



# **REQUEST FOR PROPOSAL FOR**

## **PROVISION OF CONSULTANCY SERVICES FOR THE FACILITATION OF STRATEGIC PLANNING PROCESS**

<b>DETAILS</b>	<b>DATE &amp; TIME</b>
<b>Tender Acknowledgement Submission Date</b>	<b>Friday 18<sup>th</sup> September 2020</b>
<b>Tender Acknowledgement Submission Time</b>	<b>2:30 pm</b>
<b>Tender Closing Date</b>	<b>Monday 5<sup>th</sup> October 2020</b>
<b>Tender Closing Time</b>	<b>2:00 pm</b>
<b>Tender Opening Date</b>	<b>Monday 5<sup>th</sup> October 2020</b>
<b>Digital Opening Time</b>	<b>2:30 pm</b>

**TFCL 2020-0003**



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## **1. BACKGROUND INFORMATION**

The Tobago Festivals Commission Limited (TFCL) is seeking Expressions of Interest for Consultants to assist in the development of a three-year strategic plan for the above captioned company. The details of the services required are available in the Terms of Reference.

Consultants wishing to signify their interest in undertaking the prescribed services are to submit an Expression of Interest providing information demonstrating that they have the required qualifications and relevant experience to perform the services.

## **2. SCOPE OF WORKS**

1. To prepare the Strategic Framework Proposal to lay out and justify the process that will be employed to develop the strategic plan.
2. Review previous/current documents relating to festival development and management in Tobago and similar Small Island states
3. Consult with major internal and external stakeholders and community groups to solicit their input in the development of the plan.
4. Conduct an environmental scan to determine the strategic direction.
5. Prepare the draft strategic plan
6. Produce a cost estimate report.
7. Produce final strategic plan
8. Pre-consultations support:
  - To liaise with the internal team organizing the invitations, and venue preparation and set-up. This includes preparing the invitation letter to be sent by TFCL, outlining how meeting hall is to be organized, and providing list with the needed supplies.
  - To facilitate the drafting of agenda/program of events and brief background in consultation with TFCL staff and other stakeholders to ensure the accomplishment of the overall objectives.



- To provide detailed guidelines to session leads concerning their inputs to the workshop program, as well as general guidelines for all participants

9. Consultations Facilitation:

- To lead the consultations, providing expert input during the sessions in the domains of knowledge.
- To facilitate the breakout meetings and focus group discussions, ensuring timely completion of all activities and events
- To prepare and provide materials needed for breakouts and group session
- To encourage maximum participation from participants by continuously gauging and soliciting feedback from participants formally and informally
- To support and advise presenters on how to maximize active engagement of the group in discussion, raising issues, making recommendations and drawing conclusions.
- To collect, synthesize and present feedback collected from participants in the course of the workshop

10. Based on an environmental scan, stakeholder feedback and emergent vision and mission of The TFCL to prepare and submit to TFCL for review the final draft of the Strategic Plan (2020-2023).

11. Integrate the comments of TFCL into the final version of the Strategic Plan (2020-2023)

### **3. 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. 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 RFP. 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. TENDER

## SUBMISSION INSTRUCTIONS

- I. 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.** TFCL reserves the right to reject tender documents that are poorly assembled or tabbed and not in keeping with the specific order.
- II. 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 Company shall undertake due diligence to determine the validity of said contracts and misrepresentation by any tenderer may lead to debarment from tendering within the TFCL.

- (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 Procurement Manager  
Re: Request for Proposal  
For Facilitation of Strategic Planning Process  
Tobago Festivals Commission Limited  
GNV Place  
Wilson Road  
Scarborough  
Tobago**

## 6. TENDER

## ACKNOWLEDGMENT FORM

Interested parties must indicate their intent to tender via the attached **Tender Acknowledgement Form**. This must be completed and submitted via e-mail to:

[tfclprocurement@gmail.com](mailto:tfclprocurement@gmail.com). The deadline for submission of the **Tender Acknowledgement Form** is **Friday 18<sup>th</sup> September 2020**.

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.

