

CARIBBEAN DEVELOPMENT BANK



**TECHNICAL ASSISTANCE - SUPPORTING A CLIMATE SMART AND SUSTAINABLE
CARIBBEAN TOURISM INDUSTRY
REGIONAL**

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Considered at the Two Hundred and Seventy-Fifth Meeting of
the Board of Directors on March 16, 2017

Coordinator,
Environmental Sustainability Unit, (ESU)

Ms. Cheryl Dixon

Project Manager,
ACP-EU-CDB NDRM, ESU

Dr. Yves Robert Personna

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CARIBBEAN DEVELOPMENT BANK

TWO HUNDRED AND SEVENTY-FIFTH MEETING OF THE BOARD OF DIRECTORS

TO BE HELD IN BARBADOS

MARCH 16, 2017

PAPER BD 8/17

**TECHNICAL ASSISTANCE - SUPPORTING A CLIMATE SMART AND SUSTAINABLE
CARIBBEAN TOURISM INDUSTRY - REGIONAL**

1. BACKGROUND

1.01 The multi-sectoral nature of tourism makes it highly effective as a tool for sustainable development and poverty reduction in developing countries. Tourism makes an enormous contribution to the socio-economic development of the Caribbean region due to a direct positive economic impact on commodities and industries (services for accommodation, food and beverage, retail trade, transportation, cultural, sport and recreational services) as well as significant indirect and induced impacts. Tourism generates significant employment, foreign direct investment and foreign exchange. For many countries in the Region, tourism has become one of the most important industries, as persistent turbulence in other economic sectors has served to enhance the relative importance of tourism as an economic development strategy, making the industry increasingly crucial for the survival of local economies.

1.02 The World Travel and Tourism Council (WTTC) reported that travel and tourism contributed to USD53.1 billion or 14.8 percent (%) of gross domestic product (GDP) and 2,255,000 jobs or 13.3% of total employment in the Region in 2015. The Caribbean Tourism Organization (CTO) Report on Caribbean Tourism Performance for 2016¹ indicated that, for the sixth successive year, annual increase in tourist arrivals was at 5.5%, well above the global average of 2–3% growth. This performance resulted from an increase in the number of visitors to the Region (29.3 million (mn) which was 1.2 mn more than the previous year). Cruise passenger arrivals also grew amounting to 26.3 mn, and the Caribbean continues to rank as highly requested cruise regions. Based on the relative size of the Caribbean and the contribution of travel and tourism to the GDP, the Caribbean is the most tourism-dependent region in the world².

1.03 In the Caribbean, the tourism industry employs higher proportions of women and young people³. For instance, in The Bahamas, almost 60% of employed persons in hotels and restaurants are women. The tourism industry generates flexible, part-time jobs for small-scale entrepreneurs, many of whom are women who own and operate skills based service enterprises. These include services related to the production of arts and crafts, local cuisine/culinary arts and traditional skills such as hair braiding and basket weaving. Additionally, in hospitality operations, the high rate of employment of women is driven by culturally induced norms for hotel staff in areas such as housekeeping, food preparation and various other guest services. However, this points to gender segregation in the tourism sector, and the propensity for men to

¹ CTO (2017) State of the Caribbean Tourism Industry: Facts and Figures for 2016

² WTTC, 2016. Travel and Tourism: Economic Impact 2015 Caribbean. <https://www.wttc.org/-/media/files/reports/economic-impact-research/regions-2016/caribbean2016.pdf>

³ The United Nations World Tourism Organization (UNWTO) (2009) Tourism and Employment: an overview by UNWTO. The Fifth UNWTO International Conference on Tourism Statistics: Tourism an Engine for Employment Creation. http://statistics.unwto.org/sites/all/files/pdf/yunis_text.pdf

be in higher-paid and women in lower-paid occupations. Men also comprise the majority of owners and large investors in the sector, with many of the companies being owned by foreigners⁴.

1.04 The Caribbean tourism product depends largely on the natural environment. However, in many Borrowing Member Countries (BMCs) the unique biodiversity and other natural and cultural assets that complement the tourism products, and provide countries with a competitive advantage are being degraded. Natural hazards and extreme weather events, which are becoming more frequent and severe, as a result of climate variability and climate change (CVC), exacerbate the degradation of natural resources and pose significant challenges to the viability and sustainability of the tourism industry and thus the social and economic development of the Caribbean region.

1.05 Potential impacts of natural hazards to the regional tourism industry include: (a) direct damage to hotels, piers, roads, water and electricity infrastructure, equipment, boats, and environmental goods and services (beaches, reefs, seagrass, fisheries, wildlife, scenic landscapes), and (b) indirect damage due to the interruptions in the flow of goods and services such as loss of jobs, income to tour guides and taxi operators. For instance, in 2001, Hurricane Iris (Category 4) caused direct damage to the tourism sector in Belize estimated at USD12.6 mn. The effects of natural hazards could also result in an increase of 20-80% of insurance premiums in the Caribbean by mid-century⁵.

1.06 CVC and its associated impacts are projected to be exacerbated in the coming decades. A 2008 report⁶ by CTO with the support of the European Union (EU) on “The International Policy and Market Response to Global Warming and the Challenges and Opportunities that Climate Change Issues present for the Caribbean Tourism Sector” indicated that Caribbean CVC could result in a wide range of detrimental consequences to the tourism industry, including:

- (a) An increase in the frequency and intensity of extreme weather events (droughts, floods and hurricanes), which would result in damage or loss of infrastructure, increased insurance costs or even lost insurability, business disruption and evacuation costs, as well as a negative image of the Region as a safe destination.
- (b) Sea level rises accelerating coastal erosion and destabilising infrastructure which would increase the vulnerability of tourism facilities in coastal areas (beaches, yachting marinas and cruise ship piers, a large percentage of accommodations, heritage attractions).
- (c) Salt water intrusion to coastal aquifers would threaten freshwater supplies, with The Bahamas being identified as the world’s most vulnerable nation to sea level rise by the percentage of land area lost (Dasgupta et al. 2007)⁷.
- (d) Temperature changes, resulting in warmer winters in northern markets and warmer summers in the Region, affecting seasonal demand.
- (e) Changing precipitation patterns, leading to reduced water supply.
- (f) Increased sea surface temperatures causing coral reef bleaching and mortality (IUCN 2008)⁸.

1.07 In a context of intense degradation of natural resources and infrastructure, and increasing CVC, it is challenging for BMCs to maintain an effective balance between tourism development needs and

⁴ Country Gender Assessment Synthesis Report (2016) elaborated by Rawwida Baksh and Associates with support from the Caribbean Development Bank (CDB).

⁵ Association of British Insurers. 2004. *A Changing Climate for Insurance: A Summary Report for Chief Executives and Policymakers*. At www.abi.org.uk/Display/File/Child/552/A_Changing_Climate_for_Insurance_2004.pdf (13-12-2007).

⁶ Simpson, M., Gössling, S., Scott, D. (2008) ‘The International Policy and Market Response to Global Warming and the Challenges and Opportunities that Climate Change Issues present for the Caribbean Tourism Sector’.

⁷ Dasgupta, S., Laplante, B., Meisner, C., Yan, J., (2007) *The Impact of Sea Level Rise on Developing Countries: A Comparative Analysis*

⁸ IUCN, 2008. One Third of Reef-Building Corals Face Extinction. <https://www.iucn.org/ru/node/1951>

sustainability despite the significant contribution of tourism to both private and public sector portfolios. It is important to develop a clear, theoretically sound and practical Sustainable Tourism Policy Framework and a comprehensive disaster risk mitigation and management manual to inform national sustainable tourism strategies and plans in Caribbean countries. The 2008 Caribbean Sustainable Tourism Policy Framework (CSTPF) and Multi-Hazard Contingency Planning Manual (MHCPM) were developed and endorsed by the CTO's Board of Directors (BOD) and Council of Tourism Ministers. Although the CSTPF and the MHCPM were endorsed by the CTO member countries, there was a lack of technical assistance (TA) such as training for key tourism stakeholders and training of trainers to facilitate implementation of the recommendations and use of these documents. In addition to those gaps, the scope of the existing documents did not include considerations of climate change, making their contents currently less relevant as a resource for public, as well as private and community stakeholders. There is need for ongoing collaborative efforts to support a climate smart and sustainable tourism industry through the update and operationalisation of the CSTPF and MHCPM for the long-term socioeconomic development and environmental sustainability of the Region.

1.08 In the wider international context, the United Nations (UN) General Assembly at its 70th session on December 22, 2015 adopted a resolution that proclaimed 2017 as the "International Year of Sustainable Tourism for Development". This resolution signifies the importance attached by the UN to tourism as an instrument for sustainable development. The International Year seeks to raise awareness of the benefits and value of tourism in contributing to social and economic growth. The UNWTO has called on all tourism industry stakeholders to join their efforts to commemorate the year, by facilitating discourse and supporting initiatives to promote sustainable tourism.

1.09 In-keeping with the International Year of Sustainable Tourism for Development, CTO is proposing to work with regional partner institutions and supportive development partners to implement a range of initiatives designed to build on and strengthen policy formulation and promotion of best practices in disaster risk reduction (DRR) and climate change adaptation (CCA). CTO has requested funding from CDB for TA for "Supporting a Climate Smart and Sustainable Caribbean Tourism Industry". This TA is consistent with the African Caribbean and Pacific-(ACP)-EU-CDB Natural Disaster Risk Management (NDRM) in CARIFORUM Countries Programme⁹ that aims at reducing the vulnerability to long-term impacts of hydro meteorological and geological natural hazards, including potential impacts of climate change¹⁰.

1.10 Officially established in 1989, CTO headquartered in Barbados, has a membership of 27 countries and territories as well as a myriad of private sector allied members in tourism and ancillary sectors: airlines, cruise and hotel associations¹¹. CTO's vision is to position the Caribbean as the most desirable, year-round, warm weather destination by 2017. The primary objective of 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. CTO is funded through country membership dues, revenue generating from CTO services and products, and support from donors for project implementation. CTO's governance includes the Tourism Ministerial Council, the BOD, the Executive Sub-Committee of BOD, the Secretary General and the Directors of Departments. The organisational structure of CTO is shown at Appendix 1.

⁹ https://ec.europa.eu/europeaid/sites/devco/files/aap-acp-action-fiche-20131010_en.pdf

¹⁰ The ACP-EU-CDB NDRM was approved on December 12, 2013 by the BOD (Paper BD 80/13). It is expected that the programme will contribute to the achievement of regional and national sustainable development and poverty reduction goals in the CARIFORUM countries. CDB, Caribbean Disaster Emergency Management Agency (CDEMA) and the Government of the Dominican Republic are the Implementing Agencies contracted by the EU, each with responsibility for the implementation of various activities and the achievement of agreed results. One of the expected results of the programme is Local, National, and Regional Resilience Enhanced through Strengthened Early Warning, National Risk Profiling and Community-Based DRR. CDB has responsibility for the achievement of this result.

¹¹ However, CDB funds will be used only for CDB BMCs that are eligible under the ACP-EU-CDB NDRM in CARIFORUM Countries Programme. In addition to countries self-financing their participation in project regional activities, CTO will outreach for additional funding and use its internal resources to support non-BMCs.

1.11 CTO has worked collaboratively with many partners to promote a sustainable tourism sector. They include CDEMA, Caribbean Hotel and Tourism Association (CHTA), Caribbean Institute for Meteorology and Hydrology (CIMH), Organization of American States (OAS), Caribbean Public Health Agency (CARPHA), Caribbean Community Climate Change Centre (CCCCC) and Commonwealth of Learning (COL). In the last five years, CTO has been involved in a series of sustainable tourism development initiatives including the Sustainable Destinations Alliance of the Americas in 2014, the Caribbean Hotel Energy Efficiency Action Project (CHENACT-AP) 2012-2016, the Regional Tourism Health Information and Standards Project (2016-2017), and annually hosts the Caribbean Sustainable Tourism Conference.

2. PROPOSAL

2.01 It is proposed that CDB provide a grant to CTO in an amount not exceeding the equivalent of four hundred and sixty thousand, one hundred and seventy-three euros (EUR460,173) from its Special Funds Resources (SFR), to fund consulting services to support regional capacity development through training, policy revision and operationalisation, and the procurement of goods and services. The grant will provide resources to:

- (a) Support policy formulation and implementation, and promotion of best practices in DRR and CCA including:
 - (i) updating the 2008 CSTPF, translating the document into French and Dutch, and distributing it to regional stakeholders;
 - (ii) producing a Caribbean Best Practices in Sustainable Tourism Manual (CBPSTM) which collates cases studies and examples of regional good practises on key sustainable tourism themes, showcasing the role and contribution of women;
 - (iii) updating and operationalising the MHCPM for the Caribbean tourism sector, translating the document into French and Dutch, and distributing it to regional stakeholders;
 - (iv) conducting pilot projects¹² in Bahamas, Belize, Dominica, Jamaica and Haiti¹³, to implement the MHCPM; and
 - (v) conducting a regional stakeholder consultation workshop¹⁴ in Belize in tandem with the hosting of CTO's Sustainable Tourism Conference 2017 and Sustainable Tourism Awards.
- (b) Enhance tourism sector knowledge and awareness of DRR and CCA, including:
 - (i) developing a CTO online training platform via Moodle open source learning management system and two online training courses with respect to the CSTPF and the MHCPM;

¹² Pilot projects will include training of trainers and national training and sensitisation workshops for public and private tourism stakeholders in DRR and CCA and facilitate tourism businesses developing emergency response plans. Leaders will be identified from the national training workshops to participate in the training of trainers programme.

¹³ These countries are selected to ensure geographic diversity and based on the importance of tourism to their economy, their vulnerability to climatic events and lack of capacity to respond adequately.

¹⁴ The workshop will facilitate stakeholder input to the CSTPF and MHCPM, and include representatives from tourism authorities and private sector tourism businesses in BMCs and regional partners. The Broad CTO Sustainable Tourism Technical Committee, which comprises representatives from the Ministries of Tourism, will be in attendance at the Conference and participate in the workshop.

- (ii) translating the training materials into French and Dutch;
 - (iii) conducting online training courses targeting public and private sector stakeholders (personnel in Ministries of Tourism, Tourism Boards/Agencies and Tourism Businesses) prioritising the participation of women in the trainings;
 - (iv) conducting a regional training and sensitisation workshop¹⁵ for in-person training of decision makers in Ministries of Tourism/Tourism Boards and private sector tourism associations on CSTPF, MHCPM and Tourism-Climatic products and services; and
 - (v) executing a regional education and awareness campaign to promote CCA and DRM in tourism.
- (c) Strengthen CTO Secretariat capacity to provide TA and support delivery of climate services including:
- (i) conducting a feasibility study to inform the needs related to climate services in tourism with recommendations for the development of two Tourism-Climate Spatio-Temporal Modelling Frameworks for the Caribbean, to provide probabilistic forecasts on the influence of climate on tourism demand, on seasonal timescales; and
 - (ii) providing training to CTO staff¹⁶ and information and communication technology (ICT) tools and equipment to support project activities.
- (d) Conduct project visibility actions including *inter-alia* coverage of conference and training workshops, and distribution of promotional items on ACP-EU-CDB NDRM.

