

TERMS OF REFERENCE

Consulting Services to Develop a Change Management and Institutional Strengthening Strategy to support the Implementation of the Belize Trade Single Window

Country: Belize

[Project Number]

Technical Cooperation Number]

[Web link to approved document]

TECHNICAL COOPERATION NAME: *Support to the Trade Facilitation Activities under BL-L1040*

1. Background and Justification

1.1. The Integration and Trade Sector (INT) of the Bank performs the following functions: (i) spearhead the design and execution of national and regional operations (loans, TCs and direct assistance) that promote regional cooperation; from the creation of border infrastructure to the management of regional public goods and the negotiation of treaties; (ii) analyze and recommend public policies on export promotion, investment attraction, and trade opening and facilitation; (iii) create knowledge from research and business statistics; and (iv) develop skills in the public sector, support the private sector by accompanying SMEs that wish to export and join global value chains, and facilitate networks and events that seek exchange between entrepreneurs and public officials. The Trade and Investment Division is charged with initiating and executing the sector's operational portfolio.

1.2. Belize's trade performance has not reached the necessary levels to promote economic growth. Small economies usually rely on their external sector for growth. The country has low international trade competitiveness. Belize faces long and cumbersome processes that increase international trade costs. In addition, there are insufficient resources and technical capacity to promote exports in Belize, and its export basket comprises goods typically exported by countries with lower levels of income.

1.3. The inefficiencies and delays exist in trade processes. According to the World Bank's 2020 Doing Business Report, Belize ranked 114th out of 190 economies in the trading across borders (TAB) indicator with 38 hours for export documentary compliance and 36 hours for imports. Additionally, prior to 2020, Belize's TAB score was 68.13 without any change since 2015, an indication that there have not been major improvements in Belize's general performance in the area of cross border trade. Furthermore, according to the OECD Trade Facilitation Indicators (TFI), Belize's performance in all TFI areas in 2019 was below the average performance of both the upper middle-income countries to which it belonged and lower middle-income countries to which it has moved.

1.4. The Technical Cooperation BL-T1187 is complementing the current loan operation *BL-L1040 Trade and Investment Facilitation Program for Belize*. The TC seeks to further advance Belize’s trade-related automation efforts by adopting a digital ESW, that will interoperate with the main trade regulatory agencies (OGAs). ESWs modernize trade, optimize revenue collection, and improve security at the borders. The single window concept creates a single-entry point for all information related to the clearance of goods. The implementation of an ESW will drastically simplify and streamline import and export regulations by enhancing inter-agency collaboration, simplifying procedures, and harmonizing data requirements and documents, while tracking hard trade data and informing public policies. Furthermore, the ESW would align Belize with international best practices and commitments under the WTO TFA and facilitate their participation.

2. Objectives

2.1 The general objective of the consultancy is to create an enabling environment that will facilitate and encourage government agencies and private sector users to adopt and support the new ESW. The specific objective of the consultancy is to: i) develop a change management strategy to facilitate the adoption of the ESW by public and private sector stakeholders, and ii) propose and develop an institutional strengthening strategy for the involved government agencies.

3. Scope of Services

3.1. *Development Change Management Strategy*

- a. The change management strategy will focus on the following key activities:
 - i. Identification of **bottlenecks and challenges** that may slow down the full implementation of the ESW in Belize with a special emphasis on human resources, communications, training, and technology¹.
 - ii. Identification and conceptualization of **opportunities and benefits** both for the public and private sectors emanating from the implementation of the ESW.
 - iii. Development of a **new governance framework** for the ESW Steering Committee including, but not limited to:
 - Clear objectives, roles and responsibilities.
 - Monitoring and evaluation plan with SMART indicators.
 - Standard operating procedures.
 - iv. Development of a **Sustainability Plan** for the ESW to ensure optimal coordination with all government agencies involved and the availability of technological, human and financial resources.

¹ Legal and regulatory challenges are NOT part of this analysis since the regulatory review has already been completed as part of Component 1 of the ESW project.

- v. Development of a **Communications Plan** to facilitate the adoption and buy-in of the ESW both by public and private sector stakeholders. The Communications Plan will include, as a minimum, the most appropriate communication channels and frequency for each target audience and the type of messaging and nature of contents needed to influence behavioral change and facilitate the adoption of the ESW.
 - vi. Development of **Service Level Agreements** for all participating agencies related to the provision of trade related services. The SLAs will establish a citizens' service charter in each entity as a manifestation of service guarantee and the organization's commitment to excellence. Additionally, the SLAs will also include an evaluation mechanism (based on data provided by the ESW or feedback from ESW users) to monitor and assess the level of adherence to the agreed service standards and overall service delivery experience.
- b. Consultants are required to propose their overall working methodology in their technical proposal. However, it is expected that consultants will conduct, as a minimum, the following specific tasks:
- i. Become familiar with the overall ESW project specially with the work and deliverables completed under Component 1 - Modernization of the Regulatory Environment.
 - ii. Analyze and research existing business models of ESWs around the world and similar e-government platforms.
 - iii. Identify the changes, benefits and opportunities that will impact the relevant government agencies and stakeholders.
 - iv. Identify the departments and positions in the various agencies who will need to change as the result of the ESW implementation, as well as potential points of resistance at the organizational and individual levels.
 - v. Closely coordinate with the consultants responsible for building the ESW platform, the business process reengineering, and the review of the legal and regulatory framework. A specific proposal on how to achieve this is expected.
 - vi. Engage in multiple consultations with private and public sector stakeholders on a regular basis.
 - vii. Identify Change Agents and Change Champions in every relevant government agency
 - viii. Develop a monthly report of activities.

3.2. Institutional Strengthening Strategy

- a. The main objective of this strategy is to propose new organizational structures better suited to operate in a digital and mostly paperless environment as a result of the ESW implementation. This part of the assignment will focus exclusively on the following key government agencies:
 - i. Customs & Trade Administration.

- ii. Department of Commerce.
 - iii. Food and Drug Department.
 - iv. National Bureau of Standards.
 - v. Pesticides and Toxic Chemicals Control Board.
 - vi. National Agricultural Research and Extension Institute.
 - vii. Fisheries Department.
 - viii. Livestock Development Authority.
- b. The new organizational structures must be designed to ensure the effective discharge of each agency's duties and responsibilities in the new operating environment. The organizational structures will include as a minimum:
- i. New organizational and functional charts.
 - ii. Detailed job descriptions with roles and responsibilities and recommended compensation packages.
 - iii. Professional development and career advancement mechanisms.
 - iv. Capacity building needs.
 - v. Performance measurement indicators at organizational and role levels.
 - vi. Recruitment methodologies.
 - vii. Functional specifications of modern HR software tools needed for efficient HR management.

