

TERMS OF REFERENCE

Consultancy for a set of policy and regulatory recommendations to support rail development in Belize with a multimodal, sustainable, gender-responsive, inclusive, and resilient scope.

Belize

BL-T1204

Belize Rail Integration with Central America

1. Background and Justification

- 1.1.** Belize's transport system faces structural challenges that limit the development of a more inclusive, competitive, and sustainable economy. The system relies heavily on road transport, with limited multimodal integration, increasing congestion in key corridors and port areas, and high vulnerability to climate change. These constraints reduce logistics efficiency, increase transport costs, and limit access to economic opportunities, while contributing to rising greenhouse gas emissions.
- 1.2.** Rail transport presents an opportunity to enhance connectivity, improve efficiency, reduce emissions, and strengthen Belize's integration into regional logistics and tourism networks, including potential connections with Mexico and Guatemala. However, Belize currently lacks an operational rail system, as well as the institutional, regulatory, and governance frameworks required to support rail development.
- 1.3.** The objective of this TC is to promote greater quality, efficiency, and decarbonization of transportation services in Belize through analytical and institutional support for the potential development of an integrated rail system connecting Belize with Guatemala and Mexico. Thus, the TC will support the preparation of a comprehensive feasibility study to assess the establishment of the Belizean segment of the Tren Maya project. The study will evaluate the technical, financial, economic, environmental, social and institutional viability of the proposed rail corridor. The analysis will adopt a multimodal and market-oriented approach, with a dual focus on passenger and freight rail services, including the evaluation of current and projected demand, logistics flows, and trade facilitation opportunities.
- 1.4.** In particular, this consultancy will lay the groundwork for coherent policies, regulations, and institutional arrangements aligned with international good practices, given the absence of rail transport in Belize and limited regional experience with multimodal and international rail operations. The consultancy will integrate climate resilience, environmental sustainability, and gender-responsive and inclusive approaches, including the needs of women, caregivers, and persons with disabilities (PwD), as cross-cutting principles throughout the analysis and recommendations.

2. Objectives

- 2.1. General objective:** To support the Government of Belize in establishing the policy, regulatory, and institutional foundations for rail and multimodal transport development through a comprehensive diagnostic and the formulation of aligned recommendations.
- 2.2. Specific objectives:**
- 2.2.1. Assess the readiness of Belize's transport governance, institutional, and regulatory framework for the development of rail transport.
 - 2.2.2. Identify key gaps, constraints, and opportunities for rail and multimodal transport development, including cross-border integration, environmental and social safeguards, climate resilience, and gender-responsive and inclusive considerations, with a focus on access, safety, and affordability.
 - 2.2.3. Develop a set of policy, regulatory, and institutional recommendations, including coordination mechanisms and a roadmap, aligned with international standards and best practices.

3. Scope of Services

- 3.1.** This consultancy will provide analytical and institutional support to the Inter-American Development Bank (IDB) and the Government of Belize to assess current conditions and develop a policy, regulatory, and institutional framework to support rail and multimodal transport development in the country.
- 3.2.** The assignment will begin with a comprehensive diagnostic of Belize's transport sector, including infrastructure, services, logistics systems, and governance arrangements, with a focus on their relevance and readiness for rail development. The consultant will assess the existing transport governance framework, including institutional roles, mandates, coordination mechanisms, and regulatory instruments, in order to identify strengths, gaps, and constraints that may affect the development and operation of a rail system. This analysis will also consider Belize's capacity to participate in a potential cross-border rail system connecting with Mexico and Guatemala.
- 3.3.** Building on this diagnostic, the consultancy will develop a set of policy, regulatory, and institutional recommendations required to enable rail development. This includes proposing reforms to existing legal and regulatory frameworks, defining appropriate governance structures, and establishing coordination mechanisms among national and regional stakeholders. Particular attention will be given to facilitating multimodal integration at strategic transport hubs, including ports, airports, and urban centers, to ensure efficient and seamless connectivity between modes.
- 3.4.** All activities under this consultancy will incorporate cross-cutting considerations of environmental sustainability, climate change resilience, gender-responsive approaches, including the identification of barriers affecting women and vulnerable groups, and the promotion of accessibility, safety, and inclusive transport systems. The proposed framework and recommendations will be aligned with international standards and good practices, particularly in areas such as rail safety, interoperability, environmental and social safeguards, and cross-border operations.

4. Key Activities

- 4.1. **Initiation and Planning.** The consultancy will begin with a kick-off meeting with the IDB and the Government of Belize to confirm objectives, scope, and expectations. The consultant will prepare an inception report including a detailed work plan, methodology, timeline, and stakeholder engagement strategy, identifying key counterparts, data sources, and potential information gaps.
- 4.2. **Transport System Diagnostic.** The consultant will conduct a comprehensive assessment of Belize's transport system, including roads, ports, airports, and logistics chains, to evaluate current performance, connectivity, and constraints. This analysis will identify key bottlenecks affecting efficiency, resilience, and integration, and assess how existing infrastructure and services could support future rail development.
- 4.3. **Governance, Institutional, and Regulatory Assessment.** The consultancy will assess the readiness of Belize's transport governance framework for rail development by reviewing existing laws, regulations, policies, and institutional mandates. The consultant will evaluate coordination mechanisms including coordination among environmental and social agencies, identify capacity gaps, and analyze regulatory barriers, including those affecting the development and operation of national and cross-border rail systems.
- 4.4. **Climate, Social, Environmental, and Resilience Analysis.** The consultant will assess climate risks and social-environmental vulnerabilities affecting the transport sector, including exposure to extreme weather events. The analysis will identify opportunities for low-carbon, energy-efficient, and climate-resilient rail development, and propose measures to strengthen adaptation and mitigation in line with national priorities and international good practices.
- 4.5. **Gender and Inclusion Analysis.** The consultant will analyze mobility patterns, access barriers, affordability constraints, and safety concerns affecting women, caregivers, and persons with disabilities. This will include an assessment of institutional capacity to address gender equality and inclusion, as well as the identification of risks such as gender-based violence in transport systems. The analysis will inform the development of targeted policy and regulatory recommendations to promote safe, accessible, and inclusive rail and multimodal transport systems.
- 4.6. **Multimodal Integration and Coordination Mechanisms.** The consultancy will identify strategic transport nodes, including ports, airports, and urban centers, and assess their potential for intermodal integration. The consultant will evaluate current connectivity between modes and propose coordination mechanisms to support integrated planning, operations, and service delivery across transport sectors and institutions.
- 4.7. **Policy, Regulatory, and Institutional Recommendations.** Based on the diagnostic findings, the consultant will develop a set of policy and regulatory recommendations to enable rail and multimodal transport development. This will include proposed legal and regulatory reforms, institutional arrangements, governance models, and coordination frameworks, aligned with international standards and best practices, including for cross-border operations.
- 4.8. **Roadmap Development.** The consultant will prepare a phased roadmap for the development and implementation of rail transport in Belize, outlining priority actions, sequencing, institutional strengthening measures, and key milestones. The roadmap will also consider