2.02 The draft Terms of Reference (TOR) for the Project Coordinator (PC) and the consultancy services are presented at Appendices 2A-2E.

3. OUTCOME

3.01 The expected project outcome is improved capacity of CTO and BMCs to incorporate and mainstream CVC and DRR considerations in tourism sector policies, planning and operations.

3.02 The Design and Monitoring Framework for the proposal is provided at Appendix 3, and the Work Implementation Schedule at Appendix 4.

4. JUSTIFICATION

4.01 Frequent natural hazards and extreme weather events, exacerbated by CVC threaten the sustainability of the Caribbean Tourism Industry whose products depend largely on the natural environment. CVC has already impacted negatively water resources availability, agricultural productivity

¹⁵ The workshop will be part of education and awareness activities to impact training on the key project deliverables CSTPF, CBPSTM, MHCPM and facilitate dialogue on CCA, DRR and the Tourism Climate study related to the provision of products and services to enhance tourism sector adaptation and resiliency.

¹⁶ CTO staff (Sustainable Tourism Specialist, Sustainable Tourism Consultant, Communication Consultant, IT Specialist, and Marketing Specialist) will receive training to increase their knowledge of CVC and build their capacity to support ongoing knowledge and awareness products and interventions targeted to the tourism sector.

and fisheries, which are inextricably bound with the tourism sector in the Region. The development of a Caribbean sustainable tourism industry entails a broad approach that focuses *inter alia* on the formulation of adequate and gender-sensitive climate change policy and strategy for the tourism sector, the reduction of vulnerability of key tourism-related sectors to CVC and the increase in resilience through institutional strengthening, public education and awareness about CVC and its impacts.

4.02 In 2008, the CSTPF and the MHCPM for the tourism sector were published. The CSTPF is an amalgamation of broad policy guidelines to address the thematic areas identified as regional priorities. The MHCPM is a comprehensive practical tool to guide tourism sector preparedness, response and recovery to various types of hazards. These documents need to be updated and expanded to include topics such as coastal zone management, energy efficiency and renewable energy, water conservation, climate change, carbon neutral strategies and climate finance. Such updates will increase their relevance and usefulness as practical tools for informed decisions in the tourism industry. Likewise, it is important to build the capacity of government, private sector and community actors to promote implementation of, and compliance with, the updated policy framework and the planning manual. A key criterion in this regard is to mainstream adoption and compliance by the tourism sector with CCA and DRR strategies.

4.03 Webinars and in-person training including training of trainers will be delivered to tourism industry stakeholders to increase their knowledge and competencies and build local and regional DRR and CCA capacity in the sector. Sharing and exchange of experiences of regional best practices and success stories will be promoted to stimulate actions for a climate-resilient Caribbean tourism sector. A regional education and awareness campaign, a sustainable tourism conference along with a consultation workshop will also be conducted to generate stakeholder interest and engagement, create awareness and promote dialogue on potential climate change impacts and suitable adaptation actions in the tourism sector.

4.04 The implementation of the national adaptation pilot project in The Bahamas, Belize, Dominica, Haiti and Jamaica will contribute to strengthening national capacity for resiliency. The focus of the pilot project is to tailor the MHCPM to national requirements, which will serve as a prototype for other subsequent national initiatives.

4.05 Building the institutional capacity of CTO will facilitate the integration of climate services in tourism sector operations. The creation of an online training platform via CTO's website is expected to result in a cascade effect whereby training and support are sustainably provided to the Region's tourism sector in DRR and CCA. This platform is important to impart knowledge and skills to a wide regional audience of industry stakeholders, allow interactions among them and build regional/institutional capacity to support ongoing education and training in DRR and CCA. The development of a Tourism-Climate Spatio-Temporal Modelling Framework for the Caribbean will help CTO to forecast the influence of climate on tourism demand across seasonal timescales, provide tailored climate information for tourism planning and marketing, and increase the sector's resilience to CVC and extreme climatic events.

4.06 Prioritisation of women for training and the integration of awareness building activities to engage the youth are value added project activities. CTO will effectively utilise its media resources and network of regional and international public relations platforms for outreach and to engage the tourism sector in DRR and CCA.

4.07 CTO will seek the collaboration of key partners, which are implementing relevant programmes and activities, to contribute to the implementation and the delivery of key project outputs.

4.08 Based on the CDB Performance Rating System, the proposed project has been assessed as satisfactory with an overall score of 3.25. A summary of the project performance score is shown in Table 1, and Appendix 5 shows the details of the rating system.

TABLE 1: PROJECT PERFORMANCE SCORE SUMMARY

Criteria	Relevance	Effectiveness	Efficiency	Sustainability	Overall Score
Score	4	3	3	3	3.25

4.09 Based on the CDB Gender Marker, the proposed TA is assessed as gender mainstreamed (GM) with an overall score of 3. Considering the high proportion of women working in the sector, women will be prioritised to participate in the training activities¹⁷. The gender marker summary is shown in Table 2, and the details are reported at Appendix 6.

TABLE 2: GENDER MARKER SUMMARY

Gender Marker	Analysis	Design	Implementation	Monitoring and Evaluation	Score	Code
	0.5	1	0.5	1	3	GM

4.10 The proposed project is consistent with the objectives of CTO, the Regional Comprehensive Disaster Management (CDM) Strategy and Programming Framework 2014-2024, and the ACP-EU-CDB NDRM in CARIFORUM Countries Programme. This project is also consistent with:

- (a) CDB’s Strategic Objectives for: (i) supporting environmental sustainability and DRR; (ii) promoting good governance, regional cooperation and integration; and (iii) supporting inclusive growth and sustainable development in CDB’s BMCs;
- (b) CDB’s Corporate Priorities for: (i) promoting disaster risk management and climate change mitigation and adaptation; (ii) improved protection and sustainable management of natural resources; and (iii) strengthening the capacity of Regional institutions; and (iv) promoting environmental sustainability;
- (c) CDB’s Gender Equality and Operational Strategy; and
- (d) CDB’s Technical Assistance Policy and Operational Strategy.

¹⁷ The Tourism industry employs higher proportions of women as well as young people. In The Bahamas almost 60% of employed persons in hotels and restaurants are women. UNWTO (2009) Tourism and Employment: An Overview. http://statistics.unwto.org/sites/all/files/pdf/yunis_text.pdf

5. EXECUTION

5.01 The project will be executed by CTO over a 19 month period. Project management and supervision will fall under the purview of the Resource Mobilisation and Development Department. As a condition precedent to first disbursement, CTO will assign a senior staff member, the Sustainable Tourism Specialist, as the PC who will be directly responsible for coordinating the execution of all Project activities, ensuring project technical supervision and the quality of deliverables. The qualifications and experience of the PC and of any person subsequently assigned to the position of the PC shall be acceptable to CDB.

5.02 Other CTO operational departments will also contribute to the Project execution. These include the Finance and Resources Management Department that will have responsibility for managing the financial resources of the Project, the Communication Department that will be responsible for implementing and coordinating the regional education and awareness campaign, and designing communication materials and information leaflets, the Information Technology (IT) Department that will oversee purchases, installation and maintenance of IT software and equipment and manage the online training platform, and the Conference Department that will assist with workshop planning and arrangements for travel and logistics.

5.03 CTO will collaborate with key partners including CHTA, CDEMA, CIMH, CCCCC, and COL that will provide their expertise to assist with project implementation. On-going programmes and activities of these partners are relevant to this TA and will be utilised to inform the implementation and the delivery of key project outputs. The assistance to be provided by CHTA, CDEMA, CIMH, CCCCC and COL is summarised at Appendix 7, and their letters of commitment are provided at Appendices 8A-8E.

6. RISK ASSESSMENT AND MITIGATION

6.01 Some potential risks associated with project implementation and operation as well as potential mitigation measures are summarised in Table 3 below.

TABLE 3: RISK ASSESSMENT AND MITIGATION

Risk Type	Description of Risk	Mitigation Measures
Implementation	Timely response/review by key partners providing their expertise in the implementation of project activities and the quality of deliverables.	Key partners (COL, CDEMA, CIMH, CHTA CCCCC) are already implementing programmes and activities that will provide the inputs required necessary to inform the deliverables for this TA. These partners have committed to working with CTO to ensure timely response in-keeping with the work implementation plan of this TA.
Operation	Low uptake of the policy and the tools developed for use by public and private entities in the tourism sector within BMCs.	The project design places emphasis on dissemination of tools and other guidance resources produced using an ICT platform and use of the training of trainers approach that will widen and increase levels of outreach and provide improved access. Additionally, it includes a pilot adaptation project in five BMCs.

7. COST AND FINANCING

7.01 The total cost of the project is estimated at EUR618,423. The summary of the Financing Plan is shown in Table 4 with a detailed budget shown at Appendix 9.

TABLE 4: SUMMARY OF FINANCING PLAN

CONTRIBUTORS	EUR	%
CDB (ACP-EU-CDB NDRM)	460,173	74
CTO/CHTA CDEMA/COL CIMH/CCCCC (in-kind)	158,250	26
TOTAL	618,423	100

8. FUNDING SOURCE

8.01 The CDB grant to CTO of an amount in the equivalent of EUR460,173 is eligible for financing from CDB's SFR allocated from resources provided under the ACP-EU-CDB NDRM in CARIFORUM Countries Programme. Funds are available within existing resources.

9. PROCUREMENT

9.01 Procurement shall be in accordance with the CDB Guidelines for Procurement (January 2006), for goods, works and non-consultancy services, and the CDB Guidelines for the Selection and Engagement of Consultants (October 2011) for consultancy services. Financing shall be provided under the ACP-EU-CDB NDRM in CARIFORUM Countries Programme contribution agreement and thus, in accordance with that agreement, eligibility shall be extended to countries which are eligible for procurement under EU-funded projects, which are not CDB Member Countries, in accordance with the EU Eligibility Rules set out in Appendix 10. The Procurement Plan is shown at Appendix 11.

10. REPORTING REQUIREMENTS

10.01 CTO will be required to submit to CDB, in form and substance acceptable to CDB, the reports described at Appendix 2A.

11. RECOMMENDATION

11.01 It is recommended that CDB make a grant to CTO of an amount not exceeding the equivalent of four hundred and sixty thousand, one hundred and seventy-three euros (EUR460,173) (the Grant), from CDB's SFR to assist CTO in financing consultancy services for regional capacity development through training, policy revision and operationalisation and procurement of goods and services (the Project) on CDB's standard terms and conditions, and on the following terms and conditions:

(1) **Disbursement:**

Except as CDB may otherwise agree, and subject to paragraph (b) below, payment of the Grant shall be made as follows:

- (a) an amount not exceeding the equivalent of one hundred and thirty-eight thousand, and fifty-two euros (EUR138,052) of the Grant shall be paid as an advance (the Advance) on account of expenditures in respect of the Grant, following receipt by CDB of:

- (i) a request in writing from CTO for such funds; and
 - (ii) evidence acceptable to CDB, that the condition precedent to first disbursement of the Grant set out in sub-paragraph (3) below has been satisfied; and
- (b) the balance of the Grant shall be paid periodically, by way of further advances (each, a subsequent advance), on account of expenditures in respect of the Project, following receipt by CDB of an account and documentation satisfactory to CDB with respect to each preceding advance, provided however, that CDB shall not be under any obligation to make:
- (i) the first such subsequent advance until CDB shall have received an account and documentation satisfactory to CDB, in support of expenditures incurred by CTO with respect to the Advance;
 - (ii) any subsequent advance until CDB shall have received the requisite number of copies of the reports, in form and substance acceptable to CDB, to be furnished for the time being by CTO and the PC, in accordance with the TOR set out at Appendix 2A; and
 - (iii) payments exceeding four hundred and fourteen thousand, one hundred and fifty-six euros (EUR414,156), representing ninety percent (90%) of the Grant until CDB shall have received the requisite number of copies of the final report in form and substance acceptable to CDB, required to be furnished by CTO and the PC in accordance with the TOR set out at Appendix 2A and a certified statement of the expenditures incurred in respect of, and in connection with, the Project.

(2) **Period of Disbursement:**

The first payment of the Grant shall be made by May 15, 2017, and the Grant shall be fully disbursed by November 30, 2018, or such later dates as CDB may specify in writing.

(3) **Condition Precedent to First Disbursement of the Grant:**

The PC referred to in sub-paragraph (5)(a)(i) below shall have been assigned.

(4) **Procurement:**

- (a) Except as provided in sub-paragraph (b) below, procurement shall be in accordance with the procedures set out and/or referred to in the Grant Agreement between CDB and CTO or such other procedures as CDB may from time to time specify in writing. The Procurement Plan approved by CDB is set out at Appendix 11. Any revisions to the Procurement Plan shall require CDB prior approval in writing.
- (b) In order to comply with the requirements of the ACP-EU-CDB NDRM in CARIFORUM Countries Programme Contribution Agreement, country eligibility

shall be extended to countries which are eligible for procurement under EU-funded projects, which are not CDB Member Countries.

(5) **Other Conditions:**

(a) CTO shall:

- (i) assign a member of its staff as PC who shall be responsible for coordinating the implementation of the Project, including the carrying out of the functions described in the TOR set out at Appendix 2A. The qualifications and experience of any person subsequently appointed as PC shall be acceptable to CDB;
- (ii) in accordance with the procurement procedures applicable to the Grant select and engage consultants to carry out the services set out in the TOR at Appendices 2B to 2E;
- (iii) in all relevant workshops, publications, correspondence, advertisements and promotions associated with the Grant, openly acknowledge the financial support from the EU through the ACP-EU-CDB NDRM in CARIFORUM Countries Programme and CDB's contribution to the Project, and display the EU, ACP and CDB's logos;
- (iv) permit CDB to retain copies, and make use, of all digital media, including text, audio, video, and graphics compiled or prepared in carrying out the Project; and
- (v) submit to CDB, in form and substance acceptable to CDB, the reports set out in Appendix 2A to this Paper within the periods stipulated therein.

(b) Except as CDB may otherwise agree, CTO shall:

- (i) meet, or cause to be met:
 - (aa) the cost of the items designated for financing by CTO in the Budget;
 - (bb) any amount by which the cost of the Grant exceeds the estimated costs set out in the Budget; and
 - (cc) the cost of any other items needed for the purpose of, or in connection with, the Grant; and
- (ii) provide all other inputs required for the punctual and efficient carrying out of the Grant not being financed by CDB.

