



TERMS OF REFERENCE (TOR)

CONSULTANCY FOR AN INSTITUTIONAL REVIEW AND DEVELOPMENT PLAN FOR THE INTERNATIONAL MERCHANT MARINE REGISTRY AND BELIZE HIGH SEAS FISHERIES UNIT

1. BACKGROUND

1.1 The International Merchant Marine Registry of Belize (IMMARBE)

IMMARBE is the competent authority of the Government of Belize for the registration and control of ships pursuant to the Merchant Ships (Registration) Act 2010. It exists under the Ministry of Finance and Economic Development and functions as the maritime administration of Belize. Since Belize is a member state of the International Maritime Organization (IMO), IMMARBE serves to implement IMO Conventions for matters concerning maritime safety, efficiency of navigation and prevention and control of marine pollution from ships, inter alia.

IMMARBE's head office facilitates and control all registration, technical and seafarer services. It has a global network of Deputy Registrars and designated offices that are empowered to process applications for registration and to issue the relevant documentation. IMMARBE has one overseas office Spain which advises, assists, and supports the technical matters of the fleet for all vessels owners and operators, Deputy Registrars, and Recognized Organizations.

Consistent with IMO requirements, IMMARBE's quality management system ensures the highest standards of service to its clients within the maritime industry. Its strategy is the effective and efficient provision of all registry services while focusing on the continued maintenance of the quality of the fleet by ensuring compliance with all maritime legislation. Policies concerning age limits, safety inspections, monitoring campaigns to ensure low detention ratios, auditing on Recognized Organizations (RO) and ships operators are industry best practices implemented by IMMARBE to guarantee the continued operations of a quality and reputable open registry.

1.2 The Belize High Seas Fisheries Unit (BHSFU)

The BHSFU was established pursuant to the High Seas Fishing Act, 2013 under the Ministry of Finance and Economic Development of the Government of Belize. The main objective of the BHFSU is to effectively regulate and control Belize's high seas fisheries and fulfil its international obligations as a distant water fisheries nation.

The BHSFU works closely with several local agencies to carry out its mandate. Its most important relationship is with its sister agency - IMMARBE which registers the fishing vessels that are regulated by the BHSFU. Relationships with the Belize Companies and Corporate Affairs Registry (BCCAR) and the Financial Services Commission (FSC) are also important to exercise effective control over vessels and their corporate ownership. The BHSFU's relationships with the Belize Fisheries Department, the Coastal Zone Management Institute (CZMAI), the Belize Agriculture Health Authority (BAHA), and the Belize Customs and Excise Department serve to streamline national fisheries policy and facilitate the trade of high seas fisheries products.

1.3 The Consultancy

IMMARBE was managed by a private concession to develop this new industry at the request of the Government of Belize until 2013 when the Government terminated the concession and assumed management control of the Registry's operations and created the Belize High Seas Fisheries Unit as a separate agency.

It is against this background that IMMARBE and BHSFU seeks to engage the services of a consultant(s) to assess the institutional arrangements and mechanisms for optimum impact of the functions of the agencies. The assessment would review the policies and mechanisms that underpin the organization's structure and operations; rationalize the arrangements that link them to specific obligations; and revisit the adequacy of the existing framework and its relevance to meeting those obligations.

With a view to achieve the objectives outlined in this TOR, the Registrar of Merchant Shipping of Belize hereby invites the expressions of interests from suitably qualified and experienced consultant(s) to provide the services needed to conduct an institutional assessment of IMMARBE and BHSFU.

2. OBJECTIVE OF CONSULTANCY

The objective of this consultancy is to conduct a strategic review of the organizations, considering the internal and external challenges in the effective delivery of their regulatory responsibilities and mandates.

The review should focus on:

- 1) The suitability of the institutional, operational and governance frameworks.
- 2) Operating in strict compliance to international rules and standards.
- 3) Earning the reputation as an efficient & prompt provider of services through a highly competent team.
- 4) Acquisition of the desired capabilities and infrastructure.
- 5) Being a strong financial contributor to the economy of Belize.
- 6) Extending the jurisdiction's visibility, internationally and domestically.

3. SCOPE OF THE ASSIGNMENT

The institutional assessment will take into consideration the current state of IM-MARBE and BHSFU, relative to their mandates, arrangements, experiences, and regional/international models of similar institutions. This should be done with a view to recommend a strategic plan for the optimal performance of the organizations in fulfilment of their respective mandates.

