

SUMMARY INCEPTION REPORT

Technical Cooperation RG-T1063

Strategic Roadmap for the Blue Economy
in Barbados

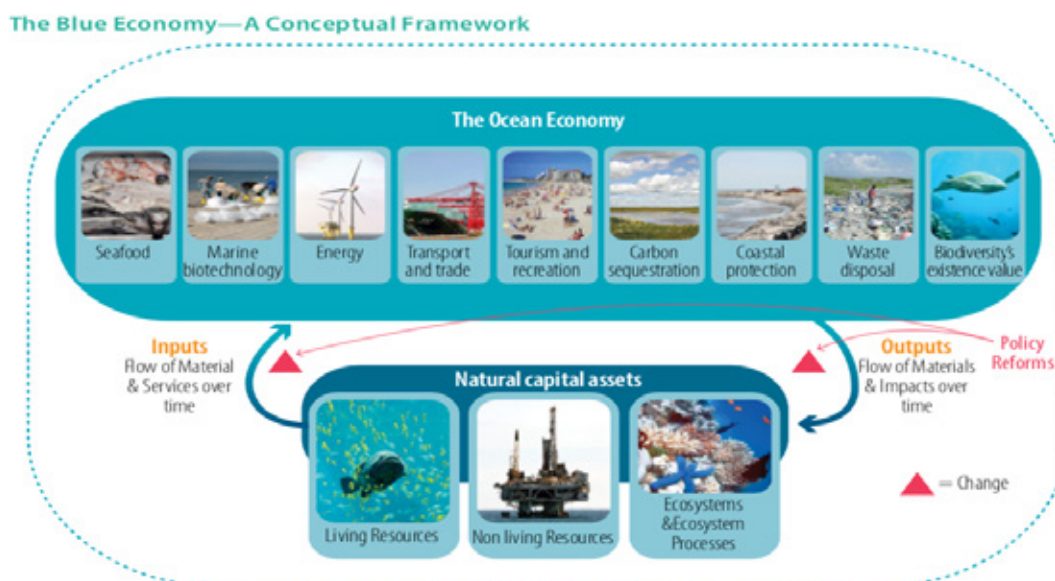
May 2020

On September 24, 2019, the Inter-American Development Bank approved USD 300,000 to support the implementation of the **Technical Cooperation (TC) Strategic Roadmap for the Blue Economy** in Barbados in response to a request from the Government of Barbados through its **Ministry of Maritime Affairs and the Blue Economy (MMABE)**. The objective of the TC is to strengthen the institutional framework for supporting the growth of the blue economy in Barbados as evidenced by:

- (a) increased awareness amongst private and public sector actors on the strategic importance of the blue economy as a pillar for growth in Barbados.
- (b) improved capacity of the MMABE to lead efforts aimed at expanding the contribution of the blue economy in Barbados.
- (c) improved coordination across country agencies implicated in promoting, coordinating and implementing blue economy activities.

The TC is executed by the Bank, and implementation is led by the Team Leader (TL), Gerard Alleng, Senior Climate Change Specialist, Climate Change Division in close collaboration with the Compete Caribbean Partnership Facility and the MMABE. In March 2020, following a simplified competitive selection process, the Bank established contracts with three consulting firms (CFs) to provide services relevant to implementing the three components of the project.

The Terms of Reference for each firm details discrete Scope of Services but the components are inter-related. As such, the methodology by each CF is directly guided by the conceptual framework for the Blue Economy as detailed in the World Bank report “Toward a Blue Economy: A Promise for Sustainable Growth in the Caribbean”. Execution arrangements include “integration meetings” at strategic points in the implementation process. These meetings allow space for the CFs to collaborate, share research findings, build consensus on strategic concepts, and ensure alignment and remove duplication among deliverables. The CFs are also liaising directly with UNDP and each will review and use the UNDP Barbados Blue Economy Scoping Study as an input.



To date, a virtual project inception meeting involving the three CFs, MMABE and the IDB was held; and the three CFs have submitted Inception Reports/Work Plans. This Summary Inception Report summarizes the Inception Reports/Work Plans of the three CFs. The Table below provides an overview of the scope of the project, the contractual arrangements for execution, methodologies and timelines for completion of deliverables as presented in the Inception Reports, and the status of implementation.

