

**STRENGTHENING OF THE SINGLE ELECTRONIC WINDOW FOR
TRADE AND BUSINESS FACILITATION
IDB Loan #3575/OC-TT**

**TERMS OF REFERENCE
FOR
CONSULTING SERVICES TO CONDUCT A MID TERM PROJECT
EVALUATION FOR THE STRENGTHENING OF THE SINGLE
ELECTRONIC WINDOW OF THE MINISTRY OF TRADE AND
INDUSTRY**

1. Background

The Government of the Republic of Trinidad and Tobago (GORTT) as part of its national strategy, in 2009, launched the Single Electronic Window (SEW) for Trade and Business Facilitation Project, branded as TTBizLink, an IT-based trade facilitation solution. This nationwide project arose out of efforts to improve the country's ease of doing business, enhance its competitiveness, and instill a culture of excellence in GoRTT. TTBizLink the first of its kind in the Caribbean, is a secure business portal that provides 24/7 access to trade and business related government services by allowing parties involved in trade and transport to lodge standardized information and documents at a single entry point, in order to fulfill import, export and transit-related regulatory requirements. It is a 'one-stop-shop' mainly transactional portal accessible via the link www.ttbizlink.gov.tt where private stakeholders and approving government agencies can collaborate to process necessary approvals online in a seamless and efficient manner.

After three (3) phases of development, and with more than fourteen thousand two hundred (14,000) registered user accounts TTBizLink currently hosts forty six (46) transactional e-services administered by twenty four (24) government agencies across nine (8) separate Ministries.

TTBizLink has substantially reduced the need to send duplicate and repetitive information to multiple agencies, improved information sharing among government agencies and removed many of the inconsistent and fragmented trade and business processes which existed.

Despite the success of TTBizLink, the business climate in Trinidad & Tobago still presents challenges for enterprise development as highlighted by the Global Competitiveness Report 2017-2018¹ where Trinidad and Tobago ranked 83rd out of 137 countries. The Report identified "inefficient government bureaucracy" as one of the most problematic factor for doing business. Trading across borders was also reported as problematic; according to the 2019 Doing Business Report², Trinidad and Tobago ranked 105th out of 190 economies, taking an average of 92 hours and US\$749 (per container) to export, and 122 hours and US\$885 (per container) to import, significantly higher than leading countries such as Singapore (12 hours and \$372 to export, and 36 hours and \$260 to import) based on 2019 statistics. More specifically, there are a number of gaps in the local trade and business facilitation architecture and in the operation of the SEW which have been jointly identified by public and private sector stakeholders including:

¹ World Economic Forum, Global Competitiveness Report 2017-2018.

² World Bank, Doing Business Report 2019

- (i) the SEW has not achieved interoperability with all the information systems within key logistics stakeholders (such as the Customs and Excise Division, the Port Authority of Trinidad and Tobago and the Port of Point Lisas) as well as international interoperability with main trading partners;
- (ii) current operational processes in key agencies such as Customs and Excise Division are not in line with international best practices and require an in-depth business process reengineering to further simplify and automate processes;
- (iii) although TTBizLink is available 24/7, government agencies process applications only from 8am to 4pm due to national legislative requirements;
- (iv) current risk management system in the Customs and Excise Division, as well as within the other major regulatory agencies, is rudimentary at best and requires substantial improvement;
- (v) national legislation needs to be reviewed and updated to conform to a new operating environment and facilitate the transition to a paperless environment;
- (vi) there is currently no electronic payments solution on the SEW;
- (vii) lack of a Business Continuity Plan and Data Recovery Solution for the SEW; and
- (viii) Institutional Governance of the SEW requires strengthening in order to ensure its long-term sustainability.

