

## TERMS OF REFERENCE

### AGRI-BUSINESS TRAINER-COACH RURAL YOUTH ECONOMIC EMPOWERMENT PROGRAMME

Publication ref: 4-H-HEART/NSTA-RYEPP-09-2024/04-2025/Agri-Business Trainer-Coach  
Consultant Service Contract/ Jamaica

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#### 1. GENERAL INTRODUCTION

##### 1.1. ABOUT THE JAMAICA 4-H CLUBS (4-H)

4-H (a non-profit organization), is a statutory government entity established in 1940 and is recognised as the most active and effective youth movement in the country. Our mission is to mobilise, educate and train young people between the ages of five and thirty- five years in agriculture, fisheries, value added, home economics, leadership and social skills which will prepare them for, or influence them into, careers in agriculture and agro-related occupations; and provide a cadre of trained young leaders capable of contributing to national development. Our registered membership as of August 2024 was 63,960 and included youth from across Jamaica; drawn from different communities, churches, and school groups including colleges and correctional institutions.

The Jamaica 4-H Clubs is the leading youth organization in Jamaica and strives to continue mobilizing youth to be nation builders. Our vision is “To become the youth hub for agricultural excellence”. The Jamaica 4-H Clubs address new and dynamic issues related to climate smart agriculture, urban farming, agricultural innovation and adaptive technologies. The development of new programmes is geared towards rectifying some of the challenges outlined in the national priorities for youth development as well as strategic imperatives such as: entrepreneurship, health, continued education, youth relations, care and protection, living environment, participation and empowerment.

The programme initiatives of the 4-H Clubs are ideal pedagogical tools for young people as they instill a sense of duty and general awareness of environment and social responsibility. The programme activities are geared at facilitating youth to generate direct economic benefits, but more importantly, provide entrepreneurial training and experience that will enhance the lifestyle of our youth. This will result in an increased interest amongst youth to actively participate in developing the sector through greater appreciate and application of modern technologies.

The organization continues to modify and expand its training programmes. Below is an outline of the training programmes offered:

- Precision Agriculture
- Climate Smart Agriculture
- Value Added Agriculture
- The Environment
- Agricultural Entrepreneurship
- Leadership
- Healthy Lifestyle

## 1.2. BACKGROUND FOR THIS CONSULTANCY

There has been incremental improvement in youth unemployment, however, more support is required to further reduce the 12.6 per cent unemployment levels among youth (Statistical Institute of Jamaica, 2024). The Government of Jamaica and the private sector, offers a suite of programme options geared at addressing this problem, however, the majority are urban based. While the data may point to higher unemployment in urban areas, the reality of the rural space masks the challenges which rural youth face. In rural areas, surplus labour is easily absorbed in seasonal farm work, with the result being high levels of both visible and invisible underemployment for rural youth.

Given youth's sheer percentage in the population, they have an increasingly strong social and environmental awareness, which has the power to transform our society towards a low-carbon and climate-resilient future. According to the Rural Agricultural and Development Authority (2020), approximately 20% of young persons between the ages of 15 and 35 years are involved in agriculture with males accounting for 69% and females, 31%. In 2017, approximately 6% of fisher folk were female (Food and Agriculture Organization, 2017).

The Youth in Agriculture Policy and Implementation Plan (2016) notes that youth were aware that climate change contributed to some of the challenges affecting their productivity levels. Consultations amongst male and female youth suggest that women are more vulnerable and experience greater barriers to entering and or engaging in agriculture and fisheries. While males may have greater access to land, youths in general still experience challenges such as lack of access to capital, land, machinery, high entry costs for the fisheries sector, and access to boating equipment, materials, and devices.

The Jamaica 4-H Clubs Youth in Agriculture Enterprise Development Programme is geared towards increasing Jamaica's food production, while providing opportunities to engage youth in viable agriculture enterprises. This programme empowers youth through training, venture financing, and technical support and coaching. This is a part of the Jamaica 4-H Clubs strategy to implement a robust agricultural entrepreneurship programme. Since, 2016, the Jamaica 4-H Clubs through its Youth Enterprise Development Programme has supported over 1500 youths to establish agro-based enterprises.

The programme consists of three components: Livestock Development Stimulator, Crop Development Stimulator and the Rural Youth Economic Empowerment Programme (RYEEP).

