



DOMINICA COMMUNITY-BASED TOURISM (CBT)  
CLUSTER PROJECT



**REQUEST FOR EXPRESSIONS OF INTEREST CONSULTING SERVICES  
(CONSULTANCY FIRM)**

**Kalinago Territory Accommodation Sector & Community Enhancement  
Architectural Design Consultancy**

**Institution:** Compete Caribbean Partnership Facility (CCPF)

**Country:** Dominica

**Project:** Dominica Community-Based Tourism Cluster Project

**Sector:** Tourism

**Abstract:** The Dominica Community-Based Tourism (CBT) Cluster Project is aimed at providing technical assistance towards the improvement of community-based tourism products and services within two (2) cluster communities in Dominica: the Kalinago Territory, located on the North-Eastern part of the island and the DEOSC which is served by several communities on the South- Eastern part of the island.

The Kalinago Territory is among the last structured indigenous settlements in the Caribbean Region. The community is rich in history and possesses a wealth of culture and heritage assets, most of which have been transformed into a unique tourism product. The cluster proposes to leverage these assets to attract more visitors as a sustainable approach to tourism development in the community. Some of these assets include its indigenous language and cuisine, cultural sites, handmade arts and crafts, heritage sites, and most importantly the traditional architecture which presents an opportunity to attract visitors and increase direct tourism spend in the Territory.

The successful implementation of the project is expected to benefit the entire community, create more employment, and help sustain the livelihoods of residents highly dependent on the tourism sector.

**TC No.:** RG-T3792

**Contract No.:** ATN/CO-18582-RG

**Deadline:** July 19<sup>th</sup>, 2023

The Caribbean Tourism Organization (CTO) has received financing from the Compete Caribbean Partnership Facility (CCPF) to support, *inter alia*, the implementation of a Cluster Development Plan for the **Dominica Community-Based Tourism Cluster Project** and intends to apply part of the proceeds for consulting services. The CTO now invites eligible **Architectural Consulting Firms** to submit Expressions of Interest, inclusive of CVs/Resumes indicating detailed qualifications and a portfolio of design experience, to provide the consultancy services in response to the criteria outlined in the ensuing Terms of Reference (TORs).

The objective of this consultancy is to procure the services of a consulting firm with requisite competencies, experience, and qualifications who will be responsible for (i) The development of detailed designs and bills of quantities to reflect authentic traditional indigenous architecture to increase the attractiveness of the Kalinago accommodation sector; (ii) Prepare detailed designs and bills of quantities for the enhancement of local bus stands; (iii) Assist in the preparation of site plans for the development of identified local campgrounds; (iv) Conduct an assessment of existing traditional accommodation infrastructure and arrange short-term training for local builders on traditional building techniques; (v) Assess community landscape and develop concepts for creating traditional spaces.



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**Starting date and duration:** The main activities to be carried out under these TORs are expected to be completed between July and November 2023, over a duration of eighteen (18) weeks.

A Consulting Firm will be selected in accordance with the Quality and Cost-based Selection (QCBS) method and in accordance with the procedures set out in the Caribbean Tourism Organization's (CTO's) policies. This engagement is open to all eligible bidders as defined in the policies. However, preference will be given to firms based in Dominica. Consultants may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their qualifications. For the purpose of this process, the nationality of a firm is that of the country in which it is legally incorporated or constituted and in the case of Joint Venture, the nationality of the firm appointed to represent it.

The Terms of Reference (TORs) for the consultancy are attached as **Appendix 1** to this document.

In the assessment of Expressions of Interest, applicants will be evaluated on technical competence. Local and regional experience on similar assignments will also factor in the evaluation criteria. All information must be submitted in English. Following the assessment of submissions, the most technically capable and appropriately experienced Consulting Firm will be invited to negotiate a contract to provide the consulting services. CTO reserves the right to accept or reject late applications or to cancel the present invitation partially or in its entirety. It will not be bound to assign any reason for not engaging the services of any applicant and will not defray any costs incurred by any applicant in the preparation and submission of Expressions of Interest.

