

BELIZE
BL-T1110
Leveraging Digital Technology for Improving the Business Climate in Belize
IFD/CTI

1. Design and Pilot of Technological Solution

TERMS OF REFERENCE

1. Background and Justification

- 1.1. Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.
- 1.2. On March 20, 2016, the IDB Board approved the creation of the Compete Caribbean Partnership Facility (CCPF) as a multi-donor Trust Fund jointly funded by the United Kingdom’s Department for International Development (DFID) and the Caribbean Development Bank (CDB). The ultimate goal of the Compete Caribbean Partnership Facility is to support the Caribbean region in increasing productivity and Caribbean firms’ contribution to economic growth. The specific objectives are to (i) support firms to grow, innovate and enter new sectors and markets; and (ii) to promote an environment that enables innovation and growth. The Facility will support productivity and economic growth in the Caribbean by focusing on two thematic pillars: (i) productivity and innovation in firms; and (ii) enhancing the business and innovation climate. The Facility is being executed by Inter-American Development Bank and henceforth all procedures related to operations and implementation thereof must comply with IDB policies.
- 1.3. Phase 1 of Compete Caribbean (2010-17) supported the creation of 12,000 jobs (80% for women and youth); increased revenue generated by participating firms and clusters (USD\$153m or a 41% increase); increased exports by participating firms and clusters (USD\$37m or a 23% increase); introduction of environmental technologies or adoption of change innovations through nine private sector projects; and improvements in the business environment in several Caribbean countries (e.g.: Jamaica’s ranking for Access to finance improved to 12 from 189).
- 1.4. The CCPF which will be implemented over the period (2017-2020), is the second phase of Compete Caribbean and builds on the success of the first phase. CCPF comprises two program pillars: Productivity and Innovation in Firms (Pillar 1); and Enhancing the Business and Innovation Climate (Pillar 2). It is intended that CCPF should (a) focus on the specific needs of the more vulnerable countries (Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines); (b) support gender

and diversity initiatives; (c) promote climate change activities; (d) foster the strengthening of institutions; and (e) promote scalability.

- 1.5. Creating the necessary conditions for the private-sector to grow is a core strategy for improving economic growth prospects and for combating poverty. Evidence finds that regulatory reforms are good for economic growth. Essential to efforts to increase efficiency is reengineering and simplifying the processes within the current regulatory framework and with consideration to upcoming legal reforms. Technology then complements and enhances the streamlining process. Digital technology, such as application programming interface (API), can facilitate end users' access and interface between government entities, remove the need for lengthy travel and submission of paper documents, and improve intra-agency communication thereby reducing the time taken for approval when multiple agencies are involved.
- 1.6. Building on the efforts of Belize's Economic Development Council (EDC) and taking into stock the Belize's Central Information Technology Office (CITO) efforts to modernize the delivery of public services to improve efficiency and effective delivery of public services based on citizen needs through the use of ICTs¹, this project ultimately aims to test an approach for reengineering and digitizing the delivery of services that are critical to improving the business climate in Belize. The pilot will act as a demonstration effect to encourage participation among other actors key to improving the business and investment environment.
- 1.7. Key to achieving the objectives of the project, is the business process streamlining and the implementation of a technological solution to integrate multiple systems from different institutions to improve data sharing and automatizing processes.

2. Objectives

- 2.1. The objective of the consultancy is to design and deploy a feasible technological solution that incorporates digital technology for integrating and improving connectivity and data sharing among key actors. Ultimately the goal is to implement a process innovation that simplifies and increases the efficiency of business processes. The systems integration solution should build an API capable of growing overtime and incorporating new actors interested in information sharing and participating in the business processes.

3. Key Activities

3.1. Inception Meeting, Desk Review, and Progress Reporting:

- Virtually attend a project kick-off meeting with the EDC and the IDB to discuss project objectives, approach, expected outputs and any other issues related to the execution of the consultancy.
- Conduct a desk review which includes the assessment of current legislation, process mappings, and operations manual if available. Review project

¹ See Belize's E-Governance Strategy.

documents including outputs under previous consultancies.

- Provide weekly status updates on the progress of implementation to the EDC and the IDB. Hold virtual meetings as necessary to discuss issues.

