



## Government of the Republic of Trinidad and Tobago

Ministry of Youth Development and National Service

# TERMS OF REFERENCE

## For a Consultant to Revise the Micro and Small Enterprise (MSE) Policy for Trinidad and Tobago (2022-2027)

### BACKGROUND

Since the drafting of the last Micro and Small Enterprise Development (MSE) Policy 2014-2016, there have been major changes in the business environment that affected Micro and Small Enterprises (MSEs). MSEs are very important to the overall development of Trinidad and Tobago's economy. However, many of them faced several challenges such as: access to business intelligence/ information; the ability to access export markets; access to finance; lack of economies of scale and quality standards; foreign exchange; lack of competitiveness and lack of technical, management and leadership skills.

The Government of the Republic of Trinidad and Tobago's (GoRTT) response to these challenges was to chart a course to sustainable development in the **National Development Strategy, 2016-2030** ("Vision 2030"). Vision 2030, *Theme IV* – Building Globally Competitive Business, emphasized the role of entrepreneurship and innovation in contributing to economic development.

The onset of the Covid-19 Pandemic brought new challenges to the MSE Sector. Due to the lockdowns imposed to curb the spread of the virus, many businesses were mandated to put their economic activity on pause. This resulted in disruptions in the supply chain, debt and loss of income for many. Due to their size, MSEs experienced some of the greatest losses forcing many of them to permanently close their operations. The pandemic also changed the way business was conducted through the introduction of social distancing measures that led to increased digitization of services.

In response to the effects of the Covid-19 pandemic on the economy, the GoRTT appointed a multi-sectorial committee on April 16 2020 to draft a roadmap for Trinidad and Tobago's recovery. **The Roadmap to Recovery Report** identified a series of measures to revitalise the economy over the medium-term with a focus on:

- i. Restarting the economy by expanding opportunities for MSEs to access market networks and business development support services, and

- ii. Laying the foundation for sustained economic recovery<sup>1</sup> via legislative reform and encouragement of innovation among MSEs in the interest of economic diversification and wealth creation. The Report also highlighted the need to revise the National Policy for MSE development in the post-pandemic era emphasizing the increased utilization of Information and Communications Technology (ICT) to facilitate and improve the transformation of business operations, innovation and competitiveness.

MYDNS has been given a special mandate to develop the MSE sector...

*<sup>2</sup>MYDNS recognizes the importance of Micro and Small Enterprises (MSEs) to the overall development of the national economy and society.*

*MYDNS is committed to creating a supportive entrepreneurship environment to anticipate and respond to MSE development needs, thus resulting in greater contribution to national development. In particular, MYDNS is actively working to unlock the entrepreneurial potential of the youth, by promoting young entrepreneurs.*

To support its mandate, MYDNS requires a robust policy framework that gathers and utilises key stakeholder feedback to outline the roles and responsibilities of both the public and private sector in developing the sector. The policy framework will also provide a strategy for achieving the objectives articulated in the **Vision 2030** and **Roadmap to Recovery Report**. Additionally, a Monitoring and Evaluation (M&E) Plan is proposed to measure the programmes and projects implemented in the MSE sector. The M&E plan will ensure that action is taken to ensure that the GoRTT remains on course to achieve National goals.

## OBJECTIVES

The primary objectives of the Consultant will be:

- To address the needs of MSEs;
- To develop strategies, action plans and recommendations to enhance the MSE Sector;
- To strengthen the entrepreneurial ecosystem;
- To institutionalize the MSE support system; and
- To improve the business and regulatory environment.