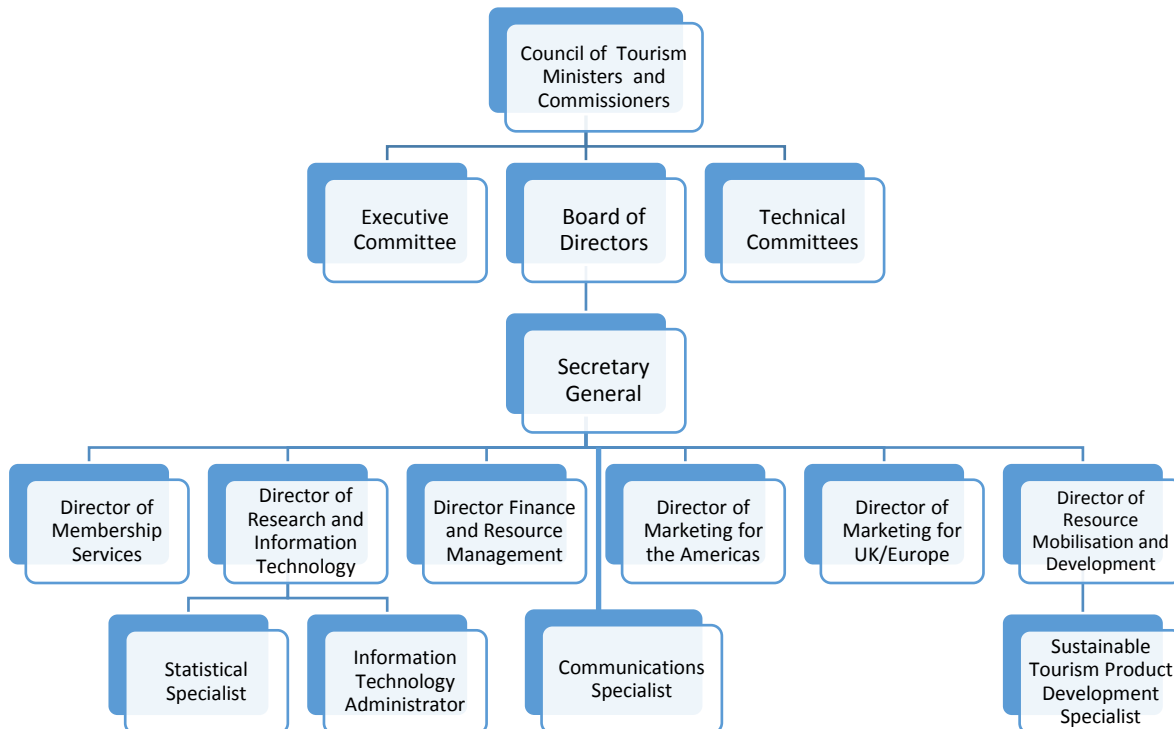
(c) CDB shall be entitled to suspend, cancel or require a refund of the Grant, or any part thereof, if there shall have been a failure by the donors, to provide the whole or any part of their contribution, except that CTO shall not be required to refund any amount of the Grant already expended by CTO in connection with the Grant and not recoverable by it.

SUPPORTING DOCUMENTATION

- Appendix 1 - Organisational Structure
- Appendix 2A - Draft TOR - Project Coordinator
- Appendix 2B - Draft TOR - Update the Caribbean Sustainable Tourism Policy Framework
- Appendix 2C - Draft TOR - Update Multi-Hazard Contingency Planning Manual
- Appendix 2D - Draft TOR - Reference: Development of Tourism Climate Spatio-Temporal Modelling Framework and Probabilistic Forecast
- Appendix 2E - Draft TOR: Online Courses and Online Platform Development Consultant
- Appendix 3 - Design Monitoring Framework
- Appendix 4 - Work Implementation Schedule
- Appendix 5 - Project Performance Score
- Appendix 6 - Gender Marker Analysis
- Appendix 7 - Key Partners: Overview and Support to Project Implementation
- Appendix 8A - Letter of Support - CCCCC
- Appendix 8B - Letter of Support - CDEMA
- Appendix 8C - Letter of Support - CHTA
- Appendix 8D - Letter of Support - CIMH
- Appendix 8E - Letter of Support - COL
- Appendix 9 - Budget
- Appendix 10 - EU Eligibility Rules
- Appendix 11 - Procurement Plan

CARIBBEAN TOURISM ORGANIZATION
ORGANISATIONAL STRUCTURE – MANAGEMENT LEVEL

The Caribbean Tourism Organization (CTO) Secretariat has its headquarters in Barbados with offices in New York and London. CTO's governance includes the Tourism Ministerial Council, the Board of Directors (BOD), the Executive Sub-Committee of BOD, the Secretary General and the Directors of Departments. The Tourism Ministerial Council comprises Ministers and Commissioners of Tourism, Secretaries of State for Tourism or others of equivalent rank and represents the highest policy making body in the organisation. The Board of Directors of CTO is the highest executive body of the organisation and is responsible for the overall direction of the activities and programmes of the organisation within the policies prescribed by the Council of Ministers and Commissioners. It comprises the Directors of Tourism representing the Government membership, together with the hotel and other tourism private sector members. The officers of BOD comprise the Chairman of the Board and the six Vice Chairmen representing the various country groupings as outlined in Annex III of the CTO Constitution. The Executive Sub-Committee of BOD is the management committee of the BOD taking decisions on all aspects of CTO's work in between meetings of the Board.



DRAFT TERMS OF REFERENCE
PROJECT COORDINATOR

1. BACKGROUND

1.01 For the Caribbean region, tourism is an important activity which generates significant employment, foreign direct investment and foreign exchange. Additionally, its multi-sectoral nature makes it highly effective as a tool for sustainable development and poverty reduction in developing countries. Tourism has an enormous contribution to the socio-economic development of the Caribbean region due to a direct positive economic impact on commodities (accommodation, transportation, entertainment and attractions) and industries (services for accommodation, food and beverage, retail trade, transportation, cultural, sport and recreational services) as well as significant indirect and induced impacts. For many countries in the region, tourism has become one of the most important industries, as persistent turbulence in other economic sectors has served to enhance the relative importance of tourism as an economic development strategy and making the industry increasingly crucial for the survival of local economies.

1.02 The Caribbean tourism product depends largely on the natural environment, and despite the benefits of tourism in the Caribbean region, it is often challenging for countries to maintain an effective balance between tourism development needs and sustainability. In many countries, the unique biodiversity and other natural and cultural assets which complement the tourism products, and provide countries with a competitive advantage are being degraded. Thus, while the benefits of tourism's contribution into both private and public sector portfolios are significant, there is need for ongoing collaborative efforts that seek the long-term social, economic and environmental sustainability interests of the Region.

1.03 The viability and sustainability of the tourism industry and thus the social and economic development of the Caribbean region, is also threatened with other significant challenges, foremost of which are natural hazards and extreme weather events, which are becoming more frequent and severe, as a result of climate variability and climate change (CVC). CVC and its associated impacts are projected to be exacerbated in the coming years, threatening economic activity, agricultural productivity, coastal ecosystems and reefs, fisheries, industrial production, urban and rural development, community livelihoods and well-being. Specifically, beaches, mangrove stands, wetlands and other coastal lands could be lost to rising sea levels. The loss of coral reefs would lead to changes in fish stocks. Fresh water supplies may be reduced by long-term changes in rainfall patterns and evaporation. There is a risk of damage to buildings, roads, sewer and water systems, port facilities and other infrastructure due to sea level rise, higher storm surges, and more intense tropical storms. Flood damage from heavy rains may also occur, rising exponentially with the intensity of extreme weather events (Simpson, 2008). These changes in the Regions' resource base (natural ecosystems and infrastructure) will have economic impacts leading to reduced earnings from tourism and the loss of livelihoods. Thus, CVC pose a serious threat to human and social life and attainment of the Caribbean's 2030 sustainable development agenda.

1.04 CVC is expected to induce permanent social, economic and environmental changes in the Caribbean region and already has impacted water resources availability, agricultural productivity and fisheries, which are inextricably bound with the tourism sector in the Region. It is important to note that tourism, agriculture, forestry, and the fisheries sectors contribute significantly to Small Island Developing States (SIDS) economies. Together with water resources, these sectors are most vulnerable to climate change, and are at greatest risk from the anticipated deleterious impacts of climate change and extreme weather events. As a result, it is clear that in the event of poor preparedness or the adoption of a reactive adaptation strategy, the SIDS economies may end up diverting scarce resources earmarked for development

projects to relief and reconstruction for mitigating impacts from natural hazards and other climate change related disasters. There is thus urgent need to implement mitigation measures as well as adaptation strategies to lessen the effects and reduce risks associated with climate change and its impacts.

1.05 In the wider geo-political context, the United Nations (UN) General Assembly at its 70th session adopted a resolution that proclaimed 2017 as the “International Year of Sustainable Tourism for Development”. The adoption of this resolution signifies the importance attached by the UN, its organs and the international community of nations, to tourism as an instrument for sustainable development. The International Year seeks to raise awareness of the benefits and value of tourism in contributing to social and economic growth. The United Nations World Tourism Organisation has called on all tourism industry stakeholders to join their efforts to commemorate the year, by facilitating discourse and supporting initiatives to promote sustainable tourism, which is defined by the Caribbean Tourism Organization (CTO), as “the optimal use of natural, cultural, social and financial resources for national development on an equitable and self-sustaining basis to provide a unique visitor experience and an improved quality of life through partnerships among government, the private sector and communities” (CTO Caribbean Sustainable Tourism Policy Framework, 2008).

1.06 The development of a Caribbean sustainable tourism industry entails a broad approach that focuses inter alia on the formulation of adequate policies incorporating climate change for the tourism sector, developing plans and strategies to reduce the vulnerability of key tourism sub-sectors and stakeholders to CVC, and implementing practical actions to increase the resiliency of the sector through institutional strengthening for mitigation and adaptation to CVC and its impacts. Against this background, the CTO with cooperation and technical assistance (TA) from the Caribbean Development Bank (CDB) will implement this project, in seeking to reduce the vulnerability and increase the resilience of CTO and CDB’s mutual member countries, to the impacts of climate change, through a sector-specific approach, targeted to the tourism sector - the main driver and contributor to social and economic development and regional growth.

1.07 Implementation of the project will be in alignment to the observance of the Year of Sustainable Tourism – 2017. Project activities are grouped under three components (i) support for policy formulation and promotion of best practices in disaster risk reduction (DRR) and climate change adaptation (CCA); (ii) enhancement of tourism sector knowledge and awareness about DRR and CCA; and (iii) institutional strengthening of CTO Secretariat to provide TA and support delivery of climate services. This Project will contribute to enhancing the resiliency, sustainability and global competitiveness of the Region’s tourism sector to CVC and its associated impacts. Special focus will be on mainstreaming CCA and disaster risk management strategies in the approach to tourism development and planning.

2. ABOUT THE CARIBBEAN TOURISM ORGANIZATION

2.01 The CTO officially established in 1989, is an inter-governmental development agency specialising in tourism for the Caribbean region. Headquartered in Barbados and with offices in New York and London, 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 to over 30 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.

2.02 The scope and reach of the CTO covers various activities at the regional and international levels, to support and promote tourism in the Caribbean. The main areas of focus include: Sustainable Tourism Product Development; Regional Destination Marketing; Communication; Advocacy and Promotion; Human Resource Development; Research and Information Technology, all essential areas in which the

CTO has implemented programmes since its inception. The concept of the Caribbean as One United Region is at the core of all CTO's efforts, and a key criterion in this regard to ensure/guarantee the holistic, integrated growth and enduring sustainability of tourism in the Caribbean.

3. OBJECTIVES

3.01 The primary objective of this position is to coordinate the implementation of the project "Supporting a Climate Smart and Sustainable Caribbean Tourism Industry".

- (a) Function as the CDB Focal Point and in this capacity coordinate Project execution on behalf of the CTO;
- (b) Closely monitor the Project to ensure compliance with the terms and conditions established by the CDB to include adhering to reporting requirements; and
- (c) Oversee the recruitment, selection, contracting and supervision of external consultants to achieve expected outcomes and enforce timely execution of Project activities and efficient use of Project funds.

4. SCOPE OF WORK

4.01 The Project Coordinator (PC) will be directly responsible for coordinating the execution of all project activities and ensuring project technical supervision and quality of deliverables. Specific duties and responsibilities of the PC will include, but not be limited to:

- (a) Serving as the focal point and primary liaison for the project to CDB, and other regional/international organisations, stakeholders, partners, beneficiaries and consultant;
- (b) Coordinating the activities in the project to support policy framework formulation and promotion of best practices in DRR and CCA, to enhance tourism sector knowledge and awareness about DRR and CCA, to strengthen CTO Secretariat capacity to provide TA and deliver climate services, and to promote visibility of the African Caribbean Pacific-European Union-CDB Natural Disaster Risk Management (ACP-EU-CDB NDRM);
- (c) Assisting with project management functions, providing technical advice and implementation assistance for project activities including (but not limited to): development of work programmes and plans, day to day administration;
- (d) Managing the selection and engagement of consultants and suppliers, and the procurement of materials, goods and services;
- (e) Ensuring that consultancy services delivered under the Project are gender-sensitive;
- (f) Liaising with CDB ACP-EU NDRM Project Management Unit on all technical, administrative and financial aspects of the project;
- (g) Liaising with the other partners to ensure that inputs are provided in a timely manner;
- (h) Ensuring timely and quality deliverables;

- (i) Preparing and submitting progress reports to CDB;
- (j) Leading the elaboration and implementation of the Project monitoring and evaluation plan by liaising with other relevant CTO departments and associates;
- (k) Representing and promoting the Project in relevant national, regional and international fora; and
- (l) Executing any other tasks as assigned by CTO to facilitate the successful implementation and completion of the Project.

5. QUALIFICATIONS AND EXPERIENCE

5.01 The PC must have recognised credential (Masters degree or higher) in Sustainable Tourism, Tourism Management, Environmental Management, Planning and Development or related field, and a proven experience (at least five years) in Project management.

5.02 The Consultant shall also possess:

- (a) Excellent oral and written communication skills in English. Fluency in French considered an asset;
- (b) Knowledge of the Caribbean and experience implementing multi-stakeholder regional projects;
- (c) Demonstrated ability to use a wide range of computer software including MS Office Suite (Microsoft Word, Excel, Spreadsheet, Power Point), and Project Management software as well as proficiency in the use of the internet;
- (d) Excellent public relations and interpersonal skills as well as advanced skills in problem solving, multitasking and time management; and
- (e) Diplomatic experience and a high level of political acumen considered an asset.

6. REPORTING REQUIREMENTS AND DELIVERABLES

6.01 The PC will coordinate delivery of all Consultants' reports and copies of project deliverables to the CDB and shall produce the following reports:

- (a) Inception Report and a revised Implementation Schedule, within two weeks of the signing of the Grant Agreement;
- (b) Quarterly Reports on the progress of implementation activities under the Project following the signing of the Grant Agreement until implementation of the Project is completed;
- (c) Report on the indicators of the DMF including post-training survey report; and
- (d) The Final Project Report at the end of 19 months following the signing of the Grant Agreement.