4. Key Activities

- a. Consultants are required to propose their overall working methodology in their technical proposal. However, it is expected that consultants will conduct, as a minimum, the following specific tasks:
 - i. Review of existing organizational structures and identification of gaps, challenges and opportunities for improvement.
 - ii. Conduct research to identify international best practices related to organizational structures and HR management in organizations similar to the ones identified in 4.2.a.
 - iii. Collaborate and consult with public and private sector stakeholders on a regular basis to obtain a clear understanding of the existing organizational structures, gaps, and opportunities for improvement.
 - iv. Closely coordinate with the consultants responsible for building the ESW platform, the business process reengineering, and the review of the legal and regulatory framework.
 - v. Develop a monthly report of activities

5. Expected Outcome and Deliverables

- 5.1. **Inception Report:** Report detailing the updated work breakdown structure and project schedule for all project deliverables.
- 5.2. **SWOT report:** identification of bottlenecks, challenges and opportunities arising out of the ESW implementation and migration strategies.
- 5.3. **ESW Governance Framework:** report including, as a minimum, clear objectives, roles and responsibilities, monitoring and evaluation plan with SMART indicators, and standard operating procedures for the optimal functioning of the ESW Steering Committee.
- 5.4. **Sustainability Plan:** report focused on the identification of needs and requirements to ensure optimal coordination with all government agencies and the availability of technological, human and financial resources.
- 5.5. **Communications Plan:** report with ideal communication channels and frequency for each target audience and the type of messaging and nature of contents needed to influence behavioural change and facilitate the adoption of the ESW.
- 5.6. **Service Level Agreements:** for all participating government agencies including an evaluation mechanism to monitor the level of adherence to the agreed service standards and overall service delivery experience.
- 5.7. **Monthly Activity Report:** report indicating all activities, meetings conducted and progress to date.
- 5.8. **Final Consultancy Report:** final report integrating all updated reports and deliverables listed above including lessons learned, feedback from stakeholders, and analysis of implementation status of proposed changes and recommendations.

6. Project Schedule and Milestones

- 6.1. The project will have a total duration of 16 months with the following milestones:

<u>Deliverables #</u>	<u>Submission deadline</u>
<u>#1</u>	10 days after signing the contract
<u>#2</u>	4 months after signing the contract
<u>#3</u>	6 months after contract signature
<u>#4 & # 5</u>	7 months after contract signature
<u>#6</u>	10 months after contract signature
<u>#7</u>	Every month
<u>#8</u>	16 months after contract signature

7. Reporting Requirements

- 7.1.** For all administrative matters, the Consultant will report directly to the Central Project Execution Unit.
- 7.2.** Each participating government agency will appoint a counterpart team responsible for the day-to-day interactions with the Consultants. The main responsibilities of the counterpart teams are the following:
- a. Support overall project implementation.
 - b. Gain a strong understanding of all project activities.
 - c. Provide access to data, regulations, acts, reports and any other documentation needed by the Consultant.
 - d. Fill out questionnaires or answer any questions the Consultant may have about how the organization works and conduct their trade related processes.
 - e. Facilitate and organize meetings as needed between the Consultant and other officials within their organizations.
 - f. Review, provide feedback and validate all project deliverables relevant to their government agency.
 - g. Attend relevant meetings and workshops as needed.
- 7.3.** The Consultant will meet (either virtually or in-person) with the Project Implementation Unit, counterpart teams and ESW Steering Committee and other stakeholders as requested, for performance reviews, discussions and acceptance of deliverables.
- 7.4.** Additionally, consultants are encouraged to indicate in their technical proposal the amount and level of support required from the Client side for the successful implementation of this assignment.
- 7.5.** As previously indicated, this assignment is part of a larger modernization program to develop a single window environment for trade in Belize. Therefore, the Consultant is expected to become familiar with other outputs and technical documents and work in coordination with other relevant consultancies such as:
- a. The legal review and modernization of the regulatory framework.
 - b. The development of the ESW platform and the business process reengineering.

7.6. The CPEU will facilitate the arrangements for the initial interviews with all relevant consultants and access to project documents to ensure a smooth coordination among consultants and avoid duplication of work.

7.7. All reports and documentation will be presented in English.

8. Acceptance Criteria

8.1. The reports and deliverables as described in point five (5) of these Terms of References must have a favorable technical concept. Deliverables will be considered final once they incorporate all comments and feedback made by the project stakeholders.

9. Consulting Firm and Team Requirements

9.1. This assignment requires expert knowledge in change management and public sector reform. The consulting firm must have the following profile:

- Implementation of at least three (3) large scale change management projects and/or public sector reform over the last 7 years.
- Implementation of at least two (2) large scale organizational restructuring projects over the last 7 years.
- Experience working with multilateral development organizations desired. At least one (1) project over the last 5 years.

9.2. Contractual teams should have specific expertise and knowledge, which will be the main criterion for their selection. It is anticipated that the team would comprise of individuals with strong competencies in the areas below, but this is not meant to restrict team compositions to the exact roles described below.

9.3. The firm must have a team that includes at least the **following members with the following experience:**

Team Leader:

- University degree in public administration, management, economics, law, information technology or any other related field.
- At least 10 years of proven experience conducting organizational, institutional capacity assessments.
- At least 10 years of experience in the modernization of the public sector.
- Working experience in trade related issues desired.
- Strong knowledge of public sector human resource management desired.
- Full proficiency in English.
- Experience working in developing countries, the Caribbean, and/or Belize is a plus.

Technical Expert 1:

- University degree in the social sciences or related field.
- Formal training in change management desired.
- At least 5 years of extensive working experience, proven competence and success in change management, institutional development and/or policy coordination, within government agencies in the context of public sector reform, e-government services, or trade facilitation.
- Experience formulating and implementing change management strategies and training programs.
- Demonstrated capacity to develop monitoring and evaluation plans as well as communication and public awareness campaigns.
- Experience working in public sector modernization projects, especially in the Caribbean, the developing world, and in the area of e-government, trade and single window will be an asset.
- Full proficiency in English.

Technical Expert 2:

- University degree in human resources, business administration, organizational management or related field.
- At least 5 years of experience managing human resource departments and developing HR strategies.
- Experience restructuring public sector organizations transitioning to a digital environment.
- Technical capacity to design organizational structures, compensation and benefit systems.
- Experience working in public sector modernization projects, especially in the Caribbean, the developing world, and in the area of e-government, trade and single window will be an asset.
- Full proficiency in English.

10. Supervision and Reporting

10.1 The consultancy will be coordinated by the Central Project Executing Unit (CPEU) under the purview of the Ministry of Finance, Economic Development, and Investment (MFEDI) of Belize.

