



Government of the Republic of Trinidad and Tobago

Ministry of Trade and Industry

REQUEST FOR PROPOSALS

Consultancy for the Provision of Human Resource and Industrial Relations Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago

Issue Date: May 20, 2022

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SECTION 1.0
LETTER OF INVITATION



Government of the Republic of Trinidad and Tobago

Ministry of Trade and Industry

Section 1.0
Letter of Invitation

Title: Consultancy for the Provision of Human Resource and Industrial Relations Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago

The Client hereby invites sealed Proposals for the **Provision of Human Resource and Industrial Relations Consultancy Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago**. The Terms of Reference enclosed provides specific details regarding the Services to be performed.

Please be instructed by the following:

1. This invitation is open to limited liability companies registered in Trinidad and Tobago only.
2. Any clarification must be directed to the Manager, Corporate Communications, Ministry of Trade and Industry using the contact information provided below no later than fourteen (14) days before the deadline for submission of proposals.

Manager Corporate Communications
Ministry of Trade and Industry
Level 17 Nicholas Tower
63-65 Independence Square
Port of Spain, Trinidad and Tobago
Email: mti-corporatecommunications@gov.tt

3. Bidders should include **“Tender for the Provision of Human Resource and Industrial Relations Consultancy Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago”** in the subject of the email regarding their questions and queries. Responses to all questions and queries will be forwarded to all Bidders via email.

4. The Technical and Financial Proposals are to be submitted together in two (2) separately sealed envelopes, each containing one (1) original and four (4) copies. Additionally, a soft copy of the Technical and Financial Proposals are to be submitted on separate flash drives in the respective sealed envelopes. **The name and address of the Chief Executive Officer, Executive Director or Senior Manager of the Service Provider must be printed on both envelopes.** The envelopes must also be clearly marked on the outside:

“Tender for the Provision of Human Resource and Industrial Relations Consultancy Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago”

Envelope #1 - **Technical Proposal**

Envelope #2 – **Financial Proposal**

5. Envelopes must be deposited in the white tender box labelled **“Proposal for the Provision of Human Resource and Industrial Relations Consultancy Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago”** located on the eastern side of the 17th Floor, Ministry of Trade and Industry, Nicholas Tower, Independence Square, Port of Spain, not later than 2:00 p.m. (local time) on **17 June, 2022**. Bidder should note that the dimensions of the slot in the tender box are **37.5cm x 5.5 cm**, and as such, Proposals should be packaged accordingly.

6. Envelopes should be addressed to:

**The Permanent Secretary
c/o/ Manager Corporate Communications
Ministry of Trade and Industry
Level 17, Nicholas Tower
63-65 Independence Square
Port of Spain**

7. The successful Service Provider will also be required to enter into a written Contract with the Client upon notification of an award of Contract.
8. Late Proposals will **NOT** be considered in any circumstances.
9. The Client does not bind itself in to accept any Proposal.
10. Proposals would be evaluated in accordance with the evaluation criteria and methodology outlined herein.
11. The Client reserves the right to cancel the bidding process in its entirety or partially without defraying any cost incurred by any individual, partnership or

company in the preparation and submission of its Technical and Financial Proposal.



Permanent Secretary
Ministry of Trade and Industry
May 20, 2022

DEFINITIONS:

- (a) “**Bidder**” also referred to as the “**Service Provider**” means any limited liability company that will provide Services to the Client under a contract;
- (b) “**Client**” means the Ministry of Trade and Industry;
- (c) “**Consultant**” means any individuals or limited liability company that will provide Services to the Client under a contract;
- (d) “**Contract**” means the contract signed between the Client and the Service Provider and all the attached documents listed in said Contract;
- (e) “**Day**” means working day;
- (f) “**GoRTT**” means the Government of the Republic of Trinidad and Tobago;
- (g) “**MTI**” means Ministry of Trade and Industry.
- (h) “**Proposal**” or “**Proposals**” means the Technical Proposal and the Price/Financial Proposal;
- (i) “**Services**” means the provision of Human Resource and Industrial Relations Consultancy Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago to be provided to the Ministry of Trade and Industry in accordance with the Terms of Reference.
- (j) “**Service Provider Personnel**” means the permanent or temporary employees of the Service Provider who have been trained and equipped to perform the services;
- (k) “**Terms of Reference**” (TOR) means the document which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Ministry and the Service Provider , and expected results and deliverables of the assignment;
- (l) “**TTD**” means Trinidad and Tobago Dollars;
- (m) “**VAT**” means Value Added Tax;

SECTION 2.0
INSTRUCTIONS TO BIDDERS

Section 2.0

Instructions to Bidders

1.0 INTRODUCTION

1.1 The Client will select a Service Provider from those whose Proposals are deemed eligible and which satisfy the evaluation criteria indicated in 9.4 of this section.