coordination mechanisms, financing considerations, and implementation risks.

- 4.9. Validation and Dissemination.** The consultancy will include stakeholder consultations to validate findings and recommendations. The consultant will organize and deliver a validation workshop and prepare presentation materials summarizing key results. Final outputs will incorporate feedback from the IDB and the Government of Belize.

5. Expected Outcome and Deliverables

- 5.1.** Inception Report
- 5.2.** Diagnostic Report of Existing Conditions (including governance readiness assessment)
- 5.3.** Policy and Regulatory Recommendations Report (including gender-responsive, inclusive and climate-resilient measures, as well as institutional arrangements, and coordination mechanisms)
- 5.4.** Final Consolidated Report (including diagnostic, recommendations, and roadmap for rail and multimodal development)
- 5.5.** Presentation and Validation Workshop

6. Project Schedule and Milestones

- 6.1.** *The consultancy firm will develop the deliverables, considering the following schedule:*

ID	Deliverable	Timeline
1	Inception report	2 weeks after contract signature
2	Diagnostic Report of existing conditions	8 weeks after contract signature
3	Policy and Regulatory Recommendations Report	12 weeks after contract signature
4	Final Consolidated Report	16 weeks after contract signature

7. Reporting Requirements

- 7.1.** The consultancy firm will be in periodic communication with The Bank and/or the Government of Belize, having at least one meeting per month, plus additional meetings to check the deliverables.
- 7.2.** All the main documents of the deliverables must be submitted in DOCX format the first time. Once approved, the document must be submitted in PDF format. Annexes may be submitted in the format most appropriate to their content and nature.
- 7.3.** Upon delivery of a product by the firm, the Bank will have up to two weeks to provide feedback. The firm will then have an additional two weeks to submit a revised version. For the second and subsequent revisions, the review and response periods will be reduced to one week each.
- 7.4.** The deliverables and the communications with the Bank and the Government of Belize will all be in English.

8. Acceptance Criteria

8.1. The work will be supervised by Rene Cortés, Transportation Specialist of the Transport Division of the IDB, who will approve the products if they meet the requirements set forth in these terms of reference.

9. Other Requirements

9.1. Other requirements for reports and deliverables must be defined in the initial Project Management Plan, which should specify the methodology to be used, the work structure, the proposed team, schedule, activities, deliverables, and any other relevant aspects. It should include, among others: the scope and timeline for progress reports; the need for field visits and their schedules; and the coverage and timeline of reports, establishing the outcomes of the consultancy.

10. Supervision and Reporting

10.1. The work will be supervised by Rene Cortés, Transportation Specialist of the Transport Division of the IDB, who will approve the products if they meet the requirements set forth in these terms of reference.

11. Schedule of Payments

11.1. 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.

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

ID	Deliverable	Timeline
<i>1</i>	Inception report	<i>15%</i>
<i>2</i>	Diagnostic Report of existing conditions	<i>35%</i>
<i>3</i>	Policy and Regulatory Recommendations Report	<i>25%</i>
<i>4</i>	Final Consolidated Report	<i>25%</i>
	Total	<i>100%</i>

TERMS OF REFERENCE

Consultancy for a comprehensive pre-feasibility study to support rail and multimodal development in Belize with a sustainable, inclusive, and resilient scope

Belize

BL-T1204

Belize Rail Integration with Central America

1. Background and Justification

- 1.1.** Belize's transport system faces structural challenges that limit the development of a more inclusive, competitive, and sustainable economy. The system relies heavily on road transport, with limited multimodal integration, increasing congestion in key corridors and port areas, and high vulnerability to climate change. These constraints reduce logistics efficiency, increase transport costs, and limit access to economic opportunities, while contributing to rising greenhouse gas emissions.
- 1.2.** Rail transport presents an opportunity to enhance connectivity, improve efficiency, reduce emissions, and strengthen Belize's integration into regional logistics and tourism networks, including potential connections with Mexico and Guatemala. However, Belize currently lacks an operational rail system, as well as the institutional, regulatory, and governance frameworks required to support rail development.
- 1.3.** The objective of this TC is to promote greater quality, efficiency, and decarbonization of transportation services in Belize through analytical and institutional support for the potential development of an integrated rail system connecting Belize with Guatemala and Mexico. Thus, the TC will support the preparation of a comprehensive feasibility study to assess the establishment of the Belizean segment of the Tren Maya project. The study will evaluate the technical, financial, economic, environmental, social and institutional viability of the proposed rail corridor. The analysis will adopt a multimodal and market-oriented approach, with a dual focus on passenger and freight rail services, including the evaluation of current and projected demand, logistics flows, and trade facilitation opportunities.
- 1.4.** In this context, this consultancy will support the preparation of a comprehensive pre-feasibility study to assess the technical, economic, financial, environmental, and social viability of a rail connection between Mexico's Tren Maya and Belize, with onward connectivity to Guatemala. The study will focus on the identification and evaluation of alternative corridor alignments, preliminary engineering solutions, and key technical constraints, as well as the estimation of capital and operating costs and the assessment of economic viability.
- 1.5.** The assignment will also include a preliminary but comprehensive assessment of environmental and social risks and impacts, in line with the Bank's Environmental and Social Policy Framework (ESPF), including the identification of contextual and third-party risks that may affect the sustainability of the project. It will also include an evaluation of opportunities for multimodal integration at strategic nodes, particularly in relation to connectivity with ports, border crossings,

and logistics hubs. Demand inputs, institutional considerations, and financing options developed under complementary consultancies will be incorporated as needed to ensure consistency across analyses, without duplicating their scope.

