



Pre-Offer Conference - Meeting Minutes

Procurement Reference: MCA-B/EDU/QCBS/26/3008

Procurement Title: TVET Technical Support Consultancy

Date: 6th August 2026

Time: 9:30 – 10:33 a.m. CST

Venue: Virtual (Microsoft Teams)

1. Introduction

The Pre-Offer Conference for the **TVET Technical Support 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/MCC Belize Representatives

The following representatives participated in the conference:

- Carolyn Crawford – MCA-Belize Director, Procurement & Grants
- Juan Carlos Barahona – Procurement Agent Manager
- Wesley Hickey – MCA-Belize Managing Director, Education Project
- Justine Hufford – MCC Deputy Country Director
- Shanine Campbell – MCA-Belize Training Specialist, Education Project
- Christie Cobb – MCA-Belize Education Resource Specialist, Education Project

- Dr. Tanesha Ross – MCA-Belize Director, Quality Secondary Education
- Dr. Patrice Parris Searles – MCA-Belize Director, TVET Education
- 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, and
- Terms of Reference (TOR);

Part 2 – Contract Documents

- General Conditions of Contract (GCC);
 - Special Conditions of Contract (SCC that complements the GCC)
 - Contract Forms
 - 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 TVET Director, Dr. Patrice Parris Searles, presented the objectives, background and scope of the consultancy.

The consultancy will support the Government of Belize in strengthening the country's Technical and Vocational Education and Training (TVET) system through institutional reform and capacity development over a **96-week** implementation period.

The expected outcomes include:

- Operationalization of the National Training Authority (NTA);
- Establishment of Sector Skills Councils with active employer participation;
- Development of a national Quality Assurance System for TVET;
- Strengthened learner pathways from education into employment;
- Development of labour market information systems, graduate tracer studies and performance monitoring systems;
- Development of policies, procedures and guidelines to support the TVET grant system; and
- Sustainable institutional capacity to ensure continued operation beyond completion of the consultancy.

Participants were reminded that the detailed deliverables and implementation schedule are contained in the Terms of Reference and should be reviewed carefully.

MCA Belize emphasized that it seeks a strategic implementation partner capable of adapting international best practices to Belize's context while ensuring effective knowledge transfer and stakeholder collaboration throughout implementation.

The consultant may propose an appropriate multidisciplinary team; however, the presentation highlighted the expectation that key personnel maintain an in-country presence to facilitate implementation and collaboration. Participants were advised that any ambiguity between the presentation and the TOR would be clarified through an official amendment if required.

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

The PAM highlighted the importance of complying with the Mandatory Requirement for the Consultant, which will be evaluated on a Pass/Fail basis.

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 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:

- Use only the offer templates provided;
- Ensure CVs follow the prescribed format;
- Ensure staffing schedules align with TOR and proposed deliverables;
- Complete all required eligibility forms; and
- Carefully review the contract conditions before submission.
- Avoid “Last minute submission”. Late offers ***will be*** rejected.

7. Common Proposal Preparation Errors

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

- Late submission;
- Offer validity below the required period;
- Unsigned submission forms;
- Submission by unauthorized signatories;
- Incomplete proposal forms;
- Inclusion of price information in the technical offer;
- Unrealistic or unbalanced pricing;
- Arithmetic errors;
- Poor description of relevant experience;
- Proposing personnel who do not meet qualification requirements;
- Inconsistencies between staffing, methodology and work plan; and
- Submission of generic methodologies that do not adequately address the Terms of Reference.

Offerors were encouraged to complete internal quality reviews before submission.

8. Questions and Responses

The following questions were raised during the conference.

Question 1

Can MCA Belize confirm whether two key experts are expected to be based in Belize throughout the consultancy?

Response

The presentation reflected this expectation; however, MCA Belize acknowledged that the wording in the TOR may require clarification. An official written clarification will be issued and, if necessary, the solicitation documents will be amended.

Question 2

In Section VII, SCC GCC 17.3, how were the payment percentages for each deliverable established? Are these fixed contractual payment milestones, or can they be adjusted during contract negotiations?

Response

Offerors were encouraged to submit any observations through the formal clarification process during the bidding stage. Any proposed revisions received before submission closing will be considered. Contract discussions with the selected consultant may also address implementation details where appropriate.