## SCOPE OF WORKS

The consultant is expected to deliver the following tasks:

- Conduct a situational analysis of the MSE Sector

---

<sup>1</sup> Roadmap for Trinidad and Tobago post covid-19 pandemic document page 7

<https://planning.gov.tt/sites/default/files/Report%20of%20the%20Roadmap%20to%20Recovery%20Committee%201st%20Report.pdf>

<sup>2</sup> <https://mydns.gov.tt/enterprise-development/>

- Conduct desk research on the MSE Sector including national, regional and international policy documents.
- Develop and present an Inception Report, Work Plan and Stakeholder Engagement Strategy. Stipulate tools for managing progress, measuring success and communicating with stakeholders in light of the Covid-19 pandemic.
- Plan and conduct stakeholder consultations with key stakeholders of the MSE sector. Gather empirical evidence with the use of approved qualitative and quantitative tools.
- Submit a Stakeholder Consultation Report. This Report must include the outcome of consultations and an analysis of data provided by key stakeholders and the outcomes. It should also include a Political, Economic, Sociological, Technological, Legal and Environmental (PESTLE) analysis and a Strength, Weakness, Opportunities and Threats (SWOT) analysis of the major issues faced by MSEs and recommendations to address these issues.
- Prepare a technically-coherent policy framework and policy document taking into consideration **Vision 2030** and the **Roadmap to Recovery Report**. Identify global best practices for the growing of the MSE Sector.
- Develop an Action Plan detailing short-term, medium-term and long-term action items.
- Develop a monitoring and evaluation results framework.

## RECOMMENDED OUTPUTS

- Inception Report
- Work plans with timelines for achieving deliverables
- Stakeholder Engagement Strategy
- Qualitative and Quantitative Tools for data analysis
- Stakeholder Consultation Report
- Draft Revised National Micro and Small Enterprise Policy
- Draft National MSE Action Plan
- Draft National MSE Monitoring and Evaluation Plan

## DELIVERABLES AND PAYMENT SCHEDULE

All payments will be made subsequent to certification of satisfactory performance.

DELIVERABLES	DETAILS	DUE DATE & PERCENTAGE ALLOCATION
<b>Inception Report:</b> Specific work plan with timelines for achieving deliverables and a stakeholder	An Inception Report proposing: <ol style="list-style-type: none"> <li>a. The project timeline;</li> <li>b. Team of expertise and partner arrangements;</li> <li>c. Approach and methodology used to conduct each of the stakeholder consultations in Trinidad and Tobago; and</li> </ol>	Month 1 15%

<b>DELIVERABLES</b>	<b>DETAILS</b>	<b>DUE DATE &amp; PERCENTAGE ALLOCATION</b>
engagement strategy	d. Methodology to conduct the qualitative and quantitative analysis on the stakeholder contributions.	
<b>Consultation Report and MSE Policy:</b>	A detailed Report, compiling the findings of the consultation outlining: <ul style="list-style-type: none"> <li>a. The key concerns of MSEs;</li> <li>b. The principles and values supporting the policy;</li> <li>c. The recommended goals, objectives and activities to be pursued at the community, regional and national level; and</li> <li>d. A detailed draft and final Report, compiling the findings of the consultations.</li> </ul>	Month 4 45%
<b>National Micro and Small Enterprise (MSE) Action Plan</b>	A detailed Action Plan should be produced from the research findings, stakeholder responses, and outputs of the updated Policy. This Action Plan should clearly indicate how the agreed upon Policy will be implemented.	Month 6 40%
<b>National MSE Monitoring and Evaluation Plan</b>	A comprehensive strategy to monitoring and evaluating the MSE sector outlining: <ul style="list-style-type: none"> <li>a. Sensitization campaign;</li> <li>b. Performance Indicator Development;</li> <li>c. Capacity Building;</li> <li>d. Performance Indicator Monitoring;</li> <li>e. Performance Indicator Review; and</li> <li>f. Evaluation.</li> </ul>	

## **INSTITUTIONAL ARRANGEMENT**

The hired Consultant will report to the Permanent Secretary. All reports and presentations will be submitted to the respective individuals within the prescribed timeframes as per the consultant's work schedule and the expected deliverables.

The Consultant will be provided with the necessary documentations and will be facilitated with physical working space within the Enterprise Development Division (EDD) of MYDNS for the duration of the engagement.

The EDD will serve as liaison between the Consultant and the relevant Ministries/Departments as per requests for access to documentation and information. All protocols related to privacy of information shared are to be observed by the Consultant. At no time should any information nor any statement be made to the press or otherwise without written confirmation from the Permanent Secretary of MYDNS.

## **DURATION OF WORK**

The engagement will be for a period not exceeding **one hundred and eighty (180) days** commencing from the date of the award of the contract.