4. TASKS OF CONSULTANT:

The consultant will be responsible for the following tasks:

- a. Review the performance of the organizations considering their mandate.
- b. Assess the strengths, weaknesses, opportunities, and threats of each organization (SWOT analysis).
- c. Identify gaps in the organizations' work relative to the performance review and SWOT analysis.
- d. Identify the factors limiting the organizations' performance.
- e. Recommend actions to eliminate limiting factors.
- f. Recommend strategic improvement of the organizations for them to remain competitive in the industry.

5. DELIVERABLES

- a. **Inception report including the proposed implementation plan** – 2 weeks from start of engagement
- b. **Preliminary Institutional Assessment Findings** – 7 weeks from start of engagement.
- c. **Draft Institutional Assessment and Development Plan** – 12 weeks from start of engagement.
- d. **Final Institutional Assessment and Development Plan** – 2 weeks after receiving feedback.

6. QUALIFICATIONS AND EXPERIENCE

The consultant(s) should be experts in their respective fields and will play an integral role in the fulfilment of the consultancy

6.1 The consultant must demonstrate the following:

- a) The consultant(s) should demonstrate sufficient skills and professional expertise to undertake all aspects of the assignment as per the specifications of this TOR.
- b) The consultant(s) should be knowledgeable of the requirements of international organizations for the regulation of the maritime industry. Knowledge of international organizations for the regulation of high seas fisheries will be an asset.
- c) The consultant(s) should have at least five (5) years' work experience with the maritime industry. Experience in maritime affairs, particularly international ships registry. Knowledge of high seas fisheries will be an advantage.
- d) Experience in developing and implementing international business strategies, especially in the maritime sector (inclusive of distant water fisheries).
- e) A clear understanding of the objective, scope, and deliverables of this consultancy.

7. TIMEFRAME AND MANAGEMENT ARRANGEMENTS

7.1 DURATION OF CONSULTANCY

This assignment is expected to require approximately 12 consultancy weeks and is expected to be carried out over a period of 3 months starting in July 2022.

7.2 PLACE OF WORK

The Consultant(s) will work closely with the management and staff of IMMARBE & BHSFU at their corporate headquarters at:

**Suite 501, Keystone Building
304 Newtown Barracks
Belize City, Belize
Central America**

7.3 COORDINATION

This consultancy is commissioned by the Registrar of Merchant Shipping of Belize. This assignment will require face-to-face consultations with IMMARBE & BHSFU's teams in Belize; however, consideration will be given to the limitations of the COVID-19 Pandemic. The Registrar will facilitate the administrative arrangements for the consultation process in performance of this consultancy. Progress will be assessed on a regular basis so that any required adaptation can be agreed in a timely manner.

8. APPLICATION GUIDELINES

8.1 DOCUMENTS

Your application package should include:

- Cover letter indicating why you are the most suitable contender for the assignment.
- A Technical Proposal (TP) on how the tasks will be conducted, inclusive of a personal Curriculum Vitae (CV)
 - Firms/companies or groups must submit a CV for each member involved in the completion of this task.
 - The TP will indicate your understanding of the assignment and relevant skills and experiences with strategy development, maritime affairs, ships registry, and distant water fisheries, including the CVs of all engaged.
 - Proposed methodology and related timeframe. In case you are applying as a team of consultants, your methodological offer should clearly specify how the work will be divided.
 - Contact details of two references/previous clients that can comment on your ability to facilitate strategy development.

- A Financial proposal (FP) comprising of:
 - A detailed quotation for the assignment, showing working days and professional fees, availability as well as travel costs from place of residence to Belize and back.
 - Fixed total sum of the execution of the task inclusive of a breakdown of the total costs.
 - Total costs should include taxes.
 - A breakdown of remuneration expenses.
 - A breakdown of reimbursable expenses.
 - The FP must be quoted in US dollars

8.2 SUBMISSION OF APPLICATION

Applications must be submitted via email to director@belizefsc.org.bz as follows:

1. The TP to be emailed to as an attachment, with the subject “Technical Proposal for the Institutional Assessment and Development Plan for IMMARBE and BHSFU Consultancy”.
2. The FP to be emailed as a separate attachment, with the subject “Financial Proposal for the Institutional Assessment and Development Plan for IMMARBE and BHSFU Consultancy”

9. DEADLINE FOR APPLICATIONS

The deadline for submission of proposals is Wednesday, June 15th, 2022, at 9:00 AM Belize time (GMT -6:00 hours). Proposals received after the specified deadline may not be considered.