1.1 Programme Details

The Strengthening of the SEW for Trade and Business Facilitation is an Inter-American Development Bank (IDB) funded programme to be executed by the Ministry of Trade and Industry. The overall objective of this project is to improve trade performance and enhance the business competitiveness of Trinidad and Tobago through the strengthening and transformation of the SEW (TTBizLink) into a world-class solution based on international standards. The expected outcomes of the project are enhanced trade performance and competitiveness of the private sector, improved coordination and interoperability between government agencies and main international trading partners. The project is divided into three (3) major components:

- **Component 1** - Enhancing and expanding the services of the Single Electronic Window -This component will focus on upgrading the current TTBizLink to international best practices.
- **Component 2** - Enhancing the Interoperability of TTBizLink- This component will facilitate the exchange and analysis of data between TTBizLink and the information systems of key stakeholders as well as the information systems of strategic trading partners of Trinidad & Tobago.

- **Component 3** - Modernizing the Legislative, Institutional Framework for International Trade and Institutional Governance of the SEW. This component will address the deficiencies in the legislative framework and strengthen the institutional governance of the SEW.

2.0 General Objective of this Consultancy

The general objective of this Consultancy is to conduct a mid-term project evaluation that will assess the relevance, efficiency and effectiveness of the Strengthening of the Single Electronic Window for Trade and Business Facilitation Programme. This evaluation will also assess the extent to which the programme has achieved its main objective and expected outcomes at the time of the mid-term review. Additionally, the mid-term evaluation will also propose recommendations to enhance the project's relevance, effectiveness, efficiency and impact with a view to ongoing and future activities until the end of project implementation.

2.1 Specific Objectives of this Consultancy

The specific objectives of this Mid-Term Evaluation are to assess the following:

- Determine the extent to which the project is relevant to the country's National Strategy and development and also to its beneficiaries;
- Indicate whether the project has generated results that may lead to changes within assisted organizations;
- Determine the extent to which the project objectives and expected outcomes stated in the Operations Manuals have been met as of the date of the mid term evaluation and assess the likelihood of achieving them upon project completion;
- Identification of any factors that may be limiting the achievement of intended results;
- Determine whether the project design is adequate to address the problems identified;
- Determine whether there is need to reformulate the project design and project objectives/outcomes taking into account the current operating environment;
- To what extent have all project/programme stakeholders collaborated as planned?
- Determine the extent to which the project has been cost effective;
- Was the project/programme implemented in the most efficient way (time, personnel resources)?
- Indicate whether the disbursements and project expenditures are in line with budgets;

- Indicate adherence to fiduciary requirements and reporting with respect to procurement activities, audits and accounting.

2.2 Specific Activities:

The consultant shall carry out the following activities in three (3) phases below:

Phase 1: Project Initiation

Conduct inception meetings with the Executing Agency upon commencement of the project to (i) review the process for conducting all activities within the project, (ii) determine roles and responsibilities of the Client and the Consultant, (iii) finalize the approach, methodology and instruments to be used, work breakdown structure and project schedule for all project deliverables.

Phase 2: Data Collection and Analysis

The consultant is expected to employ a variety of data collection and analysis techniques for both quantitative and qualitative data to ensure a comprehensive evaluation exercise. This will likely include, at a minimum:

- **Document and system review:-**

A review of project documents including but not limited to the following:

- Operations Manual
- Original project documents and
- Other related material produced by the project

- **Surveys**

- Application of structured survey questionnaires

- **Focus Group Discussions**

- Discussions with stakeholders to assess implementation experiences and effectiveness, document successes, challenges and lessons learned, and develop recommendations for improvement

- **Key Informant Interviews**

- Interviews with the Project Implementation Unit

- Interviews with executive management of the MTI, key stakeholders and project beneficiaries

Report on various data collection and analysis techniques employed.

