

TERMS OF REFERENCE (TOR)

PACT ADAPTATION FUND PROJECT- CREATING OPPORTUNITIES TO SUPPORT ALTERNATIVE LIVELIHOODS CONSULTANCY

DEVELOPMENT OF A NATURE-BASED ENTERPRISE TRAINING CURRICULUM AND TRAINING MATERIALS AND DELIVERY OF A TRAIN-THE-TRAINER PROGRAM

1. **BACKGROUND**

Many rural communities in Belize rely heavily on natural resources for their livelihoods. However, these communities increasingly face challenges such as climate change, environmental degradation, and limited access to sustainable income-generating opportunities. Traditional livelihoods such as farming, fishing, and forest-based activities are becoming less viable due to unpredictable weather patterns, resource depletion, and weak market linkages.

To address these challenges, the Inter-American Institute for Cooperation on Agriculture (IICA), the Ministry of Agriculture, Food Security, and Enterprise (MAFSE), and the Belize Trade and Investment Development Service (BELTRAIDE) are implementing the *Creating Opportunities to Support Alternative Livelihoods* project under the Adaptation Fund Program, executed by the Protected Areas Conservation Trust (PACT). The project aims to strengthen the resilience of six natural resource-dependent communities by promoting climate-smart food production and supporting the development of nature-based enterprises that are both environmentally sustainable and economically viable.

Component 2 of the project focuses on the development of nature-based Micro, Small, and Medium Enterprises (MSMEs). These enterprises can diversify income sources, enhance community self-reliance, and foster conservation-friendly economic growth. However, such opportunities remain largely underdeveloped due to persistent barriers, including:

- Limited access to market data and trends
- Limited knowledge of market opportunities
- Limited capacity on how to turn entrepreneurial ideas into successful businesses.
- Lack of entrepreneurial skills and business acumen
- Inadequate access to or knowledge about finance and business support services

To address these gaps, BELTRAIDE, in collaboration with IICA, seeks to develop a Nature-Based Enterprise Curriculum and Training Manual tailored to MSMEs and to design and deliver a Train-the-Trainer program. Early in 2026, two COSAL consultants will produce reports on livelihood baselines, market opportunities, and food systems for community groups. This consultancy will use their recommendations to develop the Nature-Based Enterprise Training Curriculum and Manual.

2. PURPOSE OF THE CONSULTANCY

To design and deliver two key interventions: (1) develop a Nature-Based Enterprise Curriculum and Training Manuals (trainer and trainee) specifically tailored for MSMEs in the agri-business sector, and (2) implement a Train-the-Trainer program to build the capacity of 20 trainers from BELTRAIDE, IICA, MAFSE and PACT/EDA to create institutional capacity to support nature based MSMEs long term.

3. OUTPUTS AND DELIVERABLES

The Consultant will deliver the following **OUTPUTS**, along with **DELIVERABLES**.

A) Inception Report

- Conduct initial consultations with IICA, BELTRAIDE, MAFSE, PACT/EDA and other relevant stakeholders.
- Submit an Inception Report outlining the detailed methodology, work plan, and data collection tools for approval.

B) Curriculum and Training Material Development

- Draft a Nature-Based Enterprise Training Curriculum and Materials (Trainer Manual, Trainee Manual, PowerPoint) tailored to MSMEs within the agribusiness sector, covering topics such as,
 - Community-Based Business Models;
 - Risk Management & Resilience;
 - Costing and Pricing;
 - Financial Literacy & Financial Management;
 - Business Continuity;
 - Operational Planning and Seasonal Production;
 - Inventory Management; and
 - Sustainable Enterprise Practices for Rural Enterprises.
- Design and submit a curriculum and materials that are clear and easy to use, targeting a reading level appropriate for adult learners with diverse educational backgrounds. All materials must be in English and incorporate visuals, templates, exercises, PowerPoints, worksheets, and any other reading materials to support interactive learning. The manual should include both a Trainer Guide with detailed session plans and a Participant Handbook for learners, ensuring practical usability. All content must be provided in print-ready, digital, and editable formats, with consideration for digital accessibility to ensure it can be easily used and adapted by trainers and participants.
- Develop and adapt the training manual to ensure it is fully relevant to Belizean businesses. This includes tailoring examples, exercises, and recommendations to reflect the typical size, sector, and resource constraints of local nature-based enterprises, as well as aligning content with Belizean regulations, business practices, and consumer behaviors.

