Terms of Reference

Consultancy to prepare training materials for Strategic Planning and Results-based Management

Project Reference:
SECO-WCO Global Trade Facilitation Programme
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### Acronyms

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<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>CA</td>
<td>Customs Administration</td>
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<tr>
<td>GTFP</td>
<td>Global Trade Facilitation Programme</td>
</tr>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>PMT</td>
<td>GTFP Programme Management Team</td>
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<tr>
<td>SECO</td>
<td>State Secretariat for Economic Affairs of Switzerland</td>
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<tr>
<td>WCO</td>
<td>World Customs Organization</td>
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<tr>
<td>WTO</td>
<td>World Trade Organization</td>
</tr>
</tbody>
</table>
1. BACKGROUND

i. Beneficiaries / Eligible countries
All WCO members

ii. Contracting Authority
World Customs Organization (WCO)

iii. Relevant background
The World Customs Organization (WCO), established in 1952 as the Customs Cooperation Council (CCC), is an independent intergovernmental body whose mission is to develop international standards, foster cooperation and build capacity to facilitate legitimate trade, to secure a fair revenue collection and to protect society, providing leadership, guidance, and support to Customs administrations. Today, the WCO represents 185 Customs Administrations worldwide, collectively processing approximately 98% of global trade. As the global hub for customs expertise, the WCO is the only international organization with competence in customs matters and can be referred to as the voice of the international Customs community.

The SECO-WCO Global Trade Facilitation Programme (GTFP) is the first joint initiative between the State Secretariat for Economic Affairs of Switzerland (SECO) and the WCO. Its overall objective is to contribute to fostering and facilitating international trade of beneficiary countries, in particular Customs Administrations, through the implementation and application of international standards and best practices for the importation, exportation and transit of commercial goods.

This comprehensive capacity development programme, which commenced in December 2018 and will extend until December 2023, has an initial overall budget of 5.5 million dollars and includes 6 full-fledged beneficiary countries: Bolivia, Colombia, Peru, Serbia, Ukraine, and Uzbekistan, and 6 light-touch interventions (LTI) in Bangladesh, Guatemala, Central America1, Jordan, Moldova, and Mongolia.

Through this intervention, both SECO and the WCO aim to enhance the organizational and technical capacities of the beneficiary Customs Administrations to successfully lead, plan, and implement sustainable and transparent Customs reforms, with the involvement of relevant stakeholders, and to apply international standards and best practices, particularly those of the WCO and the World Trade Organization (WTO) related to Trade Facilitation.

Having identified internal planning weaknesses across all GTFP beneficiary countries on strategic planning and results-based management, these are priority areas of support for the Programme under the pillar related to Organizational Development.

As a result, the WCO has identified the need to develop specific modules and materials to support the Customs Administrations of member countries in the implementation of multi-year strategic planning processes and results-based management with the support of the GTFP.

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1 The support in Central America includes El Salvador, Honduras, Nicaragua, and Panama.
2. DESCRIPTION OF THE ASSIGNMENT

i. Global objective
The global objective of this assignment is to enhance the capacities and knowledge of Customs Administrations related to developing a successful strategic planning process.

ii. Specific objectives
In order to ensure consistency and quality of capacity building in strategic planning and results-based management provided by the WCO, it is necessary to prepare a set of standardized training packages in English. The training package should include both material for the trainees and the trainer (workshop facilitator).

The specific objectives of this assignment are hence to:

- Design the structure, content, and templates (layouts) of the strategic planning and results-based management training and their modules for both online self-learning and classroom sessions, based on the best training techniques and concepts available.
- Ensure that the material developed is highly pedagogical and conducive to adult learning.
- Contribute to the philosophy, values, and approach of the WCO, more specifically, be consistent with the WCO Strategic Planning and Performance Measurement tools.

iii. Requested services
Under this assignment, the Contractor is requested to:

- Design the structure, content and layout of the strategic planning and results-based management training materials and their modules for both virtual self-learning and classroom sessions, based on best training techniques and concepts available.
- Provide expert pedagogical advice to ensure the material developed is conducive to adult learning.
- Prepare the content of the materials (documents, case studies, exercises, etc.) in consultation with the GTFP Programme Management Team (PMT).

