

## TERMS OF REFERENCE

### TRANSFORMATION OF THE TRINIDAD AND TOBAGO POSTAL CORPORATION

#### **1.0 BACKGROUND**

The Trinidad and Tobago Postal Corporation (TTPost) is a State Corporation, formed by an Act of Parliament, the Trinidad and Tobago Postal Corporation Act No. 1 of 1999. TTPost's vision is 'to be a world leader in the provision of postal and consumer services, while achieving economic viability and sustainability'. It operates its business from forty-seven (47) Delivery Offices and seventeen (17) retail Outlets, throughout Trinidad and Tobago.

The Company continues to operate at a loss, despite previous postal reform efforts dating back from 1999. TTPost wishes to identify and understand impediments affecting the organization by determining how the particularities of the local and global market impact the organization from achieving economic viability, operational efficiency, service excellence and effective corporate governance.

To correct its challenges, achieve business continuity and economic viability, TTPost intends to engage the services of a Consultant to transform the organization to meet emerging market trends in the postal sector locally and internationally. The transformation efforts will focus on TTPost's business model, operations, human capital and governance structures.

#### **2.0 OBJECTIVE**

The objective of the Consultancy is to develop and initiate the execution of a strategic transformation plan for TTPost to position the organisation for financial stabilization, given its current state; and the achievement of sustainability over the long run. The strategic intent is to improve and diversify revenue generation, cost optimization and operational efficiency while delivering a superior customer experience.

#### **3.0 SCOPE OF WORK**

In order to accomplish the aforementioned objective, the Consultant will be required to undertake the following:

##### Desktop Review and Development of a New TTPost Business Model

1. Complete a desk review of the following:
  - Reports on past postal reform efforts in Trinidad and Tobago
  - Previous and current draft National Postal Policies
  - Review of agreed internal and external audit reports
  - Publications and reports provided to the Consultant by TTPost and/or Ministry of Public Utilities (MPU)
  - Key reports/positions generated by the Universal Postal Union
  - TTPost Act and subsidiary laws and regulations

- MPU's report on Stated Owned postal models which have been successfully adopted by other countries
  - Review of financial statements
  - Previous Collective Bargaining Agreements
2. Based on the desktop review, detail a recommendation on the most appropriate business model for TTPost that focuses on its Universal Service Obligation mandate and its commercial activities.
  3. Develop and execute a financial stabilization programme to stabilize TTPost within one year.

#### Transformation Plan

4. Formulate a Strategic Transformation Plan and implementation roadmap for the period 2018 – 2021 with related schedule of work activities on the basis of the approved Business Model. The Plan must include:
  - Clearly defined and quantifiable strategic goals for the Plan's period
  - A manpower plan and revised organisational structure
  - An adaptable enterprise wide information technology plan and solution which supports TTPost approved business model, its operations and strategic requirements.
  - A change management plan
  - A detailed risk analysis and associated mitigation actions
  - A financing strategy that details financing options aligned to the approved Business Model
  - Recommendations for legislative and regulatory amendments
  - Operational plans for each Unit/Department
  - A Performance Management System with scorecards and Key Performance Indicators (KPIs) aligned to the approved TTPost strategic goals. The Performance Management System must enable the TTPost Board and Management team to assess the organisation, management team and general staff periodically
  - A financial valuation of the Transformation Plan disaggregated by work stream and robust financial options/scenarios with recommendations

#### Plan Execution

On the approval of the Strategic Transformation Plan, the consultant will be required undertake the following to initiate Plan execution:

5. Prioritise and project plan the USO obligation and all viable commercial and revenue enhancement activities with clear owners, timelines, milestones, dependencies and critical path analysis.
6. Provide guidance and support to the senior and middle management team to facilitate execution/roll-out of all aspects of the Strategic Transformation Plan.

7. Update the policies and procedures in support of the effective execution of the Strategic Transformation Plan.
8. Undertake the re-design and re-engineering of the business processes of TTPost in accordance with the approved Business Model and the Strategic Transformation Plan.

#### General

10. Identify key stakeholders and ensure appropriate engagement of same at each stage of the Consultancy.
11. Develop the appropriate systems to ensure that knowledge is appropriately transferred to allow for the implementation of the transformation exercise and the new strategic direction by TTPost.

