



**Request for Expression of Interest**  
**Consultancy for Advisory Services to Assist in the Implementation of**  
**Electronic Funds Transfer Framework**

Contract/Bid No: MTI/IEFTF/2017

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## Section 1: Letter of Invitation

Friday, 18 August 2017

To whom it may concern,

**Consultancy for Advisory Services to Assist in the Implementation of Electronic Funds Transfer Framework, Government of the Republic of Trinidad and Tobago, Inter-American Development Bank (IDB) Loan #3575/OC-TT**

The Government of the Republic of Trinidad and Tobago (the “Borrower”) has received a loan (hereinafter referred to as “the Loan”) from the Inter-American Development Bank (IDB) (the “Bank”) to finance the Strengthening of the Single Electronic Window for Trade and Business Facilitation. The Borrower plans to use a portion of those funds to defray eligible expenses under the contract for which this Expression of Interest is being issued.

The Ministry of Trade and Industry (the “Client”), is seeking a suitably qualified individual consultant to Provide **Advisory Services to Assist in the Implementation of Electronic Funds Transfer Framework** for an approximate duration of seventy (70) non-consecutive days for a period of nine (9) months. In this regard, the MTI invites you to indicate your interest in providing the consulting services as detailed in the attached Terms of Reference.

We kindly ask that your Expression of Interest (EOI) include the following in the format specified in the Request for Expression of Interest (RFEOI) document:

- Curriculum Vitae (see template at Attachment #1)
- Consultant’s Experience (see template at Attachment #2)
- Submission Letter (see template at Attachment #3)

These documents are also available on the Ministry of Trade and Industry’s website which is provided below.

The EOI and all related documents must be submitted by email in English no later than by **12:00 midnight (Trinidad time) on 11<sup>th</sup> September, 2017**. The EOIs should be sent to the following email: [piusew@gov.tt](mailto:piusew@gov.tt).

The evaluation committee will evaluate the EOIs on the basis of the individual’s qualifications and experience. Individuals may request clarifications up to five (5) working days before the EOIs submission date. The deadline for clarification is **1<sup>st</sup> September 2017**. Any request for clarification must be sent with the heading “Request for Clarification” in writing by electronic mail to the MTI’s address as follows:

Attn: Programme Manager  
Email: [piusew@gov.tt](mailto:piusew@gov.tt)

MTI will post the response to clarifications on its website which can be reached at and also respond <http://tradeind.gov.tt/> without identifying the source of inquiry.

As a formal part of the evaluation process, shortlisted candidates will be required to undertake an interview either face to face or online.

At any time before the submission of the EOIs, the MTI may, for any reason, amend the attached documents. Any amendment shall be issued in writing through addenda and posted on its website. MTI may at its discretion extend the deadline for the submission of EOIs.

The Ministry of Trade and Industry reserves the right to cancel the present invitation in its entirety or partially without defraying any cost incurred by you in submitting your EOI.

The Ministry does not bind itself to accept your EOI.

Late EOIs will **NOT** be considered in any circumstances.

Yours respectfully,

Permanent Secretary (Ag.)  
Ministry of Trade and Industry

## Section 2: Terms of Reference

# Consultancy for Advisory Services to assist in the Implementation of Electronic Funds Transfer Framework

### 1. Background

The implementation of a secure and efficient framework for Electronic Funds Transfer (EFT) by the Treasury Division of the Ministry of Finance (MoF) of the Government of the Republic of Trinidad and Tobago (GoRTT) is a key enabler for improving the Ease of Doing Business, competitiveness, public sector efficiency as well as delivery of public services at home and abroad.

The Government's EFT initiative includes the ability to make and receive electronic payments in order to improve the efficiency of its payments and receipts systems. A primary beneficiary of the EFT Framework in the first instance, will be the Single Electronic Window (SEW) for Trade and Business Facilitation.