The focus of the training packages should be the improvement of strategic management skills and the adoption of current best practices in strategic planning.

iv. Required Outputs
The outputs prepared by the Contractor should include the following (both electronic and hard copies are to be submitted):

- A guidebook for trainers (workshop facilitators), which will include a set of guidelines for the trainers (workshop facilitators) on how to conduct the training sessions effectively.
- Training event cover sheets (Annex 1) and training event lesson plans (Annex 2), prepared in coordination with the specialized experts for each component of the project.
- Design, content, and layout of the trainers’ (workshop facilitator) package.
• Design, content, and layout of the trainees’ package.

• Standardized training packages for each of the modules of the strategic planning and results-based management training (virtual self-learning and classroom sessions), which will include:
  
  o The trainer’s package containing at least the teaching materials (handouts, slides, case studies, group exercises, etc.), assessment and reference material.

  o The trainees’ package, including introduction and guidelines to the training sessions, syllabus, training activities and their instructions, reference material, and additional list for reading material.

  The expert will ensure that the material developed meets the highest pedagogical standards and that the learning tools and methods selected meet the identified learning objectives.

• A complete set of standardized material for the follow-up and evaluation of the training session, which will include:
  
  o Material for the trainees to evaluate the training session (satisfaction measurement):
    • A Questionnaire, which will include items to evaluate training relevance, quality of the training material, performance of the trainer, and training facilities.

  o Material for the trainers to report on the training session:
    • Number of participants (table with entries for name, first name, citizenship, administration, gender, contact details).
    • Number of participants who obtained the certificate of training completion.
    • Recommendations and any other relevant elements.

The material developed under this assignment will fall under the copyright of the WCO. The contracted expert will be provided with relevant WCO material related to the fields of this assignment, and they should review them and expand on them (if possible) to produce the requested outputs.
3. EXPERTS PROFILE

i. Number of Experts
One Senior Training Expert will be required to design and structure complete training packages for each of the modules of the strategic planning and results-based management training (self-learning and classroom sessions). The expert will coordinate the development of the training packages and will work in close cooperation with the PMT.

ii. Profile required
The expert will have extensive experience and knowledge in best training practices and modern training techniques used in the public sector. They are also expected to have extensive experience in designing training material and carrying out training workshops in a public administration context. Similar assignments previously undertaken will be considered an advantage.

The Senior Training Expert required should be in possession of the relevant qualifications, skills and experience profiled below:

Qualifications and skills:

✓ At least a university degree (or 10 years of relevant experience) in the field of Public Policy, Business Administration, or related fields.
✓ A professional certificate in the field of “training” (certificate from an institute specialized in public administration training) or 10 years of relevant experience.
✓ Strategic Management or Project Management Professional (PMP) Certification.
✓ Fluency in English.
✓ Excellent drafting, coordination, and communication skills.

General professional experience:

✓ At least 10 years of demonstrated experience in the field of training.
✓ Demonstrated experience related to the design of training material.

Specific professional experience:

✓ At least 10 years of demonstrated experience in public administration training.
✓ Demonstrated experience related to carrying out training workshops in a developing country context will be an asset.
✓ Experience with Customs administrations will be an asset.
4. LOCATION, DURATION, PAYMENT, AND CONTRACT MODALITIES

i. Commencement date and duration of assignment
The intended commencement date is on the 11th of December 2023, and the period of execution of the contract will be 80 calendar days from this date. Together with the preparation of the training packages and mission report, 50-55 working days are suggested. The rest of the information on the milestones and related timing is summarized in the table below.