## **4.0 DELIVERABLES**

The Consultant will be required to deliver the following:

1. An Inception Report detailing the work plan with defined timelines and the methodology to be utilized in addressing each item under the Scope of Work.
2. A Desktop review report and a recommended Business Model for TTPost.
3. A Report detailing the recommended financial stabilization programme and the Action Plan for implementation.
4. A Report on the execution of the financial stabilizations measures implemented to stabilize TTPost within one year.
5. A Strategic Transformation Plan and an Implementation Road Map with the following:
  - Clearly defined and quantifiable strategic goals for the Plan period
  - A manpower plan and revised organisational structure
  - An adaptable enterprise wide information technology plan and solution which supports TTPost approved business model, its operations and strategic requirements
  - A change management plan
  - A detailed risk analysis and associated mitigation actions
  - A financing strategy that details financing options aligned to the approved Business Model
  - Recommendations for legislative and regulatory amendments
  - Operational plans for each Unit/Department
  - A Performance Management System with scorecards and Key Performance Indicators (KPIs) aligned to the strategic goals
  - A financial valuation of the Transformation Plan disaggregated by work stream and robust financial options/scenarios with recommendations

## **5.0 REPORTING**

The Board of Directors of TTPost will establish a Project Steering Committee to provide general oversight and guidance. The Board of Directors will also designate a Project Coordinator to facilitate and support the work of the Consultant.

The Consultant will be required to provide bi-monthly reports in formats agreed upon with the Board of Directors, reflecting activities and results. This includes, but is not limited to, achievements to date, project progress, key challenges, timelines and anticipated outcomes for presentation to the Ministry of Public Utilities.

## **5.0 TIMELINE**

Six (6) months

## **6.0 CHARACTERISTICS OF CONSULTANCY**

Place of Work: Trinidad and Tobago

## **7.0 QUALIFICATIONS OF CONSULTANT**

The Consultant should have:

1. An understanding and appreciation of the evolving postal industry, especially with regard to the role of e-commerce and technology in the continued viability of postal operators
2. An appreciation of the strategic role of the postal industry to economic development
3. International experience/ expertise in postal reform
4. Knowledge of governmental organizations and practices
5. Demonstrated ability to understand the interdependence of financial, service, mail operations, processing, marketing, technological and other factors in achieving overall success of postal organizations
6. An ability to prioritize this project and deliver in a timely manner

## 8.0 SCHEDULE OF PAYMENTS

<b>Deliverables and Payment Schedule</b>	<b>Payment</b>
<b>First Payment:</b> Upon Submission and acceptance of the Inception Report detailing the Work Plan for the Consultancy to be submitted 2 weeks from the commencement of the Consultancy	10%
<b>Second Payment:</b> On submission and acceptance of the Desktop Review Report and Business Model	15%
<b>Third Payment:</b> On submission and acceptance of a Report detailing the recommended financial stabilization programme and the Action Plan for implementation	15%
<b>Fourth Payment:</b> On submission and acceptance of the Strategic Transformation Plan	30%
<b>Fifth Payment:</b> On Submission and acceptance of the following: <ol style="list-style-type: none"> <li>a. A Report on Execution of the Financial Stabilization Programme and the Strategic Transformation Plan with all the deliverables contained therein, and</li> <li>b. The Final Report of the Consultancy</li> </ol>	30%

## 9.0 SUBMISSIONS:

Qualified Local/International Firms or Individuals must provide the following information:

1. Detailed Company /Professional Profile
2. Detailed Resume(s) of key personnel
3. List of Postal Sector Projects completed with the past 10 years
4. List of Transformation, Change Management or Business Re-engineering projects of similar scope, scale and complexity completed within the past 10 years
5. Written Client references, with current client contact information, from the aforementioned project lists. References must be written on company letterheads, dated no earlier than 6 months before this notice's closing date.
6. For firms, Audit Financial Statements for the latest 3 year period
7. For Individuals, Bank references supporting evidence of good financial standing

Submissions should be emailed in Portable Digital Format (PDF) and addressed to:

**Chairman of the Tenders Committee**  
**Trinidad and Tobago Postal Corporation**  
Email: [tenders@ttpost.net](mailto:tenders@ttpost.net)

Deadline for submission: **March 20<sup>th</sup> 2018 @ 4:00 pm**

Questions and Clarifications can be emailed to [procurementmanager@ttpost.net](mailto:procurementmanager@ttpost.net)