



**INTRA-ACP GCCA+ PROGRAMME** An initiative of the ACP Group of States funded by the European Union's European Development Fund

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# Work order #1

## Enterprise solutions to climate change vulnerability on Pemba Island, Tanzania



## 1. Context and justification

### *Climate change adaptation and mitigation context*

Pemba Island is part of the Zanzibar Archipelago, in the Indian Ocean off the coast of Tanzania, and is part of the semi-autonomous region of Zanzibar. As an isolated tropical island with roughly 50% of the population living below 5 meters elevation in areas connected to the sea, Pemba's geography and environment make it uniquely vulnerable to climate change. Coastal families began relocating as early as 2013 due to seawater intrusion into drinking water supplies and agricultural lands. Shifting rainfall patterns are affecting local crop production and in a recent case more than 7 000 people in Micheweni district in northeast Pemba suffered food shortages directly linked to high fluctuations in rainfall. Rising temperatures are causing mortality in coral reefs surrounding Pemba which, when combined with overfishing, is undermining the ecological foundations of the island's vital local fishery. Finally, all Tanzania's forest areas and types are under major threat of deforestation as wood and charcoal account for 93% of the total energy consumed in the country. Deforestation is especially advanced on Pemba Island due to a long history of plantation agriculture and a quickly growing population on the small land base.

Climate change is negatively impacting traditional livelihoods such as agriculture and fishing – and in all of the above scenarios, women on Pemba Island suffer disproportionately from the negative impacts of climate change and environmental decline due to their primary responsibilities in the home economy to secure fuelwood, water, and food for their families.

*Existing project to which the Intra-ACP GCCA+ Climate Support Facility (CSF)'s intervention is to contribute*

Since 2008, Community Forests Pemba (CFP) has worked with Community Forests International (Forests Intl) to promote community tree-planting throughout Pemba for climate change adaptation, ecological restoration and alternative livelihood generation. Since inception, the organisation has grown to support the planting of over 2 million trees.

In 2011, with support from the European Union (EU)'s Global Climate Change Alliance (GCCA) programme in Tanzania, CFP extended its capacity to assist 6 vulnerable Pemban communities to implement innovative climate change adaptation technologies and low-carbon land use techniques. The "Resilient Landscapes for Resilient Communities" project supported the transfer of land ownership from government to communities under secure tenure arrangements; the development of agroforestry and community-based afforestation and reforestation; the implementation of kitchen gardens and resilient agricultural systems supporting diversified fruit, vegetable and nut production; livelihood diversification through activities such as the production of fuel briquettes, fuel-efficient stoves and compressed earth blocks, beekeeping and composting; investment in rainwater harvesting and seed storage facilities; and the development of alternative energy systems.

Since the end of this project, CFP has expanded its activities to work with additional rural communities to pilot and scale up these and more innovative approaches to climate-resilient, sustainable livelihoods across Pemba Island, with specific attention paid to empowering women. It has also built a Rural Innovation Campus, based in Minyenyezi, Pemba, where community leaders learn about CFP's integrated approach to climate-smart development before returning to their community to implement innovative adaptation technologies and low-carbon land use techniques. In 2015 CFP received a second EU grant under the GCCA+ programme in Tanzania to implement the "Scalable Resilience: Outspreading islands of adaptation" project. This project aims to augment the adaptive capacity of at-risk target communities throughout Pemba Island by improving their access to food,

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water, land, energy, and economic security; support and incentivise adaptive livelihood activities; and in the process promote gender equality.

To date, the “Scalable Resilience” project has reached 23 957 final beneficiaries in 33 communities across all four districts in Pemba. 76% of beneficiaries report increased income from CFP-supported interventions. 51% of final beneficiaries are women and 94% of women beneficiaries indicate that they control the income they generate. Furthermore, 64% of final beneficiaries know at least one non-direct beneficiary household that has also adopted one or more of CFP’s interventions – indicating strong adoption of project interventions outside of the project boundaries.<sup>1</sup>

*Specific needs to be addressed through the Intra-ACP GCCA+ CSF intervention*

CFP did not include a business training and development curriculum in the original design of the “Scalable Resilience” project, and has now identified this, along with the development of a marketing strategy and associated products, as both a need and an opportunity to increase positive outcomes for its beneficiaries. More specifically:

- CFP is working with local communities to develop and incentivise new livelihood opportunities that assist beneficiaries to earn a living while adapting to and mitigating climate change. CFP has observed that once the initial technical knowledge and skills underlying adaptive livelihoods are developed, the next barrier that arises for women and the rural poor more broadly is a lack of related business skills. Transitioning an adaptive livelihood technology from a household occupation to a small- or medium-sized enterprise requires additional training in areas such as financial management and marketing. CFP has proactively employed an Enterprise Development Officer to expand the programme in this area, and now needs technical assistance from an experienced professional to develop a locally-appropriate curriculum that includes basic training modules for topics such as business planning and development, financial management and marketing.
- In turn, business viability depends greatly on establishing connections to valuable international markets, thus leveraging private sector drivers for the long-term growth and sustainability of climate-smart economic development. CFP and Forests Intl have created a fledgling regenerative supply chain that links climate-smart spice farmers across Pemba to high-value export markets in Europe. With provision of associated governance and technical supports, this innovation has begun funnelling private finance into vulnerable rural communities in support of forest restoration and adaptive agriculture activities. Technical assistance to project staff and members of the Zanzibar Spice Farmers Association to develop a marketing strategy, marketing plan and key marketing products for the promotion of climate-smart horticultural products will enable continued growth and also build local capacity for replication in other activity areas that are seeking connections to markets and private finance.
- A previous Intra-ACP GCCA Programme work order enabled the production of *Kokota: Islet of Hope*, an award-winning documentary featuring community-led solutions to poverty and climate change in threatened communities on Pemba Island. The documentary has resulted in greater awareness of the challenges faced by Pemba’s remote islet communities, and most recently instigated a new partnership opportunity with the Embassy of Norway to provide Kokota islet with grid-scale solar energy. CFP has now identified an opportunity to reach new audiences and attract additional investment to Pemba Island’s vulnerable communities by producing additional language versions and editing the documentary to a 10-minute (maximum) version with English, French, German, and

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<sup>1</sup> The monitoring and evaluation methodologies used achieve statistically significant results at a 95% confidence level (5% margin of error).



Spanish sub-titles for European audiences. It has already secured a letter of interest from *National Geographic* to distribute the film to online audiences specifically. Technical assistance is now required to recut the film and subtitle the long and short versions with additional languages.

- Finally, it is noted that although the *Kokota: Islet of Hope* documentary features work made possible with support of EU citizens, and it has received acclaim in international film festivals around the world, it has actually received very limited exposure in EU countries to date. CFP and Forests Intl successfully developed sustainable supply chain links between Pemban farmers and Lush Cosmetics (a multinational company based in London, UK) based largely on marketing products such as blog posts and articles published for European audiences. CFP has attempted to distribute the *Kokota: Islet of Hope* documentary to European audiences in the hope of replicating this success, but has not been able to do so effectively to date because it lacks the technical and sales capacity to reach the appropriate film broadcasters. Technical assistance from a professional film distribution agent to bring the documentary to audiences in EU countries is needed to raise awareness of the important progress achieved with support from EU citizens and to create additional opportunities (in the form of donations and new business opportunities) for support of CFP and its beneficiaries across Pemba Island.

In short, the technical assistance requested here will provide key capacity building and tools to strengthen the mobilisation of climate finance and generate further income for Pemban farmers and rural small enterprises, notably from the private sector, thus enhancing the impact and sustainability of the “Scalable Resilience” project.

