

Individual Consultant/Institutional/Corporate Contractor - Terms of Reference (TOR)

Conduct and report on the Labour Skills Assessments in selected economic sectors in Trinidad and Tobago

Request for Proposal

0. Summary

Title	Conduct and report on the Labour Skills Assessments in selected economic sectors in Trinidad and Tobago
Purpose	Support the development of a “National Manpower System,” aimed at producing a national manpower plan and addressing the structure of the labour market system as well as issues that affect labour demand and supply within Trinidad and Tobago.
Location	Trinidad and Tobago (Remote)
Duration	139 days over a 7-month period (from June – December 2021) with possibility of extension
Start Date	June 2021
Reporting to	Deputy Representative

1. INFORMATION

The Ministry of Planning and Development (MoPD) is mandated to undertake National Manpower Planning (NMP) within Trinidad and Tobago. The National Development Strategy 2016 – 2030 (NDS), also known as Vision 2030, identified the importance of the nation’s human resource capabilities in realizing the goals of Vision 2030. The NDS also called for a national manpower effort in building the human resource capacity required to implement this Vision.

National manpower planning has been highlighted internationally as a mechanism which can accelerate the attainment of a country’s overall developmental agenda. Manpower planning is a function of “putting the right number of employees; possessing the right type and degree of skills; in the right job; at the right time; performing the right activities; to achieve the right objectives” (James 1982). It therefore assesses and determines the present and future skills needs, knowledge and attitudes whilst also indicating gaps and imbalances in accordance with the needs of employers, sectors and the overall economy. When done well, national manpower planning ought to be guided by national policy and should provide a way to align the workforce with the goals of the NDS and the needs of the economy. As such, Vision 2030 is the guiding

framework to drive national manpower planning efforts by way of setting priorities for targeted areas of development and by extension, the areas in which the demand for skills are needed.

Following the onset of COVID-19 and the impact of mitigation policies on citizens, businesses and the economy, the Government of Trinidad and Tobago established the Roadmap to Recovery Committee to chart the way forward. The Committee produced the Roadmap to Recovery Report Phase I, which also guides public policy. Vision 2030, which was found to be relevant in addressing development challenges despite the profound effects of COVID-19, continues to be the overarching policy framework.

The Government of the Republic of Trinidad and Tobago, has therefore recognized the importance of developing a National Manpower Plan for the country, in order to ensure that its human capital possesses the capability necessary for achieving the targets outlined in Vision 2030 and the Roadmap to Recovery Report Phase I. Trinidad and Tobago has also committed to various international and regional agreements and agendas which promote manpower development such as the Sustainable Development Goals, particularly Goals 4 and 8 as well as UNESCO's TVET Strategy 2016-2021 and the International Labour Skills Strategy, to foster youth employment. Moreover, the National Youth Policy of Trinidad and Tobago (2020-2025) has prioritized targeted- career and skills development in an effort to increase youth employment and advance economic inclusivity.

In addition, there is also a sense of urgency to produce a National Manpower Plan given the existence of a skills gap in areas within the local labour market. This has been confirmed by various surveys such as the World Bank's Enterprise Survey 2010 and the Ministry of Labour and Small and Micro Enterprise Development's Vacancy Survey Report 2012.

Further, in light of the impact of COVID-19, particularly in terms of increased levels of unemployment as 'lockdown' measures affected various sectors and structural socio-economic vulnerabilities, the identification of the manpower gaps such as skills types, levels and numbers required to support the areas targeted for growth and job creation and towards building a resilient socio-economic base, has become an imperative. As such, there is also need to adopt strategies for greater inclusion of the vulnerable groups in economic production.