Project Overview - Strategic Roadmap for the Blue Economy in Barbados

Project Components	Timelines/Status
<p>Component 1: An Integrated Blue Economy Policy Framework and Strategic Action Plan</p> <p>Support to MMABE with the implementation of at least 1 priority detailed in the Action Plan to generate implementation momentum</p>	<p>Contracting (Completed) Contract awarded to Integrated Water (Barbados) Inc. Contract sum: USD99,962. Contract duration is March 26, 2020 to September 28, 2021.</p> <p>Deliverables</p> <p>(i) A work plan detailing the activities and milestones as well as a methodology to carry out all activities. (Completed) Planned date: April 24th 2020 Actual date: March 27th 2020</p> <p>(ii) Draft Diagnostic Report Planned date: August 06th 2020</p> <p>(iii) Stakeholder Workshop, Review of Draft Diagnostic Report Planned date: August 14th 2020</p> <p>(iv) Revised Diagnostic Report Planned date: August 27th 2020</p> <p>(v) Draft Strategic Roadmap Planned date: December 17th 2020</p> <p>(vi) Stakeholder Workshop to discuss/validate Short Term Action Plan & Long-Term Integrated Framework & Strategy Planned date: Jan 14th 2021</p> <p>(vii) Stakeholder Workshop, Review of Recommendations on a Coordination Mechanism Planned date: Jan 15th 2021</p> <p>(viii) Revised Strategic Roadmap Planned date: February 1st 2021</p> <p>(ix) Draft Implementation Plan outlining support for the implementation of “low hanging fruit” Planned date: July 26th 2021</p> <p>(x) Revised Implementation Plan outlining selection criteria and implementation requirements and performance indicators for at least one specific “low hanging fruit” intervention Planned date: August 31st 2021</p>

Project Overview - Strategic Roadmap for the Blue Economy in Barbados

Project Components	Timelines/Status
<p>Component 2: Capacity Building Program An institutional capacity building program for MMABE</p> <p>A Blue Economy Academic Program for professional development and the creation of new skills in support of Blue Economy in Barbados.</p>	<p>Contract awarded to EgoNexus Contract sum USD107,300. Contract duration is March 10, 2020 to February 28, 2021.</p> <p>Deliverables</p> <p>(i) A work plan detailing the activities and milestones as well as a methodology to carry out all activities. (Completed) Actual date: 1st draft submitted April 10th Actual date: Revised draft submitted May 12th</p> <p>(ii) A report outlining the institutional capacity assessment as specified in activity 1 and providing recommendations and an Institutional Capacity Building Plan Planned date: October 9th 2020</p> <p>(iii) Academic program content including training materials as specified in activity 2 Planned date: February 26th 2021</p>
<p>Component 3: Stakeholder Sensitization and Communications Program</p>	<p>Contract awarded to AninverInfraPPP Partners, S.L. Contract sum USD 55,985. Contract duration is March 5, 2020 to March 30, 2021.</p> <p>Deliverables</p> <p>(i) A work plan detailing the activities and milestones as well as a methodology to carry out all activities. (Completed) Planned date: March 20th 2020 Actual date: 1st draft submitted March 20th 2020 Actual date: Revised draft submitted May 6th 2020</p> <p>(ii) Communication Strategy Report Planned date: June 5, 2020</p> <p>(iii) Sensitization & Consultation Workshop Report Planned date: October 5, 2020</p> <p>(iv) Final version of Strategic Publications Planned date: February 1 - 28, 2021</p>

Detailed Work Plans for each component is provided at Annex 1-1 to 1-3

Component 1

The CF will develop an Integrated Blue Economy Policy Framework and Strategic Roadmap to assist MMABE in fulfilling its mandate, including short term (5 year) and long term (20 year) action plans; and will assist with the execution of at least one selected intervention to generate implementation momentum. The Roadmap will be developed using a 'climate lens' with due consideration to the need for reducing carbon emissions and adapting to the projected impacts of climate change on the Blue Economy of Barbados.

