



Ministry of Trade and Industry
Level 9, Nicholas Tower
63-65 Independence Square,
Port of Spain
Trinidad and Tobago

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

**TERMS OF REFERENCE FOR ADVISORY SERVICES TO DEVELOP AND
IMPLEMENT A QUALITY MANAGEMENT SYSTEM FOR THE
MARITIME SERVICES DIVISION, MINISTRY OF WORKS AND
TRANSPORT, TRINIDAD AND TOBAGO**

TERMS OF REFERENCE

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 the 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 (14,200) registered user accounts TTBizLink currently hosts forty six (46) transactional e-services administered by twenty four (24) government agencies across nine (9) 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.

The e-Maritime Services Module is one such e-service which was implemented on the platform in 2016 by the Maritime Services Division (MSD) of the Ministry of Works and Transport (MoWT) in collaboration with the Ministry of Trade and Industry. The Module facilitates the electronic submission and processing of fourteen (14) statutory declarations of several maritime border control agencies through a single online submission. Use of the Module allowed the MSD to automate and streamline some of its key processes and make it easier for local shipping agents to do business with the Division. For example, shipping agents were no longer required to visit the MSD office to submit arrival and departure declarations and responses to queries as can be done electronically on 24/7 basis. Additionally, fees are now automatically calculated and shipping agents can receive clearances electronically.

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 factors for

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

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. This can be attributed to 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.

In December 2017, the MSD participated in the International Maritime Organization's (IMO) International Member State Audit Scheme (IMSAS). The IMSAS is aimed at determining the extent to which member states have given full and complete effect to their obligations and responsibilities as contained in a number of IMO treaty instruments. While the audit viewed the changes associated with the implementation of the e-Maritime module as favourable and significant, it identified an urgent need for institutional strengthening in several areas of monitoring and evaluation of the MSD.

In November 2018, the MSD also participated in the Review of the Institutional Framework for Trade and Business under the Ministry of Trade and Industry's *Strengthening of the Single Electronic Window for Trade and Business Facilitation Programme*. In reviewing the operations of the MSD, the lead consultant also supported that risk management and profiling, compliance and enforcement needed to be better implemented by the MSD and recommended the implementation of quality management, monitoring and evaluation systems.

1.10 Programme Details

The *Strengthening of the Single Electronic Window (SEW) for Trade and Business Facilitation Programme* is an Inter-American Development Bank (IDB) funded programme being executed by the Ministry of Trade and Industry (MTI). The overall objective of this Programme 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 is 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

² World Bank, Doing Business Report 2019

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.

1.2 Justification for this Consultancy

This consultancy is required in order to address the deficiencies related to reporting, monitoring, communicating and evaluating which were identified in the 2017 IMSAS report prepared by the IMO.

A poor rating in the IMSAS would have a negative impact on Trinidad and Tobago's business reputation in the international shipping community. This poor rating can result in delays in clearance for Trinidad and Tobago flagged vessels when doing business at other ports internationally. Such treatment acts as a disincentive for vessels to visit and do business in Trinidad and Tobago.

Many of the deficiencies at the MSD identified in the IMSAS report relate to a lack of systems and procedures for monitoring, communicating, reporting and evaluation of activities.

In this regard, the GORTT is desirous of implementing a Quality Management System (QMS) at the MSD which conforms with the ISO 90001:2015 standard which specifies requirements for a quality management system which will ensure that the MSD can consistently provide products and services that meet customer and applicable statutory and regulatory requirements.

The consulting services of a specialist with experience and knowledge in designing and implementing QMS solutions is therefore required to effectively undertake this activity.

2.0 General Objective of this Consultancy

The overall objective of this Consultancy is to develop and implement a Quality Management System (QMS) at the MSD in accordance with the ISO 90001:2015 standard and prepare the MSD for ISO 90001:2015 Certification. The implemented QMS should correct the deficiencies identified in the 2017 IMSAS report and also provide multidimensional benefits such as improved monitoring and control, improved customer service, and improved efficiency and effectiveness.

2.1 Specific Objectives of the Consultancy

The specific objectives of this Consultancy are to assist the MSD to:

- Obtain a proper understanding of the current operations/procedures of the MSD and how they contribute to the gaps identified in the 2017 IMSAS report;
- Remedy these gaps through the design and effective implementation of a QMS at the MSD in keeping with the ISO 90001:2015 standard;
- Develop and Implement a QMS in accordance with ISO 9001:2015 requirements in the MSD of the MoWT so as to improve Trinidad and Tobago's performance during the next IMO IMSAS.
- Provide training and support to MSD Staff during the implementation of the system

2.2 Specific Activities

The Consultant shall carry out the following activities in three (3) phases as outlined below:

PHASE I – Project Initiation

1. Conduct inception meeting with Executing Agency and the MSD in order to review the required processes for conducting all activities within the project,
2. Finalize roles and responsibilities of the Client and the Consultant,
3. Finalize the methodology, work breakdown structure and project schedule for all project deliverables
4. Submit an Inception Report which incorporates all the findings of the above.

PHASE II – Gap Analysis and AS-IS Report .

1. Conduct a review of the 2017 IMO Member State Audit Scheme Report for Trinidad and Tobago to identify the key processes for transformation under the Quality Management System.
2. Document and prepare process flowcharts showing process owners and the sequence and interaction of these key processes among MSD departments, external agencies and the customer. These flowchart (.tml and .pdf) procedures must be able to hyper-link to other MSD documents such as policy, objectives, manuals, instructions and forms.
3. Assess and document the existing management system and human resources of the MSD and identify how they contribute to the deficiencies.
4. Evaluate processes identified at (2) above against the requirements of the IMSAS, ISO 9001:2015 and Implementation of IMO Instruments (III Code) identifying gaps and

proposing recommendations and corrective actions for bridging these gaps. This should be documented in an AS-IS Report .

5. Present findings of HR assessment and process gap analysis including issues and recommendations to the MSD executive team .

PHASE III – Implementation of QMS

1. Develop new standard operating procedures, policies and objectives for each process and control in conformance to agreed standards at (4) above and document this in a TO-BE Report.
2. Perform validation exercise with process owners to ensure the new procedures can be implemented.
3. Using the information from the TO-BE report and feedback from the validation exercise, prepare an Operations Manual and other supporting documents that are in line with IMSAS, ISO 9001:2015 and Implementation of IMO Instruments (III Code).
4. Prepare an implementation and training plan for each process to close the gaps identified in Phase II.
5. Conduct a QMS Capacity Building session for the MSD which will include training and workshops in understanding ISO 90001:2015 principles, requirement and procedures.
6. Conduct training in each process as well as a Lead Auditor Course for relevant staff of the MSD as per the requirements of the ISO 90001:2015 QMS standards and issue training certificates .
7. Ensure all corrective action plans are implemented
8. Coordinate and implement the QMS in accordance with ISO 90001:2015 requirements including but not limited to Quality manuals, procedures, works instructions and ensure that all gaps are closed as per ISO90001:2015 requirements.
9. Submit a Final Report on the implementation of the QMS.

Note on training: Estimated number of persons to be trained -70 persons, 10 persons to be trained as Lead Auditor. MoWT will provide venue, catering, projector, screen and list of persons to be trained. Consultant to conduct training and provide all other training materials.

3.0 Characteristics of the Consultancy

- Type of consultancy: Individual Consultant
- Start date and Contract Duration: 1st quarter 2020 over a period of six (6) months
- Work Location: MSD at the MOWT and the Consultant's Office

4.0 Required skills and Core Competencies

The Consultant will be expected to possess the following:

- Bachelors degree in Economics, Information and Communication Technology, Maritime Administration, Public Administration Policy or other related or similar fields; and
- ISO 9001 : 2015 Quality management System (QMS) Lead Auditor Certification or similar qualification.
- Master's degree in Economics, Information and Communication Technology, Maritime Administration, Public Administration Policy or other related or similar fields would be considered an asset.
- At least (5) years' experience in QMS implementation.
- Must have undertaken at least two (2) successful consultancy and training services within the last five (5) years, with firms/entities, including government organizations, on the establishment of QMS towards the achievement of certification to ISO9001 Standard, supported by submission of Certificate of Satisfactory Service issued by the previous client/Agency.
- Proven experience in Maritime Administration, logistics or trade facilitation, with a strong focus on information technologies and process reengineering.
- Expert skills in consulting, problem identification, problem-solving, communication and project management.
- Proficiency in the English language and effective communication and interpersonal skills.

5.0 Deliverables and Payment Schedule

The consultant will be expected to produce the following deliverables:

No	Deliverables	Delivery Timeframes	Review period	Payment Amount	Report Details
PHASE 1 – Project Initiation					
1	Deliverable 1: An Inception Report detailing the methodology, updated work breakdown structure and project schedule for all project deliverables.	5 days after commencement of services	5 days	10% of Agreed Contract Price payable upon the approval of Deliverable 1	Electronic, MS Word and PDF Two (2) Bound Hard Copies
PHASE 2 – Gap Analysis and AS-IS Report					
2	Deliverable 2: Presentation of Findings of AS-IS and Gap Analysis Report.	20 days after approval of Deliverable 1.	N/A	20% of Agreed Contract Price payable upon completion of Deliverable 2 and approval Deliverable 3	Electronic, MS Word and PDF Two (2) Bound Hard Copies
3.	Deliverable 3: Final AS-IS and Gap Analysis Report documenting current practices of key business processes and identifying gaps in these processes for conformity to ISO 9001:2015 and IMO MSAS requirements.	30 days after approval of Deliverable 1.	10 days		
PHASE 3 – Implementation of QMS					
4.	Deliverable 4: TO-BE Report and Operations Manual identifying new procedures for the key processes and controls designed as necessary to conform to agreed standards. (ISO 9001:2015 and III code).	20 days after approval of Deliverable 3.	10 days	20% of Agreed Contract Price payable upon completion of Deliverable 4 and completion of	Electronic, MS Word and PDF Two (2) Bound Hard Copies

No	Deliverables	Delivery Timeframes	Review period	Payment Amount	Report Details
5.	Deliverable 5: Validation Exercise: Perform validation exercise with process owners to ensure the new procedures can be implemented.	5 days after approval of Deliverable 4	N/A	Deliverable 5	N/A
6.	Deliverable 6: Implementation and Training Plan identifying timelines for the implementation of new processes at the Division and an outline of training to be conducted. Training to be as follows:	10 days after completion of Deliverable 5.	5 days	25% of Agreed Contract Price payable upon approval of Deliverable 6	Electronic, MS Word and PDF Two (2) Bound Hard Copies
7.	Deliverable 7: Training in ISO 90001:2015 as agreed in the implementation plan.	5 days after approval of Deliverable 6.	N/A	20% of Agreed Contract Price payable upon completion of training and approval of Deliverable 8.	Electronic, MS Word and PDF Two (2) Bound Hard copies
8.	Deliverable 8: Report on Training Sessions conducted in implementing the new processes as detailed in the implementation plan.	3 days after conducting training in Deliverable 7	5 days		
9.	Deliverable 9: Final Report on the implementation of the QMS.	5 days after approval of deliverable 8	5 days	5% of the Contract Price payable upon approval of Deliverable 9 Final Report	Electronic, MS Word and PDF Two (2) Bound Hard Copies

6.0 Criteria for choosing the Consultant

Curriculum Vite shall be evaluated on the basis of the weighted criteria stated as follows:

(a) Academic Qualification	-	10 points
(b) General Experience	-	25 points
(c) Specific Experience	-	50 points
(d) Adequacy for the Assignment	-	15 points
- TOTAL	-	100 points

7.0 Supervision and Reporting Requirements

The Consultant shall simultaneously provide status reports directly to the MTI and Ministry of Works and Transport (MOWT) as required, during the execution of this Consultancy. The Consultant shall meet with stakeholders as requested particularly the MTI and MOWT who have a high level of influence over the project. 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

Permanent Secretary/ a designate

Ministry of Works and Transport

Clarence House

127 – 129 Duke Street

PORT OF SPAIN

Email: Maritime.services@gov.tt

8.0 Working Language

The working language shall be English.

9.0 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.

9.1 Responsibility of the Ministry of Works and Transport (MOWT)

The MOWT, as the primary stakeholder for the Project shall support the implementation of this Consultancy.

Accordingly, the MOWT 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.
- ii. Provide a Counterpart Team to guide the implementation of the Consultancy.
- iii. Provide relevant and appropriate information as required by the Consultant.
- iv. Provide feedback on deliverables in line with agreed requirements and timeframes.
- v. Ensure the availability and active participation of staff at training, workshops.

9.2 Responsibility of the Consultant

The Consultant will:

- a. 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.
- b. Undertake the activities of the consultancy utilizing primarily its own resources.

- c. Respect and adhere to the proposed time-frames.
- d. Conduct meetings with stakeholders in a professional, responsible manner.
- e. Ensure the validity and reliability of any instruments and tools developed and/or utilized by the Consultant for training, workshops and sessions.
- f. Ensure the confidentiality of all aspects of the process/consultancy

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 (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.

12.0 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.