Question 3

Regarding Criterion 4 - Local and Regional Experience ("Experience working in Belize and/or Caribbean small-state education and TVET systems, including understanding of institutional and implementation realities relevant to the assignment") on page 13, can you please confirm that it can be fulfilled by a Member of the Joint Venture or a Su-Consultant? Or does the lead/prime organization of the Joint venture should also comply with this criterion?

Should the Resident project manager be Belizean or can he/she be International? Is it expected to be a full-time position?

Response

Participants were referred to the Qualification Table in Section III contained in the solicitation documents. MCA-Belize advised that an official clarification would be issued. Offerors were also reminded that, where specified, sub-consultant experience will not be considered during evaluation.

Question 4

Can MCA Belize provide the National TVET Policy 2025 document?

Response

MCA Belize advised that the request would be reviewed. If approved, access to the document will be issued to all prospective Offerors through an official addendum.

Question 5

Can you please provide a list of countries that would fit into the definition of “Caribbean-small state education and TVET systems”? (see page 13, local and regional experience)

Response

The request will be reviewed internally. Any official guidance will be communicated through the formal clarification process.

Question 6

Just to clarify my question, in the ToR it is stated just the project manager should be based in Belize, but I think you mentioned in your presentation 2 experts should be based in Belize.

Response

MCA Belize acknowledged the inconsistency and confirmed that the matter would be reviewed. An official clarification or amendment will be issued, if required.

9. Closing

Participants were thanked for their attendance and 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 well in advance of the submission deadline to avoid technical difficulties.

The conference concluded with appreciation to all participants for their attendance at 10:33 am CST.

Attachments:

- **RFP-26-3008-Pre-Offer-Conference-Presentation**
- **Attendance List**



Pre-Offer Conference

**Request for Offers (RFO)
MCA-B/EDU/QCBS/26/3008**

TVET Technical Support Consultancy

6 August 2026 / 9:30 am



Carolyn Crawford / Director, Procurement & Grants



Dr. Patrice Parris Searles / Director, TVET Education

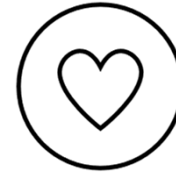


Juan C. Barahona / Procurement Agent Manager



PURPOSE AND SCOPE OF THE PRE- OFFER CONFERENCE

- 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 solicitation 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 offerors, 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

Principles

- Open, fair, and competitive procedures must be used in a transparent manner to solicit, award, and administer contracts
- Solicitations for goods, works, and services must be based upon a clear and accurate description
- Contracts must be awarded only to qualified and eligible contractors that have the capability and willingness to perform the contract
- No more than a commercially reasonable price