Further information can be obtained from Ms. Natasha Green, Cluster Project Manager, via email: [nato.green@gmail.com](mailto:nato.green@gmail.com). Expressions of interest must clearly indicate '**Architectural Design Consultancy**' and must be submitted in a written form, either in person to the below address **OR** via email to the below email address, by **July 19, 2023**.

### **Caribbean Tourism Organization**

**Attn: Mr. Brian Frontin, Regional Technical CBT Consultant**

7th Floor Baobab Tower

Warrens, St. Michael, Barbados

**Tel:** (246) 427-5242

**E-mail:** [frontinb@caribtourism.com](mailto:frontinb@caribtourism.com)

**Website:** [www.onecaribbean.org](http://www.onecaribbean.org)



## DOMINICA COMMUNITY-BASED TOURISM (CBT) CLUSTER PROJECT



### APPENDIX 1 – TERMS OF REFERENCE

#### Kalinago Territory Accommodation Sector & Community Enhancement Architectural Design Consultancy

##### BACKGROUND

The objective of the Technical Cooperation (TC) is to support the Caribbean Tourism Organization (CTO) and Dominica's Ministry of Tourism, International Transport, and Maritime Initiatives (the 'Ministry') in collaboration with the Cluster Members of within the Kalinago Territory and the Dominica Essential Oils and Spices Cooperative Limited (DEOSC) with the implementation of the Dominica Community-Based Tourism (CBT) Cluster Project.

In 2017, the Inter-American Development Bank (IDB), the UK's Department for International Development (DFID), the Government of Canada, and the Caribbean Development Bank (CDB) established a co-financing facility called "The Compete Caribbean Partnership Facility" (GN-2851), which is a continuation of the Compete Caribbean Program that funded over 100 private sector development projects over the period 2010-2016 in the Caribbean. These projects generated nearly 12,000 jobs, a 23% increase in exports (USD \$37M) and a 41% increase in the revenue of participating firms and clusters (USD\$153M), as well as an improvement in the business climate for some countries through policy or regulatory reforms. The purpose of the Compete Caribbean Partnership Facility (CCPF) is to drive inclusive and sustainable economic growth through greater competitiveness and innovation in the private sector of 13 Caribbean countries[1].

In January 2020, the CCPF launched a call for proposals for clusters focused on the tourism and agri/agro-tourism sectors. To support this process, with the aim of providing tools to build a pipeline of strong projects, and to maximize the impact and benefits on the most vulnerable groups, a community-based tourism (CBT) toolkit was developed in collaboration with the Caribbean Tourism Organization (CTO) and disseminated through various agencies including the Ministry of Tourism in each country and the Caribbean Hotel and Tourism Association (CHTA). The toolkit includes a primary market research of US based consumers to assess the demand for innovative products and services that can be offered in the Caribbean, and visitor willingness to pay for these experiences. Additionally, it includes a Community-Based Tourism Enterprise Handbook, Cluster Diagnostic Tool and a Tourism Assets Inventory and Profile Template, which cluster stakeholders can use to develop and/or enhance their tourism product and experience.

Following the call for cluster proposals, three (3) projects were selected to receive technical assistance. This technical assistance will be used to help, community-based tourism (CBT) enterprises in the selected clusters, strengthen and develop CBT-related products and become market-ready.

The activities will seek to ensure that:

- i. The products offered are aligned with the willingness to pay of Caribbean tourists;
- ii. the businesses generate enough revenues to cover their costs;
- iii. the staff, helpers, and local guides are properly trained on health and safety measures particularly regarding COVID and;
- iv. the diverse Micro, Small, and Medium Enterprises (MSMEs) in the community are able to reach the targeted visitors via effective tour packaging, promotion, and online marketing.



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These activities are prioritized and defined in the Cluster Development Plan (CDP) of each project, which was prepared in collaboration with the cluster stakeholders based on the results of the community diagnostic and tourism asset inventory. The Dominica CBT Cluster Project is one of the successful projects selected to receive technical assistance for the benefit of the Kalinago community and the DEOSC membership.

