

**Ministry of Public Utilities**  
**Trinidad and Tobago National Water Sector Transformation Programme**  
**IDB Loan# 5718/OC-BL (TT-L1055)**  
**Terms of Reference**  
**Environmental / Social Sector Specialist**

**1. BACKGROUND**

The Government of the Republic of Trinidad and Tobago with financial support from the Inter-American Development Bank (IDB) has embarked on a four-year USD80 Million National Water Sector Transformation Programme (NWSTP). The Loan Programme was approved by the IDB Board of Executive Directors on December 14, 2022, and forms part of a stream of financing available to the Government to sustain investments in the water sector, under the Bank's Conditional Credit Line for Investment Projects (CCLIP). Under the CCLIP, the Government has the opportunity to access a total of USD315 Million from the IDB over the next ten years through multiple loan operations. The USD80 Million Loan Programme represents the first individual loan operation under the CCLIP.

The general objective of the NWSTP is to improve the efficiency, quality, sustainability and resilience of potable water supply service and water security in Trinidad and Tobago. The specific objectives are to: (i) improve operational efficiency and reliability of water supply services; (ii) improve quality of water services for underserved communities in Trinidad and Tobago (iii) develop capacity and provide institutional strengthening to the MPU and WASA to improve governance and sustainable management of water resources. The Programme comprises three (3) main components as follows:

Component 1: Water Stabilization and Improvement: (US\$44 Million) - The activities to be financed include: (i) Construction of new water treatment infrastructure in six locations (ii) Refurbishment & upgrading water treatment infrastructure for nine Water Treatment Plants (WTPs); (iii) Drilling and equipping of six new wells; (iv) Rehabilitation of El Socorro high lift and booster station.

Component 2 – Component 2. Support for Water Sector Transformation Plan: (US\$2.74 Million) – This component will support capacity development and institutional strengthening of the MPU and WASA to improve governance and sustainable management of water resources. In addition,

it will support the separation of the functions of water resources management from WASA and implementation of Integrated Water Resources Management (IWRM).

Component 3 - Network Optimization (US\$31 Million) - This component will finance urgent priority works to optimize network performance and reduce non-revenue water. These works will be executed through a Co-Management Performance Based Contract with a specialized consulting firm (CF). The CF will be required to prepare and commence the implementation of a Non-Revenue Water Reduction Strategy and Programme for the country. The CF will also provide strategic advice and technical support to the Executive Team of WASA in the transformation of WASA.

The benefits of the Programme will accrue to the majority of the population. An estimated 1,365,622 persons (approximately 314,700 households) in the targeted communities and an estimated 257,862 persons (64,465 households) in surrounding communities will receive an improved water supply with a minimum schedule of 24/3. Furthermore, the Programme will benefit an estimated 16,841 commercial, charitable institutions, agricultural and industrial customers.

To assist with the execution of the Programme and to manage the environmental impacts and risks the PEU is seeking to engage the services of an *Environmental / Social Sector Specialist*.

## **2. OBJECTIVES OF THE ASSIGNMENT**

The Environmental / Social Sector Specialist will provide specialist technical support to the Project Execution Unit (PEU) of the Trinidad and Tobago National Water Sector Transformation Program, to ensure the successful implementation of the Program's objectives and related activities, in accordance with the Inter-American Development Bank's (IDB) and Government's guidelines. Specifically, the Environmental Specialist is expected to lead, manage, and coordinate the implementation of environmental standards and ensure compliance with the IDB's and the GORTT's policies and guidelines. The Environmental Specialist shall ensure that all environmental aspects are integrated into NWSTP activities in line with the Environmental and Social Management Plan (ESMP), Environmental and Social Management Framework (ESMF) and the Environmental and Social Assessment (ESMA) documents that were prepared prior to Project Approval

## **3. SCOPE OF SERVICES, TASKS AND EXPECTED DELIVERABLES**

The Environmental/Social Sector Specialist (the Consultant) shall be responsible for ensuring that all environmental issues are considered and that environmental mitigation measures are

developed and built into the NWSTP activities. In addition, the responsibilities of the Consultant shall include but not limited to the following services as detailed below:

- i. Review, update and implement the Environmental and Social Management Plan (ESMP), Environmental and Social Management Framework (ESMF) and the Environmental and Social Assessment (ESA) (including but not limited to the inclusion of a grievance redress mechanism) as outlined in the Operations Manual and Loan Agreement
- ii. Guide the implementation, identifying all types of stakeholders and appropriate methods for consultation throughout the project, including raising awareness of the social benefits of the project and dissemination of all public information/disclosure initiatives.
- iii. Ensure that relevant standard environmental and social contracting clauses, developed as part of the ESIA's and ESMP, are incorporated into proposal requests or bid packages as necessary.
- iv. Assist the Procurement Specialists and other PEU members with issues related to environmental aspects.
- v. Confirm that Contractors have all the required national/local permits to perform the works and installation according to their Contracts before the commencement.
- vi. Review periodically the status of all the environmental permits and provide timely and accurately documented cases of Contractor's non-compliance with the environmental requirements.
- vii. Serve as main interlocutor between the project-affected parties, PEU, MPU, WASA and Beneficiaries on environmental impact issues.
- viii. Review comments and complaints from project-affected parties on environmental issues and recommend actions to resolve problems.
- ix. Develop and maintain relationships with all relevant stakeholders.
- x. Prepare quarterly reports on the ESHS aspects of the Programme to the IDB (i.e., preparation and implementation of ESA/ESMPs), and report immediately to MPU and IDB in case of an accident, fatality, or non-compliance. Including follow up with Contractors regarding proposed corrective action plan, timeline, and costs.
- xi. Develop and write community updates and briefs from an environmental and social perspective.
- xii. Actively participate and/or organize and manage periodic sessions for public consultation on environmental impact issues related to the Project.
- xiii. Carry out consultation processes based on project-specific ESA/ESMP and prepare respective reports.

- xiv. Implement the project grievance mechanism and prepare quarterly reports on the status of claims.
- xv. Support the elaboration of TORs and bidding documents for the Programme to ensure the integration of ESHS aspects. Particularly, the preparation of project-specific ESA/ESMPs and its consultation.

#### **4. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES**

The Environmental/Social Specialist will report to the Programme Manager of the PEU, Ministry of Public Utilities and will receive guidance from the Project Managers of Component 1 and 3. The Specialist will also be required to communicate regularly with the MPU Executives, the Project Steering Committee, the Programme Manager WASA PEU and officials from the IDB.

Monthly progress reports: To include a concise summary of the overall progress with details of the tasks performed with duration and outputs; outstanding issues and actions to resolve challenges, description and explanation of delays and impacts, and recommendations for resolutions; important meetings and other events with brief statements of their conclusions and expected work programme for the upcoming month. This monthly report shall be submitted to the MPU Programme Manager during the last week of each month.

#### **5. QUALIFICATIONS AND EXPERIENCE**

The Environmental/Social Sector Specialist should meet the following qualifications requirements:

- A Master's in environment, natural resources management services or related field.
- At least ten (10) years of related experience working with diverse stakeholders, including government agencies, NGOs, local communities, and internal teams.
- At least eight (8) years' experience in planning and conducting public consultation meetings with different stakeholders.
- At least eight (8) years related experience in the environmental sector within a developing country context.
- At least eight (8) years of experience in developing and implementing sustainability strategies, including setting environmental and social goals and KPIs.
- At least eight (8) years of experience in working with private or public sector to identify environmental risks and develop mitigation measures to ensure compliance with international practice or local requirements.

- At least eight (8) years of experience in preparation of Environmental Assessments and Management Plans for governmental organizations, NGOs, or local communities
- Knowledge of and familiarity with local and international rules, regulations, and standards, including regulatory compliance and reporting requirements related to environmental and social responsibility.
- *Proven* experience in working with private or public sector to identify environmental risks, develop mitigation measures to ensure compliance with good international practice and preparation of Environmental Assessments / Management Plans for governmental organizations, NGOs and/or local communities.
- Previous experience with international organizations; working experience in environmental assessment for development projects, and familiarity with World Bank's ESS and procedures would be an advantage.
- Knowledge of Project Monitoring and Evaluation.
- Knowledge of Trinidad and Tobago's national environmental legislation; Knowledge of international rules, regulations, and standards, including regulatory compliance and reporting requirements related to environmental and social responsibility.
- Strong analytical skills, ability to think strategically and synthesize diverse environmentally related data and information.
- Proficiency in English
- Experience in preparing accurate and timely sustainability reports.
- Considerable knowledge of relevant Public Service rules and regulations, instructions, and procedures.

#### **OTHER KNOWLEDGE, SKILLS AND COMPETENCIES REQUIRED**

- Proficiency in assessing and reporting on the environmental and social impacts of initiatives.
- The ability to track progress and demonstrate the effectiveness of sustainability efforts.
- Proven ability to engage with diverse stakeholders, including government agencies, NGOs, local communities, and internal teams.
- Sensitivity and awareness of cultural and social nuances, and ability to work effectively in diverse and multicultural environments.
- Strong interpersonal and communication skills
- Ability to work independently with minimal guidance.
- Strong computer skills (proficient in Microsoft Office Suite, Database Management, Microsoft Project, and Social Sector productivity software tools)

## 6. 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/who-we-are/transparency/sanctions-system/sanctioned-firms-and-individuals>

## 7. CHARACTERISTICS OF THE CONSULTANCY

- **Type of Consultant:** Individual
- **Expected Start Date:** January 2024
- **Contract Duration:** Two (2) years.
- **Place (s) of Work:** WASA Trinity Regional Centre, Golden Grove Road
- **Working Language:** English

## 8. CLIENT'S INPUT

The Ministry of Public Utilities will provide the Environmental / Social Sector Specialist with the PEU's Operations Manual and relevant project documentation. A laptop computer with required software will also be provided for the associated Social Sector Specialist functions along with office space and facilities.

