REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES

BANK-EXECUTED OPERATIONS

FULL COMPETITIVE SELECTION PROCESS

PROJECT NAME: Strategic Feasibility Study and Investment Decision Support for the Special Purpose Park for Carnival and Festivals
SELECTION PROCESS #: B260340
SELECTION METHOD: Full Competitive
COUNTRY: Trinidad and Tobago
SECTOR OR DEPARTMENT: Trade and Investment
TC NAME: Supporting Trade Facilitation Reforms in Trinidad and Tobago
FUNDING – TC #: ATN/OC-20719-TT
LINK TO TC DOCUMENT: TT-T1162

Attention Consulting Firms: Important Update Regarding BEO Bidder Portal Registration

All consulting firms, both new and previously registered in the BEO Portal, **must add their Business Partner Number (BP Number)** to their organization's profiles to participate or continue participating in a BEO procurement process.

Please refer to the FAQs in the Portal for more details on **"How to Find or Obtain Your BP Number"**.

Avoid delays by not waiting until the last moment to complete this update. This process may take up to **48 hours** to complete and could prevent your organization from participating in a BEO Process.

For further questions or assistance, use the live chat on the BEO Bidder Portal page or email us at ocs.procurement@iadb.org

The Inter-American Development Bank (the Bank) was established in December of 1959 to help accelerate economic and social development in Latin America and the Caribbean. Today, the Bank is a major catalyst in mobilizing resources for the region (For more information about the Bank, please refer to the Bank's website at www.iadb.org.)

Section 1. Purpose of this Request for Expression of Interest

1.1 The Bank is executing the above-mentioned project. The Bank intends to contract consulting services described in this Request for Expressions of Interest (REOI). The purpose of this REOI is to obtain sufficient information to enable the Bank to evaluate if the eligible consulting firms (CF) have the experience and qualifications relevant to provide the consulting services requested by the Bank.

1.2 As defined in the Corporate *Procurement Policy* (GN-2303-33), participating CF must be from a Bank's Member Country[1] or Territory[2] to be eligible to submit an Expression of Interest (EOI). The Bank will conduct the shortlisting process of the CF that expressed interest. The shortlisted CF will then be invited to continue further in the procurement process.

1.3 This REOI is not to be construed as either an RFP or an offer to contract and in no way obligates the Bank to contract anyone. The Bank reserves the right to reject any and all participating CF for any or no reason without having to provide an explanation. The Bank does not bind itself in any way to select any participating consulting firm. No debrief will be provided as to why CF have or have not been shortlisted.

Section 2. Instructions to the eligible consulting firms

2.1 Expressions of interest must be delivered using the *Bidder Portal for the Selection and Contracting of Consulting Firms for Bank-Executed Operations* (the Portal) (http://beo-procurement.iadb.org) by: *16th November 2026*, 5:00 P.M. (**Washington, D.C., Time**) in PDF format only (Max. 45MB).

2.2 To access the Portal, the CF must generate a registration account, including ***all*** the data requested by the Portal. In the event that any of the information requested is not included, the consulting firm will not be able to participate in this or any other Bank-executed selection process for operational work. If the consulting firm has been previously registered, please validate that you have ***all*** the consulting firm's information updated and complete before submitting an EOI.

2.3 Eligible CF may partner in the form of a Consortium/joint venture (JV) to enhance their qualifications. *The Consortium/JV must appoint one CF as the lead representative. Only the appointed representative may register in the Portal, submit the Expression of Interest, and shall also be responsible for all communications with the Bank and the submission of any required documentation on behalf of the Consortium/JV.*

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[1] **Member Countries:** 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, United States, Uruguay and Venezuela.

[2] **Eligible Territories:** 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 Netherlands; and Bonaire, Curacao, Sint Maarten, Saba, St Eustatius – as Departments of the Netherlands; d) Hong Kong – as a Special Administrative Region of the People's Republic of China.

2.4 Interested CF may obtain further information during office hours, 09:00 AM to 05:00 PM (**Washington, D.C. Time**), by sending an email to: *Christian Marquez (cjmarquez@iadb.org) and Luisa Morselli (lmorselli@iadb.org)*

Inter-American Development Bank
Division: *Trade and Investment*
Attn: *Tenisha Brown, Program Team Leader PTI/TIN*
1300 New York Ave, NW
Washington DC, 20577
Tel: *246-234-6285*
E-mail: *tenishab@iadb.org*
Web site: www.iadb.org

2.5 The Bank hereby invites eligible CF to indicate their interest in providing the services described below in the draft Terms of Reference for the consulting services. Interested CF must provide information establishing that they have the necessary experience and are qualified to perform the services. So that all responses may be properly evaluated, eligible CF must include in their submissions the information requested in the following section, with full and clear explanations.