## 7. 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: [tfclprocurement@gmail.com](mailto:tfclprocurement@gmail.com) Requests can also be mailed to:

**The Procurement Manager  
Re: Request for Proposal  
For Facilitation of Strategic Planning Process  
Tobago Festivals Commission Limited  
GNV Place  
Wilson Road  
Scarborough  
Tobago  
Phone:**

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

## 8. TENDER OPENING

Tenders shall be opened at the above address on **Monday 5<sup>th</sup> October 2020 at 2:30pm**. All Tenderers are invited to be present for the opening. **All tenderers are invited to be present for the opening. According to the Ministry of Health Covid 19 Guidelines, Contractors are asked to wear face mask upon entering the Building. There shall be no congregating of persons in the building when Tender Documents are deposited in the Tender Box. Contractors are also asked to practice social distancing (6' apart) when witnessing the opening of the Tenders.**



## 9. EVALUATION OF TENDERS

TFCL retains a separate right to waive irregularities in the tender submission if in the Company'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 TFCL 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 5 II (a)
2	Tax Compliance	Pass/Fail	See Section 5 II (b)
3	Proof of experience	Pass/Fail	See Section 5 II (c)
4	Past Performance	Pass/Fail	See Section 5 II (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	45 pts	See Section 9 (6.0)
<b>3</b>	Qualifications and Experience of Key Personnel involved in the project.	20 pts	See Section 5 II (g)
<b>4</b>	Financial Capacity	25 pts	See Section 5 II (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.

## **10. 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 Company

#### **11. 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.

#### **12. NO CONTRACTUAL OBLIGATIONS**

This is an Invitation to Tender. No contractual obligations will arise between TFCL and any bidder until and unless TFCL 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 Company reserves the right to vary and or amend contractual terms, with mutual consent of the Chairman of the Board of TFCL and the successful tenderer.

#### **13. LATE TENDERS**

Late tenders will not be accepted under any circumstances. The TFCL 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.

#### **14. 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.



## **15. INDEMNITY**

Tenderers in submitting a tender, commits to indemnify the TFCL, its employees, agents and or servants, or other lawful invitees on the TFCL 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.

## **16. CONFLICT OF INTEREST**

The TFCL will ensure there is no Conflict of Interest in this tender. As such, any direct family relationship involving Tenderers and Members of the Company's Management and Staff must be fully disclosed. A member and/or officer of the Company 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.**

## **17. RIGHTS OF THE TOBAGO FESTIVALS COMMISSION LIMITED (TFCL)**

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

- a) The TFCL 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 TFCL 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 TFCL 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 Company does not have any obligation to inform the affected proponent or proponents of the grounds for the action.
- (d) The TFCL 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 Company.
- (e) The TFCL does not bind itself to accept the lowest or any offer or to reimburse proponents for any expenses incurred in bidding.
- (f) The TFCL reserves the right to cancel this tender at any time and has no obligation to provide any reasons for such cancellation.

## **18. GOVERNING LAW**

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

-End-



## **APPENDIX A**

### **TERMS OF REFERENCE**

Consultancy assignment for facilitating development of Strategic Plan

Consultancy Duration: 20 working days during month of November 2<sup>nd</sup> -November 27<sup>th</sup> 2020.

Location: Tobago

#### **1.0 BACKGROUND**

The Tobago Festivals Commission Limited (TFCL) was incorporated in April 2019 as a company under the purview of the Division of Tourism Culture and Transportation charged with

the responsibility to hosting Festivals, elevating Tobago as a Festivals destination throughout the country.

The operational capacity of the TFCL has been strengthened through an autonomous Board and new recruitments to enhance organizational capacity. However, the company continues to face challenges in terms of a consensual philosophy and overall organizational capacity which would enable the effective delivery of an enhanced tourism product.

These call for establishment of a strategic framework, identification of the challenges and opportunities and development of a feasible blueprint for advancing the vision and mandate for the next 3 to 5 years. The strategic plan will be aligned with the THA's Development Plan. 2.0

## **2.0 PURPOSE AND OBJECTIVE**

The purpose of this assignment is to lead the preparatory process in facilitating the development of a Strategic Plan for the TFCL for 2020 -2023. As part of this process, the Consultant will review and document the background assessment of Evaluation and Strategic Task Force Report aimed to enhance service delivery of Tobago Jazz Festival from 2018, review and assess the current state of the environment and facilitate the preparation of a strategic plan for the 2020-2023.