1. The Livestock and Crop Development Simulators provide basic support to youth under 17 years old with access to training through the 4-H Clubs at schools and in their communities.
2. RYEEP provides the opportunity to increase the productive capacity of new youth entrants to the sector, improve access to and usage of agricultural technology and encourage agricultural innovation. The programme supports the establishment of youth agro-enterprises through training, certification, extension services, business coaching, and enterprise kits to pursue agro-based enterprises. In addition, RYEEP supports other social indicators such as reducing the levels of unemployment, and the number of youths exposed to crime. RYEEP has two components, namely:

- a. **RYEEP Starter** is a stimulator programme, providing venture inputs valuing up to \$75,000 to new youth entrants in the agricultural sector. Beneficiaries of RYEEP Starter have the opportunity to matriculate into RYEEP Builder.
- b. **RYEEP Builder** supports youth who are actively engaged in agriculture production with the propensity to grow. It provides venture inputs of up to \$100,000 for agro-based enterprises involved in crop and livestock production including apiculture and agro-processing.

RYEEP Starter and Builder target youth 18-35 years of age.

### 1.3. SPECIFIC OUTPUT

- Capacity building and skills development of 150 youths in entrepreneurship by providing guidance to assess business opportunities in the agriculture and fisheries sector and developing, managing, and sustaining agriculture-based enterprises.
- To engage 120 beneficiaries in an extended training programme to include business management, personal development, social skills, and good agricultural practices (this should result in the development of business model canvas or business plan).
- Support of 100 youth-led agro-based enterprises through the provision of venture inputs valuing up to \$100,000.00.
- Provide Business and Technical Coaching support to at least 100 youth-led agro-enterprises for 6 months.
- The Business Coach would have satisfactorily satisfied the objective of the consultancy if the following are achieved:
  - o **Youth trained/coached are eligible for farmer certification through the Jamaica 4-H Clubs Mastery Level Certification.**
  - o **With the support of the Jamaica 4-H Clubs Training Coordinator, beneficiaries obtain NCTVET Prior Learning Assessment/Job Certification.**
  - o **Beneficiaries trained/ coached are registered with the Rural Agricultural Development Authority.**
  - o **The capacity of youth farmers is strengthened to formalize their business through registration and filing of statutory returns.**
  - o **Beneficiaries developed a Business Model Canvas or Business Plan by the end of the engagement.**

## 2. SCOPE OF WORK

The main objective of this assignment is to support the establishment of youth enterprises and to provide opportunities that may enhance their sustainability and competitiveness. This will be achieved through a suite of non-financial and financial business development support namely:

- i. Participate in planning sessions with the consortium of trainers/ coaches as well as 4-H staff to develop/revise training content for each enterprise category.
- ii. Develop and/or revise training content for reproduction by the Jamaica 4-H Clubs to facilitate training of youths in business management and agricultural best practices.
- iii. With support from the Jamaica 4-H Clubs organize and facilitate a series of conversations with successful entrepreneurs in areas aligned to RYEEP and organize field trips/ study tours.

- iv. Facilitate the development of budgets by beneficiaries to access venture capital for materials and equipment inputs.
- v. Support each youth beneficiary to develop a business model canvas / business plan for their enterprises.
- vi. Provide one-to-one Business and Technical Coaching for a period of 6 months.
- vii. Conduct farm site visits and document findings.
- viii. Facilitate workshop sessions with youth participants. Training will consist of a blended approach of face-to-face and virtual instruction, study tours, practical sessions, and assessments.

## 2.1 TRAINING LOTS

Consultants are required to provide training and coaching to beneficiaries participating in RYEEP Builder. **No individual consultant will be considered for more than one Lot.** The project seeks to contract one (1) **consultant per Lot area** as per Table 1. This is with the exception of Lot 5 in which two (2) consultants will be contracted.

Table 1: Lots

Lot #	Area of Expertise
Lot 1	General Business Management – focusing on <b>Entrepreneurship, Business Modelling, Planning and Management for Agricultural, Fisheries and Value Addition enterprises</b>
Lot 2	General Business Management focusing on <b>Marketing and Value Chain Development for Agricultural, Fisheries and Value Addition enterprises</b>
Lot 3	General Business Management focusing on <b>Financial Planning and Management for Agricultural, Fisheries and Value Addition enterprises</b>
Lot 4	Good Agricultural Practices and Management ( <b>Crop/Fisheries</b> ) to include Climate Smart Agriculture, Mitigation, and Adaption Practices using innovation and technology
Lot 5	Good Agricultural Practices and Management ( <b>Livestock</b> ) to include Climate Smart Agriculture, Mitigation, and Adaption Practices using innovation and technology
Lot 6	<b>Value Added Agriculture/ Agro-processing</b> with knowledge of Occupational Safety and Health (OSH), Hazard Analysis Critical Control Point, Food Preservation and Processing, Quality Control and other key areas of food safety, processing and commercialization.