2. **Objectives**

2.1. General objective: To develop a comprehensive pre-feasibility study assessing the technical, economic, financial, environmental, and social viability of the proposed railway corridor in Belize.

2.2. Specific objectives:

- 2.2.1. Identify and assess technically feasible alignment alternatives for the proposed railway corridor, including preliminary engineering solutions and interoperability requirements with regional rail systems.
- 2.2.2. Estimate capital and operating costs and evaluate the economic viability of the project, including the identification and quantification of key benefits and risks.
- 2.2.3. Assess current and projected demand for both passenger and freight services, including logistics flows, trade dynamics, and modal shift potential.
- 2.2.4. Evaluate environmental and social risks and impacts associated with the proposed corridor, in line with the Bank's Environmental and Social Policy Framework (ESPF), and identify preliminary mitigation measures.
- 2.2.5. Analyze opportunities for multimodal integration, including connectivity with ports, airports, border crossings, and logistics hubs, with a focus on improving efficiency and resilience.
- 2.2.6. Develop a phased implementation strategy, including prioritization of segments, sequencing investments, and recommendations for advancing to the full feasibility stage.

3. **Scope of Services**. The consulting firm will carry out, at a minimum, the following activities:

3.1. Technical Analysis

- Identify and assess alternative alignments and route options
- Define preliminary engineering solutions (track type, stations, depots, signaling systems)
- Assess interoperability requirements with Tren Maya and potential Guatemala connections
- Identify technical constraints (topography, land use, climate risks, etc.)
- Determine inclusive requirements, including universal accessibility, gender-responsive infrastructure, and mobility of care.

3.2. Cost Estimation

- Develop preliminary capital expenditure (CAPEX) estimates
- Estimate operating and maintenance costs (OPEX)
- Identify key cost drivers and uncertainties

3.3. Economic Evaluation

- Conduct a cost-benefit analysis (CBA)
- Estimate economic internal rate of return (EIRR)
- Identify main economic benefits (travel time savings, emissions reduction, tourism impacts, etc.)

3.4. Environmental and Social Screening

- Identify potential direct, indirect, and cumulative environmental and social impacts, including impacts on land use and critical habitats.
- Identify contextual risks, including those related to institutional capacity, land use pressures, social conflict, and governance conditions in the project area.
- Identify third-party risks associated with contractors, operators, and associated facilities.
- Assess cumulative and indirect impacts, particularly in sensitive environmental and social contexts.
- Conduct preliminary screening aligned with IDB Environmental and Social Policy Framework (ESPF)
- Identify risks related to land acquisition, biodiversity, and vulnerable populations, with special attention to indigenous peoples or other vulnerable communities who might be in the impact area of the potential project and transboundary environmental and social analysis focused on Belize.

3.5. Multimodal Integration

- Assess connectivity with ports, airports, and road corridors
- Identify key nodes for multimodal integration
- Evaluate opportunities to enhance logistics efficiency

3.6. Risk Analysis

- Identify technical, financial, social, environmental, and institutional risks
- Propose mitigation measures

3.7. Implementation Strategy

- Propose a phased implementation plan
- Identify priority sections
- Provide recommendations for advancing to full feasibility stage

The proposed work will be aligned with international standards and good practices, particularly in areas such as rail safety, interoperability, environmental and social safeguards, and cross-border operations.

4. **Key Activities.** The consulting firm shall undertake, at a minimum, the following key activities:

4.1. Multimodal integration analysis. The firm will carry out a comprehensive technical analysis of the proposed railway corridor, including the identification and assessment of alternative alignments and route options. This will involve the development of preliminary engineering solutions, including track configurations, stations, depots, and signaling systems, as well as the assessment of interoperability requirements with Mexico's Tren Maya and potential connections with Guatemala. The analysis will also identify key technical constraints related to topography, land use, climate risks, and other relevant factors. In parallel, the consultancy will assess opportunities for multimodal integration, analyzing connectivity between the proposed rail system and existing transport infrastructure, including ports, airports, road networks, and border crossings. The firm will identify strategic nodes for intermodal integration and evaluate

opportunities to enhance logistics efficiency, particularly in relation to freight flows and trade facilitation. Finally, it will determine requirements for inclusiveness, including universal accessibility, gender-responsive infrastructure, and mobility of care.

- 4.2. Environmental and social screening.** The consulting firm will conduct an environmental and social screening of the proposed project, identifying potential impacts and risks in accordance with the IDB's Environmental and Social Policy Framework (ESPF). This will include an initial assessment of issues related to land acquisition, biodiversity, and impacts on vulnerable populations, with special attention to indigenous peoples and/or other vulnerable communities who might be in the impact area of the potential project, transboundary environmental and social analysis focused on Belize as well as the identification of preliminary mitigation measures.
- 4.3. Cost estimation and Economic evaluation.** The consultancy will prepare preliminary cost estimates, including CAPEX and operating and maintenance costs OPEX, and will identify key cost drivers and uncertainties. Based on these estimates, the firm will conduct an economic evaluation of the project, including a cost-benefit analysis (CBA), estimation of the economic internal rate of return (EIRR), and identification of key economic benefits such as travel time savings, emissions reductions, and impacts on tourism and trade.
- 4.4. Risk assessment.** The firm will also assess the main risks associated with the project, in line with ESPF requirements, considering contextual and third-party risks, and including technical, financial, environmental, and institutional risks, and will propose appropriate mitigation strategies.
- 4.5. Preparation of implementation strategy.** The consulting firm will develop a phased implementation strategy for the project, including the identification of priority segments, sequencing of investments, and key steps required to advance to the full feasibility stage. This will include recommendations on next steps, potential challenges, and strategies to address them.