3.2. Needs Assessment: Utilizing a qualitative approach, conduct a needs assessment that addresses the following:

- The needs of potential users (including women and small business owners located in rural areas with limited connectivity). The project team will provide the consultancy with guidance in determining the sample size and make-up particularly as given that business regulatory burdens differ according to the size, ownership (women-owned and men owned firms), location, and sector of the business.
- The needs of managers and staff within the key institutions (i.e. informational requirements, etc.)
- The existing technological capabilities and equipment within key institutions, including identification of the technological gaps between institutions
- Conduct interviews with the following:
 - Key staff in target agencies and the Attorney General's Ministry to develop a thorough understanding of internal practices in place, including those not required by law.
 - Potential users and conduct a needs assessment for potential users. Potential users should include women, youth, and other underserved populations such as those in rural areas.
 - The interviews will be used as input, in conjunction with regulatory documents, to develop the detailed process mapping. The consultant is encouraged to recommend and utilize other qualitative data collection techniques where feasible. The sample size and make-up will be determined in conjunction with the EDC and the IDB.

3.3. Process Mapping and Analysis: Using a process mapping tool, present an evaluative graphic representation of the inputs and outputs of two to three selected businesses processes.

- Ensure to include the timing of each process, process number, user involvement, and other such variables to be agreed upon with the project team.
- Utilize appropriate symbols and color coding.
- Include a key for indicating the meaning for each symbol. For each page, indicate document number, date, methodology (as-is versus to-be) and version number.
- For To-Be methodology, indicate the recommended time for the process to take.
- Where possible, include monetary costs and resources required of the end user.
- Analyze (i) the purpose of the process (ii) whether the process has a sound legal footing and (iii) whether the regulation's ultimate goals can be achieved either without the particular process in question or through an even more streamlined process and (iv) process flow efficiency.

3.4. In consultation with the IDB, Select One Business Process and Propose recommendations for business process reengineering and simplification in terms of immediate changes within the current regulatory environment and within the current technological framework that can lead to quick wins;

- the introduction of appropriate digital technology that can bring processes more in line with current best practices.
- the standardization of processes
- legal instruments, such as decrees, that may be required to streamline processes
- Hold a Validation workshop with key stakeholders identified by the EDC and Belize to present preliminary findings and recommendations and to obtain input and feedback. Hold focus group sessions if required.
- Develop a final publication documenting Belize's experience in improving National Competitiveness through improving ease of doing business indicators. Include a diagnostic of the status quo, the proposed solution designs developed under the project, and recommendations for next steps, sustainability, and scale up/expansion.

3.5. Functional Specifications of the Integration Solution: Provide a detailed definition of the integration solution and how it will operate.

- Identify and map out the types of services and data that can be shared, specify user access, etc.
- Identify system requirements and integration features.
- Analyze current infrastructure and identify other resource requirements such as cloud-based storage solutions, databases, security needs, etc.
- Present design options to the Project Team that define what data can be shared, dictate who can access the data

3.6. Implementation Plan:

- Based on standard development life cycles, develop a work plan outlining estimated schedule, agreed upon milestones, and resources required to achieve an effective implementation of the integration system.
- Identify the tasks and activities to be undertaken and proposed timeframes for completion
- Allocate responsibilities for each task
- Clearly articulate deliverables

3.7. Design Specifications, System Configuration, Customization, Development and Quality Assurance: Design a mobile friendly, feasible integration solution responding to the needs and preferences of users.

- Develop the system's design specifications. Identify interfaces, data conversion,
- Conduct Quality Assurance by systems and user testing. Test the design amongst a sample of end users. Ensure the overall system works in accordance with developed specifications.
- Test the performance of the system under different conditions and by different users.
- Design front end user interface that responds to the needs and preferences of users, embed security features (identification, authentication, and authorization) to encrypt and protect data, develop protocols for data sharing which take into consideration legal restrictions to data sharing, and provide built-in analytics that collect data on metrics and usage;
- Develop a visual analytics tool for displaying real-time performance metrics that

tracks time taken to complete processes, user inputs, usage, efficiency, and other such KPIs as defined in conjunction with the EDC, IDB, and key stakeholders.

- Design with security in mind. Strict authorization protocols.

3.8. System Implementation and Support: Deploy the technological solution, ensuring the system is operational including provision of support after deployment.

3.9. Sustainability Strategy: Develop a strategy for maintaining the integration solution.

- The strategy for sustainability of the integration solution should address maintenance costs, skills required (i.e. trained local IT staff), timelines for proposed scheduled maintenance, and a general checklist of functioning operations and proposed solutions for trouble shooting or system upgrades.
- Furthermore, recommendations should be made on potential revenue sources for financing the maintaining and upgrading the solution, such as revenue generated through services provided on the platform, Government funding commitment, etc.