The Strengthening of the SEW for Trade and Business Facilitation is an Inter-American Development Bank (IDB) funded programme 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 (branded as 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 and improved coordination and interoperability between government agencies and main international trading partners. The project is divided in 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 and 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.

This programme (3575/OC-TT) provides funding to facilitate the implementation of the EFT initiative being undertaken by the MoF. However, a Consultant with the required technical expertise will be necessary to guide the MoF to develop and successfully implement an EFT Framework for GoRTT.

The development of the EFT Framework would require the establishment of appropriate mechanisms and criteria to support the strategies and plans to be adopted for the deployment of EFT solutions by the GoRTT.

## 2. Current State

The Treasury Division of the MoF is the government agency responsible for the implementation of the EFT Framework.

Currently, the Government pays its clients by cheques in accordance with the Financial Regulations. In respect of its employees, Ministries/Departments generate salary listings of employees from the Integrated Global Payroll (IGP) System/Integrated Human Resource Information System (IhRIS). These listings are sent to the commercial banks accompanied by cheques.

Payment for the procurement of goods and services by Ministries are made by cheque to suppliers. The relevant Ministry prepares vouchers complete with supporting documents for certification and authorization by the Sub -Accounting and Accounting Units. Once this process has been completed, instructions are passed for a cheque to be generated.

In 2005, the Treasury Division upgraded the Cheque Writing System to the web enabled Government Payment System (GPS) which has the capability to facilitate both Cheque and EFT payments.

The Treasury Division intends to utilize the EFT module in the GPS to activate local payments by Government. General conditions governing Government payment processes via EFT shall be in accordance with the Exchequer and Audit Act, Chapter 69:01, the Financial Regulations and the Financial Instructions 1965.

The Treasury Division and the Central Bank of Trinidad and Tobago (CBTT) are in the process of finalizing a Memorandum of Understanding (MOU) regarding the use of the CBTT's Extranet to facilitate EFT payments via the GPS.

The Government amended the Exchequer and Audit Act, Chapter 69:01 in June 2014 via the Finance Act, 2014 to facilitate EFT and includes the making of Regulations to provide for:

- (a) The conditions relating to EFTs;
- (b) Processes and controls for ensuring authentication and access to information;
- (c) Controls to support the use of electronic signatures;
- (d) Controls to ensure protection for clients and public bodies;
- (e) Liabilities of the state; and
- (f) Dispute resolution.

The related Exchequer and Audit (Electronic Funds Transfer) Regulations, 2015 provide for Government to accept receipts and make payments via EFT.

## 3. Justification for Consultancy

- (a) A decision has been made to implement EFT in two (2) phases:
  - (i) Phase I: LINX at the office of all Receivers of Revenue using both Debit and Credit Cards, and
  - (ii) Phase II: Other payment options, including Automated Clearing House (ACH) and Real Time Gross Settlement (RTGS), to Ministries and Departments for receipt of public moneys.

- (b) The required expertise may not be available locally.
- (c) The need to operationalize the legislative framework while considering the impact of other relevant legislation such as the Data Protection Act, Electronic Transactions Act and Consumer Protection Act with a view to proper administration of the new EFT system.
- (d) The consultancy will establish the foundation for improved cash management for GoRTT which is aligned to its current Public Finance Management reforms.
- (e) The consultancy will be a step toward formalizing an EFT framework for GoRTT that is aligned to its National ICT Agenda which provides for empowered people, competitive businesses and transformational government.
- (f) The consultancy will serve as a driver for e-business and support GoRTT's initiatives to encourage the upgrading of the technological infrastructure in the banking sector that is necessary for the successful implementation of an EFT Framework.