## Annex I: Selection Criteria

	SELECTION CRITERIA	MAXIMUM POINTS
<b>1</b>	<b>Academic Qualification</b>	<b>20</b>
1.1	Postgraduate Degree (Masters Degree) in Environmental Science / natural resources management sciences or related field	20
<b>2</b>	<b>General Experience</b>	<b>25</b>
<b>2.1</b>	<b><i>At least ten (10) years of related experience working with diverse stakeholders, including government agencies, NGOs, local communities and internal teams</i></b>	
	a. Over fifteen (15) years experience	15
	b. Ten (10) to fifteen (15) years' experience	10
<b>2.2</b>	<b><i>At least eight (8) years' experience in planning and conducting public consultation meetings with different stakeholders</i></b>	
	a. Over eight (8) years experience	10
	b. Eight (8) years' experience	5
<b>3</b>	<b>Specific Experience</b>	<b>40</b>
<b>3.1</b>	<b><i>At least eight (8) years related experience in the environmental sector within a developing country context</i></b>	
	c. More than eight (8) years related experiences	10
	d. Eighth (8) years related experience	7
<b>3.2</b>	<b><i>At least eight (8) years of experience in developing and implementing sustainability strategies, including setting environmental and social goals and KPIs.</i></b>	
	a. More than eight (8) years of experience	10
	b. Eight (8) years of experience	7
<b>3.3</b>	<b><i>At least eight (8) years of experience in working with private or public sector to identify environmental risks and develop mitigation measures to ensure compliance with international practice or local requirements.</i></b>	
	a. Over (8) years' experience	10
	b. Eight (8) years' experience	7
<b>3.4</b>	<b><i>At least eight (8) years of experience in preparation of Environmental Assessments and Management Plans for governmental organizations, NGOs or local communities</i></b>	10
	a. Over (8) years experience	10
	b. Eight (8) years experience	7
<b>4</b>	<b>Adequacy for the Assignment</b>	<b>15</b>
	<b>a) Knowledge of and familiarity with local and international rules, regulations, and standards, including regulatory compliance and</b>	5

	reporting requirements related to environmental and social responsibility	
	<b>b)</b> Working knowledge of projects funded by Inter-American Development Bank, World Bank, United Nations, or similar multilateral organizations	5
	<b>c)</b> Experience in developing reports and proficiency in Microsoft Office inclusive of Word, Excel and Power Point.	5



## Annex II: Expression Of Interest Submission Letter

[Location, Date]

To: Programme Manager  
National Water Sector  
Transformation Program  
Ministry of Public Utilities  
Golden Grove Road  
Piarco

Dear Sirs:

I, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your advertisement dated *[Insert Date]* and my submission. I am hereby submitting my Expression of Interest.

I hereby declare that all the information and statements made in this Expression of Interest are true and accept that any misrepresentation contained in it may lead to my disqualification.

I undertake, if my Expression of Interest is accepted, to initiate the consulting services related to the assignment as per the Terms of Reference.

Yours sincerely,

Authorized Signature *[In full and initials]*: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Address:

### Annex III: Curriculum Vitae Format

<b>Name of Consultant Services</b>	Environmental / Social Sector Specialist Consultant
<b>Name of Individual Consultant:</b>	<i>[Insert full name]</i>
<b>Date of Birth:</b>	<i>[day/month/year]</i>
<b>Nationality<sup>1</sup></b>	

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

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**Experience relevant to the Assignment:** *[Experience related to the services and tasks performed; professional skills according to the assignment requirements, and knowledge of administrative systems and government organisation within the country of the Client and Region. List previous positions relevant to the assignment starting with present position, list 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, and contact information of previous clients who can be contacted for references. Past position that is not relevant to the assignment does not need to be included.]*

<b>Period</b>	<b>Contracting organization and Title/Position; Contact Information for References</b>	<b>Country</b>	<b>Summary of Key Activities performed relevant to the Assignment</b>
<i>[e.g., May 2005-present]</i>	<i>[e.g., Ministry of ....., advisor/consultant to... For references: Tel...../e-mail.....; Mr. X, Deputy Minister]</i>		
Etc.			

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<sup>1</sup> See Annex 3 of the Terms of Reference Outline for list of member countries of the Bank

**Membership in Professional Associations and Publications:**

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

**Consultant contact information :** [e-mail....., phone.....]

**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 termination by the Client, and/or sanctions by the Bank.

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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)			

I confirm that I will be available to carry out the assignment for which my CV has been submitted in accordance with the Scope of Services and Consultant's Reporting Obligations set out in the Terms of Reference.

