

## **Belize**

### **BL-T1145: Development of the Blue Economy of Belize STRENGTHENING THE POLICY AND STRATEGY FRAMEWORK FOR THE DEVELOPMENT OF THE BELIZE BLUE ECONOMY CONSULTANCY**

#### **TERMS OF REFERENCE**

##### **1. BACKGROUND**

Belize has recognized the need and potential of pivoting to a sustainable Blue Economy and has started the process with the establishment of the Ministry of the Blue Economy and Civil Aviation (MBECA) in 2020. The vision of the new Ministry is "to increase the gross domestic product through a thriving Blue Economy development pathway that is harmonized, innovative and socially-just, supported by a robust, science-based management region of our aquatic resources and spaces to improve the livelihood of all Belizeans."

To achieve this vision, there is the need for a strong policy and institutional framework to guide the process and ensure a successful outcome. Additionally, it will require significant sensitization concerning this new frontier of sustainable development to involve a wide spectrum of stakeholders and take ownership of the process. The technical cooperation BL-T1145 aims at supporting Belize to strengthen the policy and institutional framework for the development of the Blue Economy. In parallel, another regional TC is being developed with Belize as a beneficiary to increase capacity to attract private sector investment into the Blue Economy to generate employment, growth, economic diversification, and achievement of SDG targets. Through close coordination with the MBECA and the Belize Trade and Investment Development Service (BELTRAIDE), the planned results of that operation will complement the planned results of this TC.

Component I, "Strengthening the policy and strategy framework for the development of the Belize Blue Economy," aims at developing a Blue Economy Policy and Institutional Framework Diagnostic Report, which will include a cross-sectoral analysis and mapping of industries, key stakeholders and their roles and responsibilities, policies, legislation, strategies, spatial plans, and infrastructure related to the Blue Economy. It also aims to develop a Blue Economy Strategic Roadmap & Action Plan, prioritizing key policy, regulatory, and legislative actions to fill the gaps identified.

##### **2. OBJECTIVE**

This consultancy's overall objective is to strengthen policy and strategy frameworks to develop the Blue Economy in Belize by developing a Blue Economy Strategic Roadmap and Action Plan and a Policy and Institutional Framework Diagnostic.

##### **3. SCOPE OF WORK**

The consultant should develop a Strategic Roadmap and Action Plan to support decision-makers in Belize to promote investments and policy planning on the Blue Economy. Developing this roadmap and action plan implies undergoing a policy and

institutional diagnostic to assess current gaps and opportunities to promote the Blue Economy from a governance perspective. The consultants should also assess whether the existing legislative framework constrains the development and expansion of key Blue Economy industries (e.g., mariculture). The consultant (s) shall work closely with the MBECA and other relevant stakeholders to obtain and analyze relevant information to develop the roadmap.

#### **4. KEY ACTIVITIES**

The duties of the enterprise/firm include:

- 4.1. Assess institutional and policy frameworks in Belize to identify gaps and opportunities to mainstream the Blue Economy. The consultants should propose the required adjustments to governance arrangements based on international best practices. Governance features that constraint the development of key industries should also be identified, and solutions proposed.
- 4.2. Propose concrete measures to improve project management and policy planning on the Blue Economy at the MBECA. Gender considerations shall be included as part of the set of measures.
- 4.3. A cross-sectoral analysis and mapping of industries and key public sector, private sector, non-state stakeholders and their roles and responsibilities, inter-institutional arrangements, policies, legislation, strategies (financial included), spatial plans, and infrastructure related to managing the Blue Economy.
- 4.4. Review previous works and analyses on Blue Economy Roadmaps (e.g., Barbados and Tobago) and similar exercises developed by the IDB and other organizations.
- 4.5. Identify opportunities and gaps to mainstreaming the Blue Economy as a sustainable economic development approach in Belize. This activity supposes identifying potential public and private investments in the Blue Economy.
- 4.6. Conduct consultation workshops with relevant stakeholders to obtain feedback and improve the Blue Economy Roadmap proposal.