Specific Objectives are as follows:

- I. Assess and analyse TFCL's internal environment
- II. Assess and analyse the TFCL's external environment and stakeholders
- III. Review and assess to what extent the recommendations from the latest organizational assessment and studies have been implemented
- IV. Identify key areas of success and key areas of challenges
- V. Synthesise results of the assessments listed above in report format and identify (alternative) strategic directions for TFCL outlining the rationale for the proposed directions
- VI. Plan and facilitate workshop/s to prioritize strategic directions



- VII. Support TFCL in designing appropriate metrics to best align with identified strategic priorities
- VIII. Review the organisation's structure with a view to recommend if desirable, aligned Departments, sections and units in order for TFCL to effectively discharge its mandate.
- IX. Draft and finalize TFCL's strategic plan

### **3.0 MANDATE**

TFCL's mandate includes the following:

- I. To provide strategic direction for cultural expressions, festivals and activities indigenous to Tobago as well as National festivals
- II. Collaborate with the Tobago Tourism Agency (TTAL) to market the unique cultural Encourage the promotion of all festivals through specialized cultural Committees
- III. Identify and organize relevant, educational and training opportunities for festival stakeholders
- IV. To facilitate research and documentation of the traditions and practices of Tobago
- V. Develop clearly defined roles and responsibilities for state institutions and for cultural and community groups/organizations
- VI. Collaborate with the Tobago Performing Arts Company on projects and programmes
- VII. To ensure that communication and consultation with stakeholders is effective and appropriate towards the development of Tobago Tourism and Cultural Festivals and Expressions
- VIII. Cooperate with state institutions and other organizations in the provision of, educational, training, employment, and other benefits to the Tourism sector;
- IX. Monitor and evaluate the response by visitors on the Island
- X. Advise the Secretary (Tourism, Culture and Transportation) on matters relating to the social and economic development and the general impact and benefits of the Cultural Festivals in Tobago.

### **4.0 SCOPE AND FOCUS OF THE ASSIGNMENT**

The scope and focus of the assignment is to provide technical, strategic and facilitation support to enable the drafting of TFCL's strategic plan for 2020-2023. After the initial document review,



the consultant will develop an analysis framework and work plan to guide the assessment and the development of the strategic plan.

- I. The Consultant will conduct a thorough but focused assessment of TFCL's strengths and weaknesses, as well as external opportunities and threats, with a view to identifying appropriate strategic options for the 2020-2023 period. The assessment will include review of relevant documents as identified in collaboration with TFCL, Division of Tourism, Culture and Transportation, the THA and Government of Trinidad and Tobago, including related domestic and international legal frameworks, and in particular the MSU's organizational assessment of the Organizational Structure and Accounting Unit of the Tobago Festivals Commission completed in August 2019.
- II. The consultant will also conduct individual interviews with key Stakeholders from Tourism, Culture, Public and Interest Groups and government.
- III. The use of participatory processes is expected. As such, the Consultant will be expected to provide for active and meaningful engagement of TFCL staff and the Board, relevant THA representatives, and in particular the Management Services Unit of the Tobago House of Assembly, and other stakeholders.
- IV. It is expected that data will be analyzed using a rigorous and transparent analysis framework, summarized and presented back to TFCL to aid in prioritization of strategic directions. A key aspect of the consultancy is preparation for and facilitation of a
- V. strategic planning workshop/s with TFCL Board members and staff as well as key collaborating partners.
- VI. All data and the results of the workshop will be consolidated into a draft and finalized strategic document, including analysis and the presentation of a Theory of Change model.

## **5.0 SCOPE OF WORKS**

The scope of work for the Consultant will include but not be limited to:

- I. Review current relevant global and national standards on Tourism Festivals
- II. Undertake a situation analysis of TFCL operations to date and identify strengths and challenges;

- III. Review the institutional capacity, structure, organizational set-up, financial and administrative systems against the TFCL mandate and the THA's Development Plan and key result areas; and make recommendations for renewed focus if needed;
- IV. Review TFCL mandate and the current vision and mission based on the mandate; Facilitate discussion over the vision and mission to inform the new strategic plan;
- V. Through a consultative process and application of an appropriate tool of analysis, identify/select the final focus areas and develop strategic objectives and key result areas for the same;
- VI. Propose a strategy for achieving the strategic objectives and key results;
- VII. Develop a Results and Resources Framework for the plan period;
- VIII. Hold stakeholder meeting to validate the draft Strategic Plan;
- IX. Finalize Strategic plan and submit to the TFCL.