Another main group that must be considered in manpower Planning is that of the youth. In this regard, the MoPD and UNICEF, entered into a collaboration in relation to the Generation Unlimited (GenU) project, given that the outputs of the GenU project are inputs for a Manpower Plan of Trinidad and Tobago. **Generation Unlimited (GenU)**, is a global multisector partnership created to meet the urgent need for expanded education, skill development and employment opportunities for young people aged 10-24. Launched in September 2019, GenU has generated interest from leaders of government and industry, and other key sectors, committed to cohere efforts around young people for large- scale impact. GenU is also an effective way to operationalize the vision and priorities of the Government of Republic of Trinidad and Tobago (GORTT) in relation to youth employment, youth empowerment and manpower planning

2. BACKGROUND

The GORTT has identified key areas for growth and development. These include but not limited to Agriculture and Agro-Food Processing, ICT Platform Services, Energy Engineering Services and Maritime and Aviation Services. Government has also taken the decision to transform to a digital economy. Given that investments are expected to occur within these sectors/areas, it is anticipated that there must be concomitant building of the human resource capacity to support the expansion programme.

The challenges in identifying and building human resource capacity to support these targeted growth sectors, are directly related to the current functioning of Trinidad and Tobago's national manpower system. The Ministry of Planning and Development (MoPD) conducted research on the manpower system in Trinidad and Tobago, which revealed that the current system is characterised by several problems. These include insufficient labour market information, the mismatch between available skills and jobs market needs, inadequate coordination among stakeholders and the general absence of a national policy guiding manpower planning. The ILO also conveyed to the MoPD its views of the problems faced by the country's manpower system. These problems include inadequate career guidance, insufficient educational attainment, outmigration of skilled labour, immigration of labour resources not in demand by employers within the country, misdirected educational attainment, limited and misdirected lifelong learning as well as on-the-job training. The ILO also highlighted bottlenecks in matching the demand and supply of labour as well as low labour productivity linked to supply elements as key problems.

An extensive review of the manpower approaches implemented by several countries has revealed the merit of manpower and employment planning and, further, the need for a more effective manpower system in local labour market context. It was also noted that manpower planning along with relevant policy and legislation relating to migrant can also enhance the efficiency with which migrant resources and skills are inventoried and put to use. A national manpower plan can therefore serve as a policy guide and action plan geared towards human resource development, and contribute to creating an effective labour market system responsive to the evolving needs of the country.

An important aspect of a manpower system for the GORTT is the establishment of a holistic and robust data and information management system which can supply timely and reliable information on the labour market and the skills base of the economy. The information produced will be beneficial to a wide range of stakeholders and provide a more detailed and multifaceted picture of the local labour market to aid in decision-making.

In light of the above, MoPD will be implementing a project entitled: "Development of a National Manpower System," aimed at producing a national manpower plan and addressing the structure of the labour market system as well as issues that affect labour demand and supply within Trinidad and Tobago. This project is comprised of four (4) main components:

1. The Establishment of a Manpower Steering Committee to guide the Development of a National Manpower Plan including the provision of policy guidance and recommendations on strengthening the existing national institutional infrastructure and processes regarding the labour market system;
2. A Consultancy for the Development of a National Manpower Plan. The Consultant will work with the Manpower Steering Committee to produce the Plan;
3. Execution of feasibility studies in targeted economic sectors to determine their viability and potential to contribute to sustainable economic development such as export and generation of foreign direct investment. These sectors include:
 - Creative and Cultural Industry
 - Financial Services
 - Tourism
 - Waste Management/ Recycling and Scrap Iron
4. Execution of labour skills assessments for the sectors deemed feasible for business development. These Sectors are:
 - ICT Platform Services
 - Agriculture and Agro-Food Processing
 - Energy Engineering Services
 - Maritime and Aviation Services

This TOR relates specifically to component four (4) of the Manpower Project

As mentioned, UNICEF is partnering with the GORTT in executing the Manpower Plan and System project. However, this pertains specifically to component 4 – Labour Skills Assessment. The partnership is under the umbrella of the global partnership - Generation Unlimited (GenU) which, itself, is intended to address the imbalances between supply and demand for qualified skill labour by preparing adolescents and youth with skills and attitudes required for entrepreneurship and employment via the education sector.

The latest information on GenU global strategy can be found at <http://www.genunlimited.org>.