How they applied to the RFO

Open to all eligible offerors, Notifications, Bid Challenge,

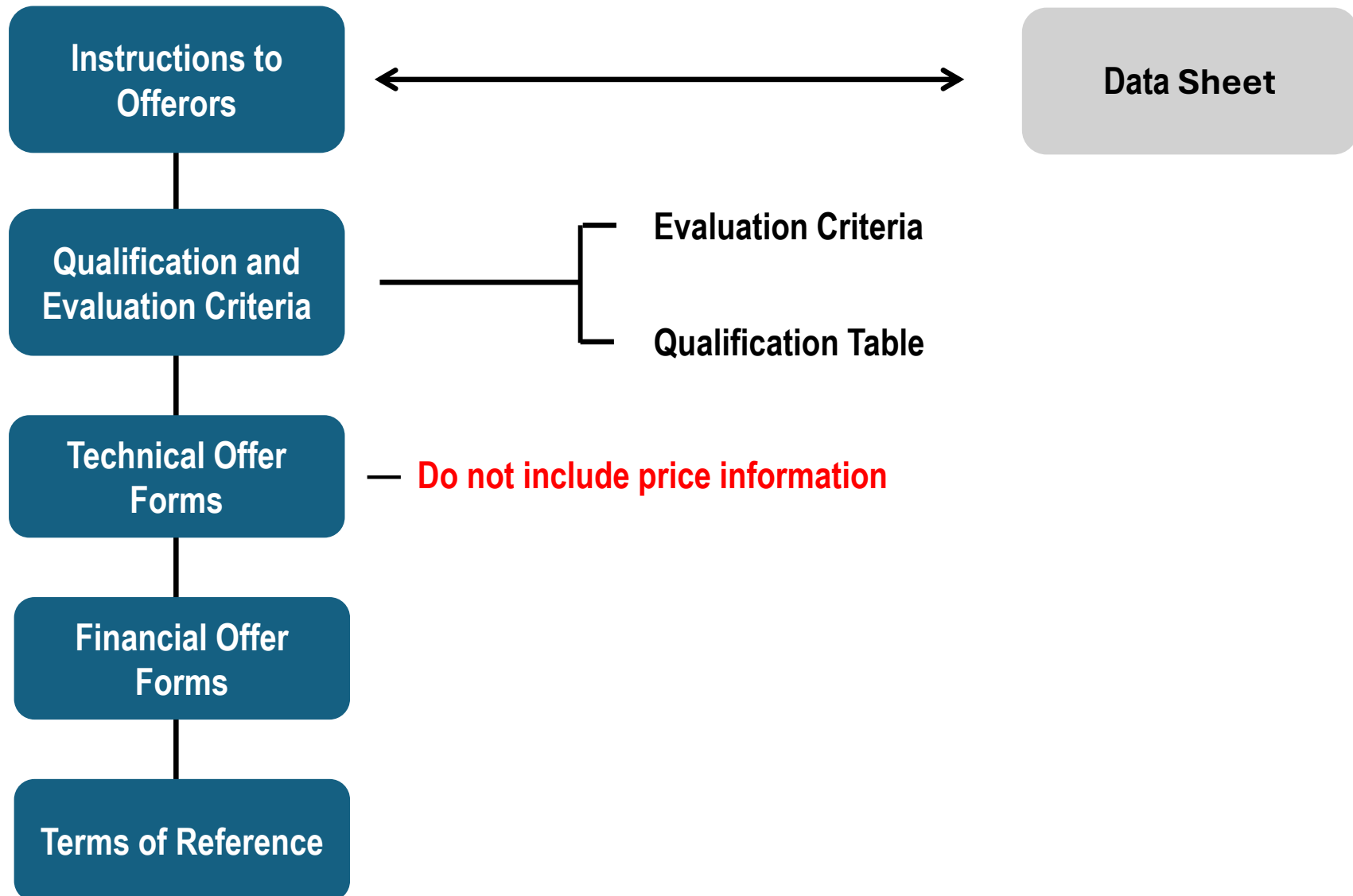
Instruction to Offerors, TOR Tender clarifications,

Evaluation Criteria, acceptance of contract terms

Price Reasonableness Analysis (PRA)

OVERVIEW OF THE REQUEST OF OFFERS (RFO)

Part 1 – Selection procedures



Procurement Method: Quality and Cost Based Selection (QCBS)

Deadline to submit written clarifications: 10 August 2026 / pabelize@charleskendall.com

Responses issued on: 17 August 2026

Proposals Submission Deadline: 31 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 offer. However, if an offeror elects to submit a technical and financial offers 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)