## Annex IV: 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".

### **Nationality and origin of Goods and Services Criteria**

The policy provisions make it necessary to establish criteria to determine a) the nationality of the firms and individuals eligible to bid 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 considered to be 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.

**Ministry of Public Utilities**  
**Trinidad and Tobago National Water Sector Transformation Programme**  
**IDB Loan# 5718/OC-BL (TT-L1055)**  
**Terms of Reference**  
**Project Manager for Component 1**

**1. BACKGROUND:**

The Government of the Republic of Trinidad and Tobago with financial support from the Inter-American Development Bank (IDB) has embarked on a four-year USD80 Million National Water Sector Transformation Programme (NWSTP). The Loan Programme was approved by the IDB Board of Executive Directors on December 14, 2022 and forms part of a stream of financing available to the Government to sustain investments in the water sector, under the Bank's Conditional Credit Line for Investment Projects (CCLIP). Under the CCLIP, the Government has the opportunity to access a total of USD315 Million from the IDB over the next ten years through multiple loan operations. The USD80 Million Loan Programme represents the first individual loan operation under the CCLIP.

The general objective of the NWSTP is to improve the efficiency, quality, sustainability and resilience of potable water supply service and water security in Trinidad and Tobago. The specific objectives are to: (i) improve operational efficiency and reliability of water supply services; (ii) improve quality of water services for underserved communities in Trinidad and Tobago (iii) develop capacity and provide institutional strengthening to the MPU and WASA to improve governance and sustainable management of water resources. The Programme comprises three (3) main components as follows:

**Component 1: Water Stabilization and Improvement: (US\$44 Million)** - The activities to be financed include: (i) Construction of new water treatment infrastructure in six locations (ii) Refurbishment & upgrading water treatment infrastructure for nine Water Treatment Plants (WTPs); (iii) Drilling and equipping of six new wells; (iv) Rehabilitation of El Socorro high lift and booster station.

**Component 2 – Support for Water Sector Transformation Plan: (US\$2.74 Million)** – This component will support capacity development and institutional strengthening of the MPU and WASA to improve governance and sustainable management of water resources. In addition, it will support the separation of the functions of water resources management from WASA and implementation of Integrated Water Resources Management (IWRM).

**Component 3 - Network Optimization (US\$31 Million)** - This component will finance urgent priority works to optimize network performance and reduce non-revenue water. These works will be executed through a Co-Management Performance Based Contract with a specialized consulting firm (CF). The CF will be required to prepare and commence the implementation of a Non-Revenue Water Reduction Strategy and Programme for the country. The CF will also provide strategic advice and technical support to the Executive Team of WASA in the transformation of WASA.

The benefits of the Programme will accrue to the majority of the population. An estimated 1,365,622 persons (approximately 314,700 households) in the targeted communities and an estimated 257,862 persons (64,465 households) in surrounding communities will receive an improved water supply with a minimum schedule of 24/3. Furthermore, the Programme will benefit an estimated 16,841 commercial, charitable institutions, agricultural and industrial customers.

## **2. OBJECTIVES OF THE ASSIGNMENT**

To provide expert consultancy on the all aspects of the projects to be undertaken as part of the IDB-funded National Water Sector Transformation Programme to ensure its efficient, effective and timely execution. In particular, the Consultant will be required to provide expert Project Management services on Component 1 of the National Water Sector Transformation Programme.

## **3. SCOPE OF SERVICES, TASKS AND EXPECTED DELIVERABLES**

The Project Manager will support the PEU in the overall life cycle of Component 1, inclusive of technical planning and monitoring, review and evaluation of the Program activities to ensure that the stated objectives, outputs and outcomes are realized within the agreed scope, time frames and budget. Overall, the Project Manager shall lead in the planning and implementation of the activities under Component 1 and will have the following specific responsibilities:

### **Research and Development**

- Literature Review / Research of all relevant concepts, strategies, management systems, & technologies, both traditional and modern innovation, for development of Component 1
  - Case Studies of Transformation projects maximizing on “people, processes and technology” approach, driven by innovative technology, digital transformation and data driven management systems using Key Performance Indicators
  - Change management using agile techniques for involvement of key stakeholders and other modern approaches of capacity building of stakeholders reducing resistance to change
  - Elements of successful Project Management with failure and success factors
  - Project Life cycle with clinical Staging of Parallel and Sequential activities - project initiation and strategy development, project design and planning, execution and

