



Pre-Offer Conference - Meeting Minutes

Procurement Reference: MCABEPQC/QCBS-26-3007

Procurement Title: Quality Assurance & Policy Reform Consultancy

Date: 29th July 2026

Time: 9:29 – 10:46 a.m. CST

Venue: Virtual (Microsoft Teams)

1. Introduction

The Pre-Offer Conference for the Quality Assurance & Policy Reform Consultancy was held virtually to provide prospective offerors with an overview of the procurement requirements and an opportunity to improve the preparation of the offers.

Ms. Carolyn Crawford, MCA-Belize Director, Procurement & Grants, welcomed participants and thanked them for their interest in the procurement. Participants were reminded that the purpose of the meeting was to facilitate a better understanding of the solicitation documents and that only written responses issued through the mechanisms stated in the solicitation document constitute official clarifications.

2. MCA – Belize and MCC Representatives

The following representatives participated in the conference:

- Carolyn Crawford – MCA-Belize Director, Procurement & Grants
- Juan Carlos Barahona – Procurement Agent Manager
- Dr. Tanesha Ross – Director, Quality Secondary Education
- Dr. Wesley Hickey – Managing Director, Education Project
- Christie Cobb – Specialist, Education Resources

- Shanine Campbell – Training Specialist
- Rebecca Martinez – Associate Director of Education, MCC
- Stacy Rivers – Procurement Agent Administrative Assistant

Representatives of interested consulting firms also attended.

3. Procurement Overview

Guidelines for the session were mentioned:

- Attendance at the conference is not a mandatory requirement for participation in subsequent stages of the procurement process.
- Minutes will be provided to all prospective Offerors and posted on MCA-Belize website.
- For questions that require a detailed review, participants will be requested to submit a formal Request for Clarification in writing, in accordance with the tender clarification procedure.

The Procurement Agent Manager (PAM), Mr. Juan Carlos Barahona, presented an overview of the procurement process and the Request for Offers (RFO) document, highlighting the following:

- The Millennium Challenge Corporation (MCC) Procurement Principles were described and confirmed as an integral part of this selection process.
- The procurement is conducted using the **Quality and Cost-Based Selection (QCBS)** method.
- The structure of solicitation consists of two parts and specific sections:

Part 1 – Selection Procedures

- Instructions to Offerors (ITO);
- Procurement Data Sheet (That complements the ITO);
- Qualification and Evaluation Criteria;
- Technical Offer Forms
- Financial Offer Forms
- Terms of Reference (TOR);

Part 2 – Contract Documents

- General Conditions of Contract (GCC);
 - Special Conditions of Contract (SCC that complements the GCC)
 - Contract Forms and Annexes
- Offerors are advised to carefully review both Part 1 and Part 2 of the solicitation documents when preparing their offers. The contract forms included in Part 2 will serve as the basis for drafting the contract with the successful Offeror.
 - Technical proposals will first be evaluated.

- Only financial proposals from eligible and technically qualified offerors will be opened.
- **Technical proposals shall not contain any price information.**
- Clarification requests must be submitted only through the official procurement email identified in the solicitation.
- Responses to clarification requests will be shared with all prospective offerors.
- Offers must be submitted electronically through the **Dropbox link** provided in the RFO. Hard-copy or email submissions will be rejected.
- Proposal validity shall be a minimum of **120 days**.
- The estimated budget for this consultancy is **US\$2,300,000.00**. This amount is just an estimation for indicative purposes. Offerors need to analyze carefully their own proposed price, noting that a Price Reasonableness Analysis (PRA) will be conducted.
- Sub-consultants and individual experts may participate in more than one proposal.

4. Consultancy Overview

The Director of Quality Secondary Education (DQSE), Dr. Tanesha Ross, provided an overview of the **Quality Assurance and Policy Reform Consultancy**, emphasizing that the consultancy is intended to establish an operational, data-driven National Education Quality Assurance System that is embedded within the Ministry of Education's existing structures. The ultimate objective is to strengthen school improvement processes and improve student learning outcomes through a sustainable and institutionalized quality assurance framework.