#### *Alignment with Intra-ACP GCCA+ priority areas*

The proposed technical assistance (TA) assignment is aligned with several Intra-ACP GCCA+ priority areas:

- Mainstreaming climate change into poverty reduction and development efforts: CFP interventions support climate-resilient, low-emission approaches to development in rural communities of Pemba Island – using economic incentives to progress climate change adaptation (and mitigation as a co-benefit). CFP’s approach mainstreams adaptation, mitigation and also gender equality into local development efforts; Intra-ACP GCCA+ CSF support under this work order will contribute to strengthening it.
- Increasing resilience to climate-related stresses and shocks: Increased adoption of adaptive livelihood technologies for women and the rural poor increases the adaptive capacity of individual citizens and contributes to the ultimate outcome of reducing vulnerability to climate change for rural communities throughout Pemba Island. A diversified livelihood base combined with the application of climate-resilient technologies in energy and agriculture better positions women and the rural poor to overcome adverse changes in their environment.
- Supporting the implementation of concrete and integrated sector-based climate change adaptation and mitigation strategies: The assistance provided will contribute to several priorities highlighted in the adaptation component of Tanzania’s intended nationally determined contribution (INDC, 2015), in particular those related to agriculture, forestry, coastal/marine



environment and fisheries, and water resources<sup>2</sup>; and also the mitigation component, in particular priorities related to energy and the forest sector<sup>3</sup>.

- Replication and/or scaling up of pilot adaptation projects (including ecosystem-based solutions) successfully tested / implemented in ACP regions and countries: The “Scalable Resilience” project to which this assignment will contribute is a 54-month scale-up initiative that builds upon successful activities first implemented through the first-phase GCCA “Resilient Landscapes for Resilient Communities” pilot initiative.
- Innovative approaches supported for accessing and mobilising climate finance from the public and private sectors: CFP and Forests Intl worked alongside Pemban farmers to develop a climate-smart system of spice production known as the “spice forest”. They then aggregated the emerging network of spice forests under a farmer-owned and -operated collective of 4 regional cooperatives known as the Zanzibar Spice Farmers Association (ZSFA), and connected this network to international fair trade markets to fund their continued expansion. The Intra-ACP GCCA+ CSF assignment will enhance the ability of Pemban communities and households to sell products in the national, regional and/or international markets, and thus generate private revenues and investment in support of the further development of climate-smart agricultural and other rural activities. It is also intended to help attract additional funding from both public and private sources to support the island’s sustainable, climate-resilient development.

## 2. Description of the assignment

### 2.1. Objectives

The **general objective** of this TA assignment is to leverage enterprise creation and climate finance mobilisation, notably through private partnerships, thus contributing to the impact and sustainability of the ongoing “Scalable Resilience” intervention on Pemba Island.

The **specific objective** of this TA assignment is to support the development of a gender-responsive business development curriculum and associated marketing strategy and plan, complemented by the recut and wider distribution of CFP’s award-winning *Kokota: Islet of Hope* documentary, with a view to attracting additional investment in climate-resilient development benefiting Pemba Island’s vulnerable rural communities.

### 2.2. Tasks and indicative workload

#### 2.2.1. Task 1: Develop a gender-responsive business development curriculum

This task is aimed at the production of gender-responsive business development training materials aligned with CFP’s adaptive livelihoods programme and focused on: (i) financial management; (ii)

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<sup>2</sup> Intended contributions to adaptation notably include increasing yields through climate-smart agriculture; protecting smallholder farmers against climate-related shocks; enhancing efficiency in woodfuel utilization; enhancing sustainable forest management; promoting livelihood diversification for coastal communities; and investing in the protection and conservation of water catchments including rainwater harvesting structures.

<sup>3</sup> Intended contributions to mitigation notably include promoting renewable biomass; strengthening tree planting programmes and initiatives; and enhancing and conserving forest carbon stocks.

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business planning; and (iii) marketing. These materials will support the delivery of training for community leaders and Pemba farmers at CFP's Rural Innovation Campus in Minyeneni, Pemba.

This task involves the following activities:

- a) *(Home-based)* **Preparatory work:** Review key documents and other relevant materials (including instructional videos and the *Kokota: Islet of Hope* documentary) provided by CFP/Forests Intl to get familiar with the key characteristics of CFP's adaptive livelihoods programme, including the promoted adaptive technologies and the implemented participatory approaches to rural development.
- b) *(In-country)* **Training needs and constraints assessment:** Work with CFP's Enterprise Development Officer and other stakeholders as may be relevant to define:
  - (i) Overall training needs, in terms of the skills and competences the targeted beneficiaries (men and women) are expected to acquire to transition from the application of adaptive livelihood technologies as a basic household subsistence occupation to the development of a fully-fledged small- or medium-sized enterprise.
  - (ii) Key cultural considerations to be taken into account in the design of training materials and the organisation (e.g. sequence, duration, alternation of theory and practice) of training sessions, taking account of the specific needs and constraints of targeted men and women.
  - (iii) Material, logistical and other practical constraints to be taken into account in the design of training materials and the organisation of training sessions (e.g. availability and characteristics of training facilities, availability of power and access to internet, available equipment and supplies, illiteracy and/or innumeracy of some participants).
- c) *(In-country)* **Core curriculum design:** Outline core curriculum components, organised into discreet but complementary training modules, covering at least: (i) business planning and development; (ii) financial management; and (iii) marketing. There may be 3 or more training modules, structured and articulated to meet needs in the best possible way considering the findings of the training needs and constraints assessment; any structure is acceptable as long as the above mentioned topics are covered. In designing the curriculum, CFP and the experts will consider the need for breaking down one or more modules into a basic and an advanced module, either to allow for the gradual acquisition and consolidation of skills<sup>4</sup>; and/or to take account of the literacy/numeracy skills of various groups of participants<sup>5</sup>.

**Training module outlines** will include the following elements:

- (i) Specific training objectives (expressed in terms of learning outcomes).
- (ii) Methods for measuring beneficiary progress towards achieving learning outcomes (based on quantitative and/or qualitative indicators, disaggregated by gender where relevant).
- (iii) Profile of targeted participants and prerequisites for participation (if any).
- (iv) Key topics.

<sup>4</sup> Based on an approach in which initial (basic) training is followed by a period of practice / application of newly acquired skills, after which a follow-up (more advanced) training is organised.

<sup>5</sup> Based on an approach in which basic modules cover the needs of farmers with low literacy/numeracy skills; while more advanced modules cover the needs of people with better literacy/numeracy skills, trained to become service providers / advisers to farmers (e.g. community leaders, local CFP staff, staff of farmers' associations or cooperatives such as the Zanzibar Spice Farmers Association).

- (v) Training method(s) (e.g. presentations by the trainer / by a resource person such as a local entrepreneur, case studies, group and/or individual exercises, study visits, ...).
  - (vi) Types of support materials (e.g. slides, diagrams, other illustrations, templates, handouts, audio or audio-visual recordings, ...).
  - (vii) Equipment and/or supplies required.
  - (viii) Duration.
  - (ix) Max. number of participants per training session.
- d) **(Home-based) Training module content development:** Populate training modules with a balance of culturally appropriate, gender-sensitive theoretical and practical content, supporting clearly defined learning outcomes, aligned with the agreed module outlines, with special attention to accommodating illiterate and/or innumerate participants whenever they are expected to be part of the trained groups. This activity involves the development of all agreed support materials, including exercise materials, taking account of the time allocated to each module and sub-module.
- e) **(Home-based) Development of guidance for instructors:** Develop guidance for instructors in charge of delivering training. This may involve the development, for example, of handouts for instructors; notes related to slides; instructions for the management of exercise sessions (e.g. methods, time schedule); solutions to exercises; etc. (The experts may choose the most appropriate formats for guidance materials as long as guidance is comprehensive enough to train and guide trainers.) It also involves the development of a work plan describing the sequence and timing of theoretical and practical sessions; and of methods and adequate support materials for the evaluation of acquired skills at the end of training sessions and *ex post* (e.g. 6 months after the end of a training session, as part of the follow-up of beneficiaries).
- f) **(Home-based) Compilation of curriculum packages in two languages:** Finalise all content (integrating all comments received) and compile it into comprehensive English and Kiswahili language curriculum packages including training module outlines, training module content (theory and exercises) and guidance for instructors as described above – in their final approved version, and ensuring consistency between the various elements.<sup>6</sup> Translation into Kiswahili of training materials initially developed in English will be undertaken by a separately contracted professional translator; however, as part of this activity the Kiswahili-speaking expert (or one of the experts, if both are Kiswahili speakers) is expected to review and if necessary revise all Kiswahili-language materials before they are handed over as final outputs.<sup>7</sup>
- g) **(Home-based) Mission report preparation:** Draft a short mission report, as outlined in Section 2.3.5.

