



Trinidad and Tobago
Postal Corporation

REQUEST FOR PROPOSALS FOR:

PROVISION OF CONSULTANCY SERVICES FOR PREPARATION OF A FIVE-YEAR STRATEGIC PLAN

REFERENCE NUMBER: RFP/TTP/MD/001/21



CLOSING DATE 3RD SEPTEMBER 2021

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SECTION 1- LETTER OF INVITATION

The Trinidad and Tobago postal Corporation (TTPOST) hereby invites you to submit a Proposal to this Request for Proposal (RFP) for the provision of consultancy services for preparation of a five-year strategic plan.

This RFP includes the following documents and the General Terms and Conditions of Contract which is inserted in the Bid Data Sheet (BDS):

Section 1: This Letter of Invitation

Section 2: Instruction to Bidders

Section 3: Bid Data Sheet (BDS)

Section 4: Evaluation Criteria

Section 5: Terms of Reference

Section 6: Returnable Bidding Forms

- Form A: Technical Proposal Submission Form
- Form B: Bidder Information Form
- Form C: Joint Venture/Consortium/Association Information Form
- Form D: Qualification Form
- Form E: Format of Technical Proposal
- Form F: Financial Proposal Submission Form
- Form G: Financial Proposal Form

If you are interested in submitting a Proposal in response to this RFP, please prepare your Proposal in accordance with the requirements and procedure as set out in this RFP and submit it by the Deadline for Submission of Proposals set out in Bid Data Sheet.

Please acknowledge receipt of this RFP by email to the following address to receive amendments or updates to the RFP: quotations@ttpost.net.

Should you require further clarifications, kindly communicate with the contact person/s identified in the attached Bid Data Sheet as the focal point for queries on this RFP.

TTPOST looks forward to receiving your Proposal and thank you in advance for your interest in TTPOST procurement opportunities.

Yours respectfully

For and on behalf of

SECTION 2- Instructions to Bidders

General Provisions

1. Introduction

1.1 Bidders shall adhere to all the requirements of this RFP, including any amendments in writing by TTPPOST. This RFP is conducted in accordance with the TTPPOST Procurement Policies and Procedures.

1.2 Any Proposal submitted will be regarded as an offer by the Bidder and does not constitute or imply the acceptance of the Proposal by TTPPOST. TTPPOST is under no obligation to award a contract to any Bidder as a result of this RFP.

2. Code of Conduct

In participating in a procurement process and submitting a tender, you agree NOT to canvass, discuss your tender submission or your participation in the process or any requirements regarding clarifications or meeting requests, with ANY Corporation Staff, members or other parties, other than those explicitly identified in this RFP document. Any breach of this code of conduct may be:

- a) A breach of confidentiality requirements;
- b) A breach of the Data Protection Act 2011;
- c) Or potentially anti-competitive, collusive or corrupt.

Should the Corporation identify such a breach of this code of conduct, the Corporation reserve the right to remove your submission from further consideration.

You must not canvass support or preferred use of your organisation with publishing media of any kind or with any other Tenderer or any member or officer of the Corporation or any individual representing the Corporation. Any bidder that does not comply with this paragraph (2.) shall have their tender rejected.

3. Anti-Corruption and Collusive Tendering

If the Corporation considers that a cover price (i.e., a tender that is not intended to be considered seriously) has been submitted, the Corporation may reject the tender. Please note that any evidence of price fixing arrangements will be reported.

By submitting your tender, you confirm that you have not committed a prohibited act; such as defined below:

- a) directly or indirectly offering, promising or giving any elected member of the parliament or any person working for or engaged by the Corporation a financial or other advantage to induce that person to perform improperly a relevant function or activity or rewarding that person for improper performance of a relevant function or activity;

