



GOVERNMENT OF PAKISTAN
MINISTRY OF COMMERCE
(Trade & Transport Facilitation Unit)



REQUEST FOR RESUME / CV

The Trade and Transport Facilitation Project 2 (TTFP-2) is being implemented by the Trade and Transport Facilitation Unit (TTFU) of Ministry of Commerce with the technical advisory support of UNCTAD. It aims at improving Pakistan's trade competitiveness through the reduction of the cost of doing business by promoting transparency and further streamlining of trade procedures.

The TTFU intends to hire experienced short-term consultants to carry out the following studies:

- i. Study of Custom House Agents Industry in Pakistan (by National Consultant)
- ii. Study on Trade Facilitation Indicators (by International Consultant)
- iii. Study on Trade Facilitation Indicators (by National Consultant)
- iv. Study on Operations of Dry Ports in Pakistan (by National Consultant)
- v. Developing Trade Facilitation Training Module (by National Consultant)
- vi. Study to improve Pakistan Trade Information Portal (by National Consultant)
- vii. Organizing a Conference on Trade Facilitation and Regional Connectivity (by National Consultant)
- viii. Study of the present state of facilities at selected border crossing points and establishment / management of integrated border check posts (by National Consultant)

Terms of Reference of these consultancy studies containing details of the assignments are attached. The consultant would be hired according to the World Bank Guidelines for procurement of Services of Individual Consultants. Interested candidates may send their Resume / CV to the following postal address or email on or before **1600 hours** on **7th June, 2013**. *The name of the consultancy study applied for must be mentioned in the subject of email.*

Project Management & Procurement Specialist,
Trade & Transport Facilitation Unit,
Ministry of Commerce,
First Floor, IFC Building (Old Awami Markaz), F-5/1, Islamabad,
Tel: +92-51-9243127
Email: procurement.ttfu@gmail.com

Terms of Reference (TOR)

Study of Custom House Agents Industry in Pakistan

Places of work: Islamabad, Karachi, and Lahore

Effective working time: 2 months, full time

Remuneration: 1,200,000 -1,500,000 (12 to 15 hundred thousand Pakistan Rupees) inclusive of travel and lodging costs

DESCRIPTION OF DUTIES

1. Under the guidance and supervision of the Project Director (PD), Pakistan National Trade and Transport Facilitation Unit (TTFU), and in close cooperation with the UNCTAD Senior Technical Advisor (STA) TTFP-2 and National Trade and Transport Facilitation Committee (NTTFC) Secretariat, the Consultant will study the domestic Customs Agents industry in Pakistan and prepare a report with recommendations and advice for the Government of Pakistan with options to improve the structure of the industry and its overall effectiveness in line with international best practice. The key objective is to ensure the industry is structured and positioned in such a way that it is capable of providing the services demanded and required by domestic clients that will support them in contributing to Pakistan's international trade goals.
2. Meetings with relevant stakeholders (public and private sector) and apex industry bodies will be arranged in consultation with the NTTFC to help ensure a comprehensive understanding of the issues.
3. The study will cover the following:
 - a. An examination of the role of Customs Agents associations at national and international level, including their affiliation with international organizations;
 - b. Examination of interaction of Customs Agents with other trade logistics and transport service providers and the organizational and membership structure of sub national, national and regional associations of Customs Agents, including the interactions amongst these associations;
 - c. Identification of any overlap or duplication of services with any other trade, transport or logistics service providers and its impact on traders;
 - d. Examination of current licensing legislation, and procedures used by Customs authorities with a view to improve/fine tune them including the procedure for issuing further permits to the employees of Customs Agents and its quality control aspects;
 - e. Identification of international practice of Customs Agents/broking industry with examples of 3 countries;
 - f. Analysis of current industry business practices and procedures, trading conditions and services offered, fees and charges, contractual liability and insurance arrangements, minimum capital requirements and regulatory licensing arrangements (including supporting legislation and policy) with identification of key weaknesses and areas for improvement based on international best practice;
 - g. Identification of whether and to what extent the current enterprise performance of the Customs Agents is having a significant impact on the business environment for international trade.

4. Recommendations will take into account the views of stakeholders and will be designed to improve the capacity of domestic Customs Agents, allowing them to deliver services that will complement the broader trade facilitation reforms proposed or recommended for Pakistan and if appropriate, improving business performance. Where appropriate the recommendation would also cover:
 - a. Appropriate role and structure of the Customs Agents function in the context of contemporary supply chain logistics that are applicable in Pakistan;
 - b. Areas for potential improvements, such as the need for technical capacity building, training standards or other improvements to the capability of industry participants; minimum qualifications or certification requirements;
 - c. Improved mechanisms for consultation or engagement with regulators or the need for improvements in the use of technology i.e. ICT or infrastructure;
 - d. Required changes in regulatory environment.
5. Where the report includes recommended changes to the regulatory environment, these must be supported by draft wording for any proposed legislative amendments necessary to give effect to the revised procedures.
6. The report should include an 'Action Plan' for implementation and give effect to the recommendations including the benchmarks and measureable indicators to monitor the implementation process overtime and periodically.
7. The consultant may be required to present his/her findings at a meeting of the NTTFC, to other stakeholders or to the TTFP-2 project team.

MONITORING / PROGRESS CONTROL

8. Before commencing work on the report, the Consultant will have a briefing session with the TTFU PD and the STA. The Consultant will regularly communicate and coordinate (at least every two weeks) with the TTFU, to discuss and assess progress of the work, as well as to seek/receive advice as necessary, from the STA. The consultant may also be required to meet with the STA in Pakistan during the period of the consultancy. The Consultant will also keep close contact with competent national authorities, particularly the NTTFC Secretariat. For this assignment the Consultant will adhere to the schedule and complete the tasks, as follows:
 - a. Data collection through desk research / consultations with TTFU/NTTFC/UNCTAD and the provision of any written submissions from stakeholders or other relevant information.
 - b. **Two weeks** after commencement of contract the Consultant will submit an outline of the report to PD TTFU.
 - c. **Weeks four & five** travel within Pakistan for meetings with key stakeholders and key agencies, conduct site visits where necessary and if possible.
 - d. **Week six** present initial findings to representatives of the NTTFC for validation and comment.
 - e. **Week 7** presentation of initial findings to PD TTFU/STA.
 - f. Incorporation of comments and remarks from TTFU, UNCTAD and the NTTFC.
 - g. Submission of final report within **1 week** of end of contract.
9. Any variation to the above schedule must be agreed between the Consultant and the PD TTFU.