#### **5. EXPECTED OUTCOMES AND DELIVERABLES.**

The consultant(s) are expected to deliver the following products:

- **Product 1:** A work plan detailing the activities and milestones and a methodology to carry out all activities.
- **Product 2:** Draft and final version of a policy and institutional framework diagnostic. The assessment should include a cross-sectoral analysis and mapping of industries, key stakeholders and their roles and responsibilities, policies, legislation, strategies, spatial plans, and infrastructure related to the BE.

- **Product 3:** Draft and final diagnostic report mapping Blue Economy-related industries.

**6. Product 4:** Draft and final Roadmap and Action Plan. The report should include the mapping of Blue Economy-related industries, potential investments. The feedback from the consultation workshops and the materials (presentations, participants lists) should be included as annexes in this report. **PROJECT SCHEDULE AND MILESTONES**

Deliverable	Date	Payments %
Product 1	0.5 months after signing the contract	10%
Product 2	2 months after signing the contract	20%
Product 3	4 months after signing the contract	30%
Product 4	6 months after signing the contract	40%

## 7. SUPERVISION AND REPORTING

The consultants will present the deliverables following the schedule established in section 6 of these terms of reference. The deliverables must include reports in Word, PowerPoint presentation, and other documents used as the basis of the analysis (including other formats such as Excel spreadsheets, etc.) and a folder with the list of bibliographic references used to develop the analysis. All materials must be delivered in English. All reports, studies, plans, drawings, source code, technical data, specifications, and any other material prepared by or worked upon by the consultant exclusively for the IDB under this Agreement are the sole and exclusive property of the IDB and as such the IDB has exclusive title, rights, and interest in all such material including the right of dissemination, reproduction, and publication.

## 8. SELECTION CRITERIA

The team should be comprised of one team leader and a senior consultant (at minimum). The team should have a background (desirable Master's degree) in Economics, Environmental Management, Sustainable Finance, and/or equivalent field, with a minimum of 10 years' experience. Also, experience in similar exercises and projects in the Caribbean is highly desirable. It is suggested that at least one team member is a Belize citizen or demonstrates proficiency in English. Knowledge of the Blue Economy in Belize, including the institutional and policy frameworks. Firms should present a technical proposal with tentative methodology and a workplan with clear roles.

## 9. ACCEPTANCE CRITERIA

Payments will be authorized once the IDB accepts the products specified by the TOR. The IDB will have up to three weeks to provide written comments/recommendations to the consultants' reports. Unless previously determined, the IDB will generally accept the deliverables once the consulting firm confirms the following: (i) receipt and additional inclusion of comments/recommendations in a revised version and (ii) provision of date for presentation of the revised versions of the submitted deliverables. The consultants are expected to include these comments two weeks after receipt.

## **Belize**

### **BL-T1145: Development of the Blue Economy of Belize**

#### **CAPACITY BUILDING TO ADVANCE THE BLUE ECONOMY DEVELOPMENT IN BELIZE CONSULTANCY**

#### **TERMS OF REFERENCE**

##### **1. BACKGROUND**

Belize has recognized the need and potential of pivoting to a sustainable Blue Economy and has started the process with the establishment of the Ministry of the Blue Economy and Civil Aviation (MBECA) in 2020. The vision of the new Ministry is "to increase the gross domestic product through a thriving Blue Economy development pathway that is harmonized, innovative and socially-just, supported by a robust, science-based management region of our aquatic resources and spaces to improve the livelihood of all Belizeans."

To achieve this vision, there is the need for a strong policy and institutional framework to guide the process and ensure a successful outcome. Additionally, it will require significant sensitization concerning this new frontier of sustainable development to involve a wide spectrum of stakeholders and take ownership of the process. The technical cooperation BL-T1145 aims at supporting Belize to strengthen the policy and institutional framework for the development of the Blue Economy. In parallel, another regional TC is being developed with Belize as a beneficiary to increase capacity to attract private sector investment into the Blue Economy to generate employment, growth, economic diversification, and achievement of SDG targets. Through close coordination with the MBECA and the Belize Trade and Investment Development Service (BELTRAIDE), the planned results of that operation will complement the planned results of this TC.

