**ANNEX A**

**TERMS OF REFERENCE**

**TRADE AND INVESTMENT DIVISION (INT/TIN)**

**Design and legal framework of the Investment Promotion Agency of Suriname**

**Background**

Suriname’s economy is dominated by public sector activities, mining and services. Gold, aluminum and oil revenues account for roughly 30% of GDP and over 90% of total exports. Oil exports are down 1.3%; aluminum was a very important export, but they have also declined. Gold accounts for over three-fourths of total exports and 13% percent of fiscal revenues. The service sector is concentrated in trade and transport activities. Services account for about 65% of GDP. Additionally, the informal sector is relatively large and could increase. The agricultural sector has fallen significantly from 15% of GDP in 1990 to 9% in 2012 (dominated by rice and bananas).

The Government is looking to diversify its economy and markets towards among other agriculture and agro-processing sectors, as well as eco-tourism and Business Process Outsourcing (BPO). Ecotourism could present a key opportunity to diversify away from revenues derived from finite resources. Less than 5% of Suriname’s GDP comes from tourism revenues, however, roughly 90 percent of Suriname’s land is covered by pristine rain forests and could serve as a major attraction. Other potential sources of income could be from hydroelectric power production and fisheries.

The growth of Suriname must be based on external markets, as the domestic market is limited. To increase a country’s wealth, countries want to use their resources in the most effective and efficient manner. Even though it makes economic sense to allocate resources to the most productive industries, however to rely on only one or a few products, makes the country vulnerable to changes in the market forces in the world economy, such as recession, new trade laws and treaties, change of consumer patterns and disruptions by new technologies. Economic diversification should also encourage new development in other sectors of the economy. Indeed, diversification is a strategy that reduces investment risk and increases the odds that the country will earn a decent return over time. Furthermore, if, Suriname can accumulate the appropriate knowledge skills in sufficient quantities, it could have a diversified economic structure of production by developing new products and services, and by attracting foreign direct investment.

**Consultancy objective(s)**

To increase awareness of the importance of FDI and best practices in how to attract FDI with specific focus on Suriname with the design and strengthening of the new investment Promotion Agency.

**Main activities**

The selected candidate will:

1. Review the institutional and normative ecosystem in the country in exports, investment attraction & promotion, entrepreneurship and local development.
2. A benchmarking comparison will be included based in practices with similarities with Suriname.
3. Based in the results of the review and benchmark studies, propose a new agency for the economic development of Suriname based in FDI, with competences in FDI, exports, local investment and the improvement of the business climate. This proposal shall include name of the new institution and brand, mission, vision, competences, organization chart and the personnel, services to be provided, interinstitutional procedures, budget, the legal status whether it will be public or private and institutional dependence and a roadmap and chronogram.
4. An impact-result analysis quantifying how the country will benefit in terms of employment, exports, productivity, attraction of FDI and social spillover effects, if the new institution is put in places and the activities proposed in the route map are carried out.
5. Dissemination seminars targeted to government, parliament and private sector and publish an article in international media to promote Suriname as new FDI destination
6. After the consensus of the government and private sector, elaborate the draft of the legal normative for the new institution

**Reports / Deliverables**

1. Prepare and deliver a benchmark study and a 30-minute PPT presentation on “The role of exports and FDI in an economic development strategy and best practices in attracting FDI”.
2. Legal normative framework, functions design and structure of an Economic Development Agency, including exports promotion and FDI attraction. Including roadmap and chronogram.
3. Prepare an impact result analysis report on how the country will benefit of this new agency.
4. Prepare, organize and give 5 seminars targeted to government, parliament and private sector to promote Suriname as FDI destination.
5. Prepare a high impact 1 page article on “Why foreign investors are investing in Suriname: new opportunities for investment” or similar title

**Payment Schedule**

1. 30% upon provision of the benchmark and PPT presentation by e-mail (this 50% fee is also to cover the travel expenses of the consultant)
2. 30% upon provision of the Legal Normative Framework of the EDA
3. 30% upon provision of the seminar’s ppt.
4. 10% upon provision of the article.