3.10. Operations Manual and Training:

- Design operations manuals that cover all procedures and internal workflows.
- Design training material. Online access to training material and ability to run queries. Include a frequently asked questions section.
- Execute at least two on-site training sessions for staff to be recorded and posted online for future reference. At least one training should be an advanced training for IT specialists from government entities.

3.11. Monitor Results. Establish mechanisms for real-time data collection on usage and other performance metrics to be defined in collaboration with the project team. Develop user feedback mechanisms (i.e. through comment boxes and/or online survey).

- How much has the technology reduced the amount of resources previously required?
- To what extent is it making things easier for users (break this down by user type, including gender, size of business, type of business, sector, location, etc.)?
- How much did it streamline the IT infrastructure?
- What productivity gains have been made?

4. Expected Outcome and Deliverables

4.1. Needs Assessment Report and proposed definition of the Integration Solution.

4.2. Process Mapping and Implementation Plan.

4.3. Report on the Development and Testing of the Integration Solution.

4.4. Report on the Deployment of the integration solution

4.5. Training Execution and Submission of Operations Manual

4.6. Final Report and Source Code. Respond to queries posed in bullet point 3.9. Make recommendations for system maintenance, subsequent phases for scale up/expansion, change management, sustainability, and risk management.

5. Project Schedule and Milestones

5.1. The project is expected to be complete by December 31, 2018. The schedule will be

defined by the firm in agreement with the IDB.

6. Acceptance Criteria

- 6.1.** *(Define how you will accept the deliverables resulting from this TOR. The acceptance of deliverables must be clearly defined and understood by all parties. This section should include a description of how both parties will know when work is acceptable, how it will be accepted, and who is authorized to accept the work.)*

7. Qualifications

7.1. Qualifications of Team Members:

- This consultancy requires the services of an international consulting firm with extensive experience in the successful development and deployment of system integration. The Lead Consultant should possess a Master degree in Computer Science or a related field. Junior Consultants should possess at least a Bachelor Degree in Computer Science or a related field.
- It is essential that the consulting firm demonstrate experience in software development and developing and implementing integration systems. Experience in the Caribbean and Latin America is an asset.

7.2. Skills and Experience in:

- In-depth knowledge and understanding of methods of integration and business process mapping.
- Experience with developing application solutions.
- Familiarity with technological capabilities in Latin America and the Caribbean. Proven project work at international, national and local levels.
- Experience with processing large amounts of information and synthesizing it in an understandable fashion to decision-makers and wider user audiences.
- Key front-end development technologies like JavaScript
- Experience with Back-end development technologies, RESTful API design, or SOAP, data formatting utilizing JSON or XML, setting API traffic and reliability, and API security such as OAuth delegation protocol, or other authentication measures
- Quality assurance testing.

7.3. Core Competencies

- Highly developed communication skills, including the preparation of high quality reports and the delivery of training;
- Ability to work under pressure to meet tight deadlines without compromising the quality of outputs;
- Ability to maintain confidentiality and use discretion when dealing with sensitive intellectual property issues;
- Cultural awareness and sensitivity to country specific issues;
- Fluency in oral and written English.

8. Supervision and Reporting

- 8.1. The consultancy will be reporting to Galileo Solis IFD/CTI at The Inter-American Development Bank. The Consultancy will also be expected to work closely with the EDC and CITO in ensuring alignment with the Government's E-Strategy and meeting technological standards.

9. Schedule of Payments

- 9.1. 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.
- 9.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
<i>Deliverable</i>	%
1. Needs Assessment report (Deliverable 1)	15%
2. Process Mapping and Implementation Plan (Deliverable 2)	10%
3. Report on the Development and Testing of the Integration Solution (Deliverable 3)	20%
4. Report on the Deployment of the integration solution (Deliverable 4)	25%
5. Training Execution and Submission of Operations Manual (Deliverable 5)	10%
6. Final Report including Source Code (Deliverable 6)	20%
TOTAL	100%

Annex on Business Process Mapping (to be developed through a consultancy)

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2. IT Project Manager

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

On March 20, 2016, the IDB Board approved the creation of the Compete Caribbean Partnership Facility (CCPF) as a multi-donor Trust Fund jointly funded by the United Kingdom’s Department for International Development (DFID) and the Caribbean Development Bank (CDB). The ultimate goal of the Compete Caribbean Partnership Facility is to support the Caribbean region in increasing productivity and Caribbean firms’ contribution to economic growth. The specific objectives are to (i) support firms to grow, innovate and enter new sectors and markets; and (ii) to promote an environment that enables innovation and growth. The Facility will support productivity and economic growth in the Caribbean by focusing on two thematic pillars: (i) productivity and innovation in firms; and (ii) enhancing the business and innovation climate. The Facility is being executed by Inter-American Development Bank and henceforth all procedures related to operations and implementation thereof must comply with IDB policies.