11. Schedule of Payments

11.1. The consultancy will be developed under the lump sum modality and will follow the following structure of payments:

Payment Schedule	
Deliverable	%
1. upon submission and approval by the CPEU of the Inception Report with the updated work plan and schedule.	15%
2. upon the completion and approval of deliverable.	10%
3. upon the completion and approval of deliverables 3 & 4 & 5	20%
4. upon the completion and approval of deliverable 6	15%
5. upon the completion and approval of deliverable 7	25%
6. upon the completion and approval of deliverables 8 & 9	15%
TOTAL	100%

12. Eligibility Requirements

An individual consultant, firm, organization, or company, will be selected under procedures in accordance with the IDB's Policies for the Selection and Contracting of Consulting Services (GN-2350-15) and the Policies for the Procurement of Goods and Works (GN-2349-15), which can be found at the following website: www.iadb.org/procurement. As this is an European Union financed operation, any procurement and Grant award procedures shall be open to organizations, companies, and individuals from any IDB member country, any member state of the European Union, and other eligible non-member countries ("Other Eligible Countries") under the applicable EU regulatory provisions, available at: <https://wikis.ec.europa.eu/display/ExactExternalWiki/ePRAG>.

TERMS OF REFERENCE

Development of a Risk Management- and Goods Declaration Module for the Belize Foreign Trade Single Window

Country: Belize

[Project Number]

Technical Cooperation Number]

[Web link to approved document]

TECHNICAL COOPERATION NAME: *Support to the Trade Facilitation Activities under BL-L1040*

1. Background and Justification

1.1. The Integration and Trade Sector (INT) of the Bank performs the following functions: (i) spearhead the design and execution of national and regional operations (loans, TCs and direct assistance) that promote regional cooperation; from the creation of border infrastructure to the management of regional public goods and the negotiation of treaties; (ii) analyze and recommend public policies on export promotion, investment attraction, and trade opening and facilitation; (iii) create knowledge from research and business statistics; and (iv) develop skills in the public sector, support the private sector by accompanying SMEs that wish to export and join global value chains, and facilitate networks and events that seek exchange between entrepreneurs and public officials. The Trade and Investment Division is charged with initiating and executing the sector's operational portfolio.

1.2. Belize's trade performance has not reached the necessary levels to promote economic growth. Small economies usually rely on their external sector for growth. The country has low international trade competitiveness. Belize faces long and cumbersome processes that increase international trade costs. In addition, there are insufficient resources and technical capacity to promote exports in Belize, and its export basket comprises goods typically exported by countries with lower levels of income.

1.3. The inefficiencies and delays exist in trade processes. According to the World Bank's 2020 Doing Business Report, Belize ranked 114th out of 190 economies in the trading across borders (TAB) indicator with 38 hours for export documentary compliance and 36 hours for imports. Additionally, prior to 2020, Belize's TAB score was 68.13 without any change since 2015, an indication that there have not been major improvements in Belize's general performance in the area of cross border trade. Furthermore, according to the OECD Trade Facilitation Indicators (TFI), Belize's performance in all TFI areas in 2019 was below the average performance of both the upper middle-income countries to which it belonged and lower middle-income countries to which it has moved.

1.4. The Technical Cooperation BL-T1187 is complementing the current loan operation

BL-L1040 Trade and Investment Facilitation Program for Belize. The TC seeks to further advance Belize's trade-related automation efforts by adopting a digital ESW, that will interoperate with the main trade regulatory agencies (OGAs). ESWs modernize trade, optimize revenue collection, and improve security at the borders. The single window concept creates a single-entry point for all information related to the clearance of goods. The implementation of an ESW will drastically simplify and streamline import and export regulations by enhancing inter-agency collaboration, simplifying procedures, and harmonizing data requirements and documents, while tracking hard trade data and informing public policies. Furthermore, the ESW would align Belize with international best practices and commitments under the WTO TFA and facilitate their participation

2. Objectives

2.1 The general objective of the consultancy is to simplify and modernize trade operations through sophisticated enhancements in Belize's Foreign Trade Single Window and thereby increasing the availability of quality and reliable electronic data. Furthermore, the consultancy is expected to provide the Belizean Government and traders with a powerful and advanced tools that offers numerous benefits, leveraging the latest advancements in technology and artificial intelligence.

3. Scope of Services

3.1. *Design and build of the Risk Management Module*

A key component to modernize trade is effective risk management in line with the WCO Risk Management Compendium. Therefore, the Trade Single Window (TSW) will also include a robust inter-agency risk management system (IRMS) with a sophisticated risk rule engine for all participating agencies with, at least, deductive and inductive risk criteria to differentiate between low risk and high-risk operations. The TSW is expected to increase the availability of quality and reliable electronic data which is the foundation to establish a common risk management framework that will in turn facilitate risk assessments and the ability to apply limited human and technical resources for inspection or interdiction purposes on the basis of risk. Therefore, the risk management system must be able to pull data from a variety of sources and databases and to assess the risk of LPCO requests, as well as all import, export and transit declarations. The Integrated Risk Management System (centralized) is crucial for effective trade facilitation and is in line with the WCO SAFE Framework and the WTO TFA:

- ***Centralized Engine with Customizable Rules:*** the system will host a centralized risk management engine where different agencies can input their specific rules to identify and manage risks within their purview. This approach ensures that risk management is tailored to the expertise of each agency. It must be kept in mind that each agency will be responsible for extracting the knowledge of their best inspectors and put that knowledge in the system so that it becomes an institutional asset.
- ***Data-Driven and Centralized Decision Making:*** the quality and quantity of electronic data collected through the single window system will enhance the effectiveness of the risk management system. More data allows for more accurate risk assessments and targeted

inspections. When fully operational, decisions will be centralized with front line officials focused on analyzing the shipments identified as high risk by the system. This will ensure more transparency and predictability.

- **Training and Adaptability:** the consultancy will include comprehensive training for government officials to maximize the use of the risk management system. Continuous calibration and refinement of the system is essential to ensure it remains responsive to new threats and risks.
- **Post Clearance Audit (PCA):** a robust PCA system is essential for modern customs operations. PCA reduces the pressure to make immediate decisions upon the arrival of goods, allowing for more thorough inspections and audits post-clearance.

The module must support the capacity for multi-agency cooperation through the implementation of individual agency profiles, warnings and reports of findings (this will include both horizontal roles and individual agency roles). The TSW provider will also develop a mobile application for inspectors and officials to conduct physical inspections at border crossings, ports of entry, or traders' premises.

At minimum, the IRMS must have the following capabilities:

- 1) Processing of regulatory information (vessel arrivals and departures, manifest and customs data, requests for exemptions, licenses, permits)
- 2) Historical trend analysis.
- 3) Multiple risk profiles and risk indicators for each profile and a risk level coefficient for each risk indicator.
- 4) Capacity to combine coefficient information to automatically calculate risk.
- 5) Lookout and watch list vetting for cargo.
- 6) Utilize risk information to efficiently allocate resources in the clearance process.
- 7) Have the capacity to provide a structured reporting system for border agencies.
- 8) Set benchmarks for cargo inspections in accordance with international best practices.
- 9) Random assignment of examination officers.
- 10) Capacity to create selectivity/risk-management/profiling parameters for other control border agencies (e.g. health, food & veterinary, environment etc).