Component II, "Capacity building to support Blue Economic development in Belize," aims to assess the Ministry of the Blue Economy and Civil Aviation's institutional capacities to propose an institutional strengthening action plan with gender considerations and concrete measures to improve policy development & program management. The component also aims at improving the monitoring, reporting, and verification (MRV) of the Blue Economy and the generation of partnerships within the institutional arrangements of Belize and with other countries.

##### **2. OBJECTIVE**

The overall objective of this consultancy is to strengthen the capacities among stakeholders in Belize to advance the Blue Economy by developing an institutional strengthening action plan with gender considerations and by improving MRV and partnership creation at the national and regional scales. The consultancy also aims to measure the Blue Economy-related industries' contribution to the Gross Domestic Product (GDP).

### 3. SCOPE OF WORK

The consultancy aims to implement a high-quality institutional capacity assessment, including identifying the main gaps and opportunities to foster gender inclusion. Specific measures shall also be proposed to ensure that stakeholders in Belize have the resources, instruments, knowledge, and capacities to mainstream the Blue Economy into policymaking. The consultancy will use national accounts data to measure the impact of investments in the Blue Economy, namely, all economic activities originating from the ocean and its natural resources. The measurement of Belize's national blue economy outputs is tied to its national accounting framework, which measures the contribution of individual industries to domestic economic activity. This consultancy supposes the creation of international partnerships to foster knowledge/experiences exchange in the Blue Economy. Finally, it is expected that Blue Economy MRV skills and tools are improved.

### 4. KEY ACTIVITIES

The duties of the enterprise/firm include:

- 4.1. Institutional capacity assessment of the MBECA.
- 4.2. Institutional strengthening action plan.
- 4.3. Capacity building to improve the competence of MBECA staff in policy development & program management.
- 4.4. Establish peer partnerships with government agencies from other leading small states that are leading Blue Economy development.
- 4.5. Measure the contribution of the Blue Economy to GDP.
- 4.6. Monitor Report and Verification (MRV) for the Blue Economy, with capacity building strengthening of relevant line ministries to utilize the system (e.g., SDGs, NDC, and other agreements).

### 5. EXPECTED OUTCOMES AND DELIVERABLES

The consultant(s) are expected to deliver the following products:

- **Product 1:** A work plan detailing the activities and milestones and a methodology to carry out all activities.
- **Product 2:** Draft and final Institutional Strengthening Action Plan, including a Gender Audit.
- **Product 3:** Draft and final report on the contribution of the Blue Economy sector to GDP and draft and design on the MRV for the Blue Economy.

- **Product 4:** Draft and final engagement plan, including stakeholder capacity building workshops and establishing peer partnerships with government agencies from other leading small. Workshops presentation and participant lists shall be provided.

## 6. PROJECT SCHEDULE AND MILESTONES

Deliverable	Date	Payments
Product 1	1 month after signing the contract	10%
Product 2	6 months after signing the contract	20%
Product 3	12 months after signing the contract	30%
Product 4	18 months after signing the contract	40%

## 7. SUPERVISION AND REPORTING

The consultants will present the deliverables following the schedule established in section 6 of these terms of reference. The deliverables must include reports in Word, PowerPoint presentation, and other documents used as the basis of the analysis (including other formats such as Excel spreadsheets, etc.) and a folder with the list of bibliographic references used to develop the analysis. All materials must be delivered in English. All reports, studies, plans, drawings, source code, technical data, specifications, and any other material prepared by or worked upon by the consultant exclusively for the IDB under this Agreement are the sole and exclusive property of the IDB and as such the IDB has exclusive title, rights, and interest in all such material including the right of dissemination, reproduction, and publication.