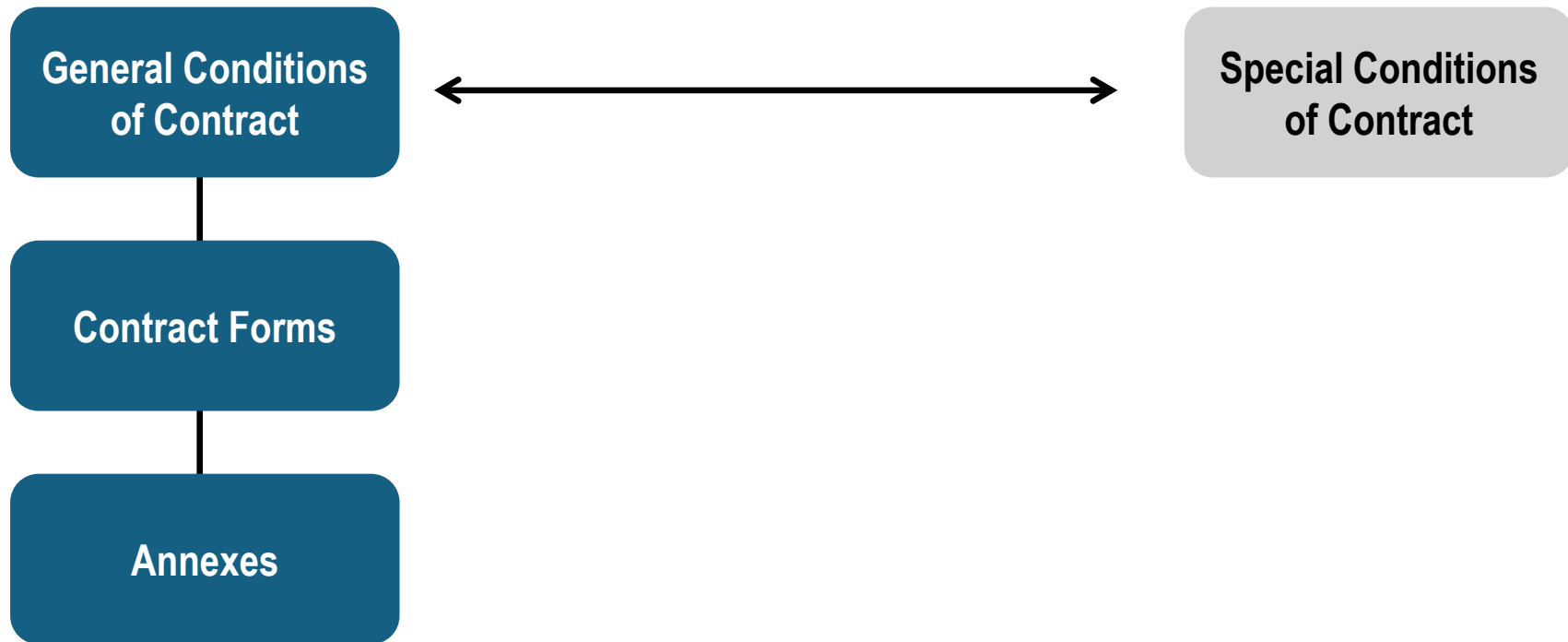
Sub-consultant (If any): May participate in more than one offer

Individual Expert: May participate in more than one offer



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

Education Project Objectives

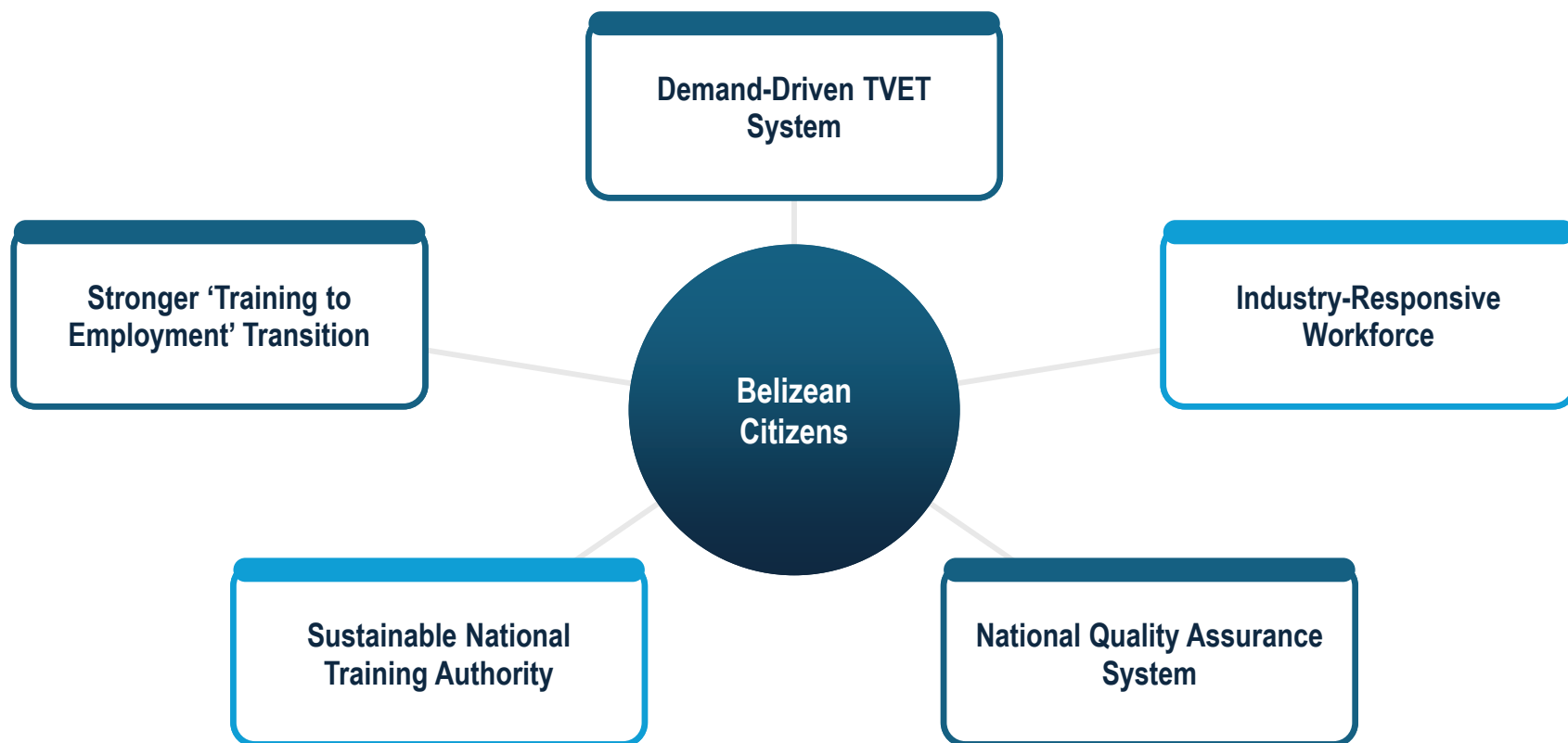
To **strengthen the quality and relevance** of post-primary education in Belize.