- testing, project launch and training, support launching and project closing.
  - Water Sector Risk Management with Proactive Interventional Strategies
  - Best Available and Practical Advances in Technology / Management for the Water Sector
  - Industry advances in SMART technologies, SCADA systems, Alarm management systems, optimized operating envelopes for integration in Process Control and Optimization
  - Water Chemistry and applied technology in dealing with climate change impacting water quality and cost of production
  - International Standards and Policies for grounding of the Water Sector Transformation project
- Assist in Auditing of the existing Water Treatment Plants and SCADA systems
  - conducting research, surveys, interviews and analysing data using SIX Sigma and other relevant industry techniques – gap analysis, bottlenecks, threats and opportunities for integration into the refurbishment upgrade vs replacement and other remedial actions
  - reviewing and developing the process design / guarantee criteria or the water treatment plants
  - reviewing the water treatment chemistries of each plant and making recommendations especially with variation in water quality (normal, worst, seasonal fluctuations considered in design), impacts of climate change and pollution on production, associated treatment effectiveness under all raw water conditions and system flow demands, “unit process flexibility which allows for optimization of treatment”
  - making recommendations on short/medium/long term measures for stabilizing and upgrading production
  - making recommendations on routine auditing protocols for the Water Treatment Plants enabling timely interventions by the various stakeholders
- Assist in establishing the New Water Treatment Plants
  - conducting research, surveys, interviews and analyzing data of various site options
  - developing multi-dimensional feasibility analysis using modern guidelines and standards with the best applicable and practical technologies.
- Support Research & Development of short/medium/long term Operations Engineering Maintenance (OEM) Programmes for all WASA facilities and supervise the execution of the Programme.
  - Research and reviewing current OEM Programme as well as the inherent Production reliability components of process, engineering, and maintenance reliability
  - Developing general principles for the OEM program and thereafter working with the relevant personnel to customize the OEM Programme for the different plants
  - Reviewing and providing recommendations of relevant Key Performance Indicators (KPIs) for the Water Treatment Plants as per project objectives of efficiency, quality, and sustainability
  - Reviewing and recommending the latest applicable KPI innovations for integration into the SCADA system with real time reporting mechanisms to the various stakeholders thus facilitating timely critical interventions as “what is measured can

- be managed”
- Provide recommendations for the integration of new and appropriate technologies in the water production and measures to support R & D into production
- Provide recommendations for integration of continuous improvement programmes.
- Provide recommendations for the strengthening laboratory capacity in WASA to support R & D activities and optimization of production capabilities
- Provide recommendations for system optimization and robust process and operations management.
- Support the development of water quality standards for WASA ensuring Quality and Safety of Water, WASA’s treatment and distribution processes comply with the Guidelines for Drinking Water Quality of the World Health Organisation.

### **Operations and Turnaround (Transformation)**

- Provide recommendations for sequential and parallel activities to guide Operations Transformation
  - Project lifecycle for construction and upgrade works encompassing various aspects of EPC (Engineering Procurement Construction) and OEM (Operations Engineering Maintenance)
  - Operations preparatory activities for implementation into SCADA related upgrades as well as commissioning & optimization activities of new/upgraded installations
  - Stabilization and optimization of installed & functional water treatment plants inclusive of debottlenecking and retooling activities for increasing production
- Provide technical support for all aspects of the Life cycle of the projects from project initiation and strategy development, project design and planning, execution and testing, project launch and training, support launching and project closing especially technical support in the following areas
  - design basis of the Water Treatment Plants, and SCADA systems
  - design and construction of new water treatment plants and associated infrastructure, rehabilitation and upgrade of water treatment plans, development of new water wells and associated infrastructure,
  - preparation of technical specifications, drawings, estimates, Terms of References, performance guarantee criteria, bidding documents, contract documents and all relevant documents required for the procurement of the Projects’ goods, works and services, in accordance with IDB rules and regulations.
  - Various submittals from WASA sub-executing agencies, contractors, consultants, tenders and other stakeholders
  - oversight and monitoring of the implementation and execution of the Projects, including schedule coordination and quality control, to ensure compliance with the design and specification requirements
  - testing and commissioning of completed infrastructure work to ensure that the specified results are achieved.
  - Clinical reporting requirements for intervention to resolve bottlenecks of the project as well as conformance to loan requirements



### **Human Capital**

- Provide support for required capacity building for Production to achieve the objectives of Component 1
- Develop strategies to reduce change management resistance of the transformation project exploring agile management techniques in the project development, building a consensus and commitment around corrective action, as well as development of training & development requirements.
- Explore incorporation of “transfer of knowledge and expertise” during the different stages of the project

### **Communication and Marketing**

- Representing the Programme
  - Liaise with IDB, the MPU PEU and other relevant national partner agencies through the Programme Manager.
  - Support the maintenance of timely coordination and dialogue with stakeholders in order to maintain their participation in the development and implementation of the Projects.
  - Contribute to the sharing, dissemination, and application of knowledge.
- Contribute to effective communication of the Programme progress inclusive of formal project reporting under the stipulations of the loan agreements
- Assist the Ministry of Public Utilities in marketing the Program to public via Flagship programs and other different media demonstrating improvements in the overall customer experience. Serve as the Technical Lead during the conduct of stakeholders’ consultations, focus group discussions/key informant interviews and other relevant activities (if needed) with the communities, Local Government Units, CSOs, and the Private Sector
- Any other duties as assigned by the Programme.

