



**CONSULTANCY SERVICES FOR Market Research, Brand Development and Brand Awareness Measurement
and Monitoring System for the CDEMA Regional Training Centre (RTC)**

REQUEST FOR EXPRESSIONS OF INTEREST

The Caribbean Disaster Emergency Management Agency (CDEMA), through the Government of Norway-funded project “Support to the Advancement of Comprehensive Disaster Management in the CDEMA Participating States”, intends to apply a portion of the proceeds of this financing to eligible payments under a contract for which this invitation is issued. Payments by CDEMA will be made only upon approval by CDEMA and the Government of Norway, under the terms and conditions of the applicable Financing Agreement.

CDEMA now wishes to procure consultancy services for Market Research, Brand Development and a Brand Awareness Measurement and Monitoring System for the CDEMA Regional Training Centre (RTC). The objective of the consultancy is as follows:

To enhance the visibility, positioning, and growth capability of the CDEMA Regional Training Centre (RTC) through the development of an evidence-based brand strategy, marketing and communications plan, and brand awareness measurement and monitoring mechanism. This includes conducting market research and situational analysis to assess awareness, perceptions, customer needs, market opportunities, competitor positioning, and willingness-to-pay for RTC training products and services; identifying and analysing target audience segments and strategic positioning opportunities; developing an evidence-based RTC Brand Strategy and Identity Framework aligned with the RTC Strategic Marketing and Visibility Plan 2025–2030; developing a practical RTC Marketing and Communications Implementation Plan; and designing, testing, and piloting a sustainable Brand Awareness Measurement and Monitoring Framework, including building RTC staff capacity for its implementation, use, and maintenance.

Further details can be found in the Terms of Reference, which can be found in Appendix II. The duration of the assignment is expected to be approximately four (4) months (a maximum of sixty-two (62) man-days).

CDEMA now invites interested eligible¹ consulting firms to submit Expressions of Interest for the provision of these consultancy services.



All information must be submitted in English. CDEMA's policy requires that consultants provide professional, objective, and impartial advice and always hold its interest paramount, without any consideration for future work.

Requests for clarifications may be submitted in writing to procurement@cdema.org & Everette.sweeting@cdema.org on or before September 16, 2026.

Electronic copies of Expressions of Interest based on the Terms of Reference must be received at procurement@cdema.org no later than September 25, 2026 at 5:00pm EST. Please address Expressions of Interest to the address below:

Attention: Market Research, Brand Development and Brand Awareness Measurement and Monitoring System for the CDEMA Regional Training Centre (RTC)

E-mail: procurement@cdema.org

Following the assessment of the Expressions of Interest received, a shortlist of the most qualified and experienced consulting firms will be established and invited to submit full proposals for the provision of the consultancy services. CDEMA reserves the right to accept or reject late submissions or to cancel the present invitation partially or in its entirety. CDEMA will not be bound to assign any reason for not shortlisting any firm and will not defray any costs incurred by any firm in the preparation and submission of its Expression of Interest.

Guidance for submitting Expressions of Interest

Shortlisting will be based on the qualifications and experience of the Consulting Firm and its proposed key personnel, as set out in the Terms of Reference.

Interested firms should submit a statement of interest, together with information demonstrating that they are qualified to perform the services, including the firm's profile, relevant experience on similar assignments, and the CVs of proposed key personnel, for CDEMA's consideration in establishing the shortlist.

¹ Eligible countries are outlined in Appendix 1 below.



APPENDIX 1

CDEMA Member Countries

Anguilla, Antigua and Barbuda, Cayman Islands, Commonwealth of the Bahamas, Barbados, Belize, Commonwealth of Dominica, Grenada, Republic of Guyana, Haiti, Jamaica, Montserrat, St. Kitts & Nevis, Saint Lucia, St. Maarten, St. Vincent & the Grenadines, Suriname, Republic of Trinidad & Tobago, Turks & Caicos Islands and the Virgin Islands.



Appendix 2

CARIBBEAN DISASTER EMERGENCY MANAGEMENT AGENCY (CDEMA) COORDINATING UNIT (CU)

Market Research, Brand Development and Brand Awareness Measurement and Monitoring System for the CDEMA Regional Training Centre (RTC)

TERMS OF REFERENCE

1. BACKGROUND

The Caribbean Disaster Emergency Management Agency (CDEMA) is the regional Institution responsible for addressing disaster risk management (DRM) within the Caribbean Community (CARICOM). It is an intergovernmental agency comprising twenty (20) Participating States and supported by a Coordinating Unit (CU) headquartered in Barbados.

The Agency promotes a Comprehensive Disaster Management (CDM) approach which addresses disaster risks through a multi-hazard perspective applied at all phases of the disaster management cycle and that advocates for stakeholder involvement, at all levels of society, in reducing disaster risk and building more resilient societies. The Regional CDM Strategy 2014-2030, a multi-year results-based DRM strategy for the Caribbean, was developed by CDEMA and a broad range of regional stakeholders to link CDM more firmly to development decision-making and planning. Priority Area Two of the Regional CDM Strategy focuses on DRM capacity building through *“Increased and sustained knowledge management and learning for Comprehensive Disaster Management.”*

As part of its mandate, the CDEMA Coordinating Unit supports CDEMA Participating States in building CDM capabilities through the development of DRM knowledge, skills, and competencies. The CDEMA Regional Training Centre (RTC) serves as the key mechanism through which the Agency advances regional capacity building and further supports the achievement of the goals articulated in the Regional CDM Strategy 2014 – 2030, by developing and delivering accessible, relevant, and high-quality training and certification programmes in DRM and related fields.