Phase 3: Mid-Term Evaluation Report

- The Consultant will make a presentation on the preliminary findings for discussion to the project steering committee, project team and key stakeholders including recommendations and lessons learnt.
- **Draft Mid-Term Evaluation Report** incorporating comments and feedback by stakeholders; the report must include methodological limitations, identify key concerns and present evidence-based findings and conclusions. The report should provide information on when the mid-term review took place, the persons who participated in the process and be presented in a way that makes the information comprehensible.
- **Final Mid-Term Evaluation Report** – A detailed report of the overall findings of the mid-term evaluation. The minimum structure of the evaluation report will include the following:
 - Executive Summary,
 - Introduction
 - Outline and rationale for the methodology,
 - Main findings,
 - Lessons learnt,
 - Recommendations and
 - Conclusions.
 - Relevant Annexes inclusive of any data collection tools used

3.0 Characteristics of the Consultancy

- Type of consultancy: Individual Consultant
- Contract Start and Duration: 1st Quarter 2020 for a duration of four (4) months
- Post of Duty: Consultant's office and Ministry of Trade and Industry.

4.0 Required skills and Core Competencies

The Consultant will be expected to possess the following:

Academic Qualification:

- A Master’s Degree in Public Administration, Economics, Public Policy or related field;

Experience:

- At least ten (10) years’ experience working in the areas of institutional assessment, strategic planning and review; monitoring and evaluation; familiarity with design and implementation of public sector modernization programs and processes;
- Practical experience in conducting results based evaluations, assessments, mid-term reviews or final evaluations of projects and programmes preferably in single electronic windows
- Advanced understanding of data-collection methodologies and data analysis process
- Knowledge and Experience in Single Electronic Windows
- Good understanding of the operations and systems of Trinidad and Tobago or countries similar to Trinidad and Tobago
- Working knowledge of the IDB or similar multi-lateral lending agencies will be an asset.
- The consultant must be fluent in English language;

5.0 Deliverables and Payment Schedule

The consultant will be expected to produce the following deliverables:

No.	Deliverables	Delivery Timeframes (calendar days)	Review period (calendar days)	Payment Amount	Report Details
PHASE 1 – Project Initiation					
1	Deliverable 1: An Inception Report detailing the methodology, approach and instruments to be updated work breakdown structure and project schedule for all project deliverables.	Seven (7) days after commencement of services	Five (5) days	10% of Agreed Contract Price payable upon approval of Deliverable 1 – Inception Report	Electronic, MS Word and PDF Two (2) Bound Hard Copies
PHASE 2 - Data Collection and Analysis					
2	Deliverable 2: Report on Data Collection and Analysis	Twenty (20) days after acceptance of Inception Report	Seven (7)days	20% of Agreed Contract Price payable upon approval of Data Report	Electronic, MS Word and PDF Two (2) Bound Hard Copies

No.	Deliverables	Delivery Timeframes (calendar days)	Review period (calendar days)	Payment Amount	Report Details
				Collection and Analysis Report	
PHASE 3 – Mid Term Evaluation Report					
3	Deliverable 3: Presentation on Draft Mid Term Evaluation Report			40% of Agreed Contract Price payable upon approval of Deliverable 4 – Presentation of Draft Mid Term Evaluation Report and Deliverable 5, Draft Mid Term Evaluation Report.	
4	Deliverable 4: Draft Mid Term Evaluation Report	Twenty (20) days after the approval of the Data Collection and Analysis Report	Fourteen (14) days		Electronic, MS Word Two (2) Bound Hard Copies
5	Deliverable 5: Final Mid Term Evaluation Report	Two (2) weeks after the approval of the Draft Mid – Term Evaluation Report	Seven (7) days	30% of the Contract price payable upon conducting the Presentation of Final Mid Term Evaluation Report and approval of the Final Mid Term Evaluation Report	Electronic, MS Word and PDF Two (2) Bound Hard Copies

6.0 Supervision and Reporting Requirements

The Consultant will report to the Director of Policy and Strategy of the MTI and the Programme Manager, Project Implementation Unit of the MTI. Additionally, the incumbent will be required to meet with representatives from the IDB Unit and key stakeholders at regular intervals.

All submissions must be in English Language, delivered via the form and media stated by the MTI and delivered on the date requested and addressed to:

Programme Manager
Strengthening of the Single Electronic Unit (SEW) for Trade and Business Facilitation
Ministry of Trade and Industry
Level 9, Nicholas Tower
63-65 Independence Square
PORT OF SPAIN
Email: PIUSEW@gov.tt

7.0 Working Language

The working language shall be English.