- Organize and facilitate at least one in person stakeholder (BELTRAIDE, MAFSE, IICA, PACT/EDA) consultation session to validate the training content and gather feedback.

C) Train-the-Trainer Program

- Design a structured ToT training program for institutional trainers from the BELTRAIDE, IICA, MAFSE and PACT/EDA Trainers, including session guides, and supporting materials for at least 20 institutional trainers.
- Organize and procure all necessary training supplies and catering for the Train-the-Trainer sessions. Support with securing suitable training venues can be provided by partners upon request. All logistical arrangements should be coordinated in advance with BELTRAIDE to ensure smooth implementation and avoid duplication of efforts
- Deliver in person trainings with breakout activities and peer-learning exercises for the 20 institutional trainers.
- Develop a sustainability and scaling plan to ensure that Nature-Based Enterprise Training can continue to benefit communities beyond the initial implementation. This plan should outline strategies for maintaining the program's impact, including ongoing support for trainers, mechanisms for updating training content, and approaches to reach additional community groups over time. In addition, provide detailed recommendations for integrating the curriculum and training approach into BELTRAIDE's existing programs and initiatives, ensuring alignment with national development priorities and institutional capacities.
- Implement a comprehensive monitoring and evaluation process throughout the training program. This includes designing and administering a baseline survey to assess trainers' initial knowledge, skills, and attitudes, followed by an endline survey using comparable indicators to measure progress and overall learning outcomes. Participant attendance should be tracked and reviewed continuously, while feedback collected through evaluation forms should be analyzed to assess the quality of training delivery. At the conclusion of the program, conduct a lessons-learned workshop with trainees to gather insights, address remaining gaps, and inform future improvements.

D) Final Report

- Compile all findings into a Final Report, which will include an executive summary, an overview of the training manual development process, and a summary of the Train-the-Trainer program delivery, detailing the methodology, materials used, and participant outcomes. The report should also highlight challenges encountered, provide recommendations for future rollout, and include supporting evidence such as photographs of the training and attendance sheets. The report will conclude with overall conclusions, lessons learned, and actionable recommendations.

- The consultant must demonstrate how the curriculum integrates findings from those reports and cite them explicitly in the inception report, final manual, and final report.

4. PROJECT SCHEDULE AND PAYMENT TERMS

The Consultant must send submissions via PDF or Word Document format via email and receive approval of the outlined Outputs and Deliverables within the stipulated timelines. The table below shows the payment schedule, which is contingent on approval by the Project Technical Committee (PTC).

DELIVERABLE	OUTPUTS	TIMELINE	PAYMENT
INCEPTION PHASE	<ul style="list-style-type: none"> • Kick-off meeting • Approved Inception Report 	2 weeks	15%
TRAINING CURRICULUM AND TRAINING MATERIALS	<ul style="list-style-type: none"> • Draft Curriculum • Validated Manual • Final Curriculum and Training Materials (Trainer Manual, Trainee Manual, PowerPoint Presentation, and any assessments/supplementary reading material) 	14 weeks	40%
TRAIN-THE-TRAINER PROGRAM	<ul style="list-style-type: none"> • Training Agenda • Facilitate an in-person Train of Trainer Program to 20 participants, who will replicate the methodology. • Final Training Report Sustainability and Scaling Plan of Training 	6 weeks	30%
FINAL REPORT	Final Consolidated Report	2 weeks	15%
TOTAL		24 weeks	100%

5. COORDINATION AND REPORTING REQUIREMENTS

BELTRAIDE will lead to the technical supervision of this consultancy, and IICA will supervise the project management aspects.