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.

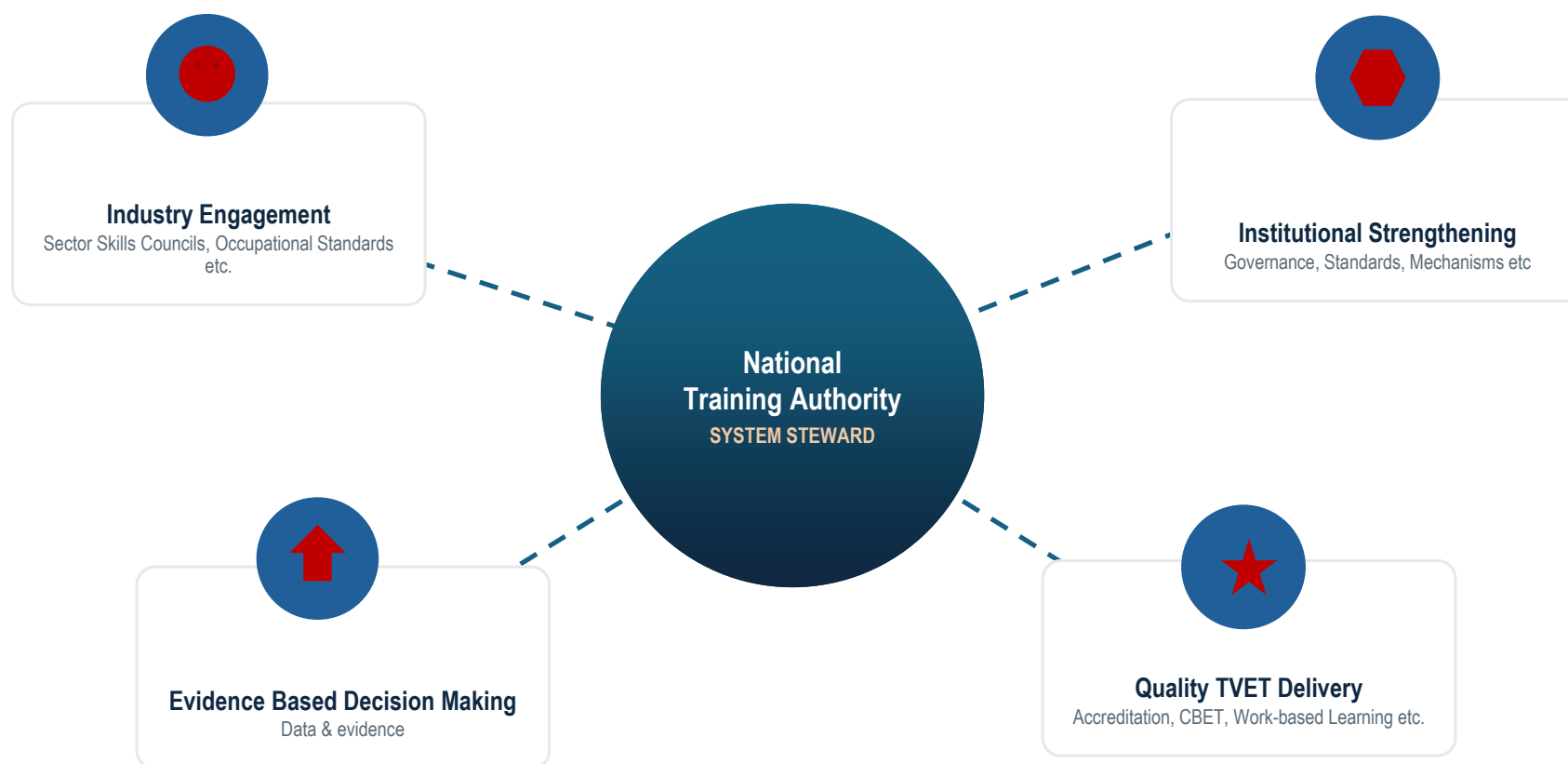
Within the Education Project, the Training and Transitioning to Work Activity seeks to strengthen Belize's Technical and Vocational Education and Training (TVET) system so that it more effectively equips learners with skills demanded by employers and supports their successful transition into employment.