EXPECTED OUTPUTS

10. The consultant will:

- i. Prepare a report, in English, in electronic format, of 30-50 pages on the above mentioned issues. The report, which is to be submitted within 1 week of the end of the contract, must cover all the aspects/ points mentioned at paras 3 and 4 above.
- ii. An Action Plan with time line and indicative resources for any proposed implementation actions/strategies to achieve the recommendations contained in the report.
- iii. As required meet with relevant stakeholders and key agencies in Pakistan.
- iv. Prepare a presentation (in PowerPoint format, with speaking notes) highlighting the main findings and recommendations of the report.

REQUIRED PROFILE/QUALIFICATIONS

- Qualifications:** The Consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 5 year working experience. Prior experience in and a good knowledge of customs clearance procedures, the broking industry and shipping/forwarding practices would be an asset. Previous work at international level and knowledge of best international practices would be an advantage.
- Education:** University degree in economics, law, or development, with specialisation in international trade, customs and/or transport or a suitable technical or trade qualification with a relevant combination of professional experience.
- Languages:** The Consultant should be fluent both in oral and written English and Urdu.

Terms of Reference (TOR)
for study on Trade Facilitation Indicators
by
an International Consultant

Places of work: Islamabad/Rawalpindi, Karachi, Lahore & home based

Effective working time: [4 full time work months during period of six months]

Remuneration: [USD 80000 including Travel and DSA]

THE CONTEXT

1. The Trade and Transport Facilitation Project 2 (TTFP-2) is implemented by the Trade and Transport Facilitation Unit (TTFU) of Ministry of Commerce with the technical advisory support of UNCTAD. It aims at improving Pakistan's competitiveness through the reduction of the cost of doing business by promoting transparency and further streamlining of trade procedures.
2. One of the activities of the project focuses on benchmarking, as it has become an important tool of monitoring and policy input for governments. By establishing a starting point and identifying the practical steps needed to set and reach the final goal, benchmarking can be the most effective tool for bringing about swift and significant advances in performance. It can assist in measuring the efficiency of regulatory agencies. In the context of trade facilitation, measuring performance is concerned with the efficiency, accuracy, and speed with which various steps from seller to the buyer in an international trade transaction are carried out.

DESCRIPTION OF DUTIES

3. Under the guidance and supervision of the UNCTAD Senior Technical Advisor (STA), and in close cooperation with the TTFU, National Trade and Transport Facilitation Committee (NTTFC), the Federal Board of Revenue (FBR) and the Ministry of Commerce, the Consultant will identify the TF indicators for benchmarking the performance in the TF area in Pakistan.
4. The recommendations of logistics cost study produced in 2006 under TTFP-1 and other global indices currently published by respective organisations such as Doing Business Report (World Bank), Global Competitiveness Report (WEF), Logistics Performance Index (World Bank) and Global E-Government Readiness Report (UN) can be a useful reference.
5. The identification of TF indicators under this study would, however, be based upon measurement of tangible outcomes rather than perception based indices. The indicators could be based upon time, costs, processes, and number of documents, among others, related to import and export transactions separately.
6. The individual indicators would be developed broadly for entire supply chain such as port efficiency, customs and other regulatory practices of border agencies, transport related services and ICT infrastructure and its usage. The experience of other similar economies in developing and measuring the TF indicators could also benefit as a source to develop and compare these indicators.
7. The Consultant will have the assistance of a national consultant (NC) to undertake his/her tasks and deliver the outputs of the assignment.
8. The study will include the following aspects and tasks :
 - a) A study of current procedures/practices for import and export to and from Pakistan with a view to identify various actors across the supply chain, processes involved, ease of compliance, time and costs involved;
 - b) Identification of TF indicators which could be measured on the basis of tangible outcomes;
 - c) Development of a mechanism to periodically measure these indicators in order to have a quantifiable record of progress made;
 - d) Measuring the recommended indicators to establish a benchmark;
 - e) Preparing an electronic data base with baseline of identified indicators and a report describing the source of data and mechanism to update the database.

- f) Based upon the results of the measurement, the Consultant would recommend necessary changes to improve those indicators;
 - g) The report should include an implementation plan or strategy to give effect to the recommendations to bring efficiency in international trade procedures.
9. The Consultant may be required to present his/her findings to the NTTFC, other stakeholders or to the NTTFP-2 project team.

MONITORING / PROGRESS CONTROL

10. Before commencing work on the report, the Consultant will have a briefing session with the STA either over the phone or in-person, as appropriate.
11. The Consultant will regularly communicate and coordinate (at least every two weeks) with the STA and the project director of TTFU, to discuss and assess progress of the work, as well as to seek/receive advice as necessary.
12. The Consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
13. The Consultant will also keep close contact with the NC and competent national authorities, particularly the NTTFC.
14. For this assignment the Consultant will adhere to the schedule and complete the tasks, as follows (See Annex for Schedule of IC and NC):
- **Within two weeks** of commencement of the contract, the Consultant will collect data through desk research and consultations with TTFU/UNCTAD, in coordination with the NC, to agree on the aspects for soliciting views of stakeholders or other relevant information.
 - **At the end of week two** the Consultant will submit a draft study plan to UNCTAD for comments and revision.
 - **Within next four weeks after** commencement of the contract, the Consultant will travel to Pakistan for meetings with key stakeholders and key agencies, gather further data and conduct site visits where necessary and if possible.
 - **By the eighth week of work** the Consultant will present the identified TF indicators and initial findings to UNCTAD/TTFU/NTTFC for validation and comments. UNCTAD / TTFU will **respond within one week** of receipt of initial findings. The Consultant will incorporate comments and remarks accordingly.
 - **By the twelfth week of work**, the Consultant would share his/her findings regarding measurement of the identified indicators.
 - **By the fourteenth week of work**, the finding would be refined and finalized, after incorporation of comments from STA/ TTFU/NTTFC.
 - **By the sixteenth week of work**, the report would be presented to selected stakeholders for their comments/ validation.
 - Submission of final report no **later than one week after end of contract**.
15. Any variation to the above schedule must be agreed between the Consultant and PD TTFU.