## **4. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES**

The Consultant will report to the MPU Programme Manager and will be required to communicate regularly with the MPU Executives, the Project Steering Committee, the Programme Manager WASA PEU and officials from the IDB.

### **Reports**

The Consultant will be required to complete all tasks and deliverables as agreed with the MPU Programme Manager and will submit the following reports:

1. Monthly progress reports: To include a concise summary of the overall progress with details of the tasks performed with duration and outputs; outstanding issues and actions to resolve challenges, description and explanation of delays and impacts, and recommendations for resolutions; important meetings and other events with brief

statements of their conclusions and expected work program for the upcoming month. This monthly report shall be submitted to the MPU Programme Manager during the last week of each month.

## **5. QUALIFICATIONS AND EXPERIENCE**

### **Education:**

- A Master's Degree in Engineering or Water or other related fields with Specializations: Process and Chemical Engineering, Environmental Engineering, Water Treatment Systems.
- International Training Certification in Water Resource Management or Wastewater or Environmental Management
- Certification in Project Management Professional (PMP) or equivalent.

### **Experience:**

The Consultant will be expected to possess the following:

- At least ten (10) years' in a managerial or leadership position in an organization or project
- At least 15- years of professional experience in water projects planning and execution, water operations management and maintenance, water treatment systems;
- Strong background in Research and Development
- Working knowledge of Trinidad and Tobago's government policy and procedures in water resource management
- International experience in water resource management
- Excellent leadership skills including clearly demonstrated global perspective and understanding of factors impacting the water sector and the management of water utilities.

The Consultant must be a self-starter, be able to work proficiently with cross-functional teams, including demonstrated motivation, influence, and the ability to drive initiatives and strategic policies across all levels to multi-agencies, stakeholders and beneficiary constituents.

### **Other Knowledge, Skills and Abilities Required:**

- Experience in collaborating with multiple and high-level stakeholders and government partners
- Ability to work effectively in a team
- Ability to handle multiple projects/tasks within tight timelines
- Ability to exercise sound judgment in evaluating situations and in making decisions
- Knowledge of the IDB's operating procedures and guidelines

- Strong interpersonal and analytical skills as well as the ability to work independently with minimal guidance
- Ability to communicate ideas clearly and effectively is essential; and
- Working knowledge of Microsoft Office - Word, Excel, PowerPoint, MS Project, etc.

## **6. 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/who-we-are/transparency/sanctions-system/sanctioned-firms-and-individuals>

## **7. CHARACTERISTICS OF THE CONSULTANCY**

Type of Consultant: Individual

Expected Start Date: January 2024

Contract Duration: Two (2) years;

Place (s) of Work: WASA Trinity Regional Centre, Golden Grove Road

Working Language: English

## **8. CLIENT'S INPUT**

The Ministry of Public Utilities will provide the Financial Assistant with the PEU's Operations Manual and relevant project documentation. A laptop computer with required software will also be provided for the associated project accountant functions along with office space and facilities.

## Annex I: Evaluation Criteria

Evaluation Criteria		Points
<b>1</b>	<b>Academic Qualifications</b>	<b>20</b>
1.1	Postgraduate Degree (Master's Degree) in Engineering or other related fields with Specializations in: Process and Chemical Engineering, Environmental Engineering, Water Treatment Systems	20
<b>2.</b>	<b>Professional Qualifications</b>	<b>10</b>
2.1	PMP Certification or equivalent	5
2.2	International Training Certification in Water Resource Management or Wastewater or Environmental Management	5
<b>3.</b>	<b>General Experience</b>	<b>25</b>
3.1	a. Over ten (10) years' experience in a managerial or leadership position in an organization or project	25
3.2	b. Ten (10) years' in a managerial or leadership position in an organization or project	20
<b>4.</b>	<b>Specific Experience</b>	<b>35</b>
4.1	a. Over 15 years of professional experience in water projects planning and execution, water operations management and maintenance, water treatment systems	25
4.2	b. Fifteen (15) years of professional experience in water projects planning and execution, water operations management and maintenance, water treatment systems	20
4.3	c. Working knowledge of Trinidad and Tobago's government policy and procedures in water resource management	5
4.4	d. International experience in water resource management	5
<b>5.</b>	<b>Adequacy for the Assignment</b>	<b>10</b>
5.1	a. Experience in collaborating with multiple and high-level stakeholders and government partners	5
5.2	b. Experience working in a Multilateral Funding Organization e.g. World Bank, IDB.	5

## **Annex II: Expression of Interest Submission Letter**

[Location, Date]

To:     Programme Manager  
         National Water Sector  
         Transformation Program  
         Ministry of Public Utilities  
         Golden Grove Road  
         Piarco

Dear Sirs:

I, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your advertisement dated [Insert Date] and my Submission. I am hereby submitting my Expression of Interest.