All activities will be conducted in close coordination with CFP's Enterprise Development Officer and under the supervision of CFP's Executive Director. At the end of each activity, the experts will get the intermediate (or final, for the last two activities) outputs validated by CFP's Enterprise Development Officer, who undertakes to have the necessary availability to provide prompt feedback. The final outputs will also need to be validated by CFP's and Forests Intl's Executive Directors.

<sup>6</sup> This may involve minor revisions, e.g. of the training module outlines if final module content differs from the initially approved outlines.

<sup>7</sup> If justified, a limited number of materials, notably those related to exercises, may initially be developed in Kiswahili and then translated into English as part of the finalisation of the training package. This should be agreed in advance with experts of the Intra-ACP GCCA+ Programme. In such a case, there is the same expectation that the translated (English) version of materials is reviewed / revised as appropriate by the best English speaker of the 2 experts.

The experts will also liaise as appropriate with the expert in charge of Task 2 (see below), as options selected for the marketing strategy should (if available on a timely basis) influence the contents of the training module(s) dedicated to marketing.

### 2.2.2. Task 2: Develop a climate-smart marketing strategy and plan

This task is aimed at the development of a marketing strategy and plan for the promotion of climate-smart horticultural products produced on Pemba Island. The key products include vanilla, cinnamon, black pepper, cardamom, turmeric, and cloves. Presently there exists a secure direct export market for vanilla only. The supply chain analysis and marketing plan should therefore focus mainly on the other products listed, with a special emphasis on cinnamon because presently it is in high production and the supply exceeds domestic demand. Cloves, on the other hand, should be regarded with least priority because the export of this product in particular is controlled by the Zanzibar State Trading Corporation and therefore smallholder farmers have very limited autonomy within the larger supply chain.

The task involves collaboration with CFP project staff and members of the Zanzibar Spice Farmers Association (ZSFA) to enable the expansion of a sustainable supply chain funneling private finance to vulnerable communities involved in activities that advance forest restoration and climate change adaptation. It comprises the following activities:

- a) *(Home-based) Preparatory work:* Review key documents, databases and other relevant materials to: (i) get familiar with the key characteristics of the spice forest concept pioneered by CFP, as well as the structure, capacities and existing cooperation and commercial arrangements of ZSFA; (ii) produce a preliminary, broad survey of market characteristics<sup>8</sup> for key products grown and produced by ZSFA farmers; (iii) determine further data collection needs; and (iv) plan work for the rest of the assignment. The documents to be reviewed will be in part provided by CFP/Forests Intl, and in part identified and accessed directly by the expert, who is expected to proactively search for relevant secondary sources of market information (e.g. government and/or industry data and reports, market and market access databases, trade statistics, research papers, existing studies). Preparatory work will result in the preparation of an inception report which, once validated by CFP/Forests Intl, will provide the basis for all subsequent work.

This **inception report** will include:

- (i) A description of the expert's understanding of the context of the assignment (key characteristics of the spice forest concept pioneered by CFP; structure, capacities and existing cooperation and commercial arrangements of ZSFA; focus and scope of the supply chain analysis and of the marketing strategy and plan).
- (ii) The identification of key potential markets for the targeted products, and a preliminary description of their characteristics as can be established from the review of secondary sources, with a clear indication of the sources used. Indicatively, market characteristics may include quantitative and/or qualitative information on volumes produced, traded, exported and imported, and corresponding values; on physical flows from places of production to places of consumption; on market segments (e.g. based on the various types of end products); and on market actors involved in the supply chain, by function (including information on their number and market power, if available).

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<sup>8</sup> At the appropriate level(s) depending on the nature of the products and the potential for export: international, regional, national and/or local.

- (iii) A data collection and analysis framework describing, by main area and topic, the key aspects to investigate to inform the supply chain analysis and the development of a marketing strategy, including the envisaged sources of information. This framework is expected to organise data<sup>9</sup> so as to provide a strong basis for the planning of subsequent data collection work (who to meet to collect what type of information, which other documents / data sources to consult); for the preparation of semi-structured interview guides and any other data collection instruments as may be useful; and for the orderly compilation and subsequent analysis of data obtained from various primary and secondary sources.
- (iv) A detailed work plan for the subsequent phases of the assignment.
- b) *(In-country) In-country data collection:* Using the data collection and analysis framework developed during the preparatory phase, conduct in-country consultations and interviews with project staff and beneficiaries including members of the newly established ZSFA; and according to needs, with other stakeholders in Pemba Island (e.g. local government officials), in Zanzibar City (e.g. regional government officials, farmers' or trade associations, local offices of trading companies, Zanzibar State Trading Corporation, Zanzibar National Chamber of Commerce, Industry and Agriculture) and/or in Dar-es-Salaam (e.g. trade associations, trading companies, Tanzania Chamber of Commerce, Industry and Agriculture).

Data and information collected will be systematically compiled into the data collection and analysis framework, so that all relevant information pertaining to a given theme or topic is easily accessible at the time of undertaking the analysis. This phase will conclude with a debriefing with CFP and a short intermediate report taking stock of achievements and gaps in data collection and confirming the scope of the supply chain analysis and forthcoming marketing strategy.

- c) *(Home-based) Supply chain analysis:* Based on the data collected during the preparatory phase and first in-country mission, and further data collection as may be required, produce a supply chain analysis for each of the key targeted products, concluding with specific recommendations for leveraging existing resources and adding maximum value to products pre-export. The analysis will be conducted using a value chain analysis approach. It will explore possible markets and market segments from the perspective of Pemba / ZSFA producers, considering the various marketing channels (international, regional, national, subnational) that could reasonably be pursued given the nature of products as well as production and other constraints.

Indicatively, the **supply chain analysis report** will cover the following aspects:

- (i) Mapping of key elements (actors, processes, locations, possibly also volumes and/or prices) of the supply chain, in the form of a flowchart.
- (ii) Identification and characterisation of key stakeholders in the value chain, from initial production to selling of end products (for various market segments if/as relevant) – including if/as relevant actors that are not directly involved in production, transformation and marketing processes (“vertical” supply chain) but provide “horizontal” supporting services (e.g. technical, financial, marketing services).
- (iii) Identification and characterisation of key processes in the value chain, from extraction and/or production of raw materials to delivery of end products (for various market segments if/as relevant).
- (iv) Price information as the product moves through the supply chain.

<sup>9</sup> Based on the classification the expert will deem most useful for the purposes of the assignment.

