

PROJECT: TREE CROP EXPANSION AND REHABILITATION PROJECT

TERMS OF REFERENCE FOR THE POST OF PROJECT MANAGER

1.0 BACKGROUND

1.01 Saint Lucia and other small Island Developing States (SIDs) continue to be vulnerable to the adverse effects of climate change. During the 1990s the island experienced loss of preferential treatment in traditional markets as the forces of globalization dramatically altered trading arrangements and the economies of many SIDs which hampered efforts to promote sustainable development. Following the WTO rulings of the 1990s, Saint Lucia along with other SIDs in the Caribbean saw rapid declines in the banana industry leaving large tracts of agricultural lands fallow, vacant and uncultivated. Bananas have long been the major export crop. However, changing global standards, emergence of virulent pest and diseases, loss of international markets coupled with the absence of risk insurance has left the industry on a downward spiral. The trickle down impacts are seen in large areas of vacant agricultural lands and the inadvertent implications of livelihoods, particularly of an aging cultivator population.

The situation is further exacerbated by property speculators taking advantage of the vulnerability of the land owners and offering less than market cash payments for acquisition of these lands, to be vested in enterprises away from agriculture. These shifts, if left unchecked, could reduce Saint Lucia's ability to produce sufficient crops for domestic food and nutrition security and for meeting the demands of lucrative export markets. In the last two decades, efforts of Export Saint Lucia have resulted in expanded regional and international market opportunities for select tropical crops. This presents an excellent prospect to establish pure stand orchards of select tropical fruits, intercropped with shorter term cover crops including tubers and vine crops. This allows cultivators to obtain cash flow during the time the fruit trees are attaining maturity and full bearing.

The project is targeting 100 acres of land in valley areas that are no longer under banana cultivation; preferably where surface water sources are readily available. These lands will be cultivated and select tree crops planted alongside cover crops. The selected producers will be linked to exporters as well as local traders of fresh produce. This approach will see several benefits to the sector. This includes; (1) restoration of lands to productive crop cultivation thus preserving these lands for food production and posterity; (2) enhanced livelihoods for cultivators; (3) readily available supply of fresh fruits both for export and agro processing and associated forward and backward linkages; (4) increased production efficiency during harvest and post-harvest operations arising from pure stand cultivation of selected crops; (5) greater control over pest and disease management with attendant enhanced fruit quality and marketability; (6) increased export earnings and contribution of agriculture to GDP; (7) reduction of economic vulnerability of land owners with better sustained livelihoods; (8) fruit trees which are more resistant to the vagaries of climate change, thus reducing vulnerability and also enhancing carbon sequestration among many other benefits; (9) enhancement of sustained food choices contributing to food security and better nutrition. (10) sustained annual returns to cultivators for several decades (from perennial crops bearing fruit over 30-40-year period), thus reducing vulnerability to external supply shocks in the agri-food system.

2.0 OBJECTIVES

2.01 The main objective of the project is to facilitate advancement towards food security, improved diversification of exports, enhanced livelihood security and reduce vulnerability to climate change, through a focus on tree crops.

3.0 JUSTIFICATION

3.01 The low contribution of the agricultural sector to GDP, approximately 1.7% on average from 2016 to 2021, prompts the continuous revision of measures to maximize returns to the sector and the country overall. The food import bill continues to be elevated, with food imports averaging slightly above \$300 million dollars annually for the last 5 years. Notwithstanding inflationary pressures, there continues to be an increased demand for imported goods. Unfortunately, exports of food continue to be relatively low. It is therefore prudent that Saint Lucia capitalizes upon the production of indigenous agricultural produce.

Existing opportunities for the exportation of agricultural produce must therefore be capitalized upon. Several farmers have tree crops on their farms. However, due to the lack of pruning and other proper agronomic practices, yield is suboptimal. Further, with farmers not knowing how to access various markets for sale of these produce, they tend to abandon these tree crops. As a result, this project has been conceptualized to ensure that these shortcomings are addressed. It is expected that increased exports would result in an improvement in revenue generation, from tree crops such as soursop, mango, breadfruit, avocado, coconut, in addition to pumpkin and potato as cover crops.

4.0 PURPOSE

4.01 The project seeks to establish 100 acres of tree crops with root crops and vine crops as cover crops for the duration of the project. The tree crops will be established beginning from year one. An initial twenty (20) acres will be established in year 1. This will provide a learning platform and observations to enhance efficiency in following years. In year two an additional forty (40) acres will be established and another forty (40) acres in year three.

5.0 OBJECTIVES OF THE CONSULTANCY

5.01 To provide the relevant project management services to successfully implement the **“Tree Crop Expansion and Rehabilitation”** project.

6.0 GENERAL DUTIES OF THE POST

6.01 The Project Manager (PM) shall report to (the Director of Agricultural Services (DAS) within the Department of Agricultural Services)'. The PM will head the Project Implementation Unit (PIU), and he/she shall be responsible for the overall management, coordinating and monitoring and reporting of the Project. The PM shall be ex-officio member of the Technical Advisory Committee (TAC) of the project.