7. DURATION

7.01. The PC will retain this function for the duration of the CTO-CDB Project, which is planned for 19 months.

DRAFT TERMS OF REFERENCE
UPDATE THE CARIBBEAN SUSTAINABLE TOURISM POLICY FRAMEWORK

1. BACKGROUND

1.01 For the Caribbean Region, tourism is an important activity which generates significant employment, foreign direct investment and foreign exchange. Additionally its multi-sectoral nature makes it highly effective as a tool for sustainable development and poverty reduction in developing countries. Tourism has an enormous contribution to the socio-economic development of the Caribbean region due to a direct positive economic impact on commodities (accommodation, transportation, entertainment and attractions) and industries (services for accommodation, food and beverage, retail trade, transportation, cultural, sport and recreational services) as well as significant indirect and induced impacts. For many countries in the region, tourism has become one of the most important industries, as persistent turbulence in other economic sectors has served to enhance the relative importance of tourism as an economic development strategy, making the industry increasingly crucial for the survival of local economies.

1.02 The Caribbean tourism product depends largely on the natural environment and despite the benefits of tourism in the Caribbean region, it is often challenging for countries to maintain an effective balance between tourism development needs and sustainability. In many countries the unique biodiversity and other natural and cultural assets which complement the tourism products, and provide countries with a competitive advantage are being degraded. Thus, while the benefits of tourism's contribution into both private and public sector portfolios are significant, there is need for ongoing collaborative efforts that seek the long-term social, economic and environmental sustainability interests of the Region.

1.03 The viability and sustainability of the tourism industry and thus the social and economic development of the Caribbean region, is also threatened with other significant challenges, foremost of which are natural hazards and extreme weather events, which are becoming more frequent and severe, as a result of climate variability and climate change (CVC). CVC and its associated impacts are projected to be exacerbated in the coming years, threatening economic activity, agricultural productivity, coastal ecosystems and reefs, fisheries, industrial production, urban and rural development and community livelihoods and well-being. Specifically, beaches, mangrove stands, wetlands and other coastal lands could be lost to rising sea levels. The loss of coral reefs would lead to changes in fish stocks. Fresh water supplies may be reduced by long-term changes in rainfall patterns and evaporation. There is a risk of damage to buildings, roads, sewer and water systems, port facilities and other infrastructure due to sea level rise, higher storm surges, and more intense tropical storms. Flood damage from heavy rains may also occur, rising exponentially with the intensity of extreme weather events (Simpson, 2008). These changes in the regions' resource base (natural ecosystems and infrastructure) will have economic impacts leading to reduced earnings from tourism and the loss of livelihoods.

1.04 CVC poses a serious threat to human and social life and attainment of the Caribbean's 2030 sustainable development agenda. This is evident in that it has already impacted water resources availability, agricultural productivity and fisheries, which are inextricably bound with the tourism sector in the Region. It is important to note that tourism, agriculture, forestry, and the fisheries sectors contribute significantly to Small Island Developing States economies. Together with water resources, these sectors are most vulnerable to climate change, and are at greatest risk from the anticipated deleterious impacts of climate change and extreme weather events. The Caribbean Tourism Organization (CTO) recognises that there is need for initiatives to manage the tourism industry's response to CVC, and also mitigate the overall environmental footprint. It is clear however, that the tourism industry cannot address the challenge of climate change in isolation, but must do so within the context of the broader international sustainable

development agenda, through implementing mitigation measures as well as adaptation strategies to lessen the effects and reduce risks associated with climate change and its impacts.

1.05 In the wider geo-political context, the United Nations (UN) General Assembly at its 70th session adopted a resolution that proclaimed 2017 as the “International Year of Sustainable Tourism for Development”. The adoption of this resolution signifies the importance attached by the UN, its organs and the international community of nations, to tourism as an instrument for sustainable development. The International Year seeks to raise awareness of the benefits and value of tourism in contributing to social and economic growth. The United Nations World Tourism Organization has called on all tourism industry stakeholders to join their efforts to commemorate the year, by facilitating discourse and supporting initiatives to promote sustainable tourism. This is defined by the CTO, as “the optimal use of natural, cultural, social and financial resources for national development on an equitable and self-sustaining basis to provide a unique visitor experience and an improved quality of life through partnerships among government, the private sector and communities” (CTO Caribbean Sustainable Tourism Policy Framework, 2008).

1.06 The development of a Caribbean sustainable tourism industry entails a broad approach that focuses inter alia on the formulation of adequate policies incorporating climate change for the tourism sector, developing plans and strategies to reduce the vulnerability of key tourism sub-sectors and stakeholders to CVC, and implementing practical actions to increase the resiliency of the sector through institutional strengthening for mitigation and adaptation to CVC and its impacts. Against this background, the CTO with cooperation and technical assistance from the Caribbean Development Bank (CDB) will implement this project, in seeking to reduce the vulnerability and increase the resilience of CTO and CDB’s member borrowing countries, to the impacts of climate change, through a sector-specific approach, targeted to the tourism sector - the main driver and contributor to social and economic development and regional growth.

1.07 The focus of this Terms of Reference (TOR) is related to component one (1) of the project and seeks to support policy formulation and the promotion of best practices in disaster risk reduction (DRR) and climate change adaptation (CCA) in the Caribbean Tourism Industry. Activities will include revising and updating the Caribbean Sustainable Tourism Policy Framework (CSTPF), produced by the CTO in 2008, to include climate change considerations, and link the relevant sections to the UN Sustainable Development goals and targets. A Caribbean Best Practices in Sustainable Tourism Manual will also be produced to showcase regional case studies and benchmarks over the past ten years. Considering the high proportion of women working in the tourism industry, a central focus of the research will be to showcase the role and contribution of women to the sustainable development of tourism in the region.

2. ABOUT THE CARIBBEAN TOURISM ORGANIZATION

2.01 The CTO officially established in 1989, is an inter-governmental development agency specialising in tourism for the Caribbean region. Headquartered in Barbados and with offices in New York and London, 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 to over 30 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.

2.02 The scope and reach of the CTO covers various activities at the regional and international levels, to support and promote tourism in the Caribbean. The main areas of focus include: Sustainable Tourism Product Development; Regional Destination Marketing; Communication; Advocacy and Promotion; Human Resource Development; Research and Information Technology, all essential areas in which the CTO has implemented programmes since its inception. The concept of the Caribbean as One United Region

is at the core of all CTO's efforts, and a key criterion in this regard to ensure guarantee the holistic, integrated growth and enduring sustainability of tourism in the Caribbean.

3. OBJECTIVES

3.01 The primary objective of this consultancy is to update the CSTPF to increase its relevance and use as a reference for sustainable tourism plans and policies for public, as well as private and community stakeholders in the context of increasing climate-related risks due to CVC.

4. SCOPE OF WORK

4.01 The scope of services is understood to cover all activities necessary to accomplish the objectives of the consultancy, whether or not a specific activity is cited in these TOR. The draft TOR will be finalised based on discussions with the Consultant. A participatory and consultative approach is to be encouraged in the conduct of the services, which will contribute to their completion in as timely a manner as possible.

4.02 Specific duties and responsibilities of the Consultant include but are not limited to the following:

- (a) Submitting an Implementation Plan for approval by CTO Secretariat;
- (b) Conducting a Regional Survey to assess tourism stakeholders understanding of CVC, and the current status and needs of the tourism sector in the area of sustainable tourism development. Specific focus will be on CCA and DRR management to identify the gaps, needs and priorities of the tourism public, private and community stakeholders, to include women working in tourism. The Consultant will provide *inter alia* recommendations for areas for strategic interventions;
- (c) Revising and updating the existing CSTPF. The revised CSTPF should include climate change and disaster risk management considerations, and other sustainable development topics, including a focus on women in tourism, linked to attainment of the UN Sustainable Development Goals;
- (d) Collaborating with the Consultant responsible for updating the Multi-Hazard Contingency Planning Manual to ensure consistency and complementarity in training materials and delivery;
- (e) Presenting the initial findings of the survey at the regional stakeholder consultation workshop, and delivering training on the implementation and use of the CSTPF at the regional training and sensitisation workshop, and to CTO staff; and
- (f) Generating and delivering to CTO Secretariat the Survey Report and the revised CSTPF document.

5. QUALIFICATIONS AND EXPERIENCE

5.01 The Consultant is required to have recognised credentials (Master's degree or higher) from an accredited academic institution in Sustainable Tourism/Tourism planning/Tourism development, Sustainable Development, Natural Resource Management or Climate related disciplines, and proven experience (at least ten years) in conducting work and studies in sustainable tourism, sustainable development, the environment, climate and related fields.

5.02 The Consultant shall also possess:

- (a) Knowledge of the Caribbean and ability to clearly identify and evaluate local, national and regional issues and challenges to sustainable tourism development;
- (b) Substantive knowledge of sustainable tourism and sustainable development policy approaches and practical professional experience developing policy tools and frameworks, particularly in the geographic Caribbean;
- (c) Proven competence, implementing and managing large scale and complex multi-stakeholder regional projects of a similar nature;
- (d) Excellent oral and written communication skills in English; fluency in French will be considered an asset;
- (e) Excellent research skills both for qualitative and quantitative research purposes and proven ability to write and present complex policy-related issues; and
- (f) Proven capacity to liaise and effectively work with regional and international development organisations and government agencies.

6. DELIVERABLES

6.01 The Consultant will be required to provide the following reports and deliverables:

- (a) Inception Report (inclusive of initial investigation and work plan);
- (b) Needs/Situational Analysis Report;
- (c) Revised/Updated CSTPF;
- (d) Best Practices in Sustainable Tourism Manual;
- (e) Presentation of the initial findings at the Sector Consultation Workshop - CTO Sustainable Tourism Conference 2017; and
- (f) Conduct training on the Framework at a CTO regional training and sensitisation workshop to include an overview of the Best Practices Manual and Sustainable Tourism Policy Framework; and
- (g) Final Report.

7. DURATION

7.01. The consultancy is expected to last for 37 days spread over a period of 4 months.

DRAFT TERMS OF REFERENCE
UPDATE MULTI-HAZARD CONTINGENCY PLANNING MANUAL

1. BACKGROUND

1.01 For the Caribbean Region, tourism is an important activity which generates significant employment, foreign direct investment and foreign exchange. Additionally, its multi-sectoral nature makes it highly effective as a tool for sustainable development and poverty reduction in developing countries. Tourism has an enormous contribution to the socio-economic development of the Caribbean region due to a direct positive economic impact on commodities (accommodation, transportation, entertainment and attractions) and industries (services for accommodation, food and beverage, retail trade, transportation, cultural, sport and recreational services) as well as significant indirect and induced impacts. For many countries in the Region, tourism has become one of the most important industries, as persistent turbulence in other economic sectors has served to enhance the relative importance of tourism as an economic development strategy, making the industry increasingly crucial for the survival of local economies.

1.02 The viability and sustainability of the tourism industry and thus the social and economic development of the Caribbean region, is faced with significant challenges, foremost of which are natural hazards and extreme weather events, which are becoming more frequent and severe, as a result of climate variability and climate change (CVC). CVC and its associated impacts are projected to be exacerbated in the coming years, threatening economic activity, agricultural productivity, coastal ecosystems and reefs, fisheries, industrial production, urban and rural development, community livelihoods and well-being. Specifically, beaches, mangrove stands, wetlands and other coastal lands could be lost to rising sea levels. The loss of coral reefs would lead to changes in fish stocks. Fresh water supplies may be reduced by long-term changes in rainfall patterns and evaporation. There is a risk of damage to buildings, roads, sewer and water systems, port facilities and other infrastructure due to higher storm surges, and more intense tropical storms. Flood damage from heavy rains may also occur, rising exponentially with the intensity of extreme weather events (Simpson, 2008). These changes in the Regions' resource base (natural ecosystems and infrastructure) will have economic impacts leading to reduced earnings from tourism and the loss of livelihoods. Thus CVC pose a serious threat to human and social life and attainment of the Caribbean's 2030 sustainable development agenda.

1.03 CVC has already impacted water resources availability, agricultural productivity and fisheries, which are inextricably bound with the tourism sector in the Region. It is important to note that tourism, agriculture, forestry, and the fisheries sectors contribute significantly to Small Island Developing States economies. Together with water resources, these sectors are most vulnerable to climate change, and are at greatest risk from the anticipated deleterious impacts of climate change and extreme weather events.

1.04 The Caribbean Tourism Organization (CTO) recognises there is urgent need for initiatives to respond to CVC, and also mitigate the incidental threats posed by natural hazards and extreme weather events. It is clear however, that the tourism industry cannot address the challenge of climate change in isolation, but must do so within the context of the broader international sustainable development agenda, through implementing mitigation measures as well as adaptation strategies to lessen the effects and reduce risks associated with CVC impacts. As there is gender segregation in the tourism sector, with more women working in the sector but at lower-waged positions¹, gender equality considerations are important in building tourism sector resilience.

¹ Country Gender Assessment Synthesis Report (2016) elaborated by Rawwida Baksh and Associates with support from CDB.

1.05 In the wider geo-political context, the United Nations (UN) General Assembly at its 70th session adopted a resolution that proclaimed 2017 as the “International Year of Sustainable Tourism for Development”. The adoption of this resolution signifies the importance attached by the UN, its organs and the international community of nations, to tourism as an instrument for sustainable development. The International Year seeks to raise awareness of the benefits and value of sustainable tourism in contributing to social and economic growth.

1.06 The development of a Caribbean sustainable tourism industry entails a broad approach that focuses inter alia on the formulation of adequate policies incorporating climate change for the tourism sector, developing plans and strategies to reduce the vulnerability of key tourism sub-sectors and stakeholders, and implementing practical actions to increase the resiliency of the sector through institutional strengthening for mitigation and adaptation to CVC and associated hazards. Against this background, CTO with cooperation and technical assistance from the Caribbean Development Bank (CDB) will implement this Project, in seeking to reduce the vulnerability and increase the resilience of CTO and CDB’s mutual member countries, to the impacts of climate change, through a sector-specific approach, targeted to the tourism industry: the main driver and contributor to socio-economic development and regional growth. Implementation of the project will be aligned to the observance of the Year of Sustainable Tourism – 2017.

1.07 The techniques used to determine the impacts of climate change are closely related to those used in disaster management, namely: vulnerability and risk assessment, development of adaptation policy, and identification of a strategy to implement the adaptation policy. Natural hazard risk management and adaptation to climate change also draw on the same intervention methodologies. This project therefore adopts an integrated approach for risk management linking adaptation to manage climate change impacts, providing tools to reduce vulnerabilities and implementing disaster risk mitigation strategies in a gender-sensitive way. In this regard, the focus of this Terms of Reference (TOR) is to produce tools, deliver training, and support institutional strengthening for disaster risk management and climate change adaptation in the Caribbean Tourism Industry. Activities will be implemented in collaboration with the Caribbean Disaster Emergency Management Agency (CDEMA), and include updating the Multi-Hazard Contingency Planning Manual for the Tourism Sector and pilot adaptation projects in The Bahamas, Belize, Dominica, Haiti and Jamaica.

2. ABOUT THE CARIBBEAN TOURISM ORGANIZATION

2.01 The CTO officially established in 1989, is an inter-governmental development agency specialising in tourism for the Caribbean region. Headquartered in Barbados and with offices in New York and London, 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 to over 30 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.