- b) directly or indirectly requesting, agreeing to receive or accepting any financial or other advantage as an inducement or a reward for improper performance of a relevant function or activity about this contract;
- c) committing any offence under the Prevention of Corruption Act 1987;
- d) committing any offence of fraud;
- e) defrauding, attempting to defraud or conspiring to defraud the Corporation;
- f) fixing or adjusting the amount of your tender by or under or in accordance with any agreement or arrangement with any other person. You also certify that you have at no time, before or following the submission of your tender, carried out any of the following acts:
 - (i) communicating to any person except the Corporation the amount or approximate amount of your proposed tender, except where such disclosure, in confidence, is necessary to obtain legal or financial advice or insurance premium quotations required for the preparation of the tender;
 - (ii) entering into any agreement or arrangement with any person that he will not submit a tender in competition with you or as to the amount of any tender that he will submit;
 - (iii) offering or paying or giving or agreeing to give any sum of money or valuable consideration directly or indirectly to any person for doing or arranging for any of the actions mentioned in (i) or (ii). In the context of this paragraph, the word 'person' includes any individual and any company, firm, business, association or other body and 'any agreement or arrangement' includes any such transaction, formal or informal, and whether legally binding or not.

4. Freedom of Information

The Freedom of Information Act 1999 requires the Corporation to disclose on request information it holds. Information may only be withheld where a statutory exemption applies. In providing information to the Corporation, you therefore accept that such information may be disclosable under the Act and you should not provide information as part of your tender on an "in confidence" basis. If you consider that any information should not be disclosed because a statutory exemption applies, you should clearly mark it as such, stating the reasons for claiming the exemption. However, the final decision as to whether information should be disclosed or not shall be made by the Corporation. The Corporation will retain information gathered as part of this tender exercise in accordance with its retentions policy.

5. Conflict of Interest

5.1 Bidders must strictly avoid conflicts with other assignments or their own interests, and act without consideration for future work. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this solicitation process, if they:

- a) Are or have been associated in the past, with a firm or any of its affiliates which have been engaged by TTPOST to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the goods and services in this selection process;

- b) Were involved in the preparation and/or design of the programme/project related to the services requested under this RFP; or
- c) Are found to be in conflict for any other reason, as may be established by, or at the discretion of TTPOST.

5.2 In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to TTPOST, and seek TTPOST's confirmation on whether or not such a conflict exists.

5.3 Similarly, the Bidders must disclose in their proposal their knowledge of the following:

- a) If the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of TTPOST staff involved in the procurement functions and/or the Government or any Implementing Partner receiving services under this RFP; and
- b) All other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.

Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.

Preparation of Proposals

6. General Considerations

6.1 In preparing the Proposal, the Bidder is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.

6.2 The Bidder will not be permitted to take advantage of any errors or omissions in the RFP. Should such errors or omissions be discovered, the Bidder must notify TTPOST

7. Cost of Preparation of Proposal

7.1 The Bidder shall bear any and all costs related to the preparation and/or submission of the Proposal, regardless of whether its Proposal was selected or not. TTPOST shall not be responsible or liable for those costs, regardless of the conduct or outcome of the procurement process.

8. Language

8.1 The Proposal, as well as any and all related correspondence exchanged by the Bidder and TTPOST, shall be written in English.

9. Documents Comprising the Proposal

9.1 The Proposal shall comprise of the following documents:

- a) Documents Establishing the Eligibility and Qualifications of the Bidder;
- b) Technical Proposal;
- c) Financial Proposal;
- d) Proposal Security, if required by BDS;
- e) Any attachments and/or appendices to the Proposal.

10. Documents Establishing the Eligibility and Qualifications of the Bidder

10.1 The Bidder shall furnish documentary evidence of its status as an eligible and qualified vendor, using the Forms provided under Section 6 and providing documents required in those forms. In order to award a contract to a Bidder, its qualifications must be documented to TTPOST's satisfaction.

11. Technical Proposal Format and Content

11.1 The Bidder is required to submit a Technical Proposal using the Standard Forms and templates provided in Section 6 of the RFP.

11.2 The Technical Proposal shall not include any price or financial information. A Technical Proposal containing material financial information may be declared nonresponsive.

11.3 Samples of items, when required as per Section 5, shall be provided within the time specified and unless otherwise specified by TTPOST, and at no expense to TTPOST.

11.4 When applicable and required as per Section 5, the Bidder shall describe the necessary training programme available for the maintenance and operation of the services and/or equipment offered as well as the cost to the TTPOST.

12. Financial Proposals

12.1 The Financial Proposal shall be prepared using the Standard Form provided in Section 6 of the RFP. It shall list all major cost components associated with the services, and the detailed breakdown of such costs.

12.2 Any output and activities described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, as well as in the final total price.