3.2. Design and build of the E-Goods Declaration Module for Partner Government Agencies

This module will be a key component of the TSW and will interoperate with ASYCUDA and the LPCO modules in real time to exchange selected customs declaration data, supporting documents, release orders, and decisions to the relevant government agencies for processing imports and exports. The module will serve as the primary interface for officials from the Partner Government Agencies to visualize all relevant data in a user-friendly interface to release, query, hold or reject import and export operations that fall under their purview before Customs issues the final release order.

The module will provide Belizean officials and traders with a powerful and advanced platform, leveraging the latest advancements in technology and artificial intelligence; it shall provide the following features:

a. Advanced Capabilities and Artificial Intelligence Integration: The E-Goods Declaration Module will enable Belize to capitalize on cutting-edge artificial intelligence technologies.

These advancements will facilitate:

- *Automatic Decision-Making:* Artificial Intelligence can automate decisions related to risk management, HS classification, valuation, LCPO (licenses, certificates, permits, and other approvals), and exemption eligibility. This will enhance the efficiency and accuracy of the customs and trade processes, reducing human error and speeding up clearance times.
- *Predictive Analytics:* AI-driven analytics can predict potential issues and streamline the inspection and approval processes by identifying high-risk consignments and ensuring more effective resource allocation.

b. Seamless Data Integration and Automation: One of the significant advantages of the E-Goods Declaration Module is its ability to seamlessly integrate and automate data flows:

- *Integrated LCPOs and Declarations:* This module will eliminate the need for manual handling of PDFs and other documents by enabling automatic cross-referencing of data. This integration ensures that information related to licenses, certificates, permits, and other approvals is directly linked to the declarations.
- *Data Recycling:* The module allows for the reuse of previously submitted declarations and LCPOs, significantly reducing the burden on traders and officials by minimizing repetitive data entry and facilitating faster processing.

c. Simplified and Modern Integration Mechanisms: The E-Goods Declaration Module shall support modern integration mechanisms, ensuring compatibility with various systems and platforms such as:

- *E-Payments Integration:* The module can seamlessly integrate with e-payment platforms, facilitating smoother and more efficient financial transactions related to import and export activities.
- *Port Community Systems:* By integrating with port community systems, the module enhances coordination and communication among all stakeholders involved in the trade process, including port authorities, customs officials, and traders.

- *Private Sector Interfaces:* The module supports integration with interfaces used by private sector operators such as brokers, freight forwarders, and warehouse operators. This flexibility ensures that the system can adapt to current and future needs, promoting a more inclusive and efficient trade environment.
- *Tax Administration Systems:* Integration with tax administration systems will enable the identification of non-compliant traders. This integration allows for the cross-referencing of trade data with tax records, facilitating the detection of discrepancies and ensuring that all traders comply with tax obligations. This capability enhances the government's ability to enforce tax laws and reduce revenue leakage.

3.3. Business Intelligence (BI) Tool

Both modules will include a Business Intelligence (BI) Tool. The TSW will have the capacity to generate structured reports to support strategic and data driven decision making and identify opportunities for improvement. The BI tool will aggregate, search, sort and analyze data from different databases to identify patterns and insights related to release times, user interactions, volumes, bottlenecks, etc. and have the functionality to display complex multi-layered data in a variety of graphic forms. This tool will, as a minimum be able to:

- i. Create standard reports in a variety of formats
- ii. Create flexible reports using user-defined parameters and criteria
- iii. Export data in standard formats for external manipulation (.xml, .csv, etc.)
- iv. Provide a dashboard functionality to allow managers and users at all levels to visualize data in an easy-to-understand format
- v. Operate across different platforms and interface with, as a minimum, both Microsoft and Oracle databases
- vi. Control access to content based on user role (view, modify, edit, etc).

3.4. Post Go-live and technical support

The Consultant will also be required to provide, as a minimum, a 2-month period of Post-Go Live technical support. During this period and based on user feedback, the Client may request changes to the overall solution at no extra cost to refine and optimize its performance. It is also recommended that the Consultant maintain a physical presence in Belize during this period. Consultants are encouraged to indicate in their technical proposal the level of support they will provide during this period in terms of technical and human resources.

3.5. Maintenance support for twelve months

Additionally, the contract will include maintenance and technical support for a period of 12 months

after the Post-Go Live technical support period. The Consultant will be responsible for providing technical support, maintenance to the system, patches and updates as well as supporting technical materials for all ESW products and functionalities included in the contract. Consultants are encouraged to indicate in their technical proposal the level of support they will provide during this period in terms of technical and human resources as well as a draft Service Level Agreement.

4. Key Activities

The Consultant will also conduct the following key activities:

- 4.1. As-is diagnosis of current processes related to the two modules. To-be report including recommended process, harmonized documents and data dictionary for the two modules
- 4.2. Design, build and deployment of the Integrated Risk Management Module
- 4.3. Design, build and deployment of the E-Goods Declaration Module
- 4.4. Develop and implement the business intelligence tool
- 4.5. Implement a hands-on capacity building program for the stakeholders and user of the modules

5. Expected Outcome and Deliverables

- 5.1. **Inception Report:** Report detailing the updated work breakdown structure and project schedule for all project deliverables including an indication of dependencies and project risks and resource allocations both from the Consultant and client sides.
- 5.2. **Monthly status reports** advising of progress and status of activities, challenges, milestones during that period and performance project schedule.
- 5.3. **BPR Report 01:** As-is diagnosis of current processes
- 5.4. **BPR Report 02:** To-Be report including recommended new processes, harmonized documents and data dictionary.
- 5.5. **Delivery and Installation of TSW Modules:** Integrated Risk Management, E-Goods Declaration and Business Intelligence in production environment approved by Steering Committee.
- 5.6. **Training and knowledge transfer program final report** detailing all training activities conducted and documents produced, full user manuals, as well as lessons learned.
- 5.7. **Maintenance monthly reports** including fixes, updates, patches, uptime and downtime, as well as any other support provided to the TSW within the scope of the maintenance contract
- 5.8. **Maintenance and technical support final report** indicating all services provided within the scope of the contract and updated documentation and materials for system maintenance.