Suggested Milestones and Submission Dates

<table>
<thead>
<tr>
<th>Milestone/Deliverable</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Briefing and Kick-off Meeting</td>
<td>11th of December 2023</td>
</tr>
<tr>
<td>2. Draft training package design (handout designs, slides design, group activity design...) and structure</td>
<td>30th of December 2023</td>
</tr>
<tr>
<td>3. First review of the training package design and structure with the WCO</td>
<td>16th of January 2024</td>
</tr>
<tr>
<td>4. Revised training package design (handouts designs, slides design...plus assessment material design, evaluation material design...) and structure</td>
<td>23rd of January 2024</td>
</tr>
<tr>
<td>5. Second review of the training package with the WCO</td>
<td>26th of January 2024</td>
</tr>
<tr>
<td>6. Final revised package design and structure (handouts, slides, group activity, assessment material, completion certificate and evaluation material)</td>
<td>2nd of February 2024</td>
</tr>
<tr>
<td>7. Draft Facilitator Guidebook &amp; Introduction to the Trainees</td>
<td>8th of February 2024</td>
</tr>
<tr>
<td>8. Review of the Draft Facilitator Guidebook &amp; introduction to the trainees with the WCO</td>
<td>14th of February 2024</td>
</tr>
<tr>
<td>9. Final Draft Facilitator Guidebook and introduction to the trainees</td>
<td>20th of February 2024</td>
</tr>
<tr>
<td>10. Final Strategic Planning and Results-based management training package materials</td>
<td>29th of February 2024</td>
</tr>
</tbody>
</table>

ii. Location
The consultant will perform the work at their own premises. Some meetings are expected to be held at the WCO office in Brussels, Belgium, for planning and coordination purposes.

iii. Payment
The consultant will indicate the cost of services for each deliverable in euros when applying for this consultancy. The Proposer will be paid only after the WCO confirms the successful completion of each deliverable as stipulated hereunder. The consultant shall be paid a global, all-inclusive, and non-revisable lump sum which should be invoiced to the WCO as per the following suggested payment schedule:
### Milestone/Deliverable | Payment
--- | ---
1. Signature of the contract | 30% of the total amount
2. Final revised package design and structure (handouts, slides, group activity, assessment material, completion certificate and evaluation material) | 40% of the total amount
3. Final Strategic Planning and Results-based management training package materials | 30% of the total amount

### iv. Contract modalities
The successful applicant will be an independent contractor. He/she does not acquire the subsequent right to occupy a permanent post within the WCO and will not be affiliated to any WCO retirement fund or pension scheme.
5. REPORTING

i. Content
A report should be submitted to the WCO when the materials are completed following the instructions provided in Annex 3.

ii. Language
The report shall be written in English.

iii. Report Due Date
The report shall be due on 29th of February 2024.

iv. Number of copies for the report
Two electronic copies (one in word and one in pdf) as well as one hard copy of the report will be submitted to the GTFP PMT.
6. ADMINISTRATIVE INFORMATION

i. Management structure
The Contracting Authority is the World Customs Organization.

ii. Facilities to be provided by the Contractor
The Contractor shall ensure that he/she is adequately supported and equipped (laptop, software, etc.).
7. APPLICATION PROCESS

Interested parties must submit their technical and financial proposal to Isabel.sanchezchoa@wcoomd.org by 30th November 2023 at 18:00 hours (Brussels time). The proposal should include:

- Understanding and interpretation of the ToRs.
- Approach to be used in undertaking the assignment.
- Draft Work Plan.
- Curriculum vitae of key personnel.
- Budget and financial proposal for the consultancy work.
- Samples or previous similar work and their references.

Proposals will be evaluated based on the technical and financial feasibility.