3. OBJECTIVES AND PURPOSE OF THE CONSULTANCY

The overall goal of the Consultancy is to prepare a Skills Assessment Report for one to two of the sectors identified (The Consultant/Consultancy Firm may bid on one or more sectors). These skills assessment studies are primarily aimed at identifying the skills gap within the specific sectors, addressing the mismatch of skills through various interventions such as education and training, evaluating linkages in the labour market information system and anticipating future skills. The specific objectives of the assessments are to:

- i. Anticipate the occupations in which most jobs will be generated; the qualifications and skills that are increasing or decreasing in demand; and the skills supply shortages/mismatches that will likely result from such trends (skills gaps) for over the next ten years;
- ii. Guide and inform labour market stakeholders (education and training institutions, students, job seekers, employers, employees, policy makers, unions, private and public enterprises, individuals) on the anticipated supply and demand for workforce skills in the short, medium and

- long term facilitated by systems and frameworks to generate, use, disseminate and inform decisions by data and analyses;
- iii. Provide a basis from which to guide the formulation of inclusive education and employment policies to enable resilience among the vulnerable and to contribute meaningfully to the development of country; and,
 - iv. Determine the skills needed by the workforce that are essential for boosting the productivity of people who are already employed and for young persons looking to enter the labour market.

4. DESCRIPTION OF THE ASSIGNMENT

Inception, Data Analysis & Forecasting/Report drafting working days)

The Institutional/Corporate Contractor will complete the following activities for the following two selected priority areas: (i) ICT Platform Services; and, (ii) Energy Engineering Services:

- a) Undertake research and produce a profile of the selected sector and subsectors which will include the structure of the sector, employers, employees, types of jobs, skills deficiencies and employability challenges as well as areas of growth opportunity;
- b) Develop and design methodologies for data collection (quantitative and qualitative) and data analysis. The key stakeholders to be interviewed during the data collection process include employers in the private and public sectors, relevant Government Ministries and agencies, education institutions, trade unions, employees, graduates and students. The data is expected to be disaggregated as far as possible by relevant key categories/populations/issues which include but are not limited to youth, women, jobs that may require the use of (Science, Technology, Engineering and Math (STEM));
- c) Review and determine the relevance, adequacy and responsiveness of current national policies, regulatory frameworks, guidelines, strategies, a curricula and the national qualification framework that have a bearing on the skills development and future employability of adolescent and youth, and their alignment to international and regional commitments;
- d) Identify current issues and challenges of the main employment categories including adolescents and youth categories including the points and mechanisms of acquisition of skills and recommend the appropriate type and stage of acquisition of skills in the education and training cycle that will enable their lifelong learning and employability opportunities;
- e) Identify and review the effectiveness of current investment aimed at skills development and employability of Adolescents and Youth;
- f) Analyse and provide a ten- year forecast of new/emerging skills required by employers and for the expansion of the selected sector and subsectors;
- g) Provide maps of career paths for unskilled, semi-skilled and skilled persons and the expected level of mastery for the respective paths;
- h) Recommend educational or TVET programmes to bridge the gap between the current level of skills and proposed level;
- i) Evaluate the linkages between educational institutions and employers and make recommendations on information system related to planning and career guidance;
- j) Recommend policies, frameworks, skill development systems, structures, programmes, curricula that need to be revised, updated, developed, finalized and formalized including the type of technical support needed for effective, relevant and responsive AYP skill development and employability programme;
- k) Recommend funding modalities and mechanisms for youth skills development and employability that can be internally and externally supported;

- l) Prepare and submit several reports for the review of Ministry of Planning and Development as specified in the deliverables; and
- m) Conduct training exercise with MoPD staff on research methodology used in this project.

Capacity building & knowledge transfer (4 days)

The Consultant is expected to facilitate knowledge transfer to ensure that the Skills Assessment can be adequately reviewed and updated in future and that ongoing data collection which will enable future projections, occurs. In so doing, the consultant must conduct training sessions to the staff of the Ministry of Planning and Development and other key stakeholders' ministries, in order to impart key concepts and methodologies used in the development and update of manpower plan in future.