12.3 Prices and other financial information must not be disclosed in any other place except in the financial proposal.

13. Consortium or Association

13.1 If the Bidder is a group of legal entities that will form or have formed a Joint Venture (JV), Consortium or Association for the Proposal, they shall confirm in their Proposal that : (i) they have designated one party to act as a lead entity, duly vested with authority to legally bind the members of the JV, Consortium or Association jointly and severally, which shall be evidenced by a duly notarized Agreement among the

legal entities, and submitted with the Proposal; and (ii) if they are awarded the contract, the contract shall be entered into, by and between TTPOST and the designated lead entity, who shall be acting for and on behalf of all the member entities comprising the joint venture.

13.2 After the Deadline for Submission of Proposal, the lead entity identified to represent the JV, Consortium or Association shall not be altered without the prior written consent of TTPOST.

13.3 The lead entity and the member entities of the JV, Consortium or Association shall abide by the provisions of Clause 10 herein in respect of submitting only one proposal.

13.4 The description of the organization of the JV, Consortium or Association must clearly define the expected role of each of the entity in the joint venture in delivering the requirements of the RFP, both in the Proposal and the JV, Consortium or Association Agreement. All entities that comprise the JV, Consortium or Association shall be subject to the eligibility and qualification assessment by TTPOST.

13.5 A JV, Consortium or Association in presenting its track record and experience should clearly differentiate between:

- a) Those that were undertaken together by the JV, Consortium or Association; and
- b) Those that were undertaken by the individual entities of the JV, Consortium or Association.

13.6 Previous contracts completed by individual experts working privately but who are permanently or were temporarily associated with any of the member firms cannot be claimed as the experience of the JV, Consortium or Association or those of its members, but should only be claimed by the individual experts themselves in their presentation of their individual credentials.

13.7 JV, Consortium or Associations are encouraged for high value, multi-sectoral requirements when the spectrum of expertise and resources required may not be available within one firm.

14. Only One Proposal

14.1 The Bidder (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture.

14.2 Proposals submitted by two (2) or more Bidders shall all be rejected if they are found to have any of the following:

- a) they have at least one controlling partner, director or shareholder in common; or
- b) any one of them receive or have received any direct or indirect subsidy from the other/s; or
- c) they have the same legal representative for purposes of this RFP; or
- d) they have a relationship with each other, directly or through common third parties, that puts them in a position to have access to information about, or influence on the Proposal of, another Bidder regarding this RFP process;
- e) they are subcontractors to each other's Proposal, or a subcontractor to one Proposal also submits another Proposal under its name as lead Bidder; or
- f) some key personnel proposed to be in the team of one Bidder participates in more than one Proposal received for this RFP process. This condition relating to the personnel, does not apply to subcontractors being included in more than one Proposal.

15. Proposal Validity Period

15.1 Proposals shall remain valid for the period specified in the BDS, commencing on the Deadline for Submission of Proposals. A Proposal valid for a shorter period may be rejected by TTPOST and rendered non-responsive.

15.2 During the Proposal validity period, the Bidder shall maintain its original Proposal without any change, including the availability of the Key Personnel, the proposed rates and the total price.

16. Extension of Proposal Validity Period

16.1 In exceptional circumstances, prior to the expiration of the proposal validity period, TTPOST may request Bidders to extend the period of validity of their Proposals. The request and the responses shall be made in writing and shall be considered integral to the Proposal.

16.2 If the Bidder agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal.

16.3 The Bidder has the right to refuse to extend the validity of its Proposal, and in which case, such Proposal will not be further evaluated.

17. Clarification of Proposal

17.1 Bidders may request clarifications on any of the RFP documents no later than the date indicated in the BDS. Any request for clarification must be sent in writing in the manner indicated in the BDS. If inquiries are sent other than specified channel, even if they are sent to a TTPOST staff member, TTPOST shall have no obligation to respond or confirm that the query was officially received.

17.2 TTPOST will provide the responses to clarifications through the method specified in the BDS.

17.3 TTPOST shall endeavour to provide responses to clarifications in an expeditious manner, but any delay in such response shall not cause an obligation on the part of TTPOST to extend the submission date of the Proposals, unless TTPOST deems that such an extension is justified and necessary.