I hereby declare that all the information and statements made in this Expression of Interest are true and accept that any misrepresentation contained in it may lead to my disqualification.

I undertake, if my Expression of Interest is accepted, to initiate the consulting services related to the assignment as per the Terms of Reference.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Address:

### Annex III: Curriculum Vitae format

Name of Consulting Service:	
Name of Individual Consultant:	<i>[Insert full name]</i>
Date of Birth:	<i>[ day/month/year]</i>
<sup>1</sup> Nationality	

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

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**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
<i>[e.g., May 2015-present]</i>	<i>[e.g., Ministry of ....., advisor/consultant to... For references: Tel...../e-mail.....; Mr. John, Deputy Minister]</i>		

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<sup>1</sup> See Annex 3 of the Terms of Reference Outline for list of member countries of the Bank

**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.

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Name of Consultant

Signature

Date*[day/month/year]*

(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)

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

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 IV: 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”.

### **Nationality and origin of Goods and Services Criteria**

The policy provisions make it necessary to establish criteria to determine a) the nationality of the firms and individuals eligible to bid 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 considered to be 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) 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.



**Ministry of Public Utilities**  
**Trinidad and Tobago National Water Sector Transformation Program**  
**IDB Loan# 5718/OC-BL (TT-L1055)**  
**Terms of Reference**  
**Financial Assistant (Individual Consultant)**

**1. BACKGROUND**

The Government of the Republic of Trinidad and Tobago with financial support from the Inter-American Development Bank (IDB) has embarked on a four-year USD80 Million National Water Sector Transformation Program (NWSTP). The Loan program was approved by the IDB on December 14, 2022, and forms part of a stream of financing available to the Government to sustain investments in the water sector, under the Bank's Conditional Credit Line for Investment Projects (CCLIP). Under the CCLIP, the Government has the opportunity to access a total of USD312 Million from the IDB over the next ten years through multiply loan operations. The USD80 Million Loan program represents the first individual loan operations under the CCLIP.

The general objective of the NWSTP is to improve the efficiency, quality, sustainability, resilience of potable water supply and water security in Trinidad and Tobago. The specific objectives are to: (i) improve operational efficiency and reliability of water supply services; (ii) improve quality of water services for underserved communities in Trinidad and Tobago (iii) develop capacity and provide institutional strengthening to the MPU and WASA to improve governance and sustainable management of water resources. The Program comprises three (3) main components as follows:

**Component 1 – Water Stabilization and Improvement** – This component will finance the development of a comprehensive program to urgently stabilize water supply services to prevent further service decline throughout the country and improve access water to unserved and underserved households.

**Component 2** – This component will support capacity development and institutional strengthening of the MPU and WASA to improve governance and sustainable management of water resources. In addition, it will support the separation of the functions of water resources management from WASA and implementation of Integrated Water Resources Management (IWRM).

**Component 3** – This component will finance priority works to optimize network performance and reduce non-revenue water. This work will be executed through a Co-Management Performance Based Contract with a specialized consulting firm.

The Ministry of Public Utilities (MPU) is the designated Executing Agency, with WASA serving as a Sub-Executing Agency. Both the MPU and WASA will establish project Executing Units through which their roles and responsibilities will be carried out. A Project Steering Committee will provide the overarching governance and strategic leadership for the program implementation.

Specifically, this Consultancy is concerned with *Project Management and other cost*, of the loan program and seeks an individual to function as a **Financial Assistant** in the Project Execution Unit (PEU).

## **2. General Objective**

The Financial Assistant is required to provide administrative and technical support to the Program's Financial Management Specialist and the Project Execution Unit (PEU) of the Trinidad and Tobago National Water Sector Transformation Program, to ensure the successful implementation of the Program's objectives and related activities.

## **3. SCOPE OF SERVICES, TASKS AND EXPECTED DELIVERABLES**

The Financial Assistant will be responsible for providing the following:

- Assisting with the maintenance of financial, accounting, and internal control systems required by the program.
- Assisting with the preparation of the Detailed Financial Plan section of the Annual Operating Plan and updating the plan on a regular basis.
- Posting transactions to the accounting system to allow for the identification of the sources and uses of project funds.
- Maintaining financial and other records.
- Working with the Financial Specialist to prepare monthly reconciliation of bank accounts, quarterly and semi-annual financial reports.
- Preparing notes, reports and presentations as required by the Program.
- Assist with the preparation of annual audited financial statements on project expenses according to Bank policy to be submitted within 120 days of the close of each fiscal year.
- Tracking of the contractors and service providers' invoices and the procedures and time cycle required for payments.