Consultancy Deliverables

The consultancy is expected to be implemented over a **sixty-eight-week period** and includes the following key deliverables:

- Inception Report
- National Education Quality Assurance Framework
- Quality Assurance Procedures
- Quality Assurance Implementation Tools
- Data Quality Strengthening
- Technical Specifications for the Information System
- Pilot Implementation
- Change Management Strategy
- Licensing and Career Reform Recommendations
- Capacity Building Activities
- National Rollout Plan

Dr. Ross (DQSE) explained that the deliverables are intentionally sequenced to move from **system design**, to **piloting and validation**, and ultimately to **institutional adoption and sustainability**.

Consultants are expected to demonstrate how each deliverable is built logically upon the previous one, forming a coherent implementation strategy rather than a series of independent outputs.

Long-Term Sustainability

Dr. Ross emphasized that the consultancy is intended to establish a sustainable National Education Quality Assurance System that will continue beyond the life of the Belize Compact. The long-term vision is for the Ministry of Education to lead a fully institutionalized quality assurance system supported by a common framework for school improvement, digitally enabled processes integrated with the Belize Ministry of Education Information System (BEMIS), strengthened institutional capacity, and a culture of continuous improvement focused on improving student learning outcomes. She noted that sustainability is not a final deliverable but a guiding principle that should be embedded throughout every stage of implementation.

Building a Culture of Continuous Improvement

Dr. Ross emphasized that the consultancy should promote a culture of continuous improvement by encouraging the use of evidence and data to strengthen teaching, learning, and decision-making. She noted the importance of instructional leadership, meaningful teacher development, and using student learning outcomes to guide planning, resource allocation, and policy decisions. Consultants were encouraged to demonstrate methodologies and implementation strategies that support these long-term system outcomes.

Stakeholder Engagement

Successful implementation will require close collaboration across Belize's education sector. Consultants are expected to demonstrate strong stakeholder engagement and change management approaches that actively involve:

- MCA Belize
- MoECST
- District Education Centers
- Managing Authorities
- School Leaders & Teachers
- Students & Parents
- Development Partners
- Civil Society Organizations

It was emphasized that the long-term success of the National Education Quality Assurance System will depend as much on collaboration, stakeholder ownership, and trust as on technical excellence.

Key Personnel Expectations

Dr. Ross highlighted that the following positions are designated as **Key Personnel**:

- Team Leader/Education Quality Assurance and Systems Reform Expert (also serving as the Resident Project Manager)/Education Data Monitoring and Quality Assurance Specialist

The Team Leader is expected to be **based in Belize on a full-time basis** throughout the assignment due to the highly collaborative nature of the consultancy.

Prospective consultants were encouraged to structure their proposals to demonstrate how their resident team will:

- Provide technical leadership.
- Facilitate stakeholder engagement.
- Support implementation activities.
- Transfer knowledge to Ministry personnel.
- Strengthen institutional capacity.
- Position the Ministry of Education to sustain the National Education Quality Assurance System well beyond the life of the Belize Compact.

Closing Remarks

Dr. Ross concluded by thanking all prospective consultants for their interest in this important national initiative and encouraged the submission of innovative, technically rigorous proposals that combine international expertise with a strong commitment to strengthening Belize's education system for future generations.

5. Evaluation Methodology

The Procurement Agent Manager (PAM) explained that proposals will undergo a comprehensive evaluation process in accordance with the Request for Offers (RFO). This process includes:

Administrative Review

- Verification of proposal completeness and compliance with submission requirements.
- Confirmation that all required forms are completed and signed.
- Review of eligibility and compliance with mandatory requirements.

Technical Evaluation

Technical proposals will be evaluated out of **100 points** using the published evaluation criteria and scoring methodology.

The evaluation includes:

- Organizational Experience and Technical Capacity (30 points);
- Technical Approach, Methodology, and Work Plan (40 points);
- Key Personnel Qualifications and Experience (25 points), and
- Local and Regional Experience (5 points).

The PAM emphasized that consultants must demonstrate successful experience on at least two similar projects completed within the last seven years to satisfy the mandatory qualification requirements. The minimum passing technical score is **80 points**.

Financial Evaluation

Only proposals achieving the minimum technical score will proceed to financial evaluation. Financial proposals will undergo an administrative completeness review, arithmetic check, and price reasonableness analysis before scoring.