A Technical Cooperation (TC) agreement has been established between the Compete Caribbean Partnership Facility (CCPF) and the Caribbean Tourism Organization (CTO), with the CTO performing the role of Executing Agency on behalf of the CCPF. The CCPF and the CTO have established a Regional Stakeholder Committee to facilitate active collaboration between the organizations and provide strategic oversight of the implementation of the three (3) Cluster Development Plans throughout the project tenure.

A CDP is a comprehensive strategic plan designed based on a thorough analysis of the situation on the ground, through consultations with cluster stakeholders, research on market opportunities identified, and segmentations recommended and/or established. It also includes a detailed implementation plan with priorities defined for each key stakeholder. Together, these priority activities or investments will enable the achievement of the outcomes and impact expected from the project, which are captured in a monitoring and evaluation framework.

The CTO has engaged the services of a Regional CBT Technical Consultant (RTC) to provide supervisory and technical assistance to coordinate the implementation of the three (3) CDP's. Each CDP is being implemented with the technical assistance of a Cluster Project Manager (CPM) based in the respective destination. A National Steering Committee (NSC) has also been convened to work closely with the CPM during implementation. The CPM will directly report to the RTC who will provide necessary guidance and support.

Figure 1 below provides a diagrammatic representation of the high-level governance and reporting lines for the project.

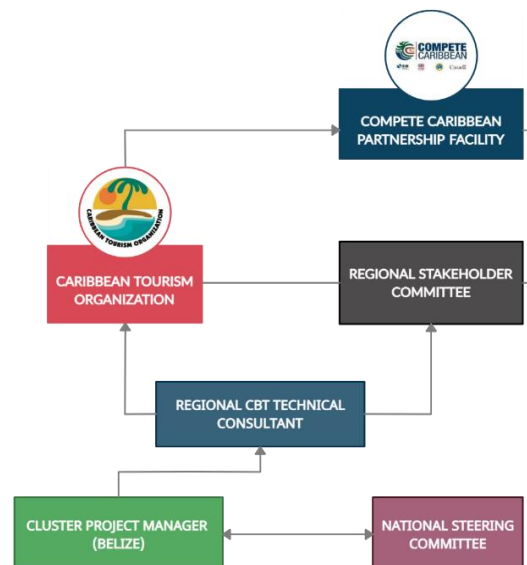


Figure 1



## DOMINICA COMMUNITY-BASED TOURISM (CBT) CLUSTER PROJECT



Residents of the Kalinago Territory are among the stakeholder beneficiaries of the Dominica Community-Based Tourism Cluster Project. The Kalinago Territory is among the last structured indigenous settlements in the Caribbean Region. The community is rich in history and possesses a wealth of culture and heritage assets, most of which have been transformed into a unique tourism product. The cluster proposes to leverage these assets to attract more visitors as a sustainable approach to tourism development in the community.

Some of these assets include its indigenous language and cuisine, cultural sites, handmade arts and crafts, heritage sites, and most importantly the traditional architecture which presents an opportunity to attract visitors and effect direct tourism spend.

Following the passage of Hurricane Maria in 2017 which wrought significant destruction on the Kalinago housing stock, a new national approach has been undertaken to restore resident homes in a more resilient manner. This new approach has incorporated new considerations for the impact of climate change supported by new building codes to achieve greater resiliency. Despite this new trend, the Kalinago people have retained the value placed on authentic indigenous architecture, which extends far beyond structural designs to include traditional spaces and landscape design initiatives.

The Kalinago Barana Aute (KBA) Heritage Tourism site currently serves as the epicenter for the Kalinago cultural experience. It showcases prominent traditional architecture with the entry arch, Communal Karbet, Interpretation Center, Craft Center, Restaurant, and other small structures, all of which pronounce the community's desire to maintain its tradition and culture. At the community level, various residents have taken an active role to develop traditional housing units in their personal spaces, as a way of retaining the traditional design practices and as an avenue for sustaining their livelihoods through tourism activities and offerings.