1.2 Bidders are invited to submit a Technical Proposal and a Financial Proposal, for the **“Provision of Human Resource and Industrial Relations Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago”** for the Client. The Proposal submitted will be evaluated and be the basis for contract negotiations and form part of a signed Contract between the Client and the selected Service Provider.

1.3 Bidders shall bear all costs associated with the preparation and submission of their Proposals, and the contract negotiation process. The Client is not bound to accept any Proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Bidders.

1.4. Conflict of Interest

1.4.1 The Client requires that Bidders provide professional Services and hold the Client’s interests paramount at all times. The Bidder shall also strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work.

1.4.2 Without limitation on the generality of the foregoing, Bidders, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances set forth below:

1.4.2.1 Conflicting Relationships

1.4.2.1.1 A Bidder (including its Personnel) that has a business or family relationship with a member of the Client’s staff who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference, (ii) the selection process, or (iii) supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Client throughout the selection process and the execution of the Contract.

Bidders have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of the Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Bidder or the termination of its Contract.

1.4.2.1.2 No current GoRTT employees (Public Servant or Contract employee) of the Client or another Ministry, department or agency of the GoRTT shall work as Personnel of the Service Provider. Bidders should note that the recruitment of former GoRTT employees of the Client to work for their former ministries, departments or agencies is acceptable provided no conflict of interest exists. When the Bidder nominates any current GoRTT employee as Service Provider Personnel in their Technical Proposal, such Service Provider Personnel must have written certification from the GoRTT that they are on leave without pay from their official position and allowed to work full-time outside of their previous official position. Such certification shall be provided to the Client by the Bidder as part of their Technical Proposal.

1.5 By submitting a Proposal, the Bidder represents and warrants that it has studied and is thoroughly familiar with the requirements and specifications of the Services outlined in the Terms of Reference, with all current labour and market conditions, and with applicable laws, such that the Bidder accepts responsibility for, is prepared to execute and shall completely fulfil all obligations under the proposed Contract. Likewise, the Bidders shall warrant the accuracy and reliability of all information they submit in this process.

2.0 PROPOSAL DOCUMENTS

2.1. Proposals must comply with requirements

2.1.1 The Bidder is expected to carefully examine all instructions, conditions, forms and terms. Failure to comply with the requirements of the tendering procedures will be at the Bidder's own risk.

2.2 Language of the Proposal

2.2.1 All documents, correspondence, and any other formatted communications shall be written in the English Language (UK).

2.3 Communications regarding the RFP

2.3.1. Bidders are required to submit written questions on matters that require clarification. These questions should be raised **not later than 3 June 2022, to permit the circulation of the responses to all proposers, without identifying the source.**

2.3.2. All communications should be in writing addressed to the Manager, Corporate Communications. Any oral communications shall be considered unofficial and non-binding.

- 2.3.3. All responses shall be made in writing. Only written responses to written communications shall be considered official and binding upon the GoRTT. The Client reserves the right, at its sole discretion, to determine appropriate and adequate responses to written comments, questions, and requests for clarification.
- 2.3.4 Not all responses will constitute an amendment to the RFP. Only if the Client deems it necessary to amend the RFP as a result of a significant clarification will an amendment be made and an extension be considered.
- 2.3.5 Written copies of the responses and notifications will be sent to all prospective Bidders that have received the Proposal documents.

3.0 PREPARATION OF PROPOSALS

- 3.1 The Bidder is expected to examine all terms and instructions included in the Proposal documents. All information requested must be provided.
- 3.2 Bidders must provide the following in their Proposal:
- (i) The full legal name of the person or entity making the bid, signature, registered office of the Bidder;
- 3.4 In the case of any discrepancy between the copies of the Proposals, the original will govern. The original and each copy of the Proposal must be prepared in indelible ink and must be signed by the authorised representative of the Bidder.

