

## **REQUEST FOR EXPRESSIONS OF INTEREST** **CONSULTING SERVICES**

Selection # BA-T1063-P005

Selection Method: Simplified Competitive

Country: International

Sector: Institutions for Development

Funding – TC #: BA-T1063

Project #: ATN/CO-17589-BA

TC name: STRATEGIC ROADMAP FOR THE BLUE ECONOMY IN BARBADOS

Description of Services: CONSULTANCY TO PROMOTE EFFECTIVE OPERATIONALIZATION OF THE BLUE ECONOMY ROADMAP IN BARBADOS.

Link to TC document: <https://www.iadb.org/en/project/RG-T4008>

The Compete Caribbean Partnership Facility through Inter-American Development Bank (IDB) is executing the above-mentioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest.

Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations ( <http://beo-procurement.iadb.org/home>) by: **July 31<sup>st</sup>, 2023**, 5:00 P.M. (Washington D.C. Time).

The Compete Caribbean Partnership Facility (CCPF) is seeking a consultant to support the coordination and closer inter-ministerial collaboration and consultation in the implementation of the Barbados Integrated Blue Economy Policy Framework and Strategic Action Plan.

The consulting services (“the Services”) shall improve the current data capture and order routing system used by and expand the functionality to include food safety, on-board vessel information and data integrations with the current fisheries management system. The specific objectives are as follows:

1. Update the Governance Assessment to enable and ensure the operationalization of the Integrated Blue Economy Policy Framework and Strategic Action Plan to form the required institutional arrangements that will deliver an operational Blue Economy agenda in Barbados (Component 1).
2. Based on this assessment, support the government in the establishment of an adequate coordinating mechanism to provide strategic leadership for the implementation of the Integrated Blue Economy Policy Framework and Strategic Action Plan (Component 2).
3. To enhance and foster the implementation of the Blue Economy approach a tool will be created to support the institutional arrangements that will be set in place: Blue Lens Toolkit (Component 3).

**Term:** The services are expected to be delivered in a period of 5 (five) months.

**Location:** Barbados

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: [Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work - GN-2765-4](#) All eligible consulting firms, as defined in the Policy may express an interest. If the consulting firm is presented in a consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described above in the draft summary of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a joint venture or a sub-consultancy agreement to enhance their qualifications. Such association or joint venture shall appoint one of the firms as the representative.

To access the IDB Portal, the firms must generate a registration account, including **all** the data requested by the Portal. In the event that any of the information requested is not included, the firm will not be able to participate in this or any other Bank-executed selection process for operational work. If the firm has been previously registered, please validate that you have **all** the firm's information updated and complete before submitting an expression of interest.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: Alex Sanchiz [alexsa@iadb.org](mailto:alexsa@iadb.org), cc'd to [competecaribbean@iadb.org](mailto:competecaribbean@iadb.org).

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## **TERMS OF REFERENCE**

### *Compete Caribbean Partnership Facility (CCPF)- Consultancy to Promote Effective Operationalization of the Blue Economy RoadMap in Barbados*

Country: Barbados

ATN/CO-17589-BA

Strategic Roadmap for the Blue Economy in Barbados

[Web link to approved document](#)

#### **1. Background and Justification**

- 1.1.** Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries. In 2016, the Inter-American Development Bank (IDB), the United Kingdom’s Foreign, Commonwealth & Development Office (FCDO), the Caribbean Development Bank (CDB) and the Government of Canada 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.
- 1.2.** The ocean covers more than 72% of the earth’s surface and is responsible for 80% of global trade, 32% of hydrocarbons extracted for energy needs and for both domestic and international tourism for almost 200 countries and overseas territories. The contribution of the ocean economy to global value added has recently been estimated, conservatively suggesting its contribution is in the order of US\$1.5 trillion annually, or roughly 3% of global value added. Since Rio+20, the Blue Economy<sup>1</sup> (BE) has been gaining momentum as coastal and island nations are looking at the ocean as the next frontier for economic development. An ocean-based approach to growth not only offers the marine and coastal resources, but a way to boost growth and tackle some of the key challenges related to the high unemployment, food security, poverty and resilience to climate change<sup>2</sup>.
- 1.3.** Barbados is faced with traditional challenges related to its limited economic diversification, fiscal fragility and susceptibility to the impacts of climate change such as hurricanes, sea level

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<sup>1</sup> The Blue Economy is a sustainable ocean economy in which “economic activity is in balance with the long-term capacity of ocean ecosystems to support this activity and remain resilient and healthy” (adapted from The Economist, 2015).

