

**DIVISION OF INFRASTRUCTURE, QUARRIES AND THE ENVIRONMENT**

**REQUEST FOR PROPOSAL (RFP)**

**FOR**

**THE DEVELOPMENT AND**

**IMPLEMENTATION**

**OF**

**A STRATEGIC PLAN**

**DIQE-02-2019**

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## 1.0 INTRODUCTION

The Tobago House of Assembly (**THA**) comprises two main arms, the **Legislative Arm** and the **Executive Arm**, and **ten (10) divisions** with particular remits plus the Office of the Chief Secretary, which oversees the others. The Assembly was created by Act 37 of 1980 for “making better provision for the administration of Tobago and for matters therein.”

The Division of Infrastructure Quarries and the Environment (**DIQE**) manages the policy and planning for the sustainable development of Tobago’s infrastructural network, natural resources and space. The core responsibilities of DIQE are as follows:

- Development Programme
- Maintenance Services
- Mechanical Services
- Traffic Management Unit
- Department of Environment
- Monitoring and Evaluation Unit
- Licensing Department
- Unemployment Relief Programme (URP)
- Coastal Management Unit

## 2.0 PURPOSE

The DIQE requests your firm/ partnership submit a proposal for the development and implementation of a Strategic Plan to cover the fiscal period October 2019 to September 2022. A copy of DIQE’s Organizational Chart and a brief description of the core responsibilities of each department is attached in **APPENDIX I**.

### **3.0 ELIGIBILITY**

**ONLY** firms that have a track record in the development and implementation of strategic plans are eligible to tender. A Bidder, and all parties constituting the Bidder, shall meet the following criteria to be eligible to participate in public procurement:

- a) the bidder has the legal capacity to enter into a contract;
- b) the bidder is not:
  - i. insolvent;
  - ii. in receivership;
  - iii. bankrupt; or
  - iv. being wound up
- c) the bidder's business activities have not been suspended;
- d) the bidder is not the subject of legal proceedings for any of the circumstances in (b);
- e) the bidder has fulfilled his or her obligations to pay taxes and national Insurance Contributions;
- f) The Directors and/or Principal Officers have not been convicted for any criminal offences.

### **4.0 SCOPE OF WORKS**

- Review of the Division's Vision, Mission Statements and Objectives;
- Review and evaluate the organizational Structure and reporting relationships of the Division;
- Conduct a Gap Analysis of the organization;
- Conduct a SWOT Analysis;

- Recommend the best organizational design/reporting relationships to execute the Strategic Plan;
- Develop an implementation plan 2019-2022;
- Prepare a Work Plan at least one (1) month before commissioning outlining the methodology to be used in carrying out assignment;
- Consult widely with relevant stakeholders on the subject.
- Prepare draft Strategic and Operational Plan in consultation with the Secretary, Administrator and key stakeholders;
- Present draft Strategic and Operational Plans to other relevant stakeholders;
- Develop a change management programme and train the change management team, managers and supervisors:
- Supervise and advise the piloting of the implementation of the operational plan, the results monitoring and evaluation framework, the change management and incentives programmes;
- Train staff to use the framework accompanying the monitoring tools.

## 5.0 FORMAT OF TENDERS

- (a) Tenders shall comprise a Two-Envelope System; this means a **separate** envelope containing the **financial** and **technical/quality information** for evaluation.
- (b) The originals of both the technical and financial proposal shall be typed or written in indelible ink and shall be signed by a person or persons duly authorized to sign on behalf of the Firm.
- (c) Alterations or erasures on any tender shall be initialed by the bidder or, in the case of a company, partnership or firm, by a duly authorized officer or employee of such company, partnership or firm.
- (d) **One original (1) and five (5) copies** of the Technical proposal **MUST** be submitted and **MUST** be labeled **COPIES**
- (e) The Financial submission **MUST** be done using the **FORM OF TENDER (FOT)** sheet provided in this ITB. The FOT **MUST** also be signed by an authorized representative of the Firm and also stamped and dated. The return address of the Firm **MUST** be included.

## 5.1 TENDER SUBMISSION INSTRUCTIONS

Tenderers are to only submit documents requested in the specific order identified below. **All submissions must be neatly bound, numbered and the company stamp MUST affixed to each page.** DIQE reserves the right to reject tender documents that are poorly assembled or tabbed and not in keeping with the specific order.

Tenderers are to submit a signed cover letter and Statement of Truth in respect of the documents mentioned below in the order as stated hereunder :—

- (a) **Legal status of Tenderer** - Certificate of Incorporation or Registration, Notice of Directors
- (b) **Tax Compliance** - Valid VAT, NIS and BIR CLEARANCE Certificates (Not registration Certificates)

- (c) **Proof of experience** – Evidence of Past experience of the Tenderer in the form of two (2) previous and or current signed contracts/letters of award in works of a similar nature to that proposed in this tender within the past five (5) years. **Any contracts submitted from a private company must be annexed to a sworn statutory declaration in a format as prescribed by Appendix C.**

The statutory declaration must be sworn by the client and not the Tenderer. The Division shall undertake due diligence to determine the validity of said contracts and misrepresentation by any tenderer may lead to debarment from tendering throughout the THA.

- (d) **Past Performance – Two (2) references in the prescribed form hereto annexed in Appendix D.** References must be from personnel no lower than the rank of Project Manager/Project Management Specialist. *The References must come from the same clients as those from whom the Bidder supplied contracts for above.*

- (e) **Financial capacity** – a letter from a financial institution stating that the tenderer has the cash flow available or a commitment from a credible financial institution.

- (f) **Implementation plan** - A detailed Methodology inclusive of a detailed Gantt chart that will identify the deliverables and or phases of the works to be performed **MUST** be submitted.

- (g) **Key Personnel – to include :**

- i. The names, role and responsibilities of the key personnel proposed to undertake the works. The names cited here must be made available for the duration of the project and no substitutions shall be permitted without the consent of the Division. The name of the Implementation Project Lead responsible for project management of the contract must also be provided.
- ii. Key personnel should be suitably qualified and possess the relevant qualifications and experience to cover the various elements of the works.

iii. CVs of key personnel **MUST** be submitted.

(h) **Price Proposal.** This shall be formally presented in the “Form of Tender” **Appendix E.**

**No additional information is to be submitted other than that requested above. Any additional information not requested shall not be taken into account or may result in disqualification.**

All tenders must be submitted in sealed envelopes, labelled in **BOLD** letters and addressed as follows:

**THE ADMINISTRATOR**

**RE: REQUEST FOR PROPOSAL (RFP) FOR THE DEVELOPMENT AND  
IMPLEMENTATION OF A STRATEGIC PLAN**

**GROUND FLOOR, EXECUTIVE BUILDING  
DIVISION OF INFRASTRUCTURE, QUARRIES AND THE ENVIRONMENT  
OLD GOVERNMENT FARM ROAD  
SHAW PARK  
TOBAGO**

and deposited in the tender box no later than **Monday 16<sup>th</sup> September 2019** by **2pm.** (Box  
Opening dimensions are approx. 13” long x 1” wide)



## **5.2 TENDER ACKNOWLEDGMENT FORM**

Interested parties must indicate their intent to tender via the attached **Tender Acknowledgement Form. (Appendix A)** This must be completed and submitted via e-mail to: [infrastructure.tha@gmail.com](mailto:infrastructure.tha@gmail.com) and [procurement.unit@tha.gov.tt](mailto:procurement.unit@tha.gov.tt)

**The deadline for submission of the Tender Acknowledgement Form is Monday 02<sup>nd</sup> September, 2019.**

Acknowledgements must be signed by the person making the offer or in the case of a company, partnership or business firm, a duly authorized officer or employee of such organization.

## **6.0 REQUESTS FOR ADDITIONAL INFORMATION**

Bidders requiring a clarification of the bid documents **MUST** do so by contacting the Procurement Unit **ONLY** by sending email to the following email address:. All queries should be addressed to: [infrastructure.tha@gmail.com](mailto:infrastructure.tha@gmail.com) and [procurement.unit@tha.gov.tt](mailto:procurement.unit@tha.gov.tt)

**The Administrator  
GROUND FLOOR, EXECUTIVE BUILDING  
Division of Infrastructure, Quarries and the Environment  
Old Government Farm Road  
Shaw Park  
Tobago**

**Phone: 639-1287 Ext. 4114/4107**

Replies to any request for clarification or additional information (including all previous requests) shall be circulated to all parties participating in this tender process.

## 7.0 TENDER OPENING

Tenders shall be opened at the above address on **Monday 16<sup>th</sup> September, 2019, at 2:15 PM.**

**All tenderers are invited to be present for the opening.**

## 7.1 EVALUATION OF TENDERS

DIQE retains a separate right to waive irregularities in the tender submission if in the Division's discretion such irregularities are of a minor technical nature or relate to defects.

Where documents submitted by the tenderer are of a **statutory nature only**, and are materially incomplete or inaccurate, the DIQE has the discretion to enter into an award with the successful tenderer, subject to the incomplete or inaccurate statutory document being remedied by the tenderer within seven (7) days.

Where the successful tenderer has a price that is in the opinion of the tender evaluation committee deemed to be abnormally low, the tenderer shall be required to provide additional information to substantiate their bid. This may include a detailed price breakdown structure, failing which, the tender shall be rejected by the Committee as an abnormally low submission.

- **Selection Criteria**

### Selection criteria

No	Criteria	Score	Evidence
1	Legal status of Tenderer	Pass/Fail	See Section 6 (a)
2	Tax Compliance	Pass/Fail	See Section 6 (b)
3	Proof of experience	Pass/Fail	See Section 6 (c)
4	Past Performance	Pass/Fail	See Section 7 (d)

**NB:** Tenderers that have not passed any one of the above requirements **SHALL NOT** be considered further in the application of the ‘**Award Criteria**’.

- **Award Criteria**

No	Criteria	Score	Evidence
<b>1</b>	Presentation, layout, order and compliance with documents to be submitted	10 pts	Points shall be deducted for submitting irrelevant information that was not requested
<b>2</b>	Detailed Implementation Plan/Methodology complete with Gantt Chart.	45 pts	See Section 6 (f).
<b>3</b>	Qualifications and Experience of Key Personnel involved in the project.	20 pts	See Section 6 (g).
<b>4</b>	Financial Capacity	25 pts	See Section 6 (e)

Tenderers must score at least 70% in award criteria (4) and (5) to be considered further. Award shall then be based on a quality/price ratio i.e. quality/price points.

Where the tender evaluation committee is of the opinion that the successful tender is abnormally low, the evaluation committee retains discretion to reject the tender summarily or require further and better particulars. The evaluation committee’s will only open the price proposal envelope of the Firm with the best technical submission. The unopened financial proposals of the remaining firms shall be returned.

## **7.2 TERMS OF PAYMENT**

The proposed term of payment for this tender is as follows:

Mobilization	40%
Final Payment	60%

The Final Payment would be made upon the successful completion of works and subsequent issuance of a completion certificate by an authorized member of the Division.

## **7.3 BID VALIDITY PERIOD**

Bids shall be valid for a period of at least ninety (90) days. All tenderers must provide a statement certifying same, said statement to be found in the tender submission form.

## **7.4 NO CONTRACTUAL OBLIGATIONS**

This is an Invitation to Tender. No contractual obligations will arise between DIQE and any bidder until and unless DIQE and a bidder enters into a formal, written contract for the bidder to provide the services contemplated in this Tender Document.

The Tenderer agrees that while the offer is made in accordance with the provisions of this invitation to treat, the Division reserves the right to vary and or amend contractual terms, with mutual consent of the Administrator of DIQE and the successful tenderer.

## **7.5 LATE TENDERS**

Late tenders will not be accepted under any circumstances. The DIQE reserves the right to reject any or all tenders, in whole or in part, to negotiate changes in the scope of services and waive any technicalities as deemed in its best interest.

## **7.6 NO CLAIM FOR COMPENSATION**

Except as expressly and specifically permitted in this Tender document, no Bidder shall have any claim for any compensation of any kind whatsoever, as a result of participation in the RFP, and by submitting a tender each Bidder shall be deemed to have agreed that it has no claim.

## **7.7 INDEMNITY**

Tenderers in submitting a tender, commits to indemnify the THA, its employees, agents and or servants, or other lawful invitees on the THA premises of any loss, bodily injury and damage to property due to any act of neglect or default of the successful bidder, its agents, employees and or servants. Tenderers shall be engaged as independent contractors and hence are wholly liable for any bodily injury or damage to plant and equipment.

## **8.0 CONFLICT OF INTEREST**

The DIQE will ensure there is no Conflict of Interest in this tender. As such, any direct family relationship involving Tenderers and Members of the Division's Management and Staff must be fully disclosed. A member and/or officer of the Division or the relative of any such person shall not tender for the supply of items and or services stated herein. For the purposes of this tender the term "relative" means the father, mother, brother, sister, son, daughter or spouse of a person and includes the spouse of a son or a daughter of such person.

**Failure to disclose may result in the disqualification of your tender submission.**

## **9.0 RIGHTS OF THE DIVISION OF INFRASTRUCTURE, QUARRIES AND THE ENVIRONMENT (DIQE)**

In addition to the rights expressly hereinbefore referred to, the following additional rights accrue:-

- (a) The DIQE reserves the right to reject any or all bids without limiting the generality of the foregoing, a Bid will be summarily rejected if it is conditional, if it is incomplete, obscure, or irregular, if it has erasures or corrections in the Cost Schedule, or if it has unit rates that are obviously unbalanced.
- (b) The DIQE reserves the right to reject a Bid, which does not provide satisfactory evidence that the proponent has the technical, physical and financial resources to complete the work within a specified contract period.
- (c) The DIQE reserves the right to accept or reject any bid and to annul the bidding process and reject all bids, at any time prior to Award of Contract, without thereby incurring any liability to the affected. Further, the Division does not have any obligation to inform the affected proponent or proponents of the grounds for the action.
- (d) The DIQE may declare the bidding void when none of the bids meet the intent of the specifications or when it is evident that there has been a lack of competition and or that there has been collusion. In addition, all bids may be rejected if they are substantially higher than the official budget approved by the Division.
- (e) The DIQE does not bind itself to accept the lowest or any offer or to reimburse proponents for any expenses incurred in bidding.
- (f) The DIQE reserves the right to cancel this tender at any time and has no obligation to provide any reasons for such cancellation.

## **10.0 GOVERNING LAW**

All applicable laws in the Republic of Trinidad and Tobago will apply to any resulting agreement.

-End-

## **APPENDIX I**

### **DIVISIONAL OVERVIEW**

Traditionally, the Division of Infrastructure, informally referred to as “WORKS” was charged with construction and maintenance of public infrastructural and expansion of infrastructural networks. However, in January 2017, with a change in the leadership of the Tobago House of Assembly, the mandate of the Division of Infrastructure and Public Utilities was changed. This saw enhancements that focus on sustainable development, striving to balance the demands for infrastructure growth and that of environmental protection. With this, direct oversight for public utilities and related companies and the operations of the Electrical Inspectorate was transferred and acquired into the Division of Settlement, Urban Renewal and Public Utilities. Yet, some degree of collaboration with Public Utilities is maintained as operational interdependencies remain. Importantly, the Department of Environment was amalgamated to forge with the Division of Infrastructure, Quarries and the Environment (DIQE). Thus today, DIQE also works closely with a major environmental stakeholder and regulator, the Environmental Management Authority (EMA).

Altogether, the Division of Infrastructure, Quarries and the Environment manages the policy and planning for the sustainable development of Tobago’s infrastructural network, natural resources and space.

### **VISION<sup>i</sup>**

*The provision of physical infrastructure and utilities which support Tobago’s social and economic development, protects its people, and increases their resilience in the face of climate related and other extreme events and is consistent with a “Clean, Green, Safe and Serene” Tobago.*

### **MISSION<sup>ii</sup>**

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<sup>i</sup> The Vision and Mission of the Division has not been realigned since the Divisions’ name changed.

*To efficiently manage, develop, and maintain public infrastructure; to monitor and facilitate the development of public utilities and to effectively meet the needs of an ever-advancing society.*

## **CORE VALUES**

- Professionalism
- Teamwork
- Respect
- Commitment

## **ORGANIZATIONAL STRUCTURE AND MANAGEMENT TEAM**

The DIQE is structured into two sections: Administrative and Technical Services. The Technical Services consist of two (2) Departments: Core Services Department and Technical Services Department. The Core Services Department includes Mechanical Services, Systems and Development Planning, Maintenance Services. The other Technical Services Department comprises Licensing Department, Unemployment Relief Programme (URP) Monitoring and Evaluation Unit and the Department of the Environment.

### **Maintenance Services**

The *Maintenance Services (Roads and Buildings)* is responsible for the rehabilitation and maintenance of roads and bridges, and the construction and maintenance of government facilities and other public buildings. It also collaborates with the Water and Sewerage Authority. (This department is further sub-divided into four districts (Mason Hall/Moriah, Scarborough, Roxborough, and Speyside)).

### **Development Programme**

The *Development Programme* undertakes infrastructural work on the island pertaining to the construction of drains, sidewalks, retaining walls, road alignment, building construction and the roundabouts.

### **Mechanical Services**



This section conducts repairs and maintains the Division's fleet of vehicles, as well as fabrication and machining of components for the DIQE and other entities such as WASA and TTEC.

### **Transportation Management Unit**

The DIQE completed several Transportation and Traffic initiatives that focused on targeted planning for our infrastructures and systems as well as catalysing a positive way forward for the Division as it creates and executes policies that will improve road user interfaces and safety. This department also ensures proper maintenance of traffic signals, road signs and markings. The following are the accomplishments of this unit for 2018:

### **Studley Park Enterprise Limited**

The Studley Park Enterprise Limited (SPEL) is a private company wholly-owned by the Tobago House of Assembly; the Division of Infrastructure, Quarries and the Environment (DIQE) has the direct oversight for the Company. SPEL was officially incorporated in 2016 and is charged with the management of the Quarry at Studley Park; a resource deemed one of Tobago's prized industry with great potential for revenue generation. The range of products offered by the Studley Park Enterprise Limited for sale on the local and national market include aggregate, crusher run, rotten rock, and boulders among other products. The operations also include a Concrete Batching Plant and a Hot mix Asphalt Batching Plant.

### **Environment**

The Department of the Environment is charged with the protection, preservation and Enhancement of Tobago's environment. Moreover, the Department promotes the sustainable use and management of our air, land and water for the benefit of current and future generations. Its responsibilities extend to processing of environmental permits, environmental monitoring and education

### **Licensing Department**

The Licensing Department falls under the jurisdiction of the Division of Infrastructure Quarries and the Environment and is mandated to execute the policies of the Ministry of Works and Transport as they relate to the issuance of drivers permits, the inspection of vehicles and adherence

to the Motor Vehicle and Road Traffic Act. This Department also conducts required examinations for motorists.

### **Unemployment Relief Programme**

The Unemployment Relief Programme provides short-term employment with a major emphasis on training. It is geared towards the enhancement of entrepreneurial skills of participants as well as it assists in small scale projects in communities. URP is strategically organized to assist with emergency and disaster response as it relates to clean up efforts, rehabilitation of beaches and infrastructural damage throughout communities. URP also heavily focuses on development of agricultural initiatives.

### **Monitoring and Evaluation Unit**

The primary mandate of this unit is the Monitoring and Evaluation of programmes and projects, its progress, impact and the achievements aligned to the Division's objectives.

### **Coastal Zone Management Unit (formed in March 2018)**

The Coastal Zone Management Unit is responsible for conducting coastal zone risk assessment with a view to providing updated qualitative and quantitative data on risk in the coastal zone of Tobago. More specifically, this Unit is charged with formulating baseline studies on coastal and oceanographic processes; conducting Comprehensive Risk Evaluation; developing Coastal Risk Information and Planning Platform; and developing coastal infrastructure to control coastal erosion, enhance climate-related hazard resilience of coastal infrastructure, improve the aesthetics and recreational opportunities offered to tourists and residents.

### **Administrative Support Services**

The primary objective of Administrative Support Services as the name implies, is to support the activities of departments under Technical Services in order to ensure the implementation of the Division's mandate. These services are Human Resources, Finance/Accounting and Information Technology.

### **Accounting Unit**

The Accounting Unit is responsible for issuance of orders and end of processing of payments for internal and external customers. The Unit is also charged with the preparation of estimates and financial statements

**Communication Unit**

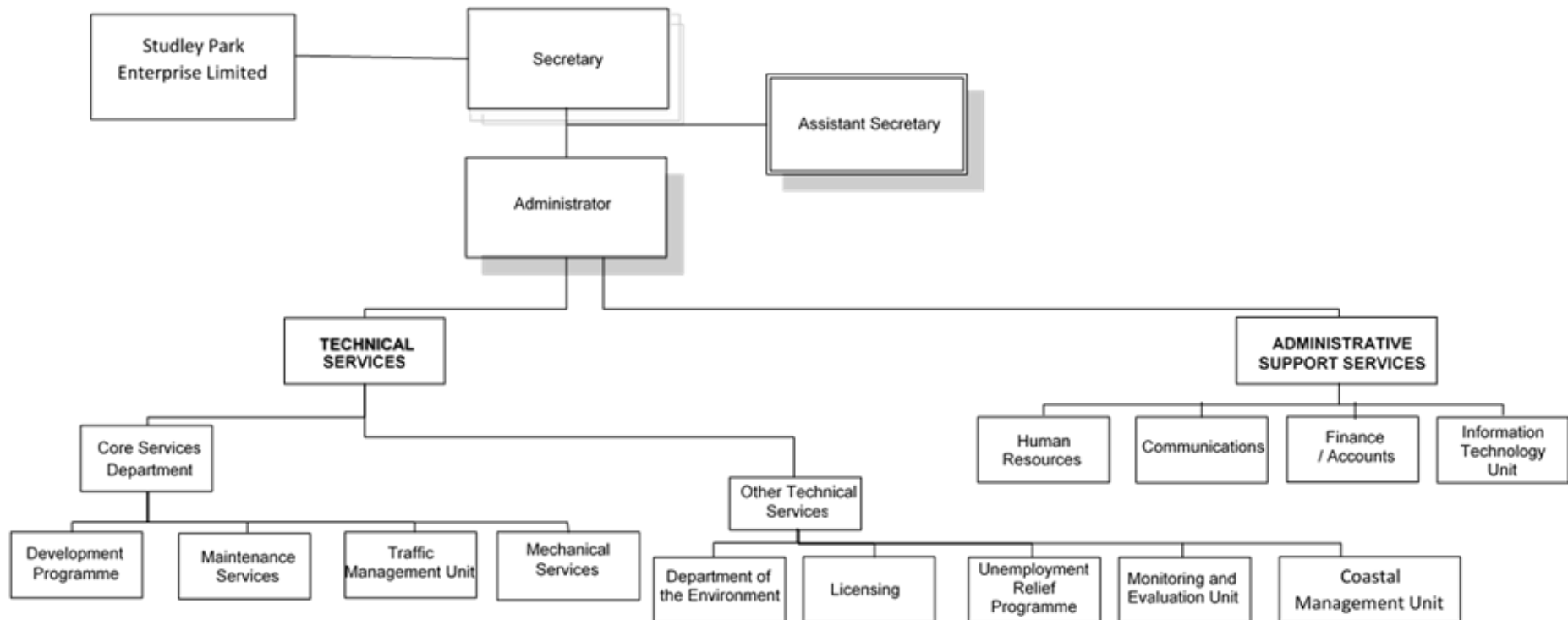
The Communications Unit is charged with developing, guiding and updating the Division's communications strategy and policy with a view to enhance the image and reputation of the Division, positive promote its brand and maintain beneficial cooperation between the Division and its internal and external stakeholders. Moreover, the Communications Unit is responsible for communication planning and brand management; speech writing and editing; internal communications; media and public relations; events management; crisis and issues management; photographic archiving

**ICT**

The Role of the ICT Unit is to support the DIQE's processes, mandate and deliverables by harnessing the use of Information Technology in all its forms

# Organizational Chart

Division of Infrastructure Quarries and the Environment



**APPENDIX A**

**TENDER ACKNOWLEDGEMENT FORM**

**TO: Administrator, Division of Infrastructure, Quarries and the Environment**

**TENDER: RE: REQUEST FOR PROPOSAL (RFP) FOR THE DEVELOPMENT AND  
IMPLEMENTATION OF A STRATEGIC PLAN**

☐ (Yes) We \_\_\_\_\_ have received  
(Company Name)

the Invitation to Tender and hereby confirm our intent to submit a tender for the above captioned.

**or**

☐ (No) We \_\_\_\_\_ have received  
(Company Name)

the Invitation to Tender for the above captioned and hereby respectfully decline to bid for the following reason(s):

---

---

Dated this.....day of.....20.....

.....  
Signature

In the capacity of .....



**Company Stamp**

Note: To be completed and submitted to the **Procurement Unit** by **Monday 02<sup>nd</sup> September, 2019.**

**APPENDIX B**

**STATEMENT OF TRUTH**

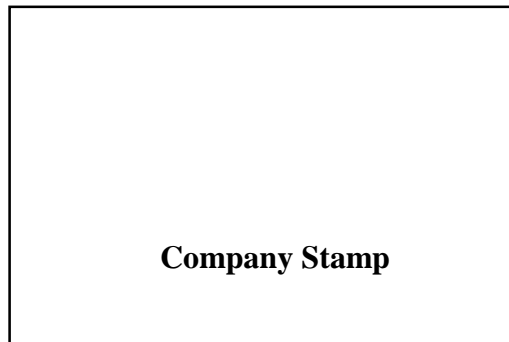
I declare that to the best of my knowledge that all of the documents submitted are correct. I understand that the information will be used in the selection and award process to assess my organisation's suitability to be selected for this tender. I also acknowledge that the THA's authorised representative shall make any enquiries concerning the particulars of my submissions, if necessary.

I understand that the THA may reject my submission if there is a failure to answer all relevant questions fully or if I provide false/misleading information. I understand further that any discrepancies in the answers provided and the evidence demonstrated may result in automatic disqualification now and for future tender opportunities from the THA.

Dated this.....day of.....20.....

.....  
**Authorized Representative**

**For and on behalf of**



.....  
.....  
.....



## APPENDIX C

### Statutory Declaration – A (Company)

#### **REPUBLIC OF TRINIDAD AND TOBAGO**

#### **IN THE MATTER OF THE STATUTORY DECLARATIONS ACT CHAPTER 7:04**

I, \_\_\_\_\_, Director and

(Name of director)

authorized representative of \_\_\_\_\_

(Name of company)

\_\_\_\_\_

a company duly incorporated and continued under the Companies Act 1995, with its registered

office situate at \_\_\_\_\_

(Address of company)

\_\_\_\_\_

\_\_\_\_\_

the Island of Tobago/Trinidad in the Republic of Trinidad and Tobago, make oath and say as follows:-

1. I am the authorized representative of \_\_\_\_\_

(Name of Company)

\_\_\_\_\_

\_and duly authorized to give this declaration on its behalf.

2. The facts hereto deposed are true and correct and within my personal knowledge and belief save where otherwise stated to be based on information, in which case I verily believe same to be true and the source reliable.
3. I hereby certify that any signed contracts/letters of award of purchase orders that has been submitted pursuant to **this tender** is a true representation of works the Tenderer have undertaken for the Company and that the Tenderer was not terminated for any reason related to and or ancillary to material non – performance.
4. I have had my Attorney-at-Law explained to me and I fully understand the consequences, ramifications and implications of the aforesaid declaration.
5. I have deposed this declaration of my own free will, voluntarily and as a free and independent person without any threats, intimidation, promises and or inducement from anyone and after receiving legal advice and I hereby declare that I am mentally sound and in full control of my mental capacity, mind and body.
6. I, make this declaration conscientiously believing the same to be true and according to the Statutory Declarations Act, and I am aware that if there is any statement in this declaration which is false in fact, which I know or believe to be false or do not believe to be true, I am liable to fine and imprisonment.

Declared at )  
this day )  
of 20..... )

Before me,

COMMISSIONER OF AFFIDAVIT

## Statutory Declaration - B (Personal)

### REPUBLIC OF TRINIDAD AND TOBAGO

### IN THE MATTER OF THE STATUTORY DECLARATIONS ACT CHAPTER 7:04

I, \_\_\_\_\_

(Name of person)

\_\_\_\_\_ of

(Occupation)

\_\_\_\_\_  
(Address of person)

\_\_\_\_\_  
\_\_\_\_\_

the Island of Tobago/Trinidad in the Republic of Trinidad and Tobago, make oath and say as follows:-

1. The facts hereto deposed are true and correct and within my personal knowledge and belief save where otherwise stated to be based on information, in which case I verily believe same to be true and the source reliable.
2. I hereby certify that any signed contracts/letters of award of purchase orders that has been submitted pursuant to **this tender** is a true representation of works the Tenderer has undertaken for me and that he was not terminated for any reason related to and or ancillary to material non – performance.

3. I have had my Attorney-at-Law explained to me and I fully understand the consequences, ramifications and implications of the aforesaid declaration.
4. I have deposed this declaration of my own free will, voluntarily and as a free and independent person without any threats, intimidation, promises and or inducement from anyone and after receiving legal advice and I hereby declare that I am mentally sound and in full control of my mental capacity, mind and body.
5. I, make this declaration conscientiously believing the same to be true and according to the Statutory Declarations Act, and I am aware that if there is any statement in this declaration which is false in fact, which I know or believe to be false or do not believe to be true, I am liable to fine and imprisonment

Declared at )  
this day )  
of 20.... )

Before me,

COMMISSIONER OF AFFIDAVITS

## APPENDIX D - REFERENCE REPORT

<b>Name of Entity:</b>  <b>Address:</b>		<b>Contact Person:</b>  <b>Email:</b>  <b>Phone:</b>	
<b>Scope of Works:</b>			
<b>Name of Vendor:</b>			
<b>Address:</b>			
<b>Estimated Start date:</b>	<b>Actual Start date:</b>	<b>Est contract sum:</b>	
<b>Estimated End date:</b>	<b>Actual End date:</b>	<b>Act contract Sum:</b>	

**KEY – E:** *Excellent*    **S:** *Satisfactory*    **U:** *Unsatisfactory*    **N:** *N/A*    **I:** *Insufficient info to rate*

Description	Performance Rating					Comments (attach as necessary)
	E	S	U	N	I	
Work performed in compliance with contract terms and specs						
Materials, supplies and equipment provided as required						
Staff availability						
Timeliness of work						
Staff professionalism						
Customer Service						

Quality of Work						
Communication and Accessibility						
Prompt and effective correction of situations						
Proper documentation and records						
<b>Would you recommend using this Firm again</b>	Yes		No		[Explain]	

**OVERALL PERFORMANCE -**    ☐ **Excellent**    ☐ **Satisfactory**    ☐ **Unsatisfactory**

Dated this ..... day of ..... 20.....

.....

NAME (PRINT)

Authorized Representative of Client

.....

(Signature)

**Company Stamp**

**VENDOR REPLY** – Vendors are provided with the opportunity to reply to this performance appraisal undertaken. Please attach reply if any.

[illegible]

**APPENDIX E**

**FORM OF TENDER**

**TO: Administrator, Division of Infrastructure, Quarries and the Environment**

**TENDER: The development and implementation of a strategic plan.**

Having carefully examined the tender documents of the above named works, we offer to completely perform all the works in conformity with the said documents for the sum of:

.....

.....

.....(TT\$ .....)

**PLUS VALUE ADDED TAX**

.....

..... (TT\$.....)

.....

.....(TT\$ .....)

**TOTAL**

Completion period of..... days/weeks/months.

This Tender is submitted without collusion with any other Bidder, and we undertake to complete and deliver the whole of the works comprised in the Contract.



We understand that you are not bound to accept the lowest or any Tender you may receive.

Dated this.....day of.....20.....

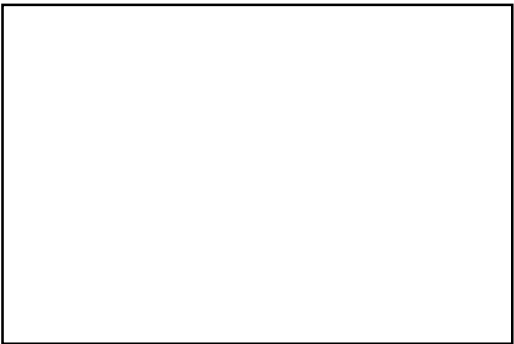
.....  
Signature

In the capacity of .....

Duly authorized to sign Tender for and on behalf of

.....

.....



**Company Stamp**

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