4.0 COSTING OF PROPOSALS

- 4.1 The Bidder shall bear all costs associated with the preparation and submission of the Proposals. The Client shall in no case be responsible or liable for these costs regardless of the conduct or outcome of the tendering process.
- 4.2 By submitting a Proposal, the Bidder accepts that it shall bear any and all costs due to the Bidder's misinterpretation or misunderstanding of the Contract requirements, or because of any information which is known or should have been known to the Bidder, such as the Bidder's labour costs.

5.0 INCOME TAX AND VALUE ADDED TAX (VAT)

- 5.1 The tax laws of the Republic of Trinidad and Tobago prescribe that all Bidders must comply with all tax obligations to the GoRTT and in this respect all Bidders, **must** submit with their Proposals:
- Valid Income Tax Certificate;
 - Valid Value Added Tax Clearance Certificate as issued by the Board of Inland Revenue and dated not more than six (6) months prior to the closing date of Proposals; and

- Valid National Insurance Certificate of Compliance (issued in accordance with the National Insurance Act).

Failure to do so will result in such Proposals not being considered.

6.0 PROPOSAL VALIDITY

6.1 Bidders must provide in their Proposal, an assurance that their Proposal will remain valid for an initial minimum period of **one hundred and twenty (120) days** from the closing date of the Proposal or as extended in accordance with 6.2 of this section, during which time the Bidders will undertake to maintain the Proposal including named personnel.

6.2 In exceptional circumstances, prior to the expiry of the original offer validity period, the Client may ask the Bidder for a specified extension in the period of validity. The request and responses thereto shall be made in writing.

7.0 SUBMISSION OF PROPOSALS

7.1 Bidders may only submit one Proposal. **If a Bidder submits or participates in more than one Proposal, all such Proposals shall be disqualified.**

7.2 The Proposals must be submitted in two (2) sealed envelopes consisting of the Technical Proposal and the Financial Proposal.

7.3 Technical Proposal

7.3.1 A Bidder's Technical Proposal must include the following:

(a) A brief description of the Bidder's Organization including :

- A copy of the Bidder's By-laws
- A copy of the Bidder's Articles of Incorporation
- A list of the directors of the Company
- A disclosure statement of conflict of interest, where applicable

(b) Comments on the Terms of Reference (TOR).

(c) The Bidder's understanding of the Services.

(d) The Bidder's professional/technical approach to the delivery of the Services.

(e) A detailed Project Plan/ Campaign of the activities, human resource and other needs, and timelines that are proposed to deliver the Services.

(f) An outline of any recent work of experience of a similar nature in the subject area of the initiative.

(g) Information on the financial capacity of the Bidder:

- Copies of the Auditor’s report together with audited financial statements made in accordance with approved standards for the last two (2) years.
 - A Letter of Comfort i.e. a letter from the Bidder’s Bank/Financial Entity certifying the Bidder is in good financial standing; and
 - A Statement of all legal claims locally or abroad (previous and pending) against the Bidder or any Sub-Contractor included in the Proposal, which could impact upon the Bidder’s ability to perform and/or complete the Services, if successfully contracted to perform the Services.
- (h) Valid Income Tax Certificate, VAT Clearance Certificate **and** valid National Insurance Certificate of Compliance.
- (i) Acknowledgement of any Addenda issued by the Client in response to any queries received by Bidders or for any other reason.

7.4 Financial Proposal

7.4.1 The Financial Proposal must include the following:

- (a) A general Price Summary;
- (b) A detailed description of the fee(s) and the associated breakdown, such as salary, overheads, allowances for the Services to be provided. All activities should be costed out separately, and in the case of those for which no costing information is provided, it will be assumed that they are included in the overall amount cited in the Financial Proposal.
- (c) The Financial Proposal must take into account all local tax liability.

7.4.2 The VAT must be shown in the Proposal price in the Financial Proposal. Failure to do so will result in the Proposal not being considered

7.4.3 Bidders should also indicate their acceptance of the Payment Schedule proposed in the Terms of Reference.

7.4.4 All quoted prices are to be expressed in Trinidad and Tobago Dollars (TTD).

8.0 ENVELOPE PREPARATION

8.1 Bidders are to submit **one (1)** original and **four (4)** copies each of the Technical and Financial Proposals, and mark “**ORIGINAL**” or “**COPY**” as appropriate.