The RTC Strategic Plan 2025 - 2030 identifies four (4) strategic pillars for strengthening the RTC over the next five (5) years, towards realising the vision of becoming *“the accredited Disaster Risk Management training centre of choice, strengthening human capacity for a resilient Caribbean”*. Pillar Three is designated “Branding”, and it envisions a long-term outcome of the RTC achieving *“regional and international recognition as the leading choice for capacity building in disaster risk management across Small Island Developing States”*. In support of these priorities, a Strategic Marketing and Visibility Plan 2025 - 2030 was also developed to guide the enhancement of RTC visibility, audience engagement, partnerships, and long-term positioning. The Strategic Marketing and



Visibility Plan outlines broad strategic directions and priorities, including the need to strengthen brand recognition and to establish mechanisms for measuring and monitoring brand awareness. These approaches are also foundational to other strategic pillars of the RTC strategy, including Pillar 1 - Appropriate Resourcing, which pursues sustainable financing of the RTC through key outcomes such as a sustainable fee-based continuing education programme.

CDEMA now seeks to operationalize these strategic directions through evidence-based market research, brand strategy development, marketing and communications planning, and the establishment of a sustainable brand awareness measurement and monitoring framework. The consultancy is therefore intended to support the RTC in strengthening its visibility, positioning, audience engagement, and long-term sustainability in alignment with its regional mandate and strategic objectives.

Through the support of the Government of Norway-funded project “Support to the Advancement of Comprehensive Disaster Management in the CDEMA Participating States”, the CDEMA Coordination Unit (CU) is therefore seeking to engage a Consulting Firm to conduct market research and use the findings to develop a comprehensive brand strategy, marketing and communications plan, and a sustainable mechanism for measuring and monitoring RTC brand awareness.

2. OBJECTIVES

The aim of this consultancy is to enhance RTC visibility, positioning, and its capability to achieve growth objectives through the development of develop an evidence-based brand strategy, marketing and communications plan, and brand awareness measurement and monitoring mechanism.

The specific objectives are to:

- 2.1 Conduct market research and situational analysis to assess awareness, perceptions, customer needs, market opportunities, competitor positioning, and willingness-to-pay for RTC training products and services.
- 2.2 Identify and analyze target audience segments, customer profiles, and strategic positioning opportunities for the RTC.
- 2.3 Develop an evidence-based RTC Brand Strategy and Identity Framework aligned with the RTC Strategic Marketing and Visibility Plan 2025–2030.
- 2.4 Develop a practical RTC Marketing and Communications Implementation Plan to support the promotion, visibility, and sustained growth of the RTC brand.
- 2.5 Design, test, and pilot a sustainable Brand Awareness Measurement and Monitoring Framework, and build RTC staff capacity for its implementation, use, and maintenance.



3. SCOPE OF WORKS

The Consulting Firm undertakes to perform the services with the highest standards of professional and ethical competence and integrity.

The following activities will be undertaken by the Consulting Firm:

Inception and Research

- 3.1** Participate in an Inception Meeting with the CDEMA CU and any other participants with a role in the Consultancy.
- 3.2** Review relevant literature and documents *inter alia* agency strategic documents, existing communications materials and branding assets and previous visibility activities.
- 3.3** Prepare and submit an Inception Report for review, comments and final approval by the CU.

Situational Analysis and Market Research

- 3.4** Conduct research to establish baseline brand awareness, identify customer needs and gauge prices sensitivities, by analysing current strengths, weakness and opportunities. Areas of assessment will include analyses of brand, demand, price, market and competitors and audience segmentation. Key activities will include:
 - a. Implementing data gathering activities such surveys, key informant interviews and market scans.
 - b. Designing, testing and validating survey and focus group instruments to support data gathering.
 - c. Quantitative and qualitative analysis of the data collected.
 - d. Conducting stakeholder consultations to validate findings.
- 3.5** Submit a draft report of the situational analysis and market research for review and comments, which includes actionable recommendations for brand positioning, unique value proposition, priority customer segments, flagship training offerings, and pricing approach.
- 3.6** Finalise the report of the situational analysis and market research based on comments received.

Brand Strategy and Identity Framework Development

- 3.7** Develop a brand strategy for the RTC informed by the market research findings and recommendations. The brand strategy should include a brand framework, visual identity package, brand guidelines manual, and marketing and visibility toolkit.
- 3.8** Submit the draft brand strategy for review and comments.
- 3.9** Finalise the RTC Brand Strategy for approval by the CDEMA CU.