EXPECTED OUTPUTS

16. The Consultant will deliver the following outputs:
17. Prepare a report, in electronic format, on the above issues outlined in paragraph 9 above. The report, which is to be submitted within one week of the end of the contract, must include:
- a. Identification and development of relevant and quantifiable TF indicators;

- b. Development of a mechanism including guide /questionnaire/check list to measure all the identified TF indicators in order to produce quantifiable record of the achieved progress;
 - c. The findings of the measurement of TF indicators to establish benchmark;
 - d. Recommendations and policy advisory note along with the implementation plan/strategy to implement those recommendations. Moreover, the report will include drafts of relevant procedures and policies to the GOP.
18. A PowerPoint presentation, with speaking notes, highlighting the main findings and recommendations of his work.
19. Electronic database
20. The Consultant will work in coordination with the NC to develop synergies, refining his/her outputs/ deliverables for incorporating in the final report of the Consultant.

REQUIRED PROFILE/QUALIFICATIONS

- Qualifications:** The Consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 10 year working experience particularly in the area of trade facilitation, including some experience in the region. The Consultant will have prior experience in and a good knowledge of international supply chain analysis, indicators development, the broking industry and shipping/forwarding practices. Experience of team-work would be an advantage.
- Education:** Advanced university degree in economics, law, or development, with specialisation in international trade, customs and/or transport or a first level university degree with a relevant combination of professional and academic qualifications.
- Languages:** The Consultant should be fluent both in oral and written English.

ANNEX: WORKPLAN NATIONAL AND INTERNATIONAL CONSULTANT FOR STUDY ON TRADE FACILITATION INDICATORS

| | Month 1 | | | | Month 2 | | | | Month 3 | | | | Month 4 | | | | Month 5 | | | | Month 6 | | | |
|---------------------------------|--|----|---|----|--|----|----|----|--------------------|-----|--------------------|-----|--------------------------|-----|---|-----|---|-----|------------------------------|-----|--|-----|-----|-----|
| | W1 | W2 | W3 | W4 | W5 | W6 | W7 | W8 | W9 | W10 | W11 | W12 | W13 | W14 | W15 | W16 | W17 | W18 | W19 | W20 | W21 | W22 | W23 | W24 |
| National Consultant | - Desk research - Schedule and arrange meetings | | | | - Travel for meetings with stakeholders - Conduct site visits | | | | - Initial findings | | | | - Information processing | | | | - Final findings - Work on implementation Plan | | | | - Submission of final reports - Organize Validation workshop - Report on Validation workshop | | | |
| International Consultant | | | - Desk research - submit draft study | | - Gather further data & electronic compilation | | | | | | - Initial findings | | | | - Final findings - Measurement of indicators | | | | - Finalization of the report | | - Validation workshop. - Final editing of report | | | |
| | | | W1 | W2 | | | | | | | W3 | W4 | | | | | | | | | W5 | W6 | W7 | W8 |

Terms of Reference (TOR)
for study on Trade Facilitation Indicators
by
a National Consultant

Places of work: Islamabad/Rawalpindi, Karachi, Lahore & home based

Effective working time: [6 months, full time]

Remuneration: [PKR 900'000 including Travel and DSA]

THE CONTEXT

1. The Trade and Transport Facilitation Project 2 (TTFP-2) is implemented by the Trade and Transport Facilitation Unit (TTFU) of Ministry of Commerce with the technical advisory support of UNCTAD. It aims at improving Pakistan's competitiveness through the reduction of the cost of doing business by promoting transparency and further streamlining of trade procedures.
2. One of the activities of the project focuses on benchmarking, as it has become an important tool of monitoring and policy input for governments. By establishing a starting point and identifying the practical steps needed to set and reach the final goal, benchmarking can be the most effective tool for bringing about swift and significant advances in performance. It can assist in measuring the efficiency of regulatory agencies. In the context of trade facilitation, measuring performance is concerned with the efficiency, accuracy, and speed with which various steps from seller to the buyer in an international trade transaction are carried out.

DESCRIPTION OF DUTIES

3. Under the guidance and supervision of the UNCTAD Senior Technical Advisor (STA), and in close cooperation with the TTFU, National Trade and Transport Facilitation Committee (NTTFC), the Consultant will collaborate and assist the international consultant (IC) engaged by the Government of Pakistan (GOP) for identifying and measuring the TF indicators for benchmarking the performance in the TF area in Pakistan. The Consultant will assist the IC with the:
 - a) Collection of information about benchmarking and its contribution to improve trade facilitation measures, studying in parallel best practices in other countries as regards to TF benchmarking;
 - b) Liaison and coordination with stakeholders for arranging meetings with IC and at his/her own to solicit their views;
 - c) Collection and analysis of relevant Pakistani legislation/administrative instructions, and background documentation about different procedures involved in import and export to and from Pakistan and other necessary information for the development of TF indicators;
 - d) Collection and analysis of stakeholders' responses during interviews for the development and measurement of TF indicators;
 - e) Design of an implementation plan for improvement of TF indicators;
 - f) Arrangement of required meetings for presentation/validation of the study/report on TF indicators by IC;
 - g) Other activities required to assist the IC to perform his/her study/report.
4. The Consultant will undertake data collection through both, desk research and consultations with NTTFC, TTFU, UNCTAD, and relevant stakeholders.

MONITORING / PROGRESS CONTROL

5. Before commencing the work, the Consultant will have a briefing session with the STA and the IC.
6. The Consultant will keep a close liaison with the IC and will regularly communicate and coordinate (at least every two weeks) with the Project Director of TTFU and STA, to discuss and assess progress of the work, as well as to seek/receive advice as necessary.
7. The Consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
8. The Consultant will also keep close contact with relevant national authorities, particularly the TTFU and NTTFC.
9. For this assignment the Consultant will coordinate his work schedule with the IC. An indicative schedule to complete the tasks is as follows (See Annex for Schedule of IC and NC):
10. **Within one month** of commencement of contract the Consultant will:
 - a. Collect data through desk research and consultations with NTTFC, TTFU, and UNCTAD on benchmarking and TF, the relevant legislation/administrative instructions and documentation on different procedures involved in import and export to and from Pakistan and other necessary information and submit to the IC as well as to the TTFU.
 - b. Establish a schedule of meetings with the IC and stakeholders
 - c. Liaise and arrange meetings of IC with stakeholders.
11. **Within the second month**, the Consultant will:
 - a. Travel with the IC or independently, as agreed between him and IC, for meetings with key stakeholders and key agencies,
 - b. Conduct site visits where necessary and if possible,
 - c. Gather further data and compile it in electronic format.
12. **By week nine (9)**, the Consultant will present his/her initial findings to representatives of the UNCTAD/TTFU and IC;
13. **Within the fourth month**, the Consultant, together with the IC will process the information and assist the IC to develop the indicators to measure TF
14. **Within the fifth month:**
 - a. The Consultant, together with the IC will submit his/ findings along with data and responses gathered for measurement of identified TF indicators to TTFU.
 - b. The Consultant would submit to the IC and TTFU the implementation plan to improve the TF indicators for consideration and incorporation thereof in the IC's report.
15. **Within the sixth month**, the Consultant will:
 - a. Assist the IC to finalize the main report/study
 - b. Finalize the implementation plan
 - c. Organize a conference with stakeholders in order to validate the report (final study/ findings).
 - d. Prepare a report of the validation conference to the TTFU.
16. Any variation to the above schedule must be agreed between the Consultant/TTFU and IC.