5. Expected Outcome and Deliverables

- 5.1. Deliverable 1: Inception report.** Methodology, detailed work plan, data requirements, and stakeholder engagement plan.
- 5.2. Deliverable 2: Pre-engineering report.** Description and assessment of route alternatives and initial findings
- 5.3. Deliverable 3: Draft Pre-Feasibility Study.** Full technical, economic, financial, environmental, and social analysis, including assessment of contextual and third-party risks in line with ESPF.
- 5.4. Deliverable 4: Final Pre-Feasibility Study.** Revised report incorporating comments from the Bank and stakeholders

All deliverables shall be submitted in English and in editable format.

6. Project Schedule and Milestones

6.1. The consultancy firm will develop the deliverables, considering the following schedule:

ID	Deliverable	Timeline
1	Inception report	2 weeks after contract signature
2	Pre-engineering Report	8 weeks after contract signature
3	Draft Pre-feasibility Study	20 after contract signature
4	Final Pre-feasibility Study	24 weeks after contract signature

7. Reporting Requirements

- 7.1. The consultancy firm will be in periodic communication with The Bank and/or the Government of Belize, having at least one meeting per month, plus additional meetings to check the deliverables.
- 7.2. All the main documents of the deliverables must be submitted in DOCX format the first time. Once approved, the document must be submitted in PDF format. Annexes may be submitted in the format most appropriate to their content and nature.
- 7.3. Upon delivery of a product by the firm, the Bank will have up to two weeks to provide feedback. The firm will then have an additional two weeks to submit a revised version. For the second and subsequent revisions, the review and response periods will be reduced to one week each.
- 7.4. The deliverables and the communications with the Bank and the Government of Belize will all be in English.

8. Acceptance Criteria

- 8.1. The work will be supervised by Rene Cortés, Transportation Specialist of the Transport Division of the IDB, who will approve the products if they meet the requirements set forth in these terms of reference.

9. Other Requirements

- 9.1. Other requirements for reports and deliverables must be defined in the Inception Report, which should specify the methodology to be used, the work structure, the proposed team, schedule, activities, deliverables, and any other relevant aspects. It should include, among others: the scope and timeline for progress reports; the need for field visits and their schedules; and the coverage and timeline of reports, establishing the outcomes of the consultancy.

10. Supervision and Reporting

- 10.1. The work will be supervised by Rene Cortés, Transportation Specialist of the Transport Division of the IDB, who will approve the products if they meet the requirements set forth in these terms of reference.

11. Schedule of Payments

11.1. 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.

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

ID	Deliverable	Timeline
<i>1</i>	Inception report	<i>15%</i>
<i>2</i>	Pre-engineering report	<i>35%</i>
<i>3</i>	Draft Pre-feasibility study	<i>25%</i>
<i>4</i>	Consolidated Pre-feasibility study	<i>25%</i>
	Total	<i>100%</i>

TERMS OF REFERENCE

Consultancy for demand analysis and financing and tariff options for a multimodal transport system for passenger and freight with a diversity and gender-responsive, inclusive and resilient approach

Belize

BL-T1204

Belize Rail Integration with Central America

1. Background and Justification

- 1.1.** Belize's transport system faces structural challenges that limit the development of a more inclusive, competitive, and sustainable economy. The system relies heavily on road transport, with limited multimodal integration, increasing congestion in key corridors and port areas, and high vulnerability to climate change. These constraints reduce logistics efficiency, increase transport costs, and limit access to economic opportunities, while contributing to rising greenhouse gas emissions.
- 1.2.** Rail transport presents an opportunity to enhance connectivity, improve efficiency, reduce emissions, and strengthen Belize's integration into regional logistics and tourism networks, including potential connections with Mexico and Guatemala. However, Belize currently lacks an operational rail system, as well as the institutional, regulatory, and governance frameworks required to support rail development.
- 1.3.** The objective of this TC is to promote greater quality, efficiency, and decarbonization of transportation services in Belize through analytical and institutional support for the potential development of an integrated rail system connecting Belize with Guatemala and Mexico. Thus, the TC will support the preparation of a comprehensive feasibility study to assess the establishment of the Belizean segment of the Tren Maya project. The study will evaluate the technical, financial, economic, environmental, social and institutional viability of the proposed rail corridor. The analysis will adopt a multimodal and market-oriented approach, with a dual focus on passenger and freight rail services, including the evaluation of current and projected demand, logistics flows, and trade facilitation opportunities.
- 1.4.** In this context, this consultancy will provide the analytical foundations required to assess the financial and economic viability of the proposed railway system, with a particular focus on demand, revenue generation, and affordability. The assignment will develop robust demand projections for both passenger and freight services, incorporating tourism, trade flows, and logistics dynamics, and will evaluate how these translate into revenue potential under different development scenarios. It will incorporate a diversity and gender-responsive approach, including the identification of differentiated mobility patterns, access barriers, and affordability constraints affecting women, persons with disabilities, and other vulnerable groups.
- 1.5.** The consultancy will also assess financing mechanisms and tariff structures to support the financial sustainability and competitiveness of the system, considering cost recovery, willingness to pay, and diversity and gender-responsive inclusion aspects, including

affordability and equitable access to transport services.. The analysis will be closely coordinated with complementary consultancies, incorporating technical, institutional, and environmental inputs as needed, without duplicating their scope.

2. Objectives

2.1. General objective: To assess current and future demand for rail services in Belize, including both passenger and freight transport, and to develop financing mechanisms and tariff structures to support the financial sustainability, efficiency, and competitiveness of the proposed railway system.