Phase 1 of Compete Caribbean (2010-17) supported the creation of 12,000 jobs (80% for women and youth); increased revenue generated by participating firms and clusters (USD\$153m or a 41% increase); increased exports by participating firms and clusters (USD\$37m or a 23% increase); introduction of environmental technologies or adoption of change innovations through nine private sector project; and improvements in the business environment in several Caribbean countries (e.g.: Jamaica’s ranking for Access to finance improved to 12 from 189).

The CCPF which will be implemented over the period (2017-2020), is the second phase of Compete Caribbean and builds on the success of the first phase. CCPF comprises two program pillars: Productivity and Innovation in Firms (Pillar 1); and Enhancing the Business and Innovation Climate (Pillar 2). It is intended that CCPF should (a) focus on the specific needs of the more vulnerable countries (Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines); (b) support gender and diversity initiatives; (c) promote climate change activities; (d) foster the strengthening of institutions; and (e) promote scalability.

Creating the necessary conditions for the private-sector to grow is a core strategy for improving economic growth prospects and for combating poverty. Evidence finds that regulatory reforms are good for economic growth. Essential to efforts to increase efficiency is reengineering and simplifying the processes within the current regulatory framework and with consideration to upcoming legal reforms. Technology then complements and enhances the streamlining process. Digital technology, such as application programming interface (API), can facilitate end users' access and interface between government entities, remove the need for lengthy travel and submission of paper documents, and improve intra-agency communication thereby reducing the time taken for approval when multiple agencies are involved.

Building on the efforts of Belize's Economic Development Council (EDC) and taking into stock the Belize's Central Information Technology Office (CITO) efforts to modernize the delivery of public services to improve efficiency and effective delivery of public services based on citizen needs through the use of ICTs², this project ultimately aims to test an approach for reengineering and digitizing the delivery of services that are critical to improving the business climate in Belize. The pilot will act as a demonstration effect to encourage participation among other actors key to improving the business and investment environment.

Consultancy objective(s)

The Project Manager is required to proactively coordinate the implementation of activities towards ensuring the timely execution, monitoring and reporting of the technical and financial aspects of the Project and achievement of deliverables.

Main activities

The consultant will work closely with the EDC, CITO, and the IDB with the goal to supporting the successful and timely achievement of quality project deliverables. The selected candidate will undertake the following activities:

- Stakeholder Coordination and Management:
 - Develop a stakeholder mapping and assess communication channels and strategies for each. Incorporate feedback from the private sector and other stakeholders.
 - Coordinate and build consensus across institutions and key project stakeholders, particularly relevant ministries and identified users.
 - Organize and coordinate high-level steering and working level committees and ensure the implementation of follow-up actions.
 - Maintain a good communication flow among all entities involved in the execution of the project. This includes communicating project status report updates, notifications of trainings, workshops, and other relevant information to be communicated to external audiences.
- Procurement Management:
 - Provide oversight of all consultancies carried out during project implementation to ensure expectations are met and potential risks are mitigated
 - Ensure the timely submission of deliverables

² See Belize's E-Governance Strategy.

- Provide technical inputs and review to ensure quality submissions from consultancies. Seek experts when necessary to provide feedback.
- **Project Monitoring and Data Collection**
 - Design a data collection strategy for input to Monitoring and project progress reports. Ensure gender disaggregation in data collection and gender sensitive survey instruments.
 - Develop and maintain a database for monitoring project outputs and performance indicators.
 - Facilitate access to all the information and documentation needed to assess project progress including those related to the performance indicators established in the Results Framework
- **Risk Management:**
 - Identify and develop strategies for mitigating risks.
- **Ensure the timely submission of the following reports to the Bank:**
 - Work Plan at the start of the consultancy indicating tasks and timeframes for completion of tasks.
 - Monthly reports detailing activities undertaken with reference to the work plan.
 - Lead the development of annual project work plans to be presented to the Bank within 30 days of the beginning of the calendar year. The plans will be specific in that they will clearly identify the project's outputs, including all the tasks necessary to produce them, and the project's outcomes.
 - Semi-annual Progress reports on June 1 and December 1 of each year of execution, containing: (i) information on the activities completed to date, indicating both achievements and problems encountered, and proposed solutions; (ii) the execution of the budget by category and source of financing; (iii) an assessment of progress achieved with regard to expected project outputs and outcomes; and (iv) a work plan and estimated resource requirements for the next six months of execution. It should document challenges, successes, stories on the ground, and lessons learned. This report should not exceed 15 pages – excluding any possible annexes.
 - Periodic blogs/articles to be disseminated in Compete Caribbean's newsletter
 - A final evaluation report, within 30 days prior to the execution deadline, summarizing and evaluating all activities carried out under the project and detailing the use of funds contributed by the Bank and counterpart resources. The report should describe how the project's outputs have contributed to achieving the objectives and expected outcomes listed in the Results Matrix. It should document challenges, successes, stories on the ground, and lessons learned.