8.2 The original and all copies of the Technical Proposal should be placed in a sealed envelope clearly marked:-

a. Envelope A – Technical Proposal

“Tender for the Provision of Human Resource and Industrial Relations Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago – Technical Proposal”

8.3 The original and all copies of the Financial Proposal should be placed in a sealed envelope that is clearly marked:-

b. Envelope B – Financial Proposal

“Tender for Provision of Human Resource and Industrial Relations Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago – Financial Proposal”

The Bidder’s name and address must be included on each envelope.

8.4 The envelopes containing the Technical Proposals and the Financial Proposals are **to be placed in a larger envelope, which is also to be sealed.** This larger envelope is to bear the tender title and address of the Client.

8.5 The Proposals must be deposited in the **Tender Box** located on **Level 16** no later than **17 June, 2022 at 2:00pm.** Please note that:

- (a) The Tender Box’s slot has the dimensions of **37.5 cm** (length) x **5.5 cm** (width). Proposals should be packaged to fit into this slot.
- (b) Late submissions will not be accepted.
- (c) Faxed/emailed Proposals will not be considered.
- (d) The Tender Box will be opened at **2:05pm** (immediately after the closing time for submissions).

9.0 BID OPENING AND EVALUATION

9.1 Clarification of Bids

The Client may request in writing, clarification of a Bid by the respective Bidder. This option is to be used only to facilitate the evaluation of Bids. No change in the price or substance of the Bid shall be sought or permitted.

9.2 Preliminary Examination of Bids

9.2.1 The Client will examine Bids to ensure they have complied with the requirements stipulated in the Bidding Documents. Bids found to deviate from the stipulated requirements may be deemed non-responsive and thus rejected.

9.2.2 A Bid deemed non-responsive and thus rejected, cannot be made responsive by the correction of the non-conformity at this stage.

9.2.3 Arithmetical errors will be corrected as follows:

- (a) Discrepancies between unit prices and total prices will be corrected by assuming the unit prices are correct and making the necessary calculations.
- (b) Words shall prevail if there is a discrepancy between words and figures.
- (c) If the Bidder does not accept the corrected figures, the Bid will be rejected.

9.3 Evaluation and Comparison of Bids

9.3.1 Only Bids deemed substantially responsive as indicated in this section will be evaluated.

9.3.2 The Client's evaluation will not take into account any price adjustments and as such the Client will not be liable to bear any such cost.

9.3.3 The Ministry of Trade and Industry reserves the right to contact any reference to assist in the evaluation of the proposal, to independently verify information contained in the proposal, and to discuss the vendor's qualifications with any person or entity not affiliated with the Ministry of Trade and Industry's office. Finalists may be required to make a presentation of the proposal to the Executive team. Evaluation of the bids shall be undertaken using the following criteria with the points for each as follows:

9.4 Evaluation Criteria

Technical Capacity	30%
Experience	10%
Proposed Methodology, Approach and Implementation	40%
Financials	20%

9.4.1 After completion of the scoring process based on the review criteria, the Ministry of Trade and Industry will determine which, if any, Bidders meet the minimum requirements of 70%. Assuming that such minimum requirements have been met, Ministry of Trade and Industry will require face-to-face interviews/presentations from one or more Bidder.

9.5 Evaluation Committee

9.5.1 An Evaluation Committee will review the Proposal for responsiveness to the Client's requirements. Proposal evaluation will be based on a set of evaluation criteria that reflect the relative importance of the various aspects of the Proposal and the Bidder's submission in relation to the Client's requirements.

9.5.2 The Evaluation Committee reserves the right to check references submitted by any Bidder. Additional information may also be requested from a Bidder about a similar Services provided to former clients.

9.5.3 The Evaluation Committee reserves the right to reject any offers which are not signed, or are in unsealed envelopes, or contain alterations or erasures which are not initialled by a Bidder, without incurring any liability whatsoever.

10.0 CONTRACT PRICE

10.1 The rates and prices shall be fixed for the duration of the Contract and shall not be subjected to adjustment on any account except as otherwise provided in the Contract.