2.2. Specific objectives:

2.2.1. Estimate passenger and freight demand under different development scenarios, including cross-border flows with Mexico and Guatemala.

2.2.2. Identify key demand drivers, including tourism, trade, population growth, and modal shifts.

2.2.3. Evaluate financial viability under different investment and operating scenarios.

2.2.4. Develop and assess financing structures, including public, private, and blended finance options.

2.2.5. Propose tariff structures balancing financial sustainability, affordability, and diversity and gender-responsive inclusion considerations, including equitable access for different population groups

2.2.6. Assess current and potential freight demand, including key commodities, logistics chains, and regional trade flows, and evaluate the role of rail in improving logistics performance and multimodal integration.

3. Scope of Services

3.1. This consultancy will provide analytical support to estimate demand, assess financial viability, and define tariff and financing options for the proposed railway system in Belize.

3.2. The assignment will include the development of a demand model for passenger and freight services, incorporating demographic, economic, tourism, and logistics data, as well as cross-border flows. The consultancy will incorporate a dedicated freight and logistics perspective, including the characterization of key commodities, logistics chains, and domestic and international freight flows. The analysis will consider Belize's role in regional trade corridors and assess the potential for rail to capture or divert freight flows, improve logistics efficiency, and support multimodal transport solutions.

3.3. The consultant will define baseline and alternative scenarios (e.g., different routes, service levels, integration levels, and regional connectivity assumptions) and estimate demand under each scenario.

3.4. Based on demand projections, the consultancy will assess revenue potential and financial performance, including sensitivity analyses.

3.5. The consultancy will evaluate financing options, including public investment, public-private partnerships (PPP), concessional financing, and blended finance mechanisms.

- 3.6. The consultant will design tariff structures for passenger and freight services, considering affordability, cost recovery, competitiveness with other modes, and inclusion aspects.
- 3.7. All analyses will incorporate climate resilience and diversity and gender-responsive inclusion considerations, particularly regarding accessibility, affordability, and differentiated impacts across population groups.

4. **Key Activities**

- 4.1. **Data Collection and Demand Drivers Analysis.** The firm will collect and analyze relevant socio-economic, transport, tourism, and logistics data to understand current mobility patterns and freight flows. This will include the characterization of passenger demand and freight movements, including domestic and cross-border flows, as well as the identification of key demand drivers such as economic activity, trade dynamics, and tourism trends. For passengers, information will be disaggregated by gender, disability status, ethnicity, and income level, to identify differentiated mobility patterns, access barriers, and affordability constraints.
- 4.2. **Demand Modeling.** Based on the previous information, the consulting firm will develop demand models for both passenger and freight services, defining baseline and alternative scenarios that reflect different levels of service, network configurations, and regional integration. The analysis will include an assessment of modal shift potential, particularly the diversion of freight and passenger flows from road transport. The modeling will incorporate differentiated demand patterns across population groups, including women and vulnerable users, where data availability allows.
- 4.3. **Revenue and Financial Analysis.** The consultancy will estimate revenue potential based on demand projections and will conduct a financial analysis of the proposed railway system under different scenarios. This will include the assessment of cost recovery, financial sustainability, and sensitivity to key variables such as demand, tariffs, and costs.
- 4.4. **Financing Options Assessment.** The firm will evaluate alternative financing structures, including public investment, public-private partnerships (PPP), concessional financing, and blended finance mechanisms. This analysis will consider risk allocation, institutional requirements, and implications for project implementation.
- 4.5. **Tariff Design.** The consulting firm will design tariff structures for both passenger and freight services, considering affordability, willingness to pay, competitiveness with other transport modes, and inclusion aspects. The analysis will also include benchmarking against international experiences and good practices. The analysis will incorporate a diversity and gender-responsive perspective, ensuring that tariff structures consider affordability constraints and equitable access across different user groups.
- 4.6. **Integration with Feasibility Study.** Throughout the assignment, the consultancy will ensure consistency with the technical, institutional, and environmental analyses developed under complementary consultancies, and will integrate their results as needed to support a coherent overall assessment.

5. Expected Outcome and Deliverables

- 5.1. Inception Report.** This report will present the methodology, work plan, data requirements, and analytical framework for demand modeling, financial analysis, and tariff design.
- 5.2. Demand Analysis Report (Passenger and Freight).** This report will provide demand projections under different scenarios, including analysis of passenger travel patterns, freight flows, logistics chains, and modal shift potential, incorporating diversity and gender-responsive considerations where data allows.
- 5.3. Financial and Revenue Analysis Report.** This report will assess revenue potential, financial performance, and cost recovery under different demand and cost scenarios, including sensitivity analyses.
- 5.4. Financing and Tariff Options Report.** This report will evaluate alternative financing structures and propose tariff frameworks for passenger and freight services, considering affordability, competitiveness, sustainability, and diversity and gender-responsive inclusion.
- 5.5. Final Consolidated Report.** This report will integrate all analyses into a coherent, decision-oriented document, including key findings, recommendations, and implications for project development, incorporating diversity and gender-responsive considerations.

6. Project Schedule and Milestones

- 6.1.** *The consultancy firm will develop the deliverables, considering the following schedule:*

ID	Deliverable	Timeline
1	Inception report	2 weeks after contract signature
2	Demand Analysis Report	8 weeks after contract signature
3	Financial and Revenue Analysis Report	14 weeks after contract signature
4	Financing and Tariff Options Report	20 weeks after contract signature
5	Final Consolidated Report	24 weeks after contract signature

7. Reporting Requirements

- 7.1.** The consultancy firm will be in periodic communication with the Bank and/or the Government of Belize, holding at least one meeting per month, plus additional presentations for each deliverable.
- 7.2.** All the main documents of the deliverables must be submitted in DOCX format the first time. Once approved, the document must be submitted in PDF format. Annexes may be submitted in the format most appropriate to their content and nature.
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and subsequent revisions, the review and response periods will be reduced to one week each.