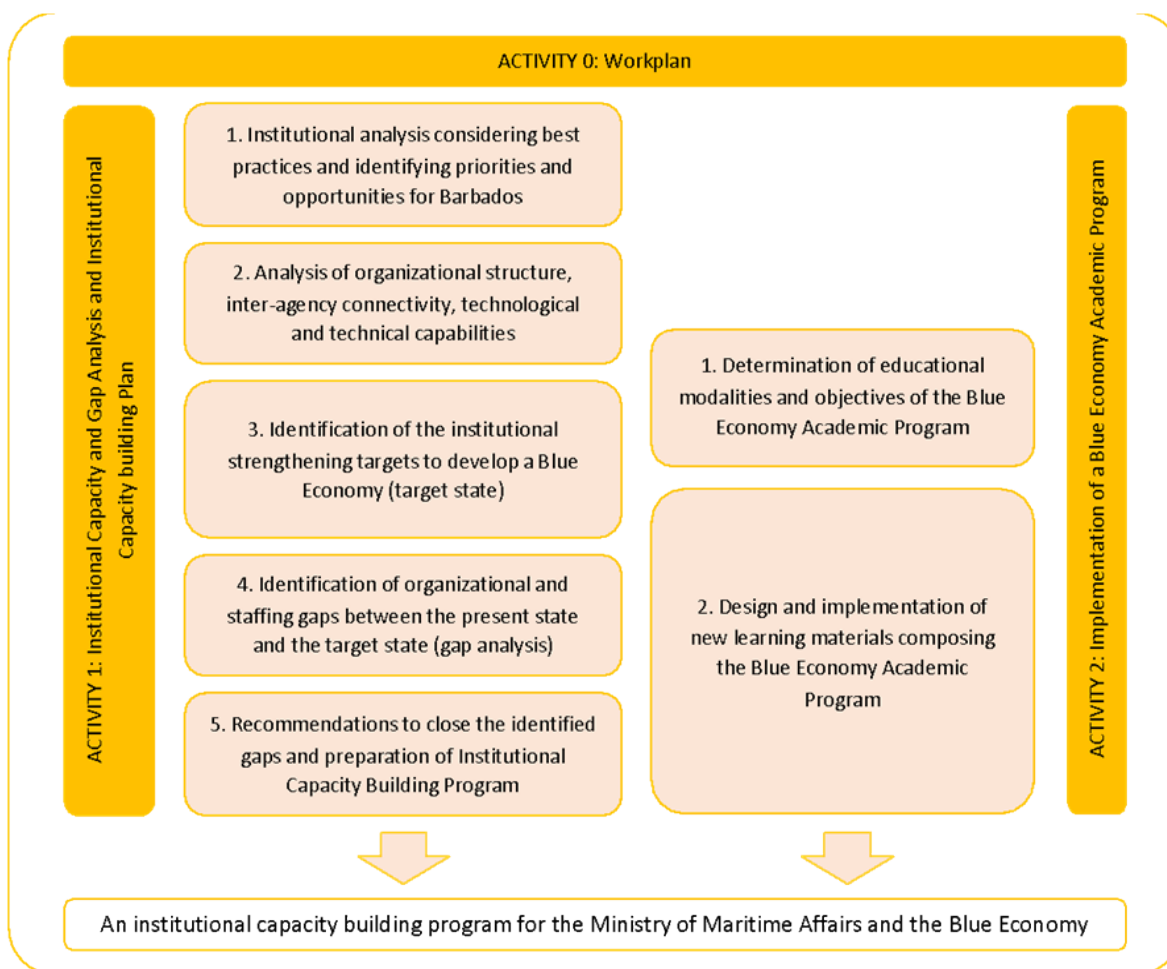
Situational Analysis and Preparation of Diagnostic Report: the Diagnostic Report will consist of three main parts (i) a sectoral assessment; (ii) the benchmarking; and (iii) gap analysis. Each economic sector/industry that forms part of Barbados' Blue Economy will be assessed: agriculture and fisheries; transportation; coastal zone management and tourism ; waste and wastewater; and water resources management:

Sectoral Assessment	<ul style="list-style-type: none"> • Identification of specific industries within the sector and existing linkages between these industries and the blue economy. • Identification of associated key public sector, private sector and non-state stakeholders in each sector, with clear definition of specific roles and responsibilities of these key actors • Review of supporting infrastructure that is used/shared by these sectors. • Review of the existing governance framework • A mapping of the cross-cutting linkages between all various economic sectors/industries involved in the blue economy of Barbados, and linkages with the governance framework (including ministries, departments, public agencies) • Synthesis/analysis of the various common themes and strategic issues emerging from the individual sector analyses – inclusive of key dependencies, critical development pathways, barriers to success, etc.
Benchmarking	<ul style="list-style-type: none"> • Relevant and context-appropriate best-practice benchmark indicators will be developed. • The current positioning of the Barbados' Blue Economy will be benchmarked against international best-practices cases, purpose developed indicators, and the gaps identified in the situational assessment.
Gap Analysis	<ul style="list-style-type: none"> • Gaps will be identified based on the findings of the sectoral assessment and benchmarking and may take the form lack of information, coordination, resources (including infrastructure) and capacity, planning and regulatory mechanisms (including policy, sectoral plans, etc.).

Blue Economy Roadmap: Will consist of a short-term (5-year) Strategic Action Plan; a long-term (20-year) Integrated Blue Economy Policy Framework; and appropriate data management protocols.

Short-term (5-year) Strategic Action Plan	<ul style="list-style-type: none"> • Recommendations to foster growth and sustainability in the short-term and provide guidance on governance reform and upgrades needed to transition and grow the Barbados Blue Economy using the lenses of long-term environmental sustainability and climate-smart resilience. • Programs/actions that are mission-critical for governance reform and in regulating the relevant productive sectors as well as fostering innovation and growth. • Recommendations on a Stakeholder Co-ordination Mechanism that coordinates between all existing and emerging Blue Economy actors and opportunities; eliminates systemic redundancies and inefficiencies, particularly in the administrative/regulatory framework; fosters stakeholder engagement and inclusion; and promotes data/information sharing and transparency.
Long-term (20-year) Integrated Blue Economy Policy Framework	<ul style="list-style-type: none"> • Policy reforms to foster an effective blue economy and guide the ministry's governance of the various actors and sectors participating in the blue economy, including reforms to remove barriers to effective inter-agency coordination • Sustainable Development Blue Economy Indicators for monitoring, evaluation and reporting on performance. These indicators will be for each major development sector, as well as ones that track the status of ecosystem services or Valued Environmental Receptors that support these economic sectors.
Data Management Protocols	<ul style="list-style-type: none"> • A data collection protocol and management mechanism for reporting on SBDE Indicators and other related indicators and commitments.