18. Amendment of Proposals

18.1 At any time prior to the deadline of Proposal submission, TTPOST may for any reason, such as in response to a clarification requested by a Bidder, modify the RFP in the form of an amendment to the RFP. Amendments will be made available to all prospective bidders.

18.2 If the amendment is substantial, TTPOST may at its sole discretion extend the Deadline for submission of proposal to give the Bidders reasonable time to incorporate the amendment into their Proposals.

19. Alternative Proposals

19.1 Unless otherwise specified in the BDS, alternative proposals shall not be considered.

20. Pre-Bid Conference

20.1 When appropriate, a Bidder's conference will be conducted at the date, time and location specified in the BDS. All Bidders are encouraged to attend. Non-attendance, however, shall not result in disqualification of an interested Bidder. Minutes of the Bidder's conference will be shared by email as specified in the BDS. No verbal statement made during the conference shall modify the terms and conditions of the RFP, unless specifically incorporated in the Minutes of the Bidder's Conference or issued/posted as an amendment to RFP.

Submission and Opening of Proposals

21. Submission

21.1 The Bidder shall submit a duly signed and complete Proposal comprising the documents and forms in accordance with the requirements in the BDS. The submission shall be in the manner specified in the BDS.

21.2 The Proposal shall be signed by the Bidder or person(s) duly authorized to commit the Bidder. The authorization shall be communicated through a document evidencing such authorization issued by the legal representative of the bidding entity, or a Power of Attorney.

21.3 Bidders must be aware that the mere act of submission of a Proposal, in and of itself, implies that the Bidder fully accepts TTPPOST General Contract Terms and Conditions.

21.4 Hard Copy (manual) submission

Hard copy (manual) submission by courier or hand delivery allowed or specified in the BDS shall be governed as follows:

- a) The signed Proposal shall be marked "Original", and its copies marked "Copy" as appropriate. The number of copies is indicated in the BDS. All copies shall be made from the signed original only. If there are discrepancies between the original and the copies, the original shall prevail.
- b) The Technical Proposal and the Financial Proposal envelopes MUST BE COMPLETELY SEPARATE and each of them must be submitted sealed individually and clearly marked on the outside as either "TECHNICAL PROPOSAL" or "FINANCIAL PROPOSAL", as appropriate. Each envelope SHALL clearly indicate the name of the Bidder. The outer envelopes shall:
 - (i) Bear the name and address of the bidder;
 - (ii) Be addressed to TTPPOST as specified in the BDS
 - (iii) Bear a warning that states "Not to be opened before the time and date for proposal opening" as specified in the BDS.

If the envelopes and packages with the Proposal are not sealed and marked as required, TTPOST shall assume no responsibility for the misplacement, loss, or premature opening of the Proposal.

21.5 Email Submission

Email submissions will NOT be permitted for this Tender.

22. Deadline for Submission of Proposals and Late Proposals

22.1 Complete Proposals must be received by TTPOST in the manner, and no later than the date and time, specified in the BDS. TTPOST shall only recognize the date and time that the bid was received by TTPOST

22.2 TTPOST shall not consider any Proposal that is submitted after the deadline for the submission of Proposals.

23. Withdrawal, Substitution, and Modification of Proposals

23.1 A Bidder may withdraw, substitute or modify its Proposal after it has been submitted at any time prior to the deadline for submission.

23.2 Manual and Email submissions: A bidder may withdraw, substitute or modify its Proposal by sending a written notice to TTPOST, duly signed by an authorized representative, and shall include a copy of the authorization (or a Power of Attorney). The corresponding substitution or modification of the Proposal, if any, must be submitted in the same manner as specified for submission of proposals, by clearly marking them as "WITHDRAWAL" "SUBSTITUTION," or "MODIFICATION"

23.4 Proposals requested to be withdrawn shall be returned unopened to the Bidders (only for manual submissions), except if the bid is withdrawn after the bid has been opened

24. Proposal Opening

24.1 There is no public bid opening for RFPs. TTPOST shall open the Proposals in the presence of an ad-hoc committee formed by TTPOST, consisting of at least two (2) members.

Evaluation of Proposals

25. Confidentiality

25.1 Information relating to the examination, evaluation, and comparison of Proposals, and the recommendation of contract award, shall not be disclosed to Bidders or any other persons not officially concerned with such process, even after publication of the contract award.

