

TERMS OF REFERENCE**SUPPORT FOR RESTRUCTURING THE EXPORT AND INVESTMENT ARCHITECTURE IN TRINIDAD AND TOBAGO (TT-T1121)****COMPONENTS 1&2 – SUPPORT FOR THE DESIGN AND OPERATIONALIZATION OF THE TRADE AND INVESTMENT PROMOTION AGENCY’S ORGANIZATIONAL STRUCTURE****I. BACKGROUND**

- 1.1 At present, there are several government and government-supported institutions that provide support for internationalization of 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 industries;
 - **Trinidad and Tobago Coalition of Service Industries (TTCSI)** - designed to function as a focal point to lobby, channel and address trade and other development issues affecting the service industry .
- 1.2 These and other related entities perform and provide similar functions and services to that offered by other single international export and investment promotion agencies namely: (i) Export Capacity Building Support - assistance provided directly to firms to start exporting or improve their export competitiveness to allow them to export more effectively; (ii) Export Promotion Support - includes trade missions, market research and in-market support to help exporters penetrate new markets; (iii) Investment Promotion - activities aimed at attracting and facilitating investment; and (iv) 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.
- 1.3 Notwithstanding the existence of these organizations, there are gaps in the existing institutional framework regarding investment attraction and promotion of international trade in 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 (GORTT) has agreed to create a new institution for improved export and investment promotion.

- 1.4 Furthermore, global value chains are in transition and multinationals are evaluating different supply chain models, including nearshoring and onshoring, which may create opportunities for Trinidad and Tobago. Trinidad and Tobago needs higher FDI flows and exports in non-traditional sectors, and the competition will be fierce. In this context, the attractiveness of the country's ecosystems, a streamlined strategy for the facilitation of exports and foreign direct investment in the country and leveraging gains of export promotion to attract foreign investors will allow Trinidad and Tobago to compete for a higher value integration in the global value chains.
- 1.5 In light of the above, the GORTT approved the establishment of a Trade and Investment Promotion Agency (TIPA) with the aim of transforming and increasing the competitiveness of the trade and business environment of Trinidad and Tobago. The TIPA 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. The Bank will provide technical assistance to complement the work of the Ministry of Trade and Industry in Trinidad and Tobago to create and implement the new organization.

II. OBJECTIVE

- 2.1 **The general objective of this consultancy is to contribute to the ideal design for the institutional structure and increase capacity of the proposed Trade and Investment Promotion Agency.**
- 2.2 The specific objectives are to support the design of a suitable organizational structure, develop a strategic plan for the Trade and Investment Promotion Agency, and recommend tools (with a digital focus) for planning, reporting, monitoring and evaluation.

III. SCOPE OF SERVICE

- 3.1 The primary activities to be undertaken by the firm are to:
 - (i) Elaborate a report of the current export and investment promotion situation in TT. Undertake interviews with existing organizations and key stakeholders, map relevant entities, programs, their utilization rates, and profile of the users, as well as budget and staff allocated to understand the current situation of TT in export and investment promotion, the specific challenges and lessons learned, as well as the opportunities and potential identified.
 - (ii) Identify and define the mandate and objectives of the new Trade and Investment Promotion Agency in accordance with GORTT's vision and international best practices¹.
 - (iii) Define the institutional framework and governance. The institutional framework should ensure institutional and financial autonomy, operational independence, coordination with key regulatory agencies at the national and local levels, as well as with private sector organizations, and it should provide a certain degree of flexibility that enables its internal structure and resources to adjust to new needs, opportunities and conditions.
 - a. Proposal of Board of Directors, including: its function, participants, and operationalization.