6. Project Schedule and Milestones

- 6.1. The project will have a total duration of 20 months with the following milestones:

<u>Deliverables #</u>	<u>Submission deadline</u>
<u>#1</u>	15 days after signing the contract
<u>#2</u>	Every month
<u>#3</u>	3 months after contract signature
<u>#4</u>	5 months after contract signature
<u>#5</u>	8 months after contract signature
<u>#6</u>	10 months after contract signature
<u>#7</u>	Every month after the initiation of maintenance services
<u>#8</u>	12 months after initiation of maintenance services

7. Reporting Requirements

- 7.1.** For all administrative matters, the Consultant will report directly to the Central Project Execution Unit.
- 7.2.** For all technical matters, the Consultant will report directly to the TSW committee.
- 7.3.** Each participating government agency will appoint a Single Window Task Force responsible for the day-to-day interactions with the Consultants. The main responsibilities of the SW task force are the following:
- a) Support overall project implementation.
 - b) Gain a strong understanding of all project activities.
 - c) Provide access to data, regulations, acts, reports and any other documentation needed by the Consultant to design and implement the TSW modules.
 - d) Fill out questionnaires or answer any questions the Consultant may have about how the organization works and conduct their trade related processes.
 - e) Facilitate and organize meetings as needed between the Consultant and other officials within their organizations.
 - f) Review, provide feedback and validate all project deliverables relevant to their government agency.
 - g) Attend relevant meetings and workshops as needed.
- 7.4.** Consultancies are required to provide information on how they envisage the acceptance testing will be carried out. This should include a summary of following information: i) Consultancy resource allocation, ii) Acceptance methodology and planning approach, iii) Expected duration of acceptance testing, iv) Resolution of errors uncovered by the testing regime, and v) recommended resource requirement from client side.
- 7.5.** Additionally, consultants are encouraged to indicate in their technical proposal the amount and level of support required from the Client side for the successful implementation of the TSW.
- 7.6.** All reports and documentation will be presented in English.

8. Acceptance Criteria

8.1. The reports and deliverables as described in point five (5) of these Terms of References must have a favorable technical concept. Deliverables will be considered final once they incorporate all comments and feedback made by the project stakeholders and approved User Acceptance Tests.

9. Consulting Firm and Team Requirements

9.1. The consulting firm must have the following profile:

- proven experience in establishing enterprise level interconnectivity (Business to Government – B2G and Government to Government – G2G) platforms at Enterprise Level, with emphasis on trade facilitation, HS classification, national ESW implementation or ESW inter-operability.
- experience designing systems to interoperate with Asycuda World is highly preferred.
- in-depth technical knowledge and clear demonstration of a comprehensive understanding of single window environments.
- a minimum of two similar single window solutions for public administrations within the last 8 years.

9.2. Contractual teams should have specific expertise and knowledge, which will be the main criterion for their selection. It is anticipated that the team would comprise of individuals with strong competencies in the areas below, but this is not meant to restrict team compositions to the exact roles described below.

9.3. The firm must have a team that includes at least the **following members with the following experience:**

Team Leader:

- Minimum 10 years project management experience in large scale e-government projects.
- At least 5 years of experience managing and implementing single window projects or similar.
- Strong command of project management techniques and concepts (agile/scrum preferred).
- Full proficiency in English.
- University degree (3 years or more) in business, economics, engineering, IT, trade, law, or similar required. Masters or PhD desired.

IT Lead Expert:

- Minimum of 10 years' experience in delivering large-scale IT projects.
- Minimum of 5 years as a technical lead in delivering IT solutions required.
- Demonstrable expertise in information technology (eg. IT related university degree, diplomas, recognized certifications, etc.).
- Demonstrable experience in delivering the systems identified as part of the consultancy firm/consortium documented bid.
- Technical experience deploying comprehensive IT solutions in at least 2 projects for public sector administrations.
- Full proficiency in English.

Trade Facilitation Expert:

- A minimum of 10 years relevant experience in trade facilitation, customs modernization and coordinated border management.
- Experience conceptualizing and implementing single window solutions and other trade modernization initiatives.
- Solid understanding of cross-border trade requirements and processes in a variety of government agencies.
- Knowledge and understanding of institutional, policy and legal issues related to international trade.
- Full proficiency in English.
- University degree (3 years or more) in business, economics, engineering, IT, trade, law, or similar required. Masters or PhD desired.

10. Supervision and Reporting

10.1 The consultancy will be coordinated by the Central Project Executing Unit (CPEU) under the purview of the Ministry of Finance, Economic Development, and Investment (MFEDI) of Belize. The Belize Customs and Excise Department and the Directorate General for Foreign Trade shall provide the technical oversight and input to the consultancy.

11. Schedule of Payments

11.1. The consultancy will be developed under the lump sum modality and will follow the following structure of payments:

Payment Schedule	
Deliverable	%
1. upon submission and approval by the CPEU of the Inception Report with the updated work plan and schedule.	15%
2. upon the completion of the BPR Report 01 presented to the satisfaction of the ESW committee and the CPEU.	10%
3. upon the completion of the BPR Report 02 presented to the satisfaction of the ESW committee and the CPEU	10%
4. upon the completion of the Inter-Agency E-Goods Declaration module in the production environment presented to the satisfaction of the TSW committee and the CPEU. A User Acceptance Test signed by all participating government agencies will be required for the approval of this module.	25%
5. upon the completion of the Risk Management module in the production environment presented to the satisfaction of the TSW committee and the CPEU. A User Acceptance Test signed by all participating government agencies will be required for the approval of this module.	25%
6. after successful completion of the technical support and maintenance period.	15%
TOTAL	100%

12. Eligibility Requirements

An individual consultant, firm, organization, or company, will be selected under procedures in accordance with the IDB’s Policies for the Selection and Contracting of Consulting Services (GN-2350-15) and the Policies for the Procurement of Goods and Works (GN-2349-15), which can be found at the following website: www.iadb.org/procurement. As this is an European Union financed operation, any procurement and Grant award procedures shall be open to organizations, companies, and individuals from any IDB member country, any member state of the European Union, and other eligible non-member countries (“Other Eligible Countries”) under the applicable EU regulatory provisions, available at: <https://wikis.ec.europa.eu/display/ExactExternalWiki/ePRAG>.

TERMS OF REFERENCE

Studies for Integrated Border Management

Country: Belize

[Project Number]

Technical Cooperation Number]

[Web link to approved document]

TECHNICAL COOPERATION NAME: *Support to the Trade Facilitation Activities under BL-L1040*

1. Background and Justification

1.1. The Integration and Trade Sector (INT) of the Bank performs the following functions: (i) spearhead the design and execution of national and regional operations (loans, TCs and direct assistance) that promote regional cooperation; from the creation of border infrastructure to the management of regional public goods and the negotiation of treaties; (ii) analyze and recommend public policies on export promotion, investment attraction, and trade opening and facilitation; (iii) create knowledge from research and business statistics; and (iv) develop skills in the public sector, support the private sector by accompanying SMEs that wish to export and join global value chains, and facilitate networks and events that seek exchange between entrepreneurs and public officials. The Trade and Investment Division is charged with initiating and executing the sector's operational portfolio.