Reports / Deliverables

- i. Monthly reports* detailing activities undertaken. Report format will be provided to the selected consultant.

*Every report must be submitted to the Bank in an electronic file. The report should include cover, main document, and all annexes. Zip files will not be accepted as final reports, due to Records Management Section regulations.

Payment Schedule

Payments will be made on a monthly basis on the submission and approval of a report outlining the activities of the month. Payment terms will be based on the Bank's acceptance of project deliverables submitted. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- Minimum of a university degree (Bachelor's degree or equivalent) in Computer Science, Information Technology or any other related field. Project Management training is a plus.
- At least three (3) years' experience in developing and deploying IT networks and systems. Demonstrated knowledge of current information technology theory and practice.
- One (1) year experience in implementing multilateral/bilateral donor financed projects, with special expertise in national or regional projects focused on private sector development is desirable

Languages:

- Fluency in oral and written English. Spanish would be an asset.

Areas of Expertise:

- Experience in employing appropriate project life cycle management tools for high quality outputs. Evidence of successfully deployed technological solutions.
- Evidence of experience in creating and implementing successful ICT strategies for organizations;
- Understanding of the business and investment climate in Belize
- Previous project management experience in Belize would be desirable. Developing country experience is required.

Skills:

- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.
- Pro-active
- A working understanding of guidelines and procedures typically used by development banks
- The ability to work independently and manage multiple tasks effectively. Excellent written and oral communication skills are required, including the ability to synthesize key issues and draw lessons learned.

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 18 months, with possibility of renewal for up to three years.
- Place(s) of work: Belize's Economic Development Council
- Division Leader or Coordinator: Galileo Solis, Team Leader, Science & Technology Senior Specialist of the IDB (IFD/CTI). Counterparts include the Economic Development Council of Belize.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. 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.

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Leveraging Digital Technology for Improving the Business Climate in Belize

3. Regulatory Process Mapping

TERMS OF REFERENCE

Background

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Building on the efforts of Belize's Economic Development Council (EDC) and taking into stock the Belize's Central Information Technology Office (CITO) efforts to modernize the delivery of public services to improve efficiency and effective delivery of public services based on citizen needs through the use of ICTs³, this project ultimately aims to test an approach for reengineering and digitizing the delivery of services that are critical to improving the business climate in Belize. The pilot will act as a demonstration effect to encourage participation among other actors key to improving the business and investment environment.

One of the components of this assistance includes the Business Process Streamlining and the implementation of a technological solution to integration multiple systems from different institutions to allow them integrating, improving data sharing and automatizing processes.

Consultancy objective(s)

To conduct a business process analysis that supports the simplification and efficiency of selected business processes. The consultancy is expected to (a) develop regulatory process mappings for at least two to three doing business processes (i.e. starting a business and obtaining construction permits); (b) assess process flow efficiency for these two to three business processes; (c) conduct a needs assessment amongst potential users ; (d) in discussion with the IDB and the EDC, select one business process and (d) make recommendations for: (i) business process reengineering and simplification in terms of immediate changes within the current regulatory environment and within the current technological framework that can lead to quick wins; and (ii) the introduction of appropriate digital technology that can bring processes more in line with current best practices.

Main activities

The selected candidate will:

- **Inception Meeting, Desk Review, and Progress Reporting:**
 - Virtually attend a project kick-off meeting with the EDC and the IDB to discuss project objectives, approach, expected outputs and any other issues related to the execution of the consultancy.

³ See Belize's E-Governance Strategy.

- Conduct a desk review which includes the assessment of current legislation, process mappings, and operations manual if available. Review project documents including outputs under previous consultancies.
- Provide weekly status updates on the progress of implementation to the EDC and the IDB. Hold virtual meetings as necessary to discuss issues.
- **Inception Report:** Develop an inception report based on the project kick-off meeting and documentation review. Inception report should include project background, findings of the desk review, proposed methodology, project timeline and expected outputs, interviewee request, draft questionnaire, and proposed interview schedule.