2.02 The scope and reach of the CTO covers various activities at the regional and international levels, to support and promote tourism in the Caribbean. The main areas of focus include: Sustainable Tourism Product Development; Regional Destination Marketing; Communication; Advocacy and Promotion; Human Resource Development; Research and Information Technology, all essential areas in which the CTO has implemented programmes since its inception. The concept of the Caribbean as One United Region is at the core of all CTO’s efforts, and a key criterion in this regard to ensure guarantee the holistic, integrated growth and enduring sustainability of tourism in the Caribbean.

3. OBJECTIVES

3.01 The primary objective of this consultancy is to update the Multi-Hazard Contingency Planning Manual (MHCPM) for the Caribbean Tourism Sector and deliver training to strengthen the utility of this instrument as a tool to guide tourism sector mitigation, preparedness, response and recovery to various types of hazards.

4. SCOPE OF WORK

4.01 The scope of services is understood to cover all activities necessary to accomplish the objectives of the consultancy, whether or not a specific activity is cited in these TOR. The draft TOR will be finalised based on discussions with the Consultant. A participatory and consultative approach is to be encouraged in the conduct of the services, which will contribute to their completion in as timely a manner as possible.

4.02 Specific duties and responsibilities include but are not limited to the following:

- (a) Submitting an Implementation Plan for approval by CTO Secretariat;
- (b) Updating the MHCPM, and incorporate a Disaster Risk Management Guide for community-based tourism attractions and enterprises;
- (c) Conducting a training needs assessment (TNA) to inform the design of the priority training programme;
- (d) Collaborating with the Consultant responsible for updating the Caribbean Sustainable Tourism Policy Framework (CSTPF) to ensure consistency and complementarity in training materials and delivery;
- (e) Designing and executing a pilot adaptation project in The Bahamas, Belize, Dominica, Haiti and Jamaica to implement Tourism Emergency Response Plan/Model to national requirements, adapted from the MHCPM. This will include national training and sensitisation workshops in each country for tourism stakeholders to increase capacity for the development of individual business Emergency Response Plans. Participation of women will be highly encouraged;
- (f) Liaising closely with CTO, CDEMA and coordinating the participation and engagement of other regional/international project stakeholders and beneficiaries for project implementation; and
- (g) Generating and delivering to CTO relevant project deliverables and reports related to the consultancy.

5. QUALIFICATIONS AND EXPERIENCE

5.01 The Consultant is required to have recognised credentials (Masters degree or higher) from an accredited academic institution in Sustainable Tourism/Tourism Planning/ Tourism development, Sustainable Development, Disaster Risk Management, or Climate related disciplines, and proven experience (at least ten years) in conducting work and studies in tourism, climate and/or disaster risk management and related fields.

5.02 The Consultant must also have:

- (a) Substantive knowledge and professional experience implementing projects and delivering training to multiple groups including non-technical audiences;
- (b) Knowledge of the Caribbean and experience implementing multi-stakeholder regional projects of a similar nature particularly in the geographic Caribbean;
- (c) Excellent oral and written communication skills/fluency in English and French;
- (d) Excellent research skills both for qualitative and quantitative research purposes and proven ability to write and present complex policy-related issues; and
- (e) Proven capacity to liaise and effectively work with international development organisations and government agencies.

6. DELIVERABLES

6.01 The Consultant will deliver the following:

- (a) Inception Report (inclusive of initial analysis and work plan);
- (b) Updated MHCPM;
- (c) Reports of Pilot Adaptation Project in the Bahamas, Belize, Dominica, Haiti and Jamaica;
- (d) Presentation of the findings and outcomes for review/discussion with CTO and key partners;
- (e) Presentation of the findings and outcomes at the regional stakeholder consultation workshop;
- (f) Preparation of TNA report;
- (g) Training on the MHCPM at a CTO regional training and sensitisation workshop and to CTO staff; and
- (h) Final Report.

7. DURATION

7.01. The consultancy is expected to last for 54 days spread over a period of 7 months.

DRAFT TERMS OF REFERENCE
DEVELOPMENT OF TOURISM CLIMATE SPATIO-TEMPORAL MODELLING
FRAMEWORK AND PROBABILISTIC FORECAST

1. BACKGROUND

1.01 The Caribbean tourism product depends largely on the natural environment. The viability and sustainability of the tourism industry are being threatened by various challenges, foremost of which are natural hazards and extreme weather events, which are becoming more frequent and severe, as a result of climate variability and climate change (CVC). CVC has already impacted water resources availability, agricultural productivity and fisheries, which are inextricably bound with the tourism sector in the Region. The development of a Caribbean sustainable tourism industry entails a broad approach that focuses inter alia on the formulation of adequate policies incorporating the management of climate risk for the tourism sector, developing plans and strategies to reduce the vulnerability of key tourism sub-sectors and stakeholders to CVC, and implementing practical actions to increase the resiliency of the sector through institutional strengthening for mitigation and adaptation to CVC and its impacts.

1.02 A preliminary review of the literature revealed that climate-tourism research is mainly focused on the impact (particularly negative versus positive) of climate on tourism and less on how the use of seasonal climate forecasts (SCFs) can help tourism hoteliers and policymakers to manage the risks and benefit from opportunities associated with climate. Moreover, there is little evidence of early warning climate information product support for tourism suppliers. However, preliminary results gleaned from a 2016 survey of Caribbean tourism supplier climate information needs suggest that policy-makers and hoteliers in ten countries see value in being able to access a climate early warning information product that forecasts the effect of intra- and extra-regional climate on tourist arrivals to the Caribbean.

1.03 The climate of the Caribbean is characterised predominantly by two seasons (the Wet and Dry seasons); and generally small temperature changes. Tourism which is a principal income earner for the socio-economic development of Caribbean States is very reliant on its climatological pattern. For example, touristic offerings are promoted as being available year-round due to average annual temperatures usually being in the range of 24°C - 32°C ideal for recreation and visitor comfort.

1.04 However, the sector is also sensitive to climate variability and extremes. One key reason for this relates to the fact that the annual tourism high season (December to March) typically coincides with the Dry season (December to May). In the extreme case of drought, insufficient water supplies have led to the industry's inability to provide adequate water resources to meet the water use demands of tourists. In addition, there will be difficulty to cater to guest demand for local cuisine using local ingredients since agricultural production may have decreased and goods may not be available and/or may have to be bought at a higher price. Warmer than normal conditions also have implications for beach-loving tourists, particularly the elderly and the young, who are likely to be vulnerable to the health effects of higher than normal temperature and humidity levels. In addition, coral reefs which are a key tourist attraction risk bleaching due to unusually warm sea surface temperatures. At the other end of the spectrum, extreme cases of precipitation have led to floods, causing damage to coastal hotel property and also the closure/unserviceability of critical infrastructure such as airports, roads and bridges.

1.05 While climate can pose a risk to tourism, there are also climate-related opportunities, for marketing and revenue generation, which can arise from unfavourable climate conditions in tourist-generating regions as well as from adverse climate and weather conditions in extra-regional tourist-receiving regions.

Similarly, forecasts for favourable or unfavorable regional climate conditions presents an opportunity for proper tourism planning and strategic marketing.

1.06 The above highlights the need for a climate-sensitive sector such as tourism to engage in climate risk management: a systematic and coordinated process in which climate information is used to reduce the risks associated with CVC, and to take advantage of opportunities, in order to improve the resilience of social, economic and environmental systems. The use of SCF products form a first-hand approach to climate risk management as such forecasts provide early warning for potential impacting climate events within a few months following their issuance. SCFs can therefore unlock the opportunity for tourism operators to manage the risks associated with the forecast, as well as, explore and exploit possible opportunities for marketing that can increase tourism productivity.

1.07 Although a range of Caribbean-centric seasonal climate forecast products are currently developed by the National Meteorological and Hydrological Services and the Caribbean Climate Outlook Forum (CariCOF) led by the Caribbean Institute for Meteorology and Hydrology (CIMH) respectively, these products are generic in nature and may not offer tourism suppliers specific, tailored climatic information that can meaningfully impact their decision-making. Research and development around tourism-specific seasonal climate information products and services that can provide tourism suppliers, particularly hoteliers and tourism policymakers, with early warning of adverse or favourable climate conditions on seasonal timescales, is therefore now a priority for the Caribbean.

1.08 The focus of this Terms of Reference (TOR) is to conduct research leading to the development of new climate information products which are tailored to the Caribbean tourism sector. It is proposed to use a participatory approach to rapidly translate the investment in tourism-climate research into practical implementation. This will demand close collaboration between tourism specialists, climate scientists, and mathematical modellers to incorporate real-time seasonal climate forecast and tourism yield data into a spatio-temporal model framework that is capable of modelling tourism-climate outcomes several months ahead. Towards this end, the Caribbean Tourism Organization (CTO) will be partnering with CIMH, the Caribbean Hotel and Tourism Association and the University of the West Indies. The Consultant will liaise with and coordinate the engagement of all partners in the context of the Project.

2. ABOUT THE CARIBBEAN TOURISM ORGANIZATION

2.01 CTO officially established in 1989, is an inter-governmental development agency specialising in tourism for the Caribbean region. Headquartered in Barbados and with offices in New York and London, 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 to over 30 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.

2.02 The scope and reach of the CTO covers various activities at the regional and international level, to support and promote Tourism in the Caribbean. The main areas of focus include: Sustainable Tourism Product Development; Regional Destination Marketing; Communication; Advocacy and Promotion; Human Resource Development; Research and Information Technology, all essential areas in which the CTO has implemented programs since its inception. The concept of the Caribbean as One United Region is at the core of all CTO's efforts, and a key criterion in this regard to ensure guarantee the holistic, integrated growth and enduring sustainability of tourism in the Caribbean.

3. OBJECTIVES

3.01 The aim of this Consultancy is to support the design and development of climate smart products and services for the use and benefit of the Caribbean Tourism Industry, to fulfill the following objectives:

- (a) Investigate how climate-related risks and opportunities can be managed by tourism suppliers with the use of accurate and timely climate information and forecasts;
- (b) Provide recommendations on the design and use of a spatio-temporal tourism-climate productivity index/model;
- (c) Provide a valuation estimate of the long-term value of the intra- and extra-regional tourism-climate productivity indices/models to the Caribbean; and
- (d) Enhance knowledge on the availability, management and use of climate information, tools and services to enhance Caribbean tourism performance.

4. SCOPE OF WORK

4.01 The scope of services is understood to cover all activities necessary to accomplish the objectives of the consultancy, whether or not a specific activity is cited in these TOR. The draft TOR will be finalised based on discussions with the Consultant. A participatory and consultative approach is to be encouraged in the conduct of the services, which will contribute to their completion in as timely a manner as possible.

4.02 The Consultant will be tasked to design and develop climate smart products and services for the Caribbean Tourism Industry. Activities will entail the following:

- (a) Prepare an Implementation Plan for approval by CTO Secretariat;
- (b) Conduct a Feasibility Study on the need for and the potential benefits regarding the development and use of an operational spatio-temporal tourism-climate productivity index/model that forecasts the effect of intra- and extra-regional climate on Caribbean tourism sector competitiveness and productivity, estimating the long-term value of the intra- and extra-regional tourism-climate productivity indices/models to the Caribbean;
- (c) Provide recommendations to develop and validate statistical models to estimate the influence of: (i) intra-regional climatic conditions on tourist arrivals to the Caribbean; and (ii) climatic conditions in the Caribbean's main tourist-generating regions (e.g., the United Kingdom, United States and Canada) on tourist arrivals to the Caribbean. At a given point in time and following the approach used by the CIMH's CariCOF, the mathematical models should provide an outlook of the potential influence and impacts of climate on tourist demand for at least up to three months with a zero month lead time. The outputs of the models should provide probabilistic risk maps that can be used for planning and marketing by Caribbean tourism suppliers;
- (d) Evaluate regional institutional capacity to manage and use the tourism-climate spatio-temporal modelling frameworks for the long term sustainability needs of Caribbean tourism sector, make recommendations on how this can be improved and strengthened;
- (e) Make recommendations for integrating outputs of the feasibility study into the CTO-CIMH Caribbean Tourism-Climatic Bulletin, illustrating on an operational level, the opportunities

and options to enhance tourism sector competitiveness and productivity through use of these tools; and

- (f) Generate and deliver to the CTO relevant project deliverables and reports related to the consultancy.

5. QUALIFICATIONS AND EXPERIENCE

5.01 The Consultant is required to have recognised credentials (Masters degree or higher) in Environmental Science, Climate Science, Sustainable Development, Economics or related disciplines. In addition, the Consultant must have:

- (a) Ten or more years experience conducting research in tourism, climate and related fields with excellent analytical skills for qualitative and quantitative research purposes;
- (b) Knowledge of and/or experience developing spatio-temporal modelling frameworks particularly in the area of tourism and climate;
- (c) Knowledge of the Caribbean and/or experience working in the Caribbean or other developing nations to implement projects of a similar nature; and
- (d) Excellent written and oral communication skills in English. Fluency in French will be considered an asset.

6. DELIVERABLES

6.01 The Consultant will deliver the following:

- (a) Inception Report (inclusive of initial analysis and work plan);
- (b) Feasibility Study Report on the user needs and provider capacity gaps in developing a Caribbean-intra-regional tourism-climate index/model and extra-regional tourism-climate index/model. This will include an estimation of costs for the implementation of the tourism-climate productivity index/model to the Caribbean;
- (c) Presentation of the findings and outcomes to CTO and designated partners;
- (d) Presentation of the findings and outcomes at a CTO regional training and sensitisation workshop for the tourism sector; and
- (e) Final Report.

7. DURATION

7.01. The consultancy is expected to last for 50 days, spread over a period of 5 months.

DRAFT TERMS OF REFERENCE
ONLINE COURSES AND ONLINE PLATFORM DEVELOPMENT CONSULTANT

1. BACKGROUND

1.01 For the Caribbean Region, tourism is an important activity which generates significant employment, foreign direct investment and foreign exchange. Additionally, its multi-sectoral nature makes it highly effective as a tool for sustainable development and poverty reduction in developing countries. Tourism has an enormous contribution to the socio-economic development of the Caribbean region due to a direct positive economic impact on commodities (accommodation, transportation, entertainment and attractions) and industries (services for accommodation, food and beverage, retail trade, transportation, cultural, sport and recreational services) as well as significant indirect and induced impacts. For many countries in the region, tourism has become one of the most important industries, as persistent turbulence in other economic sectors has served to enhance the relative importance of tourism as an economic development strategy, making the industry increasingly crucial for the survival of local economies.

1.02 The viability and sustainability of the tourism industry and thus the social and economic development of the Caribbean region, is faced with significant challenges, foremost of which are natural hazards and extreme weather events, which are becoming more frequent and severe, as a result of climate variability and climate change (CVC). CVC and its associated impacts are projected to be exacerbated in the coming years: threatening economic activity, agricultural productivity, coastal ecosystems and reefs, fisheries, industrial production, urban and rural development, community livelihoods and well-being. Specifically, beaches, mangrove stands, wetlands and other coastal lands could be lost to rising sea levels. The loss of coral reefs would lead to changes in fish stocks. Fresh water supplies may be reduced by long-term changes in rainfall patterns and evaporation. There is a risk of damage to buildings, roads, sewer and water systems, port facilities and other infrastructure due to higher storm surges, and more intense tropical storms. Flood damage from heavy rains may also occur, rising exponentially with the intensity of extreme weather events (Simpson, 2008). These changes in the regions' resource base (natural ecosystems and infrastructure) will have economic impacts leading to reduced earnings from tourism and the loss of livelihoods. Thus CVC pose a serious threat to human and social life and attainment of the Caribbean's 2030 sustainable development agenda.