- Tracking and monitoring budget expenses, program financial benchmarks and results against the Program's plan.
- Assist in the preparation of Annual Budgets for the Public Sector Investment Program.
- Assist in the updating of the Annual Operating Plan.
- Assist with the preparation of Disbursement documentation.
- Preparing accounting and other program related reports.
- Preparing all documentation for payment to the Government.
- Providing support in monitoring, scheduling, and liaising with stakeholders to ensure delivery of the program's results.
- Providing logistical and administrative support in the Program.
- Preparing general communications and correspondence in support of the PEU team; and
- Assisting with special projects as they arise, and other team activities as needed.

#### **4. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES**

All reports and documentation are to be submitted to the Financial Specialist, with overall reporting to the Program Manager, Project Execution Unit (PEU), Ministry of Public Utilities

##### **Reports**

**Monthly Achievement Reports:** The Financial Assistant will be required to prepare and submit Monthly Achievement Reports and Monthly Invoices detailing the following.

- an account of planned deliverables: monthly reconciliation reports, quarterly financial statements, disbursement justifications and requests.
- outstanding issues and actions to resolve challenges, description and explanation of delays and impacts and recommendations for resolutions.

<b>No</b>	<b>Reports/Deliverables</b>	<b>Time Schedule</b>
1.	Satisfactory Monthly Progress Reports	During the last week of each month

## **5. QUALIFICATIONS AND EXPERIENCE**

The Financial Assistant must have:

An Undergraduate Degree in Business Administration, Management, Finance or an equivalent recognized qualification in a related subject or Pursuing ACCA Level 2 and a minimum of two (2) years' relevant work experience.

Familiarity with any Enterprise Resource Planning ERP or Accounting Software and an experience working in a Multilateral Funding Agency e.g., World Bank, IDB.

## **OTHER KNOWLEDGE, SKILLS AND COMPETENCIES REQUIRED**

- Strong interpersonal and communication skills
- Ability to work independently with minimal guidance.
- Strong computer skills (proficient in Microsoft Office Suite, Database Management, Microsoft Project and other productivity software tools.

## **6. 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/who-we-are/transparency/sanctions-system/sanctioned-firms-and-individuals>

## **7. CHARACTERISTICS OF THE CONSULTANCY**

- i. Type of Consultant: Individual
- ii. Expected Start Date: January 2024
- iii. Contract Duration: Two (2) years
- iv. Place (s) of Work: WASA Trincity Regional Centre, Golden Grove Road
- v. Working Language: English

## **8. CLIENT'S INPUT**

The Ministry of Public Utilities will provide the Financial Assistant with the PEU's Operations Manual and relevant project documentation. A laptop computer with required software will also be provided along with office space and facilities.

## Annex I: Evaluation Criteria

Evaluation Criteria		Points
1	<b>Academic Qualifications</b>	<b>25</b>
	<ul style="list-style-type: none"> <li>Degree in Business Administration, Accounting, Management, Finance or Pursuing ACCA Level 2</li> </ul>	25
2	<b>General Work experience</b>	<b>35</b>
	<ul style="list-style-type: none"> <li>Over four (4) years' work experience in a financial/accounting function</li> </ul>	35
	<ul style="list-style-type: none"> <li>Three (3) to four (4) years' work experience in a financial/accounting function</li> </ul>	25
	<ul style="list-style-type: none"> <li>Two (2) years of work experience in a financial/accounting function</li> </ul>	20
3	<b>Specific Work experience</b>	<b>40</b>
	<ul style="list-style-type: none"> <li>At least two (2) years of experience in preparing bank reconciliation, vendor reconciliation, accounts payables and cash flow analysis.</li> </ul>	15
	<ul style="list-style-type: none"> <li>At least one (1) year of experience in the use of any Enterprise Resource Planning ERP or Accounting Software</li> </ul>	10
	At least one (1) year work experience in a Project environment /Project Implementation Unit	5
	<ul style="list-style-type: none"> <li>Computer proficiency in Microsoft Suite (Word, Excel and PowerPoint)</li> </ul>	5
	<ul style="list-style-type: none"> <li>Experience working in a Multilateral Funding Agency e.g. World Bank, IDB.</li> </ul>	5
	<b>Total</b>	<b>100</b>

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[Location, Date]

To: Programme Manager  
National Water Sector  
Transformation Program  
Ministry of Public Utilities  
Golden Grove Road  
Piarco

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I undertake, if my Expression of Interest is accepted, to initiate the consulting services related to the assignment as per the Terms of Reference.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Address:

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Name of Consulting Service:	
Name of Individual Consultant:	<i>[Insert full name]</i>
Date of Birth:	<i>[ day/month/year]</i>
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Period	Contracting Organization/type of services provided/ Title/Position; Contact Information for References	Country	Summary of Key Activities Performed relevant to the Assignment
<i>[e.g., May 2015-present]</i>	<i>[e.g., Ministry of ....., advisor/consultant to... For references: Tel...../e-mail.....; Mr. John Doe, Deputy Minister]</i>		

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**Membership in Professional Associations and Publications:**

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Name of Consultant

Signature

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<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
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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
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