## **COMPETENCIES, EXPERTISE and QUALIFICATION**

The Individual/Firm/Institution is expected to have the following:

- ❖ Extensive knowledge and experience in policy analysis and development
- ❖ Job knowledge and technical expertise in Micro and Small Enterprise (MSE) development
- ❖ Demonstrated familiarity with existing Micro and Small Enterprise (MSE) organizations
- ❖ Experience in marketing new approaches to enterprise development
- ❖ Experience in conducting results-based programme development and management
- ❖ Good inter-personal, teamwork and networking skills, and the ability to work in a multicultural environment
- ❖ The ability to manage complexities; must be change management connoisseur

The Team Leader is expected to have the following:

- ❖ An advanced University Degree (Masters) in Social Science, Developmental Studies, Public/Social Policy or related fields from an accredited University
- ❖ Minimum of 8 years' experience in the field of policy development and implementation and 4 years involvement in social planning and Micro and Small Enterprise (MSE) development.
- ❖ In-depth and proven knowledge and experience in the implementation of social policy, social development initiatives and programmes relating to Micro and Small Enterprise (MSE) development
- ❖ Project/Programme Management certification and/or experience will be considered an asset
- ❖ Previous work experience at the National level: with the Government of the Republic of Trinidad and Tobago would be an asset
- ❖ Fluency in English (oral and written) is a requirement

All Team members are expected to:

- ❖ Demonstrate excellent oral communication and writing skills
- ❖ Demonstrate analytical and strategic thinking
- ❖ Display cultural, gender, religion, race, nationality and age sensitivity and adaptability
- ❖ Possess integrity, value diversity as well as exhibit commitment to the organization and its respective mandates
- ❖ Engage in self-management and utilize emotional intelligence

## EVALUATION CRITERIA

The evaluation of the Consultant will be based on Combined Scoring method – where the qualifications and methodology will be given 70% weightage and the financial offer will be given 30% weightage. Only Consultants meeting a minimum of 50 points in the technical evaluation section will be considered for the financial evaluation. The following specific criteria will be assessed:

### 70% Technical

- Minimum of 8 years' experience in the field of policy development and 4 years involvement in social planning and micro and small enterprise development **(15%)**
- In-depth and proven knowledge and experience in the implementation of social policy, social development initiatives and programmes relating to Micro and Small Enterprise (MSE) development **(12%)**
- A detailed description of the methodology and technical procedures to be employed to accomplish the stated objective **(12%)**
- A schedule/work plan consisting of a timetable of the main activities to be carried out and the time frame for completion **(10%)**
- Post Graduate Degree in the Public/Social Policy, Developmental Studies, the Social Science or related fields from an accredited University **(8%)**
- Project/Programme management certification and/or experience **(8%)**
- Previous work experience at the National level: with the Government of the Republic of Trinidad and Tobago **(5%)**
- **Fluency in English (oral and written) is a requirement.**

### 30% Financial

- Financial proposal **(20%)**
- Availability to start **(10%)**

## RECOMMENDATIONS FOR PRESENTATION OF PROPOSAL

### Technical Proposal

The accepted Consultant is expected to use the following guidelines for the submission of their technical proposals.

#### 1. Executive Summary:

The Executive Summary should capture important parts of your technical proposal including approach, timeline, milestones and staffing. The Executive Summary must be confined to a **maximum of five pages**.

## 2. Profile:

A two-page description of background, organisation and competencies of the consulting firms and each associate for this assignment.

## 3. Relevant Experience

This section should contain project credentials of the bidder and should mention the five most relevant experiences and **must not exceed** ten pages.

Provide a summary list of similar projects undertaken within the last five (5) years. This should include the following:

- Client's name (e.g. Ministry of Finance, commercial company X Limited, etc.)
- Official project name
- Countries where project was implemented
- Activity year & dollar value(\$)
- Duration of project

## 4. Qualification to Terms of Reference:

This section is intended to record the bidder's understanding of the assignment and interpretation of the Terms of Reference and any observations/suggestions the bidder may have on the TOR. Facilities and support required/expected from counterpart should also be mentioned. **Maximum** number of pages to be used is three.