Reports / Deliverables

- Inception Report presenting the consultant's understanding of the project background, findings of the desk review, proposed methodology, project timeline and expected outputs, interviewee request, draft questionnaire, and proposed interview schedule.
- Draft Report documenting Belize's experience in improving National Competitiveness through improving ease of doing business indicators. Include the process mapping that presents a diagnostic of the status quo, the proposed areas for streamlining within the current regulatory framework, and recommendations for business process reengineering, potential digital technology, and required legal instruments or guidelines to streamline processes.
- Presentation of preliminary findings at a Validation workshop to be held at a time and location to be determined by the EDC and the Bank.
- Final report addressing all comments and feedback.

Payment Schedule

Payment terms will be based on the Bank's acceptance of project deliverables submitted. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
<i>Deliverable</i>	%
1. Inception Report (Deliverable 1)	20%
2. Draft Report (Deliverable 2)	20%
3. Validation Workshop (Deliverable 3)	20%
4. Final Report (Deliverable 4)	40%
TOTAL	100%

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- Minimum of an advanced university degree (Master's degree or equivalent) in Economics, Law, International Development or any other related field.
- At least ten (10) years' experience in streamlining business processes. Demonstrated knowledge of current business and innovation environment theory and practice.

- At least eight (8) years' experience in implementing multilateral/bilateral donor financed projects, with special expertise in national and regional projects focused on private sector development.

Languages:

- Fluency in oral and written English.

Areas of Expertise:

- In depth understanding of the application of technology for improving the efficiency of processes. Lean Six Sigma certification a plus.
- Experience in employing process mapping tools for assessing and improving input-output flows within organizations. Proven evidence of successfully completed, assignments
- Evidence of utilizing process mapping software such as Visio or Lucidchart.
- Experience in private sector development with a focus on business and innovation climate reform within a developing country context including the Caribbean.
- Experience in supporting business climate reforms and promoting gender equality. Previous experience in Belize or the Caribbean would be desirable. Developing country experience is required.
- In depth knowledge of the World Bank's doing business indicator.
- Qualitative data collection expertise. Experience in leading and conducting workshops, focus groups, and individual interviews.

Skills:

- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.
- A working understanding of guidelines and procedures typically used by development banks
- The ability to work independently and manage multiple tasks effectively. Excellent written and oral communication skills are required, including the ability to synthesize key issues and draw lessons learned.

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 4 months, 20 continuous days
- Place(s) of work: External
- Division Leader or Coordinator: Galileo Solis, Team Leader, Science & Technology Senior Specialist of the IDB (IFD/CTI). Counterparts include the Economic Development Council of Belize.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. 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.

Annex on Business Process Mapping (to be submitted for inclusion by Belize's EDC and CITO)

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4. Legal Drafting

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

On March 20, 2016, the IDB Board approved the creation of the Compete Caribbean Partnership Facility (CCPF) as a multi-donor Trust Fund jointly funded by the United Kingdom’s Department for International Development (DFID) and the Caribbean Development Bank (CDB). The ultimate goal of the Compete Caribbean Partnership Facility is to support the Caribbean region in increasing productivity and Caribbean firms’ contribution to economic growth. The specific objectives are to (i) support firms to grow, innovate and enter new sectors and markets; and (ii) to promote an environment that enables innovation and growth. The Facility will support productivity and economic growth in the Caribbean by focusing on two thematic pillars: (i) productivity and innovation in firms; and (ii) enhancing the business and innovation climate. The Facility is being executed by Inter-American Development Bank and henceforth all procedures related to operations and implementation thereof must comply with IDB policies.

Phase 1 of Compete Caribbean (2010-17) supported the creation of 12,000 jobs (80% for women and youth); increased revenue generated by participating firms and clusters (USD\$153m or a 41% increase); increased exports by participating firms and clusters (USD\$37m or a 23% increase); introduction of environmental technologies or adoption of change innovations through nine private sector projects; and improvements in the business environment in several Caribbean countries (e.g.: Jamaica’s ranking for Access to finance improved to 12 from 189).

The CCPF which will be implemented over the period (2017-2020), is the second phase of Compete Caribbean and builds on the success of the first phase. CCPF comprises two program pillars: Productivity and Innovation in Firms (Pillar 1); and Enhancing the Business and Innovation Climate (Pillar 2). It is intended that CCPF should (a) focus on the specific needs of the more vulnerable countries (Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines); (b) support gender and diversity initiatives; (c) promote climate change activities; (d) foster the strengthening of institutions; and (e) promote scalability.