Implementation Plan: That details the support provided for the implementation of at least one specific “low hanging fruit”, selected based on its potential to create momentum and related to institutional strengthening, policy, legislative or regulatory reforms, or technical support to develop priority sector studies.



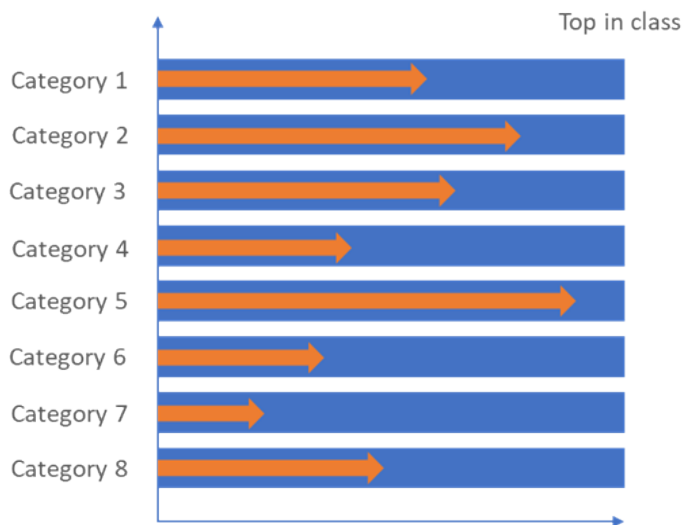
Component 2

The CF will develop a holistic and integrative analysis of the current capacities within the public and private sector for developing a Blue Economy at the policy, business and scientific level and this will inform the measures to be detailed in the institutional capacity building program and the content developed for the Blue Economy Academic Program.

The CF will produce a Blue Economy Training Programme that addresses identified staffing knowledge and capacity gaps for Blue Economic development and promotes professional development for the public and private sector in Barbados and in the region. The program will be designed in coordination with MMABE, IDB, UWI and other learning institutions.

An institutional capacity building program for MMABE

Institutional Benchmarking: To explore how other emerging and industrialized economies are managing the Blue Economy:



Present State Analysis: Using a desk review and focus group to

- (a) Analyse MMABE's organizational structure, inter-agency connectivity, and technological and technical capabilities (present state);
- (b) Understand and identify gaps and priorities for Barbados; and
- (c) Understand the starting point for Barbados with regards to the Blue Economy, including linkages with other national priorities such as SDGs, the Barbados Economic Recovery and Transformation program, job creation, investment and entrepreneurship, among others.

Target State Analysis:

- (a) Perform an assessment of the functions and resources needed at MMABE to promote the Blue Economy taking into consideration the recommendations of the Integrated Blue Economy Policy Framework & Strategic Action Plan for Barbados; and
- (b) A definition of an organizational structure, staffing, inter-agency connectivity, and technical and technological capabilities for MMABE, together with the coordinating mechanisms with associated organizations, and key stakeholders, including the private sector.



Institutional gap identification:

- (a) A comparison of the present state with the target state, in the context of a long-term vision towards a Blue Economy. This will comprise a competence assessment; organizational and process assessment; technical and technological assessment; and inter-agency connectivity assessment and will lead to an identification of the institutional challenges and improvements required at the MMABE and specific recommendations.

Recommendations and capacity building program:

Developing recommendations aimed at reducing the identified gaps through an institutional capacity building program, and a list of priorities for the medium-term, particularly considering the impact they have in fostering a Blue Economy, as well as according to the existing resources of MMABE, and its long-term strategy. The Institutional Capacity Building Program will be aimed at enhancing MMABE capacities with regards to organizational development, competence development, technical and technological capability development, and inter-agency connectivity, with an emphasis in involving the private sector.

Validation workshop:

To get feedback on the main measures proposed and ensure the proposed recommendations are feasible and are owned by MMABE.

Blue Economy Academic Program

Blue Economy Academic Program Modalities and Structure: A review of existing outputs provided by other IDB funded projects on Blue Economy development and other programs in the region; virtual consultation to establish a list of actions and objectives for the Blue Economy Academic Program considering the current learning offering and educational modalities available at UWI and other relevant educational institutions; and development of a framework document containing:

- The objective of the program.;
- An outline of training modules and content.;
- Collaboration opportunities with UWI departments and other institutions, including the opportunities for complementing their existing academic programs.;
- Pedagogical modalities (e.g. online materials, case studies, workshops, etc.).;
- Further reading and references

An indicative design to be tested and evaluated through the above tasks is detailed at Annex 2.