Marketing and Communications Implementation Plan Development



- 3.10** Develop an implementation plan for RTC marketing and communications which operationalises the strategic directions outlined in the RTC Strategic Marketing and Visibility Plan 2025 – 2030. The implementation plan shall include, but not necessarily be limited to, practical guidance for the planning, coordination, implementation, monitoring, and continuous improvement of RTC marketing and communications activities. The plan should address target audiences, communication approaches and channels, implementation priorities, performance monitoring, resource considerations, and phased implementation arrangements aligned with RTC operational realities.
- 3.11** Submit the draft Marketing and Communications Implementation Plan for review and comments.
- 3.12** Finalise the Marketing and Communications Implementation Plan guided by comments received from CDEMA and relevant stakeholders.

Brand Awareness Measurement and Monitoring Framework

- 3.13** Develop a brand awareness measurement and monitoring framework for the RTC's marketing and communications activities which includes (but may not be limited to) indicators, survey instruments, measurement cycles, data collection tools, and static and interactive reporting templates and dashboards.
- 3.14** Submit the draft Brand Awareness Measurement and Monitoring Framework for review and comments.
- 3.15** Test and refine the draft Brand Awareness Measurement and Monitoring Framework, including associated tools and reporting templates.
- 3.16** Pilot the revised Brand Awareness Measurement and Monitoring Framework by implementing it in a limited real-world setting to assess operational feasibility, usability and data reliability.
- 3.17** Finalise the Brand Awareness Measurement and Monitoring Framework based on the results of the pilot and stakeholder feedback.

Validation, Capacity Building and Handover

- 3.18** Conduct validation workshops with relevant stakeholders for each of the above key deliverables and incorporate the feedback received into the refinement and finalisation of the deliverables.
- 3.19** Conduct sensitisation and training for CDEMA CU staff on the purpose, role, expected results and use of the deliverables.
- 3.20** Prepare and submit a draft consultancy report for review and comments.
- 3.21** Submit a final consultancy report that includes all final deliverables.

4. OUTPUTS

The Consulting Firm will deliver the following outputs:

- 4.1** An Inception Report that includes a detailed methodology and work schedule.
- 4.2** Situational Analysis and Market Research Report.



- 4.3 Final RTC Brand Strategy and Identity Framework.
- 4.4 Final RTC Marketing and Communications Implementation Plan.
- 4.5 Final RTC Brand Awareness Measurement and Monitoring Framework.
- 4.6 Training for CDEMA CU staff and handover of relevant products completed.
- 4.7 A Final Report of the Consultancy including recommendations and all final deliverables.

All deliverables will be submitted to CDEMA CU for review and final approval. The final handover package should include editable sources for all relevant products and materials (e.g. logos, templates, dashboards and communications products), and all datasets collated during the consultancy. An advisory group will be convened by the CDEMA CU to provide review comments and technical guidance on deliverables, and the Consulting Firm will be expected to address and incorporate their feedback as appropriate.

5. QUALIFICATIONS AND EXPERIENCE

The Consulting Firm must demonstrate the following organizational qualifications, technical capabilities and relevant experience:

- 5.1 Advanced degree in Marketing, Communications, Business Administration, Branding, Market Research, or related field.
- 5.2 Minimum 7–10 years of experience in:
 - a. Market research.
 - b. Branding.
 - c. Communications strategy development.
 - d. Visibility planning.
- 5.3 Demonstrated experience developing:
 - a. Brand strategies.
 - b. Marketing plans.
 - c. Monitoring frameworks.
 - d. Dashboards and reporting systems.
- 5.4 Experience working in the Caribbean region is an asset.
- 5.5 Knowledge of Disaster Risk Management in the Caribbean would be a distinct asset.
- 5.6 Experience working with regional/international inter-governmental organizations and national governments.

The Consulting Firm must have the organizational and technical capacity to assign a suitably qualified team to the project and to manage multiple project components and activities simultaneously within the project timeframe. The proposed team must have a strong command of the English language, communicate clearly and effectively, demonstrate proficiency in the use of relevant computer applications, and consistently meet established deadlines.

6. DURATION AND LEVEL OF EFFORT

A maximum of sixty-two (62) man-days has been assigned for the completion of the Consultancy over a period of four (4) months from October 2026– January 2027.

Potential Schedule

Ser	Deliverable	Deadline for Completion
1	Inception Report	One (1) week after contract signature
2	Situational Analysis and Market Research Report.	Four (4) weeks after contract signature
3	Draft RTC Brand Strategy and Identity Framework.	Seven (7) weeks after contract signature
4	Draft RTC Marketing and Communications Implementation Plan.	Nine (9) weeks after contract signature
5	Draft RTC Brand Awareness Measurement and Monitoring Framework.	Ten (10) weeks after contract signature
6	Final versions of the Brand Strategy and Identity Framework, Marketing and Communications Implementation Plan and RTC Brand Awareness Measurement and Monitoring Framework.	Fourteen (14) weeks after contract signature
	Training for CDEMA CU staff and handover of relevant tools and training materials completed.	Fifteen (15) weeks after contract signature
7	Final Report of the Consultancy.	Sixteen (16) weeks after contract signature