

TERMS OF REFERENCE

SUPPORT THE IMPLEMENTATION OF THE TRADE AND INVESTMENT FACILITATION PROGRAM IN BELIZE - BL-T1139 – COMPONENT 1

READINESS ASSESSMENT FOR AN ELECTRONIC SINGLE WINDOW FOR TRADE (ESW)

Background:

The pandemic has heavily impacted the tourism sector in Belize with a 72% decline in arrivals in 2020. Tourism is a key sector representing 60% of foreign exchange earnings and 40% of GDP. Belize had a historic low 9% unemployment in 2019, increasing to 23.7% by the end of 2020. The actual macroeconomic situation of Belize underlines the need for improving the engines of growth, including exports. However, this requires a facilitative trade ecosystem.

One of the key tools in improving trade facilitation is an Electronic Single Window for Trade (ESW). ESWs modernize and digitalize trade, optimize revenue collection, improve efficiency in the clearance of goods and enhance security at the borders. The implementation of an ESW will drastically simplify and streamline import and export procedures by enhancing inter-agency collaboration, as well as standardizing and harmonizing data requirements and documentation. Furthermore, an ESW would align Belize with international best practices and commitments under the World Trade Organization (WTO) Trade Facilitation Agreement and facilitate the participation of Small and Medium Enterprises (SMEs) in international trade.

Aware of this complex environment, the Customs and Excise Division has deployed the Automated System for Customs Data (ASYCUDA World). An ESW will further advance Belize's trade-related automation efforts. This includes the other agencies that are involved in the cross-border chain, such as the Bureau of Standards, Belize Agricultural Health Authority (BAHA), the Financial Intelligence Unit (FIU) and the Ministries of Agriculture and Health.

The main objective of this Technical Cooperation is to support the improvement of the Trade and Foreign Direct Investment ecosystem in Belize as a means to generate employment, growth, and diversify the economy. **The specific objectives** are to support the operation BL-L1040 Trade and Investment Facilitation Program, by undertaking the institutional readiness assessment for an Electronic Single Window for Trade in Belize, and initiating the preliminary phases of identification of sectors, linkages gaps, mapping and drafting proposal of simplification of processes, which will help to begin the implementation of a Linkages Program and a Single Investment Window to attract Foreign Direct Investment faster.

The team:

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.

What you'll do:

- Conduct an analysis to determine the readiness of Belize for an Electronic Single Window (ESW) for Trade. To meet this objective, it is necessary to review both manual and automated business processes and operational IT systems in the Customs Authority of Belize (ASYCUDA World) in order to evaluate the degree of readiness for the proposed implementation of an ESW. As part of this analysis, an assessment of the digital readiness of the other agencies that are related to Customs must be considered.
- Review current manual and automated operational processes, procedures, and IT systems in the Customs Authority of Belize, in order to identify and describe the data and information flow between Customs and external sources or recipients. This activity will be conducted in all the divisions of the Customs Authority.
- Document the operational processes at a high level in the form of flowcharts, highlighting the instances that involve data or information flow between Customs and external sources or recipients. The characteristics that must be documented at least for each highlighted instance are the source and recipient, means of transmission, content, frequency estimates, and relation with other highlighted instances.
- Recommend actions to improve Belize's Customs preparedness for the implementation of an ESW.
- Organize a webinar to disseminate the results.

Deliverables:

- **Deliverable 1:** Inception Report and Workplan
- **Deliverable 2:** Operational processes and information exchange report
- **Deliverable 3:** ESW readiness report, including recommendations to improve the readiness
- **Deliverable 4:** Webinar and final report

Payment timeline:

Consultant will send the Team Leader invoices against specific deliverables.

Payment Schedule	
<i>Deliverable</i>	%
1. Inception Report and Workplan	10%
2. Operational processes and information exchange report	25%
3. ESW readiness report, including recommendations to improve the readiness	45%
4. Webinar and final report	20%
TOTAL	100%

Skills:

Education: Bachelor's in Economics, Business Administration, Computer Science, or similar studies. Postgraduate and / or master's degrees in areas related to, International Trade, IT systems, Project Management and evaluation, Logistics, or Computer Science, will be highly valued.