Section 3. Consulting Services

3.1 The consulting services include ***a comprehensive feasibility study and investment decision support package, including recommendations on the preferred project concept, site, governance and operating model, implementation approach, project phasing, indicative costs, key risks, and next-stage project preparation requirements. The services are expected to be delivered over a 5-month period.***

3.2 Although there is no standard format for presenting an Expression of Interest, eligible CF must submit an EOI containing the following information:

1) Basic Information—Provide the official name of CF, the contact's name, email address, phone numbers, and office address (es) of the key contact (s) responsible for the EOI.
2) Background—Provide a description of the CF. The CF may include brochures or documents that provide information about its organization, history, mission, structure, and number of staff.
3) Experience related to the requested consulting services—Provide all kinds of evidence the CF considers appropriate to show its experience and expertise in delivering services similar to those described in Annex A, Terms of Reference (e.g., brochures, reports, studies, description of similar assignments, references to cases in which it has provided similar services, experience in similar conditions, availability of appropriate skills among staff, etc.)

3.3 Estimated budget: ***US$150,000.00 (one hundred and fifty thousand US dollars***

Annex A. Draft Terms of Reference

Please note that the attached Terms of Reference may be subject to changes by the Bank. The CF that have been shortlisted will be notified of these changes.

ANNEX A – Terms of reference

1. Background and Justification

1.1. Trinidad and Tobago's Carnival is one of the country's most important cultural, creative, and tourism assets, supporting a broad ecosystem of masquerade bands, steel orchestras, calypsonians, costume designers, wire benders, event promotors, performers, vendors, artisans, hospitality providers, transport operators, food and beverage businesses, and other MSMEs. More broadly, Trinidad and Tobago's festival calendar — including Phagwa, Hosay, Emancipation, Divali, Tobago Heritage Festival, Borough Day, and other cultural and community-based celebrations — represents a rich national asset with significant potential for tourism diversification, creative industry development, and inclusive economic participation.

1.2. While Carnival is globally recognized as an annual festival, its full economic and cultural value lies in its potential to operate as part of a wider year-round festival economy. There have been important efforts to expand Carnival-related and cultural events outside of the traditional Carnival period. However, a more integrated approach is required to transform Carnival and other national festivals from periodic events into a 365-day tourism, creative economy, training, production, and commercial platform. A dedicated spatial intervention could support this transition by providing a permanent home for festival-related production, programming, visitor experiences, skills development, MSME participation, and private sector partnerships.

1.3. Despite the importance of Carnival and other cultural festivals, much of this activity remains seasonal, dispersed, or concentrated around specific event periods and locations. The absence of a dedicated, purpose-built facility limits the country's ability to better organize, expand, and commercialize cultural and festival-related activities throughout the year. It also constrains opportunities to integrate the creative sector with tourism, manufacturing, merchandising, culinary experiences, business events, and visitor-facing cultural programming.

1.4. The proposed Special Purpose Park for Carnival and Festivals therefore presents an opportunity to support a more structured and integrated festival economy. In addition to event and visitor experience spaces, the park could incorporate a manufacturing and production element for the creative sector, including facilities for costume development, wire bending, fabrication, design, prototyping, merchandising, festival décor, craft, steelpan-related production, and other creative industry outputs. This would help strengthen creative and cultural value chains, support enhancement of and skills transfer, improve production capacity, create opportunities for MSMEs and artisans, and position Trinidad and Tobago's festivals as both cultural

expressions and year-round creative industry products.

1.5. The Government of Trinidad and Tobago, through the Ministry of Trade, Investment and Tourism (MTTI), has identified the Development of a Special Purpose Park for Carnival and Festivals as a potential investment to support tourism diversification, creative industry growth, MSME participation, culinary tourism, business services tourism, cultural manufacturing, and decentralized economic activity. The Project Screening Proposal estimates the full project cost at approximately TT$50 million and identifies the preferred option as a Special Purpose Park for Carnival and Festivals on suitable State land outside Port of Spain.

1.6. Given the scale of the proposed investment, an independent feasibility study is required to assess the technical, financial, economic, environmental, social, legal, institutional, operational, and commercial viability of the project before implementation. This Terms of Reference reflects a five-month consultancy period and a contract value of approximately US$150,000. Within this timeframe and budget, the assignment will deliver a comprehensive feasibility study and Investment Decision Support for the Special Purpose Park for Carnival and Festivals.

2. Objectives

2.1. The objective of the consultancy is to assess the technical, market, financial, economic, environmental, social, legal, institutional, and commercial viability of the proposed Special Purpose Park for Carnival and Festivals and provide Government with a robust evidence-based investment decision package to determine whether, where, and how the project should proceed.

