



**THE DIVISION OF SETTLEMENTS,
PUBLIC UTILITIES AND RURAL
DEVELOPMENT**

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

DETAILS	DATE	TIME
Tender Acknowledgement Submission	Tuesday 26 th July 2022	1:30 p.m.
Tender Closing Date	Tuesday 9 th August 2022	1:30 p.m.
Tender Opening Date	Wednesday 10 th August 2022	2:00 p.m.

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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 Settlements, Public Utilities and Rural Development (DOSPURD)** is seeking to engage competent and reliable proponents to facilitate the Development and Implementation of the Strategic Planning Exercise for the Division.

Expression of Interest providing information demonstrating that they have the requisite qualifications and relevant experience to perform the services so required. Details of the services to be provided are available in the Terms of Reference.

The DOSPURD will conduct its procurement process in accordance with procurement best practice to ensure integrity, accountability, good governance, transparency, and value for money.

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 requisite qualifications and relevant experience to perform the services so required. Details of the services to be provided are available in the Terms of Reference.

The DOSPURD will conduct its procurement process in accordance with procurement best practice to ensure integrity, accountability, good governance, transparency, and value for money.

2.0 PURPOSE

The purpose of this exercise is to lead the preparatory process in facilitating the development of and implementation of a Strategic Plan to cover the fiscal period commencing Financial Year (FY) - 2023 through 2028. A copy of DOSPURD’s Organizational Chart, Vision, Mission, Core Values and a brief description of the core responsibilities of each department/unit are attached as **APPENDIX A**.

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 CONSULTANCY

- 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/Environmental scan to determine the strategic direction;
- To prepare the Strategic Framework Proposal to lay out and justify the process that will be employed to develop the strategic plan.
- Recommend the best organizational design/reporting relationships to execute the Strategic Plan;
- Develop an implementation plan for the five (5) year period commencing FY 2023 - 2028;

- Consult widely with relevant stakeholders on the subject.
- Consultation 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
- Based on an environmental scan, stakeholder feedback and emergent vision and mission of DOPURD to prepare and submit to DOPURD for review the final draft of the Strategic Plan (FY2023-2028);
- Integrate the comments of DOPURD into the final version of the Strategic Plan (FY2023-2028);
- 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.

See **Appendix B** stating the requirements for this Request for Proposal (RFP). This content is not exhaustive but should at least be taken into consideration as part of the proposed solution.

5.0 FORMAT OF TENDERS

- (a) Tenders shall comprise a Two-Envelope System; this means a **separate** envelope containing the **financial** and a **separate** envelope for the **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 **ORIGINAL** and **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.

5.1 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.** DOSPURD 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 (**Appendix D**) 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 with their scope or terms of reference/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 E.**

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.

- **Past Performance** – Tenderers must provide **two (2) reference letters** for projects of a similar nature. Clients must in their letters state the cost of the projects done.
 - 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.
- (d) **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. This letter from a financial institution should have dollar values or a range indicating your financial capacity. Documents provided should not be older than six (6) months.
 - (e) **Implementation plan** - A detailed Methodology inclusive of a detailed Gantt chart inclusive of the time lines that will identify the deliverables and or phases of the works to be performed **MUST** be submitted.
 - (f) **Key Personnel – to include:**
 - i. The names, job title, 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 all key personnel to this project **MUST** be submitted.

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

Appendix G

(h) **Covid-19 Liability Waiver.** Tenderers must sign the Covid-19 Liability Waiver.

Appendix H

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.

5.2 TENDER ACKNOWLEDGMENT FORM

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

dosurpu.procurementunit@gmail.com

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:

dosurpu.procurementunit@gmail.com

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

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

**SECRETARY OF THE TENDERS
COMMITTEE**

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

**And submitted into the tender box situated in the lobby at the following
address:**

D Colosseum Building 2

Corner Bypass and Milford Road

Crown Point

Tobago

and deposited in the tender box no later than **Tuesday 9 August, 2022 by 1.30 p.m.**

Due to the Covid-19 Protocols, tenders shall be opened on Wednesday 10th August, 2022 at 10.00 am via the Zoom platform. Tenderers when signing the Tender Submissions Sheet MUST clearly write their emails so that the zoom link can be forwarded to all tenderers. The Division of Settlements, Public Utilities and Rural Development shall not be held responsible for Contractors failing to attend the zoom session.