<sup>2</sup> Toward a Blue Economy: A Promise for Sustainable Growth in the Caribbean, the World Bank Group, September 2016.

rise and increased temperatures. The pervasive nature of a lingering recession demanded that the government be more strategic in its programs and policies. Recent times have seen the emergence of new and more potent threats related to climate change and the ferocity of its consequences, including the influx of sargassum seaweed on many of the islands' beaches. This has reinforced the need to think blue. Despite its small land space, Barbados's maritime space is over 400 times bigger, covering 183,436 km<sup>2</sup> representing an opportunity that could and should be utilized in a sustainable way to advance the economic interest of the country, while at the same time protect the environment. Although certain aspects of the blue economy, for example tourism activities, fishing and seaport services, have traditionally been part of Barbados's socio-economic landscape, the blue economy as an economic sector remains underdeveloped, fragmented and unexplored.

## 2. **Objectives**

The overall objective of this TOR is to promote coordination and closer inter-ministerial collaboration and consultation in the implementation of the Integrated Blue Economy Policy Framework and Strategic Action Plan. More specifically this TOR will:

- Update the **Governance Assessment** to enable and ensure the operationalization of the Integrated Blue Economy Policy Framework and Strategic Action Plan to form the required institutional arrangements that will deliver an operational Blue Economy agenda in Barbados (Component 1).
- Based on this assessment, support the government in the establishment of an adequate **coordinating mechanism** to provide strategic leadership for the implementation of the Integrated Blue Economy Policy Framework and Strategic Action Plan (Component 2).
- To enhance and foster the implementation of the Blue Economy approach a tool will be created to support the institutional arrangements that will be set in place: **Blue Lens Toolkit** (Component 3).

## 3. **Scope of Services**

The consultant will be responsible for coordinating all aspects related to the completion of this task, inclusive of all logistic and communicational aspects, with the approval of the IDB and government counterparts.

## 4. **Key Activities (Component 1) Governance Assessment Update**

The consultant will carry out the following key activities that will facilitate the achievement of the objective of Component 1:

- 4.1. Study the major outputs of the TC (BA-T1063) and other outputs of studies completed under the auspices of other development partners and liaise with MENB and other key stakeholders to develop an appreciation of the BE related issues in ocean governance, the scope of BE development activities in progress and the priorities for the next 24 months. Review the

priority areas for the primary agencies most likely to be involved in the ocean policy matters. As a result, deliver a report on resuming all this information into a workplan for the MENB and a mapping exercise of all key stakeholders. The latter will be based on a comprehensive stakeholder list and develop a responsibility assignment matrix (RAM) of all public and private sector, academia and civil society organizations, clearly identifying the roles and responsibilities of relevant institutions in providing support and cooperation for the mainstreaming and implementation of the Blue Economy Policy at sectoral level. A specific focus on the private sector will be required.

- 4.2. Conduct the necessary consultations with key stakeholders to gather input and assess the knowledge gap amongst high-level stakeholders. Including members of Cabinet. Consultations should also include representatives of the Barbados Chapter of the Women in Maritime Association Caribbean to identify participation levels of women and any constraints to their participation in Blue Economy. As a result, the consulting firm will deliver a stakeholder assessment and a gender annex.
- 4.3. Based on the review of the documents, stakeholder assessment, governance analysis and identification of highest level of decision-makers within ministerial and non-ministerial institutions, the consulting firm will provide an update of the governance assessment to deliver recommendations for an adequate institutional mechanism who can supervise and advise on the implementation of the BE strategy, and those who have the capacity to make decisions on cross-cutting issues related to adaptation priorities under the future Blue Economy Policy.

5. **Key Activities (Component 2) Establishment of an adequate institutional Mechanism for coordination and an M&E system**

The consultant will carry out the following key activities that will facilitate the achievement of the objective of Component 2:

- 5.1. Based on the comprehensive review undertaken and the governance assessment update, the team will recommend the composition, structure and terms of reference for a national mechanism to coordinate the BE agenda in Barbados. The terms of reference should reflect the skills, knowledge and experience that mechanism members should possess.
- 5.2. Formulate detailed terms of reference that will guide the operations of the coordinating mechanism including criteria for participation, priority areas, roles and responsibilities, scope, deliverables, communications, reporting and meeting guidelines.
- 5.3. Based on the review of the strategic action plan and in collaboration with MENB, design a monitoring and evaluation framework for coordinating, monitoring, and promoting accountability for the implementation of the strategic plan, including adequate risk-mitigation measures. This framework should capture the relevant data from the mechanism on the implementation of the strategic action plan and should also serve to capture general BE development data from the applicable participating agencies on the committee. The M&E framework should outline the reporting format, schedule and templates with initial baseline indicators derived from the strategic action plan and key performance indicators (KPIs).
- 5.4. Design and deliver one training session for the coordinating mechanism for a detailed understanding of the Barbados Blue Economy Strategic Action Plan and adequately orient

members to their new roles while providing a clear understanding of the aim, strategy and intended outcomes of their participation on the national coordinating mechanism. Including relevant staff of the MENB who will play key roles in the secretariat functions of the coordinating mechanism.

## **6. Development of the Blue Lens Toolkit (Component 3)**

- 6.1.** Based on a thorough understanding of the recommendations made via major outputs of the TC (BA-T1063) particularly the national BE policy, vision, principles and objectives and an appreciation of the scope of potential BE economic opportunities and further interaction with all key stakeholders of the Blue Economy Agenda in Barbados<sup>3</sup>, the consulting firm will facilitate participatory planning sessions with MENB and other key stakeholders mapped in previous exercises to produce the Blue Lens toolkit. It is expected that the Blue Lens Toolkit will:
- Develop a mainstreaming strategy ensure decision making across various government agencies involved in regulating Blue Economy (BE) industries is consistent with the vision, principles, and objectives of the national BE policy;
  - Ensure alignment of all key national strategies to have a unique vision for Blue Economy, including the Marine Spatial Planning, Management of Protected Areas and other national data systems;
  - Develop a specific dimension for private opportunities under the BE Agenda, including appropriate assessments and how and to who they are to be submitted; and
- 6.2.** Support the MENB, and coordination mechanism and particularly the BE Department in operationalizing the Blue Lens including preparing all template and guidelines to guide use of the Blue Lens.

## **7. Expected Outcome and Deliverables (All Components)**

- 7.1. PRODUCT 1:** Draft Comprehensive Work Plan indicating tasks and timeframes for completion of tasks relating to the three components of the project within three (2) weeks of contracting, including formats for each planned deliverable.
- 7.2. PRODUCT 2:** An updated governance assessment with all the products detailed in component 2
- 7.3. PRODUCT 3:** A proposal for a coordination mechanism, including clearly identifying the roles and responsibilities of participating institutions in providing support and cooperation for the mainstreaming and implementation of the Blue Economy Policy at sectoral level. As well as recommendations for the composition, structure and detailed terms of reference that will guide the operations of the coordinating mechanism including criteria for participation, priority areas, roles and responsibilities, scope, deliverables, communications, reporting and meeting guidelines; and a revised version within 5 days of receipt of comments on the draft.
- 7.4. PRODUCT 4:** Draft monitoring and evaluation framework that will be used by the Coordination mechanism
- 7.5. Product 5:** Blue Lens Toolkit as specified in activities 5.4 and 6.1 above within 3 weeks of acceptance of the composition, structure and Terms of Reference for the national coordinating

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<sup>3</sup> Including, but not limited to, :

mechanism, and a revised version within 1 week of receipt of comments on the draft.

- 7.6. PRODUCT 6:** A final report with the results of both training programs and recommendations for the future trainings delivered for members of the national coordinating mechanism and key staff members of the Blue Economy Division.

The consultant will take into account the conclusions and recommendations of the BE High level Sensitization Workshop to be held in July 2023, during the delivery of the products under this contract.

**8. Project Schedule and Milestones (All Components)**

<b>Deliverable</b>	<b>Date</b>	<b>Description</b>
Product 1	2 weeks after signing contract	<b><u>See 7.1</u></b>
Product 2	1 month after signing contract	<b><u>See 7.2</u></b>
Product 3	2 months after signing contract	<b><u>See 7.3</u></b>
Product 4	3 months after signing contract	<b><u>See 7.4</u></b>
Product 5	4 months after signing contract	<b><u>See 7.5</u></b>
Product 6	5 months after signing contract	<b><u>See 7.6</u></b>

**9. Reporting Requirements**

- 9.1.** The consultants will submit their deliverables according to the schedule established in section 8 of this Terms of Reference. Every report will be submitted to the Bank in an electronic file. The reports should include cover, main document, and all annexes. Deliverables should be submitted to the relevant stakeholders at MENB, the project team leader Jennifer Doherty-Bigara and copied to the CCPF PDO Alex Sanchiz.

