



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

RFP Reference#: RFP/01/HRIRE/DPRP-MTI/2022

Issue Date: September 21, 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 eligible Consultant(s)/Firm(s).
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 seven (7) 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 posted on the MTI’s website.

4. **The original, four (4) copies and one digital copy** on a USB drive of The Technical Proposal shall be placed inside of a sealed envelope clearly marked **“TECHNICAL PROPOSAL”, Consulting Services 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, RFP reference number, name and address of the company.**
5. **The original, four (4) copies and one digital copy** on a USB drive of The Financial Proposal shall be placed inside of a sealed envelope clearly marked **“FINANCIAL PROPOSAL”, Consulting Services 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, RFP reference number, name and address of the company** and with a warning **“DO NOT OPEN WITH THE TECHNICAL PROPOSAL.”**
6. If the envelopes and packages with the Proposal are not sealed and marked as required, the Client will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.
7. 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 16th Floor, Ministry of Trade and Industry, Nicholas Tower, Independence Square, Port of Spain, not later than 2:00 p.m. (local time) on **5th October 2022**. Bidders 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.
8. 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**
9. The successful Consultant will also be required to enter into a written Contract with the Client upon notification of an award of Contract.
10. Late Proposals will **NOT** be considered in any circumstances.
11. The Client does not bind itself in to accept any Proposal.

12. Proposals would be evaluated in accordance with the evaluation criteria and methodology outlined herein.
13. The Client reserves the right to cancel the bidding process in its entirety or partially without defraying any cost incurred by any Bidder in the preparation and submission of its Technical and Financial Proposal.

Permanent Secretary
Ministry of Trade and Industry
September 21, 2022

DEFINITIONS:

- (a) “**Bidder**” means any Consultant/Firm that submits a proposal for the requested services.
- (b) “**Client**” means the Ministry of Trade and Industry;
- (c) “**Consultant**” means any Firm/ company that may provide or provides the Services to the Client under a contract;
- (d) “**Contract**” means the contract signed between the Client and the Consultant 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 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 Consultant 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 Consultant, 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

1.0 INTRODUCTION

- 1.1 The Client will select a Consultant from those whose Proposals are deemed eligible and which satisfy the evaluation criteria indicated in 13.3.2 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 Consultant.
- 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 engaged, 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 Bidders should note that the engagement of former or current GoRTT employees is acceptable provided no conflict of interest exists.
- 1.4.2.1.3 If the Bidder nominates any current GoRTT employee as a Key or Non-Key Expert in their Technical Proposal, such Key or Non-Key Expert(s) 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 official position. Such certification shall be provided to the Client by the Bidder prior to contract negotiations if invited.
- 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, 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 Modification and Withdrawal of Bids

Bidders may modify or withdraw their Proposals after submission provided that the modification or notice of withdrawal is received in writing by the Ministry of Trade and Industry prior to the prescribed deadline for the submission of Proposals.

2.4 Clarifications and Amendments regarding the RFP

Bidders may request clarification of the RFP at any time before seven (7) days of the deadline for submission date. All clarifications must be submitted in writing to the e-mail address identified below:

**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**

- 2.4.2. The Client will respond in writing via the Ministry's website without identifying the source of the request for clarification. Any oral communications shall be considered unofficial and non-binding. The Client reserves the right, at its sole discretion, to determine appropriate and adequate responses to written comments, questions, and requests for clarification.
- 2.4.3. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure described below at 2.4.4
- 2.4.4 At any time before the proposal submission deadline, the Client may amend the RFP by issuing an amendment in writing. The amendment shall be placed on the MTI's website and will be binding on all firms participating in this process.
- 2.4.5 If the amendment is substantial, the Client may extend the proposal submission deadline to give firms reasonable time to take the amendment into account in their Proposals.

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 full legal name of the entity making the bid, the signature of the authorised representative of the Bidder and the registered office of the Bidder; in their Proposal.
- 3.3 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, **shall** 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).

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) separately sealed envelopes consisting of the Technical Proposal and the Financial Proposal.

7.3 Technical Proposal

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

A	<p>A brief description of the Bidder including:</p> <ul style="list-style-type: none"> • if a company, a Certificate of Incorporation • If a partnership, evidence of duly organized partnership and a Power of Attorney for the authorised representative of the partnership. • If a Joint Venture (JV), a Power of Attorney for the authorized representative for each party to the JV and a Power of Attorney to represent the JV. • A list of the directors of the Company/Companies, where applicable • A disclosure statement of conflict of interest, where applicable • Compliance with the Bid Validity period.
B	<p>A Transmittal Letter signed by the duly authorized officer who can be contacted in the event of questions or clarifications concerning the content of the Proposal. The transmittal letter must contain the name, title, address, email addresses, and telephone number(s) of the individual(s) to contact.</p>
C	<p>Comments on the Terms of Reference (TOR).</p>
D	<p>The Bidder's understanding of the Services.</p>
E	<p>The Bidder's professional/technical approach to the delivery of the Services.</p>
F	<p>A detailed Project Plan of the activities, human resource and other needs, and timelines that are proposed to deliver the Services.</p>
G	<p>A detailed description of the Key Experts work experience in accordance with the Technical Proposal criteria.</p>
H	<p>Copies of the Auditor's report together with audited financial statements made in accordance with approved standards for the last two (2) years (if not required by law to have audited financials,</p>

	submit unaudited statement and legal proof that audited financials are not required) or a Letter from a reputable financial institution attesting to the financial capability of the Bidder.
I	A Copy of the following, if applicable: <ul style="list-style-type: none"> • 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 or a letter of exemption from the Board of Inland Revenue.; and • Valid National Insurance Certificate of Compliance (issued in accordance with the National Insurance Act);
J	Client references from at least two (2) separate clients from Projects of a similar nature. Client references must include the following: Name of Project completed, contact names, position, telephone numbers and email addresses.
K	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 where applicable, 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 VAT if applicable, must be shown in the Proposal price in the Financial Proposal.

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

8.0 TAX LAW COMPLIANCE

Consultants shall comply with all of the Income and Tax laws of the Republic of Trinidad and Tobago inclusive of the payment of VAT, if applicable.

9.0 CONFIDENTIALITY

9.1 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.

10.0 CANCELLATION OF THE RFP PROCESS

The Client reserves the right to cancel the RFP process in its entirety or even partially for any reason without defraying any costs incurred by any Bidder. Notice of such cancellation will be communicated to all participating Bidders.

11.0 BID REJECTION

Notwithstanding anything to the contrary which may be contained or implied in this RFP, the Client does not bind itself to accept the lowest Proposal and further reserves the right to reject any and all parts of any and all Proposals. The Ministry of Trade and Industry reserves the right to reject any Proposal which is judged to be in violation of the spirit and intent of this RFP.

12.0 ENVELOPE PREPARATION

12.1 The Bidder shall submit a signed and complete Proposal comprising the documents and forms in accordance with Clause 7.3.1. The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate.

12.2 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.

12.3 The original, four (4) copies and one digital copy on a USB drive of The Technical Proposal shall be placed inside of a sealed envelope clearly marked "Envelope A - **TECHNICAL PROPOSAL**", **Consulting Services 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, RFP reference number, name and address of the company.**

12.4 The original, four (4) copies and one digital copy on a USB drive of The Financial Proposal shall be placed inside of a sealed envelope clearly marked "Envelope B **FINANCIAL PROPOSAL**", **Consulting Services 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, RFP reference number, name and address of the company and with a warning “DO NOT OPEN WITH THE TECHNICAL PROPOSAL.”

- 12.5 The Proposals must be deposited in the **Tender Box** located on **Level 16** no later than **5th October 2022 at 2:00 p.m.** 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 **2:05 p.m.** (immediately after the closing time for submissions).

13.0 BID OPENING AND EVALUATION

- 13.1 The Client shall conduct the opening of the Technical Proposals in the presence of the shortlisted Bidders’ authorized representatives who choose to attend online.

At the opening of the Technical Proposals the following shall be read out: (i) the name of the Bidder or, in case of a Joint Venture, the name of the Joint Venture and the name of the lead member; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline;

13.2 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.

13.3 Proposal Evaluation

The Bidder is not permitted to alter or modify its Proposal in any way after the deadline for submission date and time. While evaluating the Proposals, the Client will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.

13.3.1 PRELIMINARY EVALUATION

Proposals that are received will be reviewed to ensure that all documents and information requested in the RFP documents are included in the submission. At this point, incomplete submissions will be deemed non-responsive to the requirements outlined in the RFP and will not be considered further.

13.3.2 Evaluation of Technical Proposals

Each submission deemed substantially responsive during the preliminary examination stage shall be subjected to a technical evaluation in accordance with the evaluation criteria identified in Table 1 below.

Table 1: Technical Proposal Evaluation Criteria

No.	Qualification Criteria	Max Score
1.	Proven experience of the Bidder's Key Experts as evidenced by number of years' experience and projects completed of a similar nature and complexity: a) At least seven (7) years' experience in conducting strategic' human resource capacity assessments and industrial relations risk assessments (12 pts) b) At least seven (7) years' experience in conducting organizational restructuring and institutional redesign (12 pts) c) Completed at least two (2) projects of a similar nature within the last ten (10) years. (6 pts)	
2.	Methodology a) Technical approach and methodology (30 pts)	45

No.	Qualification Criteria	Max Score
	b) Work plan and allocation of staffing (15 pts)	
3.	Key Experts' qualifications and competency for the assignment: a) Organizational/Institutional Design Specialist as per Terms of Reference – Key Expert 1 (12 pts) b) Human Resource/Industrial Relations as per Terms of Reference – Key Expert 2 (8 pts)	20
4.	Financial Capacity of the Bidder Analysis of financial strength of the firm to determine the financial stability using the audited financial statements for the last two years. (If not required by law to have audited financials, submit unaudited statement and legal proof that audited financials are not required).	5
	Total	100

A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score of 70 points.

13.3.3 Evaluation of Financial Proposals

Following the ranking of the Technical Proposals, the top-ranked Bidder shall be invited to negotiate the Contract. Only the Financial Proposal of the technically top-ranked Bidder will be opened by the Client.

13.3.4 All other Financial Proposals will remain sealed and if an agreement is reached with the top-ranked Bidder, the envelopes will be returned to the other Bidders unopened after Contract negotiations are successfully concluded and the Contract is signed.

13.4 Evaluation Committee

13.4.1 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.

- 13.4.2 The Evaluation Committee reserves the right to check references submitted by any Bidder. Additional information may also be requested from a Bidder about similar Services provided to former clients.
- 13.4.3 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.

14.0 NEGOTIATION AND AWARD OF CONTRACT

- 14.1 Following the ranking of the Technical Proposals, the toped ranked Bidder will be invited for technical, financial and contract negotiations. The objective of the negotiations will be for the Client to achieve best value for money. The negotiations will be held at a date, time and address to be indicated by the Client with the Consultant's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Bidder. The Bidder will be required to submit a copy of their By-laws as well as confirm the availability of their Key experts as a pre-requisite for negotiations. Should negotiations with the top-ranked Consultant fail, the discussions would be formally terminated. The Financial Proposal of the next ranked Bidder will be opened and evaluated. Negotiations will be conducted with the next ranked Bidder, and so on until the contract can be successfully negotiated.
- 14.2 The Client shall prepare minutes of negotiations that are signed by the Client and the Consultant's authorized representative.
- 14.3 If successful, the Consultant will be required to enter into a formal contract with the Permanent Secretary, Ministry of Trade and Industry. The contract will be executed following successful negotiations with the top-ranked, or subsequent Consultant, and the fulfilment of the Client's requirements for the creation of binding legal relations, including its internal approval process.
- 14.4 The successful Consultant and the Client shall make every effort to execute the formal contract within fourteen (14) days from the date of the Letter of Award.
- 14.5 Unsuccessful Proponents will be so notified as soon as possible after the award of contract.

SECTION 3.0

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 entities, 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 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. The Change Management and Communications Consultancy is the subject of a separate procurement process. However, the successful Bidder will engage with the selected Change Managements and Communications Consultant.

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 fallout 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

Q4 of 2022

3.2 SCOPE OF THE ASSIGNMENT

The establishment of a new trade and investment promotion agency will streamline the ExportTT, InvestTT, 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 the 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 achieve 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 management 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.
- 6) A Final Report containing a clear and concise summary of the activities undertaken, inputs, outputs, conclusions, recommendations and lessons learnt

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

3.3 EXPECTED DELIVERABLES, TIMELINES & PAYMENT

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

	DELIVERABLE	Timeframe for submission (working days)	Client's Review Period	Format for Submission	PAYMENT Schedule
1.	Inception Report - Report detailing the methodology, work breakdown structure and	5 days from commencement of services	5 days	Electronic submission of Draft – MS Word. Final – PDF	10% of the contract price payable upon submission and approval

	project schedule for all project deliverables				of Deliverable 1 by the Client.
2	Bi- weekly Progress Reports;	Bi-weekly after acceptance of Deliverable 1		Electronic MS Word & PDF Minutes; Action Items; Progress update; Decisions report;	
3.	Assessment Report on the existing Human Resource capacity of ExportTT, InvestTT and CreativeTT inclusive of issues, challenges and concerns in executing duties and responsibilities; including a review on international best practices on similar organizations.	20 days after acceptance of deliverable 1	10 days	Electronic submission of Draft – MS Word. Final – PDF	15% of the contract price payable upon submission and approval of Deliverable three (3) by the Client.
4.	Presentation and Report of the Proposal for the new agency inclusive of organizational structure, detailed job descriptions for each position, compensation packages with terms and conditions, Stakeholder Map for the new agency and capacity gaps and potential transfer positions.	20 days after approval of deliverable 3	10 days	Electronic submission of Microsoft Word and Power Point Presentation	20% of the contract price payable upon submission and approval of Deliverable four (4) by the Client.

5	Stakeholder Consultations and Report on the Proposed organizational structure inclusive of job descriptions for each position and compensation packages with terms and conditions, Stakeholder Map for the new agency and capacity gaps and potential transfer positions.	15 days after approval of deliverable 4	10 days	Electronic submission of MS Word	25% of the contract price payable upon submission and approval of Deliverables five (5) and six (6) by the Client.
6	Final Organizational Structure inclusive of job descriptions for each position and compensation packages with terms and conditions Stakeholder Map for the new agency and capacity gaps and potential transfer positions incorporating feedback from stakeholders	7 days after approval of deliverable 5	7 days	Electronic submission of MS Word – Final PDF	
7	Risk Assessment Matrix and Report on the potential HR and IR issues and mitigation strategies	10 days after approval of deliverable 3	7 days	Electronic submission of MS Word – Final PDF	20% of the contract price payable upon submission and approval of Deliverable seven (7) by the Client
8	Final Report	5 days after approval of deliverable 6	5 days	Electronic submission of MS Word – Final PDF	10% of the contract price payable upon submission and approval of Deliverable

					eight (8) by the Client
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3.4 Reporting Arrangements

The Consultant 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.

3.5 Invoicing

The successful Consultant is required to submit invoices in keeping with the agreed payment schedule, detailing sufficient information for approving payment and auditing purposes. Note invoices will be submitted for processing upon approval of the respective deliverable by the Client. 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**

3.6 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: Organizational/Institutional Design Specialist

Required

- Degree in human resource management; MBA; or related field;
- At least seven (7) years' experience in conducting organizational restructuring and redesign including;
 - Experience in human resource management;
 - Experience in or with trade and investment promotion agencies; and
 - Experience at regional or international organizations.
- Strong analytical skills;

- Demonstrated research 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

Person Specification – KE2: Human Resource / Industrial Relations Specialist

Required

- Advanced degree in human resource management, industrial relations, labour and employment relations, project management or a relevant discipline (equivalent qualifications may be considered);
- At least 7 years of experience in the field of Human Resource Management/Industrial Relations in a public sector environment
- At least seven (7) years' experience in conducting strategic` human resource capacity assessments and industrial relations risk assessments
- Strong analytical and research 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.

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

The Consultant 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 the Consultant's Personnel with the competences required for the conduct of the Scope of Work. Sufficient Personnel should be available to ensure the timely delivery of the work plan. As per the work plan, the Consultant 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 Key and Non-Key experts and Personnel will only be allowed following a request submitted and approved by the Permanent Secretary, Ministry of Trade and Industry.

The selected Consultant 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.

3.7 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.

3.8 Responsibility of the Consultant

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.

3.9 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.

3.10 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.

3.11 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
September 21, 2022**