

TERMS OF REFERENCE

CONSULTING SERVICES FOR THE DEVELOPMENT OF AS-IS BUSINESS PROCESS ANALYSIS FOR PORT DIGITALIZATION

1. PROJECT BACKGROUND

The Caribbean region faces persistent connectivity and logistics challenges that heighten vulnerability to external shocks and constrain economic growth, trade, and regional integration. Transport and logistics systems are characterized by high costs, fragmented infrastructure, and limited inter-island connectivity, resulting in unreliable and expensive movement of goods and people. Many ports and airports operate with outdated facilities and digital systems, leading to congestion, delays, and inefficiencies that undermine supply chain reliability. The region's heavy reliance on maritime transport, combined with small and dispersed markets, further increases logistics costs and limits economies of scale.

Against this backdrop, the **Caribbean Connectivity and Logistics Regional Program MPA** is a proposed investment program designed to promote competitiveness and resilience for the Caribbean's long-term sustainable development by improving the efficiency, sustainability, and governance of the connectivity and logistics sector. The MPA is structured in three phases: a central region-wide phase and two initial country/sub-regional phases in Belize and the OECS countries. These phases are interlinked under a common MPA Framework built around three pillars:

- a. establishing strong institutional and regulatory foundations at national and regional levels for long-term connectivity and logistics efficiency and resilience, including creating conditions to boost private sector participation;
- b. improving the quality, reliability, and operational and financial efficiency of port, border crossing, and logistics services; and
- c. providing region-wide support to the connectivity and logistics agenda through capacity enhancement, policy dialogue and reforms, and specialized technical assistance.

Additional phases may be added over time as other countries express interest and demonstrate alignment with the MPA's development objectives.

To support preparation, the World Bank has mobilized grant resources from the **Grant Facility for Project Preparation (GFPP)** to assist the Governments of Belize, Saint Lucia, Saint Vincent and the Grenadines, Grenada, and Dominica in conceptualizing and initiating the preparation of the Caribbean Connectivity and Logistics Regional Program MPA. The GFPP financing will support:

- i. critical technical studies to bridge knowledge and data gaps and enhance readiness for the implementation of MPA-supported activities;

- ii. capacity building and technical assistance to strengthen governments' ability to design and implement the MPA, including support on the use and management of innovative financing mechanisms offered by the World Bank Group (WBG); and
- iii. multi-country advocacy and policy dialogue on key Caribbean connectivity and logistics challenges and regional solutions, consistent with the MPA's development objectives—this includes raising the profile of proposed investments and sectoral reforms, promoting regional synergies, leveraging co-financing and climate funds, and exploring scaling-up to additional countries.

The Grant Facility agreements with the Governments of Saint Lucia, Saint Vincent and the Grenadines, Grenada, and Dominica were signed in September and October 2025 and are scheduled to close in March 2027.

2. PORT DIGITALIZATION BACKGROUND

The World Bank conducted in the first and second quarters of 2025 an assessment of the status of port digitalization in selected Caribbean ports. The objective of this consultancy was to understand the status, identify reasons for delays or incomplete port digitalization, and develop a comprehensive roadmap for digitalization. The port digitalization assessment recommended establishing an institutional and legal framework, enhancing government and port authority capacity, and prioritizing business process reengineering.

Port digitalization in selected Eastern Caribbean states will aim to improve maritime supply chain efficiency and performance, while enhancing collaboration between port authorities, customs, government agencies, and private stakeholders.

Consultations with OECS countries in July–August 2025 to identify priority areas under the GFPP revealed a strong consensus to focus on the digitalization of ports in all participating OECS countries (Saint Lucia, Saint Vincent and the Grenadines, Grenada, and Dominica). This agenda seeks to promote the adoption of advanced technologies to enhance operational efficiency, transparency, and competitiveness. Countries agreed that the starting point for this work should be a comprehensive business process reengineering (BPR) exercise, with an initial focus on conducting an As-Is Business Process Analysis.

These Terms of Reference (ToR) relate to the services of an individual consultant who will support the development of the As-Is Business Process Analysis for the port ecosystem of Saint Lucia, Saint Vincent and the Grenadines, Grenada, and Dominica.