- (v) Cost information, from the perspective of producers and to the extent possible of other actors in the chain (depending on the availability of data) – to be used in combination with price information to determine value added.
- (vi) Identification of critical success factors (e.g. price, quality, branding, labelling and/or certification, differentiation, delivery reliability, ...) in various markets / market segments.
- (vii) Market regulation: applicable regulations and standards (e.g. trade regulations, phytosanitary standards, environmental and social standards) in the various considered markets / market segments.
- (viii) Market dynamics: how the broad market (supply, demand, sales channels, ...) has evolved over the past years or decades, recent trends, growing and shrinking market segments, ...
- (ix) SWOT matrix summarising the strengths and weaknesses, opportunities and threats for Pemba / ZSFA producers associated with the various markets / market segments investigated – complete with a narrative section explaining the identified SWOTs in more detail. Indicatively, this section should review and assess as relevant the physical, logistical, infrastructure, institutional and (macro)economic constraints under which Pemba / ZSFA producers operate; main competitors, and competitive advantages and disadvantages in light of critical success factors in various markets / market segments; access to market information, finance and support services; obstacles to and enablers of trade / market access (e.g. tariff and non-tariff barriers, access to capital and/or technology, trade facilitation agreements); risk-related aspects; and opportunities for “upgrading” (e.g. by shifting to the production of higher value goods, selling into higher value markets, or engaging in new activities along the value chain that allow extracting a higher share of the product’s overall added value).
- (x) Conclusions and recommendations, identifying and justifying the most promising avenues for market development and enhancement of local value added.
- (xi) An executive summary, highlighting key findings, conclusions and recommendations from the supply chain analysis in a way that allows dissemination of key results without undermining the competitive position of Pemba / ZSFA producers (as a separate document for publication on the Intra-ACP GCCA+ Programme’s CSF web page).

Although the report is expected to cover numerous aspects, it should be kept concise and to the point. Tables and graphs should be used whenever possible to present information; narrative text should be limited to essential aspects, so that the overall report is clear and readable for its intended audience (i.e. CFP project managers and their ZSFA counterparts). Where (unavoidably) there are uncertainties and/or gaps in data or information, this should be clearly stated.

- d) *(Home-based) Draft marketing strategy preparation:* Taking account of the results of the supply chain analysis and the specificities of the CFP project (climate-smart, sustainable development approach), develop a draft marketing strategy and the outline of a marketing plan for ZSFA, keeping **several alternative options** open so as to allow for meaningful stakeholder consultation and validation. Indicatively, options considered may bear on:
- (i) Geographical market(s) to be targeted.
  - (ii) Market segment(s) to be targeted (e.g. raw product, processed / transformed products, ...).
  - (iii) Market positioning (e.g. organic product, fair trade product, other label or certification, ...).
  - (iv) Marketing channels (e.g. local traders, regional or international traders, supermarkets, local or international processing companies, fair trade or organic product distributors, ...).
  - (v) Vertical integration in the supply chain, and/or horizontal partnerships.

- (vi) Developing in-house marketing capacities and/or hiring external marketing support services.
- e) **(In-country) Results-sharing and validation workshop and debriefing:** Following validation by CFP of the supply chain analysis and proposed alternative options, prepare and facilitate a results-sharing and validation workshop involving CFP project staff, representatives of ZSFA and other local stakeholders as relevant. The objectives of this workshop are to: (i) present the main findings of the supply chain analysis, including the pros and cons of various possible options for the marketing strategy, to key stakeholders and in particular members of ZSFA; (ii) answer their questions and obtain their feedback; (iii) reach conclusions on the preferred options on the basis of a participatory process (the modalities of which must be agreed in advance with CFP management). After the workshop, the expert will debrief with CFP's Enterprise Development Officer.
- f) **(Home-based) Final marketing strategy and action plan preparation:** Based on the feedback received and the decisions made at or following the validation workshop:
- (i) Finalise the "climate-smart" marketing strategy, developing as appropriate the marketing options retained. For the strategy as a whole and its various elements, clear and realistic medium-term objectives will be defined, and a monitoring framework (including objectively verifiable indicators, targets and sources of verification) will be proposed.
  - (ii) Develop a sufficiently detailed marketing plan, describing in practical terms specific activities to be undertaken in the short term (1-2 years horizon) and medium term (3-5 years horizon) to make the strategy operational, including an estimation of the related costs and human / technical resource requirements. The plan must be realistic and take account of the various constraints under which Pemba producers and the CFP project operate. Besides activities focused on core marketing / market development aspects, it should include actions aimed at building adequate local competences and/or enhancing access to the financial resources required for implementing the strategy.
  - (iii) Prepare an executive summary, highlighting key orientations of the marketing strategy and action plan without undermining the competitive position of Pemba / ZSFA producers (as a separate document for publication on the Intra-ACP GCCA+ Programme's CSF web page).
- g) **(Home-based) Mission report preparation:** Draft a short mission report, as outlined in Section 2.3.5 – including a summary of key discussions and decisions of the results-sharing and validation workshop, and information on how they were integrated in the final marketing strategy and action plan.

All activities will be conducted in close coordination with CFP's Enterprise Development Officer, and under the supervision of CFP's Executive Director. At the end of each activity, the expert will get the intermediate (or final, for the last two activities) outputs validated by CFP's Enterprise Development Officer, who undertakes to have the necessary availability to provide prompt feedback. The final outputs will also need to be validated by CFP's and Forests Intl's Executive Directors.

### **2.2.3. Task 3: Produce new language versions of the *Kokota: Islet of Hope* documentary as well as a (maximum) 10-minute recut**

This task is aimed at: (i) producing additional language versions (with French, German and Spanish sub-titles) of the existing 30-minute *Kokota: Islet of Hope* documentary, an award-winning documentary featuring community-led solutions to poverty and climate change in threatened communities on Pemba Island; and (ii) producing a 10-minute (maximum) recut with Kiswahili, English, French, German, and Spanish sub-titles for European audiences. Forests Intl has already secured a letter of interest from *National Geographic* to distribute the short film to online audiences specifically.

It now seeks to reach further audiences in the European Union, and thereby attract additional investment to Pemba Island's vulnerable communities.

This task involves the following activities:

a) **Preparatory work and briefing:** View the *Kokota: Islet of Hope* documentary and (as relevant) other footage generated during the production process. Review the transcripts of audio materials used in the existing documentary, and corresponding Kiswahili-English and English-Kiswahili translations, and make sure they are adequately "time-referenced" to the film (i.e. text matched with minutes/seconds in the video) – correcting imperfections as necessary.<sup>10</sup> Review key documents and other relevant materials (including instructional videos) provided by CFP/Forests Intl to get familiar with the key characteristics of CFP's adaptive livelihoods programme, including the promoted adaptive technologies and the implemented participatory approaches to rural development. Communicate with CFP's Executive Director and Forests Intl's Communications Director for a briefing on: (i) CFP's adaptive livelihoods programme; (ii) the experience acquired in the process of producing and distributing the *Kokota: Islet of Hope* documentary; (iii) the objectives pursued with the production of a shorter version of the documentary, and how it is expected to be used for promoting the visibility and attracting additional funding for CFP's climate-resilient development activities.

b) **Script writing:** Based on the preparatory work and briefing described above, write a detailed script for the documentary recut, describing: (i) the actions / scenes to be shown in the documentary recut, including their duration and sequence; (ii) the corresponding interview extracts, voice-over narrative and background sounds.

The script will have to be validated by CFP's Executive Director and Forests Intl's Communications Director – after integration of one or more rounds of comments as necessary.

c) **Editing and screening:** Edit the *Kokota: Islet of Hope* documentary to a 10-minute maximum duration (including credits), extracting and re-combining scenes and sound in line with the agreed script. Editing must be made using Adobe Premiere Pro CC or any compatible video editing software the outputs of which can be re-worked with Adobe Premiere Pro CC<sup>11</sup>, with all project files to be transferred to CFP and the ACP Secretariat for use in adapting future versions. As the original documentary, the initial ("reference") version of the recut will be narrated in Kiswahili and English, with English sub-titles as relevant. Credits (filmmaker, film editors, Intra-ACP GCCA+ Programme, European Union's European Development Fund) must be integrated either at the beginning or at the end of the documentary recut.