Final rankings will be determined using the following weighting:

- Technical Proposal – **80%**
- Financial Proposal – **20%**

6. Proposal Preparation

Participants were reminded to:

- Submit separate **Technical** and **Financial** proposals, ensuring that no pricing information is included in the Technical Proposal.
- Use only the prescribed technical and financial offer forms provided in the Request for Offers (RFO).
- Complete and sign all required submission forms, as unsigned or incomplete submissions may be rejected.
- Submit proposals electronically through the designated **Dropbox link** only; proposals submitted by email or in hard copy will not be accepted.
- Include proposals in **PDF format**, with editable Microsoft Office versions encouraged.
- Ensure proposals remain valid for a minimum of **120 days** after the submission deadline.
- Submit any requests for clarification by **August 5, 2026**, and carefully consider any clarifications or amendments issued before finalizing proposals.
- Carefully review the **Terms of Reference, General Conditions of Contract, and Special Conditions of Contract** prior to submission.
- Avoid last-minute submissions, as late proposals will not be accepted.

7. Common Proposal Preparation Errors

The PAM highlighted several common errors that may result in rejection or adversely affect evaluation, including:

- Failure to meet the mandatory qualification requirements;
- Late submission of proposals;
- Submission of incomplete or unsigned proposal forms;
- Submission by unauthorized methods (email or hard copy instead of the designated Dropbox link);
- Failure to include all required technical and financial forms;
- Inclusion of price information in the Technical Proposal;
- Material deviations, reservations, or omissions from the Request for Offers (RFO);
- Failure to meet the required proposal validity period of 120 days;
- Arithmetic errors or unrealistic/unbalanced pricing in the Financial Proposal; and
- Failure to adequately demonstrate the required organizational experience, methodology, technical capacity, or qualifications of key personnel.

Offerors were encouraged to complete internal quality reviews before submission.

8. Questions and Responses

The following questions were raised during the conference.

Question 1

Our key preliminary question is whether a United Nations entity is eligible in principle to participate as a lead offeror under this specific RFP? We understand that the more detailed contractual questions, including those related to a possible special arrangement for multilateral organizations under Section 4.15 in the Procurement policy & guidelines, will be addressed through the written clarification process, as mentioned at the beginning, and we have already submitted them in writing. However, at this stage, the key point for our internal assessment is whether we are eligible or not to participate in this call. Thank you!

Response

The Procurement Agent Manager (PAM), Juan Carlos Barahona, acknowledged receipt of the question and advised that MCA-Belize would need to review the matter internally and confirm the response with the relevant team. He explained that sufficient information and supporting documentation were not available during the meeting to provide a verbal response. The PAM confirmed that a formal written clarification notice would be issued with the official response.

Question 2: Timing of Clarification Responses and Proposal Submission Deadline

A prospective offeror requested clarification on whether MCA-Belize would provide responses to clarification questions on a rolling basis, particularly for fundamental questions related to eligibility and key design aspects of the consultancy. The offeror noted that responses issued by the stated deadline of August 14, 2026, would provide limited time for offerors to incorporate any substantive clarifications before the proposal submission deadline of August 28, 2026. The offeror also inquired whether an extension of the submission deadline would be considered if significant changes resulted from the clarification process.

Response:

The PAM explained that MCA-Belize reserves the right to issue responses by the established clarification deadline. However, offerors were encouraged to submit clarification requests as early as possible. MCA-Belize would make efforts to review and respond to questions in advance where feasible and would aim to provide responses in batches. The PAM noted that clarification requests require review and internal approvals and encouraged offerors to submit their questions promptly to allow sufficient time for consideration. He further advised that any resulting clarification notices or amendments would be issued through the formal process.

9. Closing

Participants were thanked for their interest in the procurement.

Offerors were encouraged to:

- Carefully review all solicitation documents;
- Submit clarification requests before the specified deadline;
- Prepare proposals that fully address the Terms of Reference and Contract information; and
- Submit proposals with sufficient time before the submission deadline to avoid technical difficulties.

The conference concluded at 10:46 am CST with appreciation to all participants for their attendance.

