

**Terms of Reference**  
**TECHNICAL SPECIALIST – EXECUTING UNIT**  
**Support to the “Implementation of Trinidad and Tobago’s Interoperability Platform, e-Identity Program and Government Data Center.**  
**Latin America and Caribbean Investment Facility (LACIF) CAF – EUROPEAN DELEGATION**

## **BACKGROUND AND JUSTIFICATION**

CAF - development bank of Latin America and the Caribbean, is a multilateral financial institution whose mission is to promote sustainable development and regional integration. Its shareholders include Argentina, Barbados, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Spain, Honduras, Jamaica, Panama, Paraguay, Peru, Portugal, the Dominican Republic, El Salvador, Trinidad and Tobago, Uruguay, Venezuela, and 13 private banks in the region. More information at [www.caf.com](http://www.caf.com)

### **Digital Transformation in Trinidad & Tobago**

The widespread adoption of digital infrastructure and technologies has been identified as a critical driver for achieving national development goals as articulated in National Development Plan of Trinidad and Tobago, for a “People-Centered Digital Future,” integrating digital access with economic justice, equal opportunity, and innovation-led job creation. These documents emphasize that the Government of the Republic of Trinidad & Tobago (GoRTT) considers ICT a key enabler of public sector transformation, productivity, and efficiency.

GoRTT has identified three components as the backbone of its digital strategy—critical enablers for fostering innovation, driving entrepreneurship, and accelerating national development: (i) the electronic identity (e-ID) programme; (ii) the Government Interoperability Platform; and (iii) the Government Data Centre.

A major challenge in developing end-to-end services across Ministries, Departments, and Agencies (MDAs) is the limited or no interoperability between systems, often reliant on manual or email transfer of files. Technical, security and legal concerns have prevented many MDAs from interconnecting their systems, resulting in siloed operations. GoRTT is committed to open standards, open-source adoption, and cost-effective digital government architecture.

The opportunity exists to reduce the operational costs of data centres while supporting national initiatives such as e-ID, interoperability, and cybersecurity. A new approach is required for the next generation of the GovNeTT platform—the Government's Wide Area Network (WAN)—to offer cost-effective, agile data centre and distributed cloud services that meet current and future ICT demands. The hybrid solution will integrate the government's data centre with selected public and private sector cloud infrastructure.

Two key policy decisions guide this initiative: (i) Government digital solutions should also be extended to the private sector where appropriate; and (ii) Trinidad and Tobago’s digital development should take into account the needs of neighbouring Caribbean countries, facilitating the sharing of knowledge and benefits derived from developing the Tier 4 Data Centre to inform regional digital transformation initiatives.

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The final implementation will result in a hybrid system integrating government-owned data centre infrastructure with selected cloud services, optimizing digital public service delivery and fostering support for public-private partnerships and digital industry development with a national cloud-first policy for ICT sector growth. This approach can also improve inclusion and gender equality, enabling better access to services for marginalized populations. For example, the e-ID, can enable discreet, personalized and secure authentication access to support services, including those relating to women facing gender-based violence.

To support this, the European Commission and CAF have signed an agreement to assist the Government of the Republic of Trinidad and Tobago—through the Ministry of Public Administration and Artificial Intelligence (MPAAI) — in developing studies, pilots, and projects related to its interoperability platform, digital ID program, data centre expansion, and the mainstreaming gender equity and inclusion digital policy: ensuring digital services are accessible to women, youth, and persons with disabilities throughout the initiative.

**OBJECTIVE OF THE CONSULTANCY**

The Technical Specialist of the Executing Unit will oversee the project’s technical management, ensuring that procurement, contract oversight, reporting, and monitoring align with the project’s specific goals. Activities must comply with the budget and the regulations of CAF, the European Commission, and local laws. The position will be based in Port of Spain, Trinidad and Tobago.

**DUTIES AND CONTRACTUAL RESPONSIBILITIES**

- Oversee the technical implementation and support the Executing Unit in project oversight to ensure successful implementation and timely reporting to CAF, the EU Delegation, the MPAAI, and relevant governance bodies.
- Lead procurement, sourcing, and contract supervision efforts to ensure efficient project execution and maximum value from external partners, especially across the following components:
  - A. **Electronic Identity (e-ID) Program Activities:**
    - a. Oversee the conduct of workshops with key stakeholders, including but not limited to the MPAAI, Immigration Division, National-CSIRTs (i.e. certification support), and 2 to 3 private sector pilot agencies from Caribbean countries to define use cases, cross-border regulatory arrangements, integration and technical infrastructure, and pilot scaling mechanisms.
    - b. Oversee the development of software components and API integrations for the e-ID platform with embedded Gender, Inclusion, and Diversity (G&D) principles.

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- c. Assist in the planning and deployment of a pilot e-ID solution with MPAAI and select pilot countries.

**B. Interoperability Platform Activities:**

- a. Coordinate and host regional workshops with 2 to 3 Caribbean countries to develop a government-to-government interoperability platform.
- b. Oversee the development of software components and API integrations for the regional interoperability network.
- c. Assist with the planning and deployment of a pilot with MPAAI and regional agencies to support Interoperability and e-ID integration.