**Type of Consultancy** International Consulting Firm

**Qualifications**

* Master’s Degree or higher
* English
* Areas of Expertise:
  + Knowledge of FDI
  + Knowledge of Caribbean & Suriname FDI strengths and opportunities
  + Knowledge of global best practices in attracting FDI
  + Knowledge of Economic Development Agency design
  + Knowledge of key media organizations for location marketing
* Skills:
  + Strong project management and reporting skills

**Characteristics of the Consultancy**

* Consultancy category and modality: Lump Sum
* Contract duration: 6 months
* Place(s) of work: External consultancy
* Division Coordinator: Ana Arias Urones, TIN/INT Specialist

**TERMS OF REFERENCE**

**TRADE AND INVESTMENT DIVISION (INT/TIN)**

**Investment promotion strategy based in lead generation for Suriname**

**Background**

Suriname’s economy is dominated by public sector activities, mining and services. Gold, aluminum and oil revenues account for roughly 30% of GDP and over 90% of total exports. Oil exports are down 1.3%; aluminum was a very important export, but they have also declined. Gold accounts for over three-fourths of total exports and 13% percent of fiscal revenues. The service sector is concentrated in trade and transport activities. Services account for about 65% of GDP. Additionally, the informal sector is relatively large and could increase. The agricultural sector has fallen significantly from 15% of GDP in 1990 to 9% in 2012 (dominated by rice and bananas).

The Government is looking to diversify its economy and markets towards among other agriculture and agro-processing sectors, as well as eco-tourism and Business Process Outsourcing (BPO). Ecotourism could present a key opportunity to diversify away from revenues derived from finite resources. Less than 5% of Suriname’s GDP comes from tourism revenues, however, roughly 90 percent of Suriname’s land is covered by pristine rain forests and could serve as a major attraction. Other potential sources of income could be from hydroelectric power production and fisheries.

The growth of Suriname must be based on external markets, as the domestic market is limited. To increase a country’s wealth, countries want to use their resources in the most effective and efficient manner. Even though it makes economic sense to allocate resources to the most productive industries, however to rely on only one or a few products, makes the country vulnerable to changes in the market forces in the world economy, such as recession, new trade laws and treaties, change of consumer patterns and disruptions by new technologies. Economic diversification should also encourage new development in other sectors of the economy. Indeed, diversification is a strategy that reduces investment risk and increases the odds that the country will earn a decent return over time. Furthermore, if, Suriname can accumulate the appropriate knowledge skills in sufficient quantities, it could have a diversified economic structure of production by developing new products and services, and by attracting foreign direct investment.

**Consultancy objective(s)**

Design and implement Investment promotion strategy based in lead generation with specific focus on Suriname

**Main activities**

The selected candidate will:

1. Identify of the country needs for the FDI
2. Provide definition of the target projects types: sector, subsectors, activity and size of the projects
3. Review of the budget and resources available at the new institution for investor recruitment
4. Identify 5 core target countries and elaborate recruitment strategy for each one of them
5. Elaborate 3 years FDI targets for the country: Number of projects, FDI value, job creation etc.
6. Identify invest location requirements for each target project type
7. Collect data on the country and region level to be provided to investors
8. Identify 3 key competitor/comparator locations and data collection and benchmarking with these locations
9. Review of incentives and support services available to investors
10. Identify 5 enterprises with interest to invest in Suriname and a brief survey to the companies with conditions to locate facilities

**Reports / Deliverables**

1. Prepare a high impact 1 page article on “Why foreign investors are investing in Suriname: new opportunities for investment” or similar title
2. Prepare a 10 page post-visit report and proposal of action plan taking into account the country needs, sectors, subsectors, etc.
3. Prepare a report on the investment recruitment strategy for Suriname outlining:
   1. Types of FDI to be targeted;
   2. Locations for each targeted project;
   3. Key target markets;
   4. Budget and resources available;
   5. Recruitment strategy for 3-5 key target markets;
   6. Three-year FDI targets.