The short documentary will be shared (via a secure web-based file transfer or streaming system) for screening and validation by CFP's Executive Director, Forests Intl's Communications Director and experts of the Intra-ACP GCCA+ Programme. The film editor will integrate one or more rounds of feedback as may be needed to produce the final version of the documentary recut with English sub-titles. Sign-off will be provided jointly by CFP's Executive Director, Forests Intl's Communications Director, and experts of the Intra-ACP GCCA+ Programme on behalf of the ACP Secretariat. As soon as approved, a high-resolution version on external hard drive will be dispatched by courier to: (i) CFP (Tanzania); (ii) Forests Intl (Canada); and (iii) the ACP Secretariat (Intra-ACP GCCA+ Programme) (Belgium).

<sup>10</sup> This is needed to support both script writing for the short documentary and sub-titling of the long version in additional languages.

<sup>11</sup> This is required to enable CFP/Forests Intl to re-work the materials according to future needs.

- d) **Production of other language versions (long documentary):** Contribute to the production of versions with French, German and Spanish sub-titles based on the following process:
- (i) Using the time-referenced transcript of all narrative (Kiswahili and English) in the documentary as base material, the technical assistance contract in charge of managing the Intra-ACP GCCA+ CSF will get the texts translated into French, German and Spanish, including an indication of where sub-titles have to be inserted.
  - (ii) Based on the sub-title texts received, the film editor will produce versions with French, German and Spanish sub-titles.
  - (iii) Experts of the Intra-ACP GCCA+ Programme and Forests Intl's Communications Director will review the French, German and Spanish versions and if necessary provide instructions for small adjustments in sub-titles.
  - (iv) After integration of the necessary adjustments if any, experts of the Intra-ACP GCCA+ Programme on behalf of the ACP Secretariat will sign off the French, German and Spanish sub-titled versions.
- e) **Production of other language versions (short documentary):** Based on the original approved version of the recut, contribute to the production of additional versions with Kiswahili, French, German and Spanish sub-titles based on the following process:
- (i) The film editor will prepare a time-referenced transcript of all narrative (Kiswahili and English) used in the documentary recut.
  - (ii) On this basis, CFP will provide the text of Kiswahili sub-titles (for scenes narrated in English), including an indication of where exactly they have to be inserted.
  - (iii) On the same basis, the technical assistance contract in charge of running the CSF will get all texts translated into French, German and Spanish, including an indication of where exactly sub-titles have to be inserted.
  - (iv) Based on the sub-title texts received, the film editor will produce versions with Kiswahili, French, German and Spanish sub-titles.
  - (v) CFP will review the Kiswahili version and if necessary provide instructions for small adjustments in sub-titles. Experts of the Intra-ACP GCCA+ Programme will do the same for the French, German and Spanish versions. Forests Intl's Communications Director will review all versions for pacing and visual orderliness.
  - (vi) After integration of the necessary adjustments if any, CFP will sign off the Kiswahili sub-titled version and experts of the Intra-ACP GCCA+ Programme on behalf of the ACP Secretariat will sign off the French, German and Spanish sub-titled versions.
- f) **Support for distribution via *National Geographic Online*:** In collaboration with Forests Intl's Communications Director and CFP's Executive Director, liaise with acquisition officers/producers at *National Geographic* to secure the distribution of the short documentary and make any minor changes that may be necessary to meet their standards.
- g) **Formatting/Remastering:** Provide all final versions of the long and short documentary in the form of high-resolution and lower-resolution (mobile friendly) web-formatted files, as well as high-quality broadcast versions for television in both NTSC and PAL formats, and any additional formats specific to the broadcast specifications of EU countries. In addition and according to needs, provide versions remastered to broadcast specifications of *National Geographic Online* (see above). All final versions, in all requested formats, will be provided on external hard drives and sent by courier to: (i) CFP (Tanzania); (ii) Forests Intl (Canada); and (iii) the ACP Secretariat (Intra-ACP GCCA+ Programme) (Belgium).

**h) Mission report preparation:** Draft a short mission report, as outlined in Section 2.3.5.

The film editors will work in close collaboration with CFP's Executive Director and Forests Intl's Communications Director throughout the assignment to ensure message and continuity of the final product – keeping in contact through appropriate communication channels including e-mail, Skype or other communication applications. Video files for reviewing and commenting will be shared through a secure web-based file transfer or streaming system.

Important note: The film editors will be credited for the work accomplished under this work order, but will have no rights over the documentary in either its long or its short version. The production of the documentary having been financed by the European Development Fund, the copyright lies with the Contracting Authority (i.e. the ACP Secretariat), which grants to CFP and Forests Intl: (i) a non-exclusive right to show, and (ii) an exclusive right to distribute and sell the documentary for non-profit purposes for the benefit of CFP's operations in Pemba Island.

#### **2.2.4. Task 4: Support the distribution and dissemination of the *Kokota: Islet of Hope* documentary**

This task is aimed at preparing the ground for the distribution and dissemination of the documentary (in its long and short versions) in the European Union, as part of efforts to increase the visibility of the CFP project. Technical assistance from a professional film distribution agent, and/or communication/marketing expert with a proven record in the field of audiovisual product distribution, is sought to bring the documentary to audiences in EU countries and thereby: (i) raise awareness of the important progress achieved with support from EU citizens; and (ii) create additional opportunities for attracting financial support (through donations and new business opportunities) for CFP's climate-resilient development activities.

This task involves the following activities:

- a) **Preparatory work and definition of objectives:** View the *Kokota: Islet of Hope* documentary (existing long version and short version to be prepared under this work order), and review key documents and other relevant materials provided by CFP/Forests Intl to: (i) get familiar with the key characteristics of CFP's adaptive livelihoods programme; (ii) get familiar with the actions already taken to promote and distribute the documentary, and associated achievements; and (iii) identify gaps and needs in terms of distribution and dissemination, including targeted audiences, with a specific focus on the European market. Then hold "virtual" meetings (via Skype or another appropriate system for distant communication) with CFP's Executive Director and Forests Intl's Communications Director to share the findings of this initial review, and discuss their expectations on how the documentary could be used for promoting visibility and attracting additional funding for CFP's climate-resilient development activities. This will provide the basis for defining targeted audiences and strategic objectives, thus supporting the preparation of a realistic distribution and dissemination strategy and plan for the documentary (next step).

Preparatory work will result in the preparation of a short findings report which, once validated by CFP/Forests Intl, will provide the foundation for subsequent work. This **findings report** (indicatively about 3 pages) will include:

- (i) A description of the context of the assignment, articulated around the 3 areas mentioned above (general context, achievements from the initial steps taken for disseminating the documentary, gaps and needs with a focus on EU market and audiences).



- (ii) A broad outline of the needs and expectations of the Beneficiary, and of targeted audiences and strategic objectives for the distribution of the documentary (to be further elaborated during the next phase).

**b) Development of a distribution and dissemination strategy and plan:** Based on findings of the first phase, and taking account of the available language versions, develop a strategy and plan for the distribution<sup>12</sup> and dissemination of the documentary, in its long and short versions, in the European market. In the process, also investigate whether concrete opportunities exist to benefit from support from the Creative Europe programme ([https://eacea.ec.europa.eu/creative-europe\\_en](https://eacea.ec.europa.eu/creative-europe_en)) for the distribution of the documentary in the EU.

Indicatively, the **strategy** will specify:

- (i) The overall objective(s) pursued through the distribution and dissemination of the documentary.
- (ii) Targeted audiences, by profile and geographic location.
- (iii) Specific targets for the distribution and dissemination of the documentary, in terms of number of agreements, geographical coverage, number of people reached by type of audience and/or channel.
- (iv) Whether or not it is worth taking specific actions to benefit from support from the Creative Europe programme – and if so under which specific action or component.