1 How to solve the Investment Promotion Puzzle. C. Volpe and M.Sztajerowska, [2019 IDB and OECD](#).

- b. Proposal of optimal structure according to similar international experiences and new operational landscape (AI use in operations/programs, digital promotion and facilitation, etc.).
 - c. Financial flexibility. Recommend financial planning and budget approval timeframes, sourcing and mechanisms to ensure capability to deploy its mandate.
 - d. HR flexibility - Identification of HR strategies (examples include Recruitment policies, training, incentives, career paths, etc.) in successful TIPAs.
- (iv) Design the organigram - Propose the optimal organigram to achieve the mission and objectives determined in the activities above. The organigram must include the divisions/departments, personnel positions as well as flows of work and decision making.
- (v) Define the personnel roles.
- e. Job description
 - f. Skills and competences required (essential and desirable)
 - g. Education and knowledge (essential and desirable)
 - h. Key Performance Indicators (KPIs).²
- (vi) Recommend professional path growth where possible, including recommendations in how to achieve a diverse and inclusive workforce environment in keeping with current Diversity, Equity, Inclusion, and Belonging (DEIB) initiatives and practices, and tackle gender gaps and other initiatives to motivate and keep personnel engagement.
- (vii) Conduct training and capacity building to address specific skills gaps identified in the HR capacity assessment and recommendations report provided by GORTT;
- (viii) Identify and recommend digital tools and processes for internal workflows and accountability.
- (ix) Recommend planning and reporting, as well as monitoring and evaluation strategies (taking into consideration potential efficiencies gained by using digital tools) for the new organization and its employees' performance. Considerations for the timeframe for attaining goals should be included, based on international experience.
- (x) Develop a 5-year Strategic Plan that facilitates a directional analysis for the Trade and Investment Promotion Agency. The proposed strategic plan must include an estimation of the resources needed to achieve the targets set by the GORTT. It should include recommendations of specific programs or services along with coordination and sequencing for impactful interventions. Suggestions or examples of programs that can address diversity and gender gaps in keeping with current DEIB initiatives and practices, in promoting internationalization and FDI spillovers should be provided.

IV. EXPECTED OUTCOMES AND DELIVERABLES

- 4.1 The expected outcome is an enhanced institutional structure and capacity of the proposed Trade and Investment Promotion Agency to promote exports and attract investment in Trinidad and Tobago. The deliverables are:
- 1. Inception Report
 - 2. Current Situation Report

² At this stage specific numbers are not required, but concepts. For example, x #leads generated, x #trade fair participation, x #enquires answered, etc.

3. TIPA's structure report. The report must contain recommendations for the structure of the new Trade and Investment Promotion Agency including mandate and objectives, institutional framework and governance, and Organigram with definition of roles and their key performance indicators. It should include potential career paths and recommendations to keep personnel engagement high (for example: bonus, recognitions, further career training, and others).
4. TIPA's operational recommendations report. The report must include recommendations for planning and reporting, as well as monitoring and evaluation strategies. It should include an approach to improve efficiency and decision-making using digital tools.
5. TIPA's First Strategic Plan. The proposed strategic plan must include the estimation of resources needed to achieve the targets set by the GORTT. It should include suggestions or examples of programs that can address diversity and gender gaps in promoting internationalization and FDI spillovers.

V. CHARACTERISTICS OF THE CONSULTANCY

- a) **Type of consultancy:** International Consulting Firm or Academic Institution
- b) **Starting date and duration:** 150 non-consecutive consultant days, to be completed within no more than nine (9) calendar months.
- c) **Place of work:** Offices of the firm or academic institution
- d) **Citizenship:** The firm or institution must be located in a member state of the IDB.

- VI. **Qualifications:** The firm/academic institution and the project team must have an established track record in organizational design and strategic planning. Likewise, previous experience in the design and operationalization of Trade and Investment Promotion Agencies is required. Relevant project references in the LAC region are desirable and will be considered a plus.