The durability of the structures at the KBA was measured by their ability to withstand the Category 5 winds of Hurricane Maria, hence propelling local historians to issue a call for the retention of the same or similar construction techniques. The benefit to the Kalinago people can therefore be derived by strengthening and maintaining these techniques and by including them in cultural, community, and heritage tourism offerings.

The Dominica Community-Based Tourism Cluster Project provides new opportunities for the enhancement of products and services offered in the Kalinago community. Six (6) main project goals are outlined in the CDP, including the expected benefits to be derived in Year 2 of the project.

Goal number 1 outlines: Attractive Accommodations meeting the CBT consumer's expectations for safety, hygiene, and authenticity, while retaining the traditional, cultural, and architectural features. This is further supported by Strategic Direction #6 of the Kalinago Indigenous Tourism Strategic Plan 2022 which proposes: Infrastructure for the enhancement and identification of the Kalinago Territory supported by Activity # 1. To promote the construction of traditional housing for the enhancement of Kalinago Territory.

Goal #1, therefore, aims to meet approved accommodation standards and have market-ready accommodation during Year 2 of Project implementation.



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### CONSULTANCY OBJECTIVES

The objective of this consultancy is to procure the services of an architectural design firm with requisite competencies, experience, and qualifications who will be responsible for (i) The development of detailed designs and bills of quantities to create blueprints of authentic traditional indigenous architecture to increase the attractiveness of the Kalinago accommodation sector (ii) Prepare detailed designs and bills of quantities for the enhancement of local Kalinago Territory bus stands; (iii) Assist in the preparation of site plans for the development of local campgrounds; (iv) Conduct assessment of existing traditional accommodation infrastructure and arrange training workshops for selected local builders on traditional building techniques (v) Assess community landscape and develop suitable designs for creating traditional spaces.

### SCOPE OF THE WORK

In carrying out the assignment, the consulting firm is required to employ a collaborative approach in ensuring that inputs are obtained from the Compete Caribbean Partnership Facility (CCPF), the Caribbean Tourism Organization (CTO), the National Steering Committee (NSC), the Ministry of Tourism, International Transport, and Maritime Initiatives, the Cluster Project Manager (CPM) and other relevant stakeholders. A participatory and consultative approach is encouraged in the conduct of the services, to contribute to the efficient and satisfactory completion of the related activities and deliverables. A review committee consisting of representatives from the Kalinago Council, Ministry of Environment and Kalinago Upliftment, Ministry of Tourism, Discover Dominica Authority, Physical Planning Division, and local tourism stakeholders will be established with responsibility for reviewing and approving all submissions of the Consulting Firm on behalf of the Cluster project and community. All structural designs/ concepts and bills of quantities are expected to meet the approved national building codes and standards or in the absence of same, in keeping with relevant international best practice.

### ACTIVITIES

The specific duties and responsibilities of the Consulting Firm will include but are not limited to the following:

- (i) Conduct an assessment of existing traditional Kalinago infrastructure. Develop and deliver detailed architectural designs and bills of quantities to create blueprints of authentic, traditional, indigenous architecture to increase the attractiveness of the Kalinago accommodation sector:**
  - Undertake suitable research, site visits, and consultations in the Kalinago Territory to observe and inspect traditional infrastructure, architecture, and building techniques, particularly at the Kalinago Barana Aute (KBA), to gain a good understanding of the structural designs applied to achieve the resiliency during the passage of the Category 5 hurricane in 2017. The firm may also collaborate with local architects, engineers, and builders to determine the best approach for designs, keeping in mind the need for authenticity and feasibility
  - Conduct focus group sessions, stakeholder interviews, and/or consultations with local cultural icons, leaders, and traditional builders, in collaboration with the CPM and the Dominica Physical Planning Division to determine the recommended type of local building materials, designs, availability, moon phases or any other relevant information to support this activity