Attachments:

- **RFP-26-3007-Pre-Offer-Conference-Presentation**
- **Attendance List**



Pre-Offer Conference

MCA-Belize Education Project

**Request for Offers (RFO)
MCA-B/EDU/QCBS/26/3007**

Quality Assurance and Policy Reform

29 July 2026 / 9:30 am / Belize City, Belize



Carolyn Crawford / MCA-Belize Procurement Director



Dr. Tanesha Ross/ MCA-Belize, Director, Quality Secondary Education



Juan Carlos Barahona / Procurement Agent Manager



PURPOSE AND SCOPE OF THE PRE-OFFER CONFERENCE

Session Guidelines

- Pre-Offer conferences are encouraged to avoid misunderstanding and mistakes in Offers which can be difficult to cure after submission of the Offer.
- Attendance is not mandatory.
- Minutes will be provided to all prospective Offerors and posted on MCA-Belize website.
- We will be pleased to address any general questions during this Pre-Bid Conference. However, for questions requiring a detailed review, interpretation of the bidding documents, or clarification of specific requirements, we kindly request that participants submit a formal Request for Clarification in writing. This will allow us to carefully evaluate the inquiry and provide an official response that is communicated consistently and fairly to all prospective bidders, ensuring transparency and equal access to information throughout the procurement process.
- This presentation is provided for informational purposes only. In the event of any discrepancy or inconsistency, the provisions set forth in the RFO document, together with any subsequent clarifications and/or amendments, shall prevail and govern the procurement process.

MCC PROCUREMENT PRINCIPLES

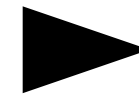
MCC Procurement Principles

- Open, fair, and competitive procedures must be used in a transparent manner to solicit, award, and administer contracts and to procure goods, works, and services.

- Solicitations for goods, works, and services must be based upon a clear and accurate description of the goods, works, and services to be acquired.

- Contracts must be awarded only to qualified and eligible contractors that have the capability and willingness to perform the contracts in accordance with their terms on a cost effective and timely basis.

- No more than a commercially reasonable price, as determined



Open to all eligible offerors, Bid Challenge, Notifications

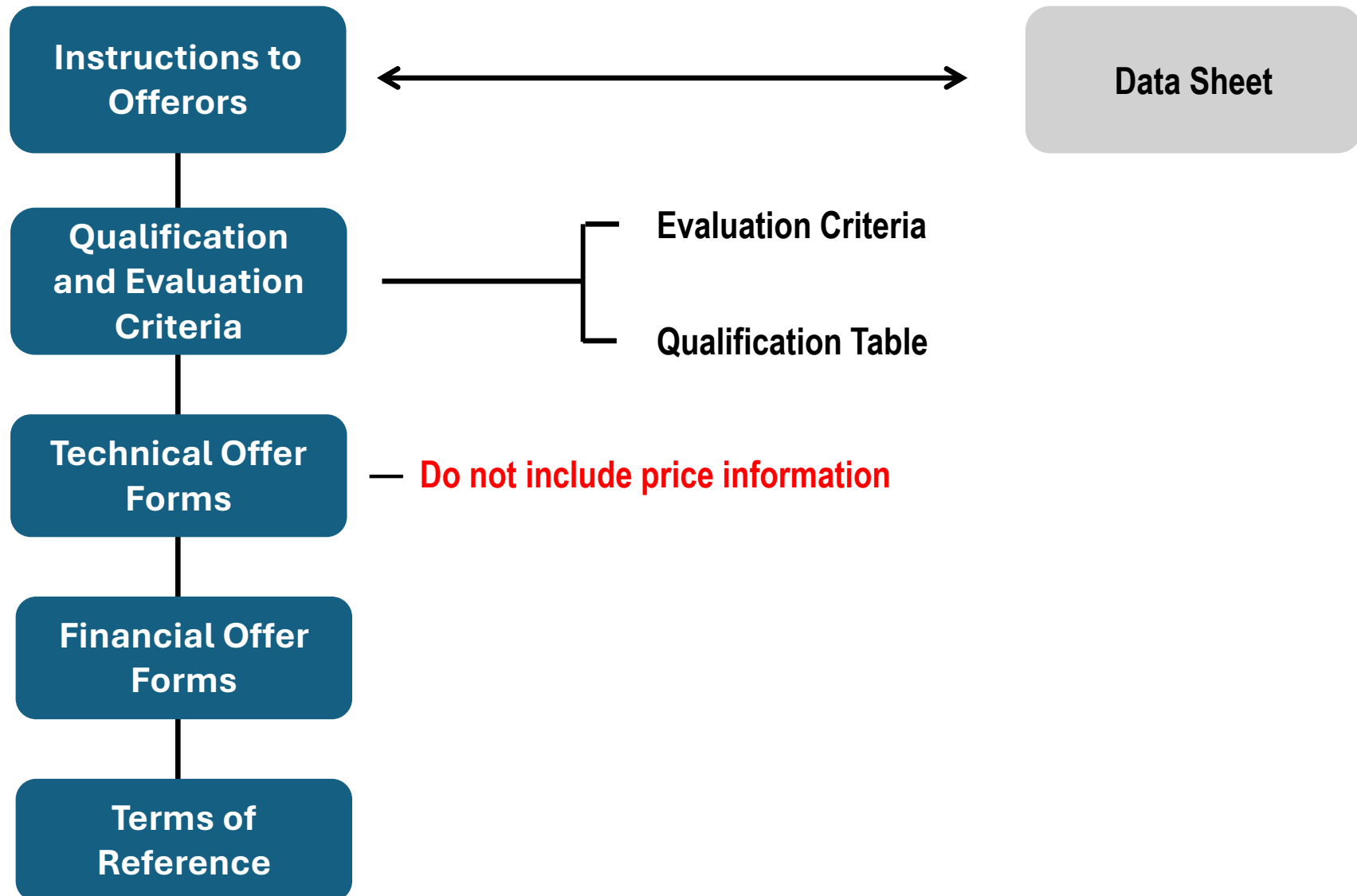
Instruction to Offerors, Tender clarifications, TOR