The consultant will be expected to facilitate training in groups online and via small groups as well as facilitate study tours at a central location across three regions (Western, Eastern, and Central Jamaica).

## 2.2 SPECIFIC TASKS AND DELIVERABLES

The Agribusiness Trainer/ Coach (referred to as the Consultant) shall, under the guidance of the RYEEP Project Coordinator be required (based on their experience), to influence the approach to developing the agri-enterprises and inform what will be required to build sustainable enterprises.

The specific tasks of the assignment will include:

- 2.1.1. Adapting and/or developing training materials that are relevant and appropriate to the

profile of the RYEEP beneficiary group. These will be based on the training modules provided by the Jamaica 4-H Clubs. These materials will be in addition to the business planning and management kits that will be developed and used during the sessions.

- 2.1.2. Facilitate training to all beneficiaries according to area (s) of specialization. This may require trainers to be a part of training sessions delivered by other trainers, to enable synergies.
- 2.1.3. Facilitators may be drawn from Ministries, Departments, Agencies and private sector firms supporting agriculture, farmer, and fisher groups/ cooperatives. Knowledge exchange trips will be incorporated to increase the exposure opportunities for beneficiaries to local farms utilizing technology and innovation.
- 2.1.4. Support youth beneficiaries to develop business kits (budgets, business plans, and management tools) for targeted agricultural enterprises:
  - a) Livestock production – apiary management, poultry production - broiler and layer
  - b) Crop production
  - c) Agro-processing
  - d) Fisheries

These kits will be developed during the business development training and coaching sessions. They will further be used to guide the development of business models and plans for the selected youth agro-enterprises.

Kits will include content related to: Business Growth/Expansion, Tools and Equipment required, Required Infrastructure, Certification/ Registration (where applicable), Good Agricultural Practices, Budget, 2- 5 Years Projected Financial Statements, record keeping templates, marketing tools, etc.

These kits will be used during the business and technical coaching phase. The Consultants will be expected to support the youths in modifying the plans as necessary, according to the realities experienced during implementation.

- 2.1.5 Providing business and technical coaching to beneficiaries for 6 months. Coaching sessions will be aimed at guiding youth entrepreneurs in nurturing and growing their micro agribusiness through innovation and to achieve financial sustainability and access to markets.

Coaching activities will be done concurrently with training and require the consultant to provide direct handholding support to the assigned youth beneficiaries. This will include:

- 2.1.6 Facilitating support as described in small groups of five (5) where practical. *At least two (2) small group sessions should be facilitated during the period of engagement.* These sessions must be facilitated in proximity to the group's place of residence or farm. During this activity, where possible, coaches should utilize the time if allowed to perform some of the coaching and technical support activities on the farm site. This may be counted separately as a physical visit to the youth farmers' farm or place of operation. It is also advisable that, if possible, a business coach and an agricultural expert or coach facilitate visits together to synchronize learning and support for the participating youth.

- 2.1.7 Physically visiting the assigned youth’s place of operation once or twice during the period of engagement. Each youth farmer must be visited either after they have received their venture inputs *and/or* in the final month of coaching. Coaches must maintain contact using other means of communication to support the youths assigned to them. This may include contact by phone, Voice Over Internet Protocol (VOIP), or by any other appropriate means as mutually agreed by the 4-H.
- 2.1.8 Liaise closely with beneficiaries to develop and or improve business model canvas/ business plan templates. This is critical to ensure that appropriate support and/or guidance is provided to youths to implement and manage their agro-enterprises.
- 2.1.9 Consultants will support the PMU in shortlisting youth beneficiaries for each programme activity.
- 2.1.10 Where resources can be leveraged with other programmes and activities, additional support may be identified, recommended, and/ or directed to the development of the businesses by the Consultant.
- 2.1.11 Evaluate and report on each training and coaching activity.
- 2.1.12 The consultant will provide a register or proof of engagement with beneficiaries for each contact. The templates provided by the Jamaica 4-H Clubs MUST be used for this purpose.

### 3. REPORTS/OUTPUTS

The Consultants will submit reports monthly by electronic mail to the Project Coordinator. The final report should include a summary of all the activities, achievements, a copy of registers for all training administered and site visit reports. In addition, all monthly reports must be appended to the final report. A final report must be submitted no later than 20 days after the completion of all activities as per agreed schedule.

The report should include cover, main document, and all annexes such as registers, photographs, completed business plans for each beneficiary, etc.