## **6.0 METHODOLOGY**

The methodology will consist of document review, interviews, analysis and synthesis presented in report, workshop facilitation and strategic plan drafting.

- I. The consultant will first familiarize him/herself thoroughly with the legal and policy framework both at national and international level so as to fully understand the current standards.
- II. The consultant will further review relevant TFCL documents as listed above and agreed in consultation with the DOCTT, THA, TTAL and TFCL. This will be followed by a well-planned set of interviews with all key stakeholders so as to assess TFCL's internal and external environment and to assess to what extent recommendations from the Keith Nurse Task Force and MSU reports have been implemented. This process will be followed by synthesising the results in report format, including identification of strengths and weaknesses as well as identifying alternative strategic focus areas for TFCL. Once the assessment process has been completed, the consultant will plan and facilitate a

workshop with Board members, staff and other key stakeholders with the aim of prioritizing the strategic directions for 2019 to 2024.

- III. The consultant will work in close collaboration with the THA and in consultation with the Management Services Unit of the THA to ensure the strategic plan is aligned with national standards.

## 7.0 DELIVERABLES

Main deliverables The Consultant is expected to produce the following deliverables:

DELIVERABLES	EXPECTED WORKING DAYS	DUE DATE
A succinct document that consolidates the work of the different internal taskforces assigned internally to evaluate and current state and status of recommendations	4 working days (2 days meeting with the task force and MSU. 2 days writing consolidated draft SWOT Analysis	10 days after signing of consultancy agreement
Interviews with Board, Staff and Key stakeholders	7 working Days	
Pre workshop organization in consultation and coordination with TFCL Board and Staff.	2 working days	TBD
Workshop conducted	2 working days	TBD
Final draft of the Strategy Framework Outline (2019-2024) prepared and submitted to TFCL Board	2 working days	10 days after end of workshop
Final Draft Strategic Plan to presented for review	1 working day	5 days after receiving TFCL comments
Strategic Plan finalized	3 working days	

Total 20 Days

## **8.0 EXPERTISE**

### **I. Academic Qualifications**

- a) At least a master's degree in a relevant field in the area of planning, public policy, Tourism, Culture, development studies or any other related field
- b) The ideal Consultant will have knowledge of and/or proven expertise in:
  - Strategic Planning and/or development;
  - The current global standards on Tourism Festivals events ;
  - Strategic planning document preparation;
  - Proven experience in strategic planning and management;
  - Participatory approaches in conducting assessments and facilitating strategic planning processes;
  - Familiarity with the Theory of Change approach;
  - Demonstrated experience in working with government partners and other stakeholders in public sector development programs especially in the area of capacity development
- c) Skills and Competencies:
  - At least 10 years of professional experience;
  - High level written and oral communications skills in English;
  - Must be result-oriented, a team player, exhibiting high levels of tact and integrity;
  - Demonstrate excellent interpersonal and professional skills in interacting with government and development partners;
  - Skills in facilitation of stakeholder engagements/workshops;
  - Evidence of having undertaken similar assignments;
  - Experience in research, policy development, management and programming-related work.

## **9.0 ROLES AND RESPONSIBILITIES**

TFCL will be responsible for:

- I. Actively engaging with the Consultant during the assessment ;
- II. Identifying stakeholders and relevant documents as needed ;

- III. Managing communications and logistics associated with the assessment

The Board will be responsible for:

- I. Finalizing the Terms of Reference;
- II. Selecting, contracting and managing the Consultant;
- III. Covering the costs of the strategic planning workshop;
- IV. Providing technical advice and inputs throughout the process
- V. Assist TFCL in identifying stakeholders and relevant documents as needed

The MSU will be responsible for:

- I. Providing technical advice and inputs in the process; and
- II. Assist TFCL in identifying stakeholders and relevant documents as needed

The Consultant will be responsible for:

- I. Preparation of a work plan and an appropriate Assessment Framework;
- II. Actively engaging with staff, Board members and other stakeholders through the use of participatory processes;
- III. Regular progress reporting and consultation with the DoCTT and TFCL ;
- IV. Production of deliverables in accordance with the requirements and timeframes of the Terms of Reference.