Experience: Proven professional experience of at least fifteen (15) years in the design of business processes and/or systems analysis for Customs and other trade agencies. Experience in the public and / or private sector, nationally or internationally on issues related to trade and exports is required. Knowledge and experience with trade procedures and systems, as well as experience or familiarity with customs operations or related environment, would be an asset.

Languages: High proficiency of English

Core and Technical Competencies:

- Knowledge in advising governments or institutions in trade and export related matters.
- Knowledge of trade and logistics systems and procedures, especially in the LAC region. Knowledge of IT Systems and information exchange flows.
- Experience working across multiple government organizations and private sector stakeholders involved in trade.
- Highly developed communication skills, including the preparation of high-quality reports and the delivery of presentations.
- Ability to work under pressure, and to meet tight deadlines without compromising the quality of outputs.
- Ability to maintain confidentiality and use discretion when dealing with sensitive information.
- Cultural awareness and sensitivity to country-specific issues.

Opportunity Summary:

- Type of contract and modality: PEC – Products and External Services Contractual
- Length of contract: 5 months
- Starting date: Upon signature of contract
- Location: The consultant's residence.
- Responsible person: Mario Umana (INT/TIN)
- Requirements: You must be a citizen of one of the [IDB's 48 member countries](#) and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues,

policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

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 IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuales, 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, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.

TERMS OF REFERENCE
SUPPORT THE IMPLEMENTATION OF THE TRADE AND INVESTMENT
FACILITATION PROGRAM IN BELIZE- BL-T1139 – COMPONENT 2
Linkages Gap Analysis

Background:

The pandemic has heavily impacted the touristic sector in Belize with a 72% decline in arrivals in 2020. Tourism is a key sector representing 60% of foreign exchange earnings and 40% of GDP. Belize had a historic low 9% unemployment in 2019, increasing to 23,7% by the end of 2020.¹ The actual macroeconomic situation of Belize underlines the need for improving the engines of growth, including achieving higher flows of Foreign Direct Investment. Some of the main factors that undermine private investments in the country are: i) the procedures and delays for starting a business, ii) crime and corruption and iii) scarcity of technical-vocational training.²

Higher flows of FDI could help to break coordination failures by crowding in additional private investment in under-invested sectors or regions with economic potential. The implementation of a Single Investment Window can contribute to this goal, through accelerating time response and transparency in the processes of setting up businesses and investments. It can also have a faster and more direct impact in creating local employment, by focusing on strategic sectors, and encouraging new investments. At the same time, **local linkages programs** impact on increasing positive spillovers of FDI in the host country (jobs, indirect exports, knowledge transfer.), and facilitating the implementation process of investors.

The current administration has set up targets to improve and reintroduce private sector investment in Belize as a partner (public-private partnerships) and driver to untap Belize's economy potential. They have also identified the need to fast track approvals for strategic investments, including requiring regulatory authorities and departments to review and determine applications to achieve, by 2025, online access to 90% of government services³. The National Policy Investment Strategy is currently under review (NIPS). NIPS will establish a national framework that will guide both domestic and foreign investments, and holistically streamline the investment climate of Belize to promote more efficiency in the process.⁴

Best practices: Evidence⁵ indicates that strategies that are best suited to the country ("best fit") tend to offer better results than strategies for adopting best practices ("best practices") without looking at the specificities of the country. This is because the models are in practice difficult to replicate from one country to another due to the strong differences in terms of political, economic, technical context or cultural factors. Given the particular characteristics of the implementation of a SIW in each region or country, there is no step-by-step or prescriptive procedure, but rather a guide of good practices, learnings and recommendations that serve as a reference for the successful and well-informed management of the creation of SIWs. Linkages programs interventions to connect foreign MNEs to local SMEs previously accredited as qualified suppliers have been successful in Costa Rica and Czech Republic⁶, while Uruguay has gone forward

¹ IMF Datamapper April 2021.

² IMF [link](#).

³ IMF Statemente Jun2, 2021 [link](#)

⁴ Beltraide press release [link](#)

⁵ (INT/TIN) has carried out the study "Strategy for the creation of Single Investment Window in LAC", and the cases of Costa Rica, Nicaragua, Mexico, Dubai and Istanbul were studied

⁶ The case of [CzechInvest](#) and [CINDE](#) suppliers platforms show how these initiatives increase the capability of local SMEs.

creating community skills and smart talent platform to connect national skilled gender-based workforce to foreign companies looking to hire staff;⁷ This TC will benefit from the application of those findings and good practices.