3. Scope of Services

3.1. Assess the overall viability of the proposed Special Purpose Park for Carnival and Festivals, including market demand, site suitability, technical feasibility, environmental and social risks, legal requirements, institutional arrangements, financial viability, economic benefits, and operating model options.

3.2. Identify and assess feasible site options, or validate a preferred site if already identified, using agreed site selection criteria, land readiness and legal requirements.

3.3. Define the Park's core product concept, visitor experience, functional program, spatial logic, and phasing strategy, including potential modular/mobile activation components.

3.4. Assess potential opportunities for public-private partnership, concession, lease and/or management contract, as well as commercial partnership arrangements for the Park and selected revenue-generating components.

3.5. Prepare an implementation roadmap for a subsequent project preparation phase, including the scope of work required for concept development, pre-design, technical studies, procurement preparation, and implementation readiness.

3.6. The assignment is intended to provide a strategic-level feasibility assessment and investment decision support package. The consultancy shall not include detailed architectural design, engineering design, master planning, environmental impact assessments, topographic surveys, geotechnical investigations, traffic studies, preparation of bidding documents, detailed PPP transaction advisory services, or other implementation-stage activities. Such activities will be considered under a subsequent project preparation phase.

4. Key Activities

4.1. Task 1: Inception, Work Planning and Data Review

4.1.1. Hold inception meetings with the Ministry, IDB and relevant public agencies to confirm objectives, decision points, deliverable review process, and the assignment schedule.

4.1.2. Review all available project documentation, including the Project Screening Proposal, tourism and creative economy strategies, site information, policy documents, relevant laws, available data on Carnival, visitor flows, events, cultural industries, MSMEs, and public land.

4.1.3. Prepare a detailed work plan, stakeholder engagement plan, data request, risk matrix, and methodology for the feasibility study.

4.2. Task 2: Market, Demand and Product Assessment

4.2.1. Assess market demand (current and potential) for year-round Carnival, festival, cultural, creative, culinary, event, education, training, MICE/business services, and visitor experience uses. Considerations for the six tourism priority areas of development should be included.

4.2.2. Identify target users and market segments including residents, diaspora visitors, international visitors, schools and training institutions, event promoters, cruise and stopover visitors, creative entrepreneurs, MSMEs, and private operators.

4.2.3. Analyze comparable cultural, festival, creative economy, event park, and visitor experience facilities in the Caribbean and internationally, including relevant operating and revenue models. The integration of digital technologies into the operations and experiences should be considered.

4.2.4. Assess willingness to use, willingness to pay, likely programming frequency, seasonality, and potential visitor and local market demand through targeted stakeholder interviews, focus groups, key informant consultations, and other rapid assessment tools, as appropriate.

4.2.5. Develop a recommended product definition and high-level functional program sufficient to support feasibility analysis for the park including core uses, support facilities, visitor services, commercial spaces, training and production spaces, events areas, and phasing options.

4.3. Task 3: Site Identification, Land Readiness and Technical Screening

4.3.1. Develop site selection criteria, including land availability, legal status, access (traffic relief, parking, public transport, emergency access and crowd movement), visibility, proximity to tourism demand generators, transport links, utilities, environmental sensitivity, natural hazards, drainage, parking, security, surrounding land uses, expansion potential, and stakeholder considerations.

4.3.2. Assess the preferred site and, where appropriate, up to two (2) alternative site options using a rapid but structured site screening framework. Site assessment must include the potential of temporary satellite locations or modular/mobile activation components.

4.3.3. Review available land records, tenure arrangements, encumbrances, planning designations and guidelines, access rights, infrastructure and utility availability and constraints, environmental constraints, statutory approval requirements, and development readiness.

4.3.4. Prepare high-level site planning scenarios sufficient to test the feasibility of the park. No concept designs, architectural plans, engineering designs, or master plans are required under this assignment.

4.3.5. Identify additional technical studies required after this Consultancy and their scope of work, such as topographic surveys, boundary surveys, geotechnical investigations, hydrological/drainage studies,

traffic studies, environmental baseline studies, or detailed utility assessments.

4.4. Task 4: Legal, Regulatory and Institutional Assessment

4.4.1. Identify the legal and regulatory requirements relevant to site development, public land use, leases, concessions, procurement, planning approval, environmental approval and impact assessment, hazard and vulnerability assessment, building approvals, structural integrity assessment, drainage, utility approvals, fire approvals, accessibility, health and safety, event licensing, copyright approvals, public health approvals, vending, commercial operations, ticketing, intellectual property and cultural heritage considerations.

4.4.2. Assess approval pathways and responsible agencies, including Town and Country Planning Division, EMA, WASA, T&TEC, Fire Services, OSHA, Regional Corporations, Ministry of Works and Transport, iGovTT where relevant, and other authorities as applicable.

4.4.3. Assess legal options for governance and operational structures of the Park, including direct public operation, statutory agency model, management contract, public-private partnership, concessions, leases, special purpose vehicle, or hybrid model.

4.4.4. Identify legal considerations for Carnival stakeholders, MSMEs, vendors, cultural practitioners, performers, intellectual property, event promoters, security, liability, insurance, user agreements, revenue sharing, and concession management.

4.4.5. Prepare a legal and institutional assessment report identifying decisions, approvals, documents, agreements, and legal instruments needed before implementation.

4.5. Task 5: Environmental, Social, and Climate Inclusion Screening

4.5.1. Conduct preliminary environmental and social screening, including potential risks related to drainage, traffic, noise, waste, water, greenhouse gas emissions and climate resilience, biodiversity, land use, resettlement or displacement risks, community impacts, natural and anthropogenic hazards, occupational health and safety, and public safety.

4.5.2. Identify likely environmental approval requirements, including whether EMA Certificate of Environmental Clearance screening may be required, subject to site and project design and Town and Country approvals.

4.5.3. Assess opportunities to integrate green infrastructure, including nature-based solutions, renewable energy, water efficiency, stormwater management, waste reduction, circular economy principles, low-carbon materials, universal accessibility, gender-responsive design, and inclusive public space principles.

4.5.4. Prepare a preliminary environmental, social and governance (ESG) risk matrix and mitigation plan, consistent with IDB requirements and national approval processes.

4.6. Task 6: Operating Model, Commercial and PPP Assessment

4.6.1. Evaluate operating model options for the overall Park, including public operation, outsourced facility management, private operator model, concession model, PPP, special purpose vehicle, or hybrid arrangement.

4.6.2. Identify potential revenue streams, including ticketed experiences, event rentals, training spaces, concessions, vending, retail, food and beverage, merchandising, sponsorships, naming rights, parking, conference/workshop use, production spaces, guided tours, virtual experiences and visitor experience packages. Distinguish revenue-generating components from services likely to require public support.

4.6.3. Assess financial sustainability considerations including recurrent cost implications, staffing,

maintenance, utilities, programming costs, asset management, security, marketing, and governance needs.

4.6.4. Prepare preliminary PPP/concession packaging options, including possible commercial components, risk allocation principles, preliminary assessment of the potential attractiveness of the project to private sector participation, contract structures, and minimum conditions for bankability.

4.6.5. Recommend the preferred operating and commercial model, including short-term and long-term options.

4.7. Task 7: Financial and Economic Feasibility

4.7.1. Prepare order-of-magnitude capital cost estimates for the overall park, with clear assumptions, contingencies, escalation considerations, phasing, and exclusions.

4.7.2. Assess the Park's operating and maintenance costs and prepare revenue projections.

4.7.3. Develop financial scenarios, including base, conservative and optimistic cases, with sensitivity analysis for demand, pricing, utilization, operating costs, capital costs, and revenue streams.

4.7.4. Assess economic benefits, including tourism diversification, visitor expenditure, MSME opportunities, job creation, local supply chain linkages, foreign exchange potential, cultural preservation, decentralization, and public asset commercialization.

4.7.5. Prepare a cost-benefit or economic appraisal framework suitable for Government decision-making and future IDB review, noting data limitations and assumptions.

4.7.6. Identify key investment risks.

4.8. Task 8: Strategic Feasibility Report and Investment Decision Package

4.8.1. The consultant shall consolidate the findings of the previous tasks and provide a clear recommendation regarding the future development of the Special Purpose Park for Carnival and Festivals. The report shall include:

4.8.1.1. Preferred project concept.

4.8.1.2. Preferred site.

4.8.1.3. Preferred governance and operating model.

4.8.1.4. Recommended implementation approach.

4.8.1.5. Indicative project cost range.

4.8.1.6. Proposed project phasing.

4.8.1.7. Key risks and mitigation measures.

4.8.1.8. Required next-stage studies.

4.8.1.9. Recommendation on whether the project should proceed.

4.8.1.10. a roadmap for a subsequent project preparation phase, including the scope of work required for concept development, pre-design, technical studies, procurement preparation, and implementation readiness.

5. Expected Outcome and Deliverables

5.1. The consultancy is expected to position the Government to make an informed decision on the potential development of a Special Purpose Park for Carnival and Festivals that can strengthen Trinidad and Tobago's tourism competitiveness, support the growth of the creative and cultural industries, expand opportunities for MSMEs and cultural practitioners, and contribute to the development of a more diversified, year-round

festival economy.

5.2. The expected deliverables are: (i) Inception Report; (ii) Market and Demand Assessment Report; (iii) Site, Legal, Institutional and E&S Assessment Report; (iv) Operating Model, Commercial and Financial Feasibility Report; (v) Final Strategic Feasibility Study & Investment Decision Package.