism Products and Experiences in the Kalinago Territory

- Conduct market ready capacity assessment of products and experiences of cluster members in the Territory and provide coaching and training to reduce existing gaps, to formalize and broaden product offers to deliver enhanced market ready tourism experiences not limited to Kalinago Tours, Cassava Experience, Craft, Naming Ceremony, Cultural Groups, Karina Cultural Village, Kalinago Barana Aute (KBA), Touna Aute, Morrocoy Paradise and Aywasi Thundering Bay.
- Support at least twenty (20) key Cluster members in identifying new strategies for improving their products/services; also incorporating recommendations arising out of the completed UNDP-funded World Indigenous Tourism Alliance (WINTA) Report.
- Based on identified gaps, conduct or collaborate with key partners to provide market ready coaching and training to assist businesses in meeting the minimum national standards and certification prescribed by the Discover Dominica Authority, Ministry of Tourism, and other national authorizing bodies
- Organize and conduct workshops (classroom and field based) in which Kalinago tour operators, other tourism service suppliers, and local resource experts learn about experiential tourism market trends and the basics of how to create, deliver and promote successful experiential tourism products.
- Build the capacity of existing entrepreneurs to align product innovation with market demand
- Organize and facilitate product packaging/itineraries and pricing training to improve the offerings of the Kalinago cluster members

(iii) Component 3 – Bundling of service/product offerings in the Kalinago Territory to enhance benefits to Cluster Members

- Identify and match targeted businesses with best product and market ready alignment potential and develop joint product or experience offerings among at least fifteen (15) Kalinago cluster members
- Collaborate with the KBA Manager to design and implement at least three (3) major revenue generating packages/activities at the KBA and/or with market ready Kalinago Cluster members



(iv) Component 4 – Establishment of linkages between product offerings of the two (2) main communities in the Cluster Development Plan

- The Consultant will develop at least four (4) joint packages (including the use of essential oils and other related products) and activities to support long-term economic activity between the Kalinago Cluster and the DEOSC
- Work with any consultant(s) supporting the development of essential oils-based value-added products for the DEOCS with consideration for using packaging of Kalinago crafts and other materials

(v) Component 5 – Develop management guidelines for key tourism sites in the Kalinago Territory and research and develop new tourism experiences in the Kalinago Territory linked to culture and natural heritage to help revitalize the culture, enhance the visitor experience, support conservation and generate economic benefit

- Develop a management framework and guideline for key tourism sites including the Canoe Trail, L'ecaliere Tete Chien, 1930s Memorial and Centipede Trail, inclusive of visitor behaviour rules that safeguard the Kalinago culture and natural heritage
- Develop a Code of Ethics for Indigenous Tourism in the Kalinago Territory (in collaboration with the Kalinago Council and other key stakeholders) to establish parameters of work with the tourism sector (tour operators, hotels, cruise ships)
- Formalize and facilitate the launch of the new, culturally relevant, indigenous annual calendar of experience, events, and activities inclusive of the recommendations outlined in the UNDP-funded World Indigenous Tourism Alliance (WINTA) Report.

REPORTS AND DELIVERABLES

All deliverable reports will be reviewed by the review committee, Cluster Project Manager (CPM), National Steering Committee (NSC), and the Regional CBT Technical Coordinator (RTC), and must be approved by the CTO prior to payment. All deliverables will be presented to the review committee for feedback and further adjustments. The Consultant will complete the following deliverables and submit respective reports in both written and oral formats for each phase as per below:

- **Deliverable 1 – Inception Report.** Prepare a Strategy Document and Work Plan that describes all the activities and arrangements agreed with the client including tentative dates for fulfillment of deliverables with clear timelines aligned with outputs and deliverables, including the methodology to deliver the outputs, the associated activities, stakeholders to be consulted, and an indicative list of main literature and/or information source to be reviewed / consulted. The inception report should also summarize the results of the desk review and the initial discussions with the key stakeholders and cluster representatives.
- **Deliverable 2 – Accommodation (Home Stay) Matrix and Assessment.** Prepare and present the Assessment Report outlining the current status of the Kalinago accommodation offerings inclusive of the challenges, market readiness and all gaps which exist. The report should include the proposed recommendations for training, certification requirements, physical enhancements, and a summary of completed or ongoing DDA training/certification.
- **Deliverable 3 – Product Development and Market Readiness Matrix and Assessment.** Submission of the market ready assessment matrix outlining the market-readiness potential of key cluster members/offerings of the Kalinago Territory. This report should highlight existing products/services gaps, limitations to product or service offerings, as well as recommendations for innovation and improvement. The report must include the results of the workshops held, including the agenda and course content, and a full listing of participants who were trained. All information on the evaluation criteria utilized to assess successful participant completion of workshops is to be provided as well as evidence of the effectiveness of training. Presentation of this report to also be developed and delivered orally to review committee, NSC, and other identified stakeholders.