8.0 Responsibility of the Client

The MTI, as the Executing Agency for the Project, shall support the implementation of this Consultancy. Accordingly, the MTI shall:

- i. Facilitate the arrangements for interviews and provision of access to Project documents, relevant existing regulations, legislations, policies and relevant organisational process assets as required. Efforts will also be made to have the Consultant provided with relevant reports, information and contacts from other key stakeholders;
- ii. Provide a Counterpart Team to guide the implementation of the Consultancy.
- iii. Provide relevant and appropriate information as required by the Consultant.

8.1 Responsibility of the Consultant

The Consultant will:

- iv. Absorb all other expenses including direct staff, office space and facilities, computer systems and software, telecommunication systems, travel expenses, hard copy report deliveries and any other incidentals required to complete the Consultancy.
- v. Undertake the activities of the consultancy utilizing primarily its own resources.
- vi. Respect and adhere to the proposed time-frames.
- vii. Conduct meetings with stakeholders in a professional, responsible manner.
- viii. Be responsible for the accuracy of the data collection processes.
- ix. Ensure the validity and reliability of any instruments and tools developed and/or utilized by the Consultant for training, workshops and sessions.

- x. Ensure the confidentiality of all aspects of the process/consultancy

9.0 Confidentiality

The Consultant shall not, except as authorized by the MTI or required by the stipulated duties under the contract, use for the Consultant’s own benefit or gain or divulge to any persons, firm, company or other organization whatsoever any confidential information belonging to the Government or relating to the affairs or dealing which may come to the provider’s knowledge during the engagement. This restriction shall cease to apply to any information or knowledge which may subsequently come into the public domain other than in breach of this clause.

10.0 Ownership

All data, records, reports and other documents prepared by the Consultant, or obtained from whatever source in connection with carrying out the functions of this position, shall become and remain the property of the Ministry of Trade and Industry (MTI). The service provider shall not later than upon termination or expiration of the contract, deliver all such documents to the MTI together with a detailed inventory thereof. The Consultant may retain a copy of such documents but shall not use them for purposes unrelated to this contract without prior written approval of the MTI.

11.0 Eligibility

The applicable rules of the Government of the Republic of Trinidad and Tobago will apply in determining the eligibility and selection of the consultant. It should be noted that only individuals from member countries of the Inter-American Development Bank (IDB) are eligible to apply.

Selection Criteria

	SELECTION CRITERIA	MAXIMUM POINTS
1	Academic Qualification	20
	A Master’s Degree in Public Administration, Economics, Public Policy or related field	
2	General Experience	15

	At least ten (10) years' experience working in the areas of institutional assessment, strategic planning and review; monitoring and evaluation; familiarity with design and implementation of public sector modernization programs and processes	
	Over 10 years' experience	15
	Ten years' experience	12
3	Specific Experience	50
	(a) Practical experience in conducting results based evaluations, assessments, mid-term reviews or final evaluations of projects and programmes preferably in the area of single electronic windows	30
	More than five (5) evaluations in the area of single electronic windows	30
	More than five (5) evaluations	30
	More than two (2) and less than five (5) evaluations in the area of single electronic windows	25
	More than two (2) and less than five (5) evaluations	20
	(b) Knowledge and Experience in Single Electronic Windows	20
	Over five (5) years' experience	20
	Two (2) to four (4) years' experience	15
4	Adequacy for the Assignment	15
	(a) Advanced understanding of data-collection methodologies and data analysis process	5
	Eight (8) or more projects	5
	Between five (5) and seven (7) projects	3
	(b) Good understanding of the operations and systems of Trinidad and Tobago or countries similar to Trinidad and Tobago	5
	Five years and over working in Trinidad and Tobago or countries similar to Trinidad and Tobago	5
	Two to four years working in Trinidad and Tobago or countries similar to Trinidad and Tobago	3
	(c) Working knowledge of the IDB or similar multi-lateral lending agencies	5
	Three (3) years and over	5
	One to two years'	3

