



ANNEX I—TERMS OF REFERENCE

Business Plan Development Consultant

Reporting to: Conservation Business Director (YICE)

Introduction

This consultancy is part of the GEF/FAO-funded project (GCP/BEL/001/GFF) entitled “*Mainstreaming Biodiversity in Belize’s Maya Golden Landscape*”. The key idea is to contribute to the development of community livelihoods while enhancing business opportunities for key community groups. A key component of the project is to strengthen the capacity of community groups, particularly women’s groups, to establish, manage and expand viable income-generating activities, strengthening small business management and enterprise development capacity can contribute to improved household and community livelihoods while supporting more sustainable land-use practices. Ya’axché Conservations Trust, through YICE, will therefore engage a qualified Business Plan Development Consultant to support two selected women-le community business groups in developing or revising practical, financially informed and implementable business plans.

The consultancy will combine participatory business planning, capacity building, business and market assessment, financial planning, investment prioritization and mentoring. The final business plans should be practical management and investment tools that the women’s groups can use to guide decision-making and implementation beyond the consultancy period.

Purpose:

The purpose of this consultancy is to develop or revise two comprehensive, practical and implementable business plans for selected women-led business groups in the Maya Golden Landscape, while simultaneously strengthening their knowledge and skills in small business management.

The consultancy should enable each participating group to better understand its business model, target market, operational requirements, financial position, investment needs, opportunities, risks and priorities for growth.

Objective of the Consultancy

- Assess the current organizational, entrepreneurial and small business management capacities of the two selected women’s groups

- Review and assess the existing business models, products and/or services, customers, markets, operational systems and financial management practices of each group
- Establish practical implementation plans that identify priority actions, responsible persons, timelines and indicative resource requirements

Strengthen the capacity of the women's groups to independently use, review and update their business plans following completion of the consultancy.

Primary relationships

- Conservation Business Director
- Project Manager
- Finance & Human Resources Director
- Relevant Ya'axché Staff
- Women's Groups beneficiaries

Key areas of responsibility

- Inception, Desk Review and Baselines Assessment
- Business and Market Assessment
- Capacity building workshops
- Development of Business Plans

Accountabilities

In coordination with the Conservation Business Director and the selected Women's Groups, the Consultant will:

- **Stage One:** Conduct an inception meeting, desk review and baseline assessment
 - a. Review relevant project documents and information provided by Ya'axché.
 - b. Review available information on the selected women's groups, including their existing business activities, products and/or services, organizational structure and business models.
 - c. Conduct introductory consultations with each women's group.
 - d. Assess the existing level of knowledge and capacity in small business management.
 - e. Identify key business strengths, constraints, opportunities and capacity gaps.
 - f. Identify the information required to complete the business plans.
 - g. Develop an agreed methodology, detailed workplan, and schedule for the consultancy.
- **Stage Two:** Conduct 3 participatory capacity building training workshops with the women's group selected by Ya'axché to improve small business management skills, including but not limited to the following:
 - a. Introduction to Business Plan Development and Business Models for community-based organizations.
 - b. Contextualize the purpose and value of a business plan.

- c. Branding the Small Business: Customer Service and Negotiation; Marketing and Sales; Costing and Pricing.
 - d. Assessing supply chains and suppliers.
 - e. Identifying sources of income and expenditure.
 - f. Opportunities for diversification or expansion and key business risks and mitigation measures.
- **Stage three:** Reporting and consultancy closure.
 - a. The consultant will facilitate a validation session with each women's group to present the draft business plan; confirm the accuracy and practicality of information; obtain feedback from participants and obtain endorsement of the final business plan.

Outcomes to be achieved by the consultancy:

Goals/ Outcomes	Indicators / MOV
1. Business Plan Development	• A descriptive work plan, elaborating on methodology for the business plan development consultancy process, including the proposed budget for the implementation of the consultancy in a five-month period; • Copies of all presentations and information package (training materials, sign-up sheets, photographs) created and presented at the workshops. • Two (2) Business Development Plans with a one-year investment work plan for immediate implementation.

Required Academic Qualifications

- Academic or professional qualification in business administration, entrepreneurship, business development, finance management, community development or related field.
- Demonstrated professional experience in small business development and business planning.
- Experience developing business plans for small, community-based or women-led enterprises.
- Demonstrated experience facilitating participatory capacity-building and training.
- Proven expertise working with indigenous communities in southern Belize

Characteristics of the Contractual Activity

Category & Modality: Temporal Term Contract (TTC), by deliverables defined in two phases.

Contract Duration: Five (5) months—November 1, 2026, to March 31, 2027.

Place(s) of work:

The Consultant may choose to work remotely especially when conducting desk review but would need to conduct stakeholder consultations in-person. Consultant must be available to travel to consultation locations, which include:

1. Ya'axché Golden Stream Field Station, Golden Stream Community, Toledo District, Belize;
2. Punta Gorda, Toledo District, Belize;
3. Belmopan, Cayo District, Belize.

Payment and Conditions of Employment

Payments will be made upon receipt of deliverables, as determined by the contract (minimum 3 payments) and upon submission to Ya'axché Conservation Trust of an invoice and relevant supporting documentation.

Diversity

Ya'axché Conservation Trust is committed to diversity and inclusion and to providing equal opportunities in employment. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.