Evaluation Criteria, acceptance of contract terms

Price Reasonableness Analysis (PRA)

OVERVIEW OF THE REQUEST FOR OFFERS (RFO)

Part 1 – Selection procedures



Procurement Method: Quality and Cost Based Selection (QCBS)

Deadline to submit written clarifications: 5 August 2026 /
pabelize@charleskendall.com

Responses issued on: 14 August 2026

Proposals Submission Deadline: 28 August 2026, 14:00 hours (Belize)

Format: Microsoft office or PDF / Paper proposals or sent by email proposal shall be rejected / the proposals shall be submitted through the provided Dropbox link

Password Protection:

MCA-Belize does not require password protection for the Technical and Financial offers. However, if an offeror elects to submit a technical and financial offer with password protection, the password should be sent no later than 15 minutes before the opening of the technical and financial offers

Validity of offers: 120 days after the submission deadline

Language: English

Estimated Budget: USD 2,300,000

Currency: USD (United States Dollars)

Sub-consultant (If any): May participate in more than one offer

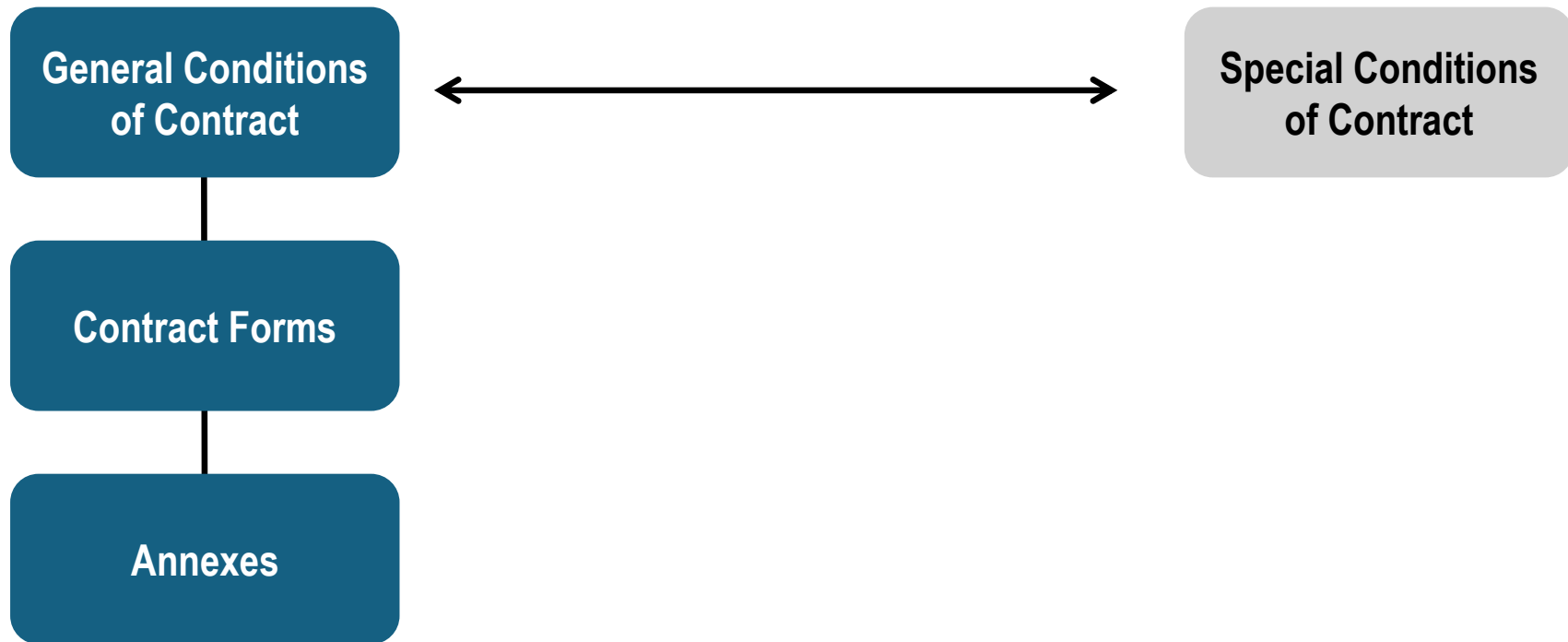
Individual Expert: May participate in more than one offer