The **plan** will describe in practical terms specific actions required to make the strategy operational, and will include:

- (i) A list of verified, specific potential distribution and dissemination channels<sup>13</sup> in the EU, covering:
  - film festivals,
  - television channels,
  - digital platforms including social media partnerships,
 with a short description of their characteristics, application procedure, selection or broadcast eligibility criteria, hyperlinks to their websites, contact information, and a summary of the results of initial contacts.
- (ii) Where sales opportunities exist (e.g. with television channels), a list of recommended sales agents, with a short description of their characteristics, hyperlinks to their websites, contact information, information on their fees or fee range, and a summary of the results of initial contacts.
- (iii) A list of actions to be taken (including in relation to the Creative Europe programme if found relevant), practical recommendations, a timeline (taking account of deadlines to be met for

<sup>12</sup> Including sales where relevant/possible. The production of the documentary having been financed by the European Development Fund, it is understood that CFP and Forests Intl may not make any profit from selling it. CFP and Forests Intl undertake to reinvest any profit from sales of the documentary (if relevant after deducting costs incurred for securing its distribution) into CFP's operations in Pemba Island for the benefit of local communities.

<sup>13</sup> By 'verified', it is meant that the film distribution agents have established initial contacts with specific distribution / dissemination channels, and have secured at least an expression of interest on their part to enter into talks with CFP/Forests Intl regarding the distribution or dissemination of the long and/or short version of the documentary.

submitting the documentary to the verified potential distribution channels mentioned above), and an estimation of the costs that may be associated with implementing the plan.

c) **Mission report preparation:** Draft a short mission report, as outlined in Section 2.3.5.

The film distribution agents will work in close collaboration with CFP's Executive Director and Forests Intl's Communications Director throughout the assignment – keeping in contact through appropriate communication channels including e-mail, Skype or other communication applications. They will also liaise as appropriate with the film editors in charge of Task 3 of this work order, as the timing of production of Output 3 must be taken into account in the planning of distribution-related activities.

### 2.2.5. Indicative workload (*in working days*)

Positions referred to in the table below are the following:

- Expert 1a: Rural Development / SME Development Specialist.
- Expert 1b: Capacity Development / Training Specialist.
- Expert 2: International Trade and Marketing Specialist.
- Expert 3a: Chief Film Editor and Script Writer.
- Expert 3b: Film Editor.
- Expert 4a: Film Distribution Agent – Film festivals and television channels.
- Expert 4b: Film Distribution Agent – Digital platforms including social media partnerships.

Task	WDs Exp 1a	WDs Exp 1b	WDs Exp 2	WDs Exp 3a	WDs Exp 3b	WDs Exp 4a	WDs Exp 4b
<b>Task 1: Business development curriculum</b>	<b>35</b>	<b>20</b>	-	-	-	-	-
- A1.a: Preparatory work	2	2					
- A1.b: Training needs and constraints assessment	4	4					
- A1.c: Core curriculum design	6	6					
- A1.d: Training module content development <sup>14</sup>	12	3					
- A1.e: Development of guidance for instructors	5	2					
- A1.f: Compilation of curriculum packages <sup>15</sup>	4 (2+2)	2					
- A1.g: Mission report preparation	2	1					
<b>Task 2: Climate-smart marketing strategy</b>	-	-	<b>55</b>	-	-	-	-
- A2.a: Preparatory work			10				
- A2.b: In-country data collection			15				
- A2.c: Supply chain analysis			13				
- A2.d: Draft marketing strategy preparation			5				
- A2.e: Validation workshop and debriefing			3				
- A2.f: Final marketing strategy / action plan prep.			7				

<sup>14</sup> Number of days for activities A1.d (training content development) and A1.e (development of guidance for instructors) to be confirmed, and if necessary adjusted following the validation of the core curriculum design – as the actual workload will depend on the number and scope of training modules.

<sup>15</sup> Expert 1a will be in charge of compiling the original (English) version of the curriculum package (indicative workload: 2 days). Depending on which of them is the best Kiswahili speaker, either Expert 1a or Expert 1b will be in charge of reviewing/revising the translated version (indicative workload: 2 days).

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Task	WDs Exp 1a	WDs Exp 1b	WDs Exp 2	WDs Exp 3a	WDs Exp 3b	WDs Exp 4a	WDs Exp 4b
- A2.h: Mission report preparation			2				
<b>Task 3: Documentary recut and add'l languages</b>	-	-	-	20	43	-	-
- A3.a: Preparatory work and briefing				1	7		
- A3.b: Script writing				5			
- A3.c: Editing and screening				5	12		
- A3.d: Production of other language versions (long)				1	9		
- A3.e: Production of other language versions (short)				1	9		
- A3.f: Support for distribution via Nat. Geo Online				5			
- A3.g: Formatting/Remastering					6		
- A3.h: Mission report preparation				2			
<b>Task 4: Documentary distribution</b>	-	-	-	-	-	20	20
- A4.a: Preparatory work, definition of objectives						3	3
- A4.b: Dvpt of distribution strategy / plan:							
a) film festivals and television channels						-	16
b) digital platforms incl. social media partnerships						16	
- A4.c: Mission report preparation						1	1
<b>Total excl. travel</b>	<b>35</b>	<b>20</b>	<b>55</b>	<b>20</b>	<b>43</b>	<b>20</b>	<b>20</b>

The number of working days specified above is indicative and may be adjusted to needs and circumstances provided the total number of working days for each task separately is not exceeded. Travel days may be added to the above (see section 3.3.1). Saturday work can be charged without requesting prior approval. Work on Sundays and holidays cannot be charged unless prior authorisation is secured from the ACP Secretariat.

## 2.3. Outputs to be delivered

### 2.3.1. Output 1: Gender-responsive business development curriculum

This output comprises the following elements:

- **Output 1.1:** Training needs and constraints assessment, as described in Section 2.2.1, part b) – to be submitted at the end of the training needs assessment phase.
- **Output 1.2:** Core curriculum design including all training module outlines, as described in Section 2.2.1, part c) – to be submitted at the end of the curriculum design phase.
- **Output 1.3:** Training modules including theoretical and practical content, in line with the agreed curriculum design and as described in Section 2.2.1, part d) – to be submitted at the end of the content development phase.
- **Output 1.4:** Guidance for instructors, as described in Section 2.2.1, part e) – to be submitted at the same time as the detailed training modules.
- **Output 1.5:** Final, compiled curriculum packages in both English and Kiswahili, as described in Section 2.2.1, part f) – to be submitted at the end of the assignment.

### 2.3.2. Output 2: Marketing strategy and plan

This output comprises the following elements:

- **Output 2.1:** Inception report, as described in Section 2.2.2, part a) – to be submitted at the end of the preparatory phase.
- **Output 2.2:** Short intermediate report taking stock of the results of the in-country data collection phase and confirming the scope of further work, as described in Section 2.2.2, part b) – to be submitted at the end of the in-country data collection phase.
- **Output 2.3:** Supply chain analysis report, as described in Section 2.2.2, part c) – to be submitted at the end of the supply chain analysis phase.
- **Output 2.4:** Draft marketing strategy presenting alternative options, as described in Section 2.2.2, part d) – to be submitted at the end of the draft marketing strategy preparation phase.
- **Output 2.5:** Final marketing strategy, and associated marketing plan, as described in Section 2.2.2, part f) – to be submitted at the end of the assignment.