## **10.0 DELIVERABLES**

The consultant will provide the following deliverables:

- I. An Analysis Framework based on these Terms of Reference
- II. A summary assessment report (synthesizing outcomes of document review and strategic directions)
- III. A strategic plan workshop agenda and facilitation plan
- IV. A strategic plan document including:
  - Executive summary;
  - Background;
  - Internal and External analysis;



- Strategic priorities;
- Metrics to assess progress made in the attainment of these Strategic priorities; and
- Strategic plan

## **11.0 TIMELINE**

The assignment is expected to be completed within 20 working days, while contract duration can extend over a longer period.

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## **APPENDIX B**

### **TENDER ACKNOWLEDGEMENT FORM**

**Tobago Festivals Commission Limited  
GNV Place  
Wilson Road  
Scarborough  
Tobago**

**Request for Proposal : Provision of Consultancy Services for the Facilitation of Strategic Planning Process**



Attention Procurement Manager  
**Phone: 1-868-612-0131 ext 209.**

☐ **(Yes)** We \_\_\_\_\_ have

**(Company Name)**

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

Or

☐ **(No)** We \_\_\_\_\_ have

**(Company Name)**

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

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---

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Signed: \_\_\_\_\_

Date: \_\_\_\_\_

**PRINT ABOVE NAME HERE:** \_\_\_\_\_

N.B.



- Please tick the appropriate box to indicate your choice and Scan and Email this completed form to the Procurement Manager by **Friday 18<sup>th</sup> September 2020.**

## **APPENDIX C**

### **STATEMENT OF TRUTH**

#### **Statement of truth**

I declare that to the best of my knowledge the answers submitted to these questions are correct. I understand that the information will be used in the selection process to assess my organisation's



suitability to be selected for  
the TFCL's authorised representative shall make any enquiries concerning the particulars of my  
submissions.

this tender. I also acknowledge that

I understand that the TFCL 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.

Dated this.....day of.....2020.

.....

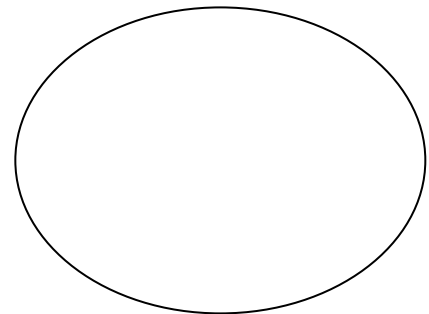
Authorized Representative Signature

In the capacity of .....

Duly authorized to sign Tender for and on behalf of

.....

.....



Seal

#### **APPENDIX D**

#### **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

**APPENDIX E**

**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 F

### 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						
Would you recommend using this Firm again	Yes		No		[Explain]	

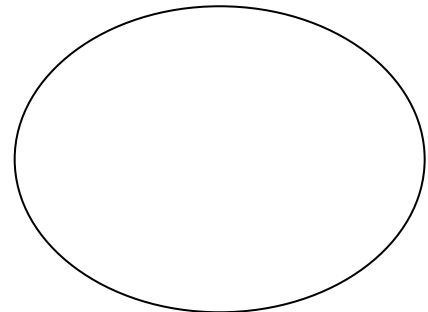
**OVERALL PERFORMANCE -** ☐ **Excellent** ☐ **Satisfactory** ☐ **Unsatisfactory**

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

.....

NAME (PRINT)