## 5. Technical response:

This section should define the approach, methodology and work plan including sub activities and deliverables and how the bidder intends to organise the project team to execute the engagement. Technical response must be **confined to 30 pages** and in the following 3 sub sections.

### a) *Approach and Methodology*

Detail the planned approach and methodology for carrying out the assignment to achieve the expected output.

### b) *Work Plan including Sub Activities and Deliverables*

Detail the main activities, sub activities, duration, their interrelations, milestones and linked deliverables. Work plan should be consistent with approach and methodology and should break down the TOR into a feasible working plan.

### c) *Project Organisation*

This should contain the project team organogram and brief profiles of project team personnel. Details of which tasks your personnel will be undertaking within the scope of the project and the contact information of the person who is responsible for the project, with his or her CV included. Earliest possible date for commencing the work.

**Financial Proposal** shall specify a total lump sum amount (including a breakdown of costs for fee, travel and number of working days). Payments will be made in instalments based upon key outputs/deliverables (mentioned under payment schedule above).

#### Eligibility

Submission of tenders is open to all Consultants registered in Trinidad and Tobago who possess the expertise, experience and financial resources to undertake selected project(s).

#### **Submissions:**

Applicants are required to **submit one (1) Original Proposal and four (4) printed copies each** comprising Technical and Financial Proposals in a sealed envelope properly labelled with the Name of Tender:

#### **Consultancy Services for the Revision of a National Micro and Small Enterprise Policy for Trinidad and Tobago**

**Proposals must be accompanied by Valid (mandatory statutory documents)**

**(a.)** Income Tax and Value Added Tax Clearance Certificates issued by the Board of Inland Revenue and dated not more than six (6) months prior to the closing date for the submission of proposals.

Tenderers who are registered for Value Added Tax **must:**

- a. Provide a valid up-to-date Value Added Tax Certificate.
- b. Show the tax separately below the tender price.

**(b.)** A Certificate of Compliance issued in accordance with the National Insurance Act

**(c.)** A Certificate of Incorporation

Sealed packages must be placed in the appropriate Tender Box, located at MYDNS' Head Office  
**No later than 3:00pm on Friday 24<sup>th</sup> March, 2023.**

**Tender submissions will not be accepted electronically and late submissions will not be considered.**

Complete Proposals must be addressed to:  
**Permanent Secretary**  
**Ministry of Youth Development and National Service**  
**#2 Elizabeth Street, St. Clair, Port-of-Spain**



- *MYDNS reserves the right to cancel the present tender process in its entirety or partially, without defraying any costs associated with the preparation and submission of the Proposal.*
- *The MYDNS does not bind itself to accept the lowest price or any other Proposal submitted.*

Further information or clarification can be obtained from the Procurement Unit, at the Ministry of Youth Development and National Service, Telephone 1 (868) 612-6937 Extensions 7000, 7001, 7002, 7003, 7005

Please note that incomplete applications will not be considered.

**Download Expression of Interest documents below:**

1. Terms of Reference
2. Micro and Small Enterprise Development Policy for Trinidad and Tobago 2014-2016 “Driving Entrepreneurship”

**FORM A: APPLICANT INFORMATION SHEET**

*(To be filled out and returned in the Proposal)*

Date: \_\_\_\_\_

Page \_\_\_\_\_ of \_\_\_\_\_ pages

Proponent's Legal Name:
<input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Partnership <input type="checkbox"/> Corporation <input type="checkbox"/> Joint Venture or Consortium
<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Year of constitution:
Legal address in country of constitution:
Authorized representative information: Name: Address: Telephone/Fax numbers: E-mail Address:
Attached are copies of original documents of: <ul style="list-style-type: none"><li>1. Articles of Incorporation or Documents of Constitution of legal entity named above,</li><li>2. Letter of authorization to represent the legal entity named above.</li><li>3. If "Joint Venture or Consortium" is selected, documentation to prove or intention to form a Joint Venture or Consortium should be provided.</li></ul>

## Ministry of Youth Development and National Service



[www.mydns.gov.tt](http://www.mydns.gov.tt)



2 Elizabeth Street, St Clair



(868) 612-9367