Component 3

The CF will design and develop a Stakeholder Sensitization and Communications Program to increase awareness amongst private and public sector actors on the strategic importance of the Blue Economy for growth in Barbados including disseminating information on the strategic direction the MMABE is taking to advance the Blue Economy agenda of Barbados. The Program will include specific and SMART objectives:

- (i) Increase awareness of what constitutes the Blue Economy.
- (ii) Increase awareness of the current size and growth potential of the Blue Economy in Barbados.
- (iii) Increase awareness of the potential roles of and contributions by the private sector in marine conservation and exploiting traditional and new Blue Economy sub-sectors.
- (iv) Improve understanding of best practice Blue Economy growth strategies (i.e. how the leaders are managing Blue Economy growth).
- (v) Increase stakeholders' understanding of the objectives, scope, deliverables and timelines of this project and other related initiatives that benefit Barbados and achievement to date (i.e. to increase understanding of what is being done to further Blue Economy growth).
- (vi) Keep stakeholders informed of the progress of the project and how they may participate, and to provide a platform to facilitate wider participation.

The assignment will be implemented using three workstreams/phases: Research and Planning; Organization of Workshop, and Development of Publications.

Research and Planning: The CF will use a desk review of relevant literature and consultations with key stakeholders to: (i) benchmark international efforts on communications on the Blue Economy to collect best practices and extract lessons learned that can support the development of the Stakeholder Sensitization and Communications Program; (ii) map all relevant public and private stakeholders; and (iii) summarize international best practices in stakeholders' communication and sensitization. This will be followed by the development of the Program and design of a Blue Economy website.

Organisation of Workshop: The CF will design and coordinate the hosting of a large 2-day sensitization and consultation workshop, which provides an opportunity to consult with a wide range of stakeholders on the key deliverables of the assignment, and to disseminate information critical to awareness raising, enrolling stakeholders, and generating ownership and support for the implementation of the Integrated Blue Economy Policy Framework and Strategic Action Plan.

Development of Publications: Based on the objectives listed above, the CF will (i) work closely with the client to identify approximately three (3) strategic publications and reach agreement on their design, dissemination, and how they are intended to contribute to the achievement of the objectives; (ii) develop, finalize and disseminate these strategic publications.

Project Coordination

Project Coordination is led by the TL supported by a the coordination team comprising **Rickardo Ward, Climate Change Coordinator, MMABE; Ceva Alvarez, Mariana Daniela, Climate Change Consultant, IDB; McNaught, Michelle Alicia Patricia, Environmental Consultant, IDB; Stefano Pereira, Project Development Officer, Compete Caribbean Partnership Facility (CCPF), IDB; and Valarie Pilgrim, Coordinator, CCPF, IDB.**

Coordination efforts are aimed at (i) keeping the focus on the planned results of the TC and managing implementation risks; (ii) timely supply of feedback and other inputs (as relevant) to the CFs and completion of deliverables by actively monitoring progress and addressing bottlenecks that may lead to slippages; (iii) quality management through the critical review of deliverables; (iv) the highest level of participation by stakeholders to promote ownership and sustainability; and (v) timely approval and processing of payments. The TL is the authority for implementation decisions and the focal point for communications with the CFs. In addition to ongoing communications, the TL will host meeting bi-weekly meetings with the coordination team; lead monthly meetings between the Coordination Team and each of the CFs; lead quarterly "integration meetings" between the coordination team and the three CFs collectively. The Project Kick-Off Meeting, the first of the "integration meetings" was held March 27th 2020. The TL will also establish an online folder for information sharing that is accessible by the CFs and the coordination team.

In addition, the TL will review and sign off on various project monitoring reports to be prepared by CCPF: quarterly Project Monitoring Reports, annual Project Monitoring Report (via the Bank's project management platform), and a Project Close-Off Report within three months of project completion.

Implementation Risks and Mitigation Measures

Implementation risks identified by the CFs, and mitigation measures identified by the CFs and/or the Coordination Team are as follows:

Risk	Mitigation Measure
<p>Impact of COVID-19 (or a major weather event) on access to information (documents, stakeholders) and level of participation by stakeholders</p>	<ul style="list-style-type: none"> • CFs to develop flexible implementation schedules that allow extra time for completion of planned tasks, at no extra cost. • No travel to be planned during the COVID “lockdown” period and any consultation during this period will be virtual. • The Coordinating Team to supplement the CFs efforts at identifying and coordinating the participation of key stakeholders in virtual consultations.
<p>Delays in providing feedback on deliverables to clients</p>	<ul style="list-style-type: none"> • CFs will deliver each report in both Ms Word (more user-friendly for in-document editing) and PDF formats. • TL will coordinate with MMABE to ensure feedback on deliverables within 2 calendar weeks of submission.
<p>Access to data (documents and stakeholders)</p> <p>Unavailability of stakeholders to participate in focus group session / workshop</p> <p>Low levels of response to online communication</p> <p>Access to the range of stakeholders, as the project will require the input of several public and private sector entities and stakeholders</p>	<ul style="list-style-type: none"> • CFs will use, as far as is possible, person to person communications • CFs will provide a list of data sources to be accessed (documents and key stakeholders) • TL will work with the project focal point at MMABE to ensure that public and private sector stakeholders are made aware of the project and the need for them to provide documents/inputs, including using electronic communications. • Common folder to be established for storage of background documents. • Where electronic communication is necessary, the Coordinating Team will assist the CFs in reaching and securing the participation of stakeholders. • The CF responsible for the Stakeholder Sensitization and Communications Program will keep stakeholders informed of the progress of the project and how they may participate, and will provide a platform to facilitate wider participation.
<p>Coordination and sharing among the CFs to avoid duplication and ensure synergy</p>	<ul style="list-style-type: none"> • TL will host monthly meetings with each CF, and share relevant information arising from each meeting with all three CFs. • TL will lead quarterly “integration meetings” between the coordination team and the three CFs collectively to facilitate information sharing and coordination of the implementation process.

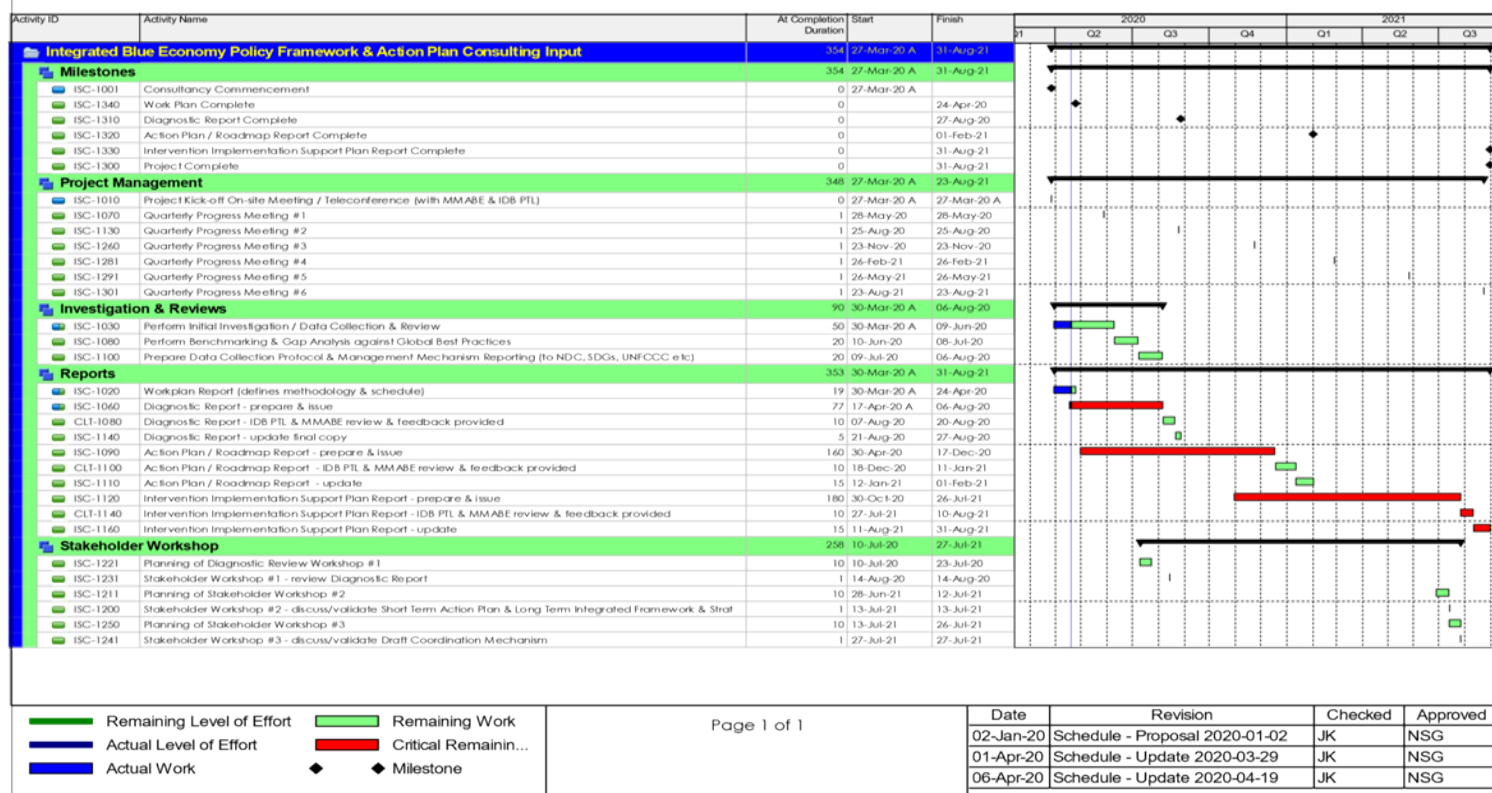
WORK PLAN - Component 1 - Design of a Blue Economy Policy Framework and Strategic Action Plan