EXPECTED OUTPUTS

17. The Consultant will deliver the following outputs:
 - a) A compilation and narrative of current procedures/practices for import and exports to and from Pakistan with a view to identify various actors across the supply chain, processes involved, ease of compliance, time and costs involved.

- b) A brief note containing the schedule of meetings and visits held, as well as a record of stakeholders' contacts who participated in interviews.
- c) An implementation plan to improve the TF indicators for consideration and incorporation thereof in the IC's report.
- d) Organising a validation conference with stakeholders.
- e) A validation conference report.

18. The following outputs will be deliver by the Consultant under guidance of the IC:

- a) A mechanism to conduct interviews with stakeholders to develop TF indicators.
- b) Report, in electronic format, on initial findings along with data and responses gathered in the process of measurement of the recommended indicators to establish a benchmark
- c) A PowerPoint presentation, with speaking notes, highlighting the main findings and recommendations of his work.

REQUIRED PROFILE/QUALIFICATIONS

- Qualifications:** The consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 5 year working experience, including some experience in the region. The consultant will have prior experience in and a good knowledge of international supply chain analysis, monitoring and evaluations, indicators development, the broking industry and shipping/forwarding practices. Working experience in international projects and in team work would be an advantage.
- Education:** Advanced university degree in economics, law, or development, with specialisation in international trade, customs and/or transport or a first level university degree with a relevant combination of professional and academic qualifications.
- Languages:** The Consultant should be fluent both in oral and written English and Urdu.

ANNEX: WORKPLAN NATIONAL AND INTERNATIONAL CONSULTANT FOR STUDY ON TRADE FACILITATION INDICATORS

| | Month 1 | | | | Month 2 | | | | Month 3 | | | | Month 4 | | | | Month 5 | | | | Month 6 | | | |
|---------------------------------|--|----|---|----|--|----|----|----|--------------------|-----|--------------------|-----|--------------------------|-----|---|-----|---|-----|------------------------------|-----|--|-----|-----|-----|
| | W1 | W2 | W3 | W4 | W5 | W6 | W7 | W8 | W9 | W10 | W11 | W12 | W13 | W14 | W15 | W16 | W17 | W18 | W19 | W20 | W21 | W22 | W23 | W24 |
| National Consultant | - Desk research - Schedule and arrange meetings | | | | - Travel for meetings with stakeholders - Conduct site visits | | | | - Initial findings | | | | - Information processing | | | | - Final findings - Work on implementation Plan | | | | - Submission of final reports - Organize Validation workshop - Report on Validation workshop | | | |
| International Consultant | | | - Desk research - submit draft study | | - Gather further data & electronic compilation | | | | | | - Initial findings | | | | - Final findings - Measurement of indicators | | | | - Finalization of the report | | - Validation workshop. - Final editing of report | | | |
| | | | W1 | W2 | | | | | | | W3 | W4 | | | | | | | | | W5 | W6 | W7 | W8 |

Terms of Reference (TOR) for a National Consultant to Study Operations of Dry Ports in Pakistan

Places of work: Various cities of Pakistan having Dry ports, Karachi, & home based

Effective working time: [3 months, full time]

Remuneration: [Total of 1'500'000 PKR including Travel and DSA]

DESCRIPTION OF DUTIES

1. The Consultant will undertake this assignment under the guidance and supervision of the UNCTAD Senior Technical Advisor, TTFP-2, and in close cooperation with the Pakistan Customs, the National Trade and Transport Facilitation Committee (NTTFC) Secretariat, the Trade and Transport Facilitation Unit (TTFU, Ministry of Commerce), Port authorities, management of various dry ports, bonded carriers and various logistic service providers. The Consultant will undertake a substantive study and consequently prepare a report with technical recommendations, a policy advisory note for Government of Pakistan and an implementation plan/strategy on technical and policy options to address deficiencies in the procedures for the operation of Inland Clearance Facilities (referred from now onwards as Dry Ports). The recommendations will be designed to simplify the cargo transport and delivery procedures, and reduce the cargo clearance times (import and export) with a view to reducing costs for Customs, port operators, logistic service providers and traders. The development of Standard Operating Procedures (SOPs) for import and export through dry ports will be a key output. This would aim at a) developing procedures that can bring efficiency to the inland transport leg of international cargo, b) developing procedures for direct delivery system from and to the dry ports to entry/exit points and c) bringing in a uniform practice on these procedures all over the country.

2. TTFU and NTTFC would assist in arranging the meetings of the Consultant with relevant stakeholders (public and private sector) to help ensure comprehensive understanding of the issues involved in the study/subject.

3. The study will include the following aspects/tasks for all dry ports in Pakistan:
 - a) A detailed analysis of current procedures/practices (including supporting legislation) for receipt and despatch of import and export cargo with identification of key weaknesses and areas for improvement based on the existing operational environment;
 - b) A detailed analysis of procedures for transport operations to and from entry/exit points including via land border crossings and responsibilities of multimodal transport operators;
 - c) A technical analysis of the role and responsibilities of dry port operators and their cargo transfer arrangement with entry/exit points as well as transport operators and shipping lines;
 - d) Recommendations to improve, simplify and harmonize the existing procedures with a view that the dry ports should be recognized as the point of origin or destination in bills of lading so that it becomes possible to consign goods and complete customs formalities at these locations, minimizing the time and processing at entry/exit points.
 - e) Analysis of the working procedures within the dry ports, particularly import and export flow processes, and make recommendations for their improvement and standardization in order to make the dry ports more efficient.