## **4. Objectives**

### ***4.1 General Objectives***

The ultimate aim of GoRTT's EFT initiative is to implement an EFT by establishing appropriate mechanisms and criteria for the effective and efficient administration of EFT for GoRTT, which includes, but not limited to, the following objectives:

- (a) Make and receive electronic payments in order to improve the efficiency of its payments and receipts systems;
- (b) Provide the public with more efficient and convenient options for transacting with the Government with due regard to issues of consumer and data protection;
- (c) Provide a safe and secure EFT environment for the consumer to transact business with Government agencies, and
- (d) Minimize Government's risk with respect to litigation from loss suffered by the customer arising from situations including but not limited to malfunctioning of equipment, unauthorized access and errors in processing.

### ***4.2 Specific Objectives of this Consultancy***

- (a) To operationalize the Exchequer and Audit (EFT) Regulations, 2015 by the drafting of Ministerial Instructions and operating rules;
- (b) To streamline the existing receipts and payment processes to improve GoRTT's cash management within, as well as simultaneously with, an EFT system;
- (c) To facilitate the development of strategies and action plans to ensure the successful implementation and administration of EFT for the GoRTT;
- (d) To develop a roadmap to propel GoRTT's EFT initiative to meet the desired business objectives;
- (e) To formulate an EFT Policy with an associated EFT Framework; and
- (f) To provide the Treasury Division with the necessary technical expertise to implement the EFT Policy and associated EFT Framework.

## 5. Approach

The review of all relevant legislation and hosting of stakeholder consultations would be pursued by the Consultant to obtain pertinent inputs in understanding the current environment and in determining the way forward with respect to the EFT and ensure alignment with the Official Policy Framework of the Government inclusive of the current National ICT Plan.

## 6. Activities (Scope of Work)

The Consultant will be required to identify all relevant issues and conduct all necessary activities that will result in the achievement of the specific objectives of this consultancy. The specific activities of the Consultant shall include the following:

- (a) Review current receipts and payments mechanisms used by the Government for all payment types to detect weaknesses and suggest improvements to maximize efficiency, streamline the receipts and payment processes;
- (b) Review other EFT frameworks in:
  - (i) Trinidad and Tobago in collaboration with the GoRTT's legal and technical resources, and
  - (ii) best practise jurisdictions;
- (c) In collaboration with the GoRTT's legal and technical resources, review the Exchequer and Audit Act, Chapter 69:01, EFT Regulations as well as other relevant legislation;
- (d) Consult with relevant Ministries/Departments/Agencies as well as non-government stakeholders to obtain their focus and interest which could impact and evolve the EFT policy; EFT framework; Ministerial Instructions; operating rules and project implementation activities;
- (e) Develop an EFT Policy for Government for its consideration. The Policy will provide support on:
  - (i) how to achieve GoRTT's EFT objectives;
  - (ii) the design of general strategies;
  - (iii) plans to ensure the successful implementation, effective and efficient administration of EFT for GoRTT;
  - (iv) the integration of regulations and standards;
  - (v) the combination of provisions from other relevant legislation; and
  - (vi) the Policy should also be aligned with the objectives of GoRTT's National ICT Plan and e-commerce policy
- (f) Develop and articulate the EFT Framework for both payments and receipts thereby facilitating the use of EFT by public bodies, corporations and individuals. This would include:
  - (i) the drafting of Ministerial Instructions and revised operating rules from the existing system to an EFT environment;
  - (ii) the drafting of operating rules for the payment methods selection and implementation to operationalize the EFT Regulations, in the first instance, with respect to:
    - Physical and online Point of Sale transactions using both Debit and Credit Cards (LINX)



- Automated Clearing House (ACH)
- Real Time Gross Settlement (RTGS)

- (g) Conduct specialized knowledge transfer workshops for key stakeholders;
- (h) Work closely with the Treasury Division to develop, articulate, and report on expected targets or benchmarks by which the Ministry of Finance can evaluate the progress in achieving the EFT objectives;
- (i) Draft Terms of Reference and evaluation criteria to contract a suitable vendor to develop and implement an EFT system for GoRTT; and
- (j) Present final approved report on the Consultancy, which incorporates all changes to the draft final report as agreed by the Comptroller of Accounts.