ANNEX 1-1

Inter-American Development Bank

Data Date: 19-Apr-20

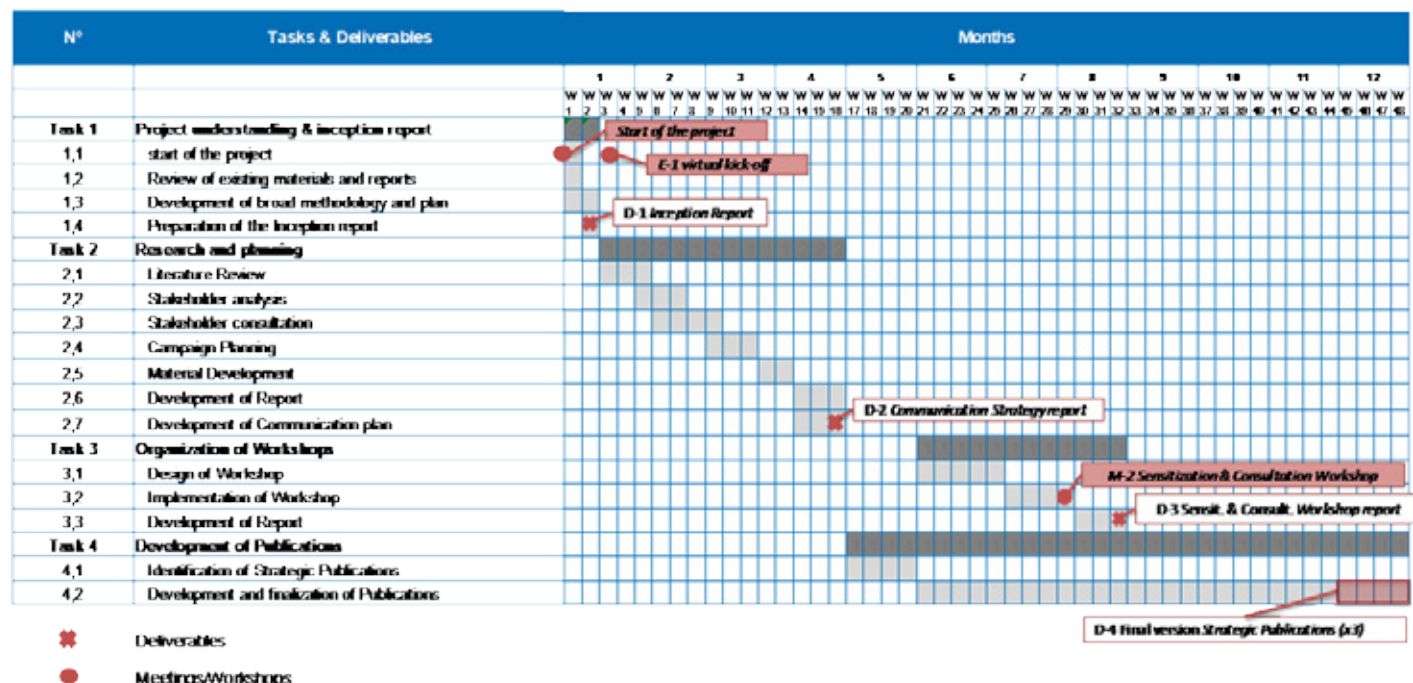
Blue Economy Policy Framework & Strategic Action Plan Input Schedule



Nº	Deliverables	Month											
		Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
P-1	Product 1: Activity 0	V	V										
	Product 2: Activity 1												
P-2	1.1 Institutional Analysis		V	V									
	1.1. Analysis of the existing organizational structure (present state)			V	V	V	V						
	1.2. Identification of the institutional strengthening targets for a Blue Economy (target state)				V	V	V	V					
	1.3. Identification of organizational and staffing gaps (Gap analysis)				V	V	V	V	V				
	1.4. Recommendations for an Institutional Capacity Building Program					V	V	V	V	V			
	1.5 Validation workshop						V	V	V	V	V		
P-3	1.6 Final report						V	V	V	V	V		
	Product 3: Activity 2												
	3.1 Determination of educational modalities and objectives of the "Academic Blue Program"					V	V	V	V	V	V		
	3.2 Design and implementation of new learning materials composing the "Blue Academic Program"							V	V	V	V	V	V

WORK PLAN – Component 3 - Stakeholder Sensitization and Communications Program

ANNEX 1-3



Academic Blue Program - Indicative Design

Objectives of the Academic Blue Program:

- To share knowledge about the Blue Economy, in the areas of environment, law, economics, social science, marine management and communication.
- To offer a 360° view on the Blue Economy, its actors, challenges and opportunities in the Barbados and the wider Caribbean;
- To provide lessons learned from the best Blue Economy initiatives in other countries;
- To understand how to develop and implement a Blue Economy vision, action plan and roadmap/long term strategy.