25.2 Any effort by a Bidder or anyone on behalf of the Bidder to influence TTPOST in the examination, evaluation and comparison of the Proposals or contract award decisions may, at TTPOST's decision, result in the rejection of its Proposal and may be subject to the application of prevailing TTPOST's vendor sanctions procedures.

26. Evaluation of Proposals

26.1 The Bidder is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 23 of this RFP. TTPOST will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.

26.2 Evaluation of proposals is made of the following steps:

- i. Preliminary Examination
- ii. Minimum Eligibility and Qualification
- iii. Evaluation of Technical Proposals
- iv. Evaluation of Financial Proposals

27. Preliminary Examination

27.1 TTPOST shall examine the Proposals to determine whether they are complete with respect to minimum documentary requirements, whether the documents have been properly signed, and whether the Proposals are generally in order, among other indicators that may be used at this stage. TTPOST reserves the right to reject any Proposal at this stage.

28. Evaluation of Eligibility and Qualification

28.1 Eligibility and Qualification of the Bidder will be evaluated against the Minimum Eligibility/Qualification requirements specified in the Section 4 (Evaluation Criteria).

28.2 In general terms, vendors that meet the following criteria may be considered qualified:

- a) They have a good financial standing and have access to adequate financial resources to perform the contract and all existing commercial commitments,
- b) They have the necessary similar experience, technical expertise, production capacity where applicable, quality certifications, quality assurance procedures and other resources applicable to the provision of the services required;
- c) They are able to comply fully with TTPOST General Terms and Conditions of Contract;
- d) They do not have a consistent history of court/arbitral award decisions against the Bidder; and
- e) They have a record of timely and satisfactory performance with their clients.

29. Evaluation of Technical and Financial Proposals

29.1 The evaluation team shall review and evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and other RFP documents, applying the evaluation criteria, sub-criteria, and point system specified in the Section 4 (Evaluation Criteria). A Proposal shall be rendered non-responsive at the technical evaluation stage if it fails to achieve the minimum technical score indicated in the BDS. When necessary and if stated in the BDS, TTPOST may invite technically responsive

bidders for a presentation related to their technical proposals. The conditions for the presentation shall be provided in the bid document where required.

29.2 In the second stage, only the Financial Proposals of those Bidders who achieve the minimum technical score will be opened for evaluation. The Financial Proposals corresponding to Technical Proposals that were rendered non-responsive shall remain unopened, and, in the case of manual submission, be returned to the Bidder unopened. For emailed Proposals and e-tendering submissions, TTPOST will not request for the password of the Financial Proposals of bidders whose Technical Proposal were found not responsive.

29.3 The evaluation method that applies for this RFP shall be as indicated in the BDS, which may be either of two (2) possible methods, as follows: (a) the lowest priced method which selects the lowest evaluated financial proposal of the technically responsive Bidders; or (b) the combined scoring method which will be based on a combination of the technical and financial score.

29.4 When the BDS specifies a combined scoring method, the formula for the rating of the Proposals will be as follows:

Rating the Technical Proposal (TP):

TP Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100

Rating the Financial Proposal (FP):

FP Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100

Total Combined Score:

Combined Score = (TP Rating) x (Weight of TP-70) + (FP Rating) x (Weight of FP-30%).

30. Due Diligence

30.1 TTPOST reserves the right to undertake a due diligence exercise, also called post qualification, aimed at determining to its satisfaction, the validity of the information provided by the Bidder. Such exercise shall be fully documented and may include, but need not be limited to, all or any combination of the following:

- a) Verification of accuracy, correctness and authenticity of information provided by the Bidder;
- b) Validation of extent of compliance to the RFP requirements and evaluation criteria based on what has so far been found by the evaluation team;
- c) Inquiry and reference checking with previous clients, or any other entity that may have done business with the Bidder;

- d) Inquiry and reference checking with previous clients on the performance on on-going or contracts completed, including physical inspections of previous works, as necessary;
- e) Physical inspection of the Bidder's offices, branches or other places where business transpires, with or without notice to the Bidder;
- f) Other means that TTPOST may deem appropriate, at any stage within the selection process, prior to awarding the contract.

31. Clarification of Proposals

31.1 To assist in the examination, evaluation and comparison of Proposals, TTPOST may, at its discretion, ask any Bidder for a clarification of its Proposal.