All tenderers are invited to be present for the opening.

One original (1) and five (5) copies of the proposal MUST be submitted and MUST be labeled ORIGINAL and COPIES with a separate envelope containing the label of FINANCIAL and a separate envelope for the label of TECHNICAL for evaluation.

7.1 EVALUATION OF TENDERS

(DOSPURD) 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 (DOSPURD) 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**

No	Criteria	Score
1	Legal Status of Tenderer	Pass/Fail
2	Tax Compliance	Pass/Fail
3	Proof of Experience	Pass/Fail
4	Past Performance	Pass/Fail

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
1	Presentation, layout, order and compliance with documents to be submitted	10 pts
2	Detailed Implementation Plan/Methodology complete with Gantt Chart.	30 pts

3	Qualifications and Experience of Key Personnel involved in the project.	20 pts
4	Financial Capacity	15 pts
5	Price	25 pts

Tenderers must score at least 70% in award criteria 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 details. The evaluation committee will only open the price proposal envelope of the Firms who receive the 70% score in their technical submission. Those firms receiving this score, passing the technical component will then have their financial submissions be reviewed and scored for the best quality / price ratio. The unopened financial proposals of the remaining firms who did not receive the 70% mark 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 services 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 a Request for Proposal. No contractual obligations will arise between DOSPURD and any bidder until and unless DOSPURD 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 DOSPURD and the successful tenderer.

7.5 LATE TENDERS

Late tenders will not be accepted under any circumstances. The DOSPURD 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, commit 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 DOSPURD 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

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

- (a) The DOSPURD 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 DOSPURD 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 DOSPURD 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 DOSPURD 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 DOSPURD does not bind itself to accept the lowest or any offer or to reimburse proponents for any expenses incurred in bidding.
- (f) The DOSPURD 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 A

DIVISIONAL OVERVIEW

The **Division of Settlements, Public Utilities and Rural Development (DOSPURD)** is the primary institution through which the Assembly's responsibility for housing matters on the island is executed. The DOSPURD is charged with the responsibility to provide safe and affordable housing solutions primarily to lower and middle income groups, through the construction of subsidized housing units, through the provision of serviced lots, and assistance through its Home Improvement Programmes.

VISION

To be the ultimate service provider in the delivery of quality housing, enhanced public spaces and efficient public utilities.

MISSION

To improve the standard of living of citizens of Tobago through the provision of affordable housing solutions, the enhancement of communities through Urban Renewal and the efficient functioning of Public Utilities.

CORE VALUES

The following are the core values and philosophy of the DOSPURD:

- ***Customer Care***
Putting the customer first. Looking after customers and ensuring their satisfaction with one's business and its goods and services.
- ***Integrity***
Demonstrating sound moral and ethical principles. Consistency of actions are indicative of financial prudence, productivity and a dedication to duty.

Financial Prudence – in the use of public funds, the Division must employ best practices that promote and support responsible management and accountability for the financial resources under its control.

Productivity – effectiveness and efficiency in one's actions, which yields a positive result for stakeholders.

Dedication to Duty – a result oriented, customer centered approach fostered through ethical behavior and professionalism.

Confidentiality – holding information in confidence, respecting our client's right to privacy and gaining their trust as responsible custodians.

➤ ***Teamwork***

Together everyone achieves more. Effective communication drives a singleness of purpose and organizational synergy.

➤ ***Environmental Responsibility***

A clean, green safe and serene Tobago. Ensuring environmental sustainability.

ROLES AND FUNCTIONS OF DEPARTMENTS/UNITS

The Human Resources Unit

This unit manages the Division's most valuable resources – its employees. The responsibilities of the Unit concern the personnel and industrial relations of the organization and involve all matters relevant to employees from their recruitment to their exit from the service via retirement or resignation, with emphasis placed on their training and development during employment.