The main objective of this Technical Cooperation is to support the improvement of the Foreign Direct Investment ecosystem in Belize as a means to generate employment, growth, and diversify the economy. **The specific objectives** are to support the operation BL-L1040 Trade and Investment Facilitation Program, by undertaking the institutional readiness assessment for an Electronic Single Window for Trade in Belize, and initiating the preliminary phases of identification of sectors, linkages gaps, mapping and drafting proposal of simplification of processes, which will help to begin the implementation of a Linkages Program and a Single Investment Window to attract Foreign Direct Investment faster

The team:

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.

What you'll do:

- Review information available and have consultations with the most important stakeholders to determine the needs, gaps and competitive advantages of the country.
- Conduct an analysis of the sectors with the most potential for FDI attraction in Belize, considering the country's competitive advantages. The identified sectors will be ordered based on criteria such as the potential of investment attraction probability, job creation, local linkages potential, and alignment with Government's new vision according to Belize's FDI strategy.
- After selecting the sectors with the most potential for FDI attraction, carry out a gap analysis of the potential local linkages between MNEs with local companies and talent. This study will aim to identify the barriers for international investors to hire local talent and procure from local companies in order to design programs which enable the creation of business relationships between both types of companies and assist the participation of local companies in the global value chains (GVCs) by complying with international standards. It will require:
 - i) mapping local providers and talent available on the subsectors chosen,

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Best practice: [Uruguay XXI](#).

ii) identify criteria of MNEs in procurement and hiring of the preidentified available providers and talent locally, and iii) match both analyses to diagnose which are the gaps. Gaps can include among others: inexistence of specific type of talent or providers, upskilling needed, systems or processes, international accreditations, etc.

- Elaborate recommendations of the most suited programs to mitigate the gaps in the selected sectors, based on best international practices and the analysis undertook. Quantify resources and stakeholders needed for implementation.
- Organize a workshop to discuss findings with the main stakeholders identified.

Deliverables:

- **Deliverable 1:** Inception Report and Workplan
- **Deliverable 2:** Potential FDI attraction sectors report
- **Deliverable 3:** Local linkages gap analysis
- **Deliverable 3:** Recommendations of mitigation programs that could be implemented.
- **Deliverable 4:** Workshop and final report

Payment timeline:

Consultant will send the Team Leader invoices against specific deliverables.

Payment Schedule	
<i>Deliverable</i>	%
5. Inception Report and Workplan	10%
6. Potential FDI attraction sectors report	20%
7. Local linkages gap analysis	30%
8. Value proposition of selected sectors	20%
9. Workshop and final report	20%
TOTAL	100%

Skills:

Education: Bachelor's in Economics, Business Administration, Law, or similar studies. Postgraduate and / or master's degrees in areas related to FDI, International Trade, Project Management and evaluation, or Commercial management, will be highly valued.

Experience: Proven professional experience of at least ten (10) years in the public and / or private sector, nationally or internationally on issues related to investment location, global procurement, and internationalization.

Languages: High proficiency of English. Highly valued proficiency in Spanish.

Core and Technical Competencies:

- Knowledge in advising governments or institutions in attracting investments, promoting exports and improving the business climate.

- Knowledge of global procurement, and linkages programs
- Experience working across multiple government organizations and private sector stakeholders involved in trade and investment.
- Strong analytical and strategic thinking skills
- Highly developed communication skills, including the preparation of high-quality reports and the delivery of presentations.
- Ability to work under pressure, and to meet tight deadlines without compromising the quality of outputs.
- Ability to maintain confidentiality and use discretion when dealing with sensitive information.
- Experience in LAC, particularly in the Caribbean.