31.2 TTPOST's request for clarification and the response shall be in writing and no change in the prices or substance of the Proposal shall be sought, offered, or permitted, except to provide clarification, and confirm the correction of any arithmetic errors discovered by TTPOST in the evaluation of the Proposals, in accordance with RFP.

31.3 Any unsolicited clarification submitted by a Bidder in respect to its Proposal, which is not a response to a request by TTPOST, shall not be considered during the review and evaluation of the Proposals.

32. Responsiveness of Proposal

32.1 TTPOST's determination of a proposal's responsiveness will be based on the contents of the Proposal itself. A substantially responsive Proposal is one that conforms to all the terms, conditions, TOR and other requirements of the RFP without material deviation, reservation, or omission.

32.2 If a Proposal is not substantially responsive, it shall be rejected by TTPOST and may not subsequently be made responsive by the Bidder by correction of the material deviation, reservation, or omission.

33. Nonconformities, Reparable Errors and Omissions

33.1 Provided that a Proposal is substantially responsive, TTPOST may waive any nonconformities or omissions in the Proposal that, in the opinion of TTPOST, do not constitute a material deviation.

33.2 TTPOST may request the Bidder to submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities or omissions in the Proposal related to documentation requirements. Such omission shall not be related to any aspect of the price of the

Proposal. Failure of the Bidder to comply with the request may result in the rejection of its Proposal.

33.3 For Financial Proposal that has been opened, TTPOST shall check and correct arithmetical errors as follows:

- a) if there is a discrepancy between the unit price and the line-item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line-item total shall be corrected, unless in the opinion of TTPOST there is an obvious misplacement of the decimal

point in the unit price; in which case the line-item total as quoted shall govern and the unit price shall be corrected;

- b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and
- c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail.

33.4 If the Bidder does not accept the correction of errors made by TTPOST, its Proposal shall be rejected.

Award of Contract

34. Right to Accept, Reject, Any or All Proposals

34.1 TTPOST reserves the right to accept or reject any Proposal, to render any or all of the Proposals as non-responsive, and to reject all Proposals at any time prior to award of contract, without incurring any liability, or obligation to inform the affected Bidder(s) of the grounds for TTPOST's action. TTPOST shall not be obliged to award the contract to the lowest priced offer.

35. Award Criteria

35.1 Prior to expiration of the proposal validity, TTPOST shall award the contract to the qualified Bidder based on the award criteria indicated in the BDS.

36. Right to Vary Requirements at the Time of Award

37.1 At the time of award of Contract, TTPOST reserves the right to vary the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

37. Contract Signature

38.1 Within ten (10) days from the date of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to TTPOST. Failure to do so may constitute sufficient grounds for the annulment of the award, and forfeiture of the Proposal Security, if any, and on which event, TTPOST may award the Contract to the Second Ranked Bidder or call for new Proposals.

38. General Terms and Conditions

39.1 TTPOST Contract General Terms and Conditions for Consulting Services will be used for this RFP.

39. Bank Guarantee for Advanced Payment

40.1 Except when the interests of TTPOST so require, it is TTPOST's preference to make no advance payment(s) (i.e., payments without having received any outputs). If an advance payment is allowed as per BDS, and exceeds 20% of the total contract price, or TTD150,000, whichever is less, the Bidder shall submit a Bank Guarantee in the full amount of the advance payment.

40. Liquidated Damages

41.1 If specified in BDS, TTPOST shall apply Liquidated Damages resulting from the Contractor's delays or breach of its obligations as per the Contract.

41. Payment Provisions

42.1 Payment will be made only upon TTPOST's acceptance of the work performed. The terms of payment shall be within thirty (30) days, after receipt of invoice and certification of acceptance of work issued by the proper authority in TTPOST with direct supervision of the Contractor. Payment will be either by bank transfer or cheque in Trinidad and Tobago Dollars.

SECTION 3- BID DATA SHEET

The following data for the services to be procured shall complement, supplement, or amend the provisions in the Request for Proposals. In the case of a conflict between the Instructions to Bidders, the Data Sheet, and other annexes or references attached to the Data Sheet, the provisions in the Data Sheet shall prevail.