1.2. Belize's trade performance has not reached the necessary levels to promote economic growth. Small economies usually rely on their external sector for growth. The country has low international trade competitiveness. Belize faces long and cumbersome processes that increase international trade costs. In addition, there are insufficient resources and technical capacity to promote exports in Belize, and its export basket comprises goods typically exported by countries with lower levels of income.

1.3. The inefficiencies and delays exist in trade processes. According to the World Bank's 2020 Doing Business Report, Belize ranked 114th out of 190 economies in the trading across borders (TAB) indicator with 38 hours for export documentary compliance and 36 hours for imports. Additionally, prior to 2020, Belize's TAB score was 68.13 without any change since 2015, an indication that there have not been major improvements in Belize's general performance in the area of cross border trade. Furthermore, according to the OECD Trade Facilitation Indicators (TFI), Belize's performance in all TFI areas in 2019 was below the average performance of both the upper middle-income countries to which it belonged and lower middle-income countries to which it has moved.

2. Objectives

2.1 The general objective of the consultancy is to provide technical inputs and recommendations for improvement of the border crossings at the Belize – Guatemala border through the development of conceptual border crossing designs.

3. Scope of Services

3.1. The primary activities to be undertaken by the consultants are to:

- a) Review previous studies undertaken by the IDB.
- b) Map the current control processes at the Belize-Guatemala border crossings.
- c) Conduct a diagnostic analysis of the functionality of the current infrastructure at the Belize – Guatemala border crossings, based on current and projected trade volumes.
- d) Examine the different modes of transport for cargo and passengers at border crossings.
- e) Carry out a mapping of all Belizean agencies (public and private) involved in the regulation of international trade flows; identify these agencies' current processes for issuing export/import/transit licenses, permits, and certificates, as well as the data and information required for said processes.
- f) Assess and identify current software, hardware, internet connectivity, and other information technology as well as energy resources available or in use at the Belize – Guatemala border crossings and Belizean agencies involved in the regulation of international trade flows; likewise, identify ongoing and future investment needs in this regard.
- g) Identify any trade policy instruments, e.g. transit agreement, necessary for goods to move through Belize in transit. Provide good practices, along with potential extra-regional models (e.g. Central America). Identify any potential trade facilitation solutions.
- h) Review international good practices in trade facilitation, logistics, and risk management, as well as existing norms and regulations for the operation, construction, and improvement of border crossings.
- i) Based on the above, develop specific policy recommendations – of a regulatory, legal, procedural, infrastructure, and technological nature – for Belize – Guatemala border crossings, while also highlighting similar recommended improvements for other relevant national agencies – i.e. those responsible for regulating international trade flows – that could ultimately boost the efficiency of the Belize – Guatemala border crossings.
- j) Develop an action plan for further actions and provide a preliminary estimation of cost of future investments. Identify potential sources for financing of these investments, whether they are public, private or PPP.

4. Expected Outcome and Deliverables

The expected outcome is a comprehensive diagnostic assessment with a set of clear recommendations on steps for specific legal, regulatory, infrastructure, and technological improvements for the Belize-Guatemala border crossings. The assessment will be accompanied by conceptual designs for improving the infrastructure and logistics at the

respective border crossings. This, in turn, is expected to improve the efficiency of logistics and goods clearance processes.

- 4.1. Inception Report
- 4.2. Conduct two missions (fact finding and presentation of final draft report) and presentation of the mission report
- 4.3. Progress report 1 with overview of current processes, infrastructure and IT use and needs at the Belize – Guatemala border crossing, as well as processes and IT use and needs at agencies involved in international trade (activities a-f)
- 4.4. Progress report 2 with applicable international good practices in trade policy (transit) and facilitation, risk management for border crossings, as well as existing norms and regulations for their operation, construction and improvement (activities g-h).
- 4.5. Draft final report with preliminary observations, policy recommendations, and action plan (activities i-j)
- 4.6. Final report, incorporating all activities and inclusive of an executive summary as well as a PowerPoint presentation of the final report.

5. Project Schedule and Milestones

5.1. The project will have a total duration of 9 months with the following milestones:

<u>Deliverables #</u>	<u>Submission deadline</u>
<u>#1</u>	15 days after signing the contract
<u>#2</u>	Within 2 months after contract signature
<u>#3</u>	Within 3 months after contract signature
<u>#4</u>	Within 4 months after contract signature
<u>#5</u>	Within 6 months after contract signature
<u>#6</u>	Within 9 months after contract signature

6. Reporting Requirements

- 6.1. For all administrative matters, the Consultant will report directly to the Central Project Execution Unit.
- 6.2. For all technical matters, the Consultant will report directly to the TSW committee.
- 6.3. Each participating government agency will appoint a Single Window Task Force responsible for the day-to-day interactions with the Consultants. The main responsibilities of the SW task force are the following:
 - a) Support overall project implementation.
 - b) Gain a strong understanding of all project activities.
 - c) Provide access to data, regulations, acts, reports and any other documentation needed by the Consultant to design and implement the TSW modules.

- d) Fill out questionnaires or answer any questions the Consultant may have about how the organization works and conduct their trade related processes.
 - e) Facilitate and organize meetings as needed between the Consultant and other officials within their organizations.
 - f) Review, provide feedback and validate all project deliverables relevant to their government agency.
 - g) Attend relevant meetings and workshops as needed.
- 6.4.** Consultancies are required to provide information on how they envisage the acceptance testing will be carried out. This should include a summary of following information: i) Consultancy resource allocation, ii) Acceptance methodology and planning approach, iii) Expected duration of acceptance testing, iv) Resolution of errors uncovered by the testing regime, and v) recommended resource requirement from client side.
- 6.5.** Additionally, consultants are encouraged to indicate in their technical proposal the amount and level of support required from the Client side for the successful implementation of the TSW.
- 6.6.** All reports and documentation will be presented in English.

7. Acceptance Criteria

- 7.1.** The reports and deliverables as described in point four (4) of these Terms of References must have a favorable technical concept. Deliverables will be considered final once they incorporate all comments and feedback made by the project stakeholders.

8. Consulting Firm and Team Requirements

- 8.1.** The consulting firm must have the following profile:
- An established track record showing the ability to carry out gap analyses and studies in border crossing management and improvement.
 - Previous experience in advising clients on issues related to process reengineering, logistics, and trade policy and facilitation is also required.
 - Demonstrated capability of the consulting firm to successfully execute projects of a similar nature.
- 8.2.** Contractual teams should have specific expertise and knowledge, which will be the main criterion for their selection. It is anticipated that the team would comprise of individuals with strong competencies in the areas below, but this is not meant to restrict team compositions to the exact roles described below.
- 8.3.** The firm must have a team that includes at least the **following members with the following experience:**

Key expert # 1: Transport or Logistics Engineer:

- Education: MA/MS in Logistics Engineering or Civil Engineering
- Experience: At least 15 years of experience in border station design, with 5 years' experience in developing countries.
- If proposed as Team Leader, experience must include being Team Leader in at least 2 projects of a similar nature in developing countries.