UNCLASSIFIED



CONTRACT DOCUMENTS

Part 2 – Contract Documents



General Conditions of Contract: [Link provided in the RFO, offerors must download and review before submitting an offer](#)

Special Conditions of Contract:

GCC 10.5 Resident project manager: [Shall be required](#)

GCC 13.2: [Procedure for disputes or claims](#)

GCC 17.3: [Payment schedule \(Linked to deliverables\)](#)

GCC 18: [The applicable tax treatment shall be governed by Section 2.8 and Annex VI of the Millennium Challenge Compact between the United States of America and the State of Belize](#)



SCOPE OF CONSULTANCY

Quality Assurance and Policy Reform Consultancy:

Education Project – Millennium Challenge Account – Belize

Objective of the Project

To **strengthen the quality and relevance** of post-primary education in Belize.

To **increase the number of post-primary graduates** with competencies relevant to labor market demand.

To **build an education system** that promoted quality, accountability, and continuous improvement.

The consultancy has four (4) major components:

1. Development and Implementation of a National EQA Framework
 - Development of Standards
 - Drafting of the National EQA Framework
 - Development of the Quality Evaluation, Supervision, and Improvement Planning Procedures and Tools
 - Pilot and Refinement
2. Strengthening Data Quality and Information Systems for the National EQA Framework
 - Data Quality Strengthening
 - Technical Specifications for an EQA Information System Option
 - Data Governance
3. Change Management and Institutional Strengthening
 - Change Management Strategy
 - Capacity Building
 - Institutionalization
4. Reform of Licensing, Appraisal, and Career Pathways
 - Career Pathways
 - Licensing Reform
 - Appraisal and Performance-Based Incentives
 - Dual Subject Certification

Ultimate Outcome: The objective of this consultancy is to design, pilot, and support institutional adoption of a National Education Quality Assurance System that is operational, data-driven, and embedded within the MoECST systems to strengthen accountability for learning outcomes and school improvement.

Education Project – Deliverables

#	Deliverable	Due Date
(i)	Inception Report	Week 4 after the Contract Effective Date
(ii)	Quarterly Report No. 1	Week 12
(iii)	Draft National Education Quality Assurance Framework	Week 16
(iv)	Quality Assurance Procedures, Tools, and Implementation Package; Quarterly Report No. 2	Week 24
(v)	Data Quality Strengthening Framework and Plan	Week 28
(vi)	Draft QAMIS Needs Assessment and Technical Specifications	Week 32
(vii)	Quarterly Report #3	Week 36
(viii)	Pilot Implementation and Validation Report (EQA Tools and Processes); Quarterly Report #4	Week 48
(ix)	Change Management Strategy and Training Materials	Week 52
(x)	Draft Licensing & Career Reform Policy and Regulatory Package	Week 56
(xi)	Quarterly Report #5	Week 60
(xii)	Capacity Building Report	Week 64
(xiii)	Final Report and National Rollout Plan	Week 68