Creating the necessary conditions for the private-sector to grow is a core strategy for improving economic growth prospects and for combating poverty. Evidence finds that regulatory reforms are good for economic growth. Essential to efforts to increase efficiency is reengineering and simplifying the processes within the current regulatory framework and with consideration to upcoming legal reforms. Technology then complements and enhances the streamlining process. Digital technology, such as application programming interface (API), can facilitate end users' access and interface between government entities, remove the need for lengthy travel and submission of paper documents, and improve intra-agency communication thereby reducing the time taken for approval when multiple agencies are involved.

Building on the efforts of Belize's Economic Development Council (EDC) and taking into stock the Belize's Central Information Technology Office (CITO) efforts to modernize the delivery of public services to improve efficiency and effective delivery of public services based on citizen needs through the use of ICTs⁴, this project ultimately aims to test an approach for reengineering and digitizing the delivery of services that are critical to improving the business climate in Belize. The pilot will act as a demonstration effect to encourage participation among other actors key to improving the business and investment environment.

One of the components of this assistance includes the Business Process Streamlining and the implementation of a technological solution to integration multiple systems from different institutions to allow them integrating, improving data sharing and automatizing processes.

Consultancy objective(s)

To facilitate modernization of selected legislation to streamline business processes in Belize.

Main activities

The selected candidate will be expected to:

- Read and assess current legislation. Review project documents including outputs under previous consultancies. Review best practices.
- Attend a project kick-off meeting with the EDC and the Attorney General's Ministry to discuss the objectives, activities, approach, expected outputs and any other issues related to the execution of the consultancy.
- Develop an inception report based on the project kick-off meeting and documentation review. Inception report should include project background, findings of the desk review, proposed methodology, project timeline and expected outputs, interviewee request, draft questionnaire, and proposed interview schedule.
- Assess and make recommendations on the types of fundamental legal reform that are necessary and feasible. Ensure recommendations take into consideration gender differences.
- Discuss with project team the findings.
- Develop drafting instructions for legislation amendment that entails detailed instructions that cover every aspect of the proposal and indicate each requirement which the GOB

⁴ See Belize's E-Governance Strategy.

considers necessary, e.g. recommended penalties/sanctions, administrative procedures, etc.

- Develop an outline/framework for the design of the legislation and outline the necessary provisions, which provisions shall be in conformity with the laws of Belize, and which will be shared and approved by GOB.
- Validation workshop to present the framework of the proposed the law and administrative procedures and to analyze the efficiency of the proposed processes.

Reports / Deliverables

- Inception Report presenting the consultant's understanding of the project background, findings of the desk review, proposed methodology, project timeline and expected outputs, interviewee request, draft questionnaire, and proposed interview schedule.
- Draft report which includes the drafting instructions and framework of the design of the legislation
- Presentation of preliminary findings at a Validation workshop to be held at a time and location to be determined by the EDC and the Bank.
- Final report with the legislation design drafted.

Payment Schedule

Payment terms will be based on the Bank's acceptance of project deliverables submitted. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
<i>Deliverable</i>	%
1. Inception Report (Deliverable 1)	20%
2. Draft Report (Deliverable 2)	20%
3. Validation Workshop (Deliverable 3)	20%
4. Final Legislation draft (Deliverable 4)	40%
TOTAL	100%

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- Minimum of an advanced university degree (Master's degree or equivalent) in Law with relevant combination of professional training, certification, and experience.
- At least ten (10) years' experience in advising, reviewing, and/or drafting laws and regulations. Demonstrated knowledge of laws and regulations in Belize including knowledge of the law making process in Belize is highly desirable.

Languages:

- Fluency in oral and written English.

Areas of Expertise:

- Proven evidence of successfully drafted laws and regulations.

- Experience in private sector development with a focus on business and innovation climate reform within a developing country context including the Caribbean.
- Experience in leading and conducting workshops
- Preference for experience in the design of gender sensitive policy and legal reforms

Skills:

- Highly developed communication and writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.
- A working understanding of guidelines and procedures typically used by development banks
- The ability to work independently and manage multiple tasks effectively. Excellent written and oral communication skills are required, including the ability to synthesize key issues and draw lessons learned.

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 3 months, 15 working days
- Place(s) of work: External. One mission to Belize is expected.
- Division Leader or Coordinator: Galileo Solis, Team Leader, Science & Technology Senior Specialist of the IDB (IFD/CTI). Counterparts include the Economic Development Council of Belize.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the Bank as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. 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.