SCHEDULE OF PAYMENT

- 10% upon delivery and approval of the inception report; said inception report is due within 15 calendar days of the signature of the contract.
- 10% upon delivery and approval of the report on the current situation; said report is due within 45 calendar days of the signature of the contract.
- 25% upon delivery and approval of the report containing recommendations for the structure of the new Trade and Investment Promotion Agency; said report is due within 75 calendar days of the signature of the contract.
- 20% upon delivery and approval of the report containing recommendations for planning and reporting, as well as monitoring and evaluation strategies (with a digital tools focus); said report is due within 105 calendar days of the signature of the contract.
- 35% upon delivery and approval of the Strategic Plan; said deliverable is due within 150 calendar days of the signature of the contract.

VII. COORDINATION

- 7.1 The coordination of consultant work will be managed by Mario Umana (INT/TIN).

TERMS OF REFERENCE

SUPPORT FOR RESTRUCTURING THE EXPORT AND INVESTMENT ARCHITECTURE IN TRINIDAD AND TOBAGO (TT-T1121)

COMPONENT 2 – BRAND DESIGN AND COMMUNICATION STRATEGY FOR THE TRADE AND INVESTMENT PROMOTION AGENCY

I. BACKGROUND

- 1.1 At present, 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 (TTCISI)** - designed to function as a focal point to lobby, channel and address trade in services issues, and services development issues.
- 1.2 These and other related entities perform and provide similar functions and services to that offered by other single international export and investment promotion agencies namely: (i) 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; (ii) Export Promotion Support - includes trade missions, market research and in-market support to help exporters penetrate export markets; (iii) Investment Promotion - activities aimed at attracting investment; and (iv) 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.
- 1.3 Notwithstanding the existence of these organizations, there are gaps in the existing institutional framework regarding investment attraction and promotion of international trade in 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.
- 1.4 Furthermore, global value chains are in transition and multinationals are evaluating different supply chain models, including nearshoring and onshoring, which may create opportunities for Trinidad and Tobago. Trinidad and Tobago needs higher FDI flows and exports in non-traditional sectors, and the competition will be fierce. In this context, the attractiveness of the country's ecosystems, a streamlined strategy for the facilitation of exports and foreign

direct investment in the country and leveraging gains of export promotion to attract foreign investors will allow Trinidad and Tobago to compete for a higher value integration in the global value chains.

- 1.5 In light of the above, the GORTT approved the establishment of the Trade and Investment Promotion Agency (TIPA) with the aim of transforming and increasing the competitiveness of the trade and business environment of Trinidad and Tobago. The TIPA will be formed via a merger of exporTT, investTT, CreativeTT and the export and investment promotion services currently conducted by the TTCSI into one body. The Bank will provide technical assistance to complement the work of the Ministry of Trade and Industry in Trinidad and Tobago to create and implement the new organization.

II. OBJECTIVE

- 2.1 **The general objective of this consultancy is to design the country branding for the promotion of exports and attraction of investment in Trinidad and Tobago.**
- 2.2 The specific objectives are (i) design of a brand for Trinidad and Tobago; (ii) develop a communications plan; and (iii) provide a user manual and an explanation session to the personnel of the Trade and Investment Promotion Agency.

III. SCOPE OF SERVICE

- 3.1 The primary activities to be undertaken by the firm are to:
- (i) Conduct a desk review of the current organizations, the country and the new TIPA's strategies.
 - (ii) Analyze the target audience (internal and external) to determine perceptions on the current identity, mandate etc.
 - (iii) Submit a findings and recommendations report.
 - (iv) Develop a brand identity for export promotion and investment attraction (including but not limited to: brand mission, vision, values, slogan/tagline, personality, value proposition, brand positioning, etc.) and a communication strategy considering the organization's mandate, stakeholders and audiences. The strategy must include a two-year plan with a description of resources needed and a timeline.
 - (v) Refine and finalize the selected branding identity based on the feedback from the team.
 - (vi) Propose a visual identity for the new organization including 3 creative branding concepts: The concepts will be shared with the team and after three rounds of reviewing and amending the concepts, one concept will be selected.
 - (vii) Conduct a pretesting consultative process to test the concepts: The company will test the selected concept to two focus group (one for local exporters and companies, and another for potential foreign investors).
 - (viii) Conduct a testing process of the branding concepts: this includes collecting key stakeholders'³ input and agreement on a chosen concept. This will be followed by presenting 3x production proposals for the execution of the chosen concept.
 - (ix) Create a brand book and visual identity standard manual that governs the use of the identity.
 - (x) Conduct informative sessions for staff and key stakeholders on the brand book and visual identity standard manual that governs the use of the organization's identity and how to best project the