## 8. SELECTION CRITERIA

The team should be comprised of one team leader and a senior consultant (at minimum). The team should have a background (desirable Master's degree) in Economics, Development Studies, Public Administration, Social Sciences and/or equivalent field, with a minimum of 10 years' experience. Also, experience in change management and similar capacity building exercises and projects in the Caribbean is highly desirable. It is suggested that at least one team member is a Belize citizen or demonstrates proficiency in English. Knowledge of the Blue Economy in Belize, including the institutional and policy frameworks. Firms should present a technical proposal with tentative methodology and a workplan with clear roles.

## 9. ACCEPTANCE CRITERIA

Payments will be authorized once the IDB accepts the products specified by the TOR. The IDB will have up to three weeks to provide written comments/recommendations to the consultants' reports. Unless previously determined, the IDB will generally accept the deliverables once the consulting firm confirms the following: (i) receipt and additional inclusion of comments/recommendations in a revised version and (ii) provision of date for presentation of the revised versions of the submitted deliverables. The consultants are expected to include these comments two weeks after receipt.

**Belize**  
**BL-T1145: Development of the Blue Economy of Belize**  
**STAKEHOLDER SENSITIZATION CONSULTANCY**

**TERMS OF REFERENCE**

**1. BACKGROUND**

Belize has recognized the need and potential of pivoting to a sustainable Blue Economy and has started the process with the establishment of the Ministry of the Blue Economy and Civil Aviation (MBECA) in 2020. The vision of the new Ministry is "to increase the gross domestic product through a thriving Blue Economy development pathway that is harmonized, innovative and socially-just, supported by a robust, science-based management region of our aquatic resources and spaces to improve the livelihood of all Belizeans."

To achieve this vision, there is the need for a strong policy and institutional framework to guide the process and ensure a successful outcome. Additionally, it will require significant sensitization concerning this new frontier of sustainable development to involve a wide spectrum of stakeholders and take ownership of the process. The technical cooperation BL-T1145 aims at supporting Belize to strengthen the policy and institutional framework for the development of the Blue Economy. In parallel, another regional TC is being developed with Belize as a beneficiary to increase capacity to attract private sector investment into the Blue Economy to generate employment, growth, economic diversification, and achievement of SDG targets. Through close coordination with the MBECA and the Belize Trade and Investment Development Service (BELTRAIDE), the planned results of that operation will complement the planned results of this TC.

Component III, "Stakeholder Sensitization," aims to develop a series of communication and knowledge management outputs to disseminate the project's outcomes and raise awareness of the benefits of the Blue Economy in Belize.

**2. OBJECTIVE**

The overall objective of this consultancy is to support the Blue Economy communications and knowledge management activities in Belize to reach diverse audiences.

**3. SCOPE OF WORK**

This consultancy aims to design a high-quality and gender-sensitive communications program, including developing a website for the MBECA, awareness-raising campaigns, workshops with key stakeholders for consultations, input and dissemination of findings, and the design & launch of digital publications to disseminate the main findings of this project.



#### 4. KEY ACTIVITIES

The duties of the enterprise/firm include:

- 4.1. Develop a website for the MBECA, containing relevant information to raise awareness of the benefits of the Blue Economy. The site shall also serve as a tool to communicate the project achievements and share relevant information with stakeholders.
- 4.2. Design and support the implementation of a communications campaign to promote the Blue Economy in Belize. The campaign shall identify the most effective media outlets (e.g., social networks) and generate the content according to the key messages. The MBECA, the IDB, and the consultant shall agree on the key messages.
- 4.3. Organize awareness-raising workshops or webinars with key stakeholders to disseminate the activities and results of the project and communicate the benefits of the Blue Economy for sustainable development in Belize. This includes one high-level informational workshop for ministers and key decision-makers in Belize.
- 4.4. Support the elaboration and design of digital publications to disseminate the main findings of this operation regarding the Blue Economy. The consultant will utilize the Blue Economy Roadmap output to create visualization resources (infographics, animations, etc.) to summarize/communicate the priorities, strategies, and key actions succinctly.

#### 5. EXPECTED OUTCOMES AND DELIVERABLES

The consultant is expected to deliver the following products.