1.03 CVC has already impacted water resources availability, agricultural productivity and fisheries, which are inextricably bound with the tourism sector in the Region. It is important to note that tourism, agriculture, forestry, and the fisheries sectors contribute significantly to Small Island Developing States economies. Together with water resources, these sectors are most vulnerable to climate change, and are at greatest risk from the anticipated deleterious impacts of climate change and extreme weather events.

1.04 The Caribbean Tourism Organization (CTO) recognises there is urgent need for initiatives to respond to CVC, and also mitigate the incidental threats posed by natural hazards and extreme weather events. It is also clear that the tourism industry cannot address the challenge of climate change in isolation, but must do so within the context of the broader international sustainable development agenda, through implementing mitigation measures as well as adaptation strategies to lessen the effects and reduce risks associated with CVC impacts. In the Caribbean however there is a dearth in the availability of tourism-sector specific training, tools and information on climate change adaptation and disaster risk reduction/management which is easy to understand, accessible, readily available and up-to-date. The need for such training is critical given that the tourism sector is arguably the largest employer and most important sector in the region, and also one of the most vulnerable to CVC and natural hazards, due to its dependence on natural resources.

1.05 In the wider geo-political context, the United Nations (UN) General Assembly at its 70th session adopted a resolution that proclaimed 2017 as the “International Year of Sustainable Tourism for Development”. The adoption of this resolution signifies the importance attached by the UN, its organs and the international community of nations, to tourism as an instrument for sustainable development. The International Year seeks to raise awareness of the benefits and value of sustainable tourism in contributing to social and economic growth.

1.06 Against this background, CTO with cooperation and technical assistance from the Caribbean Development Bank (CDB) will implement this project, in seeking to reduce the vulnerability and increase the resilience of CTO and CDB’s mutual member countries, to the impacts of climate change. This will be done through a sector-specific approach, targeted to the tourism industry: the main driver and contributor to socio-economic development and regional growth. Implementation of the project will be aligned to the observance of the Year of Sustainable Tourism – 2017.

1.07 In this regard, the focus of this Terms of Reference (TOR) is to produce training materials and develop an online training platform linked to the CTO website to facilitate the hosting of training courses in the form of self-paced webinars. This will support capacity building, institutional strengthening and enhance the skills and competencies of tourism industry stakeholders, in areas related to disaster risk management and climate change adaptation. This online facility will enable training resources to be widely available and accessible by industry stakeholders across the region. The CTO will be collaborating closely with the Commonwealth of Learning (COL) to implement this aspect of the project.

2. ABOUT THE CARIBBEAN TOURISM ORGANIZATION

2.01 The CTO officially established in 1989, is an inter-governmental development agency specialising in tourism for the Caribbean region. Headquartered in Barbados and with offices in New York and London, 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 to over 30 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.

2.02 The scope and reach of the CTO covers various activities at the regional and international level, to support and promote Tourism in the Caribbean. The main areas of focus include: Sustainable Tourism Product Development; Regional Destination Marketing; Communication; Advocacy and Promotion; Human Resource Development; Research and Information Technology, all essential areas in which the CTO has implemented programmes since its inception. The concept of the Caribbean as One United Region is at the core of all CTO’s efforts, and a key criterion in this regard to ensure guarantee the holistic, integrated growth and enduring sustainability of tourism in the Caribbean.

3. OBJECTIVES

3.01 The aim of this consultancy is to develop an online training platform via Moodle or another open source learning management system and create for online delivery two training courses to achieve the following objectives:

- (a) Increase the skills and competencies of regional tourism industry stakeholders in sustainable tourism practices, and support institutional strengthening in disaster risk management and climate change adaptation; and

- (b) Enhance knowledge and awareness of the Caribbean tourism industry to CVC and its impacts and support the mainstreaming of climate considerations and strategies for disaster risk management in tourism sector operations/practises.

4. SCOPE OF WORK

4.01 The scope of services is understood to cover all activities necessary to accomplish the objectives of the consultancy, whether or not a specific activity is cited in these TOR. The draft TOR will be finalised based on discussions with the Consultant. A participatory and consultative approach is to be encouraged in the conduct of the services, which will contribute to their completion in as timely a manner as possible.

4.02 Specific duties and responsibilities include but are not limited to the following:

- (a) Preparing an Implementation Plan for approval by the CTO inclusive of strategy, approach and methodology in response to the TORs;
- (b) Liaising closely with CTO and COL for project implementation and providing recommendations for how best to design and deliver the curricula and training courses: indicative of training activities, proposed duration and delivery modalities, and also include options for the most effective training strategies, methodologies and tools to enhance learning;
- (c) Developing a sustainable, cost-effective and user-friendly online training platform via the CTO website utilising Moodle or other open source learning management system: to support the ongoing delivery of training courses, facilitate monitoring and evaluation of the training program effectiveness and supports communication and exchanges among course participants.
- (d) Using the revised and updated CTO's Sustainable Tourism Policy Framework and the Multi-Hazard Contingency Planning Manual for the Caribbean Tourism Sector to design and deliver two interactive, dynamic and innovative multi-faceted online training courses using various information and communication technology methods to deliver information/content: videos, text, graphics etc. The courses should incorporate the use of learner-centered competency based methodologies and facilitate self-paced learning. The courses should also include practical exercises, contain students' assessment for each module and have an immediate scoring/feedback mechanism.
- (e) Coordinating testing of the online platform and training courses by conducting two pilot courses during the project implementation time-frame; and
- (f) Developing an instructional manual with guidelines for course management/coordination for use by the CTO and deliver training to CTO designated personnel on use of the online platform and on the delivery, coordination and management of the courses.

5. QUALIFICATIONS AND EXPERIENCE

5.01 The Consultant is required to have recognised credentials (Master's degree or higher) from an accredited academic institution in education, technical and vocational education and training (TVET), curriculum development and related disciplines. In addition, the Consultant must have:

- (a) Proven track record with at least ten years or more experience in curricula development, designing online training courses and/or developing TVET-related programmes;
- (b) Substantive knowledge and practical professional experience in the design and development of online open source platforms and operation/management of online Learning Management Systems;
- (c) Proven competence and expertise developing and delivering online training programmes/courses;
- (d) Knowledge of TVET qualification frameworks and experience developing competency based assessments and certification criteria;
- (e) Knowledge of one or more international competency systems and innovative ideas for curriculum development and training provision;
- (f) Knowledge and understanding of requirements, standards and best practise methodologies for adult education through online training;
- (g) Knowledge of the Caribbean and experience implementing and managing regional projects of a similar nature;
- (h) Excellent oral and written communication skills in English; fluency in French will be considered an asset; and
- (i) Proven capacity to liaise and effectively work with international development organisations and government agencies.

6. DELIVERABLES

6.01 The Consultant will deliver the following:

- (a) Inception Report (inclusive of initial analysis, proposed strategy/approach, methodology and work plan);
- (b) A fully operational online training platform integrated to the CTO website;
- (c) The design of two online training courses adapted from the CTO's Sustainable Tourism Policy Framework and the Multi-Hazard Contingency Planning Manual for the Caribbean Tourism Sector integrated into the CTO's online training platform, ensuring the courses are fully operational;
- (d) The coordination of the hosting of two pilots (one for each course) within the project time-frame;
- (e) The development of a manual with instructions and guidelines for administration/coordination of the online platform and courses for use by the CTO;
- (f) The coordination and management based training to CTO designated personnel, utilising the instructional manual;

- (g) Participation and conduct of a familiarisation exercise at a CTO regional training and sensitisation workshop for tourism stakeholders post completion;
- (h) Assessment of the effectiveness of the regional training and sensitisation workshop; and
- (i) Final Report

7. DURATION

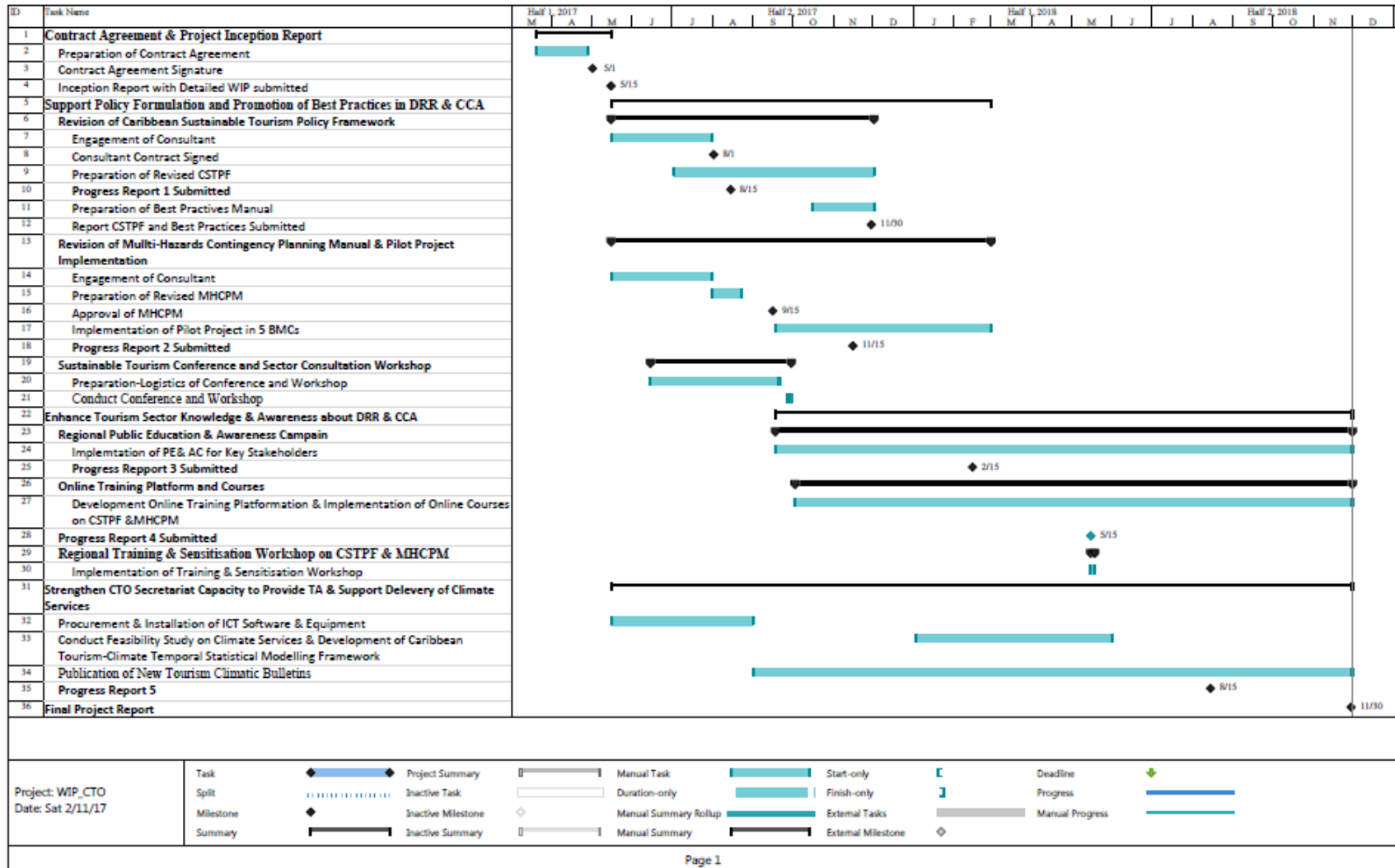
7.01. The consultancy is expected to last for 40 days spread over a period of 4 months.

APPENDIX 3

DESIGN AND MONITORING FRAMEWORK

DESIGN SUMMARY	PERFORMANCE TARGETS/ INDICATORS	DATA SOURCES/ MEANS OF VERIFICATION	ASSUMPTIONS
Impact: Enhanced tourism sector resilience to the impacts of CVC and extreme weather events.	Five BMCs incorporating CCA and DRR strategies in their tourism plans/policies by December 2020.	Published national tourism plans/policies incorporating CCA/DRR strategies.	BMCs endorse and utilise the updated CSTPF.
Outcome: Improved capacity of CTO and BMCs to incorporate and mainstream CVC and DRR considerations in tourism sector policies, planning and operations.	90% of BMC participants (disaggregated by sex) report they are confident they will be able to apply their acquired skills to develop CCA and DRR measures in the tourism sector from training and information made available by CTO by November 2018. Five new Tourism Climatic Bulletins published, of which two utilised information from Tourism-Climate Spatio-Temporal Statistical Modelling Frameworks by November 2018.	Post-training survey or interview conducted by CTO to determine participant satisfaction, acquired skills and changes in attitudes and behaviours; Final project report; Website register; and CDB supervision reports.	
Outputs: CSTPF revised and disseminated.	200 copies of the revised Policy Framework disseminated to key tourism industry stakeholders by February 2018.	Project progress reports; and CDB supervision reports.	Procurement schedule is executed in accordance with the project Work Implementation Plan. Retention in training programme particularly for on-line training where attrition rates can be high
CCA and DRR tools produced for the tourism sector.	CBPSTM developed and published online by February 2018. MHCPM updated, translated in French and Dutch, and published by February 2018. Tourism-Climate Spatio-Temporal Statistical Modelling Frameworks for the Caribbean developed by May 2018. Online training platform developed and operational by May 2018.		
Training delivered to public and private tourism sector stakeholders in BMCs.	220 BMC participants (disaggregated by sex) received online in CCA and DRR relevant to the tourism sector by August 2018. 103 BMC participants (disaggregated by sex) received in-person training CCA and DRR relevant to the tourism sector by May 2018.		
Pilot adaptation project on MHCPM in selected BMCs completed.	25 trainees (disaggregated by sex) participate in training of trainers and 75 participants, (disaggregated by sex) in training workshops on MHCPM in five BMCs (Belize, The Bahamas, Haiti, Dominica, Jamaica) by February 2018.		
Education campaign and a conference to build tourism sector awareness about CCA and DRR.	CTO's Sustainable Tourism Conference in conjunction with the Caribbean Excellence in Sustainable Tourism Awards ceremony and a sector consultation workshop held by September 2017. 2,000 persons (disaggregated by sex and age) from CDB's BMCs sensitised on potential impacts of CVC to tourism sector by November 2018.		
Inputs		EUR	
	CDB	PARTNERS	TOTAL
Total Project Cost	460,173	158,250	618,423