- f) A comparative study of international best practices, including at least three concrete examples about efficient dry port facilities for customs clearance services/management, supported by accompanying data available that validates the findings/recommendations for Pakistan.
 - g) Study and recommendation of technical/policy options for the extension of customs automated clearance procedures to dry ports.
4. The recommendations in the report will take into account the views of stakeholders, particularly the Federal Board of Revenue (FBR), bonded carriers including Pakistan Railways, and port operators, who will be responsible for administering any revised procedures.
 5. The consultant may be required to present his/her findings at a meeting of the NTTFC, to other stakeholders or to the TTFP-2 project team.

MONITORING / PROGRESS CONTROL

6. Before commencing work on the report, the consultant will have a briefing session with the TTFU PD and the STA
7. The consultant will regularly communicate and coordinate (at least every two weeks) with the TTFU, to discuss and assess progress of the work, as well as to seek/receive advice as necessary, from the STA.
8. The consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
9. The consultant will also keep close contact with competent national authorities, particularly the NTTFC Secretariat.
10. For this assignment the consultant will adhere to the schedule and complete the tasks, as follows:
 - Data collection through desk research/consultations with UNCTAD and identification of contact persons and communication with relevant stakeholders.
 - **Week two (2)** (after signature of the contract) the consultant will submit an outline of the report to TTFU;
 - **Week four (4)** the consultant will travel across Pakistan for meetings with key stakeholders and key agencies, conduct site visits where necessary and possible;
 - **Week eight (8)** presentation of initial findings to UNCTAD/TTFU/NTTFC;
 - Incorporation of comments and remarks from UNCTAD/TTFU/NTTFC;
 - **Week ten (10)** further meetings with stakeholders for presentation of findings/recommendations and validation thereof,
 - Submission of final report within one (1) week of end of contract period.
11. Any variation to the above schedule must be agreed between the Consultant and TTFU.

EXPECTED OUTPUTS

12. The consultant will deliver the following outputs:
13. Prepare a report, in electronic format on the aspects outlined in paragraph 3 above within three **(3)** months of signature of contract. The report must include:

- a. Analysis of the current operational environment and issues raised by stakeholders, including key weaknesses and areas of improvement.
 - b. A strategy to improve, simplify and harmonize the operational procedures and the legislative environment for dry ports and the movement of goods under customs control ('under bond movements') that address the concerns of stakeholders, including draft Standard Operating Procedures.
 - c. Analysis and recommendations on how to extend customs automated clearance procedures to dry ports.
 - d. The report must, where necessary, include draft wording of any proposed legislative amendments/administrative instructions necessary to give effect to the revised procedures.
14. The report should include an implementation plan (approx 3 pages) to give effect to the recommendations, including timeframes, activities, responsible authorities and tentative costs
 15. Prepare a presentation (in PowerPoint format, with speaking notes) highlighting the main findings and recommendations of the report.

REQUIRED PROFILE/QUALIFICATIONS

- Qualifications:** The Consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 10 year working experience, including some experience in the region. Prior experience in and a good knowledge of customs clearance procedures and the movement of goods under customs control would be an asset. International experience would be considered as an advantage.
- Education:** Advanced university degree in economics, law, or development, with specialisation in international trade, customs and/ or transport or a first university degree with a relevant combination of professional and academic qualifications.
- Languages:** The Consultant should be fluent both in oral and written English and Urdu.

Terms of Reference (TOR) **for developing Trade Facilitation Training Module** **by a National Consultant**

Places of work: Islamabad and home based

Effective working time: [6 months, full time]

Remuneration: [PKR 3,000,000 Plus Travel and DSA]

THE CONTEXT

1. The Trade and Transport Facilitation Project 2 (TTFP-2) is implemented by the Trade and Transport Facilitation Unit (TTFU) of Ministry of Commerce with the technical advisory support of UNCTAD. It aims at improving Pakistan's competitiveness through the reduction of the cost of doing business by promoting transparency and further streamlining of trade procedures.
2. The project supports the human resource development in the area of trade facilitation (TF) for both public and private sectors. This is aimed at sharpening the understanding of the stakeholders and equipping them to benefit from international best practices. Such an outcome would reinforce the smooth implementation of trade and transport facilitation measures in Pakistan.
3. One of the activities of the TTFP-2 aims at creating a pool of experts for TF issues by building the capacity of the target participants through training. The consultant would develop the training module(s) and also identify, in consultation with PD TTFU, 100 target recipients and a tentative delivery schedule of a week long two intensive training courses per year.

DESCRIPTION OF DUTIES

4. Under the guidance and supervision of the UNCTAD Senior Technical Advisor (STA), and in close cooperation with the TTFU, National Trade and Transport Facilitation Committee (NTTFC), the Consultant will prepare two training modules in trade facilitation: one for the Public sector officials from border regulatory agencies and the other for private sector mainly working in the area of international trade and logistics. It is understood that some contents would be common to both modules but certain others would be adapted to the target audience.
5. The objective of the training modules is to build the capacity of selected stakeholders in TF disciplines and international best practices so as to constitute a pool of national experts in TF to facilitate the implementation of trade facilitation in Pakistan.
6. The core topics to be developed in the training modules are:
 - a) Trade facilitation in the broadest sense starting from the traders' premises to the entry/exit points, trade logistics including warehousing, freight forwarding, port operations, regulatory mechanisms of customs and other border agencies, use of ICT in trade transactions, among others.
 - b) International conventions and best practices relating to the identified area of TF.
 - c) Trade facilitation initiatives and work done by international organizations such as OECD, WB, WCO, WTO, ADB, and other regional groupings.
 - d) WTO trade facilitation negotiations, including GATT disciplines.
 - e) Other subjects raised by stakeholders during consultations to assess the training needs.

7. The Consultant will collect information through desk research to develop the modules and adapt them to the target audience and fine tune the module through consultations and communication with relevant stakeholders.
8. The training modules would have the following characteristics:
 - a) apply modern training techniques and methods (i.e. use of interactive technologies, internet, group discussions/forums);
 - b) the list of required and recommended readings;
 - c) clearly establish learning objectives and testing methods with sample exams and exercises ;
 - d) include facilitator guidelines for delivery of training module(s); and
 - e) feedback surveys forms for evaluation of the course content and delivery.
9. The Consultant will undertake a field-test of the training materials and would fine tune the contents and the presentation thereof on the basis of the feedback;
10. The Consultant will also indicate resource person(s) including well recognised international experts for the delivery of the training modules; and will assist in finalizing the list of trainees and the criteria and prerequisite for their acceptance in the training.
11. A final draft version of the module(s) will be peer reviewed by an international expert to ensure quality of the output and to guarantee that all important aspects of the sector are addressed. The consultant would be required to address/incorporate the recommendations of the peer review into the final draft of the module(s).