The main functions of the Human Resource Department are:

- a) Employment Planning
- b) Human Resource Audit and Evaluation
- c) Orientation of new employees into the organization
- d) Training Administration
- e) Labour management relations
- f) Grievance procedures/ Discipline
- g) Separation
- h) Retention and Turnover Management

The Legal Unit

The Legal Unit performs professional legal work in the Division. Duties include appearing in court, providing legal advice and opinions and drafting legal documents on matters involving the Division.

The Communications Unit

The role of this Unit is to develop and oversee information and communication programmes for the Division and to ensure effective dissemination of information to members of the public.

The main functions of the Communications Unit are:

- a) To develop, guide and update the Division's communication strategy and policy
- b) To provide multi-media services for various activities of the Division
- c) To enhance the quality and regularity of promotions of the Division
- d) Communication planning, brand management, speech writing and photograph

archiving.

The Registry Unit

The Registry Unit is the heart of the Division, it is the control center of all the information coming into and going out of the Division. It provides information to its users promptly.

The main functions of the Registry are:

- a) To receive information from internal and external sources.
- b) To disseminate information received to the relevant officers/ offices.
- c) To store information for further usage by relevant employees.

The Accounts Unit

The Accounting Unit is charged with the responsibility of managing, expending and accounting for all funds allocated to the Division through the annual budget of Trinidad and Tobago. The Unit is also responsible for the processing of all payments for goods and services procured and supplied to the Division.

The main functions of the Accounting unit are:

- a) The execution of projects in meeting the Division's mandate , i.e. requested releases, virements, and transfers as may be necessary
- b) The preparation of the Division's budget is guided and compiled by the 'Accounts'
- c) Honouring of payments to all clients/contractors and other service providers of the Division
- d) Timely processing and payment of salaries, wages and other remunerations to its human resource
- e) Ensuring that all payments are done in accordance with government's financial rules and regulations

The Information Technology Unit

This Unit is responsible for developing and maintaining a reliable communications, data, hardware and software infrastructure within the Division, as well as to provide proper technical support to better enable the Division to meet its service delivery mandate.

The Procurement Unit

This Unit is involved in the Public Procurement of varied categories of goods, services and works ranging from low to high value and low to high risk.

The main functions of the Procurement unit are to:

- a) Maintain and update annually standing lists of registered tenderers required by the procuring entity;
- b) Prepare, publish and distribute procurement and disposal opportunities including

invitations to tender, pre-qualification documents and invitations for expressions of interest;

- c) Co-ordinate the receiving and opening of tender documents;
- d) Co-ordinate the evaluation of tenders, quotations and proposals;
- e) Implement the decisions of the procurement, tender and disposal committees, including coordinating all activities of these committees;
- f) Act as a secretariat to the tender, procurement and disposal committees;
- g) Provide guidance on compliance with Procurement legislation to key stakeholders on the Public Procurement process;
- h) Assist in development of the Annual Procurement Plan.

The Client Relations Unit

This unit is responsible for the dissemination of information specific to the Home Improvement Programmes and the processing of applications for the Housing Programme and all Home Improvement Grants and Subsidies.

The Social Intervention Unit

The Administration of housing solutions/ relief for the most vulnerable in society or those affected by man-made and / or natural disasters in Tobago.

The Project Execution Unit

Planning, implementing and managing projects in the built environment.

The Engineering Unit

Provides technical support in the field of engineering, construction and maintenance activities.

The Electrical Inspectorate Unit

The Electrical Inspectorate has the responsibility to conduct electrical inspections on domestic, commercial and industrial installations throughout Tobago. They issue certificates on electrical installations meeting the requirements and practices in accordance with the Trinidad and Tobago Electricity Commission wiring of lights and power.

The Public Utilities Unit

Public Utilities deal primarily with ensuring that citizens of Tobago are afforded efficient functioning public utilities such as electricity, water and telecommunications.

The Rural Development Unit

Is charged with the development and implementation of an Integral Rural Development Action Plan (IRDAP) to promote sustainable development in Rural North East Tobago.