3. IMPLEMENTATION ARRANGEMENTS

Implementation of the GFPP will be led by the Ministry of Higher Education, Grenadines Affairs, Airports and Seaports in close coordination with the Public Sector

Investment Programme Management Unit (PSIPMU) within the Ministry of Finance and Economic Planning (MoFEP), the SVG Port Authority, Modern Port Operating Company, Customs and other relevant sectoral ministries and agencies.

4. OBJECTIVE AND SCOPE OF WORKS

The objective of this assignment is to develop a global mapping of intra-organizational operational and regulatory business processes of the port authority and inter-organizational operational and regulatory business processes of the port authority with other governmental agencies and private stakeholders and identify bottlenecks and avenues of opportunities for future business processes optimization and automation. This assignment will be focused on regulatory and operational business processes and will exclude internal finance, accounting, administration and human resources processes. The As-Is analysis shall also include any business process related to Customs and Port Authorities cooperation.

The scope of the assignment will be to provide technical assistance to develop the As-Is Business Process Analysis of the port operations of the port authority

The ideal individual consultant will:

- Have a proven track record of Business Process Reengineering including As-Is and To-Be business process analysis for Port Authorities
- Have experience in design and implementation of digital port infrastructure such as but not limited to vessel traffic management information system, port management information system, terminal operating system, maritime single window, port community system, trade single window, customs management systems, smart port, cybersecurity and cyber resilience.
- Combine strategic business processes vision, demonstrating the ability to navigate complex regulatory environments while driving innovation and operational efficiency, performance and excellence.
- Have proficiency in public private stakeholder engagement, change management, regulatory compliance and risk management, with a strong understanding of international port and maritime standards
- Be proactive in anticipating challenges, identifying bottlenecks and providing recommendations to optimize and automate inter-organizational business processes
- Have Experience in Customs and Port Authorities Cooperation

The scope of the assignment will be to provide technical assistance to develop As-Is Business Process Analysis of the port operations of the port authority.

5. KEY TASKS

5.1 Inception Report

The inception report shall include a Project Management Plan, Work Plan and Governance Framework.

The project management shall include a technical approach and methodology, and a work plan based on the best project management practices such as PMP or PRINCE2.

The inception report will constitute deliverable 1.

5.2 As-Is Business Process Analysis

The As-Is Business Process Analysis will identify the services provided by Port Authority and port operators (e.g. Modern Port Operation Company) and include the survey, analysis and diagramming of current processes, at the level of macroprocesses, processes and activities.

The As-Is analysis will include a global mapping of intra-organizational operational business processes of the port authority and inter-organizational operational business processes of the port authority with other governmental agencies and private stakeholders such as but not limited customs authority shipping agents, freight forwarders and identify bottlenecks and avenues of opportunities for future business processes optimization and automation.

At least the following content must be considered:

- Identification, mapping, description and documentation of the port operational processes carried out by the Port Authority and Port Operators in the field of monitoring and control of information for the management of operations in maritime, port, terminals, protection, safety, security, and hinterland related
- Encompassing all processes in cooperation or collaboration with any other governmental agencies and private stakeholders such as but not limited customs authority shipping agents, freight forwarders
- Including all manual, digitized and digitalized processes analysis of the current processes and sub-processes
- Process mapping should be done up to the task level, with the E2E (end to end) approach and using the BPMN 2.0 (Business Process Model and Notation) standard
- The mapping and documentation of processes should show:
 - a. The deployment of processes, from macroprocesses to tasks.
 - b. Objective of the process
 - c. Scope of the process
 - d. Interrelation between the processes
 - e. Customers and process providers

- f. Inputs and outputs
- g. Flow of the process
- h. Actors and their specific participation in each process
- i. Requirements (Laws, regulations, codes, rules that apply and must be met when executing the process)
- j. Documents, formats and records. For each of these, you must:
 - Identify its origin, intermediate and final destinations., clearly the name of any other public and private stakeholder.
 - Identify the type, its use, the fields and its nature
 - Size the volume exchanged between the different stakeholders.
- k. Systems used
 - Owner of the system
 - Version of the system
 - General presentation
 - Application architecture
 - System access security
 - System modules
 - Information architecture
 - Infrastructure architecture
 - Interoperability
 - Identification of bottlenecks and avenues of opportunities for future business processes optimization and automation and To-Be Analysis
 - including any business process related to Customs, Port Authorities and Port Operators cooperation.