5. DELIVERABLES AND TIMELINE

Output	Deliverables	No. of working days	Tentative start dates
1. Inception report with methodology and Work Plan	<ul style="list-style-type: none"> • Inception document with elaborate methodology, detailed literature review, schedule of work, and draft data/information collection plan and tools. • Final schedule of work, and draft data collection plan and data collection tools. 	20 working days <i>Feedback will be provided by the MoPD within 1 week</i>	
2. Conduct data collection and analysis for skills assessment in two of the targeted sectors	Data analysis plan and a preliminary report of findings.	50 days <i>Feedback will be provided by the MoPD within 2 weeks</i>	
3. Draft Skills Assessment report for the sector submitted to the Permanent Secretary for review	<p>For each of the Sectors, submission of a Draft Assessment Report which should include:</p> <ul style="list-style-type: none"> • A profile of the sector including structure of the sector, employers, employees, skills deficiencies and employability challenges as well as areas of growth opportunity • The data is expected to be disaggregated as far as possible by relevant key categories/populations/issues which include but are not limited to youth, women, jobs that may require the use of (Science, Technology, Engineering and Math (STEM); • Skills assessment report (for each sector) with comments and input from key stakeholders 	45 days over a 2-month period <i>Feedback will be provided by the MoPD within 3 weeks</i>	

Output	Deliverables	No. of working days	Tentative start dates
	<ul style="list-style-type: none"> • 10 year forecast of new/emerging skills required by employers and for growth of the two identified sectors • Maps of career paths for unskilled, semi-skilled and skilled persons and the expected level of mastery for the respective paths • Recommendations for educational or TVET programmes to bridge the gap between the current level of skills and proposed level. • Identification of current issues and challenges of the main employment categories including adolescents and youth categories. • Recommendations of funding modalities and mechanisms for youth skills development and employability that can be internally and externally supported. • An assessment of the relevance, adequacy and responsiveness of current Policy frameworks such as national policies, guidelines, strategies, curricula and the national qualification framework that have a bearing on the skills development and employability within the sector. 		
4. Final Skills Assessment Report on the 2 sectors submitted to the Permanent Secretary	<ul style="list-style-type: none"> • Final Assessment Reports incorporating comments from key stakeholders. • Final Assessment Reports, , three (3) hardcopies and at least two (2) electronic copies in Microsoft Word or Adobe PDF format. • A Brief (total 2) summarizing each sector report. • Debrief / exit meeting with the MoPD; UN RCO and UNICEF (Submission of PPT). 	20 days	
5. Training of MoPD staff & Key Stakeholders	A two-day training session, including a PowerPoint presentation on the process and methodology and training materials & recording.	4 days	
Total number of days		139 days	

6. QUALIFICATION REQUIREMENTS

The complexity and broad scope of the consultancy combined with the relatively short time frame suggest that the consultancy will be best undertaken by a team of consultants or by a consulting firm. It may be advisable to have both international and local consultants on the project team: the consultancy will require an intimate knowledge of Trinidad and Tobago's education sector and cultural environment as well as governance issues and the key stakeholders of the sector to be assessed. The consultant will be required to be neutral and equally important, be seen to be neutral of the Trinidad and Tobago public sector environment.

The assignment requires the following qualifications and experiences from the institution/team:

- The individual consultant/the team lead and team members of an institution/corporation must be in possession of a Master's Degree in Social Sciences, Business, Economics, Statistics, Education Services or related field. A doctorate will be an asset.
- At least ten (10) years of experience in sector or market analytics and provision of policy or strategic plan advisory services;
- Demonstrated substantive experience in the programme/project design, management and administration in the field of youth employment, skills development, vocational education and training for sustainable development.
- Demonstrated experience in stakeholder management
- Demonstrate responsibility and flexibility in managing a variety of tasks.
- A minimum of ten (10) years applying market analytical tools combining administrative, survey and key information;
- Experience conducting sector surveys and analysing sector data to determine development potential; and
- Experience in implementing a similar assignment.
- Fluency in oral and written communication in English, which will be primary language of communication required by individual consultant/and or all team members of an institution.