The Facilities Management Unit (to be operationalized)

This Unit will be responsible for the provision of facilities and related property management services for facilities under the Division's purview, while enforcing safety guidelines and procedures in compliance with building and safety legislation.

Engineering Department (MSU recommended).

The Engineering Department would be responsible for the daily operations of the planning, designing, and on-site monitoring of construction and ancillary related technical projects. It will function as the technical consultancy arm for the Administrator in the field of building design and construction, acting as contract custodians, ensuring that such agreements are adhered to with the established degree of quality.

The Department will comprise:

- ***Design and Engineering Support Section***

This section will be responsible for the design, daily planning, and on-site monitoring of construction projects.

- ***Site Monitoring and Reporting Section***

This section will be responsible for monitoring and evaluating all relevant sites relating to grant application and /or older housing developments.

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APPENDIX B

TERMS OF REFERENCE

Consultancy assignment for facilitating Development and Implementation of a Strategic Plan.

Consultancy Duration: 25 working days during months of **August 26th - September 30th**

2022. Location: Crown Point, Tobago

STATEMENT OF PRUPOSE

The DOSPURD is seeking a consultant to provide consultancy services to lead a strategic planning exercise and to produce a strategic plan for the period covering the financial years of 2023 through 2028. This plan will provide a comprehensive roadmap to achieve optimal delivery to internal and external stakeholders. It will establish a baseline assessment of our current state and articulate clear, quantifiable objectives as well as an implementation plan, complete with timelines for the medium-term. The strategic plan will include existing responsibilities as well as those initiatives that have been identified as deliverables by the Executive Council.

Specific objectives are as follows:

- a) Assess and analyze DOSPURD's internal environment
- b) Assess and analyze the DOSPURD's external environment and stakeholders
- c) Identify key areas of success and key areas of challenges
- d) Synthesize results of the assessments in (a) and (b) above in report format and identify (alternative) strategic direction for DOSPURD outlining the rationale for the proposed directions
- e) Plan and facilitate workshop (s) to prioritize strategic directions
- f) Support DOSPURD in designing appropriate metrics to best align identified strategic priorities
- g) Review the organization structure with a view to recommend if desirable, aligned departments/units in order to effectively discharge its mandate

- h) Draft and finalize DOSPURD's strategic plan

The high- level goals include:

1. Modernize the Organizational Structure

Assess and recommend a structure suitable for effective implementation of the mandate provided.

2. Incentivize Employees

Implement performance based management and a strategic culture of execution.

3. Measure Policy and Programme Effectiveness

Implement performance benchmarks and accountability measures to ensure that the Division's programmes and policies are responsive to the needs of our community, and evaluate their effectiveness using performance data.

4. Promote Good Governance

Undertake a comprehensive review of project management, engineering and social assistance practices towards greater adherence to relevant policies and legislation including the Public Procurement Legislation, and addressing recurring issues highlighted by Audit Reports, Public Accounts Committee and other reports on good governance.

5. Improve Public Communications

Implement an integrated communication plan across all platforms towards greater engagement and interactivity.

6. Enhance IT Infrastructure

Conduct an extensive review of the technology used with a view to computerizing and eventually digitizing programs and processes.

7. Build out New Units and Entities

Structure the operations of new units and company to align with revised mandate.

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.

- 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 2023-2028 period. The assessment will include review of relevant documents as identified in collaboration with DOSPURD, 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 comprising Units and Departments of the Division completed in 2022;
- The consultant will also conduct individual interviews with key Stakeholders from Settlements, Public Utilities, Rural Development, Interest Groups and government.
- The use of participatory processes is expected. As such, the Consultant will be expected to provide for active and meaningful engagement of DOSPURD staff and, relevant THA representatives, and in particular the Management Services Unit of the Tobago House of Assembly, and other stakeholders;
- It is expected that data will be analyzed using a rigorous and transparent analysis framework, summarized and presented back to DOSPURD to aid in prioritization of strategic directions. A key aspect of the consultancy is preparation for and facilitation of a strategic planning workshop/s with DOSPURD'S heads and staff members as well as key collaborating partners.
- 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.