Authorized Representative of Client



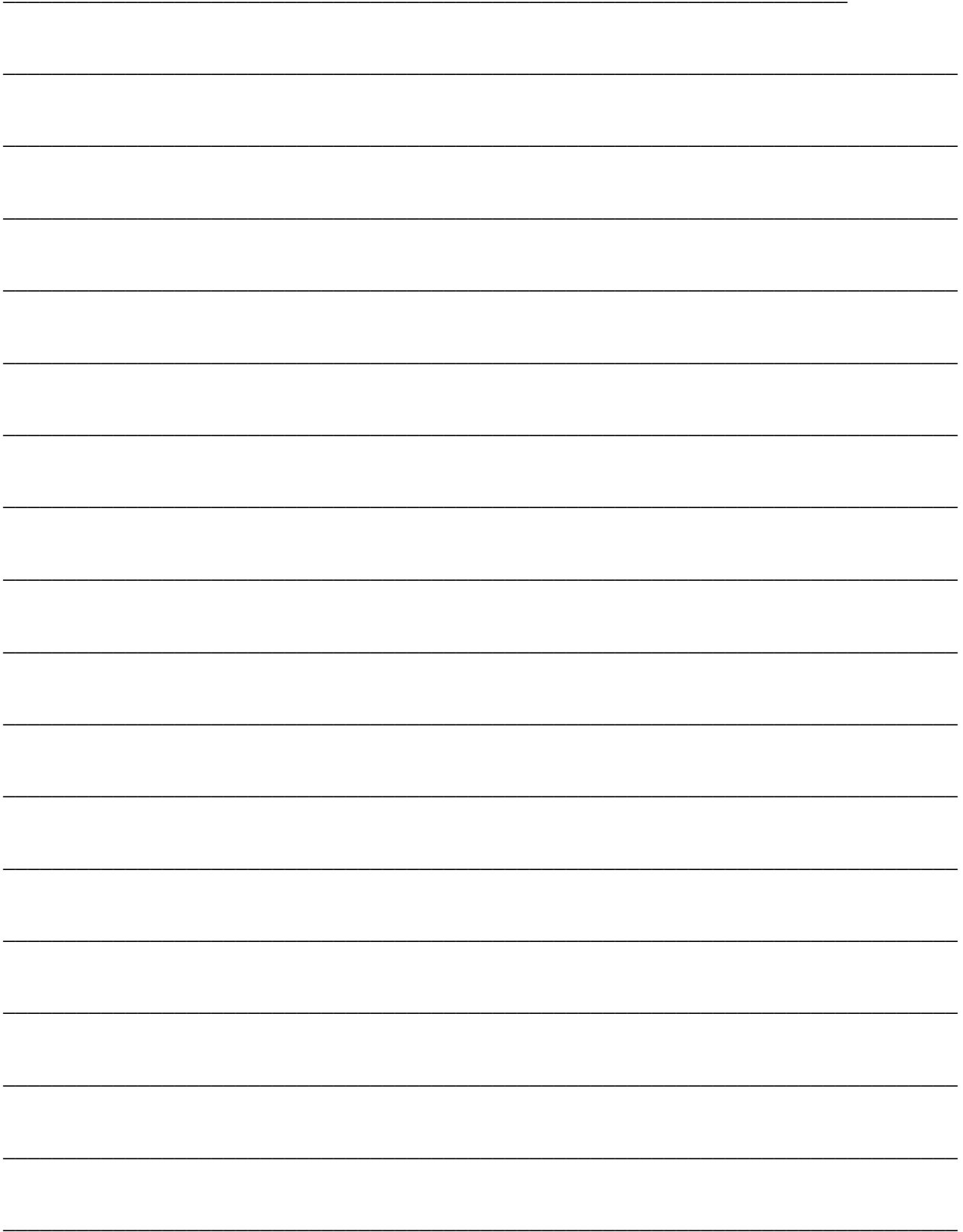
.....

(Signature)

**Company Stamp**

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

Response





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## APPENDIX G

### FORM OF TENDER

**TO: The Procurement Manager, Tobago Festivals Commission Limited**

**Request for Proposal: Provision of Consultancy Services for the Facilitation of Strategic Planning Process**

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.....

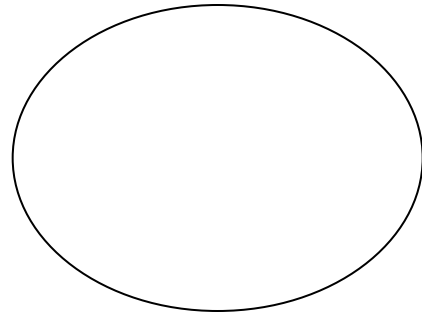
.....  
Signature

In the capacity of .....

Duly authorized to sign Tender for and on behalf of

.....

.....  
intentionally blank



**Company Stamp This page is left**