7. MANAGEMENT AND REPORTING

- The Individual Consultant/Institutional/Corporate Contractor is expected to work remotely, from his/her home base, with his/her computer.
- Successful Individual Consultant/Institutional/Corporate Contractor will be under the direct supervision of UNICEF Eastern Caribbean (Deputy Representative) and with technical oversight and guidance provided by the MoPD.
- Day-to-day management of the Individual Consultant/Institutional/Corporate will be undertaken by UNICEF Eastern Caribbean with the support of the UN Resident Coordinator Office in Trinidad and Tobago and the MoPD Socio-Economic Policy Planning Division. Regular discussions will also be carried out during the consultancy period to facilitate provision of documents, monitor progress and constraints, support required and proposed solutions.

The Consultant(s)/Consulting Firm would also be expected to build relationships with public and private partners in Trinidad and Tobago and major regional and international partners, to ensure consultative process and quality outputs in developing the Plan.

8. SELECTION PROCESS AND METHODS

The proposal will be evaluated against the Technical Evaluation, which will be worth 75 points, and the financial proposal which will be worth 25 points

a) Technical Proposal (75 points). See Appendix II for more instruction on technical proposal.

The technical evaluation will be considered in accordance with the following information:

The Technical Proposal will be evaluated against the following:			
<i>Ref</i>	<i>Category</i>	<i>Max Points</i>	<i>Min Points</i>
1	Qualification and professional experience of person(s) assigned to the work <ul style="list-style-type: none"> • Key personnel to be assigned: relevant qualifications & experience • Range and depth of experience of with similar projects 	20	15
2	Demonstrated understanding of the scope of work <ul style="list-style-type: none"> • Completeness of response • Overall concord between RFP requirements and proposal 	10	10
3	Proposed methodology and work plan (to accomplish the assignment, including Risk Assessment and mitigation) – and Previous experience of the contractor in work related to: <ul style="list-style-type: none"> - Expertise in policy, programme and system work focusing on market analytics; and youth employment, skills development, vocational education and training for sustainable development, - Conducting sector surveys and analysing sector data to determine development potential; and, - Experience on strategic plan/programme development. 	35	25
Total Points Possible		75	60

A group of experts in the areas outlined in this ToRs may team up to make a Request for Proposal.

For Institutions/Corporate proposals, the Submission must include names and full CVs of the team directly working on the assignment, including (but not limited to) the designated Team Leader. Assurance that the team composition will remain constant throughout the duration of the assignment.

Firms/individuals bidding on both sectors must submit separate proposals.

Shortlisted bidders may be asked by the Technical Evaluation team to provide a short technical presentation to a panel.

9. DURATION

The consultancy is for a period of 139 days over a proposed timeframe of 7 months from June to December 2021.

10. ADMINISTRATION

UNICEF will be under no operational obligation to pay for operational costs related to this consultancy, all costs required to operationalize this consultancy shall be borne by the hired Institution/Contractor and should be included into the proposed financial proposal.

UNICEF does not allow sub-contracting by the selected Institutions, as it is assumed that applying consultants or institutions meet the technically required expertise to carry out this consultancy.

Any sub-contracting for particular skill set, should be done by the principal contractor who will assume all associated risks.

Penalties for Unsatisfactory Performance or Incomplete Assignment: Final payment of fees for this assignment will only be affected upon satisfactory completion of services to UNICEF's satisfaction and certification to that effect by the Supervisor of this assignment.

11. TENTATIVE PAYMENT SCHEDULE

Scheduled payments are linked with the deliverables and will be made upon approval of the submitted deliverables:

Payment 1: 20% - Completion and approval by the MoPD Technical Team Deliverables 1 & 2 (Inception Report; and Data analysis plan and a preliminary report of findings).

Payment 2: 30 % - Completion and approval by the MoPD of Deliverable 3 (2 Draft Assessment Reports)

Payment 3: 40% - Completion and approval by the MoPD of Deliverable 4 (Final Reports, Briefs, PPT from exit meetings)

Payment 4: 10% - Completion and approval by the MoPD of Deliverable 5 (Training materials, including PPT)

12. CONDITIONS OF SERVICE

- Payments will be issued upon receipt of satisfactory deliverables as outlined above and based on satisfactory fulfilment of UNICEF's quality standard.
- Institutional contractors or corporate will be governed by and subject to UNICEF's General Terms and Conditions for institutional contracts.

- An Individual consultant will be governed by and subject to UNICEF's General Conditions of Contracts for the Services of Consultants/Individual Contractors.
- Prior to commencing the contract, the following conditions must be met: A Corporate Entity will be required to submit samples of previous relevant work, a Certificate of Incorporation for the Company as well as a profile of the individual(s) who would be undertaking the assignment.
- Individual consultants, before commencing work, they shall submit a statement of good health and take full responsibility for the accuracy of that statement, including confirmation that they have been informed of the inoculations required by Trinidad and Tobago. They will assume all costs that may occur in relation to the statement of good health. They will also be required to certify that they are covered by medical/health insurance.
- Individual consultants are required to complete the mandatory trainings as outlined below: Consultants and Individual contractors, even those working from home, must complete the following online courses prior to signature of contract. All certificates should be presented as part of the contract.

- [Ethics and Integrity at UNICEF](#)
- [Prevention of Sexual Harassment & Abuse of Authority](#)
- [Sexual Exploitation Abuse \(PSEA\)](#)

Consultants and Individual Contractors must complete the following course before commencement of any travel on behalf of UNICEF.

- [BSAFE Security Training](#)

Any consultant or individual contractor who is issued a UNICEF email address must complete the following courses no later than 30 days after signature of contract.

- [UN Human Rights and Responsibilities](#)
- [UNICEF Information Security Awareness Course](#)
- [Fraud Awareness](#)

13. RECOURSE

UNICEF reserves the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs is incomplete, not delivered or for failure to meet deadlines. Performance indicators against which the satisfactory conclusion of this contract will be assessed include timeliness/quality of submission and responsiveness to UNICEF and counterpart feedback.

14. PROPERTY RIGHTS

The Parties agree to cooperate and exchange information on any discoveries, inventions or works, resulting from the Assignment, with a view to ensuring their most efficient and effective use and exploitation by the Beneficiary and UNICEF under applicable law.

15. HOW TO APPLY

Qualified individual candidates, teams and/or institutional/corporate contractors are requested to submit the following application package in English:

1. Cover Letter – highlight relevant experience and skills related to the assignment in no more than two pages.
2. CVs for individual candidate or for each team member as part of joint proposal

3. Technical proposal, which clearly provides:
 - a. Design of service in accordance with the required Scope of Works and Deliverables and provision of risk analysis.
 - b. Team leader CV which includes relevant experience, skills and qualifications.
 - c. Team members' CVs which include relevant experience, skills and qualifications.
 - d. Background on the Service Provider, including professional expertise, knowledge and experience with similar projects, contract, clients and consulting assignments.
 - e. A certificate of incorporation documentation providing legal registration as a company or institution.
 - f. Two (2) samples of similar work completed in the last 2-3 years, where the institution or team members were the author or co-author.
4. Financial proposal – Please provide the daily rate in US dollars required to undertake this assignment.

The application should be submitted with subject line “**Consultancy - Labour Skills Assessments in selected economic sectors**”, to ecaprocurments@unicef.org The deadline for the submission of application is **04 May 2021**.

Please indicate your ability, all-inclusive fees including lump sum travel and subsistence cost and availability to undertake the terms of reference above. Applications submitted without all-inclusive fees including lump sum travel and subsistence cost quote will not be considered.