WORK IMPLEMENTATION SCHEDULE



PROJECT PERFORMANCE SCORE

Criteria	Score	Justification
Relevance	4	The proposed TA is consistent with the objectives of CTO and the Regional CDM Strategy and Programming Framework 2014 - 2024. This TA is also consistent with CDB's Strategic Objectives for (a) supporting environmental sustainability and DRR, (b) promoting good governance, regional cooperation and integration, and (c) supporting inclusive growth and sustainable development in CDB's BMCs; CDB's Corporate Priorities for (a) promoting disaster risk management and CC mitigation and adaptation, (b) improved protection and sustainable management of natural resources, (c) strengthening the capacity of regional institutions, and (d) promoting environmental sustainability; and CDB's Gender Equality and Operational Strategy.
Effectiveness	3	Formulation and implementation of adequate DRR and CCA policy, building CTO capacity and delivery of climate information and practical tools to key stakeholders are critical actions to improve the Caribbean tourism sector's resilience to CVC. Mitigation measures are considered to address potential risks during project implementation and operation. The expected outcomes are likely to be achieved and to contribute to the achievements of the ACP-EU-CDB RA 2.
Efficiency	3	The project is designed such that the outputs are efficiently delivered through the implementation of the activities as planned. The expected costs for procuring goods and services are considered reasonable. The Project will use a sound approach for institutionalising DRR and CCA policy and strategies into tourism sector.
Sustainability	3	This TA will seek for synergy among CTO and key collaborating partners to build institutional capacity and boost a climate-resilient Caribbean tourism industry. The training of trainers and the development of the online training platform on DRR and CCA will contribute to sustaining the delivery of knowledge and skills to key tourism stakeholders after the project lifetime. CTO will maintain the online platform and continue to work collaboratively with the key partners.
Overall Score	3.25	Satisfactory

APPENDIX 6

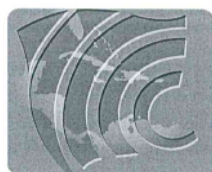
GENDER MARKER ANALYSIS

Project Stage	Criteria	Score
Analysis: Introduction/ Background/ Preparation	Consultations with women/girls/men/boys and relevant gender-related or sector-related public or private organisations have taken place.	0
	Social analysis identifies gender issues and priorities.	0.25
	Macroeconomic analysis identifies gender issues and priorities.	0.25
Design: Project Proposal/ Definition/ Objective/ Description	To address the needs of women/girls and men/boys concrete interventions to reduce existing gender disparities have been designed. Effect on project outcome is direct.	0.5
	Project objective/outcome includes gender equality.	0.5
Implementation: Execution	Implementation arrangements (gender mainstreaming capacity building or gender expertise in implementing agency) to enhance the gender capacity of the implementing agency. Effect on project outcome is indirect.	0.5
	Terms of Reference of Project Coordinating Unit/Project Management Unit include responsibilities of gender mainstreaming, especially at the levels of the Project Coordinator/Director and the Monitoring and Evaluation (M&E) officer.	0.5
Monitoring and Evaluation: Results-Monitoring- Framework (RMF)	Collection of sex-disaggregated data required for M&E (stated and budgeted in Project).	0.5
	At least one gender-specific indicator at the outcome and/or output level in the RMF.	0
Overall Score		3
Gender specific (GS): if 3.75 points to 4 points Gender mainstreamed (GM): if 3 points to 3.5 points Marginally mainstreamed (MM): if 1.5 to 2.75 points. NO: if projects score zero or 1; if NO please give a justification why		

KEY PARTNERS: OVERVIEW AND SUPPORT TO PROJECT IMPLEMENTATION

Key Partners/Overview	Support to Project Implementation
<p>CHTA CHTA is a Federation of Associations, encompassing 32 national hotel associations from around the Region. CHTA has as its objectives to support tourism enterprises in information and education for sustainable tourism implementation, through sustainability training programmes, and developing synergies and strategic partnerships to ensure a cohesive approach to tourism sustainability within the Caribbean region.</p>	<p>(a) To facilitate outreach and engagement of private sector tourism businesses and entities;</p> <p>(b) To provide input into the initial needs analysis; and</p> <p>(c) To participate in subsequent trainings and activities.</p>
<p>CDEMA CDEMA serves as the lead regional agency providing guidance and oversight of disaster management in the Caribbean and has as its primary mandate to focus on contributing to DRR and the promotion of mitigation policies and practices in the Caribbean community.</p>	<p>To provide technical support to update the MHCPM for the Caribbean Tourism Sector and to implement the pilot project in the selected BMCs.</p>
<p>CIMH CIMH is an institution of the Caribbean Community and the technical organ of the Caribbean Meteorological Organization (CMO), and has as its mandate to assist in improving and developing the national meteorological and hydrological services.</p>	<p>To provide technical support for the feasibility study on the need for and the potential benefits regarding the development and use of an operational spatio-temporal tourism-climate productivity index/model that forecasts the effect of intra and extra-regional climate on Caribbean tourism sector competitiveness and productivity.</p>
<p>CCCCC CCCCC has responsibility for coordination of the Caribbean Regional Climate Strategy and Implementation Plan.</p>	<p>To provide technical support to validate the climate information related to the CSTPF.</p>
<p>COL COL is an intergovernmental organisation created by the Commonwealth Heads of Government to support the development and sharing of distance education resources and technologies. COL's mandate is to promote the use of open learning and distance education resources and technologies throughout the Commonwealth's 54 member states.</p>	<p>To provide expertise to guide the formulation of the online courses, and in collaboration with CTO oversee the development of the online training platform via the CTO website.</p>

LETTER OF SUPPORT
CARIBBEAN COMMUNITY CLIMATE CHANGE CENTRE



**Caribbean Community
Climate Change Centre**

Ulric O'D Trotz PhD
Deputy Director & Science Adviser,
Caribbean Community Climate Change Centre,
Belize.

7th February, 2017.

**REF: CTO PROJECT - SUPPORTING A CLIMATE SMART AND SUSTAINABLE
CARIBBEAN TOURISM INDUSTRY**

The Caribbean Community Climate Change Centre (CCCCC) hereby affirms its participation and support to the Caribbean Tourism Organization (CTO) for implementation of the *Supporting a Climate Smart and Sustainable Caribbean Tourism Industry* project, to be executed in the frame of the ACP/EU/CDB Natural Disaster Risk Management Programme, managed by the Caribbean Development Bank (CDB).

The context within which this project has been developed reflects that not only is the Caribbean the most tourism-dependent region in the world, but is in response to the increasing threats posed by climate variability and climate change (CVC), to the tourism sector and consequently the social and economic development of the region.

The CCCCC is the repository and clearing house for regional climate change information and data and provides climate change-related policy advice and guidelines to the Caribbean Community (CARICOM) Member States. The Centre has responsibility for the coordination of the Caribbean Regional Climate Strategy and Implementation Plan, working on effective solutions and projects to combat the environmental impacts of climate change and global warming.

I take this opportunity to endorse this project and pledge the commitment of the CCCCC to provide technical assistance and guidance to validate the climate information related to the Caribbean Sustainable Tourism Policy Framework, as part of project implementation.

2nd Floor, Lawrence Nicholas Building, P.O. Box 563, Ring Road, Belmopan, BELIZE
Tel: (501)822-1104 or 1094, Fax: (501)822-1365, Website: www.caribbeanclimate.bz

LETTER OF SUPPORT
CARIBBEAN DISASTER EMERGENCY MANAGEMENT AGENCY

Our Reference: OED/8989/17

February 10th, 2017

Ms. Bonita Morgan
Director, Resource Mobilization and Development
Caribbean Tourism Organization
7th Avenue, Baobab Tower
Warrens, St. Michael
BARBADOS



Resilience Way
Lower Estate, St. Michael
Barbados

Tel: (246) 434-4880
Fax: (246) 271-3660
Email: cdema@cdema.org
www.cdema.org

**REF: CTO PROJECT - SUPPORTING A CLIMATE SMART AND
SUSTAINABLE CARIBBEAN TOURISM INDUSTRY**

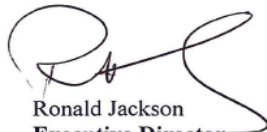
The Caribbean Disaster Emergency Management Agency (CDEMA) hereby affirms its participation and support to the Caribbean Tourism Organization (CTO) for implementation of the *Supporting a Climate Smart and Sustainable Caribbean Tourism Industry* project, to be executed in the frame of the ACP/EU/CDB Natural Disaster Risk Management Programme, managed by the Caribbean Development Bank (CDB).

The context within which this project has been developed reflects that not only is the Caribbean the most tourism-dependent region in the world, but is in response to the increasing threats posed by climate variability and climate change (CVC), to the tourism sector and consequently the social and economic development of the region.

CDEMA serves as the lead regional agency providing guidance and oversight of disaster management in the Caribbean and has as its primary mandate to focus on contributing to disaster risk reduction and the promotion of mitigation policies and practices in the Caribbean community. CTO has a long-standing Agreement and working relationship with CDEMA which provides for cooperation to conduct, support, develop and implement programs and activities in the area of disaster risk management to strengthen the resiliency of the tourism sector to hazards. Within the scope of the project CDEMA will provide technical assistance and support for the updating of the Multi-Hazard Contingency Planning Manual for the Caribbean Tourism Sector and execution of the pilot project in the selected countries.

I take this opportunity to endorse this project and pledge the commitment of CDEMA to support the CTO in the implementation of the project.

Yours sincerely
CARIBBEAN DISASTER EMERGENCY MANAGEMENT AGENCY


Ronald Jackson
Executive Director

PARTICIPATING STATES:

ANGUILLA
ANTIGUA AND BARBUDA
THE COMMONWEALTH
OF THE BAHAMAS
BARBADOS
BELIZE
THE COMMONWEALTH
OF DOMINICA
GRENADA
REPUBLIC OF GUYANA
HAITI
JAMAICA
MONTSERRAT
ST KITTS AND NEVIS
SAINT LUCIA
ST. VINCENT AND
THE GRENADINES
SURINAME
REPUBLIC OF TRINIDAD AND
TOBAGO
TURKS AND CAICOS
VIRGIN ISLANDS



LETTER OF SUPPORT
CARIBBEAN HOTEL AND TOURISM ASSOCIATION



CARIBBEAN
HOTEL & TOURISM
ASSOCIATION

February 13, 2017

Ms. Amanda Charles
Sustainable Tourism Specialist
Caribbean Tourism Organization
Baobab Tower, 7th Floor
Warrens 1, St. Michael BB22026
Barbados

RE: CTO PROJECT - SUPPORTING A CLIMATE SMART AND SUSTAINABLE CARIBBEAN TOURISM INDUSTRY

The Caribbean Hotel and Tourism Association (CHTA) herby affirms its participation and support to the Caribbean Tourism Organization (CTO) for implementation of the ***Supporting a Climate Smart and Sustainable Caribbean Tourism Industry*** project, to be executed in the frame of the ACP/EU/CDB Natural Disaster Risk Management Programme, managed by the Caribbean Development Bank (CDB).

The context within which this project has been developed reflects that not only is the Caribbean the most tourism-dependent region in the world, but is in response to the increasing threats posed by climate variability and climate change (CVC), to the tourism sector and consequently the social and economic development of the region.

CHTA is a Federation of Associations, encompassing 32 national hotel associations from around the region. CHTA has as its objectives to support tourism enterprises in information and education for sustainable tourism implementation, through sustainability training programs, and developing synergies and strategic partnerships to ensure a cohesive approach to tourism sustainability within the Caribbean region. CHTA has a strong partnership with the CTO, and a long history of co-operation towards ensuring the development and sustainability of tourism in the Caribbean region. In the context of the project CHTA will facilitate outreach and engagement of private sector tourism businesses and entities to provide input into the initial needs analysis and also to participate in the trainings and activities of the project.

I take this opportunity to endorse this project and pledge the commitment of CHTA as the CTO's regional tourism development partner, to support project implementation.

Sincerely,

Frank J. Comito
Chief Executive Officer and Director General

cc: Karolin Troubetzkoy, President
Denaye Hinds, Chairperson, Caribbean Alliance for Sustainable Tourism



2655 LE JEUNE ROAD • SUITE 800 • CORAL GABLES, FLORIDA 33134 • PHONE: 305-443-3040 • FAX: 305-675-7977
www.caribbeanhotelandtourism.com

LETTER OF SUPPORT
CARIBBEAN INSTITUTE FOR METEOROLOGY AND HYDROLOGY

CARIBBEAN INSTITUTE FOR METEOROLOGY AND HYDROLOGY
Husbands, St. James BB 23006, Barbados

Web: <http://www.cimh.edu.bb>
Tel: 246-425-1362
246-425-1363
246-425-1365
Fax: 246-424-4733



P.O. Box 130
Bridgetown
Barbados

February 9, 2017

Mr. Daniel Best
Director of Projects
Caribbean Development Bank
Wildey, St. Michael
Barbados

**REF: CTO PROJECT - SUPPORTING A CLIMATE SMART AND SUSTAINABLE
CARIBBEAN TOURISM INDUSTRY**

Dear Sir/Madam

The Caribbean Institute for Meteorology & Hydrology (CIMH) hereby affirms its participation and support to the Caribbean Tourism Organization (CTO) for implementation of the *Supporting a Climate Smart and Sustainable Caribbean Tourism Industry* project, to be executed in the frame of the ACP/EU/CDB Natural Disaster Risk Management Programme, managed by the Caribbean Development Bank (CDB).

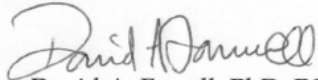
The context within which this project has been developed reflects that (i) the Caribbean the most tourism-dependent region in the world and (ii) the tourism industry in the Caribbean is vulnerable to the increasing threats posed by climate variability and climate change (CVC). If left unmitigated, these threats to the tourism sector pose significant risks to the socio-economic development of the Caribbean region.

The CIMH is an institution of the Caribbean Community and the technical Organ of the Caribbean Meteorological Organization (CMO). The mandate of the CIMH is to assist in improving and developing the National Meteorological and Hydrological Services, which is achieved through training, research, investigations, and the provision of related specialized services. The CTO has been collaborating with CIMH as a representative of the regional tourism sector

for the Regional Sectoral Consortium of Early Warning Information Systems across Climate Timescales (EWIACTs) co-ordinating partners.

I take this opportunity to endorse this project and pledge the commitment of CIMH to support project implementation. We commit to provide technical assistance for the study on the status and needs of climate products and services in tourism, and further to continue as a partner to generate the Caribbean Tourism-Climatic Bulletin which is in development.

Regards,

A handwritten signature in black ink, appearing to read "David A. Farrell". The signature is written in a cursive style with a large initial "D".

David A. Farrell, PhD, PG (Texas)
Principal

LETTER OF SUPPORT
COMMONWEALTH OF LEARNING



COMMONWEALTH of LEARNING

Office of the President & Chief Executive Officer

February 10, 2017

Mr. Hugh Riley
Secretary General
Caribbean Tourism Organization
7th Floor, Baobab Tower, Warrens
St. Michael
BARBADOS

Dear Mr. Riley:

Project Title: Supporting a Climate Smart and Sustainable Caribbean Tourism Industry

The Commonwealth of Learning (COL) hereby affirms its participation and support to the Caribbean Tourism Organization (CTO) for implementation of the *Supporting a Climate Smart and Sustainable Caribbean Tourism Industry* project, to be executed in the frame of the ACP/EU/CDB Natural Disaster Risk Management Programme, managed by the Caribbean Development Bank (CDB).

