

# **SELECTION OF INDIVIDUAL CONSULTANTS**

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## **GUIDANCE TO SELECT INDIVIDUAL CONSULTANTS TERMS OF REFERENCE Program Manager**

November 2024

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## **Ministry of Public Utilities**

### **Trinidad and Tobago National Water Sector Transformation Program**

**IDB Loan# TT- L1055-P00096**

#### **Terms of Reference**

#### **Program Manager**

#### **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's 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 Program 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 Program 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 Program 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 Program 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 Program will benefit an estimated 16,841 commercial, charitable institutions, agricultural and industrial customers.

**Position Overview**

The Program Manager (PM) serves as the senior executive of the Project Executing Unit (PEU) responsible for overseeing the execution of all program components. Reporting directly to the Permanent Secretary of the Ministry of Public Utilities (MPU), the PM is tasked with leading program activities, ensuring timely and effective implementation, compliance with International Development Bank (IDB) guidelines, and coordination with the Water and Sewerage Authority (WASA) PEU Program Manager. The PM plays a crucial role in liaising with

government agencies, partners, stakeholders, and the IDB to achieve the program's strategic objectives.

## **Objectives**

- To manage and coordinate all aspects of the program to ensure alignment with the Program Operational Manual (POM) and IDB guidelines.
- To provide leadership, guidance, and support to the PEU team to meet the program's goals, timelines, and budget requirements.
- To establish collaborative relationships with WASA PEU, government agencies, IDB, and stakeholders to facilitate seamless program execution.

## **Scope of Services, Tasks, and Responsibilities**

The Program Manager will perform the following tasks:

### **1. Program and Team Management**

- Provide advice and support in establishing and staffing the PEU, including defining roles, responsibilities, and performance expectations.
- Oversee day-to-day management of the joint PEU, ensuring that resources, both human and material, are effectively allocated and managed.

### **2. Stakeholder Engagement and Collaboration**

- Develop and strengthen collaboration with relevant government agencies, partners, the IDB, and other stakeholders, fostering a thorough understanding and support for the program's objectives.
- Facilitate regular communication between MPU, WASA PEU, and stakeholders to align program expectations, goals, and timelines.

### **3. Project Planning and Implementation**

- Ensure that program implementation aligns with the POM, adhering to best practices in project management and international standards.
- Coordinate and oversee administrative, technical, environmental, social, and communication activities to achieve program objectives.

#### **4. Work Plans and Program Tools**

- Lead the preparation of Annual Work Plans, ensuring alignment with program objectives and budgetary constraints.
- Supervise the development, updating, and monitoring of key program management tools, including the Project Execution Plan (PEP), Annual Operating Plan (AOP), Procurement Plan (PP), Risk Management Plan (RMP), Stakeholder Engagement Plan (SEP), Environmental and Social Management Plan (ESMP), and Project Management Report (PMR).

#### **5. Procurement and Financial Management**

- Oversee, coordinate and monitor the procurement of works, goods, consulting, and non-consulting services according to IDB procurement guidelines.
- Oversee disbursement requests and justifications to the IDB, ensuring transparent and accountable financial practices.

#### **6. Monitoring, Evaluation, and Reporting**

- Commission and coordinate regular monitoring and evaluation activities to track program progress, identify risks, and recommend necessary adjustments.
- Supervise the preparation of monthly, quarterly, and annual progress reports for submission to the Permanent Secretary, MPU, and the IDB.

#### **7. Adherence to Best Practices**

- Incorporate international best practices in project management, aligning with IDB standards and global trends to enhance program quality and sustainability.
- Coordinate all requests for IDB's "non objection" in procurement activities through the OBP & CM Platform, ensuring compliance with IDB policies.

### **Reporting Requirements**

The Program Manager will report directly to the Permanent Secretary of the MPU and supervise the Project Managers for Components 1, 2 and 3. Continuous communication with WASA PEU, the Project Steering Committee, IDB representatives, and other MPU executives is essential for program alignment and transparency.

## **Qualifications and Experience**

The ideal candidate should meet the following criteria:

### **Academic Qualifications:**

#### **Degrees:**

- A Master's Degree in Project Management, Engineering, Construction Management, Public Administration, or a related field.

#### **Certifications:**

- **Project Management Professional (PMP), Program Management Professional (PgMP) or PM4R IDB.**

#### **Relevant Experience:**

- Minimum of ten (10) years of experience in project or program management, with at least five (5) years in a senior leadership role within the public sector or IDB-funded projects.
- Proven track record managing large-scale infrastructure, utility, or development programs within a governmental or international organization setting.

#### **Specific Skills and Competencies:**

- Strong understanding of IDB policies, procurement processes, and financial management practices in the context of international development programs.
- Excellent leadership, organizational, and coordination skills, with a strong ability to manage multidisciplinary teams and foster a collaborative work environment.
- Advanced communication, negotiation, and stakeholder engagement skills, capable of building effective partnerships with internal and external stakeholders.
- Proficiency in program management software, MS Office Suite (Excel, Word, PowerPoint), and digital tools for project monitoring and reporting.

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

- High level of integrity and professionalism in handling sensitive information and maintaining program transparency.
- Ability to apply critical thinking and analytical skills to identify potential risks, propose solutions, and adapt strategies to changing conditions.
- Familiarity with social and environmental policies and the ability to integrate these aspects into program planning and implementation.

### **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>

### **CHARACTERISTICS OF THE CONSULTANCY**

- Type of Consultant: Individual
- Expected Start Date: **January 2025**
- Contract Duration: Two (2) years renewable.
- Place (s) of Work: WASA Trinity Regional Centre, Golden Grove Road  
Head Office MPU, 1 Alexandra Street, Port Of Spain
- Working Language: English

### **CLIENT'S INPUT**

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



## Annex 1: Selection Criteria<sup>1</sup>

Selection Criteria	Maximum Points	Sub-criteria	Highest Possible Score	Lowest Acceptable Score
<b>Academic Qualification</b>	40	A Master's Degree in Project Management, Engineering, Construction Management, Public Administration, or a related field.	30	30
		PMP/PgMP/PM4R Certification	10	
<b>General Experience</b>	35	Ten (10) years in program management, public sector	20	25
		Additional experience in IDB or large-scale projects	10	
		Proficiency in MS Office, project management software	5	
<b>Specific Experience</b>	25	Five (5) years in senior role with public/IDB experience	15	20
		Experience with project management tools and international best practices	5	
		Experience in stakeholder management and communications	5	
<b>TOTAL</b>	<b>100</b>		<b>100</b>	<b>75</b>

## Annex 2: 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>2</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. Bbbbbb, Deputy Minister]</i>		

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<sup>2</sup> See Annex 3 of the Terms of Reference Outline for list of member countries of the Bank

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**Membership in Professional Associations and Publications:**

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

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

**Certification:**

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

Name of Consultant

Signature

Date*[day/month/year]*

(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

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

## Annex 3: Eligible Countries

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

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

Eligible Territories are:

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

### **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.