Candidates are expected to be available from June 2021 to take on the assignment.

All proposed team members must demonstrate respect for UN's core values and must demonstrate flexibility and innovative thinking in the face of complex and often changing circumstances.

UNICEF has a zero-tolerance policy on conduct that is incompatible with the aims and objectives of the United Nations and UNICEF, including sexual exploitation and abuse, sexual harassment, abuse of authority and discrimination. UNICEF also adheres to strict child safeguarding principles. All selected candidates will, therefore, undergo rigorous reference and background checks, and will be expected to adhere to these standards and principles.

ANNEX 1. PRIORITY SECTORS FOR SKILLS ASSESSMENT

The MoPD is recommending that Labour Skills Assessments be conducted with the following four (4) sectors, in order of priority, based on Government's targeted growth sectors:

1. ICT Platform Services
2. Agriculture and Agro- Food Processing
3. Energy Engineering Services
4. Maritime and Aviation Services (yachting, ship building)

While Government intends to promote investments into these areas in order to facilitate growth, the adequacy of the human resource capacity must also be assessed in relation to:

- ✓ levels of qualifications and competencies;
- ✓ types of skills available versus those required and supplied; and
- ✓ number of persons needed presently and in future.

Further details of the sectors are presented below.

1. ICT Platform Services

ICT Platform services was highlighted in the EDAB reports with areas of opportunities to develop a range of services including web content development, wireless services, end-user equipment, software, ecommerce, professional services, computer systems and communication equipment. Additionally, the Roadmap to Recovery- Phase 1 Report, identified ICT as critical supporting infrastructure, for enabling development.

Moreover, Government has taken the decision to transform to a digital economy and already, an MOU, with the Government of Estonia has been signed to facilitate the process in attaining an e-identity for each citizen.

The listing below itemized priority areas with respect to ICT and opportunity for strengthening as researched by SEPPD.

Priority Area	Opportunity for Strengthening
<i>e-Governance</i>	<ul style="list-style-type: none"> • There is need to operationalization the Strategy
<i>GoRTT Backbone Infrastructure</i>	<ul style="list-style-type: none"> • Limited funding • Need to move to Cloud
<i>National Broadband</i>	<ul style="list-style-type: none"> • Limited human and financial resources • Need for Private Sector investment
<i>National Authentication/Single Sign-on</i>	<ul style="list-style-type: none"> • Funding • Limited skilled resources/Consultancy • Need for supporting legislative and policy environment
<i>GoRTT Interoperability</i>	<ul style="list-style-type: none"> • Funding • Limited skilled resources/Consultancy • Need for supporting legislative and policy environment
<i>E-Payment</i>	

<i>Open Government/Open Data</i>	<ul style="list-style-type: none"> • Limited skilled resources • Need for GoRTT Policy/Decision on Open Government
<i>ICT Legislative and Policy Development</i>	<ul style="list-style-type: none"> • Need for current state assessment • Limited ICT/legal human resources
<i>ICT Capacity Building</i>	<ul style="list-style-type: none"> • Need critical human resource support for the development of a National Transformation Strategy • Training • Modernization Plan
<i>Cyber Security</i>	<ul style="list-style-type: none"> • Need for the development of a holistic Cyber Security Strategy • Limited human resource • Need for the establishment of a centralized authority

2. Energy Engineering Services

The Roadmap for Recovery- Phase 2 has recommended the development of the Energy Services sector, both within and outside of Trinidad and Tobago. The Report stated that Energy Services will enable Trinidad and Tobago to continue to contribute to and leverage its intellectual and technical capacity in the energy sector. The Report recommended that the nation be developed and marketed as a regional hub for energy services. By extension, the Energy Service Sector should be a key sector targeted for diversification and exports for Trinidad and Tobago.