The As-Is Business Process Analysis will constitute deliverable 2.

6. DELIVERABLES

Table1: Deliverables

N°	Deliverable	Due (weeks after contract signing)	Validation (weeks)	Payment
1	Inception report	2	1	10%
2	As-Is Business Process Analysis Report	16	4	90%

7. REQUIREMENTS

The individual consultant must demonstrate the following minimum qualifications and experience:

Education

- University Degree in International Trade, Maritime, Port, Logistics or Supply Chain Management, Bachelor, or Graduate.
- Certified in project management professional from PMI or PRINCE2 project management form People CET is an advantage
- Certified in BPMN from OMG is an advantage

Relevant professional experience

- At least 10 years of proven experience in the port, or maritime supply chain industry,
- At least 7 years of experience in conducting business process reengineering and developing As-Is-To-Be Business Process Analysis in the Port and Maritime Supply Chain industry
- At least 3 assignments in the last 10 years related to As-Is-To-Be process analysis for Port Authorities
- Public and private stakeholders' engagement in Port Communities
- Knowledge of standards and guidelines from Ports, Maritime, Customs, International Organizations and Associations such as IAPH, WCO, IMO, IPCSA, DCSA and UN/CEFACT
- Knowledge of Customs and ports Cooperation.
- Knowledge of small island developing states will be an advantage

Skills

- Have excellent communication skills.

- Excellent command of the English language.
- Digitalization literacy

8. TIMING AND DURATION

The consulting services are expected to be required for approximately 70 days per member state between June 1, 2026, and September 30, 2026, which marks the end of the project.

9. REPORTING

The Consultant will:

- Report directly to the Project Manager of the Project Implementation Unit (PIU) within the Ministry of Higher Education, Grenadines Affairs, Airports and Seaports.
- Work closely with the Port Authority and other key stakeholders, to ensure the successful execution of the consultancy.
- Participate in regular status meetings with the PIU and relevant stakeholders to provide progress updates, discuss challenges, and align on next steps.
- Submit a Final Report at the end of the consultancy, detailing key findings, recommendations, and outcomes, ensuring alignment with the expected deliverables.

10. RESPONSIBILITIES

10.1 The Consultant will be responsible for the following:

- Cover all necessary expenses, including:
 - Direct staff costs
 - Office space and facilities
 - Computer systems and software
 - Telecommunication systems
 - Travel expenses
 - Hard copy report deliveries
 - Any additional incidentals are required to complete the consultancy.
- Conduct all consultancy activities using primarily internal resources without reliance on external support for essential functions.

- o Respect and comply with the agreed project timeframes, ensuring timely execution of tasks and milestones.
- o Conduct all stakeholder meetings in a professional and responsible manner, fostering a collaborative and respectful environment.
- o Guarantee the validity and reliability of all tools and instruments developed or utilized by the Consultant for workshops, or other engagements.
- o Ensure confidentiality of all aspects related to the consultancy process, safeguarding sensitive information.
- o Prepare all submissions in English and deliver them in the format and through the media specified by the Project Implementation Unit (PIU).
- o Submit all deliverables on or before specified deadlines, maintaining timeliness and alignment with project timelines.

10.2 As the Executing Agency for the Project, the PIU will support the implementation of this consultancy through the following actions:

- o Arrange interviews and provide the Consultant with access to Project documents, existing regulations, legislation, and policies, as well as other relevant organizational process assets required to carry out the consultancy effectively.
- o Designate a focal point within the PIU to guide the Consultant, assist in coordinating activities and providing direction as needed to ensure alignment with project objectives.
- o Supply the Consultant with all relevant and appropriate information necessary for the consultancy's successful execution, ensuring that the Consultant has access to up-to-date data and resources.

11. CONFIDENTIALITY

The Consulting firm undertakes to maintain confidentiality on all information that is not in the public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment.