

TERMS OF REFERENCE
MONITORING AND EVALUATION CONSULTANT
STRENGTHENING OF THE SINGLE ELECTRONIC WINDOW FOR TRADE AND
BUSINESS FACILITATION
IDB Loan #3575/OC-TT

1.0 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 six thousand, five hundred (6,500) registered users, TTBizLink currently hosts forty seven (47) transactional e-services administered by twenty four (24) government agencies across seven (7) 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 2016-2017¹ where Trinidad and Tobago ranked 94th out of 138 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 2017 Doing Business Report², Trinidad and Tobago ranked 123rd 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 (14 hours and \$372 to export, and 38 hours and \$260 to

¹ World Economic Forum, Global Competitiveness Report 2016-2017.

² World Bank, Doing Business Report 2017

import) based on 2016 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:

- (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.

As a result of the problems discussed, the intent of this Project is to support the expansion of the current SEW which will benefit the private sector of Trinidad and Tobago, regardless of industry and operations volume, and in particular the trading community. Furthermore, government agencies will also benefit from the expansion of the SEW through the optimisation and simplification of their processes and capacity building.

1.10 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 (MTI). The overall objective of this project is to improve the 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 Trinidad and Tobago, improved coordination and interoperability between government agencies and main international trading partners. The project will be divided in three (3) major components:

- **Component 1-** Enhancing and expanding the services of the SEW -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 and Tobago.

- **Component 3-** Modernising 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 overall objective of the Consultancy is to provide overall technical leadership for the establishment and implementation of a Monitoring and Evaluation (M&E) approach and strategy for the Strengthening of the Single Electronic Window for Trade and Business Facilitation including formulating and monitoring programme outcomes and performance indicators.

2.1 Specific Objectives

The specific objectives of this Consultancy are to assist the Project Executing Agency in the following:

- Development and implementation of an M&E strategy.
- Provision of technical support to the Project Implementation Unit (PIU) to develop and strengthen M&E systems where appropriate.
- Development and management of M&E tools and processes.
- Facilitation of knowledge building and knowledge sharing on M&E.

3.0 Activities

The Consultant shall carry out the following activities:

- Lead the development of and oversee the review of project level M&E plan and associated work plans for each component/activity.
- Be responsible for sourcing data and information for specific M&E needs directly from other implementing agencies and stakeholders.
- Serve as an evaluation team member of selected evaluations conducted.
- Ensure quality control of M&E outputs including by contributing to the design and testing of the monitoring methodology, review, supervise design and implementation of the survey, participatory data collection methods and protocols, data verification techniques, and other technical evaluation and analytical tasks conducted.
- Ensure mentoring and training of project team to foster capacity building on M&E knowledge.
- Review M&E system/mechanism, process and procedures of the project and forms and formats for project activities under its various components.
- Attend, participate and provide necessary inputs for preparation of and during project meeting, workshops and trainings.
- Prepare reports and other relevant documents for the Project Implementation Unit

to submit to the relevant stakeholders, in accordance with approved reporting formats and schedule.

- Support other relevant staff in preparation and consolidation of annual work plans, monthly and quarterly, Project reports and other deliverables.
- Review monitoring reports, analyze them for impact evaluation and to identify the causes of potential bottlenecks in project implementation and make recommendations.
- Track progress made on the Project's Results Framework during project implementation.
- Coordinating the establishment of baselines, conduct mid evaluation and other necessary data collection exercises for monitoring project's results indicator

4.0 Characteristics of Consultancy

The characteristics of this Consultancy are outlined as follows:

- Type of Consultant: Individual
- Start Date and Duration: The consultancy will start on September 2017 and is expected to take approximately 36 months. The projected end date is September 2020.
- Work location: Trinidad and Tobago

5.0 Required skills and Core Competencies

- An Undergraduate Degree in public administration, business management, economics, statistics, project management, project administration and/or related discipline.
- A minimum of five (5) years' experience in a monitoring and evaluating preferably in the public sector.
- A minimum of five (5) years' experience in performing monitoring and evaluation work in the design, formulation and implementation of M&E systems.
- A working knowledge of the principles, techniques and methodologies used in executing, monitoring and evaluating projects.
- Considerable knowledge of Logic Models/Results Chains and results based management planning.
- Knowledge of multi-lateral institutions policies and procedures.
- Knowledge of Single Windows for Trade and Trade Facilitation will be an asset.
- Experience in project management, preferably in the public sector.

5.1 Other Knowledge, Skills and Abilities Required

- The M&E Specialist should possess excellent technical skills in socio-economic research and program and project performance assessment.
- Computer literacy in Microsoft packages (MS Word, MS Powerpoint, MS Excel), and Microsoft Project is an asset.
- Ability to handle multiple monitoring and evaluation tasks within tight timelines and work independently Ability to exercise sound judgment in evaluating situations and in making decisions.

- Excellent command of the English language.
- Strong interpersonal and analytical skills as well as the ability to work independently with minimal guidance.

6.0 Deliverables

The M&E Specialist will report directly to the Programme Manager and will be expected in addition to his/her tasks for providing /preparing the following deliverables, among others: M&E inputs to Monthly/Quarterly/Yearly Project Implementation Progress Report.

- M&E implementation plan for the Project.
- Inputs to Project and component level indicators.
- Monitoring and Supervision report as per the requirement.
- Prepare and submit Guidelines/Manuals of concerned fields as per the need of the project.
- Reports and proceeding of seminars, workshops and training.

7.0 Supervision and Reporting Requirements

The Consultant will report to the Permanent Secretary (MTI), the Director of Policy and Strategy (MTI) and the Programme Manager of the PIU. Additionally, the incumbent will be required to meet with representatives from the PIU at regular intervals.

The Consultant will be expected to execute a contract with the Permanent Secretary based on a fixed fee per month subject to the submission and approval of relevant monthly performance reports.

8.0 Working Language

The working language shall be English.

9.0 Location of Assignment

The M&E Specialist will work from the Ministry of Trade and Industry or as otherwise advised by the Permanent Secretary of the Ministry of Trade and Industry.

10.0 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.

11.0 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. The service provider shall not later than upon termination or expiration of the contract, deliver all such documents to the Ministry 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 Ministry.

12.0 Eligibility

Applicants are invited to submit proposals in accordance with the separate tendering instructions provided. 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.

**EVALUATION CRITERIA
MONITORING AND EVALUATION SPECIALIST
INDIVIDUAL³ CONSULTANT**

	SELECTION CRITERIA	MAXIMUM POINTS
1	Academic Qualification	15
	a) Undergraduate Degree in public administration, business management, economics, statistics, project management, project administration and or related discipline	15
2	General Experience	25
	a) Experience in monitoring and evaluating preferably in public	
	a. 5 years and more in monitoring and evaluating in public sector	25
	b. 5 years and more in monitoring and evaluation	21
	c. Less than 5 years in monitoring and evaluation in public sector	20
	d. Less than 5 years in monitoring and evaluation	15
3	Specific Experience	40
	a) Minimum Five years' experience performing monitoring and evaluation work in the design, formulation and implementation of M&E systems	40
	a. Five years' experience in data collection, participation approaches, evaluation report writing	40
4	Adequacy for the Assignment	20
	a. Working knowledge of principles, techniques and methodologies used in executing, monitoring and evaluating activities	5
	b. Considerable knowledge of Logic Models/Results Chains and results based management planning	5
	c) Ability to handle multiple monitoring and evaluation tasks within tight timelines and work independently	5
	d) Knowledge of multi-lateral institutions policies, procedures	5
	Total Points Attainable	100

³ Applicants who do not meet the minimum qualifications and experience will be rejected