6.02 Specific Duties of the Post:

I. Planning, Implementation and Management of Project Activities

- (a) Assist the Project Monitoring Committee (PMC) within the Ministry of Agriculture with the selection of PIU staff.
- (b) Prepare and submit to the DAS and the PMC a Procurement Plan, Gantt Chart (for the duration of the Project), and a detailed annual work plan and budget (AWPB) for Year 1, and annually thereafter for the duration of the Project.
- (c) Supervise the Technical Officer and other project staff
- (d) Direct and supervise the day-to-day operations of the Project, guided by the project document, the annual work plans and applicable Government of Saint Lucia (GOSL) policies and procedures.
- (e) Ensure that all goods, works and services are procured in keeping with GOSL's Procurement Regulations and Finance Act
- (f) Ensure social, gender and environmental considerations are appropriately incorporated and managed during project implementation.
- (g) Update on a monthly basis, over the duration of the project, the project implementation schedule (Gantt chart) showing project progress against the baseline.
- (h) Convening, at least quarterly meetings with project beneficiaries, Service Providers/contractors engaged under the Project.

II. Resources (human/goods) management and coordination

- (i) Overall management of all staff of the PIU and all items purchased for use under the project including supplies and materials.

III. Project Communication and Promotion

- (j) Facilitate in-kind technical support services from partner institutions and agencies such as the CARDI, IICA, FAO
- (k) Develop close working relationships with all project participants and stakeholders including NGOs, government departments, private sector, and Local Government officials to achieve a shared vision of the Project and its objectives.
- (l) Representation of GOSL in all its dealings with all suppliers and contractors.
- (m) Regularly promote the project and its outputs on the national stage using the Ministry's Communications Unit and other authorized communications media.

IV. Monitoring and Reporting

- (n) Monitor and evaluate the Project, in a manner consistent with the Project's M&E Framework.
- (o) Prepare periodic project activity and plans and technical reports for the necessary reporting of the Project.
- (p) Liaise with the Ministry's Financial Analyst (FA) and DAS on all relevant technical, financial and administrative aspects of the Project.
- (q) Submit to the DAS, quarterly reports on project implementation (within two (2) weeks after the end of each month/quarter), in keeping with the GOSL reporting format.
- (r) Prepare and submit a Project Completion Report within six (6) weeks of project closeout date.

- (s) Prepare a sustainability strategy (post project implementation) articulating critical human capacity, financing, M&E and sustained community engagement/ownership. The strategy to be reached in consultation with PIU staff, Project Monitoring Committee and in consultation with the Chief Extension Officer (CEO), Chief Plant Protection Officer (CPRO), Head of Agricultural Engineering Services (AESD), and the Chief Agriculture Planning Officer in Corporate Planning Division of the Ministry of Ag Tree crop expansion and rehabilitation project Agriculture, Fisheries, Food Security and Rural Development (AFFSRD).
- (t) Prepare report on Lessons Learnt during project execution that may be used to guide future project development and implementation and further enhance the Ministry of Agriculture capacity as a Learning Organization

V. Financial Management

- (u) The PM is responsible for managing the project's budget and ensuring that the financial management procedures for the project are within the fiduciary requirements/procedures of the GOSL.
- (v) The PM shall keep account on all project-related expenditure and disbursement activities; this should include the quarterly submission of the projected quarterly expenditure of the project to the end of implementation.

VI. Undertake any other tasks assigned or relevant in support of efficient implementation of the project.

7.0 QUALIFICATIONS AND EXPERIENCE

- a. At least a BSc degree in Agriculture, Rural Development or related field along with project management certification from a recognized institution
- b. Minimum five (5) years relevant project management experience.
- c. At least five years' work experience in tree crop projects within the agriculture sector.
- d. Proven experience delivering agriculture and climate change focused projects to improve livelihoods and reduce poverty of smallholder farmers.
- e. Demonstrated capacity to work with private sector players (exporters, agro processors, service providers, input suppliers etc.).

8.0 COMPETENCE, KNOWLEDGE, ABILITIES AND SKILLS

- a. Knowledge of the Agriculture sector in Saint Lucia, its challenges, regulations, and stakeholders will be an asset.
- b. Strong analytical skills with the ability to evaluate and critically appraise quantitative and qualitative information.
- c. Experience in writing annual, progress, midterm, and project completion reports.
- d. High level of computer literacy (primarily MS Office suite).
- e. Fluent in English (both written and oral) with excellent reporting and communication skills.
- f. Fluency in the local Creole language will be an asset.
- g. Excellent planning and time management skills with the ability to meet deadlines.
- h. Proven ability to be flexible in a team-oriented approach with diverse groups of people.
- i. Experience in integrating gender dimensions in project implementation.

9.0 REPORTING AND SUPERVISION

9.01 The PM will report to the DAS attached to the Department of Agricultural Services, MOAFFSRD

10.0 DURATION OF ENGAGEMENT

10.01 The Project Manager will be engaged for a period of two years in the first instance with possibility of renewal of contract.