By the conclusion of the Compact, Belize should have:

- A fully institutionalized **National Education Quality Assurance System** owned and led by the Ministry of education.
- A **common national framework** guiding school supervision, school self-evaluation, school improvement planning, and performance monitoring.
- A **digitally enabled quality assurance ecosystem**, integrated with BEMIS and other education information systems to support real-time monitoring and evidence-based decision making
- **Institutional capacity** within the Ministry to implement, refine, and sustain quality assurance processes without external support.
- A **culture of accountability and continuous learning**, where quality assurance is viewed as a mechanism for supporting schools rather than just evaluating them.
- An education system that is **responsive, data-driven, and focused on improving teaching, learning, and student success**.

Building a Culture of Continuous Improvement:

This consultancy will help establish an education system where quality assurance becomes an integral part of how schools and the Ministry operate.

Expected System Outcomes:

- 1 Quality Assurance is embedded**
Embed the framework within Ministry policies, systems, and day-to-day operations.
- 2 Schools routinely use evidence**
Use evidence to reflect on performance, identify priorities, and implement improvement strategies.
- 3 School leaders become instructional leaders**
Use quality standards and performance data to support teachers and improve learning.
- 4 Teachers receive meaningful feedback**
Use feedback to that strengthen professional practice and enhances classroom instruction.
- 5 National education data**
Data that informs decision-making, resource allocation, and policy development across the system.
- 6 Student learning outcomes**
Use student outcomes as the central measure of success, continuous improvement

Key Stakeholders:

- MCA-Belize
- MoECST
- District Education Centres
- Managing Authorities
- School Leaders & Teachers
- Students & Parents
- Private Sector & Civil Society
- Program Partners

Key personnel (In Country and Full Time):

- **Team Leader / Education Quality Assurance and Systems Reform Expert/Resident Project Manager**
- **Education Data, Monitoring, and Quality Assurance Specialist**



Tender Document Walkthrough

- Section III Qualification and Evaluation Criteria
- Technical Offer Forms
- Financial Offer Forms
- Contract



COMMON ERRORS TO AVOID

- Submitting offers after the deadline
- Offer validity less than the minimum required (120 days)
- Wrong contact details of previous assignments. MCA-Belize will verify references
- Technical Offer Submission Form not signed or signed by unauthorized person
- Incomplete Technical and/or Financial Forms
- Ignoring clarification requests – Wrong email address provided
- Offer unrealistic prices
- Include price information in the technical offer
- Arithmetical errors
- Failing to describe correctly the relevant experience
- Key Personnel do not meet the requirements
- Include conditions in the offer that contradict the contract
- Inconsistent information
- Unrealistic level of effort
- Present “copy-paste” from TOR for the Methodology-Approach without detailed analysis

QUESTIONS AND ANSWERS

Closing Remarks and Next Steps

Pre-Offer Conference
Quality Assurance & Policy Reform Consultancy
MCA-B/EP/QCBS/26/3007
Attendance Register (Prospective Offerors)
29-Jul-26

No.	Name	Email	Representing	Country
1	Pascale Buist	buistp@c2dservices.com	C2D Services	Canada
2	Elisabeth Maxwell	ElisabethM@creativcdc.com	Creative Associates International	USA
3	Catherine Fontaine	CatherineF@creativcdc.com	Creative Associates International	USA
4	Rebecca Stone	RebeccaS@creativcdc.com	Creative Associates International	USA
5	Cathy Rogers	CRogers@fhi360.org	Family Health International (FHI 360)	USA
6	Mohammad Basel Hafez	MHafez@fhi360.org	Family Health International (FHI 360)	USA
7	Christina Powell	CPowell@fhi360.org	Family Health International (FHI 360)	USA
8	Kate Pavelich	KPavelich@fhi360.org	Family Health International (FHI 360)	USA
9	Caitlin Downs	cdowns@fhi360.org	Family Health International (FHI 360)	USA
10	Terry Hall	terry@freedompartnerships.com	Freedom Partnership Services LLC	USA
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20	Charlie Graziano	cgraziano@rti.org	RTI International	USA
21	Lauren McAskil	LMcAskil@sts-international.org	School-to-School International	USA