### 2.3.3. Output 3: Additional language versions and new short version of documentary

This output comprises the following elements:

- **Output 3.1:** Final reference version of the documentary recut (Kiswahili and English narrative, English sub-titles), maximum 10 minutes, web format (high and lower resolution), as described in Section 2.2.3, part c) – to be submitted at the end of the editing and screening phase.
- **Output 3.2:** Time-referenced transcript of all narrative (Kiswahili and English) used in the final documentary recut, as described in Section 2.2.3, part e) – to be submitted at the latest within one week following the approval of Output 3.1.
- **Output 3.3:** Final package comprising: (i) French, German, and Spanish sub-titled versions of the original documentary; and (ii) the documentary recut in English, Kiswahili, French, German, and Spanish sub-titled versions – all in the following formats: high-resolution and lower-resolution web-formatted files, web-formatted files compliant with the specifications of *National Geographic Online*, broadcast versions for television, as described in Section 2.2.3, parts d), e) and f) – to be submitted at the end of the assignment.

### 2.3.4. Output 4: Distribution strategy and plan for the documentary

This output comprises the following elements:

- **Output 4.1:** Short findings report, as described in Section 2.2.4, part a) – to be submitted at the end of the preparatory phase.
- **Output 4.2:** Distribution and dissemination strategy and plan, as described in Section 2.2.4, part b) – to be submitted at the end of the assignment.



### 2.3.5. Mission reports

In addition to the above-mentioned outputs, at the end of their assignment, the experts will submit a mission report<sup>16</sup> including:

- An abstract of the technical assistance assignment, summarising the objective(s), key activities undertaken and outputs/results with non-technical language and a maximum of 500 words.
- An introduction synthesizing key background information and the objectives of the assignment (*max. 1 page*).
- A description of activities undertaken and outputs produced (with detailed written outputs attached as annexes to the report).
- If and as relevant, a description of the challenges and constraints encountered, and how they were addressed.
- Conclusions and recommendations as relevant (e.g. recommendations on follow-up actions).
- In annex: detailed agenda of the assignment; list of people met or contacted (name, title or position, organisation, contact details); list of references and key documents consulted; any other relevant documents.

Copies of all materials created for the technical assistance assignment (e.g. PowerPoint presentations, studies, video materials, etc.) must be submitted with the mission report (or earlier as intermediate outputs as specified above). If the opportunity arises, experts are also invited to take and share some photographs during visits to the field (illustrating CFP project work), on the understanding that they may be used by CFP, Forests Intl, the ACP Secretariat and/or the European Union for communication and visibility purposes without specific charge or authorisation. In general, please keep file sizes low, if necessary downsizing pictures, maps and other “heavy” graphical materials in key output documents and in the mission report. Where the original version of some graphic, photographic, video or other materials is large and a high-resolution version must be provided, they should be submitted to CFP, Forests Intl and the Intra-ACP GCCA+ Programme via a web-based file transfer system rather than by e-mail. Final versions of the documentary (long and short versions) will be submitted on external hard drives.

## 3. Organisational and methodological issues

### 3.1. Location and travel arrangements

For **Task 1** (Develop a gender-responsive business development curriculum):

- Activities b) and c), i.e. training needs and constraints assessment and core curriculum design, will be conducted on Pemba Island, at CFP’s headquarters and in other locations as appropriate (e.g. to visit CFP-supported communities and other relevant stakeholders) (“in-country”).
- Activities a), d), e), f) and g), i.e. preparatory work, development of training module content and guidance for instructors, compilation of curriculum packages and preparation of mission report, will be conducted by the experts from their usual place of residence or work (“home-based”).

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<sup>16</sup> One report per task.

For **Task 2** (Develop a climate-smart marketing strategy and plan):

- Activities b) and e), i.e. in-country data collection, results-sharing and validation workshop and debriefing, will be conducted on Pemba Island, at CFP's headquarters and in other locations as appropriate (e.g. to visit ZSFA members and other relevant stakeholders) ("in-country").
- Activities a), c), d), f) and g), i.e. preparatory work, supply chain analysis, and preparation of the draft marketing strategy, final marketing strategy / action plan and mission report, will be conducted by the expert from his/her usual place of residence or work ("home-based").

For **Task 3** (Produce additional language versions of the *Kokota: Islet of Hope* documentary as well as a 10-minute recut) and **Task 4** (Support the distribution / dissemination of the *Kokota: Islet of Hope* documentary), no mission to Tanzania is needed and all activities will be conducted from the experts' usual places of residence or work.

### 3.2. Duration and indicative planning

**Task 1** (Develop a gender-responsive business development curriculum) is expected to take place over approx. 4 months (including the time needed to validate the various outputs and translate the curriculum package).

**Task 2** (Develop a climate-smart marketing strategy and plan) is expected to take place over 4.5 to 5 months (including the time needed to validate the various outputs).

**Task 3** (Produce additional language versions of the *Kokota: Islet of Hope* documentary as well as a 10-minute recut) is expected take place over approx. 5 months (including the time needed to get the narrative translated into several languages for the purpose of multilingual sub-titling). However, Output 3.1, i.e. the final, approved "reference" version of the documentary recut (with English subtitles) must be available at the latest by 15 May 2018, so that it can be shown at European Development Days in early June. (In practice, this means the final version "for approval" of the documentary recut should be ready by 5 May 2018.)

**Task 4** (Support the distribution / dissemination of the *Kokota: Islet of Hope* documentary) is expected to be completed within maximum 2 months after the end of Task 3.

Overall, the assignments for this Work Order are expected to be concluded within 7 months from the starting date.

### 3.3. Inputs needed

#### 3.3.1. Provided by the Climate Support Facility – Expertise

The Intra-ACP GCCA+ CSF will provide expertise for the following positions:



### **Expert 1a: Rural Development / SME Development Specialist (senior)**

*Profile:*

- At least a Bachelor's Degree, and preferably a Master's Degree, in Rural Development, Development Economics, Agribusiness, Business Development, Entrepreneurship, SME Management or another relevant field.
- Minimum 10 years of professional experience in the field of rural development and/or small and medium-sized enterprise (SME) development, of which at least 3 years related to small rural enterprise development in countries of the ACP (Africa, Caribbean and Pacific) Group of States<sup>17</sup>.
- Demonstrated experience in providing support to developing country SMEs in the specific fields of business planning and development, financial management and marketing.
- Very good writing and verbal communication skills, in English and (ideally) also in Kiswahili.<sup>18</sup>
- The following types of specific experience will be considered an asset: (i) experience in curriculum / training materials development and/or training delivery; (ii) work experience in Tanzania, Eastern Africa and/or a small developing island; (iii) experience as a team leader.

This expert will play the role of team leader for the first component of this assignment.

### **Expert 1b: Capacity Development / Training Specialist (junior)**

*Profile:*

- At least a Bachelor's Degree, and preferably a Master's Degree, in Educational Sciences, Adult Education, Curriculum Design or another relevant field; or equivalent knowledge gained through at least 5 years of professional experience in the field of adult education and training, ideally reinforced by some type of formal qualification (e.g. training certificate) in teaching / pedagogical methods.
- Minimum 3 years of professional experience in the field of capacity development, curriculum development, training materials development and/or training delivery, of which at least two years related to capacity development in countries of the ACP Group of States.
- Demonstrated experience in developing training programmes and training materials.
- Demonstrated experience in delivering training to adult audiences in ACP countries.
- Good writing and verbal communication skills, in English and (ideally) also in Kiswahili.<sup>19</sup>
- The following types of specific experience will be considered an asset: (i) experience in developing training materials and/or delivering training targeted at rural communities in ACP countries; (ii) experience in developing training materials and/or delivering training on business planning and development, financial management and/or marketing; (iii) work experience in Tanzania, Eastern Africa and/or a small developing island.

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<sup>17</sup> See list on <http://www.acp.int/content/secretariat-acp>.