³ Key stakeholders will be defined by GORTT and IDB in collaboration with the consulting firm

brand, mission, vision, values and mandate across all communication (written, printed, or digital). It may be required to participate in the brand public launching.

IV. EXPECTED OUTCOMES AND DELIVERABLES

- 4.1 The expected outcome is that the branding and institutional capacity of the Trade and Investment Promotion agency would be strengthened in line with best practice. The deliverables are:
1. Findings and Recommendations Report
 2. Brand Identity and Communication Strategy
 3. Visual Identity Proposal and Testing
 4. Brand Book and Visual Identity Standard Manual
 5. Stakeholders and Staff informative session agenda and presentation of the new brand and communications strategy.

V. CHARACTERISTICS OF THE CONSULTANCY

- e) **Type of consultancy:** International Consulting Firm or academic institution
- f) **Starting date and duration:** 125 non-consecutive consultant days, to be completed within no more than six (7) calendar months. The number of days include any in-country data gathering.
- g) **Place of work:** Offices of the firm or academic institution
- h) **Citizenship:** The firm or institution must be located in a member state of the IDB.
- i) **Qualifications:** The firm/academic institution and the project team must have professional expertise and an established track record in brand, communication and/or marketing strategy and creative development. Likewise, previous experience working on country branding and/or in the export promotion and investment attraction/public sector is required. Relevant industry recognized accolades, including creativity and results-based awards are desirable. Similar experience working with a multilateral organization is also a plus.

VI. SCHEDULE OF PAYMENT

- 10% upon delivery and approval of the findings and recommendations report; said report is due within 30 calendar days of the signature of the contract.
- 35% upon delivery and approval of the brand identity and communications strategy; said deliverable is due within 75 calendar days of the signature of the contract.
- 25% upon delivery and approval of the Visual Identity Proposal and Testing Plan, said deliverable is due within 90 days of the signature of the contract.
- 20% upon delivery and approval of the Brand Book and Visual Identity Standard Manual, said deliverable is due within 120 calendar days of the signature of the contract.
- 10% upon the delivery and approval of the training curriculum and materials.

VII. COORDINATION

- 7.1 The coordination of consultant work will be managed by Mario Umana (INT/TIN).

TERMS OF REFERENCE

SUPPORT FOR RESTRUCTURING THE EXPORT AND INVESTMENT ARCHITECTURE IN TRINIDAD AND TOBAGO

TT-T1121 – COMPONENT 3

INT/TIN, TECHNICAL COORDINATION

Background:

- 7.2 At present, 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;
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 - **The Trinidad and Tobago Creative Industries Company Limited (CreativeTT)** - responsible for the strategic and business development of music, film and fashion;
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- 7.3 These and other related entities perform and provide similar functions and services to that offered by other single international export and investment promotion agencies namely: (i) 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; (ii) Export Promotion Support - includes trade missions, market research and in-market support to help exporters penetrate export markets; (iii) Investment Promotion - activities aimed at attracting investment; and (iv) 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.
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- 7.5 Furthermore, global value chains are in transition and multinationals are evaluating different supply chain models, including nearshoring and onshoring, which may create opportunities for Trinidad and Tobago. Trinidad and Tobago needs higher FDI flows and exports in non-traditional sectors, and the competition will be fierce. In this context, the attractiveness of

the country's ecosystems, a streamlined strategy for the facilitation of exports and foreign direct investment in the country and leveraging gains of export promotion to attract foreign investors will allow Trinidad and Tobago to compete for a higher value integration in the global value chains.