- The Consultant shall report directly to the Executive Director at BELTRAIDE and coordinate all technical and administrative aspects of the consultancy with the Senior Projects Officer. The Manager of SBDC Belize, BELTRAIDE will provide guidance and ensure that deliverables meet the required quality standards. Key project deliverables and milestones must be delivered

according to the approved work plan, or as per any recent amendments. Any changes to the project's scope and schedule must be approved by BELTRAIDE and IICA.

- All reports and deliverables must be submitted electronically to BELTRAIDE, with copies shared with IICA. The Consultant is expected to maintain regular communication and participate in coordination meetings as required and be prepared to discuss progress and findings with the project steering committee
- Reporting can be biweekly at face-to-face meetings or Microsoft Teams Meetings, or as the need may arise. E-mails are acceptable for updates and confirmations.

6. QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

The consulting individual or firm must possess the following qualifications:

- A degree in education, agribusiness, business administration, sustainable development, rural development, instructional design, or a related field.
- A minimum of five (5) years of demonstrated experience in developing training manuals, enterprise toolkits, or curriculum materials for MSMEs or nature-based enterprises.
- Proven experience in designing and delivering training programs, including train-the-trainer initiatives and capacity-building workshops for adult learners.
- Familiarity with Belize's environmental, and enterprise development context.
- Strong skills in instructional design and facilitation, with the ability to apply participatory and adult learning methodologies.
- Capacity to engage diverse stakeholders, including community groups, local producers, and institutional partners.
- Proven ability to deliver high-quality, well-structured reports in English. Strong verbal, written, and listening skills; Spanish is an asset.

7. DURATION OF WORK

The consultancy is expected to span six (6) months from the date of contract signing, covering all phases including fieldwork, data analysis, stakeholder validation, and final reporting.

8. CONSULTANCY FEES

This consultancy fee is inclusive of all professional fees, taxes, travel, materials, logistics, and any other costs required for the successful completion of the consultancy. Payments will be made in installments linked to the satisfactory submission and approval of agreed deliverables, in accordance with the contract signed between the consultant and the contracting authority, IICA.

9. GUIDELINES FOR APPLICATION

The technical proposal must be submitted as a separate attachment clearly labeled “*Technical Proposal*,” and the financial proposal must be submitted as a distinct attachment clearly labeled “*Financial Proposal*.”

Documents required:

- A cover letter explaining why you are the most suitable candidate for this assignment.
- A brief technical proposal outlining the approach to executing the tasks, along with the CV(s) of the consultant(s). Include two (2) samples of previous, relevant work and names of two relevant referees.
- A financial proposal that is stated in Belize Dollars (BZD) and presents a fixed, total cost, including applicable taxes and expenses. This total cost must cover remuneration expenses (*professional fees*) and reimbursable expenses (per diem, travel cost, catering and supplies for training, communication costs, incidentals, provisional or fixed sums –if pre-approved-, where applicable). This amount shall be considered final and not subject to increase during the implementation of the consultancy, regardless of the actual expenses incurred.

Documents should be emailed to projects@beltraide.bz and to iica.belize@iica.int with the subject line “**Development of A Nature-Based Enterprise Curriculum Training Manual and Delivery of a Train-The-Trainer Program Consultancy**” by **March 29th, 2026**, at Midnight.

10. EVALUATION

The Quality and Cost-Based selection will be used for the evaluation.

- Technical Criteria weight- 70 points
- Financial Criteria Weight- 30 points

Evaluation Criteria for the Technical Proposal:

- Education Background and competences - **15 points**
- Experiences as defined in the TOR - **25 points**
- Methodology, workplan and overall approach - **20 points**
- Overall quality of the proposal (structure, language and clarity) - **10 points**