MONITORING / PROGRESS CONTROL

12. Before commencing the work, the Consultant will have a briefing session with the STA and the representatives of the TTFU.
13. The Consultant will constantly communicate and coordinate (at least once every two weeks) with the STA/Project Director of TTFU, and the NTTFC.
14. The Consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
15. For this assignment the Consultant will adhere to the schedule and complete the tasks, as follows:
 - a) Prepare of list of selected stakeholders in consultation with PD TTFU, Executive Secretary NTTFC (by week one of the contract)
 - b) Prepare and share with TTFU, NTTFC and STA a draft of teaching units and training design, including brief outlines of the two modules' content, instructional objectives and description of planned training methods (week three after commencement of contract).
 - c) TTFU/ NTTFC and STA will respond within one week;
 - d) Consult with selected stakeholders to assess the training needs and adapt the draft on the basis of consultations and responses from TTFU/ NTTFC and STA (week five)
 - e) Development of detailed/expanded outlines of units for the two modules, including examples, exercises, tests, draft facilitator guidelines, and training evaluation mechanism(week eighteen);
 - f) Sharing the final draft with international expert for peer review (week 18)
 - g) Field-test the training materials (week twenty);

- h) Revision and finalization of training materials based on comments of UNCTAD/TTFU, field test and comments from the international expert (week twenty-four).
- i) Submission of final modules within one (1) week of end of contract period.

16. Any variation to the above schedule must be agreed between the Consultant/TTFU and IC.

EXPECTED OUTPUTS

- 17. The Consultant will deliver two training modules for a week long intensive training course covering, *inter alia*, all aspects indicated in above paragraphs including guidelines for facilitator and feedback survey forms. The final version would incorporate the suggestions/recommendations of the international expert who peer reviewed the final draft of the module(s).
- 18. A CD containing the soft copies of required and recommended readings including the source, manner and estimated costs of reading materials not available free of cost.
- 19. A list of 100 prospective participants identified on the basis of an eligibility criterion and a tentative delivery schedule.

REQUIRED PROFILE/QUALIFICATIONS

- Qualifications:** The consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 10 year working experience particularly in the area of design and delivery of training modules for the international trade disciplines. Prior experience of working in the TF areas particularly at international level and knowledge of the regional trade would be an advantage.
- Education:** Advanced university degree in economics, law, or development, with specialisation in international trade, customs/transport and/or knowledge management or training development. A first level university degree with a relevant combination of professional and academic qualifications in the field would be considered in lieu of the required advanced university degree.
- Languages:** The Consultant should be fluent both in oral and written English and Urdu.

Terms of Reference (TOR)

for a study to improve the Pakistan Trade Information Portal by a National Consultant

Places of work: Islamabad and home based

Effective working time: [3 months, full time]

Remuneration: [PKR 1'000'000 including Travel and DSA]

THE CONTEXT

1. The Trade and Transport Facilitation Project 2 (TTFP-2) is implemented by the Trade and Transport Facilitation Unit (TTFU) of Ministry of Commerce with the technical advisory support of UNCTAD. It aims at improving Pakistan's competitiveness through the reduction of the cost of doing business by promoting transparency and further streamlining of trade procedures.
2. The publication of trade and transport related information in a user-friendly and timely manner is vital for trade facilitation. A tradeinfo portal has been developed and launched and running currently being maintained by the developer whose contract would expire. One of the activities of the project focuses at improving the existing trade facilitation portal www.tradeinfo.pk established by the TTFU/TFRC to ensure that it is maintained and updated on a sustainable basis. The study would, besides addressing the user friendliness and timely updating aspects, also include transition of management to TTFU/TFRC, its dissemination to relevant stakeholders and developing a web security policy for credibility, integrity and confidentiality of data in accordance with intellectual property laws.

DESCRIPTION OF DUTIES

3. Under the guidance and supervision of the UNCTAD Senior Technical Advisor (STA), and in close cooperation with the TTFU, and the National Trade and Transport Facilitation Committee (NTTFC), the Consultant will undertake a comprehensive study/assessment aimed at improving the Pakistan trade facilitation portal (www.tradeinfo.pk). The Consultant, based on the study findings will prepare a Requirements Specification Document for development and incorporation of the recommended improvements to ensure an update portal running.
4. The Consultant will undertake the specific activities/tasks listed below:
 - a. A comprehensive assessment of the existing portal regarding its scope and contents;
 - b. Identifying the obligations of Pakistan for publishing certain information arising out of existing/future WTO Trade Facilitation Agreement or other international or regional agreements and ensuring that the contents of the portal comply with such requirements;
 - c. Identify the additional segments (sectors) and information to be included in the portal for various categories of users, including business, trade, public sector and research community ;
 - d. Putting in place the mechanism for timely updating the portal to ensure that it is always updated particularly the 'bulk' changes relating to annual budget, adoption of new HS version and trade policy initiatives;
 - e. Suggesting the placement and availability of contents in a way to ensure the user friendliness of the portal with a robust searching facility ;

- f. Putting in place a mechanism for availability of trade statistics, latest and for at least five preceding years, ensuring the availability of information for country-wise and commodity-wise outputs.
 - g. Identify the organizations/stakeholders with whom some arrangements (i.e. Memorandum of Understanding – MOU) are to be signed for procurement of data on ‘pull’ or ‘push’ basis for timely updating the information along with a 'model' MOU .
 - h. Prepare a Requirements Specification Document and necessary plan with required documentation for implementing the recommended changes.
 - i. Developing a proposal to put in place a mechanism for administration, maintenance, updating and transition/transmission of all these functions to the TFRC.
 - j. Mechanism for developing a database of stakeholders including through capturing users' information and its categorization
 - k. System to disseminate relevant information to relevant users, manually or through automated system, in future.
5. Develop a mechanism to ensure the credibility, integrity and confidentiality of data available through the portal; develop the security policy and tools accordingly.
 6. Identify the necessary areas for capacity building of the TFRC personnel for smooth and sustainable functioning of the trade portal.
 7. Recommendations to ensure financial sustainability of the portal for system maintenance and operations through collaborations, outsourcing, advertising or some cost recovery methods etc.
 8. Produce a report with a power point presentation for dissemination of the portal to different stakeholders (from the public and private sector) highlighting the essential characteristics of the portal, its utility and usefulness and guide to use.