- 7.6 In light of the above, the GORTT approved the establishment of the Trade and Investment Promotion Agency (TIPA) with the aim of transforming and increasing the competitiveness of the trade and business environment of Trinidad and Tobago. The TIPA 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. The Bank will provide technical assistance to complement the work of the Ministry of Trade and Industry in Trinidad and Tobago to create and implement the new organization.

The team:

The Integration and Trade Sector (INT) advises management on trade and regional development issues, as well as overall Bank strategies and programs in these areas. It is also responsible for policy-relevant research on regional and global economic integration issues and trends, as well as specialized technical sector support to trade and integration-related operations and activities. The Trade and Investment Division is charged with initiating and executing the sector's operational portfolio.

What you'll do:

- Oversee the production of status reports, communication with all relevant stakeholders, logistical and content-related organization of any necessary meetings and outreach activities, and any necessary supporting research for other activities of TT-T1121.
- Develop a communications strategy that will include the creation of working groups, workshops, webinars, blogs, social media, among others.
- Help support the organization of events specified under this technical cooperation.
- Creation of knowledge and communication content, including and not limited to webinars, BBLs and presentations.

Deliverables:

- One (1) Communications Strategy with an overall plan of activities for the duration of the Consultancy
- Report on the Workshop
- Monthly Progress Reports
- Blogs (2)
- Final Report

Payment timeline:

Consultant will send the Team Leader invoices against specific deliverables.

Payment Schedule	
<i>Deliverable</i>	<i>%</i>
1. Communications Strategy and first 3 monthly reports	20%
2. Report on Workshop	30%
3. Blogs	10%
4. Remaining Monthly Reports and Final Report	40%
TOTAL	100%

Skills:

Education: Master's degree in economics, international relations or equivalent.

Experience: A minimum of five (5) years of relevant professional experience in trade and/or investment attraction with a strong background in communications and/or public affairs strategies.

Languages: English

Core and Technical Competencies:

The consultant must have a strong background in communications and/or public affairs strategies. Experience working on IDB operations, technical cooperation, and initiatives with specific focus on either trade or investment attraction considered an asset.

Opportunity Summary:

- Type of contract and modality: PEC – Products and External Services Contractual
- Length of contract: 24 months (part-time)
- Starting date: January 2023
- Location: The consultant's residence.
- Responsible person: Mario Umana (INT/TIN)
- Requirements: You must be a citizen of one of the [IDB's 48 member countries](#) and have no family members currently working at the IDB Group.

Our culture: Working with us you will be surrounded by a diverse group of people who have years of experience in all types of development fields, including transportation, health, gender and diversity, communications and much more.

About us: At the Inter-American Development Bank, we're devoted to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48 member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Payment and Conditions: Compensation will be determined in accordance with Bank's policies and procedures. The Bank, pursuant to applicable policies, may contribute toward travel and moving expenses. In addition, candidates must be citizens of an IDB member country.

Visa and Work Permit: The Bank, pursuant to applicable policies, may submit a visa request to the applicable immigration authorities; however, the granting of the visa is at the discretion of the immigration authorities. Notwithstanding, it is the responsibility of the candidate to obtain the necessary visa or work permits required by the authorities of the country(ies) in which the services will be rendered to the Bank. If a candidate cannot obtain a visa or work permit to render services to the Bank the contractual offer will be rescinded

Consanguinity: Pursuant to applicable Bank policy, candidates with relatives (including the fourth degree of consanguinity and the second degree of affinity, including spouse) working for the IDB, IDB Invest, or MIF as staff members or Complementary Workforce contractuels, will not be eligible to provide services for the Bank.

Diversity: The Bank is committed to diversity and inclusion and to providing equal opportunities to all candidates. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, and religion. We encourage women, Afro-descendants and persons of indigenous origins to apply.