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8. Acceptance Criteria

- 8.1. The work will be supervised by Rene Cortés, Transportation Specialist of the Transport Division of the IDB, who will approve the products if they meet the requirements set forth in these terms of reference.

9. Other Requirements

- 9.1. Other requirements for reports and deliverables must be defined in the initial Inception Report, which should specify the methodology to be used, the work structure, the proposed team, schedule, activities, deliverables, and any other relevant aspects. It should include, among others: the scope and timeline for progress reports; the need for field visits and their schedules; and the coverage and timeline of reports, establishing the outcomes of the consultancy.

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11. Schedule of Payments

- 11.1. 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.

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

ID	Deliverable	Timeline
1	Inception report	20%
2	Demand Analysis Report	20%
3	Financial and Revenue Analysis Report	20%
4	Financing and Tariff Options Report	20%
5	Final Consolidated Report	20%
	Total	100%

TERMS OF REFERENCE

Consultancy for assessment of institutional and governance frameworks for rail development in Belize with international connectivity

BL-T1204

Belize Rail Integration with Central America

1. Background and Justification

- 1.1.** Belize's transport system faces structural challenges that limit the development of a more inclusive, competitive, and sustainable economy. The system relies heavily on road transport, with limited multimodal integration, increasing congestion in key corridors and port areas, and high vulnerability to climate change. These constraints reduce logistics efficiency, increase transport costs, and limit access to economic opportunities, while contributing to rising greenhouse gas emissions.
- 1.2.** Rail transport presents an opportunity to enhance connectivity, improve efficiency, reduce emissions, and strengthen Belize's integration into regional logistics and tourism networks, including potential connections with Mexico and Guatemala. However, Belize currently lacks an operational rail system, as well as the institutional, regulatory, and governance frameworks required to support rail development.
- 1.3.** The objective of this TC is to promote greater quality, efficiency, and decarbonization of transportation services in Belize through analytical and institutional support for the potential development of an integrated rail system connecting Belize with Guatemala and Mexico. Thus, the TC will support the preparation of a comprehensive feasibility study to assess the establishment of the Belizean segment of the Tren Maya project. The study will evaluate the technical, financial, economic, environmental, social and institutional viability of the proposed rail corridor. The analysis will adopt a multimodal and market-oriented approach, with a dual focus on passenger and freight rail services, including the evaluation of current and projected demand, logistics flows, and trade facilitation opportunities.
- 1.4.** In this context, this consultancy will focus on the detailed design of institutional, governance, and operational arrangements required for the implementation of an international railway system connecting Mexico, Belize, and Guatemala. The assignment will assess cross-border coordination mechanisms, regulatory harmonization requirements, and operational arrangements needed to ensure effective and seamless system functioning across countries. The analysis will incorporate a gender-responsive and diversity perspective, including the assessment of institutional capacities to address gender equality, accessibility, and inclusion in cross-border rail operations.
- 1.5.** The consultancy will also evaluate governance structures, including the feasibility of a single operating company and the role of national subsidiaries, and will define the institutional framework required for decision-making, coordination, and oversight. The analysis will be coordinated with complementary consultancies, incorporating policy, technical, and financial inputs as needed, without duplicating their scope.

2. Objectives

2.1. General objective: To assess institutional, governance, and regulatory frameworks relevant to international rail development in Belize and propose arrangements to support efficient, coordinated, and sustainable implementation.

2.2. Specific objectives:

2.2.1. Analyze institutional roles, mandates, and coordination mechanisms in the transport sector.

2.2.2. Identify governance and regulatory gaps affecting rail development and cross-border operations, including those related to environmental, social, gender equity, accessibility, and inclusion.

2.2.3. Propose institutional arrangements and governance models for international rail implementation and operation and develop a roadmap for the establishment and implementation of the required international and/or inter-agency arrangements.

2.2.4. Recommend regulatory frameworks aligned with international standards and good practices, incorporating gender-responsive and inclusive approaches.

3. Scope of Services

3.1. This consultancy will build on the outputs of the policy and regulatory consultancy and will focus on the detailed design of institutional, governance, and operational arrangements required for the implementation of an international railway system connecting Mexico, Belize, and Guatemala, and will focus on translating those findings into implementable institutional and governance arrangements.

3.2. The assignment will focus on cross-border coordination mechanisms, governance structures, and institutional arrangements required to ensure effective planning, implementation, and operation of the railway system.

3.3. The consultant will evaluate governance and corporate structures, including the feasibility of a single operating company and the role of national subsidiaries, as well as the institutional requirements for cross-border operations, regulatory harmonization, and operational coordination, including considerations to ensure equitable access, safety, and inclusion across different population groups.

3.4. The consultant will evaluate governance models for rail development (e.g., public operator, concession, PPP structures) covering safety, operations, tariffs, interoperability, and cross-border coordination, while integrating gender equity and diversity considerations.

3.5. In this context, the assignment will evaluate the feasibility of establishing a single operating company composed of authorities from the three countries, responsible for planning and directing the design, construction, operation, and management of the railway system. The analysis will also consider the role of national subsidiaries responsible for infrastructure and station maintenance and operation within each country.

3.6. The consultancy will assess options for operational arrangements, including the potential role of existing operators such as the Tren Maya as a technical and operational benchmark, and the possibility of acting as a “shadow operator” during the initial stages of implementation.

3.7. The assignment will also evaluate the requirements for establishing a high-level Executive and Coordinating Unit, composed of representatives from the participating countries, to support

strategic decision-making, coordination, and oversight of the project.

4. Key Activities

- 4.1. Cross-Border Governance and Coordination Analysis.** The consulting firm will analyze cross-border governance and coordination mechanisms required for the development of the railway system, including the assessment of institutional responsibilities across Mexico, Belize, and Guatemala. This will include evaluating requirements for regulatory harmonization, interoperability, and cross-border operations, as well as identifying necessary bilateral and/or multilateral agreements. The analysis will also assess risks associated with misalignment of national policies and propose mitigation measures. The analysis will also assess how cross-border governance arrangements address inclusion, accessibility, and safety considerations for different population groups.
- 4.2. Governance Models and Institutional Arrangements.** The consultancy will evaluate alternative governance models and institutional arrangements for the development and operation of the railway system. This will include assessing the feasibility of a single international operating company, defining the roles of a central head office and national subsidiaries, and analyzing operational, financial, and institutional implications. The firm will also define governance structures, decision-making processes, accountability mechanisms, and implications for revenue sharing and cost allocation among participating countries.
- 4.3. Benchmarking and Operational Model Assessment.** The consulting firm will conduct a benchmarking analysis of international best practices in cross-border rail governance and operations. This will include assessing the applicability of the Tren Maya model as a technical and operational benchmark, identifying success factors and lessons learned from comparable systems, and evaluating options for transitional arrangements, such as the use of a “shadow operator” during early stages of implementation.
- 4.4. Institutional Strengthening and Roadmap Development.** The consultancy will propose institutional strengthening measures and develop an implementation roadmap for governance and regulatory arrangements. This will include defining the structure and functions of a high-level Executive and Coordinating Unit, identifying capacity-building needs, and establishing a sequence of institutional and legal actions required for implementation, including short-, medium-, and long-term milestones and responsibilities, including measures to strengthen institutional capacity to address gender equity, diversity, and inclusion in rail system planning and operations.
- 4.5. Validation and Stakeholder Engagement.** Throughout the assignment, the consulting firm will engage with national and regional stakeholders to validate findings and ensure alignment across countries. The firm will present results, facilitate discussions, and incorporate feedback into the final outputs.

5. Expected Outcome and Deliverables

- 5.1. Inception Report.** This report will define the methodology, work plan, analytical framework, and stakeholder engagement strategy for the assignment.

5.2. Institutional, Governance, and Regulatory Diagnostic Report. This report will assess institutional roles, coordination mechanisms, and regulatory frameworks across the three countries, identifying key gaps, constraints, and harmonization needs, including those related to gender equity, accessibility, and inclusion.

5.3. Institutional and Corporate Structure Proposal. This report will present proposed governance models, including the feasibility of a single operating company, and define institutional arrangements, roles, and decision-making structures, incorporating gender-responsive and inclusive governance considerations.

5.4. Institutional and Governance Recommendations and Roadmap Report. This report will provide detailed recommendations, required agreements, and a prioritized roadmap for implementation, including institutional strengthening actions, with attention to gender equity and inclusion.

5.5. Final Consolidated Report and Validation Workshop. This report will integrate all analyses into a decision-oriented document and support a validation workshop with key stakeholders.

6. Project Schedule and Milestones

6.1. *The consultancy firm will develop the deliverables, considering the following schedule:*

ID	Deliverable	Timeline
1	Inception report	2 weeks after contract signature
2	Institutional, Governance, and Regulatory Diagnostic Report	6 weeks after contract signature
3	Institutional and Corporate Structure Proposal	12 weeks after contract signature
4	Institutional and Governance Recommendations and Roadmap Report	18 weeks after contract signature
5	Final Consolidated Report and Validation Workshop	24 weeks after contract signature

7. Reporting Requirements

7.1. The consultancy firm will be in periodic communication with the Bank and/or the Government of Belize, holding at least one meeting per month, plus additional presentations for each deliverable.

7.2. All the main documents of the deliverables must be submitted in DOCX format the first time. Once approved, the document must be submitted in PDF format. Annexes may be submitted in the format most appropriate to their content and nature.

7.3. Upon delivery of a product by the firm, the Bank will have up to two weeks to provide feedback. The firm will then have an additional two weeks to submit a revised version. For the second and subsequent revisions, the review and response periods will be reduced to one week each.

7.4. The deliverables and the communications with the Bank and the Government of Belize will all be in English.

8. Acceptance Criteria

8.1. The work will be supervised by Rene Cortés, Transportation Specialist of the Transport Division of the IDB, who will approve the products if they meet the requirements set forth in these terms of reference.

9. Other Requirements

9.1. Other requirements for reports and deliverables must be defined in the initial Inception Report which should specify the methodology to be used, the work structure, the proposed team, schedule, activities, deliverables, and any other relevant aspects. It should include, among others: the scope and timeline for progress reports; the need for field visits and their schedules; and the coverage and timeline of reports, establishing the outcomes of the consultancy.

10. Supervision and Reporting

10.1. The work will be supervised by Rene Cortés, Transportation Specialist of the Transport Division of the IDB, who will approve the products if they meet the requirements set forth in these terms of reference.

11. Schedule of Payments

11.1. 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.

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

ID	Deliverable	Timeline
1	Inception report	20%
2	Institutional, Governance, and Regulatory Diagnostic Report	20%
3	Institutional and Corporate Structure Proposal	20%
4	Institutional and Governance Recommendations and Roadmap Report	20%
5	Final Consolidated Report and Validation Workshop	20%
	Total	100%

TERMS OF REFERENCE

Consultancy for dissemination materials development

Belize

BL-T1204

Belize Rail Integration with Central America

Post of duty: Remote

We improve lives

The IDB Group is a community of diverse, versatile, and passionate people who come together on a journey to improve lives in Latin America and the Caribbean. Our people find purpose and do what they love in an inclusive, collaborative, agile, and rewarding environment.

About this position

Belize's transport system faces structural challenges that limit the development of a more inclusive, competitive, and sustainable economy. Heavy reliance on road transport, limited multimodal integration, and increasing vulnerability to climate change constrain mobility, logistics efficiency, and access to economic opportunities. In this context, the Government of Belize, with support from the IDB, is advancing analytical work to assess the feasibility of developing an integrated rail system connecting Belize with Mexico and Guatemala, including potential integration with Mexico's Tren Maya.

The Technical Cooperation (TC) "Belize Rail Integration with Central America" (BL-T1204) supports the preparation of analytical studies covering policy, technical, financial, institutional, and environmental dimensions of a potential railway system, with a dual focus on passenger and freight services and multimodal integration.

Within this framework, the consultancy for dissemination materials development will support the communication and knowledge-sharing objectives of the TC by translating technical outputs into accessible, high-quality materials tailored to different audiences. The consultancy will contribute to strengthening stakeholder engagement, informing policy dialogue, and facilitating knowledge transfer at both national and regional levels.

What you'll do

General objective: To develop high-quality dissemination and communication materials that translate the analytical outputs of the Technical Cooperation into accessible, decision-oriented products to support stakeholder engagement, policy dialogue, and knowledge sharing.

Specific objectives:

- To synthesize key findings from the TC's analytical outputs into clear and accessible messages tailored to different audiences.
- To develop communication materials (e.g., briefs, presentations, visual content) to support policy discussions and stakeholder engagement.
- To support the organization and preparation of dissemination and knowledge-sharing activities.
- To ensure consistency and coherence in messaging across all outputs of the TC.

Scope of Services

The consultancy will support the preparation of dissemination and communication materials based on the outputs generated under the Technical Cooperation. The scope includes the review and synthesis of technical reports, development of communication products tailored to different audiences, and support to knowledge-sharing activities.

Specifically, the consultant will: (i) review and extract key findings from technical studies; (ii) translate technical content into accessible formats; (iii) develop communication materials such as policy briefs, presentations, and visual content; and (iv) support dissemination events and stakeholder engagement activities.

Key Activities

The consulting services shall include the execution of the following tasks as part of achieving the objectives of the contract, without prejudice to any other tasks the consultants may consider relevant to achieving said objectives. The consultants are expected to carry out the following general activities:

Review of Technical Outputs and Message Development. The consultant will begin by reviewing all relevant technical outputs produced under the Technical Cooperation, including feasibility analyses, demand assessments, institutional studies, and policy recommendations, in order to identify key messages and policy-relevant insights. Based on this review, the consultant will define a communication approach tailored to different audiences, including policymakers, technical stakeholders, and the general public.

Development of Dissemination Materials. The consultant will develop a range of dissemination materials, including policy briefs, executive summaries, presentations, and visual communication products such as infographics and diagrams, ensuring that complex technical content is translated into clear, concise, and accessible formats. These materials will reflect key themes such as sustainability, regional integration, multimodality, gender equality, and inclusion.

Support to Dissemination and Knowledge-Sharing Activities. In addition, the consultant will support the preparation of dissemination and knowledge-sharing activities, including workshops and presentations, by developing materials, structuring key messages, and ensuring coherence across outputs. The

consultant will also adapt materials based on feedback from the IDB and stakeholders, ensuring consistency in messaging and alignment with the overall objectives of the Technical Cooperation.

Deliverables and payments

- **Communication and Dissemination Strategy.** A brief document outlining target audiences, key messages, and proposed dissemination tools and activities.
- **Policy Briefs and Executive Summaries.** A set of concise documents summarizing key findings and recommendations from the TC in accessible language for decision-makers.
- **Presentation Materials and Visual Content.** Slide decks and visual materials (e.g., infographics, diagrams) to support stakeholder engagement and knowledge-sharing activities.
- **Dissemination Event Materials.** Materials prepared to support workshops and presentations, including summaries and key messages.

Deliverable #	Percentage	Planned Date to Submit
1	25%	2 weeks after contract signature
2	25%	4 weeks after contract signature
3	25%	6 weeks after contract signature
4	25%	8 weeks after contract signature

Payments will be made once the consultant submits the corresponding invoices, linked to the monthly progress report and acceptance of the activities and other reports developed during that month, as validated by the Project Supervisor. Such invoices shall reflect the number of days effectively worked on a given deliverable, the activities carried out, and the results obtained.

What you'll need

- A master’s degree in communications, journalism, public policy, economics, international development, or a related field relevant to the responsibilities of the role.
- Specialized training or experience in communication for development, knowledge management, or dissemination of technical or policy content is highly desirable.
- Experience: At least 5 years of relevant professional experience in developing communication and dissemination materials, including policy briefs, reports, presentations, and visual content, preferably in infrastructure, transport, or development projects.
- Demonstrated ability to translate complex technical content into clear, concise, and accessible messages for different audiences, including policymakers and non-technical stakeholders.
- Experience working with multilateral development banks, government institutions, or international organizations is desirable.

- Excellent written and verbal communication skills in English; ability to prepare high-quality technical reports and presentations.
- **Languages:** Advanced English. Advanced Spanish is a plus.

Key skills:

- Learn continuously.
- Collaborate and share knowledge.
- Focus on clients.
- Communicate and influence.
- Innovate and try new things.

Requirements:

- **Citizenship:** You are either a citizen of Belize or a citizen of one of our 48-member countries eligible to obtain a valid residency or legal permit to work in The Bahamas without the need for sponsorship by the IDB.
- **Consanguinity:** You have no family members (up to the fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB, IDB Invest, or IDB Lab.

Type of contract and duration:

- **Type of contract:** Products and External Services Consultant (PEC), Lump Sum
- **Length of contract:** 2 months
- **Work Location:** International

Our culture

At the IDB Group we work so everyone brings their best and authentic selves to work, willing to try new approaches without fear, and where they are accountable and rewarded for their actions.

Diversity, Equity, Inclusion and Belonging (DEIB) are at the center of our organization. We celebrate all dimensions of diversity and encourage women, LGBTQ+ people, persons with disabilities, Afro-descendants, and Indigenous people to apply.

We will ensure that individuals with disabilities are provided with reasonable accommodation to participate in the job interview process. If you are a qualified candidate with a disability, please e-mail us at diversity@iadb.org to request reasonable accommodation to complete this application.

Our Human Resources Team reviews carefully every application.

About the IDB Group

The IDB Group, composed of the Inter-American Development Bank (IDB), IDB Invest, and the IDB Lab offers flexible financing solutions to its member countries to finance economic and social development through lending and grants to public and private entities in Latin America and the Caribbean.

About IDB

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history

dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of integrity, transparency, and accountability.

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