**10. Acceptance Criteria**

- 10.1.** The acceptance of deliverables must be given by the IDB when all comments received during the revision process are included in the submitted reports. Upon approval the IDB will disburse payments.

**11. Other Requirements**

- 11.1.** The firm should ensure that the proposed team of experts includes personnel with advanced knowledge and working experience in the relevant areas of expertise required for this assignment. The team should be comprised of a governance/organizational development and leadership specialist, who will also function as team leader, a senior specialist in the Blue Economy, a Monitoring and Evaluation Specialist, and a change management communications specialist at a minimum.

**Team Leader: Governance/Organizational Development and Leadership Expert**

**Education:** A minimum of a master's degree in Governance, Organizational Development, Industrial Development, Leadership, Public Administration, Public Policy, Business Administration or related field is required.

**Experience:** At least 10 years relevant work experience in institutional capacity, corporate governance, fiduciary, or administrative systems analysis for development projects financed by international financial institutions, preferably in the Latin American and Caribbean Region. Knowledge on blue economy, particularly associated with developing economies, working experience in Barbados and/or the Caribbean region or SIDS will be considered an asset.

**Core and Technical Competencies:**

- Excellent communication skills, including written and oral forms;
- Proven outstanding team leadership and management, organizational and planning abilities;
- Ability to interact with senior government officials;
- Proven ability to identify creative, practical approaches to overcome challenging situations.
- Analytical skills and systemic thinking
- Language: Excellent command of oral and written English

**Senior Specialist in the Blue Economy**

**Education:** A minimum of a master's degree in marine Ecology and Marine Geochemistry, Maritime Administration, Environment, Botany, Geology and Zoology or related field is required.

**Experience:** At least 10 years relevant work experience on the Blue Economy, particularly associated with small island developing economies, working experience in Barbados and/or the Caribbean region or SIDS will be considered an asset.

**Core and Technical Competencies:**

- Knowledge of the Blue Economy in Barbados or other SIDS,
- Knowledge on institutional and policy frameworks and arrangements for Blue Economy sectors;
- Ability to interact with senior government officials;
- Proven ability to identify creative, practical approaches to overcome challenging situations;
- Language: Excellent command of oral and written English.

**Monitoring and Evaluation Specialist**

**Education:** Graduate degree in Statistics, Monitoring and Evaluation, Data Analytic or other related field.

**Experience:** At least 10 years relevant work experience in the design and implementation of Measurement, Reporting and Verifying strategies and programs for multi-sectoral plans and programs for the private and public sector.

**Core and Technical Competencies:**

- Strong research study design, and outcome measurement;
- Strong statistical methods skills;
- Detailed understanding of evidence-based decision making;
- Detailed knowledge of cost-benefit analysis.
- Ability to interact with senior government officials;



- Analytical skills and systemic thinking;
- Exceptional communication skills, both written and verbal;
- Language: Excellent command of oral and written English.

### **Change Management Communications Specialist**

**Education:** Graduate degree in Psychology, Human Resource Management, Business administration or a related field. Change management certification is desired.

**Experience:** At least 5 years of experience in developing, implementing, and managing change management strategies for implementation of strategies and policies that span multiple organizations.

### **Core and Technical Competencies:**

- Strong interpersonal and participatory stakeholder engagement skills
- A solid understanding of change management principles, methodologies and tools
- Exceptional communication skills, both written and verbal
- Ability to provide direct support and coaching to all levels of managers and supervisors as they help their direct reports through transitions.
- Ability to work effectively at all levels in an organization.
- Language: Excellent command of oral and written English.

## **12. Supervision and Reporting**

**12.1.** The Climate Change and Sustainable Development Sector will have the technical responsibility of the execution of this work order as well as for the approval of the deliverables prepared by the consulting firm(s). Prior to approval, the IDB shall seek the endorsement for each deliverable from the MENB and other sections of the Bank involved in the project. In representation of the IDB, the technical coordination and leadership for this consultancy rests with IDB's staff member Jennifer Doherty Bigara Rodriguez in coordination with the rest of the project team.

## **13. Schedule of Payments**

**13.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

**13.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
1. Final Comprehensive work plan	10
2. Updated Governance Assessment	10
3. Final Proposal for a Coordination Mechanism	15

4. Final Report on recommendations for the composition, structure and detailed terms of reference for national BE coordinating mechanism and Monitoring and Evaluation Framework	25
5. Blue Lens Toolkit	25
6. Final Report	15
<b>TOTAL</b>	<b>100%</b>