**DOMINICA COMMUNITY-BASED TOURISM
CLUSTER PROJECT**



- **Deliverable 4 – Bundling of Kalinago Products and Services Report.** Submission of designed and completed comprehensive packages/ offerings in the Kalinago Territory, including the major revenue generating packages/activities at the KBA and/or with market ready Kalinago Cluster members. Presentation to also be developed and delivered orally to review committee, NSC, and other identified stakeholders.
- **Deliverable 5 – Establishment of Linkages & Joint Packaging Report.** Submission of completed design of joint packages offerings for Kalinago Territory and DEOSCS. This deliverable will also include the proposed recommendations for incorporation of Kalinago craft packaging into the products offered by the DEOSC. Any updates related to Deliverable 4 may be included into this submission. Presentation to also be developed and delivered orally to review committee, NSC, and other identified stakeholders.
- **Deliverable 6 – Kalinago Territory Management Framework & Guidelines Report.** Submission of management framework and guidelines for key tourism sites, Code of Ethics for Indigenous Tourism in the Kalinago Territory and facilitating the launch of new culturally relevant indigenous experiences from the UNDP funded WINTA report. Presentation to also be developed and delivered orally to review committee, NSC, and other identified stakeholders.
- **Deliverable 7 – Final Report on Project Implementation.** Summary on the results of implementation including key activities implemented and results expected and achieved, lessons learnt and recommendations, all delivered power point presentations, updated plans and guidelines. Please include a summary of workshops sessions, list of participants, businesses, partners, stakeholders, and cluster member engaged, and activities implemented to fulfill the TORs and improve the standards of the tourism offerings in the Kalinago Territory.

PAYMENT SCHEDULE

Payment terms will be based on phase completion or deliverables. The CTO does not expect to make advanced payments under consulting contracts and wishes to receive the most competitive cost proposal for the services described herein.

The Consulting Firm will be paid based on the satisfactory deliverable/phase completion, schedule and payment percentages outlined in the following table:

#	DELIVERABLE / PAYMENT STAGE	SCHEDULE (Duration from Contract Signing)	Payment (as a % of Total Contract Size)
1	Deliverable 1 – Inception Report	2 weeks	10%
2	Deliverable 2 – Accommodation (Home Stay) Matrix and Assessment	3 weeks	25%
3	Deliverable 3 – Product Development and Market Readiness Matrix, Assessment and Presentation	4 weeks	
4	Deliverable 4 – Bundling of Kalinago Products and Services Report and Presentation	4 weeks	25%
5	Deliverable 5 – Establishment of Linkages & Joint Packaging Report and Presentation	2 weeks	
6	Deliverable 6 – Kalinago Territory Management Framework & Guidelines Report and Presentation	4 weeks	30%
7	Deliverable 7 - Final Report on Project Implementation	1 week	10%
	Total	20 weeks	100%



SPECIFICATIONS FOR THE CONSULTANCY SERVICES

Type: The work will be carried out by an individual consultant. The contract is a *lump sum* payment to be awarded based on the consultant's qualifications and experience in the subject area. Payments shall be made as established in the Payments Schedule section above.

Place of work: The work is to be performed in Dominica, with significant time spent in the Kalinago Territory.

This consultancy requires the services of a consultant resident in the Commonwealth of Dominica, with at least ten (10) years' experience in tourism product development and/or experience in a variety of tourism settings, such as destination management, attractions, tour operators, and travel agencies. Experience working with indigenous communities to develop tourism products, services or packages would be an added advantage.

The Consultant must also possess:

- At least a Bachelor's Degree from an accredited academic institution with a focus on Tourism Development and Management, Tourism Product Development, Destination Marketing or related fields. A Master's degree or PhD in Tourism Development/Management or a related field, along with additional Tourism certifications from a reputable entity would be considered an asset.

Core Competencies:

- Fluency in English is essential
- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.
- Strong inter-personal, facilitation and leadership skills with ability to relate to a broad range of stakeholders including tourists, businesses, and government officials.
- Significant experience in market research and operator assessments, product and experience packaging and bundling, and preparing tourism SMEs to access international markets.
- Proven capacity to liaise and effectively work with government agencies and the private sector of Dominica and/or wider Caribbean.
- Excellent interpersonal, written, and verbal communication skills.
- Reliable and demonstrated ability to work independently.
- Well organized, strong problem-solving abilities.
- Proven ability to create confidence and provide leadership.
- Have a flexible approach and persistence to optimize results.
- Creative, innovative, with a demonstrated passion for Tourism.
- Knowledge and familiarity with the Kalinago Territory Tourism sector and Dominica Bay Oil sector.
- Working knowledge of indigenous tourism, community-based tourism and market trends.

About the Caribbean Tourism Organization (CTO)

The CTO, officially established in 1989, is an inter-governmental development agency specializing in tourism for the Caribbean region. Headquartered in Barbados, the primary objective of the CTO is to provide to and through its members, the services and information necessary for the development of sustainable tourism for the economic and social benefit of the Caribbean people. The CTO's membership reflects the diversity of the Region, with Government membership extending 26 Dutch, English, French and Spanish speaking countries and territories, as well as a myriad of private sector allied members in tourism related and ancillary sectors.