## 7. Deliverables and Outputs

The Consultant will be required to provide the following deliverables/outputs:

No.	Deliverables/Outputs	Delivery Timeframes	Report Details
1	<p><b>Inception Report:</b> Report detailing the methodology, updated work breakdown structure and project schedule for all project deliverables;</p>	15 days after contract signing	<p>Electronic submission in Microsoft Word and PowerPoint.</p> <p>Two (2) Bound Hard Copies</p>
2	<p><b>Progress Report 1:</b> Gap analysis including findings, issues, and gaps identified in 6 (a) to (c).</p> <p>The review will include, as a minimum, gaps and issues related to:</p> <ul style="list-style-type: none"> <li>(i) the controls and procedures of the current manual recording and accounting system pertaining to revenue and expenditure; and</li> <li>(ii) the overlap of other relevant legislation with the provisions of the Exchequer and Audit Act and EFT Regulations.</li> </ul> <p>The intention of the review is to bridge the gaps identified to an EFT system including the necessity to operate both systems during the transitional arrangements.</p>	30 days after contract signing	<p>Electronic MS Word and PDF</p> <p>Two (2) bound hard copies</p> <p>Presentation to relevant stakeholders</p>
3	<p><b>Progress Report 2:</b> EFT Policy in accordance with 6 (d-f).</p>	60 days after Progress Report 1	<p>Electronic MS Word and PDF</p> <p>2 bound hard copies Presentation to relevant stakeholders</p>

No.	Deliverables/Outputs	Delivery Timeframes	Report Details
4	<p><b>Progress Report 3:</b> General EFT Framework and roadmap.</p> <p>(a) The General Framework shall include appropriate references to the Policy; any legislative change required and the required operational framework.</p> <p>(b) Ministerial Instructions shall be aligned to the EFT Regulations and the recommendations to address identified gaps and issues for controls and procedures of existing receipt and payment options in the transition to the EFT system.</p> <p>(c) Operating rules shall address controls and procedures for the new receipt and payment options stated in the EFT Regulations.</p>	30 days after approval of Progress Report 2	
5	<p><b>Progress Report 4:</b> TOR and evaluation criteria to contract a suitable vendor to develop and implement an EFT system for GoRTT</p>	30 days after approval of Progress Report 3	<p>Electronic MS Word and PDF</p> <p>2 bound hard copies</p>
6	<p>Knowledge Transfer Workshops on selected areas.</p>	Schedule to be determined by the Treasury Division	<p>Electronic MS Word and PDF</p> <p>2 bound hard copies</p>
7	<p><b>Final Report</b> The Final Report will include technical advice provided by the Consultant to guide the MoF to develop and successfully implement an EFT Framework for GoRTT.</p>	15 days after Progress Report 4.	<p>Electronic MS Word and PDF</p> <p>2 bound hard copies Presentation to relevant stakeholders</p>

## 8. Characteristics of the Consultancy

- (a) Type of Consultant: Individual Consultant.
- (b) Start Date and Duration: Approximately 70 non-consecutive onsite days for a period of 9 months from execution of the Contract.
- (c) Work location: Treasury Division, Ministry of Finance and Consultant's principal office.

## 9. Qualification Requirements

- (a) Post-graduate qualifications in Law, Finance or Information and Communication Technology and/or other related fields.
- (b) At least ten (10) years' experience in consultancy work, related to the electronic funds transfer in the public sector.
- (c) Extensive knowledge of e-payment systems.
- (d) Expert skills in consulting, problem identification, problem-solving, communication and project management.
- (e) Strong working knowledge of ICT systems.
- (f) Experience working in developing countries in related project activities.
- (g) Demonstrated professional excellence, effective cross-cultural interpersonal skills, and excellent communications/writing ability.
- (h) Full English Proficiency.