Opportunity Summary:

- Type of contract and modality: PEC – Products and External Services Contractual
- Length of contract: 6 months
- Starting date: Upon signature of contract
- Location: The consultant's residence.
- Responsible person: Mario Umana (INT/TIN)
- Requirements: You must be a citizen of one of the [IDB's 48 member countries](#) and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

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TERMS OF REFERENCE

CONSULTANCY SERVICES FOR THE MAPPING OF INVESTMENT PROCESSES AND PROCEDURES IN BELIZE

BL-T1139 – COMPONENT 3

SUPPORT THE IMPLEMENTATION OF THE TRADE AND INVESTMENT FACILITATION PROGRAM IN BELIZE

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.** The pandemic has heavily impacted the touristic sector in Belize with a 72% decline in arrivals in 2020. Tourism is a key sector representing 60% of foreign exchange earnings and 40% of GDP. Belize had a historic low 9% unemployment in 2019, increasing to 23,7% by the end of 2020.⁸ The actual macroeconomic situation of Belize underlines the need for improving the engines of growth, including achieving higher flows of Foreign Direct Investment. Some of the main factors that undermine private investments in the country are: i) the procedures and delays for starting a business, ii) crime and corruption and iii) scarcity of technical-vocational training.⁹
- 1.3.** Higher flows of FDI could help to break coordination failures by crowding in additional private investment in under-invested sectors or regions with economic potential. The implementation of a Single Investment Window can contribute to this goal, through accelerating time response and transparency in the processes of setting up businesses and investments. It can also have a faster and more direct impact in creating local employment, by focusing on strategic sectors, and encouraging new investments. At the same time, local linkages programs impact on increasing positive spillovers of FDI in the host country (jobs, indirect exports, knowledge transfer...), and facilitating the implementation process of investors.
- 1.4.** The current administration has set up targets to improve and reintroduce private sector investment in Belize as a partner (public-private partnerships) and driver to untap Belize's economy potential. They have also identified the need to fast track approvals for strategic investments, including requiring regulatory authorities and departments to review and determine applications

⁸ IMF Datamapper April 2021.

⁹ IMF [link](#).

to achieve, by 2025, online access to 90% of government services¹⁰. The National Policy Investment Strategy is currently under review (NIPS). NIPS will establish a national framework that will guide both domestic and foreign investments, and holistically streamline the investment climate of Belize to promote more efficiency in the process.¹¹

1.5. Best practices: Evidence¹² indicates that strategies that are best suited to the country ("best fit") tend to offer better results than strategies for adopting best practices ("best practices") without looking at the specificities of the country. This is because the models are in practice difficult to replicate from one country to another due to the strong differences in terms of political, economic, technical context or cultural factors. Given the particular characteristics of the implementation of a SIW in each region or country, there is no step-by-step or prescriptive procedure, but rather a guide of good practices, learnings and recommendations that serve as a reference for the successful and well-informed management of the creation of SIWs. Linkages programs interventions to connect foreign MNES to local SMEs previously accredited as qualified suppliers have been successful in Costa Rica and Check Republic¹³, while Uruguay has gone forward creating community skills and smart talent platform to connect national skilled gender-based workforce to foreign companies looking to hire staff.¹⁴ This TC will benefit from the application of those findings and good practices.

1.6. The main objective of this Technical Cooperation is to support the improvement of the Foreign Direct Investment ecosystem in Belize as a means to generate employment, growth, and diversify the economy. **The specific objectives** are to support the operation BL-L1040 Trade and Investment Facilitation Program, by undertaking the institutional readiness assessment for an Electronic Single Window for Trade in Belize, and initiating the preliminary phases of identification of sectors, linkages gaps, mapping and drafting proposal of simplification of processes, which will help to begin the implementation of a Linkages Program and a Single Investment Window to attract Foreign Direct Investment faster

2. Objectives

2.1. The objective of the consultancy is to map the process that the foreign investor must carry out to establish and begin to operate an investment in Belize, describing the steps that are required for its establishment in the country. This mapping must be carried out for the two sectors that are identified as the most potential for FDI attraction in Belize, previously identified by another consultant. This analysis should include:

2.1.1. Mapping of all the formalities (procedures, permits, certificates, inspections, approvals, etc.) that each of the respective public and private agencies must comply with in the three selected processes. This information must include the explicit reference to the law, decree,

¹⁰ IMF Statemente Jun2, 2021 [link](#)

¹¹ Beltraide press realeass [link](#)

¹² (INT/TIN) has carried out the study "Strategy for the creation of Single Investment Window in LAC", and the cases of Costa Rica, Nicaragua, Mexico, Dubai and Istanbul were studied

¹³ The case of [CzechInvest](#) and [CINDE](#) suppliers platforms show how these initiatives increase the capability of local SMEs.