**C. Data Centre Expansion Feasibility Activities:**

- a. Ensure strategies are designed for greener, inclusive operations, including metrics on emissions reduction and access to identity rights.
- b. Procure and deploy a hybrid cloud solution supporting regional data sovereignty and cross-border services.
- c. Oversee the conduct of workshops (approx. 5) to develop the data centre as a tech hub with sandboxes for open-source, Artificial Intelligence (AI), Machine Learning (ML), blockchain, and Internet of Things (IoT).
- d. Oversee the conduct of workshops (approx. 2) to promote data centre use among MDAs.
- e. Oversee the conduct of a workshop to promote the responsible, secure, ethical and compliant use of the infrastructure by authorized third parties.

- D. Cross-cutting Gender and Diversity Component:** Ensure gender and diversity is considered for the social and legal/ethical aspects of the project, including non-disclosure agreements (NDAs) and sensitive information protocols.

**Additional Responsibilities:**

1. Coordinate the building of strategic relationships with MPAAI, CAF, the EU, government stakeholders, civil society, and the private sector to enhance collaboration and impact.
2. Identify cost-saving opportunities through market solution analyses for each project component.
3. Ensure effective integration of Gender, Inclusion and Diversity considerations across project activities.
4. Lead contract oversight and monitoring of all project components.

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5. Support effective contract management, document control, and tracking of contract milestones.
6. Collaborate closely with the MPAAI and CAF to ensure adequate vendor contracts and Memorandums of Understandings (MOUs) are in place.
7. Advise the Executing Unit Coordinator on technical matters and consult on decisions involving local stakeholders, CAF, and national entities.
8. Identify and resolve supplier issues.
9. Support the development of implementation plans, deliverable tracking, and technical work plans, including the identification of appropriate KPIs to monitor progress and ensure project success.
10. Lead Monitoring and Evaluation (M&E) activities, including reporting achievements and success stories to CAF, the EU, and project governance bodies.
11. Assist in communications required by the EU, MPAAI, or CAF.

## **QUALIFICATIONS AND EXPERIENCE**

**Education:** Masters Degree in Economics, Social Sciences, Engineering, or related fields.

**Experience:** Minimum of ten (10) years in administrative and development project management, preferably related to digital infrastructure or e-government. Knowledge of the Caribbean, as well as comparative experience in developing countries and Small Island Developing States (SIDS), will be considered an asset

### **Skills and Knowledge:**

- Proven experience in contract and procurement management (in public sector small island developing state or international cooperation), especially for digital infrastructure and e-government projects within the last 5 years.
- Experience in planning, monitoring, and donor reporting for digital development projects that includes biometrics and or AI policy development.
- Ability to work in a demanding environment, handle multiple tasks, and produce high-quality work.
- Experience in engaging diverse stakeholders (government entities, local authorities, private sector, academia, technical community and civil society).

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- Strong autonomous, problem-solving, and task prioritization skills.
- Strong reporting and presentation skills.
- Excellent verbal and written communication in English.
- Proficiency in MS Office applications.
- Language: Fluency in English is required.

**ALLOWANCE OF PER DIEM, AIRFARE AND LODGING**

If a specific service or project requires the consultant to travel, CAF, through LACIF funds, will cover the expenses related to airfare, lodging, and per diem. The cost of such expenses will be carried out in accordance with the applicable CAF regulations regarding the matter.

**PLACE AND TIME OF SERVICE PROVISION**

The consultancy service will be provided in Trinidad and Tobago. The consultancy service will have an execution period of one (1) year, counted from the date of signing the contract.

**DELIVERABLES**

- **Deliverable 1: Inception Report and Work Plan**  
Submission of a detailed work plan and methodology for the consultancy, including timelines, roles, and proposed stakeholder engagement approach. To be delivered within the first four weeks of the consultancy.
- **Deliverable 2: Monthly Progress Reports**  
Monthly reports beginning after Deliverable 1, providing status updates on activities under the three components—Electronic Identity (e-ID) Program, Interoperability Platform, and Data Centre Expansion. Reports should include achievements, challenges, mitigation actions, policy recommendations, and upcoming activities.
- **Deliverable 3: Workshop Reports**  
Documentation and synthesis of outcomes from workshops held under each component, including stakeholder inputs, key findings, and implications for implementation.
- **Deliverable 4: Pilot Implementation Plans**  
Detailed implementation plans for pilot activities under each component, including objectives, scope, timeline, technical approach, resource requirements, and success indicators.
- **Deliverable 5: Final Project Report**

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A comprehensive report summarizing the overall results of the three components, highlighting lessons learned, implementation outcomes, stakeholder feedback, and strategic recommendations to improve sustainability and scalability of the initiatives.

**AMOUNT AND METHOD OF PAYMENT**

The total amount for this contract is USD 72000,00 and will be paid according to a deliverables schedule to be determined prior to the signing of the contract.

Payments to the consultant shall be made based on the information provided in the progress reports, subject to the approval of both CAF and MPA AI.

The consultant will be responsible for his or her own benefits programme, social security and payment of taxes derived from the corresponding advisory or consulting service.

**GENERAL CONSIDERATIONS**

The receipt of this document, its content and any subsequent annex to it, shall be considered as strictly confidential information.

In consideration of the foregoing, we invite you to submit a letter of interest and an updated CV, establishing as a deadline for its delivery the July 16<sup>th</sup> 2025 to [innovaciondigital@caf.com](mailto:innovaciondigital@caf.com)