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- Develop and present architectural designs to capture the traditional concepts suitable for the Kalinago accommodation (homestay) sector. This activity should incorporate the recommendations received through consultations with local stakeholders and experts and should reflect traditional architecture and building techniques while adhering to national building codes and standards established by the Physical Planning Division/Government of Dominica.
- At least two (2) draft designs should be presented to the review committee for feedback and approval from the relevant stakeholders, including the Physical Planning Division, the Kalinago Chief and Council and Ministry of Environment/Kalinago Upliftment and local tourism service providers to ensure that the designs meet their needs and expectations. Consideration should be given to the use of locally produced materials such as shingles, local hardwood, vetiver thatch, or any other suitable durable building material
- Create bills of quantities that specify the climate-resistant materials and quantities needed for the selected design
- Make necessary revisions to the designs and bills of quantities as needed based on feedback and inputs; submit approved and printed architectural plans to the Kalinago review committee and Kalinago Council

### **(ii) Assess community landscape and develop suitable designs for creating traditional spaces**

- Conduct a community survey to evaluate the current traditional spaces available in the community and gather feedback on the areas that need improvement
- Consult with community officials, cultural elders and experts, and stakeholders to gather ideas and recommendations for the development of traditional spaces
- Develop a design plan for the development of traditional spaces that incorporates community feedback and cultural elements
- Present the design plan to the community leaders for feedback and revisions
- Finalize the design plan and create detailed recommendations for implementation
- Develop a budget and timeline for the implantation of the designs

### **(iii) Develop and deliver detailed designs and bills of quantities for the enhancement of local bus stands**

- Conduct a site survey and assessment of local bus stands along with key local authorities to determine their interests, recommendations, and plans, if available, for the enhancement of local bus stands
- Develop at least two (2) preliminary designs for bus stand upgrades with consideration for safety, accessibility, and sustainability in the design process
- Refine conceptual designs to create detailed designs with accurate measurements and specifications; incorporate feedback from stakeholders and adjust designs accordingly
- Create a comprehensive list of materials and quantities required for the proposed design



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- (iv) **Provide guidance and direction for the preparation of site plans for the development of local campgrounds and develop and deliver detailed designs and bills of quantities**
- Conduct familiarization visits alongside stakeholders, Kalinago Council, and Forestry Division to examine existing local parks and recreational areas, inclusive of new areas for development
  - Engage the support of relevant partners to clearly demarcate land boundaries, ascertain the existing environmental and cultural concerns, and document details related to each site
  - Develop and present the detailed proposed site plans, inclusive of material list and quantities for approval of the stakeholders, Kalinago Council and Forestry Division.
- (v) **Design and execute training workshops for local builders on the use of traditional Kalinago building techniques with the incorporation of modern improvements and climate-resistant materials**
- Conduct at least two (2) workshops on traditional Kalinago building techniques to educate local builders and provide hands-on training to local builders. These workshops can be conducted in partnership with experienced traditional builders, elders and/or experts. Certificates of completion should be provided to all participants who complete the training in traditional building techniques.
  - Arrange demonstrations or pilot projects for the builders to learn from. These can be small-scale models of traditional buildings or components of building structures using traditional techniques along with modern improvements and climate-resilient materials. The Consulting Firm will be responsible for sourcing the required materials to complete these activities.
  - Organize a networking event in collaboration with Kalinago Council, to bring together local builders, traditional builders, and tourism stakeholders to showcase the new approach to the Kalinago Homestay/accommodation experience

### REPORTS AND DELIVERABLES

All deliverable reports will be revised by the review committee, Cluster Project Manager (CPM), National Steering Committee (NSC), and the Regional CBT Technical Coordinator (RTC), and must be approved by the CTO prior to payment. The Consulting Firm will complete the following deliverables and submit respective reports for each phase as per below:

- ❖ **Deliverable 1 – Inception Report.** Prepare a Work Plan that describes all the activities and arrangements including tentative dates of intended achievement with clear timelines aligned with outputs and deliverables, including the methodology to deliver the outputs, the associated activities, and stakeholders to be consulted. The inception report should also summarize the results of the initial discussions with cluster members and key stakeholders who will be identified by the CPM.
- ❖ **Deliverable 2 – Situation analysis and desk research.** Develop a detailed report on the situational analysis and baseline data collected in respect to the current state of traditional building designs and architecture in the Kalinago Territory. The findings should include images of existing or pre-existing structures, designs, and concepts as well as similar types of indigenous designs that exist globally. The report should identify any current constraints or limitations of retaining traditional architecture, especially in light of climate change, and also new opportunities and methodologies which exist that may mitigate these risks.





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The report should also include any recommendations from local cultural experts and key local stakeholders and the Physical Planning Division with an accompanying presentation that will be delivered to cluster members and key stakeholders.

- ❖ **Deliverable 3 – Design Submission 1.** Finalized and approved architectural design/drawing and bill of quantities for the proposed authentic (traditional Kalinago-styled) accommodation structures. A visual presentation should be made to the review committee, and three (3) printed copies and two (2) soft copies presented to the Kalinago Council.
- ❖ **Deliverable 4 – Design Submission 2.** Finalized and approved detailed concept design and bills of quantities for the enhancement of bus stands in the Kalinago Territory. A visual presentation should be presented to the review committee, and two (2) hard copies and two (2) soft copies presented to the Kalinago Council.
- ❖ **Deliverable 5 – Design Submission 3.** Finalized and approved design for the development of traditional heritage spaces within the community. This should include a proposed budget and timeline for implementation. A visual presentation should be made to the review committee with a presentation of two (2) hard copies and two (2) soft copies to the Kalinago Council.
- ❖ **Deliverable 6 – Design Submission 4.** Finalized concept and bills of quantities for at least two (2) identified campgrounds in the Kalinago Territory. A visual presentation should be made to the review committee. The relevant stakeholder beneficiaries should be provided with a print copy each. The Kalinago Council should be provided with one (1) copy.
- ❖ **Deliverable 7 – Report on the Training Workshops, Demo/Pilot project, and Networking Event.** Detailed report on the results of the workshops held, including the agenda and course content, name, and qualifications of facilitators, and a full listing of participants who were trained. All information on the evaluation criteria utilized to assess successful participant completion of workshops is to be provided as well as evidence of the effectiveness of training through the implementation of the demo/pilot project. Details are to also be provided on the networking event, including a listing of attendees and contact information.
- ❖ **Deliverable 8 – Final Report on Implementation.** Summary of the results of the implementation including key activities implemented and expected results, lessons learned, and recommendations. The report should also be accompanied by a portfolio of all completed and approved designs and drawings, bills of quantities, proposed site plans, etc. as well as research findings, recommendations, specific needs and expectations of the Kalinago Territory, and estimated timelines and budgets required to execute the proposed future works. This report should be submitted to the Kalinago Council.



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**PAYMENT SCHEDULE**

Payment terms will be based on phase completion or deliverables. The CTO does not expect to make advanced payments under consulting contracts and wishes to receive the most competitive cost proposal for the services described herein.

The Consulting Firm will be paid based on the satisfactory deliverable/phase completion in the sequence indicated below, within the allotted times, and based on payment percentages, over an 18-week (4.5-month) period, as per the following table:

#	DELIVERABLE / PAYMENT STAGE	ALLOTTED TIME	Payment (as a % of the Total Contract)
1	Deliverable 1 - Inception Report	2 weeks	10%
2	Deliverable 2 - Situation Analysis and Desk Research	2 weeks	10%
3	Deliverable 3 - Design Submission 1	3 weeks	25%
4	Deliverable 4 - Design Submission 2	2 weeks	
5	Deliverable 5 - Design Submission 3	2 weeks	25%
6	Deliverable 6 - Design Submission 4	2 weeks	
7	Deliverable 7 - Report on the Training Workshops, Demo/Pilot project, and Networking Event	4 weeks	20%
8	Deliverable 8 - Final Report on the Implementation.	1 week	10%
		<b>18 weeks</b>	<b>100%</b>