¹⁴ Best practice: [Uruguay XXI](#).

regulation or regulation of any nature that supports the intervention of said agency.

2.1.2. Detailed analysis of the workflow of each formality and identification of main bottlenecks.

2.1.3. Estimation and analysis of the costs that it entails for the investor in terms of time, money, flow of foreign currencies, generated jobs, among others, for each of the current investment processes and procedures.

2.1.4. Compare the flows of processes, procedures, and costs for the investor with the international best practices.

2.1.5. Based on the previous analysis: i) identify those sub-processes and formalities that should be susceptible to elimination, modification, or simplification with the objective of making the process / processes more efficient; ii) present a proposal of the measures that would be needed to achieve that simplification, together with the adjustments to the legal and / or administrative frameworks that are required, and iii) measure the impact of the proposed simplification on the costs of investors.

3. Scope of Services

3.1. The team of consultants must be a multidisciplinary team, which must carry out a detailed survey, review and analysis of the processes, procedures and main entities that participate in the process of establishment and operation of a foreign investment in Belize and its main bottlenecks, in order to formulate a proposal for the simplification and optimization of procedures, as well as present recommendations for the prioritization of entities and procedures to be linked to the SIW.

3.2. The team of consultants must build high-quality process flowcharts based on standard methodologies previously agreed with the IDB.

3.3. The team of consultants must review bibliography, reports and previous studies on the matter, consult data sources in the country, as well as international data sources. The team of consultants should be familiar with these sources of information.

3.4. The team of consultants should hold meetings with the main stakeholders, including the private sector, to validate the identified findings and bottlenecks.

3.5. The team of consultants must make the adjustments and changes that may be required for each of the deliverables by the IDB or BELTRAIDE designated counterpart and present the final document of the consultancy.

3.6. Additionally, the team of consultants must hold videoconferences and meetings (physically or online) when necessary to gather information and keep the counterparts informed, as required by the BELTRAIDE and the IDB.

4. Key Activities

The consulting firm must carry out the following activities:

4.1. Mapping of the flow of the establishment and start of operations processes of a foreign direct investment in Belize, and its degree of digitalization. This mapping must be carried out for the two most potential

sectors for FDI, previously identified by another consultant, and the procedures that are common to all sectors, and must include:

- 4.1.1. **Institutional scope:** Identification of all agencies, public and private, that participate in the process of establishing and start operating an investment in Belize.
- 4.1.2. **Scope of the process:** Identification and description of the flow of processes related to the establishment and operation of an investment in the country.
- 4.1.3. **Prioritization proposal:** Propose three main investment processes to be analyzed in detail. This prioritization of processes should respond to: (i) information reviewed by the consultants, ii) socialization of the proposal with a focus group of investors and various agents involved, iii) analysis of Beltrade and IDB, taking into account the type of FDI that is prioritized. *This prioritization of investment processes will be the main input for the identification of the processes, procedures and agencies that will be linked to the SIW, in its first stage.*

4.2. Detailed analysis of three investment processes. This analysis should include:

- 4.2.1. **Scope of the formalities to be mapped:** Detailed mapping of all the formalities (procedures, permits, certificates, inspections, approvals, etc.) that each of the respective public and private agencies must comply with in the three selected investment processes. This information must include the explicit reference to the law, decree, regulation or regulation of any nature that supports the intervention of said agency. To present this information, prepare a matrix, detailing for each identified formality:
 - i. Workflow behind each formality: including times, inter-institutional dependency, profiles of the people involved in the process, among others.
 - ii. Characteristics of the procedure: type (customs, free zone, municipal, health, environmental, etc.), manual or electronic, availability of information on the procedure (available languages), etc.
 - iii. Number of requirements to be met by the foreign investor for the process.
 - iv. Institutions involved
 - v. Main bottlenecks
 - vi. Analysis of the state of technological, institutional and human resources maturity of the public institutions involved.
 - vii. Estimation and analysis of the costs that it entails for the investor in terms of time, money, flow of foreign currencies, generated jobs, among others, for each of the current investment processes and procedures.
- 4.2.2. **Scope of optimization of investment processes:** Compare the flows of processes, procedures and costs for the investor with the best international practices. Based on best practices and detailed analysis of investment processes:
 - i. Identify those sub-processes and formalities that should be

susceptible to elimination, modification, or simplification with the objective of making the investment process more efficient.