**Payment Schedule**

1. 30% upon provision of the article
2. 30% upon provision of the post visit report including country needs.
3. 40% upon provision of the investment recruitment strategy

**Type of Consultancy** International Consulting Firm

**Qualifications**

* Master’s Degree or higher
* English
* Areas of Expertise:
  + Knowledge of FDI
  + Knowledge of Caribbean & Suriname FDI strengths and opportunities
  + Knowledge of global best practices in attracting FDI
  + Database of possible investors
  + Knowledge of Economic Development Agency design
  + Knowledge of key media organizations for location marketing
* Skills:
  + Strong project management and reporting skills

**Characteristics of the Consultancy**

* Consultancy category and modality: Lump Sum
* Contract duration: 6 months
* Place(s) of work: External consultancy
* Division Coordinator: Ana Arias Urones, TIN/INT Specialist

**TERMS OF REFERENCE**

**TRADE AND INVESTMENT DIVISION (INT/TIN)**

**Conduct Readiness Assessment for the implementation of Electronic Single Window for Trade and Investment of Guyana**

**Background**

Guyana experienced a 4.5% average economic growth during 2009-2014 primarily due to the expansion of mining and agricultural exports and to the high prices of commodities such as gold. However, in 2015, as the price of international commodities declined, economic growth slowed to 3% highlighting the vulnerability of the economy to its high concentration in few sectors. Services (59.7%), Agriculture/Agro-processing (18.1%) and Mining (20.3%) together make up more than 90% of Guyana’s Gross Domestic Product (GDP). Guyana’s private sector is small and fragmented consisting of mainly micro, small, and medium-sized enterprises with a few large enterprises operating in the extractive industries.

The Government of Guyana is, pursuing economic diversification, focusing on boosting the more dynamic sectors of Guyana’s economy, in particular: agriculture/agro processing, forestry, mining, and manufacturing. In addition, the government is implementing specific policies to accelerate the development of non-traditional agriculture and exports. There is a need to develop further strategic planning in export promotion and investment attraction, including a revision of the institutional framework, with the goal of connecting regional and global value chains.

Currently, the IDB just approved the project GY-L1059, “Enhancing the National Quality Infrastructure for Economic Diversification and Trade Promotion” which has a component fully dedicated to implement the National Export and Investment Strategy. Furthermore, to complement this effort and as part of the regulatory framework to boost exports and investments, the Government of Guyana is considering initiating the process of designing an Electronic Single Window for Trade and Investment.

**Consultancy objective(s)**

To support Guyana in Trade and Investment Promotion, this consultancy will provide readiness assessment for the implementation of the Electronic Single Window for Trade and Investment.

**Main activities**

The selected candidate will:

1. Provide specific expertise, high-level technical knowledge in implementing tools for electronic single window and paperless trade and investment systems. The consultant will provide technical knowledge and expertise for design and implementation, support capacity building support and training, and share knowledge and facilitate exchange of best practice and experience
2. The consultant will be required to support Go Invest Guyana in distinct phases of Single Window development and implementation in Guyana. The consultant will actively collaborate and include in the activities both the public and the private sector of Guyana. The assignment will require extensive travel, and the elected consultant should have (as part of the team) a local support consultant to organize meeting agendas and get appointments, gather the necessary processes and normative information, and with knowledge of Guyana’s institutions in the field of trade and investment.
3. The consultant will be asked to support the following phases: design and conceptualization, implementation, capacity building, and monitoring and evaluation. The consultant must have in depth technical knowledge to be able to conduct the following tasks:
   1. ***Organizational Structure:*** Examine existing requirements and procedures for submitting import, export and transit documents and information; Examine existing requirements and procedures for investing, M&A, reinvesting, etc.; Identify key Governmental authorities and agencies that can potentially be involved in the system and which agency need to lead the project.; Determine the extent to which it is possible to harmonize and simplify these requirements, procedures, information flows and documents: Explore possibilities for ensuring the single submission of documents and information; Identify the needs of potential users, especially on design of services and interfaces (either electronic or physical); Identify and share best practice methods in existing Single Windows to client and users.; Support the team to obtain the political and the private support for the project.
   2. ***Legal Issues:*** Review the legal issues, privacy legislation and data-protection laws associated with implementing a Single Window, including the submission of electronic information by traders, the exchange of information between Governmental authorities and agencies, and issues related to the use of electronic signatures; Review regulatory issues that need to be reformed to implement Single Window; Review e-commerce law and any adjustments necessary; Use of International Organization (TBD) checklist and its guidelines to ensure the most frequent legal issues related to national and cross-border exchange of trade data are included in the framework.
   3. ***Technical Aspects:*** Review existing technical systems for receiving, storing and exchanging the relevant data and information; determine the overall technical requirements, including specific requirements for additional systems development, interfaces, outlets and the development of interface systems to existing legacy systems for the proposed scenarios; Determine if existing systems will be able to handle increases in the volume and flow of data; Examine issues related to the verification and authentication of data.
   4. ***Data, Information and Documentation:*** Review the existing set of Trade and Investment documents in use and determine whether these need to be aligned, harmonized and/or simplified; Determine what data will be required; how the data will be submitted; and in what format (electronic (EDI, XML or other) or paper); Determine who can submit the data or documents (importers/exporters, Customs brokers, agents); Determine how the data should be shared amongst participating Governmental authorities and agencies and where it should be stored, etc.; Determine how the data could be exchanged with administrations in other economies; Consider how the data could be used for risk analysis and other related purposes; Quantify the potential benefits of making better use of data held in commercial systems and records in meeting Government requirements and helping to reduce business compliance costs in the transmission of information
   5. ***Procedural aspects.*** Mapping the current processes for all the foreign trade and investments operations.In a jointly effort between the public agencies part of the SW and the private sector conduct the optimization and reengineering of the processes OR establish a methodology for conducting the optimization and reengineering of the processes in a joint effort between the public agencies part of the SW and the private sector.
   6. ***Impact Assessment:*** Examine the potential impact of the project on existing systems, procedures, employment, job descriptions, etc.; Consider potential economic, institutional and governance impact and issues in connection with creating the Single Window; Consider the potential response of groups or organizations that may perceive the Single Window as a threat (groups or organizations that may have a vested interest in maintaining the status quo); Consider the possible impact of the Single Window on improving transparency and the effect this may have; Recommend an appropriate change management strategy for the project
   7. ***Implementation options:*** Develop implementation options, specifying proposed operational models, relevant Governmental authorities and agencies that would be involved; Suggest lead Governmental authority or agency; Suggest services to be provided, potential costs and benefits; Develop time frames for implementation; Suggest a full or partial implementation process should be undertaken. Factors to be considered relate to the availability (or lack thereof) of resources for full project implementation (financial, human, technical, etc.), different levels of need of the relevant Governmental authorities and agencies and the significant difference in time and or resources required by different agencies; Achieve the required legislative changes to operate a Single Window; Develop, or modify existing legacy systems; Generate the required level of commitment for project implementation; Make recommendations regarding a pilot implementation for the project.
   8. ***Business Model:*** Develop a business case for creating a Single Window under each proposed scenario, including an estimate of the initial and operating costs, value of the benefits, sustainability, possible mechanisms for revenue collection and sources of project financing; Determine the resources needed to complete the project from research to operation; Assess the extent to which resources from Governmental authorities and agencies, donors, that would be required to develop a full project plan, the time scales needed to develop that plan and implement the project; Include a public-private partnership approach to the design and implementation of the project, including revenue streams; Identify the key risks that the Single Window project may face; in particular, operational, legal, and infrastructural issues that could make it extremely difficult to deliver a solution at both a reasonable cost and a sufficiently attractive service level to encourage trade take-up.

**Reports / Deliverables**

* Work plan, schedule of activities and methodology to be used to develop the consultancy.
* First report: Analysis of the current situation in Guyana as described on activities 3.a to 3.e
* Second Report: Implementation options as described on activity 3.f.
* Implementation of Single Window: (i) action plan and roadmap for the implementation of a Single Window; and (ii) cost-benefit analysis of the implementation of the recommended model.

**Payment Schedule**

1. 20% upon provision of the work plan and schedule of activities (this fee is also to cover the travel expenses of the consultant)
2. 25% upon provision of the first report
3. 20% upon provision of the second report.
4. 35% upon provision of the implementation of the single window.

**Type of Consultancy** International Consulting Firm

**Qualifications**

* Advanced managerial competencies in different domains—such as trade policies, business process analysis, change management, electronic business and information technology management and standards, legal issues and Single Window architectures.
* Master’s degree in Business Administration, Public Administration, Commerce, Economics or related fields
* Minimum of 10 years recent experience in a technical leadership role in customs automation, EDI, or Single Window projects
* A certified IT business qualification from a recognized training institution
* Solid understanding of international trade documentation
* Experience in a multi stakeholder business environment
* Knowledge of computerized business systems
* Fluency in written and spoken English is required. Knowledge of Spanish will be an asset.

**Characteristics of the Consultancy**

* Consultancy category and modality: Lump Sum
* Contract duration: 6 months
* Place(s) of work: External consultancy
* Division Coordinator: Ana Arias Urones, TIN/INT Specialist