The context within which this project has been developed reflects that not only is the Caribbean the most tourism-dependent region in the world, but is in response to the increasing threats posed by climate variability and climate change (CVC), to the tourism sector and consequently the social and economic development of the region.

COL is an intergovernmental organisation created by Commonwealth Heads of Government to support the development and sharing of open learning and distance education knowledge, resources and technologies. COL's mandate is to promote learning for sustainable development throughout the Commonwealth's 52 Member States. This includes supporting Member States to improve access to quality education and training and helping governments and institutions to expand the scale, efficiency and quality of online/distance learning methodologies.

In the context of the project, COL agrees to provide technical advice and expertise to guide the development and implementation of the online courses, and in collaboration with CTO oversee the development of the online learning platform which CTO will host on its website. COL must be duly acknowledged and the CTO will ensure the use of the most appropriate license for the courses.

I take this opportunity to endorse this project and pledge the commitment of COL to support the CTO in its implementation.

Yours sincerely,

Professor Asha S. Kanwar
President & Chief Executive Officer

ASK/JTL/akb

**SUPPORTING A CLIMATE SMART AND SUSTAINABLE
CARIBBEAN TOURISM INDUSTRY**

BUDGET
(EUR)

	CONTRIBUTION							
	EUR							
	CDB	CTO	CHTA	CDEMA	COL	CIMH	CCCCC	Total
Total Budget Cost	460,173	125,316	3,606	7,212	7,212	12,500	2,404	618,423

EUROPEAN UNION ELIGIBILITY RULES
AFRICAN CARIBBEAN PACIFIC – EUROPEAN UNION
NATURAL DISASTER RISK MANAGEMENT

PARTICIPATION IN PROCEDURES FOR THE AWARDING OF
PROCUREMENT CONTRACTS OR GRANT CONTRACTS

1. Participation in procedures for the award of procurement contracts financed under the EU Contribution Agreement for the Implementation for the Action entitled: “Africa Caribbean Pacific – European – Caribbean Development Bank (ACP-EU-CDB) Natural Disaster Risk Management in CARIFORUM Countries” (ACP – EU NDRM Resources)”, is open to international organisations and all natural persons who are nationals of, or legal persons who are established in, an eligible country.

2. Eligible countries¹ are deemed to be:

(a) Caribbean Development Bank member countries:

Anguilla, Antigua and Barbuda, Barbados, Belize, Brazil, British Virgin Islands, Canada, Cayman Islands, China, Columbia, Dominica, Germany, Grenada, Guyana, Haiti, Jamaica, Italy, Mexico, Montserrat, St Kitts and Nevis, Saint Lucia, St Vincent and the Grenadines, Suriname, The Bahamas, Trinidad and Tobago, Turks and Caicos Islands, the United Kingdom and Venezuela.

(b) Members of the “African, Caribbean and Pacific (ACP) Group of States”²:

Africa:

South Africa³, Angola, Benin, Botswana, Burkina Faso, Burundi, Central African Republic, Cameroon, Cape Verde, Chad, Comoros Islands, Congo, Côte d'Ivoire, Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Equatorial Guinea, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritius, Mauritania, Mozambique, Namibia, Niger, Nigeria, Uganda, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, Sudan, Swaziland, Tanzania, Togo, Zambia and Zimbabwe.

¹ Note some countries may be eligible by virtue of more than one category

² Cotonou Partnership Agreement of 23 June 2000 (as amended by the provisional application of Decision No 1/2000 of the ACP-EC Council of Ministers of 27 July 2000, Decision No 1/2000 of the ACP-EC customs cooperation committee of 18 October 2000, Decision No 1/2001 of the ACP-EC customs cooperation committee of 20 April 2001, Decision No 2/2001 of the ACP-EC customs cooperation committee of 20 April 2001, Decision No 3/2001 of the ACP-EC customs cooperation committee of 10 May 2001, Decision No 4/2001 of the ACP-EC customs cooperation committee of 27 June 2001, Decision No 5/2001 of the ACP-EC customs cooperation committee of 7 December 2001, Decision No 2/2002 of the ACP-EC customs cooperation committee of 28 October 2002, Decision No 1/2003 of the ACP-EC Council of Ministers of 16 May 2003, Council Decision (EC) of 19 December 2002, Decision No 1/2004 of the ACP-EC Council of Ministers of 6 May 2004, Decision No 2/2004 of the ACP - EC customs cooperation committee of 30 June 2004 and Decision No 4/2005 of the ACP-EC customs cooperation committee of 13 April 2005).

³ Natural and legal South African persons are eligible to participate in contracts financed by the 10th/11th EDF. However, the 10th/11th EDF does not finance contracts in South Africa.

Caribbean:

Antigua and Barbuda, Bahamas, Barbados, Belize, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago.

Pacific:

Cook Islands, East Timor, Fiji, Kiribati, Marshall Islands, Micronesia, Nauru, Niue, Palau, Papua New Guinea, the Solomon Islands, Western Samoa, Tonga, Tuvalu, Vanuatu.

Overseas Countries and Territories:

Anguilla, Antarctic, Netherlands Antilles, Aruba, British Indian Ocean Territory, British Virgin Islands, Cayman Islands, Falkland Islands (Malvinas), French Polynesia, French Southern Territories, Greenland, Mayotte, Montserrat, New Caledonia, Pitcairn, Saint Helena, Saint Pierre and Miquelon, South Georgia and South Sandwich Islands, Turks and Caicos, Wallis and Futuna Islands.

(c) **A Member State of the European Union:**

Austria, Belgium, Bulgaria, Croatia, Czech republic, Cyprus, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, United Kingdom.

An official candidate country of the European Union:

The Former Yugoslav Republic of Macedonia, Turkey, Iceland, Montenegro.

A Member State of the European Economic Area: Iceland, Lichtenstein, Norway.

(d) **All natural persons who are nationals of, or legal persons who are established in, a Least Developed Country as defined by the United Nations:**

Afghanistan, Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Central African Republic, Chad, Comoros, Dem. Rep. Congo, Equatorial Guinea, Eritrea, Ethiopia, Guinea, Guinea-Bissau, Haiti, Kiribati, Lao PDR, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Nepal, Niger, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, Djibouti, Solomon Islands, Somalia, South Sudan, Sudan, Tanzania, The Gambia, Timor-Leste, Togo, Tuvalu, Uganda, Vanuatu, Yemen, Rep. and Zambia.

(e) **Participation in procedures for the award of procurement contracts or grants financed from the Facility shall be open to all natural persons who are nationals of, or legal persons established in, any country other than those referred to in paragraph 1, where reciprocal access to external assistance has been established. Reciprocal access in the Least Developed Countries as defined by the United Nations (UN) shall be automatically granted to the OECD/DAC members: Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Japan, Korea, Luxembourg,**

Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, Switzerland, United Kingdom, United States.

3. Services under a contract financed from the Facility may be provided by experts of any nationality, without prejudice to the qualitative and financial requirements set out in the Bank's procurement rules.
4. Supplies and materials purchased under a contract financed from the Facility must originate in a State that is eligible under paragraph 1. In this context, the definition of the concept of 'originating products' shall be assessed by reference to the Bank's prevailing procurement guidelines/procedures, and supplies originating in the EU shall include supplies originating in the Overseas Countries and Territories.
5. Whenever the Facility finances an operation implemented through an international organisation, participation in procedures for the award of procurement contracts or grants shall be open to all natural and legal persons who are eligible under paragraphs 1, care being taken to ensure equal treatment of all donors. The same rules apply for supplies and materials.
6. Whenever the Facility finances an operation implemented as part of a regional initiative, participation in procedures for the award of procurement contracts or grants shall be open to all natural and legal persons who are eligible under paragraph 1, and to all natural and legal persons from a country participating in the relevant initiative. The same rules apply for supplies and materials.
7. Whenever the Facility finances an operation co-financed with a third entity, participation in procedures for the award of procurement contracts or grants shall be open to all natural and legal persons eligible under paragraph 1, and to all persons eligible under the rules of the third entity. The same rules shall apply to supplies and materials.

Caveat: The Bank and EU eligibility requirements are subject to change by the Bank and the EU. The applicant is responsible for checking whether there have been any updates on the eligibility requirements, as well as the UN's list of Least Developed Countries.

PROCUREMENT PLAN

I. General

1. Project Information:

Country: Regional

Grant Recipient: Caribbean Tourism Organization (CTO)

Project Name: Supporting a Climate Smart and Sustainable Caribbean Tourism Industry

Project Executing Agency: CTO

2. Bank's Approval Date of the Procurement Plan: March 16, 2017

3. Period Covered By This Procurement Plan: March 2017 – November 2018

II. Goods and Works and Non-Consulting Services

1. Prior Review Threshold: Procurement decision subject to prior review by the Bank as stated in Appendix 2 to the Guidelines for Procurement.

	Procurement Method	Prior Review Threshold (EUR)	Comments
1.	DC Goods/Non-Consulting Services	■	
2.	Shopping/Non-Consulting Services	■	

2. Prequalification: N/A

3. Reference to (if any) Project Operational/Procurement Manual: Guidelines for Procurement (2006)

4. Any Other Special Procurement Arrangements: To comply with the requirements of the ACP-EU Finance Agreement the following is required:

- (a) Financing shall be provided under ACP-EU-CDB Natural Disaster Risk Management in CARIFORUM Countries and thus eligibility shall be extended to CARIFORUM member countries and countries which are eligible for procurement under EU-funded projects, which are not CDB Member Countries, in accordance with the EU Eligibility Rules.

5. Procurement Packages with Methods and Time Schedule:

1	2	3	4	5	6	7	8
Ref No.	Contract (Description)	Estimated Cost (EUR)	Procurement Method	Prequal. (Yes/No)	Review by Bank (Prior/Post)	Expected Bid-Opening Date	Comments
1.	Support Policy Formulation and Promotion of Best Practices in DRR and CCA						
	Design, Printing and Soft copies of CSTPF Document	█	Shopping	No	Prior	September 2017	
	Design and Soft copies of CBPSTM Document	█	Shopping	No	Post	September 2017	
	Design and Printing for MHCPM Document	█	Shopping	No	Prior	September 2017	
	Translation into French and Dutch (3 documents)	█	Shopping	No	Post	September 2017	
	Airfare – return trip (36 persons)	█	Shopping	No	Post	August 2017	No travel provider previously selected.
	Venue and Catering (175 persons)	█	Shopping	No	Post	August 2017	
2.	Enhance Tourism Sector Knowledge and Awareness about DRR and CCA						
	Translation of online course to French and Dutch	█	Shopping	No	Post	October 2017	
	Airfare – return trip (30 persons)	█	Shopping	No	Post	January 2018	No travel provider previously selected.
	Venue and Catering (40 persons)	█	Shopping	No	Post	February 2018	
	Filming and Development of Video	█	Shopping	No	Prior	July 2017	

1	2	3	4	5	6	7	8
Ref No.	Contract (Description)	Estimated Cost (EUR)	Procurement Method	Prequal. (Yes/No)	Review by Bank (Prior/Post)	Expected Bid-Opening Date	Comments
	Time Slots for Video Presentation	█	Shopping	No	Post	July 2017	
	Graphic Designs – Social Media Campaign	█	Shopping	No	Post	July 2017	
	Design and Printing of Leaflets and Checklists	█	Shopping	No	Prior	July 2017	
3.	Strengthen CTO Secretariat Capacity to provide Technical Assistance and support delivery of climate services						
	Desktop Computers and Software	█	Shopping	No	Post	June 2017	
4.	Visibility Actions	█	Shopping	No	Prior	July 2017	

III. Consulting Services

1. **Prior Review Threshold:** Procurement decision subject to prior review by the Bank as stated in Appendix 1 to the Guidelines for the Selection and Engagement of Consultants.

No.	Selection Method	Prior Review Threshold (EUR)	Comments
1	Individual Consultant Selection	██████████	

2. **Reference to (if any) Project Operational/Procurement Manual:** Guidelines for Selection and Engagement of Consultants (October 2011).

3. **Any Other Special Procurement Arrangements:** To comply with the requirements of the ACP-EU Finance Agreement the following is required:

- (a) Financing shall be provided under ACP-EU-CDB Natural Disaster Risk Management in CARIFORUM Countries and thus eligibility be extended to CARIFORUM Member Countries and countries which are eligible for procurement under EU-funded projects, which are not CDB Member Countries, in accordance with the EU Eligibility Rules.

4. Procurement Packages with Methods and Time Schedule:

1	2	3	4	5	6	7
No.	Assignment (Description)	Estimated Cost (EUR)	Selection Method	Review by Bank (Prior/Post)	Expected Proposal Submission Date	Comments
1.	Consultancy to update CSTPF and produce CBPSTM	██████████	ICS	Prior	July 2017	
2.	Consultancy to update the MHCPM	██████████	ICS	Prior	July 2017	
3.	Consultancy to develop online training platform and Online Training Courses	██████████	ICS	Prior	August 2017	
4.	Consultancy to conduct feasibility study.	██████████	ICS	Prior	November 2017	

IV. Implementing Agency Procurement Capacity Building Activities with Time Schedule

1. **In this section the agreed Capacity Building Activities are listed with time schedule.**

No.	Expected Outcome/ Activity Description	Estimated Cost	Estimated Duration	Start Date	Comments
1.	Project launch virtual meeting with CDB and Implementing Agency to increase the capacity of Implementing Agency to follow CDB's procurement procedures	0	1 day	May 2017	
2.	Increased capacity of Implementing Agency to undertake procurement in accordance with CDB Procurement Procedures through CDB Online Procurement Training.	0	3 days	May 2017	

V. Summary of Proposed Procurement Arrangements

Project Component	ACP-EU-CDB (EUR)									NBF (EUR) Country	Total Cost (EUR)	
	Primary	Secondary			Other							
	ICB	NCB	RCB	LIB	Shopping	DC	FA	QCBS	ICS			
1. Support Policy Formulation and Implementation, and Promotion of Best Practices in DRR and CCA					██████████					██████████		██████████
2. Enhance Tourism Sector Knowledge and Awareness about DRR and CCA					██████████					██████████		██████████
3. Strengthen CTO Secretariat Capacity to provide Technical Assistance and support delivery of climate services					██████████					██████████		██████████
4. Visibility Actions					██████████							██████████
Sub-Total					██████████					██████████		██████████
5. Per diem												██████████
6. Contingency												██████████
Total	-	-	-	-	-	-	-	-	-	-	-	██████████

This information is withheld in accordance with one or more of the exceptions to disclosure under the Bank's Information Disclosure Policy.

CQS - Consultant Quality Selection
DC - Direct Contracting
FA - Force Account
FBS - Fixed Budget Selection
ICB - International Competitive Bidding

LIB - Limited International Bidding
NCB - National Competitive Bidding
NBF - Non-Bank Financed
QCBS - Quality and Cost-Based Selection
RCB - Regional Competitive Bidding
ICS - Individual Consultant Selection