<i>BDS No</i>	<i>Section 2 Ref.</i>	<i>Data</i>	<i>Specific Instructions / Requirements</i>
1		Submitting Proposals for Parts or sub-parts of the TOR (partial bids)	Not Allowed
2	19	Alternative Proposals	Will not be considered
3	20	Pre-Bid Conference	There will be no pre-bid conference.
4	15	Proposal Validity Period	90 days
5		Advanced Payment upon signing of contract	Allowed up to a maximum of 10 (ten) % of contract value. Refer Section 2 Instruction to Bidders, number 40. Bank Guarantee for Advanced Payment, for more detailed information.
6	41	Liquidated Damages	Will be imposed as follows: 0.2 percent of the delivered price of the delayed services for each additional day of delay until actual delivery, up to a maximum deduction of 10 per cent of the purchase order/contract price. Once the maximum is reached, the TTPPOST may consider termination of the purchase order/contract
7	39	Performance Security	Not Required
8	17	Deadline for submitting requests for clarifications/questions	25 th August 2021
9	17	Contact Details for submitting clarifications/questions	Focal Person in TTPPOST: Saraiah Lewis E-mail address: saraiah.lewis@tppost.net Responses to clarification question(s) will be only provided for written clarification question(s), not through verbal clarification question(s) Any delay in TTPPOST's response shall be not used as a reason for extending the deadline for submission, unless TTPPOST determines that such an extension is necessary and communicates a new deadline to the Proposers
10	18, 19 and 21	Manner of Disseminating Supplemental Information to the RFP and	Via email

		responses/clarifications to queries	
11	22	Deadline for Submission	3 rd September 2021
12	21	Allowable Manner of Submitting Proposals	Hard (manual) Copy Submissions only
13	21	Proposal Submission Address	The Procurement Manager Trinidad and Tobago Postal Corporation 240-250 Golden Grove Rd, Piarco 350462 Trinidad WI
14	26 35	Evaluation Method for the Award of Contract	Combined Scoring Method, using the 70%-30% distribution for technical and financial proposals respectively. The minimum technical score required to pass is 70%.
15		Expected date for commencement of Contract	October 2021
16	34	TTPOST will award the contract to:	One Proposer Only

SECTION 4- EVALUATION CRITERIA

Preliminary Examination Criteria

Proposals will be examined to determine whether they are complete and submitted in accordance with RFP requirements as per below criteria on a Yes/No basis:

- a) Appropriate signatures (a person or persons duly authorised to bind the bidder to the proposed price and forms A to G of this tender duly signed in the format provided and included in the proposal)
- b) Power of Attorney
- c) Minimum documents provided
- d) Technical and Financial Proposals submitted separately
- e) Bid Validity
- f) Bid Security submitted as per RFP requirements with compliant validity period
- g) Minimum

Minimum Eligibility and Qualification Criteria

Eligibility and Qualification will be evaluated on Pass/Fail basis. If the Proposal is submitted as a Joint Venture/Consortium/Association, each member should meet minimum criteria, unless otherwise specified in the criterion.

Subject	Criteria	Document requirement	Submission
Eligibility			
Legal Status	Proposers can be either incorporated or unincorporated companies.	Form B: Bidder Information Form	
Eligibility	Vendor is not suspended, nor debarred, nor otherwise identified as ineligible by any public body or any international Organization.	Form A: Technical Proposal Submission Form	
Conflict of Interest	No conflicts of interest in accordance with RFP clause 5.	Form A: Technical Proposal Submission Form	
Bankruptcy	Not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.	Form A: Technical Proposal Submission Form	
Joint Venture	The bidder has included a JV agreement or a letter of intent to form a legally enforceable JV including a draft agreement	JV agreement or a letter of intent	
Statutory Compliance	Bidder has submitted valid compliance certificates	NIS, BIR and VAT compliance certificates	
Qualification			
History of Non-Performing Contracts	Non-performance of a contract did not occur as a result of contractor default for the last 3 years.	Form D: Qualification Form	

