

# Terms of Reference

<b>Project Title:</b>	Coconut Industry Development for the Caribbean
<b>Assignment title:</b>	Agro-processing consultant
<b>Place of work:</b>	Preferably based in the Caribbean
<b>Travel:</b>	Regional travel
<b>Contract type:</b>	Lump sum valid until 31/12/2016

## **Background**

The International Trade Centre (ITC) is a joint agency of the United Nations and the World Trade Organization for trade-related technical cooperation in developing countries.

The Office for Latin America and the Caribbean (OLAC), as a geographical section of the Division of Country Programmes (DCP), is responsible for defining the ITC strategy in the region, either for individual countries or at the sub-regional and regional levels. OLAC is also responsible for coordinating all ITC interventions, including the work of ITC technical sections in the region.

The Sector competitiveness Unit is responsible for developing and disseminating sector level expertise and methodologies in ITC. The European Union (EU) funded project "Coconut industry development for the Caribbean" aims at increasing food availability and reinforcing incomes of small scale farmers. Specifically, the project focuses to enhance the competitiveness of small scale coconut producers through better regional integration and improved production performance. In order to achieve this objective, the project has been designed to address four key issues that are preventing the coconut sector from achieving its full potential, namely to: i) improve coordination and cooperation across the region and ACP coconut countries; ii) increase production volume of the right quality of coconuts; iii) improve access of small producers to advisory services and finance; and iv) improve risk planning and access to risk management tools for small producers.

In the context of this project, ITC is primarily responsible for the overall project implementation and for the delivery of two out of four project outcomes. CARDI, the Caribbean Agricultural Research and Development Institute, is the main ITC regional partner for project implementation and will lead the delivery of the other two project outcomes. The two outcomes that are ITC's main responsibility include Outcome 1: Market opportunities identified, value chain development plans agreed. Synergies and continuity developed with existing regional and national programmes to enhance regional integration of markets; and Outcome 3: Access to information and advisory services on finance, trade, agriculture, management and markets facilitated for small producers.

Value Chain Alliances, called *Alliances for Action*, are being facilitated in selected Caribbean countries. Alliances for Action are a group of farmers, exporters, entrepreneurs, research institutes and domestic and international buyers engaged in the coconut sector and united behind the common vision of increasing competitiveness of the coconuts sector.

The project will work directly with agro-enterprises to deliver customised training and advisory services to local SMEs in the agro-processing sector in Jamaica, the Dominican Republic and Guyana. Trainings will be undertaken in partnership with selected national partner institutions to support local capacity building.

The objective of direct enterprise support is to train participants in practical production methods, help them to apply the knowledge to their own environment, and develop their capacity to identify problems and improve their processes reducing waste. Lean improvements can be simple and done at minimal cost. They aim to enhance competitiveness through improvements in processes rather than through investments. Lean improvement techniques can support Caribbean small agro-processors to improve their processes and production efficiencies,

reduce production costs, and improve product quality and delivery. This may include reduction of production bottlenecks and lead times, simplification of processes, and minimising duplication or unnecessary waiting time. Moreover, lean methodology training can also support small businesses to efficiently move into new product markets.

Direct enterprise support Trainings to be developed and implemented under this outcome will focus on the following areas:

**Lean Management practices:** Enterprises can significantly improve their productivity through implementing well-conceived and maintained manufacturing processes. This can include implementing best industry practices for processing, improving the use of existing equipment, preventative maintenance techniques, investment in production equipment, and increasing flexibility of production runs.

**Food safety and quality standards:** Enterprises can improve their food safety management systems at different steps of the manufacture, storage and distribution process to support efforts to meet regulatory specifications and customer requirements. Food safety and quality standards can help enterprises to minimize the risks involved in food production and ensure proper handling through the entire product lifecycle. These practices address personnel, buildings, chemical use, equipment, utensils, facilities, environment and general production and ensure less critical control points in the manufacturing process.

**Cost of goods sold:** Enterprises need to know how to define and calculate the cost of goods sold (COGS) which includes the cost of the raw materials, labour and supplies used in the manufacturing process. Training on COGS allows managers to better understand profitability, mark-up, margin and price points of their business.

**Sales and marketing:** Enterprises can increase sales through improving their knowledge of how to calculate the cost of goods (fixed costs, variable costs and contribution margins), analysis of profit potential of the product and portfolio, and establishment of a customer satisfaction index. This paves the way for the elaboration of a relevant marketing strategy and business plan.

**Operations and management:** Enterprises can improve overall performance through regular collection of operational data allowing management to generate a fast and accurate overview of the production processes and monitor operational activities. This includes Excel based data collection to allow continuous business monitoring and improvement and preparatory steps to IT introduction.