COURSE 1: INTRODUCTION TO THE BLUE ECONOMY (20 hours)

Product: Short-time presential or online training
In collaboration with: The University of West Indies

The Blue Economy in the Caribbean	<ul style="list-style-type: none"> - What is the Blue Economy? - The rise of Blue Economy in the Caribbean - Scientific perspectives towards Blue Growth - Coastal systems and ecosystems - Marine Ecosystems - Marine Food Chains - Marine Ecosystem Change and Services - Ecosystem and Nutrient Management - Governing Marine Biodiversity - Ocean and Climate - Human influence on the Ocean - Ocean Heat Storage - Sea floor CO² Storage - Changes in Ocean Circulation and Sea Level Rise - Ocean Prediction
Concepts of Sustainability	<ul style="list-style-type: none"> - Governing Global Commons - The ocean, a finite resource - Resilience and Adaptation in the Ocean - Non-renewable Ocean Resources - Sustainability and equity in the Blue Economy
Communicating the Sea	<ul style="list-style-type: none"> - Maritime identity - Strategic communication - Target audience and objectives

COURSE 2: OCEAN GOVERNANCE IN BARBADOS

Product: A workshop, documentation in paper and recommended readings
In collaboration with: The University of West Indies

Rights of the Sea	<ul style="list-style-type: none"> - Historical evolution of the Law of the Sea - Maritime spaces and borders - Settlement of disputes
Maritime Law	<ul style="list-style-type: none"> - Historical evolution of Maritime Law - International Maritime Organization - International Conventions - Maritime administration and inspection - Maritime space ordinance
Human Resources	<ul style="list-style-type: none"> - Human resources in the maritime sector - Human Resources Policy in Barbados - Qualification and Maritime employment - Prospective

COURSE 3: APPLYING BLUE GROWTH IN BARBADOS

Product: A workshop, documentation in paper and recommended readings
In collaboration with: The University of West Indies

Benchmarking Policies	<ul style="list-style-type: none"> - Public and private sectors Comparison of strategies, structures, sectoral indicators and plans for the future of: - Sea and tourism - Sea and coasts - Sea and Fisheries - Sea and Water - Sea and the NDC target - Sea and the SDGs
Blue Economy in the Caribbean	<ul style="list-style-type: none"> - Historical review - Common Caribbean policies - New innovative technologies <ul style="list-style-type: none"> • Ocean Thermal Energy Conversion • Sea Water Air Conditioning • Wind energy • Marine biotechnology
Blue Economy in Barbados	<ul style="list-style-type: none"> - Governance of the sea - Ocean policy and blue strategy - Marine spaces and marine parks - Sectoral strategies

MOOC: The Blue Economy

Product: MOOC

In collaboration with: The University of West Indies

<p>The Blue Economy in the Caribbean</p>	<ul style="list-style-type: none"> - What is the Blue Economy? [VIDEO] <ul style="list-style-type: none"> • The rise of Blue Economy • Scientific perspectives towards Blue Growth - Coasts [VIDEO] <ul style="list-style-type: none"> • Coastal systems and ecosystems - Marine Ecosystems [VIDEO] <ul style="list-style-type: none"> • Marine Food Chains • Marine Ecosystem Change and Services • Ecosystem and Nutrient Management • Governing Marine Biodiversity - Ocean and Climate [VIDEO] <ul style="list-style-type: none"> • Human influence on the Ocean • Ocean Heat Storage • Sea floor CO2 Storage • Changes in Ocean Circulation and Sea Level Rise (SLR) • Ocean Prediction - [RECOMMENDED LECTURES] - [TEST]
<p>Concepts of sustainability</p>	<ul style="list-style-type: none"> - Governing Global Commons [VIDEO] - The ocean, a finite resource [VIDEO] - Resilience and Adaptation in the Ocean [VIDEO] - Non-renewable Ocean Resources [VIDEO] - Sustainability and equity in the Blue Economy [VIDEO] - [RECOMMENDED LECTURES] - [TEST]
<p>Communicating the Sea</p>	<ul style="list-style-type: none"> - Maritime identity [VIDEO] - Strategic communication [VIDEO] - Target audience and objectives [VIDEO] - [RECOMMENDED LECTURES] - [TEST]