METHODOLOGY

The methodology will consist of (but not limited to) the following:

- a) Document review,
- b) Interviews,
- c) Analysis and synthesis presented in reports,
- d) Workshop facilitation, and

e) Strategic plan drafting.

Firstly, the consultant familiarize him/herself thoroughly with legal and policy framework both at national and international levels so as to fully understand the current standards.

Secondly, the consultant will further review relevant DOSPURD documents as listed above and agreed consultation with DOSPURD and Management Services Unit (MSU). This will be followed by a well-planned set of interviews with all key stakeholders. This process will be followed by synthesizing the results in report format, including identifying strengths and weaknesses as well as alternative strategic focus for DOSPURD. Once the assessment process has been completed, the consultant will plan and facilitate a workshop with heads of Departments, staff and key stakeholders with the aim of prioritizing the strategic direction for 2023-2028.

Finally, the consultant will work in close collaboration with the THA and in consultation with the MSU of the Tobago House of Assembly to ensure the strategic plan is aligned with national standards.

DELIVERABLES

The consultant is expected to produce the main deliverables

DELIVERABLES	EXPECTED WORKING DAYS/SCHEDULES	DUE DATE
A succinct document that consolidates the work of previous teams assigned to evaluate the current state and status of the recommendation	4 working days (2 days meeting with the task force and MSU 2 days writing consolidated draft and SWOT Analysis	10 days after signing consultancy agreement
Interviews with the Secretary, Assistant Secretary, Administrator, Staff and Key Stakeholders	7 working days	TBD
Pre-workshop organization in consultation and coordination with DOSPURD staff.	2 days	TBD

Workshops conducted	3 working days	TBD
Final draft of the Strategy Framework Outline (FY2023-2028) prepared and submitted to DOSPURD Administrator	3 working days	10 days after end of workshop
Final Draft Strategic Plan presented for review	1 working day	7 days after receiving DOSPURD's comments
Strategic Plan finalized	3 working days	

EXPERTISE

Academic Qualifications

- a) At least a MBA in a relevant field in the area e.g. Business, Planning, Marketing, Public Policy, Development Studies or any other related field,
- b) The ideal Consultant will have knowledge of/proven expertise in:
 - Strategic Planning/Development;
 - Strategic Planning document preparation;
 - Proven experience in strategic planning and management;
 - Participatory approaches in conducting assessments and facilitating strategic planning process;
 - 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 communication 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 successfully;
- Experience in research, policy development, management and programming related work.

ROLES AND RESPONSIBILITIES

DOSPURD will be responsible for:

- Actively engaging with the Consultant during the assessment,
- Identifying stakeholders and relevant documents as needed;
- Managing communications and logistics associated with the assessment;
- Finalizing the Terms of Reference;
- Selecting, contracting and managing the Consultant;
- Covering the costs of the Strategic Planning Workshop;
- Providing technical advice and inputs throughout the process;
- Assist in identifying stakeholders and relevant documents as needed.

The MSU will be responsible for:

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

The Consultant will be responsible for:

- Preparation of a work plan and an appropriate Assessment Framework
- Actively engaging with staff, MSU and other stakeholders through the use of participatory processes;
- Regular process reporting and consultation with the Division
- Production of deliverables in accordance with the requirements and timelines of the Terms of Reference.

DELIVERABLES

The Consultant will be required to:

- An analysis Framework based on these Terms of Reference;
- A summary assessment report (synthesizing outcomes of document review and strategic directions);
- A strategic plan workshop agenda and facilitation plan;
- A strategy plan workshop agenda and facilitation plan;
- 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

TIMELINE

The assignment is expected to be completed within 30 working days, while contract duration can extend over a longer period.

APPENDIX C

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TENDER ACKNOWLEDGEMENT FORM

TO: Supervisor, Public Procurement
Division of Settlements, Public Utilities and Rural Development

TENDER: REQUEST FOR PROPOSAL (RFP) FOR THE DEVELOPMENT AND IMPLEMENTATION OF A STRATEGIC PLAN DOSPURD/RFP/2022-0002

☐ (Yes) We _____ have received
(Company Name)

The Request for Proposal and hereby confirm our intent to submit a tender for the above captioned.