Why This Consultancy Matters



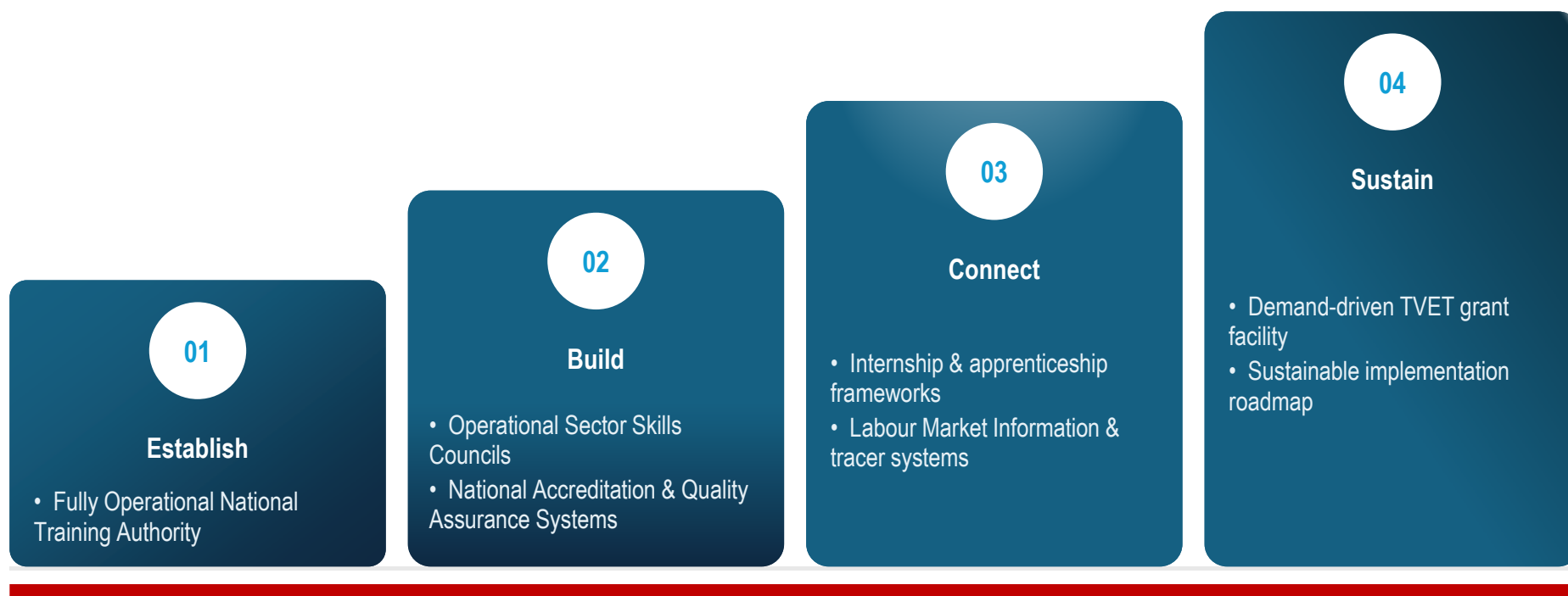
One Integrated National TVET Ecosystem

The NTA as system steward — connecting every part of the reform



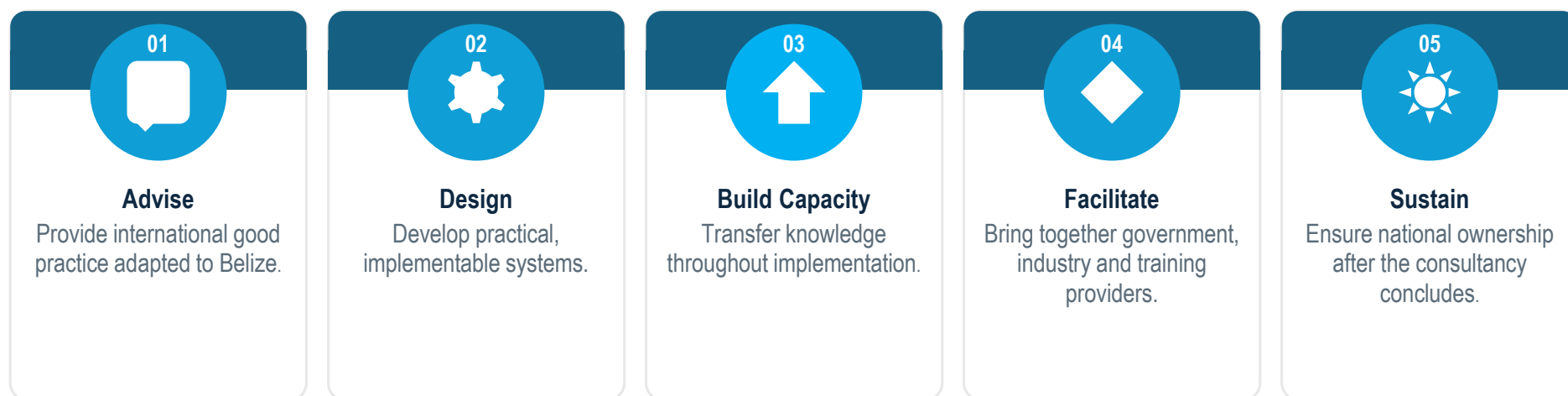