Key expert # 2: Trade and Logistics Specialist

- Education: MA/MS in Economics, Trade, Logistics, Transportation or related field
- Experience: At least 15 years of experience in economic analysis and/or project management logistics operations, supply chain management, and trade logistics.
- Previous relevant professional experience in customs and border processes and logistics in developing countries is required.
- Consultant must have knowledge of trade policy instruments such as transit agreements.
- If proposed as Team Leader, experience must include being Team Leader in at least 2 projects of similar nature in developing countries.

Key Expert # 3: Economist

- Education: MA/MS in Economics
- Experience: At least 15 years of experience in economic analysis of transport and logistics projects, with 5 years of experience in developing countries.
- Experience must include at least 2 border crossing projects with public and private investments.

Key Expert #. 4: IT Process Engineer/Business Process Expert

- Education: MA/MS in IT Engineering, Business Process Management, or a related field.
- Experience: At least 15 years of experience in process design, operation, and implementation of customs, border crossings and trade facilitation projects.
- Previous experience with process reengineering in developing country agencies is required.

9. Supervision and Reporting

10.1 The consultancy will be coordinated by the Central Project Executing Unit (CPEU) under the purview of the Ministry of Finance, Economic Development, and Investment (MFEDI) of Belize. The Belize Customs and Excise Department and the Directorate General for Foreign Trade shall provide the technical oversight and input to the consultancy.

10. Schedule of Payments

10.1. The consultancy will be developed under the lump sum modality and will follow the following structure of payments:

Payment Schedule	
Deliverable	%
1. upon submission and approval by the CPEU of the Inception Report with the updated work plan and schedule (deliverable 4.1)	15%
2. upon the submission and approval of the mission report (deliverable 4.2)	15%
3. upon the submission and approval of progress report 1 (deliverable 4.3)	25%
4. upon the submission and approval of progress report 2 (deliverable 4.4)	25%
5. upon the submission and approval of the final report (deliverable 4.5 & 4.6)	30%
TOTAL	100%

11. Eligibility Requirements

An individual consultant, firm, organization, or company, will be selected under procedures in accordance with the IDB's Policies for the Selection and Contracting of Consulting Services (GN-2350-15) and the Policies for the Procurement of Goods and Works (GN-2349-15), which can be found at the following website: www.iadb.org/procurement. As this is an European Union financed operation, any procurement and Grant award procedures shall be open to organizations, companies, and individuals from any IDB member country, any member state of the European Union, and other eligible non-member countries ("Other Eligible Countries") under the applicable EU regulatory provisions, available at: <https://wikis.ec.europa.eu/display/ExactExternalWiki/ePRAG>.

TERMS OF REFERENCE

Consulting Services to Support the Implementation of Trade Agreements in Belize

Country: Belize

[Project Number]

Technical Cooperation Number]

[Web link to approved document]

TECHNICAL COOPERATION NAME: *Support to the Trade Facilitation Activities under BL-L1040*

1. Background and Justification

1.1. The Integration and Trade Sector (INT) of the Bank performs the following functions: (i) spearhead the design and execution of national and regional operations (loans, TCs and direct assistance) that promote regional cooperation; from the creation of border infrastructure to the management of regional public goods and the negotiation of treaties; (ii) analyze and recommend public policies on export promotion, investment attraction, and trade opening and facilitation; (iii) create knowledge from research and business statistics; and (iv) develop skills in the public sector, support the private sector by accompanying SMEs that wish to export and join global value chains, and facilitate networks and events that seek exchange between entrepreneurs and public officials. The Trade and Investment Division is charged with initiating and executing the sector's operational portfolio.

1.2. As a CARICOM member, Belize's foreign, economic, and trade policies vis-a-vis non-members are coordinated regionally. The country's import tariffs are also largely defined by CARICOM's Common External Tariff.

Belize is party to several other treaties because of its CARICOM membership such as the Economic Partnership Agreement (EPA) between CARIFORUM and the European Union (EU). In the wake of Brexit, these countries also signed a CARIFORUM – United Kingdom Economic Partnership Agreement in March 2019, which came into effect January 2021. Belize, as a CARICOM member state, is also a party to five other bilateral trade agreements with Colombia, Costa Rica, Cuba, Dominican Republic, Mexico and Venezuela.

Outside of CARICOM, Belize is a member of the Central American Integration System (SICA) on the political level but is not a part of the Secretariat of Central American Economic Integration (SIECA) that supports economic integration in Central America¹. Belize has a Partial Scope Agreement with Guatemala as well as the Economic Cooperation Agreement with Taiwan.²

¹ [Belize - Trade Agreements](#)

² www.trade.gov

- 1.3. The various trade agreements with its main trading partners, whether signed or under negotiation, present a series of challenges and opportunities for Belize. To develop its advantages and confront its challenges, the trade agreements require, among other things, that Belize, in an appropriate and timely fashion, have an accurate understanding of the established legal areas and possess the mechanisms necessary to ensure compliance with the agreements. In that regard, disciplines as complex as investment, trade in professional services, and dispute settlement pose considerable challenges for the country.
- 1.4. The framework for the implementation and administration of trade agreements requires the establishment of a good control system for dealing with trade disputes that arise within the scope of these agreements. Among other things, this serves to guarantee adequate defense of Belizean commercial interests. The activity is part of the strengthening of the International Legal Affairs Office of the Ministry of Trade and Industry which is responsible for the administration of all the aforementioned agreements in Belize. Their effectiveness depends on the proper implementation of said agreements and companies making use of the opportunities they offer. Trading partners need to make sure that their rules reflect the commitments they have signed up to market access as well as sustainable development provisions that ensure respect for social and labour conditions, and environmental standards.
- 1.5. **The Technical Cooperation BL-T1187 is complementing the current loan operation *BL-L1040 Trade and Investment Facilitation Program for Belize*.** The TC seeks to advance Belize's trade-related efforts, including the implementation of existing Trade Agreements.

2. Objectives

- 2.1 The general objective of the consultancy is to improve Belize's capacity to administer and implement its trade agreements, specifically in the areas of foreign trade and dispute settlement. The aim is to contribute to the strengthening of the export capacity of Belize, by helping to develop the advantages and meet the challenges associated with its trade agreements.