Or

☐ (No) We _____ have received
(Company Name)

The Request for Proposal 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

Email:.....



Note: To be completed and emailed to Procurement Unit at dosurpu.procurementunit@gmail.com by
Wednesday 27th July, 2022 by 1:30 pm

APPENDIX D

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 organization's suitability to be selected for this tender. I also acknowledge that the THA's authorized 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



Company Stamp

For and on behalf of

.....

.....

.....

APPENDIX E

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)

this day)

of 20.....)

Before me,

COMMISSIONER OF AFFIDAVIT

APPENDIX F

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 G

FORM OF TENDER

TO: Secretary of Tenders Committee, Division of Settlements, Public Utilities and Rural Development

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

APPENDIX H

COVID-19 LIABILITY WAIVER

I acknowledge the contagious nature of the Corona virus/COVID-19 and that the Ministry of Health still recommend practicing social distancing. I further acknowledge that the Division of Division of Settlements, Public Utilities and Rural Development (DOSPURD) has put in place preventative measures to reduce the spread of the Corona virus/COVID-19.

I further acknowledge that the Division of Settlements, Public Utilities and Rural Development (DOSPURD) cannot guarantee that I will not become infected with the Corona virus/COVID-19. I understand that the risk of becoming exposed to and/or infected by the Corona virus/COVID-19 may result from the actions, omissions, or negligence of myself and others, including, but not limited to other staff, customers and visitors to the facilities.

I acknowledge that I must comply with all set procedures as set out by the Ministry of Health to reduce the spread of the Corona virus/ COVID-19 while my staff is performing works at the facilities.

I hereby declare that:

- I am not experiencing any symptoms of illness such as cough, shortness of breath or difficulty breathing, fever, chills, repeated shaking with chills, muscle pain, headache, sore throat, or new loss of taste or smell.
- I have not travelled internationally within the last 14 days.
- I have not traveled to a highly impacted area within the United States of America in the last 14 days.
- I do not believe I have been exposed to someone with a suspected and/or confirmed case of the Corona virus/COVID-19.
- I have not been diagnosed with Corona virus/COVID-19 nor have I ever been quarantined as suspected with the virus.

- I am following all the Ministry of Health’s recommended guidelines as much as possible and limiting my exposure practicing social distancing as far as possible.

I do hereby release and agree to the Division of Settlements, Public Utilities and Rural Development (DOSPURD) harmless from, and waive on behalf of myself, my staff and any personal representatives any and all causes of actions, claims, demands, damages, costs, expenses and compensation for damages or loss to myself and/or property that may be caused by any act, or failure to act or that may otherwise arise in any way in connection with any activities at the facilities. I understand that this waiver discharges DOSPURD from any liability or claim that I, my staff or any personal representative may have against DOSPURD with respect to any bodily injury, illness, death, medical treatment, or property damage that may arise from, or in connection to, any activities at the Centres.

Date: _____

Name of Director: (BLOCK) _____

Signature: _____

STAMP

APPENDIX I

REFERENCE REPORT

Name of Entity: Address:		Contact Person: Email: Phone:	
Scope of Works:			
Name of Vendor:			
Address:			
Est. Start Date:	Actual Start Date:	Est. Contract Sum:	
Est. End Date:	Actual End Date:	Actual Contract Sum:	

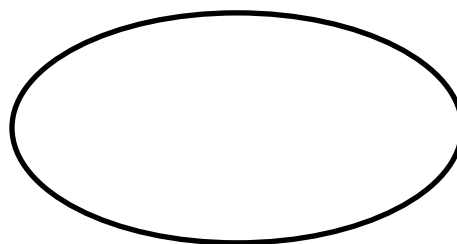
KEY: E –Excellent, **S:** Satisfactory, **U:** Unsatisfactory, **N:** N/A, **I:** Insufficient info. to rate

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 for 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	Yes		No		(Explain)	

OVERALL PERFORMANCE: **Excellent** **Satisfactory** **Unsatisfactory**

Dated this day of2022

Authorized Representative of Client



Signature

Response:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.