11.0 TAX LAW COMPLIANCE

11.1 The successful Bidder shall comply with all of the Income and Tax laws of the Republic of Trinidad and Tobago inclusive of the payment of VAT.

12.0 AWARD AND AGREEMENT

12.1 Once the negotiations have been concluded, the Client will award the contract to the selected Bidder and will promptly notify the other Bidders that have submitted Proposals.

12.2 The contract will be awarded to the Bidder whose Proposal best conforms to the requirements in terms of the technical capability and the best value for money in terms of the cost of the Services. If successful, the Bidder will be required to enter into a formal contract with the Permanent Secretary, Ministry of Trade and Industry.

13.0 CHANGES TO THE BIDDER AFFECTING PERFORMANCE

13.1 Any changes in the financial or legal aspects of the Bidder which may affect the execution of the Services and which occurred from the date of Proposal to the award date must be reported to the Client. Failure to provide such data could result in the refusal of the Bidder's Proposal.

14.0 COMMENCEMENT AND COMPLETION OF CONTRACT

14.1 The commencement date and completion date of the Services shall be clearly outlined in the Contract between the Client and the successful Bidder.

15.0 TERMS OF PAYMENT

15.1 Payment will only be made upon submission and approval of deliverables. The successful service provider shall agree to begin work upon formal agreement with the Ministry of Trade and Industry. **The duration of the contract for services shall**

be for a period of five (5) months commencing from the execution of the

contract. The successful service provider will complete all work performed under this contract within current Ministry of Trade and Industry policies, guidelines and procedures. Payment on deliverables will only be made when reports, documents and manuals produced by the implementing partner have been reviewed and endorsed by the MTI as having met the required standard. Payments will be disbursed based on the following schedule:

1. 10% Inception Report
2. 20% Final Organizational Structure (including structure of inter-institutional coordination and stakeholder mapping); and Final Report on Consultations and Validation Sessions
3. 20% Final Person Specifications per Position; and Final proposal on Terms and Conditions (including salary, benefits and rewards) for positions at the new agency
4. 20% Assessment Report of the existing Human Resource capacity; and Recruitment Plan
5. 20% Draft Risk Assessment Report on the potential HR and IR issues (inclusive of monthly updates)
6. 10% Final Risk Assessment Report on the potential HR and IR issues

16.0 RIGHT TO ACCEPT OR REJECT ANY OR ALL PROPOSAL(S)

16.1 The Client is **not** bound to accept any Proposal.

17.0 CANCELLATION OF PROPOSALS

17.1 The Client reserves the right to cancel the Proposal process in its entirety or even partially without defraying any costs incurred by any Bidder.

18.0 CONFIDENTIALITY

18.1 Information regarding the evaluation of Proposals and recommendations regarding the award of contracts will not be made available to Bidders who have presented Proposals or to other persons not involved in the process in an official capacity, until notification of the contract award. A Bidder's misuse of confidential information regarding this process may result in the rejection of its Proposal.

SECTION 3.0
TERMS OF REFERENCE

Terms of Reference

Consultancy for the Provision of Human Resource and Industrial Relations Services for the Establishment of a Single Trade and Investment Promotion Agency for Trinidad and Tobago

3.1. GENERAL INFORMATION

3.1.1. BACKGROUND

1. There are a number of government or government-supported institutions that provide support for the non-energy and services sector. These include:
 - **Ministry of Trade and Industry** - core responsibility to grow trade, business and investment, particularly through driving the non-energy sectors of the economy;
 - **ExporTT** - a special purpose company with a mandate to generate export growth and diversification in the goods and services sectors;
 - **InvesTT** - the national focal agency for all non-oil and gas investment promotion and facilitation activities in Trinidad and Tobago. It is a wholly owned government enterprise
 - **The Trinidad and Tobago Creative Industries Company Limited (CreativeTT)** - responsible for the strategic and business development of music, film and fashion;
 - **Trinidad and Tobago Coalition of Service Industries (TTCSI)** - designed to function as a focal point to lobby, channel and address trade in services issues, and services development issues.
2. These and other related entities perform and provide similar functions and services namely:

- Export Capacity Building Support - assistance provided directly to firms to improve the export competitiveness of their products or services to allow them to export effectively;
 - Export Promotion Support - includes trade missions, market research and in-market support to help exporters penetrate export markets;
 - Investment Promotion - activities aimed at attracting investment; and
 - Sector Support - the development of policy, legislation, regulations, incentives and the like, for the overall benefit or development of a domestic sector or sectors.
 - Some government entities also perform additional roles that may distract from their core functions. This has resulted in overlap and duplication of efforts in some instances.
3. Notwithstanding the existence of these organizations, there are gaps in the existing institutional framework regarding promotion of international trade including in services from Trinidad and Tobago. To strengthen the institutional framework in support of increasing export market development and penetration for goods and services from Trinidad and Tobago, the Government of the Republic of Trinidad and Tobago has agreed to create a new institution for improved export and investment promotion.
 4. In light of the above, the GORTT approved the establishment of a trade and investment promotion agency with the aim of transforming and increasing the competitiveness of the trade and business environment of Trinidad and Tobago. The agency will be formed via a merger of ExporTT, InvesTT, CreativeTT and the export and investment promotion services currently conducted by the TTCSI into one body.
 5. The new agency will strengthen and modernize the country's export and investment promotion institutional arrangements to be more 'high' profile and on par with similar regional and international agencies. The agency will be the country's premier trade and investment promotion agency, staffed with highly skilled and reputable officers who are ably equipped to represent the country's strategic interests at the highest levels.
 6. To assist in the establishment of a trade and investment promotion agency, expertise is required in the following areas:
 - a. Human Resource and Industrial Relations; and
 - b. Change Management and Communications.
 7. These two (2) areas form the basis of separate assignments. Individuals or consortiums may bid for multiple assignments. Bids for each assignment must be submitted separately as evaluation of each bid will be done separately on its own merits.

3.1.2. JUSTIFICATION

8. ExporTT, CreativeTT and InvesTT and the export and investment promotion services currently conducted by the TTCSI are to be merged to form a new entity to reduce the

need for multiple agencies doing similar work. In pursuing same, it is necessary that the new organization is staffed with human resources that possess the requisite skill-sets and competencies to execute the work of the agency and that the potential negative impact of any potential human resource and industrial relations fall out resulting from the dissolution of the existing agencies is adequately mitigated with expert advice from human resource and industrial relations expert.

3.1.3 WORK LOCATION

The selected consultant(s) will work remotely via Zoom; Microsoft Teams or other conferencing application

3.1.4 DURATION

5 Calendar Months

3.1.5 START DATE

Q2 of 2022

3.2 SCOPE OF THE ASSIGNMENT

The establishment of a new trade and investment promotion agency will streamline the ExporTT, InvesTT, CreativeTT and the export and investment promotion services currently conducted by the TTCSI into one agency. As such, the Ministry of Trade and Industry (MTI) is tasked with considering the staffing complement and functions of the existing agencies to determine the human resource and industrial relations considerations which may impact the transition to the new entity. This consultancy will identify and recommend solutions to the human resource and industrial relations issues that would arise from establishment of a new, single, trade and investment and promotion agency. This assignment will allow for the transition of existing staff, where possible, and inform the approach that the management of the existing entities, as well as the MTI must take in the development of the new agency.

In the establishment of this new agency, the MTI also requires the services of a consultant to design the organizational structure for the single trade and investment promotion agency. The development of this organizational structure is a foundational component of the consultancy, as the new model for delivering investment and trade promotion services would significantly affect the new organization as it strives to achieves its mandates and targets. The new agency requires a modern and effective structure for trade and investment promotion in line with international best practice. This consultancy aims to ensure that such a structure is robust enough to support some of the activities of the existing agencies as well as the new programmes and initiatives that the new agency will undertake.

Objectives

This consultancy seeks to:

1. develop an appropriate organizational structure for the new agency;

2. design the job descriptions and recommend salaries and terms and conditions of employment for the positions on the approved organigram;
3. identify and advise on the human resource and industrial relations issues that would arise from establishment of a new, single, trade and investment and promotion agency; and
4. mitigate industrial relations risks that may arise in the transition to a new single agency.

Scope of Work

The work of the consultant will specifically include, but is not limited to:

General

- Working collaboratively with the MTI, Inter-Ministerial Committee (IMC), the Board of Directors of the new agency, and stakeholders to execute project activities;
- Conducting primary data collection where necessary to inform recommendations;
- Facilitating consultation and validation sessions with key informants/stakeholders; and
- Participating in meetings with the teams undertaking related communications and change managements assignments and liaising with those teams, where relevant, in the execution of the consultancies.