MONITORING / PROGRESS CONTROL

9. Before commencing the work, the Consultant will have a briefing session with the STA and the representatives of the TTFU.
10. The Consultant will regularly communicate and coordinate (at least once every two weeks) with the STA/Project Director of TTFU, and the NTTFC.
11. The Consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
12. For this assignment the Consultant/vendor will adhere to the schedule and complete the tasks, as follows:
 - a. **Within two (2) weeks** of commencement of contract the Consultant will submit to TTFU and STA an outline of the areas to be worked upon;
 - b. **Within four (4) weeks** the comprehensive study / audit covering all the aspects mentioned in Para 4 above will be carried out. In the week 6 the Consultant will submit the findings of the study/audit for validation to the TTFU/STA;
 - c. **Within ten (10) weeks** the Consultant will develop the Requirements Specification Document and undertake the tasks mentioned in the points 5 to 7;
 - d. The final output would be submitted latest within one (1) week after the end of contract period.
13. Any variation to the above schedule must be agreed between the Consultant/vendor and the TTFU.

EXPECTED OUTPUTS

14. The Consultant/vendor will deliver the following outputs:

- a. Findings of the study and recommendation to improve the portal covering all aspects identified in Para 4 above;
- b. An updated portal running
- c. Requirements Specification Document, including mechanism for regular updating, stakeholders list for MOU, along with 'Model MOU', mechanism for administration/maintenance/updating/transition to TFRC, key capacity building/training areas, and security policy; and
- d. Report with a power point presentation for dissemination of the portal to stakeholders.

REQUIRED PROFILE/QUALIFICATIONS

Qualifications: A university degree in economics, international relations and training in the field of information technology or computer sciences. The consultant should have a solid experience in developing/ maintaining or reviewing portals in the economic and/or trade field. Experience in the region is valuable.

Terms of Reference (TOR)

for organizing a Conference on Trade Facilitation and Regional Connectivity by a National Consultant

Places of work: Islamabad, Karachi (conference's venue) and home based

Effective working time: [2 months, full time, spread over a period of 4 months]

Remuneration: [PKR 500'000 Plus Travel and DSA]

Conference details: 2-3 days event; co-organized with UNESCAP Delhi. See concept note attached for more details

THE CONTEXT

1. The Trade and Transport Facilitation Project 2 (TTFP-2) is implemented by the Trade and Transport Facilitation Unit (TTFU) of Ministry of Commerce with the technical advisory support of UNCTAD. It aims at improving Pakistan's competitiveness through the reduction of the cost of doing business by promoting transparency and further streamlining of trade procedures.
2. The project gives particular attention to regional component of trade. One of the activities of the TTFP 2 is to organize a regional conference on trade facilitation and regional connectivity, involving members from the regulatory agencies of regional countries as well as the trading community and other stakeholders.

DESCRIPTION OF DUTIES

3. Under the guidance and supervision of the UNCTAD Senior Technical Advisor (STA), and in close cooperation with the TTFU, National Trade and Transport Facilitation Committee (NTTFC), the Consultant will undertake the following tasks:
 - a) revise and develop the concept note for the conference;
 - b) coordinate with UNESCAP Delhi for collaboration especially for bringing together practitioners from public and private sector as speakers and participants to the conference;
 - c) identify the target participants from public and private sector to be invited to the conference as well as the key speakers, brief bio data's, establish communication channels with them and overtime come up with final list;
 - d) draft invitation letters, follow up responses, and prepare the final list of participants;
 - e) develop and finalize the conference programme/agenda, including the identification of different sessions and subjects to be discussed, identification and coordination with the resource persons and speakers as finalized in consultation with the PD TTFU);
 - f) assist the PD in organizing and overseeing the conference's logistic arrangements (venue, facilities, snacks/meals).
 - g) prepare the conference material (background information, copy of related papers/studies, general information);
 - h) prepare the report of the conference containing highlights and recommendations discussed in each session and digital record of proceedings (CD or uploading to the webpage specified by PD TTFU);
 - i) Compile the coordinates of TF experts in the region and assist the PD for the establishment of a mechanism of coordination among them.

MONITORING / PROGRESS CONTROL

4. Before commencing the work, the Consultant will have a briefing session with the STA and the representatives of the TTFU.
5. The Consultant would be flexible in his/her timings to adjust his/her time as per requirement of the conference arrangement and advice of the PD TTFU.
6. The Consultant will regularly communicate and coordinate (at least once per week) with the Project Director of TTFU, to discuss and assess progress of the work, as well as to seek/receive advice as necessary.
7. The Consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
8. The overall progress control would consider the following timeframes:
 - a) Activities a) to g) listed in point 3 and the participation in the conference would be finished within **one work month**;
 - b) Activity g) would be completed within **two work weeks**; and
 - c) Activity h) would be completed within **two work weeks**.
9. Any variation to the above schedule must be agreed between the Consultant/TTFU and IC.

EXPECTED OUTPUTS

10. The main output of the Consultant will be the successful organization of the conference and a report of the event including:
 - list of participants and all people/organizations contacted;
 - concept note and agenda of the conference;
 - summary of presentations and discussions;
 - conclusions incorporating the recommendations and important points discussed;
 - digital record of the proceedings and
 - a compilation of coordinates of the participants of the conference and TF experts from countries in the region and an outline for establishment a mechanism for coordination amongst them.

REQUIRED PROFILE/QUALIFICATIONS

- Qualifications:** The consultant will be a specialist in international trade, logistics, customs and/or transport with a minimum of 5 year working experience, including some experience in the region. The consultant must have prior experience of participation and in organizing similar events.
- Education:** Advanced university degree in economics, law, or development, with specialisation in international trade, customs and/or transport or a first level university degree with a relevant combination of professional and academic qualifications.
- Languages:** The Consultant should be fluent both in oral and written English and Urdu.