**SPECIFICATIONS FOR THE CONSULTANCY SERVICES**

**Type:** The work will be carried out by an **Architectural Consulting Firm**. The contract is a *lump sum* payment to be awarded based on the consulting firm’s qualifications and experience in the field of architectural design/drafting, engineering, and quantity surveying. Payments shall be made as established in the Payments Schedule section of this Terms of Reference.

**Place of work:** Dominica (Kalinago Territory)

**Starting Date:** July 2023 for four (4) months and 2 weeks (18 weeks)



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### **Qualifications of team members:**

This consultancy requires the services of an Architectural Firm with a minimum of ten (10) years of experience in the field of architectural design/drafting, engineering, and quantity surveying. Experience working with indigenous communities to develop traditional/native indigenous designs, structures, and landscaping would be an added advantage.

Collectively, the project team should possess working knowledge of Dominica's approved building codes, construction details, and relevant rules, regulations, and quality standards in keeping with the new resilient thrust, an ability to cooperate and liaise with construction professionals, Planning Division (Dominica) and other relevant agencies regarding standard designs, processes, quality standards.

The consulting firm must demonstrate the ability to coordinate with stakeholders in the Kalinago Territory and to further develop and enhance their proposed traditional concepts, designs, or ideas along with recommendations on standard designs in order to optimize quality construction standards. Importantly, the consulting firm must have vision and creativity for their designs to meet and exceed expectations while looking at every opportunity where innovation can be promoted. Working local knowledge of traditional indigenous building techniques is an added advantage.

The Lead Consultant representing the Consulting Firm must also possess:

- At least a Bachelor's Degree in the field of architectural design/ drafting, engineering, or related field. Working knowledge of Dominica's established building codes, construction details, and relevant rules, regulations, and quality standards in keeping with the new climate resilience thrust;
- A minimum of seven (7) years of relevant technical working experience with demonstrated leadership roles in design or drafting for a rural development project or tourism-related projects;
- Extensive experience in architectural design and a proven track record of meeting design specifications, delivering acceptable blueprints and plans, and meeting clients' expectations, evidenced by at least three (3) references

### **Core Competencies of the Firm:**

- Familiarity with traditional indigenous (Kalinago) building techniques, styles, climate-resilient materials, and availability
- Possess strong team building capacity, good communication, and social skills, and demonstrated ability to coordinate with local, indigenous people and to convey and explain design concepts and ideas to cluster members and key stakeholders
- The Consulting Firm must have vision and creativity to inspire innovative, suitable recommendations or to build local interest in conceptual designs proposed



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- Strong technical architectural design skills including proficiency in computer-aided design (CAD) software, 3D modeling software, MS. Office, and other design tools
- Experience in arranging or leading and conducting capacity-building training workshops with builders and stakeholders
- Excellent interpersonal, written, and verbal communication skills
- Ability to implement project deliverables within the framework of the project's requirements
- Highly developed architectural design skills as evidenced by presentations of portfolios, drafts, approved designs, or other available work
- Proven capacity to liaise and effectively work with government and non-government agencies to achieve project goals
- Well organized, strong problem-solving abilities
- Proven ability to create confidence and provide leadership
- Have a flexible approach and persistence to optimize results

### **About the Caribbean Tourism Organization (CTO)**

The CTO officially established in 1989, is an inter-governmental development agency specializing in tourism for the Caribbean region. Headquartered in Barbados, the primary objective of the CTO is to provide to and through its members, the services and information necessary for the development of sustainable tourism for the economic and social benefit of the Caribbean people.

The CTO's membership reflects the diversity of the Region, with Government membership extending to 24 Dutch, English, French, and Spanish-speaking countries and territories, as well as a myriad of private sector allied members in tourism-related and ancillary sectors.