BELIZE
IFD/CTI
BL-T1110

Leveraging Digital Technology for Improving the Business Climate in Belize

5. Campaign Strategy

TERMS OF REFERENCE

Background

Established in 1959, the Inter-American Development Bank (“IDB” or “Bank”) is the main source of financing for economic, social and institutional development in Latin America and the Caribbean. It provides loans, grants, guarantees, policy advice and technical assistance to the public and private sectors of its borrowing countries.

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Creating the necessary conditions for the private-sector to grow is a core strategy for improving economic growth prospects and for combating poverty. Evidence finds that regulatory reforms are good for economic growth. Essential to efforts to increase efficiency is reengineering and simplifying the processes within the current regulatory framework and with consideration to upcoming legal reforms. Technology then complements and enhances the streamlining process. Digital technology, such as application programming interface (API), can facilitate end users' access and interface between government entities, remove the need for lengthy travel and submission of paper documents, and improve intra-agency communication thereby reducing the time taken for approval when multiple agencies are involved.

Building on the efforts of Belize's Economic Development Council (EDC) and taking into stock the Belize's Central Information Technology Office (CITO) efforts to modernize the delivery of public services to improve efficiency and effective delivery of public services based on citizen needs through the use of ICTs⁵, this project ultimately aims to test an approach for reengineering and digitizing the delivery of services that are critical to improving the business climate in Belize. The pilot will act as a demonstration effect to encourage participation among other actors key to improving the business and investment environment.

Consultancy objective(s)

The consultant is expected to support the Economic Development Council with the preparation of a Campaign Strategy that raises awareness of the positive benefits of the project's efforts and promotes advocacy and support across a wide audience.

Main activities

The contractual will carry out the following key activities that will facilitate the achievement of the objective:

- Conduct a desk review of relevant project documents. Conduct a literature review. Hold consultative meetings and interviews with key stakeholders to understand priorities, needs, and concerns relating to the project.
- Devise a campaign strategy covering 12 months that includes the following elements:
 - Clear objectives of the strategy
 - Audience matrix which identifies key stakeholders with an interest in the project, strategies for targeting the audience, and indicators of success. Messages and approaches will need to be tailored for different stakeholders and through different dissemination mechanisms. It is expected that the campaign addresses the different needs of women and men owned firms.
 - Pre-crafted messages and approaches for identified stakeholders
 - Identification of actions required to identify and illustrate how the proposed strategy will impact marginalized segments of the economy, including women and the poor.
 - Two infographic designs each accompanied by an article/blog

⁵ See Belize's E-Governance Strategy.

Reports / Deliverables

The expected outcomes and products under this assignment are the following:

- i. A work plan with proposed activities and timeline, within 5 calendar days of contract signing;
- ii. A draft strategy and action plan within 20 calendar days after approval of the draft work plan;
- iii. A final strategy and action plan, after approval of the draft report;

Payment Schedule

Payment terms will be based on the Bank's acceptance of project deliverables submitted. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required.

Payment Schedule	
<i>Deliverable</i>	%
1. Work Plan (Deliverable 1)	10%
2. Draft Campaign Strategy (Deliverable 2)	40%
3. Final Campaign Strategy (Deliverable 3)	50%
TOTAL	100%

Qualifications

Academic Degree / Level & Years of Professional Work Experience:

- Minimum of Bachelor's degree in Communications or any other related field.
- At least four (4) years' experience in public relations and communications.

Languages:

- Fluency in oral and written English.

Areas of Expertise:

- Expertise in graphic design, illustration, digital design, and production of videos.
- Understanding of stakeholders in Belize as evidenced by previous assignments
- Extensive work experience and proven record in advocacy, policy, campaign, and strategic management
- Experience in private sector development with a focus on business and innovation climate reform within a developing country context including the Caribbean.

Skills:

- Highly developed communication and report writing skills as evidenced by presentations and publicly available reports, blogs, articles, and/or academic pieces.
- A working understanding of guidelines and procedures typically used by development banks
- The ability to work independently and manage multiple tasks effectively. Excellent written and oral communication skills are required, including the ability to synthesize key issues and draw lessons learned.

Characteristics of the Consultancy

- Consultancy category and modality: Products and External Services Contractual, Lump Sum
- Contract duration: 2 months, 5 days
- Place(s) of work: Belize's Economic Development Council
- Division Leader or Coordinator: Galileo Solis, Team Leader, Science & Technology Senior Specialist of the IDB (IFD/CTI). Counterparts include the Economic Development Council of Belize.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. In addition, candidates must be citizens of an IDB member country.

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