### **Scope and objective of Work**

Up to 10 agro-enterprises per country (30 in total) will be selected by their respective National Stakeholder Platforms to participate in this project. The selected coconut processing enterprises should operate in the following markets segments: fresh and canned food, beverages; health and beauty; industrial chemicals; and coconut by-products (coir and activated carbon).

The objectives of this work are:

1. To support the enterprises selection process;
2. To train selected enterprises and support institutions in a method to improve enterprise competitiveness by reinforcing efficiency in critical operational processes with a deliberate focus on complying with customer and buyer requirements. All participating companies will receive a company specific report including the recommendations to overcome existing obstacles and corresponding planned improvement activities;
3. To train and transfer operational knowledge and skills to a core group of national and regional counterpart staff so that local capacity for replication and further implementation is built;
4. To work with the National Stakeholder Platform to provide support for the delivery, monitoring and replication of activities as indicated in the implementation plan.

### **Description of Duties/Responsibilities**

The Agro-processing Consultant will work under the direct supervision of ITC's Senior Officer Manufactured Products Sector competitiveness and the overall guidance of the project manager and ITC's Senior Trade Promotion Officer, Office for Latin America and the Caribbean.

In the undertaking of all activities the consultant should facilitate a participatory approach to enable inclusive stakeholder decision making.

### **Task 1: Undertake enterprise analysis to determine performance gaps and support required**

Undertake visits to all participating enterprises in the 3 countries to:

- a) In collaboration with ITC, brief partners on planned actions under this task;
- b) With the NSP, select companies to participate using pre-defined criteria;
- c) Undertake and prepare a performance and environmental assessment report of each participating company on main obstacles and develop a training plan to address identified obstacles;
- d) Validate report and training plan with enterprise owner and/or operations manager;
- e) Train support institutions in the methodology and define a workplan to replicate the training and advisory support for the selected Caribbean countries..

### **Task 2: First Round of Direct Enterprise Support – Baseline assessment, gap analysis, training and implementation plan development for first tier enterprises**

- a) In collaboration with ITC, brief partners on planned actions under this task
- b) Visit companies and undertake in-factory training and advisory in accordance with training plan
- c) Develop and measure baseline, facilitate gap analysis and agree on production and improvement plans and targets with enterprise management/owner
- d) Undertake regional workshop with support institutions
- e) Build capacity of support institutions and clusters of enterprises in 1) lean management practice, 2) food safety and quality standards, 3) cost of goods sold, 4) sales and marketing, and, 5) operations and management.

### **Task 3: Second Round of Direct Enterprise Support – Review, assess performance and process standardisation of first tier enterprises. Baseline assessment, gap analysis, training and implementation plan development for second tier enterprises**

- a) In collaboration with ITC, brief partners on planned actions under this task
- b) Visit companies and undertake in-factory training and advisory in accordance with training plan
- c) Review, measure and monitor changes in first tier enterprise performance and ensure process standardisation of first tier enterprises
- d) Develop and measure baseline, facilitate gap analysis and agree on production and improvement plans and targets with second tier enterprise management/owner
- e) Build capacity of support institutions and clusters of enterprises in 1) lean management practice, 2) sales and marketing, and, 3) operations and management.
- f) Undertake regional workshop with support institutions

### **Task 4: Third Round of Direct Enterprise Support – Review, assess performance and process standardisation of first and second tier enterprises.**

- a) In collaboration with ITC, brief partners on planned actions under this task
- b) Visit companies and undertake in-factory training and advisory in accordance with training plan
- c) Review, measure and monitor changes in first tier enterprise performance and ensure process standardisation of first and second tier enterprises
- d) Develop agreement on production and continuous improvement plans and targets with first and second tier enterprise management/owner
- e) Build capacity of support institutions and clusters of enterprises in 1) lean management practice, 2) food safety and quality standards, 3) cost of goods sold, 4) sales and marketing, and, 5) operations and management.
- f) Prepare a final report

## **Skills**

- Knowledge of food safety systems, lean management, operations management, quality management and sales and marketing methodologies in the agro-processing industry in the Caribbean
- Ability to work in a team;
- Initiative and resourcefulness.

## **Education**

Undergraduate degree (BA/BSC in business administration, economics, agriculture or related field)

---

## **Experience**

At least 10 years of work experience in agro-processing enterprises in the Caribbean.

## **Languages**

Advanced knowledge of English and working knowledge of Spanish is required.

## **Contact:**

Please send your CV to [alliances@intracen.org](mailto:alliances@intracen.org)

Selected candidates must submit their application to the Consultants Roster:  
<http://www.intracen.org/itc/about/working-with-itc/itc-careers/current-job-openings/>