- ii. Present a proposal for the optimization of investment processes, including: (i) specific recommendations on the adjustments and modifications required, (ii) adjustments to the legal and / or administrative frameworks that would be necessary, (iii) necessary interventions regarding digitization, change management, human and technological resources, and infrastructure.
- iii. Measure the impact of the proposed simplification on investor costs, times, attraction volumes and improvement in the international rankings.

5. Expected Outcome and Deliverables

The team of consultants must present the following deliverables.

- 5.1. **Deliverable 1**: Inception and Work plan, including a schedule with the activities and execution times required to comply with the contractual object.
- 5.2. **Deliverable 2**: Investment processes mapping report. It should include the activities of section 4.1.
- 5.3. **Deliverable 3**: Simplification proposal for investment processes report. It should include the activities under section 4.2.
- 5.4. **Deliverable 4**: Final report of the entire consultancy, including all previous deliverables.
- 5.5. **Deliverable 5**: Webinar to disseminate the results to the stakeholders

6. Project Schedule and Milestones

- 6.1. The project will have a total duration of 12 months with the following milestones:

<u>Deliverables #</u>	<u>Submission deadline</u>
<u>#1</u>	No more than 1 month after signing the contract
<u>#2</u>	No more than 4 months after delivery of product # 1
<u>#3</u>	No more than 4 months after delivery of product # 2
<u>#4</u>	No more than 2 months after delivery of product # 3
<u>#5</u>	No more than 1 month after delivery of product # 4

7. Reporting Requirements

- 7.1. The work plan must include a detailed calendar and a description of the methodology, covering all the activities that will be carried out within the framework of this consultancy.

7.2. Each of the deliverables will be reviewed and commented on by the IDB and by BELTRAIDE

7.3. Reports must be submitted in English.

8. Acceptance Criteria

8.1. The Bank will approve each report (Microsoft Word and PowerPoint) presented in accordance with the schedule and contents described above.

9. Other Requirements

9.1. 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.

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

- i. Systems or electronics engineer, or related discipline, with at least 10 years of experience in projects related to process improvement and simplification of procedures (mapping, process flow creation, simplification, reengineering, modeling, standardization), and software analysis and design. Experience in identifying and surveying functional and non-functional requirements for single investment windows, foreign trade or similar will be highly valued.
- ii. Professional in foreign trade, investment or law, with at least 10 years of experience in investment projects and with extensive knowledge in regulatory frameworks for investment.

9.3. **Language:** Proficiency in English is required. Highly valued proficiency in Spanish.

9.4. Other **core and technical competencies** that will be valued are:

- Knowledge in advising governments or institutions in attracting investments, promoting exports and improving the business climate.
- Demonstrated experience with Single Investment Windows
- Knowledge of FDI, especially in the LAC region, Investment and Promotion Agencies (IPAs), macroeconomics, and global best practices in FDI attraction.
- Experience working across multiple government organizations and private sector stakeholders involved in trade.
- Advanced skills for research, collection, synthesis, analysis and interpretation of information.
- Highly developed communication skills, including the preparation of high-quality reports and the delivery of presentations.
- Ability to work under pressure, and to meet tight deadlines without compromising the quality of outputs.
- Ability to maintain confidentiality and use discretion when dealing with sensitive information.
- Cultural awareness and sensitivity to country-specific issues.

- 9.5. Interviews and workshops with the private and public sectors must be agreed upon and have the authorization of the Government of Belize and the Bank prior to their conduct.

10. Supervision and Reporting

- 10.1. The technical and administrative responsibilities of this consultancy will be coordinated by Mario Umaña (INT/TIN) in collaboration with Queila Delgado (INT/TIN), and Adriaan Sonneveld (INT/TIN).

11. Schedule of Payments

- 11.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 11.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
<i>Deliverable</i>	%
10. Delivery 1	10%
11. Delivery 2	35%
12. Delivery 3	35%
13. Delivery 4	10%
14. Delivery 5	10%