## 10. Reporting

The Consultant shall report directly to the Comptroller of Accounts, Treasury Division, Ministry of Finance and other stakeholders as required, during the execution of this Consultancy.

The Consultant shall meet with the Treasury Division and other stakeholders as requested. All submissions must be in English Language, delivered via the form and media stated in the schedule, delivered on the date requested and addressed to:

Programme Manager

Project Implementation Unit – *Strengthening of the Single Electronic Window for Trade and Business Facilitation Project*

Ministry of Trade and Industry

Level 9, Nicholas Tower

63-65 Independence Square

**PORT OF SPAIN**

Email: [piusew@gov.tt](mailto:piusew@gov.tt)

## 11. Confidentiality

The Consultant shall not, except as authorized by the GoRTT 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 GoRTT 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.

## **12. 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 MoF. The Consultant shall not later than upon termination or expiration of the contract, deliver all such documents to the MoF 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 MoF.

## **13. Eligibility**

The applicable rules of the GoRTT 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.

## Section 3: Standard Forms

### STANDARD FORMS

#### ATTACHMENT #1

#### CURRICULUM VITAE FOR CONSULTANT

1. **Name of Consultancy:** \_\_\_\_\_

2. **Name of Individual:** \_\_\_\_\_

3. **Date of Birth:** \_\_\_\_\_ **Nationality:** \_\_\_\_\_

4. **Education:** *[Indicate college/university and other specialized education, giving names of institutions, degrees obtained, and dates of attainment]:*

5. **Membership of Professional Associations:**

6. **Other Training:** *[Indicate significant training since degrees named in 4 - Education]:*

7. **Countries of Work Experience:** *[List countries where you have worked in the last ten years]:*

8. **Languages:** *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:*

9. **Employment Record:** *[Starting with present position, list in reverse order every employment since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]:*

From [Year]: \_\_\_\_\_ To [Year]: \_\_\_\_\_

Employer: \_\_\_\_\_

Positions held: \_\_\_\_\_

10. **Detailed Tasks Assigned:**

11. **Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned**

*[Among the assignments you have been involved, indicate the following information for those assignments that best illustrate your capability to handle the tasks listed under 10-Detailed Tasks Assigned.]*

<p>[List all tasks to performed under this assignment]</p>	<p>Name of assignment or project: Year: Location: Main project features: Position held: Activities performed:</p>
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**12. Reference:** *[two client reference letters as well as the full contact information for three professional references]*

**13. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_ Date: \_\_\_\_\_  
*[Signature]* Day/Month/Year

**ATTACHMENT # 2****CONSULTANT'S EXPERIENCE**

*[Using the format below, provide information on each assignment for which you were legally contracted either individually as part of a corporate entity, for carrying out consulting services similar to the one requested under this assignment.]*

Assignment Name:	Approx. value of the contract (in current US\$):
Country : Location within country:	Duration of assignment (months):
Name of Procuring Entity:  Address:	Total No of staff-months of the assignment:  Approx. value of the services provided by you or your firm under the contract (in currency US\$):
Start date (month/year):	No. of professional staff-months provided by you:
Completion date (month/year):	Name of senior professional staff of the firm involved (if applicable) and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Name of associated Consultants, if any:	
Narrative description of Project:	
Description of actual services provided by you within the assignment:	

Individual's Name: \_\_\_\_\_

**ATTACHMENT # 3**  
**SUBMISSION LETTER**

*[Location,  
Date]*

To: *[Name and address of MTT]*

Dear Sirs:

I, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your advertisement dated *[Insert Date]* and my Submission. I am hereby submitting my Expression of Interest.

I hereby declare that all the information and statements made in this Expression of Interest are true and accept that any misinterpretation contained in it may lead to our disqualification.

I undertake, if my Expression of Interest is accepted, to initiate the consulting services related to the assignment as per the Terms of Reference.

Yours sincerely,

Authorized Signature *[In full and initials]*: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Address: \_\_\_\_\_