The Ministry of Public Administration and Artificial Intelligence

Programme to Accelerate the Digital Transformation Agenda

IDB Loan: TT-L1061

TT-L1061-P00049: Consultancy for a Mid-Term Evaluation for the Programme to Accelerate the Digital Transformation Agenda (TT-L1061)

Submission Date: Friday 21st 2026 @ 11:59 p.m AST

1.0 BACKGROUND

The Ministry of Digital Transformation (MDT) was previously established on July 12, 2021. In May 2025 it was merged with the Ministry of Public Administration to form the Ministry of Public Administration and Artificial Intelligence (MPAAI) (Gazette No. 81 of 2025) MPAAI's portfolio of business includes:

i. Electronic Human Capital Management (IhRIS)
ii. HRM Policy Development and Monitoring
iii. Open Government
iv. Oversight for Transformation Heritage Buildings
v. Public Management Consulting
vi. Public Service Administration and Management
vii. Public Service Legislative Framework
viii. Public Service Modernisation
ix. Public Service Training and Development
x. Property and Real Estate
xi. Strategic Human Resource Management
xii. Business Continuity
xiii. Digital Government
xiv. Digital Transformation–E-identity–Government Services On-line–Public Service
xv. ICT Governance - Systems Interoperability
xvi. ICT Access Centres
xvii. Information and Communication Technology-ICT Policy, Strategy and Management-National ICT Planning
xviii. Information and Data Protection

Oversight Responsibilities:

- National Information and Communication Technology Company Limited (iGovTT)
- Telecommunications Authority of Trinidad and Tobago (TATT)
- TTconnect Service Centre

The Inter-American Development Bank (IDB) has approved a loan application from the Government

of the Republic of Trinidad and Tobago (GoRTT) to implement the Programme to Accelerate the Digital Transformation Agenda.[1] As one of the region's earliest adopters of a digital development agenda GoRTT, through the Ministry of Public Administration and Artificial Intelligence (MPAAI), has embraced a government-as-a-platform model, where the state leads and enables the private sector, civil society, academia, and ordinary citizens in the collaborative execution of digital transformation initiatives, which reflects regional good practice on the proper structure for holistic digital transformation. The direct beneficiaries of this Programme will be the citizens, public sector employees, and companies within Trinidad and Tobago.

The inclusion of "Artificial Intelligence" in the Ministry's name reflects the Government of Trinidad and Tobago's strategic commitment to positioning AI as a cross-cutting enabler of

[1] https://www.iadb.org/en/news/trinidad-and-tobago-will-advance-digital-transformation-idb-support-0

public sector modernization, digital transformation, and improved service delivery outcomes. This commitment supports the development of robust policy frameworks, the adoption of emerging technologies across the public sector and the strengthening of institutional capacity to effectively leverage AI and digital solutions in the delivery of the government services. It also ensuring alignment with the Programme to Accelerate the Digital Transformation Agenda.

Following a programme re-scoping exercise conducted in July 2024, implementation priorities and delivery timelines were refined to better support the achievement of programme objectives. As the Programme enters a critical phase of execution, there is a need for accelerated delivery, strengthened coordination, and enhanced technical support to advance key activities and outcomes.

This loan will prioritize the following objectives: (i) delivering simplified and inclusive public services using digital technologies, (ii) increasing digital capabilities of the national workforce and firms; and (iii) strengthening the government's ability to protect against and respond to cyberattacks. To achieve these objectives, the Programme will be implemented through the following components:

- **Component 1: Improving the institutional framework for digital innovation.**
- **Component 2: Accelerating the growth of the digital economy.**
- **Component 3: Strengthening national cybersecurity capabilities.**

A dedicated Programme Executing Unit (PEU) has been established in the MPAAI, with responsibility for the overall execution of all components of the Loan Programme, in accordance with IDB and GoRTT project management policies and procedures. The MPAAI is seeking to engage the services of an independent Individual Consultant for the provision of a Mid-Term Evaluation for the Programme to Accelerate the Digital Transformation Agenda.

The Programme is financed through a US$42 million Inter-American Development Bank (IDB) loan and seeks to boost productivity through inclusive and safe digital technology adoption and innovation in Trinidad and Tobago. The Programme supports implementation of the National Digital Transformation Strategy (NDTS) and contributes to the country's broader digital transformation agenda.

1.1 PURPOSE OF THE MID-TERM EVALUATION (MTE)

The purpose of the Mid-Term Evaluation is to provide an independent and evidence-based assessment of the Programme's design, execution progress, implementation arrangements, and likelihood of achieving its planned outputs, outcomes, and Programme Development Objective within the remaining implementation period.

The evaluation shall identify the principal implementation bottlenecks, examine their underlying causes, assess the effectiveness of mitigation actions taken, and determine whether additional corrective measures are required. Particular attention shall be given to the governance, management and operational capacity of the Programme Executing Unit, the progress of critical procurement activities, and opportunities to accelerate Programme implementation.

The evaluation shall provide MPAAI and the Inter-American Development Bank with practical, prioritised and time-bound recommendations to support decision-making and improve Programme performance during the remaining execution period.

2.0 OBJECTIVES OF THE CONSULTANCY

2.1 General Objectives

The general objective of the Consultancy is to conduct a Mid-Term Evaluation of the Programme to Accelerate the Digital Transformation Agenda to: (i) determine whether its design and implementation arrangements remain appropriate, (ii) assess execution progress, (iii) determine the feasibility of achieving the planned results, and (iv) recommend actions to address critical bottlenecks and accelerate implementation.

2.2 Specific Objectives

The specific objectives of the Mid-Term Evaluation are to:

i. Assess whether the Programme design remains relevant and responsive to the development challenges, institutional needs and national digital transformation priorities identified during Programme preparation. This assessment shall include, at a minimum, a review and validation of the Programme's Theory of Change, its underlying assumptions, causal pathways, planned interventions, outputs and expected outcomes, to determine whether adjustments are required in light of the current implementation context.
ii. Assess physical and financial execution progress against approved work plans, procurement plans, budgets, implementation schedules, the Results Matrix and agreed output and outcome targets.
iii. Determine the feasibility of achieving the Programme's planned outputs, outcomes and Programme Development Objective within the remaining implementation period, taking into account current execution rates, available resources, procurement timelines and institutional capacity.
iv. Provide practical, prioritized, time-bound and risk-informed recommendations, including proposed corrective actions, responsible parties and implementation timelines, as part of an Action Plan. This shall be achieved through, at a minimum, the following activities:
    a. Identify the main implementation bottlenecks and delays, determine their underlying causes and assess their effects on Programme delivery, including delays associated with procurement, contract management, decision-making, coordination, staffing, financial management and disbursement.
    b. Assess whether Programme risks are being systematically identified, monitored and managed, and evaluate the adequacy and effectiveness of mitigation actions taken using a risk-based approach.
    c. Assess the effectiveness of the Programme's governance and implementation arrangements, with particular emphasis on the management, staffing, technical and operational capacity of the Programme Executing Unit.
    d. Review actions already undertaken to strengthen the capacity of the Programme Executing Unit and identify any additional institutional, technical, administrative or operational support required to improve performance.
    e. Identify opportunities to accelerate implementation, particularly critical procurement and contracting activities, and recommend measures to overcome implementation challenges and improve coordination, accountability and decision-making.

3.0 SCOPE OF SERVICES

The Consultant shall undertake an independent Mid-Term Evaluation covering the Programme implementation period specified in the TOR. The evaluation shall concentrate on the following areas:

3.1 Programme Design and Theory of Change

The Consultant shall review the Programme's original and revised design, including the Programme Development Objective, components, interventions, Results Matrix, implementation arrangements, underlying assumptions and Theory of Change.

The review shall determine whether:

- the Programme continues to address the development challenges and constraints identified during preparation;
- the planned interventions remain logically linked to the expected outputs and outcomes;
- the assumptions and causal pathways underlying the Theory of Change remain valid;
- changes in the implementation environment have affected the continued feasibility of the Programme design; and
- modifications to the Programme scope, targets, timelines, resource allocations or implementation arrangements are warranted.

The evaluation will cover the period **06^{th} March 2024 to 05^{th} September 2026.** The evaluation shall cover the following areas:

3.2 Execution Progress and Feasibility of Achieving Results

The Consultant shall assess Programme implementation progress against approved plans, schedules, budgets and the Results Matrix.

The assessment shall include:

- physical and financial execution by component;
- progress toward output and outcome indicators and targets;
- implementation of annual operating plans and other approved work plans;
- procurement and contracting progress;
- disbursement and expenditure performance;
- quality and timeliness of activities and deliverables;
- status and performance of contracts and consultancies;
- variances between planned and actual implementation; and
- the likelihood of achieving planned outputs, outcomes and the Programme Development Objective within the remaining implementation period.

The Consultant shall identify any targets or timelines that are no longer realistic and provide evidence-based recommendations for adjustment.

3.3 Implementation Bottlenecks, Risk and Mitigation Actions

The Consultant shall identify and analyse the main factors affecting Programme execution. These may include institutional, governance, procurement, contractual, technical, financial, administrative, staffing, coordination and external constraints.

For each significant bottleneck or risk, the Consultant shall:

- identify its nature and underlying cause;
- assess its effect on implementation timelines, costs, outputs and outcomes;
- determine the likelihood and severity of its continued impact;
- review the mitigation or corrective measures already taken;
- assess whether those measures have been timely and effective; and
- recommend additional actions required to reduce the risk or remove the constraint.

The analysis shall apply a risk-based approach and prioritise the issues that pose the greatest threat to the achievement of Programme results.

3.4 Governance, Management and Operational Capacity

The Consultant shall assess whether the Programme's governance and implementation arrangements support timely and effective execution.

The assessment shall include:

- the roles, responsibilities and decision-making authority of MPAAI, the Programme Executing Unit, the Project Steering Committee, the Digital Transformation Technical Working Group and participating institutions;
- the adequacy of coordination, escalation and accountability mechanisms;
- the staffing structure, workload, technical expertise and continuity of the Programme Executing Unit;
- the adequacy of Programme management, monitoring, reporting and information systems;
- procurement planning and management capacity;
- financial management, disbursement and contract administration capacity;
- the timeliness of reviews, approvals and decisions;
- actions already taken to strengthen the Programme Executing Unit; and
- additional capacity-building or institutional support required to accelerate implementation.

The Consultant shall identify specific opportunities to improve management performance and advance critical procurement, contracting and implementation activities.

3.5 Corrective Actions and Implementation Acceleration

Based on the evaluation findings, the Consultant shall prepare a prioritized corrective action plan with targeted recommendations.

The plan shall identify:

- the recommended action;
- the implementation issue or risk addressed;

- the responsible institution or officer;
- the proposed completion timeframe;
- dependencies and required resources;
- the expected effect on Programme implementation; and
- the proposed mechanism for monitoring completion.

4.0 EVALUATION APPROACH

This section establishes the overarching evaluation philosophy and standards.

The Mid-Term Evaluation shall use an evidence-based, participatory and utilisation-focused approach. The evaluation shall be designed to support management decisions during the remaining Programme implementation period rather than to assess long-term impact.

The Consultant shall apply an appropriate combination of quantitative and qualitative methods to analyse Programme design, implementation progress, institutional capacity, procurement and financial performance, risks and the feasibility of achieving planned results.

All findings shall be supported by verifiable evidence and triangulated across multiple data sources. Conclusions shall flow directly from the findings, and recommendations shall be practical, prioritised, time-bound and proportionate to the identified implementation risks.

The Consultant shall assess the Programme against the evaluation framework set out in **Section 5.0** and shall ensure that all conclusions and recommendations are evidence-based, objective, practical, and actionable.

4.1 MINIMUM METHODOLOGICAL REQUIREMENTS

The Consultant shall propose a detailed methodology in the Inception Report. At a minimum, the methodology shall include:

a. Document Review

Review of relevant Programme documents, including:

- Loan Proposal and Loan Contract;
- Programme design and appraisal documents;
- Programme Operational Manual;
- Theory of Change and Results Matrix;
- approved work plans and budgets;
- procurement plans and procurement monitoring information;
- financial and disbursement reports;
- Progress Monitoring Reports and Semi-Annual Reports;
- contract and consultancy implementation records;
- risk registers and mitigation plans;
- relevant correspondence, decisions and implementation reports (including the agreements achieved in the recurrent Review Status Meeting).

b. Implementation and Results Analysis

Analysis of planned and actual performance by component, including:

- outputs and outcome indicators;
- implementation milestones;
- procurement and contracting timelines;
- budget execution and disbursement;
- contract performance;
- delays and schedule variances; and
- the projected time and resources required to complete outstanding activities.

c. Stakeholder Consultations

Consultations shall be conducted with MPAAI, the Programme Executing Unit, the IDB, governance bodies, participating institutions, implementing partners, contractors, consultants and other stakeholders whose involvement is material to Programme execution.

d. Bottleneck and Root-Cause Analysis

The Consultant shall use an appropriate analytical method to identify the underlying causes of significant delays and implementation constraints and distinguish between symptoms, immediate causes and systemic causes.

e. Risk-Based Assessment

Programme risks and implementation constraints shall be assessed based on their likelihood, severity, potential effect on Programme results and the adequacy of existing mitigation measures.

f. Feasibility Assessment

The Consultant shall assess the likelihood of achieving each major output, outcome and target based on current progress, outstanding activities, procurement lead times, available resources, institutional capacity and the remaining implementation period.

g. Validation

Preliminary findings and proposed corrective actions shall be presented to MPAAI and the IDB for factual validation. The Consultant shall retain responsibility for the independence of the evaluation findings and conclusions.

h. Evaluation Matrix

The Consultant shall prepare an Evaluation Matrix linking the priority evaluation areas, key questions, indicators, evidence sources, data collection methods and analytical methods. The Evaluation Matrix shall form part of the Inception Report and shall be approved before substantive data collection begins.

5.0 EVALUATION FRAMEWORK

The evaluation shall assess the Programme against the following evaluation areas, objectives, key questions, and sources of evidence.

Evaluation Area	Evaluation Objectives / Requirements	Key Evaluation Questions	Evidence / Means of Verification
Programme Design and Theory of Change	Determine whether the Programme design and Theory of Change remain valid, relevant and feasible.	i. Does the Programme continue to address the constraints identified during preparation? ii. Are the interventions logically linked to the planned outputs and outcomes? iii. Do the assumptions and causal pathways remain valid? iv. Are revisions to the design, targets, timelines or implementation arrangements required?	• Loan Proposal • Programme Design Documents (where applicable). • Results Matrix. • Theory of Change. • Stakeholder interviews and consultations.
Execution Progress and Feasibility of Achieving Results	Assess implementation progress and determine the likelihood of achieving planned outputs, outcomes and the Programme Development Objective.	i. What physical and financial progress has been achieved? ii. Are activities, procurement and contracts progressing according to plan? iii. Which targets are on track, at risk or unlikely to be achieved? iv. Are the remaining time, resources and institutional capacity sufficient? v. What adjustments are required?	• Results Matrix • Procurement Plan • Financial and Disbursement Reports • Contract Records • Implementation Schedule • Monitoring Data • Workplans

Implementation Bottlenecks, Risks and Mitigation	Identify the principal implementation constraints, their causes and effects, and assess the adequacy of mitigation actions.	i. What are the main bottlenecks and underlying causes? ii. How have they affected timelines, costs and results? iii. Are risks being identified, escalated and managed effectively? iv. Have mitigation actions been timely and effective? What additional measures are required?	● Procurement and Contract Records ● Progress Report ● Risk Registers & Issue Log* ● Stakeholder Interviews* *where applicable
Governance, Management and PEU Operational Capacity	Assess whether governance and PEU capacity are adequate to support timely Programme execution.	i. Are roles and responsibilities clear? ii. Are decisions and approvals timely? iii. Does the PEU have adequate staffing, expertise, systems and authority? iv. What capacity-strengthening actions have been undertaken and with what results? v. What measures are required to accelerate critical procurement and implementation?	● Organisational Arrangements ● PEU Records ● Terms of Reference ● Procurement Records ● Interviews with MPAAI, PEU, IDB and participating institutions
Corrective Actions and Acceleration Measures	Develop practical actions to improve execution during the remaining implementation period.	i. Which actions should be prioritized? ii. Who should be responsible? iii. What are the required timelines and dependencies? iv. How should implementation of the corrective actions be monitored?	● Evaluation Findings ● Stakeholder Validation ● Risk Assessment ● Implementation Schedule ● Management Action Plans* *where applicable

6.0 DELIVERABLES AND PAYMENT SCHEDULE

Deliverable No.	Deliverable	Submission Timeline	Payment (%)
1	**Inception Report**	Within two (2) weeks of contract commencement The Inception Report shall include: • Understanding of the assignment • Refined evaluation questions • Detailed methodology • Evaluation Matrix • Stakeholder consultation/engagement plan • Document and Data requirements • Risk-Based analytical approach • Work plan, and • Data collection instruments **Format: Electronic, MS Word and PDF (editable format)**	20%
2	**Presentation of Preliminary Findings**	Within six (6) weeks of contract commencement Presentation of preliminary findings, key observations and emerging recommendations to MPAAI and IDB. The presentation shall include: • Preliminary findings on design and Theory of Change; • Implementation progress and projected achievement of targets; • Critical bottlenecks and root causes; • Assessment of risks and mitigation actions; • Findings on PEU governance and capacity; and • Emerging corrective and acceleration measures. **Format: Electronic, MS Word and MS PowerPoint (editable format)**	20%
3	**Draft Mid-Term Review Report**	Within ten (10) weeks of contract commencement The Draft Report shall include the complete evaluation findings, conclusions, recommendations and proposed corrective action plan The Draft Report shall include: • Executive Summary • Methodology • Findings by evaluation criterion • Results Matrix assessment • Risk assessment • Theory of Change validation	30%

		• Conclusions • Recommendations • Proposed corrective actions **Format: Electronic, MS Word and PDF (editable format)**	
4	**Final Mid-Term Review Report**	Within twelve (12) weeks of contract commencement and within five (5) working days of receipt of comments from MPAAI and IDB and shall include the final prioritised corrective action plan. The Final Report shall include: • Executive Summary • Methodology • Findings by evaluation criterion • Results Matrix assessment • Risk assessment • Theory of Change validation • Conclusions • Recommendations • Proposed corrective actions **Format: Electronic, MS Word , PDF and (2) Bound Copies (editable format)**	30%
Total			**100%**

7.0 QUALIFICATIONS AND EXPERIENCE REQUIREMENTS

The Consultant will be expected to possess the following:

7.1 Qualifications:

a) A Post graduate degree in Public Administration, Public Policy, Development Studies, Economics, Project Management, Information Systems, Digital Transformation, Social Sciences, or a related field.
b) Professional certification in Monitoring and Evaluation, Results-Based Management, or a related discipline.
c) Certifications in internationally recognized project management such as Project Management Professional (PMP®), PRINCE2®, or Chartered Project Professional (ChPP) or equivalent will be considered an asset.

7.2 General Experience:

- Minimum 10 years of experience in project evaluation.
- Demonstrated experience conducting mid-term or final evaluations of multilateral development bank projects/programme.
- Experience with digital transformation, or digital government, or innovation ecosystems, or ICT, or cybersecurity programmes, or artificial intelligence.
- Knowledge of IDB or World Bank project implementation and results frameworks.

- Demonstrated experience in Monitoring, Evaluation, Accountability and Learning (MEAL) principles and practices.
- Practical experience in conducting results based evaluations, assessments, mid-term reviews or final evaluations of projects/programmes within a digital transformation environment/ecosystem.
- Advanced understanding of data-collection methodologies and data analysis process
- Experience evaluating digital government or digital transformation or public sector modernization, or ICT investment programmes in Small Island Developing States (SIDS) or Caribbean countries would be an asset.

8.0 KNOWLEDGE, SKILLS, ABILITIES AND COMPETENCIES REQUIRED

The Consultant shall demonstrate:

- Strong analytical and critical thinking skills.
- Strategic perspective and problem-solving ability.
- Excellent written and oral communication skills.
- Strong stakeholder engagement and facilitation skills.
- Ability to synthesize complex information into evidence-based findings and recommendations.
- Ability to manage multiple priorities and deliver high-quality outputs within established timelines.
- Professional integrity, objectivity, and impartiality in conducting evaluations.
- Attention to detail and commitment to quality.
- Ability to maintain confidentiality and handle sensitive information appropriately.
- Results orientation and accountability for deliverables.

9.0 INDICATIVE STRUCTURE OF THE MID-TERM EVALUATION REPORT

The Consultant shall prepare and submit the Draft and Final Mid-Term Evaluation Reports in a clear, concise, and evidence-based format. At a minimum, the report shall include the following sections:

1. Executive Summary
2. Introduction
3. Programme Background and Current Implementation Status
4. Evaluation Purpose, Scope and Methodology
5. Review of Programme Design and Theory of Change
6. Assessment of Execution and Implementation Progress
7. Assessment of the Results Matrix and Feasibility of Achieving Outputs and Outcomes
8. Procurement, Financial and Contract Implementation Performance
9. Implementation Bottlenecks and Root-Cause Analysis
10. Risk Assessment and Review of Mitigation Actions
11. Governance and Implementation Arrangements
12. Assessment of PEU Management and Operational Capacity
13. Opportunities to Accelerate Implementation and Critical Procurement
14. Conclusions
15. Recommendations

16. Prioritized Corrective Action Plan
17. Annexes

The report shall clearly distinguish between findings, conclusions, and recommendations that are supported by verifiable evidence collected through document reviews, stakeholder consultations, interviews, surveys, and other evaluation methods employed by the Consultant. Recommendations shall be practical, prioritized, and clearly linked to a specific findings and shall proposed responsible party/ies, priority level and indicative implementation timeframe.

The Consultant may propose modifications to the report structure during the inception phase; however, any significant deviation from the above outline shall be subject to the prior approval of the Ministry of Public Administration and Artificial Intelligence (MPAAI).

10.0 COMPULSORY COMPLIANCE

- ➢ Eligibility: as per *Policies for the Selection and Contracting of Consultants Financed by IDB* 1.13 of GN-2350-15) as per information on Eligible Countries at Annex 3.
- ➢ No Conflict of Interest: as per 1.11 of GN-2350-15.
- ➢ Not Sanctioned by the Bank: IDB's Group List of sanctioned firms and individuals – https://www.iadb.org/en/topics/transparency/integrity-at-the-idb-group/sanctioned-firms-and-individuals%2C1293.html

11.0 DURATION OF CONSULTANCY

The Consultant shall be engaged for a period of up to four (4) months from the date of contract signature to undertake the Mid-Term Evaluation of the Programme and submit all required deliverables.

The assignment shall be conducted in accordance with the approved work plan and timeline agreed between the Ministry of Public Administration and Artificial Intelligence (MPAAI) and the Consultant. The Consultant shall be responsible for completing all evaluation activities, including document review, stakeholder consultations, data collection and analysis, preparation of the draft Mid-Term Evaluation Report, facilitation of validation discussions, and submission of the Final Mid-Term Evaluation Report.

The Consultant's performance shall be assessed based on the quality, completeness, and timeliness of the deliverables submitted, the application of sound evaluation methodologies, adherence to the Terms of Reference, and the extent to which the evaluation findings, conclusions, and recommendations are evidence-based, objective, and actionable.

Any extension of the consultancy period shall be subject to the prior written approval of the MPAAI and mutual agreement between the parties.

13.0 SELECTION CRITERIA

See Annex I attached.

14.0 REPORTING ARRANGEMENTS

The Consultant shall report to the Permanent Secretary, Ministry of Public Administration and Artificial Intelligence, through the Programme Manager (PEU).

Technical oversight will be provided jointly by MPAAI and the Inter-American Development Bank.

All deliverables shall be submitted electronically in editable and PDF formats.

15.0 PAYMENT CONDITIONS

Payments shall be made upon the satisfactory completion and acceptance of the deliverables specified in Section 4.0 Deliverables and Payment Schedule and in accordance with the terms and conditions of the Contract.

The Consultant shall submit invoices to the Ministry of Public Administration and Artificial Intelligence (MPAAI) upon completion and acceptance of each deliverable. Payment shall be contingent upon the Programme Manager's confirmation that the deliverable meets the required quality standards and has been accepted by the MPAAI.

All payments shall be made in accordance with the agreed contract price and payment schedule negotiated between the Parties and set out in the Contract.

16.0 CLIENT INPUT AND COUNTERPART PERSONNEL

The Client will provide the Consultant with access to all relevant programme and project documentation, applicable laws, policies, reporting guidelines, and other information necessary to conduct the mid-term evaluation.

The Client will also facilitate access to key stakeholders, counterpart personnel, and beneficiaries, as appropriate, and will provide reasonable office facilities, information and communication technology (ICT) equipment, software, and logistical support required for the successful execution of the assignment

17.0 LANGUAGE

All correspondence and document artifacts relating to this engagement exchanged between the Consultant and MPAAI, as well as all supporting documents and printed literature, shall be produced in English.

18.0 LOCATION OF CONSULTANCY

Port of Spain, Trinidad and Tobago.

Attachment:
Annex 1- Evaluation Criteria
Annex II - Curriculum Vitae Format
Annex III - Eligible Countries
Annex IV - Sample Contract for Individual Consulting Services

	ANNEX 1 : EVALUATION CRITERIA	
		MAXIMUM POINTS
1	**Academic Qualification (Highest level attained)**	20
	a) A Post graduate degree in Public Administration, Public Policy, Development Studies, Economics, Project Management, Information Systems, Digital Transformation, Social Sciences, or a related field.	10
	b) Professional certification in Monitoring and Evaluation, Results-Based Management, or a related discipline.	7
	c) Certifications in internationally recognized project management such as Project Management Professional (PMP®), PRINCE2®, or Chartered Project Professional (ChPP) or equivalent will be considered an asset.	3
	General Experience	30
	a) **Progressive professional experience in programme and project evaluation**	
	i. Fifteen (15) years or more	15
	ii. Twelve (12) to fourteen (14) years	15
	iii. Ten (10) to Eleven (11) years	10
	iv. Less that ten (10) years but more than five (5)	5
	b) Experience in Results-Based Management (RBM), Theory of Change, and Monitoring & Evaluation (M&E) Frameworks	**15**
	i. Extensive experience involving six (6) assignments	15
	ii. Significant experience involving four (4) to five (5) assignments	10
	iii. Moderate experience involving two (2) to three (3) assignments	5
3	**Specific Experience**	**40**
	a) **Experience in conducting mid-term, final or independent evaluation of which four (4) or more was in a leading capacity**	**20**
	i. Eight (8) or more evaluation	20
	ii. Six (6) to Seven (7) evaluations	15
	iii. Four (4) to five (5) evaluations	10
	iv. Two (2) to three (3) evaluations	5
	b) **Experience in Digital Transformation, or Digital Government, or ICT, or Cybersecurity, or GovTech or Artificial Intelligence Programme, which may include evaluation, implementation, oversight, advisory services programme management or technical assistance assignment.**	10
	i. Extensive experience involving six (6) or more relevant programme or assignments	10
	ii. Significant experience involving four (4) to five (5) relevant programme or assignments	8
	iii. Moderate experience involving two (2) to three (3) relevant programme or assignments	5
	c) Experience in conducting evaluation for multilateral development banks or donor-funded projects	**10**
	i. Five (5) or more projects	10
	ii. Three (3) to four (4) projects	7
	iii. One 91) to two (2) projects	5
4	**Experience in conducting evaluation in Small Island Developing States (SIDS), Caribbean, or Public Sector Modernisation Programmes**	10
	i. Experience in five (5) or more assignments in SIDS, Caribbean countries, or public sector modernisation programme	10
	ii. Experience in three (3) to four (4) assignments	5
	iii. Experience in one (1) to two (2) assignments	3
	Total score	100

Total Technical Score

The total technical score shall be calculated as the sum of the scores obtained under all evaluation criteria. The maximum obtainable score shall be one hundred (100) points. A minimum score of seventy (70) points shall be required for a Consultant to be considered technically responsive.

Annex 2: Curriculum Vitae format

Name of Consulting Service:	
Name of Individual Consultant:	*[Insert full name]*
Date of Birth:	*[day/month/year]*
Nationality	

Education: *[List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained]*

____

____

Experience Relevant to the Assignment: *[Experience related to the services and tasks to be performed; professional skills according to the assignment requirements, and knowledge of administrative systems and government organization within the country of the Employer, Region or similar. List previous positions relevant to the Assignment in reverse order, provide dates, name of contracting organization, titles of positions held, types of activities performed that best illustrate capability to handle the services/tasks and location of the assignment. Provide contact information of previous Employers who can be contacted for references. past position that is not relevant to the assignment does not need to be included.]*

Period	**Contracting Organization/type of services provided/ Title/Position; Contact Information for References**	**Country**	**Summary of Key Activities Performed relevant to the Assignment**
[e.g., May 2015-present]	*[e.g., Ministry of ……, advisor/consultant to…* *For references: Tel…………/e-mail……; Mr. Bbbbbb, Deputy Minister]*		

Project/Initiative	**Project Description**	**Type of Term of**	**Brief Description of Scope of Services**

		Reference	
[e.g., St. Lucia Digital Agenda]	*[Brief description of the project outlining the key objectives]*	*[Individual or Firm]*	.

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Consultant contact information: *[e-mail………………, Telephone No……………]*

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, experience, skills and knowledge and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Employer, and/or sanctions by the Bank.

Name of Consultant Signature Date*[day/month/year]*

	Yes	No
(i) This CV correctly describes my qualifications, experience, skills and knowledge		
(ii) I am employed by the Executing or the Implementing Agency		
(iii) I was part of the team who wrote the Terms of Reference for this consulting services assignment		
(iv) I am currently debarred by a multilateral development bank (If yes, identify who)		

3. I confirm that I will be available to carry out the assignment for which my CV is submitted in accordance with the scope of services and Consultant's reporting obligations set out in the Terms of Reference.

Annex 3: Eligible Countries

This section lists the Bank's member countries, as well as the criteria to determine the nationality of consultants.

"Eligible countries are:

Argentina, Austria, Bahamas, Barbados, Belgium, Belize, Bolivia, Brazil, Canada, Colombia, Costa Rica, Chile, Croatia, Denmark, Dominican Republic, Ecuador, El Salvador, Finland, France, Germany, Guatemala, Guyana, Haiti, Honduras, Israel, Italy, Jamaica, Japan, Mexico, Netherlands, Nicaragua, Norway, Panama, Paraguay, People's Republic of China, Peru, Portugal, Republic of Korea, Slovenia, Spain, Suriname, Sweden, Switzerland, Trinidad & Tobago, United Kingdom, and United States, Uruguay and Venezuela.

Eligible Territories are:

a) Guadeloupe, French Guiana, Martinique, Reunion – as Departments of France
b) U.S. Virgin Islands, Puerto Rico, Guam – as Territories of the USA
c) Aruba – as a constituent country of the Kingdom of the Netherlands; and Bonaire, Curacao, Saint Marten, Saba, St Eustatius – as Departments of the Kingdom of the Netherlands
d) Hong Kong – as a Special Administrative Region of the People's Republic of China."

<u>**Nationality and origin of Goods and Services Criteria**</u>

The policy provisions make it necessary to establish criteria to determine a) the nationality of the firms and individuals eligible to bid on or participate in a bank-financed contract and b) the country of origin of goods and services. For these determinations, the following criteria shall be used:

Nationality:

An individual is a national of a member country of the Bank if he or she meets either of the following requirements:

i. is a citizen of a member country; or

ii has established his/her domicile in a member country as a "bona fide" resident and is legally entitled to work in the country of domicile.

Annex 4: Sample Contract for Individual Consulting Services

THIS CONTRACT ("Contract") is entered into this *[insert starting date of assignment]*, by and between **xxxxxx**, the **Permanent Secretary (Ag.)** in the Ministry of Public Administration and Artificial Intelligence (which expression shall mean and include the person or persons for the time being carrying out the duties of Permanent Secretary in the said Ministry acting herein for and on behalf of the Government of the Republic of Trinidad and Tobago ("the Client") having its principal place of business at *[insert Client's address]*, and *[insert Consultant's name]* ("the Consultant") having its principal office located at *[insert Consultant's address]*.

WHEREAS

a) the Client has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the "Services");
b) the Consultant, having represented to the Client that they have the required professional skills, and personnel and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract; and
c) the Client has received financing from the Inter-American Development Bank (hereinafter called the "Bank") towards the cost of the Services and intends to apply a portion of the proceeds of this financing to eligible payments under this Contract, it being understood (i) that payments by the Bank will be made only at the request of the Client and upon approval by the Bank, (ii) that such payments will be subject, in all respects, to the terms and conditions of the Loan Contract, and (iii) that no party other than the Client shall derive any rights from the Loan Contract or have any claim to the proceeds of the financing.

NOW THEREFORE THE PARTIES hereby agree as follows:

1. Services

(i) The Consultant shall perform the Services specified in Annex A, "Terms of Reference" which is made an integral part of this Contract.

(ii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex B, "Consultant's Reporting Obligations."

2. Term

The Consultant shall perform the Services during the period commencing *[insert starting date]* and continuing through *[insert completion date]*, or any other period as may be subsequently agreed by the parties in writing.

3. Payment

A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed *[insert amount]*. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.

B. Schedule of Payments

The schedule of payments is specified below:

[insert amount and currency] upon the Client's receipt of a

copy of this Contract signed by the Consultant;

[insert amount and currency] upon the Client's receipt of the draft report, acceptable to the Client; and

[insert amount and currency] upon the Client's receipt of the final report, acceptable to the Client.

[insert amount and currency] Total

C. Payment Conditions

Payment shall be made in *[specify currency]*, no later than 30 days following submission by the Consultant, and such period to include approval by the Client, of invoices in duplicate and the respective deliverables as established in Annex A.

4. Project Administration

A. Authorized Representatives

Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Client or the Consultant may be taken or executed by the officials specified below:

For the Client:
Permanent Secretary
Ministry of Public Administration and Artificial Intelligence
Levels 13 and 14, Tower C
International Waterfront Centre
1A Wrightson Road
Port of Spain
Trinidad and Tobago
Tel No: (868) 623-4724
Fax No: (868)
Email:

For the Consultant:

B. Coordinator

The Client designates Mr./Ms. *[insert name]* as the Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for approval of the reports and of other deliverables on behalf of the Client and for approving invoices for the payment.

C. Reports

The reports listed in Annex B, "Consultant's Reporting Obligations", shall be submitted in the course of the assignment and will constitute the basis for the payments to be made under paragraph 3.

Payments are certified after the Mr./Ms. *[insert name]* authorizes that the deliverables have been completed

	satisfactorily.
5. Performance Standards	The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. In the event any work performed, or any report or document prepared by the Consultant is considered unsatisfactory by the Client, the Client will so notify the Consultant in writing specifying the problem. The Consultant will have a period of fifteen (15) working days from the date of receipt of the notification, to remedy or correct the problem. The Client shall have a reasonable period from the date of delivery of any report or document by the Consultant, to analyse same, make comments, require revisions and/or corrections, or to accept it.
6. Relation between the parties	None of the provisions of this Contract shall be interpreted as establishing or creating an employer and employee relationship between the parties, their representatives, and employees. It is understood that the legal status of the Consultant and of any person who provides services as a result of this Contract is simply that of an independent contractor.
7. Confidentiality	The Consultant shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.
8. Ownership of Material	Any studies, reports, or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.
9. Insurance	The Consultant will be responsible for taking out any appropriate insurance coverage.
10. Assignment	The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent.
11. Law Governing Contract and Language	The Contract shall be governed by the laws of Trinidad and Tobago, and the language of the Contract shall be English.
12. Dispute Resolution	Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Client's country.
13. Eligibility	a) The Consultant shall have the nationality of a Bank’s member country. A Consultant shall be deemed to have the nationality of a country if he/she complies with the following requirements:

An individual is considered to be a national of a member country of the Bank if he/she meets either of the following requirements:

(i) is a citizen of a member country; or

(ii) has established his/her domicile in a member country as a “bona fide” resident and is legally entitled to work in the country of domicile.

b) In the case that the Consulting Services Contract includes the supplying of goods and related services, all such goods and related services shall have as their origin any member country of the Bank. Goods have their origin in a member country of the Bank if they have been mined, grown, harvested, or produced in a member country of the Bank. A good has been produced when through manufacturing, processing, or assembly another commercially recognized article results that differs substantially in its basic characteristics, function, or purpose of utility from its parts or components. For a good consisting of several individual components that need to be interconnected (either by the supplier, the purchaser or by a third party) to make the good operative and regardless of the complexity of the interconnection, the Bank considers that such good is eligible for financing if the assembly of the components took place in a member country, regardless of the origin of the components. When the good is a set of several individual goods that are normally packaged and sold commercially as a single unit, the good is considered to originate in the country where the set was packaged and shipped to the purchaser. For purpose of origin, goods labelled "made in the European Union" shall be eligible without the need to identify the corresponding specific country of the European Union. The origin of materials, parts or components of the goods or the nationality of the firm that produces, assembles, distributes, or sells the goods, does not determine the origin of the goods.

The Consultant shall submit the form "Eligibility and Integrity Certification" (Annex C), included as part of the Contract Forms, declaring that the goods and related services have as their origin a member country of the Bank. The submission of this form to the Client shall be a condition for receiving payment. The Client reserves the right to require any additional information from the Consultant to verify that the goods and related services have as their origin a member country of the Bank.

c) The Consultant declares that he/she is not part of the regular or temporary staff of the institution or company which is the beneficiary of the Services or has belonged to such institution or company within the six months prior to one of the following dates: (i) that of the presentation of the application for the loan or technical cooperation to the Bank; or (ii) that of the selection of the Consultant. The Consultant declares that he/she has not been a member of the staff of the Bank during the last two years with direct participation in the operation to which the hiring of these consulting services is related.

14. Conflict of Interest

The Consultant:

(a) Represents and warrants that he/she individually, or as a member of a firm, has not been previously contracted by the Client to supply goods or execute works or provide services (other than the Services) for a project that has originated the Services or is closely related to them.

(b) Agrees that during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.

(c) Agrees during the term of this Contract, not to enter into any other contract for the provision of services that, by its nature, may be in conflict with the Services assigned to the Consultant.

(d) Represents and warrants that he/she does not have a business or family relationship with a member of the Client's staff (or of the beneficiary or Borrower of a loan) who are directly or indirectly involved in any part of: (i) the preparation of the TOR of the Contract, (ii) the selection process for such Contract, or (iii) supervision of such Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank throughout the selection process and the execution of the Contract

15. Prohibited Practices

The Bank requires compliance with its Applicable Policies in regard to prohibited practices as set forth in Attachment 1.

16. Termination/Cancellation of the Contract

16.1 Without constituting a breach of contract by either party, the present contract may be terminated based on agreement between both parties.

16.2 Additionally, without constituting a breach of contract by either party, the present contract may be terminated for the following reasons:

By the Client

16.2.1 The Client may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (i) through (v) of this Clause:

i) If the Consultant does not remedy a failure in the performance of their obligations under the Contract, within fifteen (15) working days after being notified or within any further period as the Client may have subsequently approved in writing.

ii) If the Consultant fails to comply with any final decision reached as a result of dispute resolution proceedings pursuant to Clause 12 within a reasonable time as specified by the Client but no more than 30 days.

iii) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than thirty (30) calendar days.

iv) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.

v) If the Consultant, in the judgment of the Client, has engaged in corrupt or fraudulent practices in competing for or in executing the Contract.

By the Consultant

16.2.2 The Consultant may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (i) through (iv) of this Clause:

i) If the Client fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clause 12 within thirty (30) calendar days after receiving written notice from the Consultant that such payment is overdue.

ii) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than thirty (30) calendar days.

iii) If the Client fails to comply with any final decision reached as a result of dispute resolution pursuant to Clause 12 within a reasonable time but no more than 30 days.

iv) If the Consultant in its sole discretion and for any reason whatsoever, decides to terminate this Contract. The Consultant is obligated to ensure that all work outputs, and property are returned to the client and that a detailed step by step guide is submitted for all activities.

16.3 In all cases, the Client will inform the Bank of the termination of the contract.

17. Payment Upon Termination

Upon termination of this Contract, the Client shall make payments to the consultant only for services the client has deemed to be satisfactorily performed up to the effective date of termination. The calculation of the sum to be paid shall be on a pro rata basis.

18.	**Amendments**	The Legal Representative of the Client will be the **Permanent Secretary**, for the purpose of the signature of the present Contract or of any modification in the terms of same that may be necessary. The Client's Authorized Representative is delegated for any modifications or variations of the terms and conditions of this Contract that may be necessary. The Client will not be responsible for any additional cost incurred by the Consultant in case of modifications in the Terms of Reference of the present Contract, that have not been authorized by the legal representative of the Client. The Client shall obtain the Bank' s no objection, prior to any modification of the Terms of Reference and the contractual clauses.

The mutual rights and obligations of the Client and the Consultant shall be as set forth **in** the Contract, in particular:

a) the Consultants shall carry out the Services in accordance with the provisions of the Contract; and

b) the Client shall make payments to the Consultants in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

FOR **THE CLIENT:**		FOR **THE CONSULTANT:**	
Name:	______________________	Name:	______________________
Title:	Permanent Secretary	Title:	______________________
Signature:	______________________	Signature:	______________________
Date:	______________________	Date:	______________________
Witnessed by:		***Witnessed by:***	
Signature:	______________________	Signature:	______________________
Date:	______________________	Date:	______________________