Component 1 – Development of an Organizational Structure

- Conducting an initial technical review of the organizational structure of existing agencies (undertaking an assessment of the organizational and reporting structures of ExporTT, InvesTT and CreativeTT);
- Mapping existing organizational structure with other investment and trade promotion agencies;
- Identifying best practices by conducting benchmarking processes with similar organizations;
- Developing the structure and organigram for the new agency;
- Developing job descriptions for each position on the proposed organigram; and
- Recommending terms and conditions of employment, including salaries, benefits and rewards for the newly developed staff positions in the new agency for each position at the new agency.

Component 2 – Human Resource and Industrial Relations Assessment

- Conducting an assessment of the existing Human Resource capacity of ExporTT, InvesTT and CreativeTT, and comparing the assessment of the existing HR capacity with the optimal capacity identified in the new organizational structure, with the objective of highlighting capacity gaps and potential transfer positions.
- Detailing the existing human resource concerns, challenges and issues experienced by the various entities in executing the respective trade and investment related projects and programmes under their respective portfolios;
- Conducting a risk assessment to identify the potential HR displacement issues arising as a result of the dissolution of the entities;
- Reviewing industrial relations laws, processes and precedents;
- Assessing the legal requirements that underpin the transition to a new trade and investment promotion agency;

- Providing advice and recommendations to mitigate any emerging industrial relations and human resource issues based on the industrial relations law and processes that may arise from dissolution and establishment of the new agency;
- Implementing labour and industrial relations best practice in the transition to the new entity;
- Hosting consultation and validation sessions with staff at the existing agencies;
- Drafting correspondence or other documents in-line with HR/IR requirements; and
- Identifying staff that could potentially be utilized in the new agency.

Outputs

The project will produce:

- 1) the Organisational Structure and Stakeholder Map for the new trade and investment promotion agency;
- 2) proposed Job Descriptions and Terms and Conditions (including salary, rewards and benefits) for positions at the new agency;
- 3) an Assessment Report of the existing Human Resource capacity of ExporTT, InvesTT and CreativeTT;
- 4) a Risk Assessment Report on the potential HR/IR issues along with monthly updates via Situational Reports on HR/IR challenges; and
- 5) a Recruitment Plan and Methodology for the staffing of the new agency.

All reports must be approved by the Ministry of Trade and Industry.

3.3 EXPECTED DELIVERABLES, TIMELINES & REMUNERATION

The Consultants will provide the following deliverables based on the schedule provided below. **It is expected that the Consultants will execute work on both Components 1 and 2 of the assignment simultaneously.**

	DELIVERABLE	No. of Days	PAYMENT
1.	Inception Report	5 person days	10%
2.	<ul style="list-style-type: none"> • Desk Review of Organizational Structures of Similar Entities; • Draft Report on Consultations; and • Draft Organizational Structure (including structure of inter-institutional coordination and stakeholder mapping) 	15 person days	--
3.	<ul style="list-style-type: none"> • Final Organizational Structure (including structure of inter-institutional coordination and 	5 person days	20%

	<ul style="list-style-type: none"> stakeholder mapping); and Final Report on Consultations and Validation Sessions 		
4.	<ul style="list-style-type: none"> Draft Person Specifications per position; and Draft Terms and Conditions (including salary, benefits and rewards) for positions at the new agency 	20 person days	--
5.	<ul style="list-style-type: none"> Final Person Specifications per Position; and Final proposal on Terms and Conditions (including salary, benefits and rewards) for positions at the new agency 	5 person days	20%
6.	<ul style="list-style-type: none"> Assessment Report of the existing Human Resource capacity; and Recruitment Plan 	20 person days	20%
7.	Draft Risk Assessment Report on the potential HR and IR issues (inclusive of monthly updates)	20 person days	20%
8.	Final Risk Assessment Report on the potential HR and IR issues	5 person days	10%

Reporting Arrangements

The consultant/consultants will report to the Permanent Secretary, Ministry of Trade and Industry. The consultant may be required to make presentations to the Inter-Ministerial Committee (IMC) and Board of Directors of the new agency.

All reports must conform to agreed requirements. Reports must be in English and submitted electronically.

Invoicing

The successful firm is required to submit invoices in keeping with the agreed payment schedule, detailing sufficient information for approving payment and auditing purposes. Invoices shall be addressed to the Permanent Secretary, Ministry of Trade and Industry and hand delivered to:

**The Permanent Secretary
c/o Manager Corporate Communications
Ministry of Trade and Industry Level 17, Nicholas Tower
63 – 65 Independence Square PORT OF SPAIN**

3.4 RESOURCES REQUIRED

It is expected that teams be comprised of Key Experts and Non-Key Experts where required. To be considered, the team should possess the following:

Person Specification – KE1: Human Resource / Industrial Relations Specialist

Required

- Advanced degree in human resource management, industrial relations, labour and employment relations or a relevant discipline (equivalent qualifications may be considered);
- 10 years of experience in the field of Human Resource Management/Industrial Relations in a public sector environment
- Experience working closely with governments and/or other public sector institutions;
- Strong analytical and research skills
- Strong written and verbal communication skills
- Demonstrated methodological project management skills.
- Strong interpersonal skills in particular with regard to consensus building and be strongly result-oriented; and
- Experience in managing teams.

Desirable

- Demonstrated knowledge and experience in trade; international relations; or development fields;
- Demonstrated skills and experience in the development of trade and investment promotion agencies;
- Experience in Trinidad and Tobago and/or the Caribbean (demonstrated understanding of the country context);
- Knowledge of cross-cutting issues affecting the provision of trade and investment promotion services in Trinidad and Tobago; and
- Experience leading similar assignments.

Person Specification – KE2: Organizational Design Specialist

Required

- Minimum Master's Degree in human resource management; MBA; or related field;
- At least 10 years of substantive experience working in a government or international agency in a senior capacity, including:
 - Experience in human resource management;
 - Experience in or with trade and investment promotion agencies; and
 - Experience at regional or international organizations.
- Experience in the design of organizational structures;

- Strong analytical skills;
- Demonstrated research skills;
- Excellent written and oral communication skills;
- Ability to speak and write English fluently;
- Demonstrated knowledge and experience in trade; international relations; international development; organizational behaviour or related field.

Desirable

- Demonstrated skills and experience in the development of trade and investment promotion agencies.
- Experience in Trinidad and Tobago and/or the Caribbean (demonstrated understanding of the country context)
- Knowledge of cross-cutting issues affecting the provision of trade and investment promotion services in Trinidad and Tobago

Other Key Experts and Non-Key Experts may possess a range of qualifications and experience to support the proposal advanced by the KE.

The Service Provider is expected to identify the human resources available for the conduct of this assignment. CVs for each proposed member of the project team should accompany proposals. This should include Service Provider Personnel with the competences required for the conduct of the Scope of Work. Sufficient Service Provider Personnel should be available to ensure the timely delivery of the work plan. As per the work plan, the Service Provider will be required to certify that the persons assigned to the individual elements of work are qualified, trained, equipped and available. Substitution of the designated Service Provider Personnel will only be allowed following a request submitted and approved by the Permanent Secretary, Ministry of Trade and Industry.

The selected consulting agency/team must have a track record of at least seven (7) years of expertise in the abovementioned areas and must be able to provide evidence of having undertaken similar exercises.

3.5 Responsibility of the Client

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

1. 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;
2. Provide a Counterpart Team to guide the implementation of the Consultancy;
3. Provide relevant and appropriate information as required by the Consultant.

3.6 Responsibility of the Consultant /Firm

The Consultant will:

1. 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.
2. Undertake the activities of the consultancy utilizing primarily its own resources.
3. Respect and adhere to the time-frames agreed to.
4. Conduct meetings with stakeholders in a professional, responsible manner.
5. Ensure the validity and reliability of any instruments and tools developed and/or utilized by the Consultant for training, workshops and sessions.
6. Ensure the confidentiality of all aspects of the process/consultancy.
7. Work in close cooperation with other key stakeholders involved in trade facilitation in Trinidad and Tobago and representatives of the private sector through sectoral organizations such as Chambers of Commerce.

3.7 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.

3.8 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.

3.9 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.

Permanent Secretary

Ministry of Trade and Industry May 20, 2022