Terms of Reference (TOR)
for a study of the present state of facilities at selected border crossing points
and establishment/management of integrated border check posts
by a National Consultant

Places of work: Islamabad and home based

Effective working time: [3 months/12 weeks, full time over a period of 4 months/16 weeks]

Remuneration: [PKR 2'000'000 including Travel and DSA]

THE CONTEXT

1. The Trade and Transport Facilitation Project 2 (TTFP-2) is implemented by the Trade and Transport Facilitation Unit (TTFU) of Ministry of Commerce with the technical advisory support of UNCTAD. It aims at improving Pakistan's competitiveness through the reduction of the cost of doing business by promoting transparency and further streamlining of trade procedures.
2. The project pays special attention to resolving 'at the border' trade facilitation issues. The study of present state of facilities at selected border crossings and institutional parameters based upon international best practices for establishment of integrated border check posts at the border entry points of Wagha, Torkham, Khunjrab, and Chaman is envisaged an essential element for facilitating cross border trade with neighbouring countries.
3. Integrated facilities at the border crossing points between neighbouring countries whereby the goods may be transported from one country to another without duplication of formalities regarding checking of documents, goods and vehicles, and cooperation between border agencies of neighbouring states are the key elements for facilitation of trade. This requires different elements such as well laid out and equipped border posts, use of modern IT systems, scanners, weighbridges, cargo handling equipment, banking facilities, testing laboratories and well trained staff for all border crossing formalities. The border services must co-operate and coordinate (at formal and informal levels) to a larger extent so that border crossings become more open in terms of flow of trade and persons, and at the same time more functional in suppressing trans-border crime. To achieve this, a system of integrated border management has to be developed.

DESCRIPTION OF DUTIES

4. Under the guidance and supervision of the UNCTAD Senior Technical Advisor (STA), and in close cooperation with the TTFU, and the National Trade and Transport Facilitation Committee (NTTFC), the Consultant will carry out a comprehensive study of the present state of facilities at **four** selected border entry points, and recommend the required arrangements based upon best international practices. The study will define the institutional parameters for establishment of integrated border check posts for all **four** border entry points. Special attention would be paid to border posts with India (i.e. the check post at Wagha- Attari) to develop the pilot project which could be replicated at selected land border crossings after successful testing and operations.
5. The 'three pillars' approach of integrated border management would be considered for this study:
 - a. Intra-service cooperation and coordination, dealing among different levels of hierarchy within an agency or ministry.
 - b. Inter-agency cooperation and coordination, which implies the participation of different ministries and agencies including identifying lead agency.
 - c. International cooperation and coordination involving agencies and ministries across international borders.
6. The Consultant will undertake the specific activities/tasks listed below:

- a. Analyse the existing facilities and operating procedures involved in processing and clearance of international cargo through land border crossings (i.e. national and regional regulatory framework and policies on border management, cooperation/collaboration with neighbouring countries, compatible systems in the light of international best practices) including the infrastructure and other logistic facilities at each identified border post.
 - b. Building on the current state of play, identify the potential opportunities and challenges for establishing an integrated border management system with selected border entry points
 - c. Assess the current capacity and potential requirements of all four selected border entry points in order to develop those as integrated border management check posts. The elements to be taken into account are:
 - i. Legal framework and regulatory practices: describing the necessary legal basis for the implementation of coordinating structures for cooperation.
 - ii. Institutional framework that outlines the organizational setting needed to introduce the integrated system concept. It includes the description of management policies within domestic agencies.
 - iii. Procedures and operations for coordination and cooperation in the field of the above-mentioned three pillars.
 - iv. Human capacity available, human resources needed and training dealing with recruitment and training issues in the framework of coordination and cooperation.
 - v. Communication policies, techniques, procedures, and information exchange that provides guidance on how best to create standardized and efficient exchange and flow of relevant information.
 - vi. Use of information technology for cooperation and coordination at all levels.
 - vii. Infrastructure and equipment which complements each above-mentioned point at all levels.
 - d. Prioritize those requirements and actions needed for establishing an integrated border management system including resource requirement, challenges and opportunities with special attention to the physical infrastructure and equipment requirements as well as regulatory practices;
 - e. Prepare a pilot project plan to implement an integrated border management system at Wagha border.
 - f. Estimate the budgetary requirements and timelines for implementation of actions according to the recommendation and plan of action contained in the Plan for the pilot Project at Wagha.
 - g. Draft a policy advisory note for implementation of pilot project and replication of integrated border check post mechanisms at selected border posts.
7. For the study, the Consultant would take into account that the system should avoid duplication of efforts, and would promote joint processing and resource sharing with cross-border agencies to the extent practicable.

MONITORING / PROGRESS CONTROL

8. Before commencing the work, the Consultant will have a briefing session with the STA and the representatives of the TTFU.
9. The Consultant will regularly communicate and coordinate (at least once every two weeks) with the STA/Project Director of TTFU, and the NTTFC.

10. The Consultant may also be required to meet with the STA in Pakistan during the period of the consultancy.
11. For this assignment the Consultant/vendor will adhere to the tentative schedule and complete the tasks, as follows:
 - a. **Within two (2) weeks** of commencement of contract, after initial briefing with STA, the Consultant will submit to TTFU and STA an outline of the study including the schedule of visits to the border entry points;
 - b. **Within ten (10) weeks** after commencement of contract the comprehensive study covering all the aspects mentioned in Para 5, 6 and 7 above will be carried out, including literature review, site visits and, when necessary, interviews with stakeholders. Initial findings will be submitted to TTFU/STA within week **six (6)** for feedback from Project Director /STA within one week.
 - c. **During week eleven (11)** the Consultant will submit the final findings of the study for validation to the TTFU/STA; the Consultant would receive feedback and comments within one week.
 - d. The final output would be submitted latest within **one (1)** week after the end of contract period.
12. Any variation to the above schedule must be agreed between the Consultant and the TTFU.

EXPECTED OUTPUTS

13. The Consultant will deliver a study report containing Plan for Pilot Project at Wagha (as per para 6 e, f & g above) and a policy advisory note for developing integrated border check post mechanisms at selected border posts covering all the aspects mentioned in Para 5, 6 and 7.
14. A PowerPoint presentation covering study findings and pilot project plan with policy advisory note will be developed and submitted along with speaking notes.

REQUIRED PROFILE/QUALIFICATIONS

15. A university degree in economics, international relations or related areas. The consultant should have a solid experience in customs process, international trade, and trade logistics. The previous experience of working on development of integrated border management systems is desirable. International experience including in the region is valuable.