A Transformation Roadmap

From foundations to a mature, self-sustaining TVET system



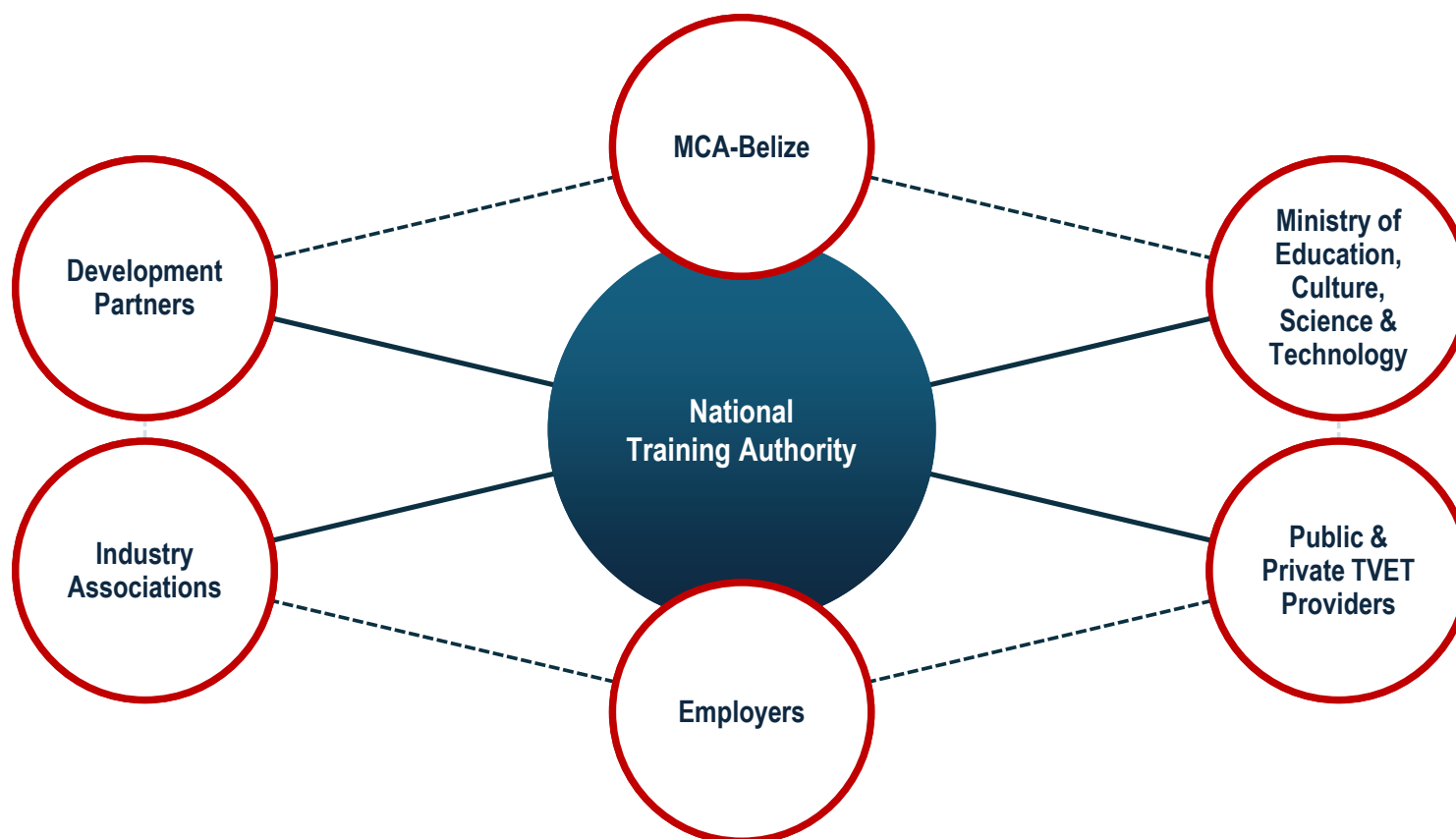
The consultancy leaves behind institutional capability — not consultant dependency.