3. Scope of Services

- 3.1 The consultancy will consider the legal obligations created by the trade agreements, highlighting those that are most important to administration of the agreements and dispute settlement matters, the extent to which internal procedures required change in implementing trade agreements and the institutions and control systems needed for implementation, as well as the shortcomings of the process, including measures overlooked during implementation. While evaluating the public sector, the report will also have to reflect perceptions from the private sector.
- 3.2 The consultancy will work with support from the officials in the Ministry of xxxxx and prepare the informational, educational material that clearly and concisely display information on the obligations in the area of trade under Belize's trade agreements and the risks associated with common practices in public administration.

4. Key Activities

The specific responsibilities of the consultant will include the following:

- 4.1. Prepare a report analysing the implementation process of the provisions related to the administration of trade agreements and dispute settlement contained in the trade agreements signed by Belize and derive lessons regarding legal and institutional reforms.

The report shall present results from the stakeholder engagements as well as the analysis of the existing regulations, how these align with the various trade agreements and identification of necessary regulatory changes or updates.

- 4.2. Establish metrics and frameworks to monitor the impact of the trade agreements.
- 4.3. Create informative materials (guides, FAQs, reports) on the trade agreements and organize seminars to raise awareness and educate relevant parties.
- 4.4. Make recommendations on establishing or improving mechanisms for resolving trade disputes and develop guidelines for arbitration and mediation processes.
- 4.5. Develop and implement capacity building program for stakeholders on the provisions of the agreements, and addressing relevant topics such as compliance, best practices, navigating tariff and non-tariff barriers, and trade facilitation.
- 4.6. Support advocacy efforts for policies that enhance the benefits of the trade agreements.

5. Expected Outcome and Deliverables

- 5.1. **Inception Report:** Report detailing the updated work breakdown structure and project schedule for all project deliverables.
- 5.2. **Analysis report:** report analysing the implementation process of the provisions related to the administration of trade agreements.
- 5.3. **Monitoring and Evaluation Tool:** report including metrics and frameworks to monitor the impact of the trade agreements.
- 5.4. **Dissemination Material:** set of materials (guides, FAQs, reports) on the trade agreements and report of the awareness seminar for stakeholders.
- 5.5. **Guidelines for arbitration:** report with recommendations on establishing or improving mechanisms for resolving trade disputes and develop guidelines for arbitration and mediation processes.
- 5.6. **Capacity Building:** Report on the building program for stakeholders covering provisions

of the agreements, and addressing relevant topics such as compliance, best practices, navigating tariff and non-tariff barriers, and trade facilitation.

5.7. Final Consultancy Report: final report integrating all updated reports and deliverables listed above including lessons learned, feedback from stakeholders, and analysis of implementation status of proposed changes and recommendations.

6. Project Schedule and Milestones

6.1. The project will have a total duration of 8 months with the following milestones:

<u>Deliverables #</u>	<u>Submission deadline</u>
<u>#1</u>	10 days after signing the contract
<u>#2</u>	2 months after signing the contract
<u>#3</u>	3 months after contract signature
<u>#4</u>	4 months after contract signature
<u>#5</u>	5 months after contract signature
<u>#6</u>	6 months after contract signature
<u>#7</u>	8 months after contract signature

7. Reporting Requirements

7.1. For all administrative matters, the Consultant will report directly to the Central Project Execution Unit (CPEU).

7.2. Each participating government agency will appoint a counterpart team responsible for the day-to-day interactions with the Consultant. The main responsibilities of the counterpart teams are the following:

- a. Support overall project implementation.
- b. Gain a strong understanding of all project activities.
- c. Provide access to data, regulations, acts, reports and any other documentation needed by the Consultant.
- d. Fill out questionnaires or answer any questions the Consultant may have about how the organization works and conduct their trade related processes.
- e. Facilitate and organize meetings as needed between the Consultant and other officials within their organizations.
- f. Review, provide feedback and validate all project deliverables relevant to their government agency.
- g. Attend relevant meetings and workshops as needed.

7.3. The Consultant will meet (either virtually or in-person) with the CPEU, counterpart teams and TSW Steering Committee and other stakeholders as requested, for performance reviews, discussions and acceptance of deliverables.

7.4. Additionally, consultants are encouraged to indicate in their technical proposal the amount and level of support required from the Client side for the successful implementation of this assignment.

7.5. As previously indicated, this assignment is part of a larger modernization program to develop a single window environment for trade in Belize. Therefore, the Consultant is expected to become familiar with other outputs and technical documents and work in coordination with other relevant consultancies such as:

7.6. The CPEU will facilitate the arrangements for the initial interviews with all relevant consultants and access to project documents to ensure a smooth coordination among consultants and avoid duplication of work.

7.7. All reports and documentation will be presented in English.

8. **Acceptance Criteria**

8.1. The reports and deliverables as described in point five (5) of these Terms of References must have a favorable technical concept. Deliverables will be considered final once they incorporate all comments and feedback made by the project stakeholders.

9. **Characteristics of the consultancy**

9.1. **Type of consultancy:** Individual

9.2. **Duration:** Eight (8) months.

9.3. **Place of work:** remote, with at least two missions of two weeks' each to Belize

9.4. **Consultants' qualifications**

- (a) Minimum Academic Qualifications: Degree in International Law and or other relevant qualifications.
- (b) General Minimum Professional Experience: 10 years.
- (c) Experience in conducting and coordinating research on issues related to administration of agreements and dispute settlement.
- (d) Experience with publications in Law and Administrative reforms, including International Trade and Policy.
- (e) Experience working in developing countries, the Caribbean, and/or Belize is a plus.
- (f) Full proficiency in English.

10. **Supervision and Reporting**

10.1 The consultancy will be coordinated by the Central Project Executing Unit (CPEU) under the purview of the Ministry of Finance, Economic Development, and Investment (MFEDI) of Belize.

11. Schedule of Payments

11.1. The consultancy will be developed under the lump sum modality and will follow the following structure of payments:

Payment Schedule	
Deliverable	%
1. upon submission and approval by the CPEU of the Inception Report with the updated work plan and schedule.	15%
2. upon the completion and approval of deliverable # 2.	20%
3. upon the completion and approval of deliverables 3 & 4	25%
4. upon the completion and approval of deliverable 5 & 6	25%
5. upon the completion and approval of deliverable 7	15%
TOTAL	100%

12. Eligibility Requirements

An individual consultant, firm, organization, or company, will be selected under procedures in accordance with the IDB's Policies for the Selection and Contracting of Consulting Services (GN-2350-15) and the Policies for the Procurement of Goods and Works (GN-2349-15), which can be found at the following website: www.iadb.org/procurement. As this is an European Union financed operation, any procurement and Grant award procedures shall be open to organizations, companies, and individuals from any IDB member country, any member state of the European Union, and other eligible non-member countries ("Other Eligible Countries") under the applicable EU regulatory provisions, available at: <https://wikis.ec.europa.eu/display/ExactExternalWiki/ePRAG>.