Further exploration of the energy engineering services has also been supported by the 'Trinidad and Tobago Roadmaps' document prepared by the IDB. The document identified the key drivers for the energy engineering services as:

- New / expanding hydrocarbon production
- Marginal fields & stranded gas
- Global consolidation of services
- Most exploration activities in deep water
- International opportunities
- Opportunities to sell renewable energy services
- Environmental obligations

The target products and services within the sectors:

- Risk taking (analysis / mitigation)
- Completion Tech
- Reserve & resource analysis
- Energy sector data services
- Energy sector technical services
- Virtual plant operation / optimization
- Asset restoration
- Energy knowledge services

3. Agriculture and Agro-Food Processing

The Roadmap for Trinidad and Tobago Post Covid-19 Pandemic¹ (Roadmap to Recovery-Phase 1) reported that the Agriculture Sector:

- contributes less than 1% of GDP;
- the Food Import Bill is \$5.6 billion of which \$2 billion is on agricultural products;
- The sector employs 23,000+ persons

The report identified the Agricultural Industry as an important sector, and encourages the adopting of policy decisions to immediately boost and sustain the nation's food security. The report stated that specific emphasis must be placed on:

- Increasing production to reduce dependence on imported food and inputs.
- Building a more technologically advanced agriculture system to increase the availability of domestic food supply.
- Reintroducing a guaranteed market, guaranteed minimum price facility through NAMDEVCO to encourage increased production and provide protection against occasional gluts in production.
- Expanding and developing agro-processing to create a ready market for our farm produce and a greater variety in locally produced fare.
- Strengthening the linkages along the food value and distribution chains to make more locally produced food available within the country e.g. in school feeding programme, and as part of the social welfare programme.
- Supporting the development of technology-driven agriculture in Tobago.

The Roadmap for Trinidad and Tobago: Transforming to a New Economy and a New Society² (Roadmap to Recovery- Phase 2), identified Strategic Industries for Value Chain Consolidation. These industries include:

- cocoa for domestic industry and niche export market expansion and
- honey for domestic supply and export-market recapture.

The Inter-American Development Bank (IDB), under the patronage of the Economic Development Advisory Board (EDAB) of Trinidad and Tobago, also conducted research and made recommendations on the Strategic Roadmap for Productive Development Policy in Trinidad and Tobago. The document identified areas of competitiveness, economic diversification and innovation for the nation. Agriculture was identified as a sector for diversification opportunity. Specifically, agricultural engineering, agricultural biotechnology and niche agriculture.

4. Maritime and Aviation Services

The development of the Maritime and Aviation Services in the nation (inclusive of ship repair, boat building, dry-docking, yachting & support services, air transportation hub, aircraft repair & services) has been supported by 'Trinidad and Tobago Roadmaps' document prepared by the IDB.

Maritime

The report named the key drivers for the Maritime industry as follows:

- Growth in Fleet of vessels
- Panama Canal expansion

¹ Roadmap for Trinidad and Tobago Post Covid-19 Pandemic- https://www.planning.gov.tt/sites/default/files/Report%20of%20the%20Roadmap%20to%20Recovery%20Committee_1st_.pdf

² Roadmap for Trinidad and Tobago: Transforming to a New Economy and a New Society- <https://www.opm.gov.tt/wp-content/uploads/RoadMap-PHASE-2-REPORT-.pdf>

- Geographic advantage
- Raise in yacht tourism
- Cruise expansion (market and destination)
- Shift of modal options towards more EE transport chains

The target products and services within the sectors identified were as follows:

Short-term

- Yacht repair and maintenance
- Food for cruise ships (link to agriculture and agro-food processing)
- Transhipment

Medium-term

- Marinas in potential tourism areas
- Distribution centre for cargo

Long-term

- Logistic services hub
- Sustainable alternative fuels and associated products and services

Aviation

The Report named the key drivers for the Aviation industry as follows:

- Increasing Aircraft fleet (world-wide)
- Tech job opportunity in maintenance, repair and overhaul (MRO)
- Labour and fuel cost advantage

The target products and services within the sectors identified were as follows:

- MRO
- Aircraft simulator services
- Training and development academy
- Light aircraft parts manufacture
- General aviation manufacture and assembly