The Expectation



The consultancy should combine technical excellence with practical implementation support.

Delivering Through Partnership



Stakeholder engagement is continuous throughout the assignment.

What Success Looks Like

Five pillars the right partner brings to Belize's TVET transformation



Global Expertise

Informed by international best practice.



Practical Innovation

Innovative yet implementable solutions.



Technical Excellence

Deep, proven technical capability.



Partnership

Collaboration and active knowledge transfer.



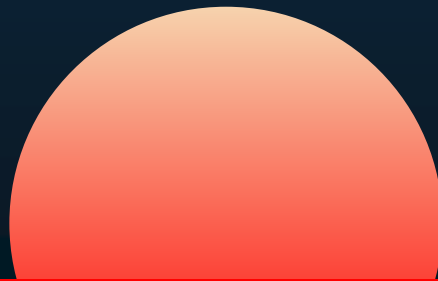
Sustainable Institutions

Built for Belize to sustain and strengthen.

Strengthening livelihoods. Empowering Belizeans.

If, years from now, a young Belizean secures meaningful employment because the country's TVET system became more relevant, more responsive, and more connected to available opportunities, then together we will have achieved something far more significant than the completion of a consultancy.

We will have helped build a system that strengthens livelihoods and empowers Belizeans to contribute meaningfully to their own survival, and the economic and social development of their nation.



THANK YOU



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



Tender Document Walkthrough

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

QUESTIONS AND ANSWERS

Closing Remarks and Next Steps

Pre-Offer Conference
Consultancy to Develop Dispatch Regulations
MCA-B/EDU/QCBS/26/3008
Attendance Register (Prospective Offerors)
06-August-2026

No.	Name	Email	Representing	Country
1	Catherine Fontaine	catherinef@creativcdc.com	Creative Associates International	USA
2	Elisabeth Maxwell	elisabethm@creativcdc.com	Creative Associates International	USA
3	Sharon Cooley	sharonc@creativcdc.com	Creative Associates International	USA
4	Rebecca Stone	rebeccas@creativcdc.com	Creative Associates International	USA
5	Adina Keeling	akeeling@manhattanstrategy.com	Manhattan Strategy Group	USA
6	Gregory Koldys	gkoldys@manhattanstrategy.com	Manhattan Strategy Group	USA
7	Christina Powell	cpowell@fhi360.org	Family Health Internation (FHI360)	USA
8	Melanie McLean	mmclean@fhi360.org	Family Health Internation (FHI360)	USA
9	Rachel Whitmore	rwhitmore@fhi360.org	Family Health Internation (FHI360)	USA
10	Miriam Ganem-Rosen	mganem-rosen@fhi360.org	Family Health Internation (FHI360)	USA
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