The submission to the WCO, by any supplier, of a quotation for the provision of goods and/or service entails the supplier’s acceptance, without reservation, of the WCO’s standard terms and conditions and of WCO Decision No. 331 on settlement of disputes which are fully accessible for consultation on the WCO website https://www.wcoomd.org/-/media/wco/public/global/pdf/about-us/wco-standard-terms-and-conditions/standard-terms-for-the-provisions-of-goods-and-services.pdf?db=web and shall supersede any contrary clause in any other contractual document provided (or not) to the WCO, including the supplier’s own terms and conditions.
8. ANNEXES

i. Annex I – Training Event Cover Sheet

<table>
<thead>
<tr>
<th>Title of the Training Event</th>
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<tbody>
<tr>
<td>Background / Stakes / Context</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Teaching Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Objectives (see below)</td>
</tr>
<tr>
<td>Target Audience / Profile of participants</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of participants</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Training Sequencing / Element of a curriculum</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Learning Typology/Type of training event:</th>
</tr>
</thead>
<tbody>
<tr>
<td>-seminar/workshop/course/…</td>
</tr>
<tr>
<td>-blended methods, …</td>
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<table>
<thead>
<tr>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Number of days</td>
</tr>
<tr>
<td>2- Number of hours</td>
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<table>
<thead>
<tr>
<th>Programme outline / Schedule</th>
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</table>

<table>
<thead>
<tr>
<th>Participants assessment</th>
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<table>
<thead>
<tr>
<th>Follow-up / Evaluation: mid-term/long-term</th>
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</thead>
</table>

<table>
<thead>
<tr>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>1- Language as delivered</td>
</tr>
<tr>
<td>2- Language in which the material is available</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Reference Materials</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Publications Needed</th>
</tr>
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</table>

ii. Annex II - Training Event Lesson Plan

The lesson plan is the essential connecting thread of the teaching.

<table>
<thead>
<tr>
<th>Title of the Training Event</th>
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</thead>
<tbody>
<tr>
<td>General Objective</td>
</tr>
<tr>
<td>General Objective 1</td>
</tr>
<tr>
<td>General Objective 2</td>
</tr>
</tbody>
</table>

Definition:

Teaching Objective:
It transforms a training need into an observable performance, based on the concept of change.
General Objectives:
They are statements which generally reflect what the teaching and/or learning is aimed at and are formulated in general terms. Their role is to give an overview of a course, describing the outlines of the content that one wishes the participants to learn.

Specific Objectives:
They clarify and supplement the general objectives, specify what the trainee will be capable of doing at the end of the learning, and reflect a specific way in which the participant is expected to behave.

How to formulate a specific objective

**Essential criteria:**
(1) Must contain a **specific action verb** describing the expected behaviour;

**Subsidiary criteria:**
(2) Can specify the **condition for implementing** the behaviour;
(3) Can include a **criterion of performance acceptability**.

Content:
The content develops the trainer’s thread, giving all the conceptual and contextual developments necessary to achieve the specific objectives.

Teaching/Learning Methods:
Lecture/Brainstorming/Group work/Simulation/Demonstration/Field study trip/etc.

Teaching Aids:
Visual Aids: Handbook/Flipchart/Handouts/PowerPoint/Video/etc.
Verbal Aids: Examples/Comparison/Quotations/Statistics/etc.

Time:
It is necessary to plan the time that will be required to develop and achieve each of the specific objectives listed. This is crucial for the trainer to be able to roll the whole course’s thread, present all the content and finally meet the general objectives.

iii. **Annex III – Report Instructions**
The report must include:

- A Cover Page with the following elements - WCO Logo, title of the assignment, date of submission of the report, name of the expert and the mention “The content of this report is the sole responsibility of the expert and can in no way be taken to reflect the views of the WCO.”
- Automated Table of Contents.
- List of Acronyms.
- A narrative section to give a background on the assignment.
- A narrative section on activities undertaken through the project along with the calendar of missions.
- List of results/outputs achieved/produced.
- List of meetings / work sessions with name and contact details of attendees.
- Eventual Recommendations.