- **Product 1:** A work plan detailing the activities and milestones and a methodology to carry out all activities.
- **Product 2:** Concept and final fully functional website for the Ministry of the Blue Economy and Civil Aviation.
- **Product 3:** Draft and final Communications campaign.
- **Product 4:** Two awareness-raising workshops or webinars. The presentations and recordings of the events should be included.
- **Product 5:** Two digital publications.



## 6. PROJECT SCHEDULE AND MILESTONES

Deliverable	Date	Payments
Product 1	1 month after signing the contract	10%
Product 2	6 months after signing the contract	20%
Product 3	12 months after signing the contract	20%
Product 4	18 months after signing the contract	20%
Product 5	24 months after signing the contract	30%

## 7. SUPERVISION AND REPORTING

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## 8. SELECTION CRITERIA

The team should be comprised of one team leader and a senior consultant (at minimum). The team should have a background (desirable Master's degree) in Communications and/or equivalent field with a minimum of 10 years' experience. Also, experience in similar exercises and projects in the Caribbean is highly desirable. It is suggested that at least one team member is a Belize citizen or demonstrates proficiency in English. Knowledge of the Blue Economy in Belize, including the institutional and policy frameworks. Firms should present a technical proposal with tentative methodology and a workplan with clear roles.

## 9. ACCEPTANCE CRITERIA

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**Belize**  
**BL-T1145: Development of the Blue Economy of Belize**  
**PROJECT EVALUATION CONSULTANCY**

**TERMS OF REFERENCE**

**1. BACKGROUND**

Belize has recognized the need and potential of pivoting to a sustainable Blue Economy and has started the process with the establishment of the Ministry of the Blue Economy and Civil Aviation (MBECA) in 2020. The vision of the new Ministry is "to increase the gross domestic product through a thriving Blue Economy development pathway that is harmonized, innovative and socially-just, supported by a robust, science-based management region of our aquatic resources and spaces to improve the livelihood of all Belizeans."

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**2. OBJECTIVE**

The objective of this consultancy is to undertake a final evaluation of the project. The evaluation will assess that the performance indicators and objectives defined in the Technical Cooperation agreement have been met as of the evaluation date.

**3. SCOPE OF WORK**

This consultancy aims at deploying high-quality project monitoring according to the specifications of the Terms of Reference. The consultant should ensure the project progress is consequent with the results matrix. It should also propose any adjustments or corrective measures to ensure the project meets its deadlines and milestones.

**4. KEY ACTIVITIES**

The duties of the consultant include:

- 4.1. Determine the extent to which the outputs, outcomes, and impact as defined in the logical framework have been met. Verify compliance with the performance indicators for each year, as per the Results Matrix.

4.2. Assess the general progress made in project execution.

4.3. Draw on lessons learned and recommendations for improving the program.

The reviews/evaluations will take into consideration the projects' relevance, efficiency levels, and effectiveness. In addition, the evaluations will provide recommendations regarding execution of future projects and the likelihood of achieving the subject projects' development objectives. In this context, specifically, the evaluation will examine the following issues:

- (a) **Relevance.** "Relevance" refers to the correspondence between the project objectives and the needs of the beneficiary, the development priorities of the country and the Bank's country strategy. Relevance will also consider the extent to which the contextual factors that surrounded the project's design have changed since approval.
- (b) **Disbursements and procurements:** Review the disbursements and procurements with reference to the Procurement Plan, identifying any inconsistency or gap.
- (c) **Results matrix.** Review the following:
  - i. To what extent were the targets set forth in the matrix achieved? If the results were not achieved, why? Documentary or physical evidence should be consulted.
  - ii. Were the indicators and targets originally established appropriate (aligned with project objectives and achievable)?
  - iii. What changes were made to the results matrix over the course of project implementation? What were the justifications for these changes?
  - iv. With what frequency was progress against the indicators measured? If progress was not measured, why? Were the means of verification / measurement methodologies originally planned implemented? If not, why?
- (d) **Vertical logic and attribution.** The evaluation must analyze the validity of the vertical logic of the project (the connection between the products, results, and impacts – as originally planned and as actually achieved). The analysis will include a discussion of why the links between products, results and impacts were or were not achieved, including any remedial measures taken during project implementation. Importantly, the analysis will discuss to what extent the project is responsible for the results observed in the indicators (and to what extent external factors intervened).
- (e) **Unforeseen results.** Present and discuss any unexpected results and analyze the degree to which the project is responsible for them. This review will include both positive and negative results.
- (f) **Risk matrix.** Review the project's risk matrix, analyze the degree to which the risks foreseen materialized, and the effectiveness of the mitigation