<sup>18</sup> Either Expert 1a or Expert 1b, if not both, must have a good working knowledge of Kiswahili.

<sup>19</sup> Either Expert 1a or Expert 1b, if not both, must have a good working knowledge of Kiswahili.

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## **Expert 2: International Trade and Marketing Specialist (senior)**

### *Profile:*

- At least a Bachelor's Degree, and preferably a Master's Degree, in International Trade, Marketing, International Marketing, International Business or another relevant field.
- Minimum 10 years of professional experience in the field of international trade development, market research, market development and/or rural product marketing, of which at least three years in support of countries or producers of the ACP Group of States.
- Demonstrated experience in conducting market research, supply chain analysis and/or value chain analysis in relation to rural products (preferably originating from developing countries).
- Demonstrated experience in developing and/or implementing marketing strategies or plans in relation to rural products (preferably originating from developing countries).
- Good writing and verbal communication skills in English; additional knowledge of Kiswahili would be considered an important asset.
- The following types of specific experience will be considered an asset: (i) experience in marketing horticultural products produced by rural communities from ACP countries; (ii) experience in the field of fair trade; (iii) work experience in Tanzania, Eastern Africa and/or a small developing island.

## **Expert 3a: Chief Film Editor and Script Writer (senior)**

### *Profile:*

- Diploma, Degree or other certified professional qualification in Film Making, Film and Video Production, Video Editing, Digital Arts or another relevant field.
- Minimum 10 years of professional experience with filmmaking, video production and editing, video and audio content development or editing, and/or other relevant activities in the audiovisual and media industry.
- Experience with writing scripts for documentaries.
- Production including editing, or editing as lead editor, of at least 2 documentaries or films successfully aired on at least one television network and one online platform (evidence to be provided).
- Practical knowledge of video codecs, video capture and editing platforms and software, in particular Adobe Premiere Pro CC or compatible video editing software.
- Good writing and verbal communication skills in English; additional knowledge of Kiswahili would be considered an important asset.

## **Expert 3b: Film Editor (senior)**

### *Profile:*

- Diploma, Degree or other certified professional qualification in Film Making, Film and Video Production, Video Editing, Digital Arts or another relevant field.
- Minimum 10 years of professional experience with filmmaking, video production and editing, video and audio content development or editing, and/or other relevant activities in the audiovisual and media industry.

- Practical knowledge of video codecs, video capture and editing platforms and software, in particular Adobe Premiere Pro CC or compatible video editing software.
- Good writing and verbal communication skills in English; additional knowledge of Kiswahili would be considered an important asset.

**Expert 4a: Film Distribution Agent<sup>20</sup> – Film festivals and television channels (senior)**

*Profile:*

- Minimum 10 years of professional experience with the promotion and distribution of films / audiovisual materials, including documentary films, exercised in or with at least 3 European countries.
- At least 2 specific experiences with the distribution in Europe of a film or documentary addressing development / sustainable development issues in ACP countries.
- At least one specific experience with the distribution in Europe of a film or documentary through a film festival.
- At least one specific experience with the distribution in Europe of a film or documentary through a television channel.
- Good writing and verbal communication skills in English.
- The following types of specific experience will be considered an asset: (i) experience in promoting / distributing African or Africa-related films and documentaries; (ii) experience in promoting / disseminating / distributing audiovisual materials produced by or for civil society / non-governmental organisations for the purposes of awareness raising and/or fund raising.

**Expert 4b: Film Distribution Agent<sup>21</sup> – Digital platforms including social media partnerships (senior)**

*Profile:*

- Minimum 10 years of professional experience with the promotion and distribution of films / audiovisual materials, including documentary films, exercised in or with at least 3 European countries.
- At least 3 specific experiences with the distribution or dissemination in Europe of a film or documentary through one or more digital platforms and/or social media partnerships – of which at least one experience related to an audiovisual product addressing development / sustainable development issues in ACP countries.
- Good writing and verbal communication skills in English.
- The following types of specific experience will be considered an asset: (i) experience in promoting / distributing African or Africa-related films and documentaries; (ii) experience in promoting / disseminating / distributing audiovisual materials produced by or for civil society / non-governmental organisations for the purposes of awareness raising and/or fund raising.

The provision for expertise is as follows (*WDs = working days*):

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<sup>20</sup> Or communication/marketing expert with a proven record in the field of audiovisual product distribution.

<sup>21</sup> Or communication/marketing expert with a proven record in the field of audiovisual product distribution.

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Purpose	WDs Exp 1a	WDs Exp 1b	WDs Exp 2	WDs Exp 3a	WDs Exp 3b	WDs Exp 4a	WDs Exp 4b
Technical work excluding travel (as specified in section 2.2.5)	35	20	55	20	43	20	20
Provision for in-country travel ( <i>to be used according to actual needs</i> )	-	-	1	-	-	-	-
Provision for international travel <sup>22</sup> ( <i>to be used according to actual needs</i> )	3	3	6	-	-	-	-
<b>Total</b>	<b>38</b>	<b>23</b>	<b>62</b>	<b>20</b>	<b>43</b>	<b>20</b>	<b>20</b>

### 3.3.2. Provided by the Climate Support Facility – Incidentals budget

The Climate Support Facility will provide for the following incidental expenditures:

- International travel (return tickets for curriculum development experts and marketing expert)
- In-country travel for the marketing expert (if some internal flights in Tanzania not covered by the international air ticket are needed)
- Per diems (for time spent in-country by non-resident experts or by resident experts working outside their normal place of work) – based on EuropeAid official rates<sup>23</sup> and procedures for calculating the number of per diems
- Catering services for the marketing strategy validation workshop (25 participants, 2 days)
- Printing of documents (handouts for the marketing strategy validation workshop)
- Interpretation and translation services for the marketing expert (if/as needed)<sup>24</sup>
- Translation services for training materials and sub-titles for the long and short versions of the documentary<sup>25</sup>
- Purchase of external hard drives (for submission of final video materials)
- Express courier services (for dispatch of final video materials)

<sup>22</sup> Including transfer flights between Dar-es-Salaam or Zanzibar International Airport and Pemba Airport.

<sup>23</sup> See [https://ec.europa.eu/europeaid/work/procedures/implementation/per\\_diems/index\\_en.htm\\_en](https://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm_en).

<sup>24</sup> Provision for: (i) English-Kiswahili-English interpretation services during the in-country data collection phase, for meetings held in Pemba Island, Zanzibar City or Dar-es-Salaam without the presence/support of CFP staff – on the understanding that the Enterprise Development Officer or other CFP staff will be available to provide interpretation services as needed during the bulk of meetings held in Pemba and during the marketing strategy validation workshop phase; and (ii) translation into English of important source documents only available in Kiswahili, if/as relevant.

<sup>25</sup> Translation services for these items will be contracted by the technical assistance contract in charge of running the CSF.

### 3.3.3. Provided by the Beneficiary

#### Community Forests Pemba:

- Logistical support for planning and implementation of the assignment, in collaboration with the experts (provided by the CFP Operations Manager).
- Necessary expert travel on Pemba Island, provided using the organisation's vehicles and drivers.
- Necessary expert work and stakeholder convening space on Pemba Island, provided using the organisation's Rural Innovation Campus facilities.
- For Tasks 1 and 2, technical support provided by CFP's Enterprise Development Officer – who will brief the experts on their arrival; facilitate and if relevant participate alongside the experts in meetings with external stakeholders; and be regularly available to provide guidance and feedback to the experts throughout the duration of the assignment.
- For all tasks, additional support provided according to needs by key staff including the Executive Director and Monitoring and Evaluation Officer.

#### Community Forests International:

- Support provided according to needs by key staff including the Executive Director and Communications Director.
- Travel and accommodation expenses for Forest Intl staff in relation to project implementation.



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