### 4. COMPENSATION AND SCHEDULE OF PAYMENT

This contract is a fixed price contract (including professional fees and all associated expenses). Consultants will be paid according to the level of effort required for each Lot as outlined in Table 2:

Table 2: Compensation by Lot

Lot #	Consultants Required	# of Consultants Required	Contract Value
Lot 1	Business Consultant - <b><i>Entrepreneurship, Business Modelling, Planning and Management</i></b>	1	<b>J\$1,833,600.00</b>

<b>Lot 2</b>	Business Consultant - <b>Marketing and Value Chain Development</b>	1	<b>J\$1,833,600.00</b>
<b>Lot 3</b>	Business Consultant - <b>Financial Planning and Management</b>	1	<b>J\$1,833,600.00</b>
<b>Lot 4</b>	Agricultural Specialist - <b>Crop/Fisheries</b>	1	<b>J\$1,490,400.00</b>
<b>Lot 5</b>	Agricultural Specialist – <b>Livestock</b>	2	<b>J\$1,000,800.00</b>
<b>Lot 6</b>	Value Added Agriculture/ Agro-processing Specialist	1	<b>J\$828,000.00</b>

The payment schedule for all contracts will be confirmed during contract negotiation.

An invoice must present each payment request to the Jamaica 4-H Clubs Project Management Unit along with the respective reports.

**Reimbursable Expenses**

No other expenses will be considered for reimbursement.

**5. COORDINATION**

**a. Coordination**

The Jamaica 4-H Clubs will sign contracts with the Consultants for the service areas as outlined in Section 2.1. The Consultant will report to the Jamaica 4-H Clubs where he/she will also submit his/her deliverables and have discussions with the RYEEP Project Coordinator.

The contact details for the Jamaica 4-H Clubs are as follows:

**Mr. Peter Thompson**

**Executive Director**

**Jamaica 4-H Clubs**

**95 Old Hope Road, Kingston 6**

**c/o Amanda McKenzie, Acting Manager, Business and Entrepreneurship Development**

Telephone: (876) 927-4050-2, 564-5927

Fax: (876) 978-3209

Email: amanda.mckenzie@jamaica4hclubs.com

**c/o Bernetta Kerr, Training Coordinator**

Telephone: 876-856-2970

Fax: 978-3209

Email: [bernetta.kerr@jamaica4hclubs.com](mailto:bernetta.kerr@jamaica4hclubs.com)

The successful consultants are expected to have all the requisite tools to undertake this assignment. All aspects of the coordination of this assignment will be the responsibility of the Consultants except arranging the venue for the workshops and mobilizing the participants.

**b. Commencement Date and Period of Engagement**

The contract under this Call for Expression of Interest will start no later than October 01, 2024. The commencement date cannot precede the signing of the contract by all parties i.e., the 4-H Clubs and the Consultant.

The consultant should be willing to work on a flexible schedule to include evenings, weekends as mutually agreed between themselves and the Jamaica 4-H Clubs. During the Coaching activities, consultants will be expected to submit an itinerary and work plan to execute those activities.

**c. Office Accommodation and Facilities**

The Consultant will need to travel to training venues according to their assigned location and or place of operation of the youth enterprise.

**d. Monitoring and Evaluation**

To assure quality and standardization in the delivery of the agreed services, the PMU will monitor the activities to be executed under this contract.

**e. Orientation**

An orientation session will be facilitated by the Jamaica 4-H Clubs in September/October 2024. During this session, facilitators will have the opportunity to contribute to the organization of the final training schedule. The finalized training schedule will be made available following the session.

**7. CHARACTERISTICS OF THE CONSULTANCY**

**Consultancy Category:** National Consultancy

**Payment Modality:** Lump sum payment according to the payment schedule in Section 3.

**Contract Duration:** The period of execution will be for 9 months and will end no later than May 31, 2025.

**8. QUALIFICATIONS**

The successful Consultant should possess the following:

a. Master's Degree in Business Administration, Agri-Entrepreneurship, Entrepreneurship, Economics, Finance, Development, Social Policy and Administration, or related fields.

**OR**

b. Bachelor's Degree in General Agricultural Science, Animal Science or Plant Science, or related fields.

c. At least 5 years of relevant practical work experience with youths who are below, at, or above Grade 9 level.

d. Experience in at least two similar projects in the last five (5) years.

e. At least five (5) years' experience in the design of business development tool kits, business and financial planning for Micro and Small Enterprises and developing and delivering entrepreneurship, business development, and management training

f. At least five (5) years' prior experience implementing entrepreneurship programmes

g. Good interpersonal communication and report writing skills.

h. Experience in agriculture production would be an asset.

i. A valid Tax Compliance Certificate.