actions implemented. Additionally, identify and document any unforeseen risks and corresponding mitigation actions taken.

(g) **Sustainability.** Considering both the results achieved and the contextual factors, the analysis will evaluate the likelihood of sustaining the achievements of the project and the likelihood of achieving future expected results beyond project close. The analysis will also consider evidence of past actions taken to prevent adverse risks from impacting execution and measures in place to guard against future risks.

(h) **Conclusions and recommendations.** These will be directed both to the country, to strengthen other related projects in execution or planned for the future, and to the Bank, to improve its performance in relation to other projects in the country and similar projects in other countries.

4.4. In collaboration with the IDB, consider “lessons learnt” and “best practices” from Project activities.

## 5. EXPECTED OUTCOMES AND DELIVERABLES

The consultant is expected to deliver the following products.

- **Product 1:** A Work Plan, including timelines, draft travel itineraries if relevant, and persons to be interviewed.
- **Product 2:** Draft Final Evaluation Report incorporating lessons learned and recommendations for improving the program
- **Product 3:** Final Evaluation Report. This report should include the cover, main document, and all annexes.

## 6. PROJECT SCHEDULE AND MILESTONES

Deliverable	Date	Payments %
Product 1	2 weeks after signing the contract	10%
Product 2	1 months after signing the contract	40%
Product 3	2 months after signing the contract	50%

## 7. SUPERVISION AND REPORTING

The consultant will present the deliverables following the schedule established in section 6 of these terms of reference. The deliverables must include reports in Word and other documents used as the basis of the analysis (including other formats such as Excel spreadsheets, etc.) and a folder with the list of bibliographic references used

to develop the analysis. All materials must be delivered in English. All reports, studies, plans, drawings, source code, technical data, specifications, and any other material prepared by or worked upon by the consultant exclusively for the IDB under this Agreement are the sole and exclusive property of the IDB and as such the IDB has exclusive title, rights, and interest in all such material including the right of dissemination, reproduction, and publication.

## **8. SELECTION CRITERIA**

The consultant should have a post-graduate degree in economics, business administration, financial management, natural resource management, international development, or related field is required. The consultant assigned to the job must have demonstrated knowledge of current evaluation theory and practice and at least 10 years of experience in evaluating projects. Knowledge of climate change adaptation and coastal resource management is also preferred. The consultant must be fluent in English. Knowledge of rules and procedures used by multilateral financial organizations would be an asset. Excellent communication skills, including written and oral forms. Proven ability to communicate complex concepts and prepare reports that are clear, concise, and meaningful. Ability to develop, analyze and articulate project issues and identify creative, practical approaches to overcome challenging situations. Analytic capacity and ability to assess project outputs and relevant findings. Good team player, self-starter, ability to work under limited supervision and maintain good relationships internally and externally to the Bank. Good written and verbal communication skills in English.

## **9. ACCEPTANCE CRITERIA**

Payments will be authorized once the IDB accepts the products specified by the TOR. The IDB will have up to three weeks to provide written comments/recommendations to the consultants' reports. Unless previously determined, the IDB will generally accept the deliverables once the consulting firm confirms the following: (i) receipt and additional inclusion of comments/recommendations in a revised version and (ii) provision of date for presentation of the revised versions of the submitted deliverables. The consultants are expected to include these comments two weeks after receipt.