Litigation History	No consistent history of court/arbitral award decisions against the Bidder for the last 5 years.	Form D: Qualification Form
Previous Experience	<p>Minimum 5 years strategic planning consulting.</p> <p>Minimum 3 (three) contracts of similar value, nature and complexity implemented over the last 5 (five) years.</p> <p>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</p>	Form D: Qualification Form
	<p>Minimum average annual turnover of TTD 1,000,000 for the last 2 years.</p> <p>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</p> <p>Bidder must demonstrate the current soundness of its financial standing and indicate its prospective long-term profitability.</p> <p>Bidders to include in their submission:</p> <ul style="list-style-type: none"> - balance sheet (including notes and income statements or other documents to demonstrate financial performance for the past two (2) years. <p>(For JV/Consortium/Association, all Parties cumulatively should meet requirement).</p>	Form D: Qualification Form
Financial Standing	<p>Bidder must demonstrate access to and availability of financial resources to meet the overall cash requirements for the contracts and its current commitments</p> <ul style="list-style-type: none"> - Provide evidence, such as, liquid assets, unencumbered real assets, lines of credit, bank support letter and other financial means other than contractual advance payments or other documents to demonstrate financial resources. <p>(Existing or intended JV must meet the requirement – all partners combined or must meet requirement – each partner)</p>	

Technical Evaluation Criteria

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1	Bidder's qualification, capacity and experience	30
2	Proposed Methodology, Approach and Implementation Plan	50
3	Management Structure and Key Personnel	20
	Total	

Section1	Bidder's qualification, capacity and experience	Points obtainable
1.1	Three (3) relevant strategic planning projects within the last five (5) years.	10
1.2	Client references in relation to overall delivery performance and service levels	12
1.3	Number of years' experience in providing strategic planning services	8
	Total Section 1	30

Section2	Proposed Methodology, Approach and Implementation Plan	Points obtainable
2.1	Understanding the TOR: - Conformity to the TOR - Consultant's initiatives and comments on the TOR	10
2.2	Proposed Methodology: details of the consultant's approach for delivering the TOR.	30
2.3	Project schedule/work plan, allocation of proposed staff and final report outline	10
	Total Section 1	50

Section3	Management Structure and Key Personnel	Points obtainable
3.1	Composition and structure of the team proposed are meeting the minimum requirement as outlined in the TOR	10
3.2	Assignment lead: General education background and professional qualifications, length of experience, positions held, duration with the firm and experience in the country/region.	5
3.3	Other key staff: Education background, qualifications and experience, positions held and duration with the firm. The minimum qualifications is Bachelor's Degree in the relevant fields	5
	Total Section 1	20

SECTION 5- TERMS OF REFERENCE

1.0 BACKGROUND

The Trinidad and Tobago Postal Corporation (TTPOST) is a State Corporation, formed by an Act of Parliament, the Trinidad and Tobago Postal Corporation Act No.1 of 1999. The Trinidad and Tobago Postal Corporation is the premier postal solution provider for GoRTT and the citizens of Trinidad and Tobago. TTPOST's vision is to be a world leader in the provision of postal and consumer services, while achieving economic viability and sustainability. It operates its business from sixty-six (66) delivery offices, comprising of four hundred and eighty-five (485) walks, thirteen (13) retail outlets, fifty-one (51) franchises and one hundred and nine (109) stamp resellers. These outlets offer a variety of products and services including, but not limited to stamp sales, courier item sales, merchandise sales, traffic ticket payment services, mail collection and drop off, customer query handling,

To correct its challenges, achieve business continuity and profitability, TTPOST intends to engage the services of a consultant to map a strategic path for the organization to meet emerging market trends in the postal sector locally and internationally. The path will focus on an appropriate TTPOST's business model, operations, human capital and new business. The consultancy will commence with examining the global and local postal sector and TTPOST with a plan to move TTPOST into becoming a financially viable, reputable and efficient postal operator, over a five (5) year period.

2.0 OBJECTIVE

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

3.0 SCOPE OF WORK

The scope and focus of this strategic assignment are to provide technical, strategic, and facilitation support to assist with the development of the new Strategic Plan for TTPOST and to enable the development of new strategic objectives that would be the target of execution during the next 5 years.

The Trinidad and Tobago Postal Corporation's expectation is that the proponent's facilitation will entail the review of the previous strategic goals and objectives. Also needed will be an assessment of the organization's SWOT as well as its Threats and Weaknesses (TOW) Matrix.

3.1 Desktop Review

The Consultant will be required to complete a review of the following:

- a) Reports on past reform postal efforts in Trinidad and Tobago

- b) Previous and current draft national postal policies
- c) Review of agreed internal and external audit reports
- d) Key reports/positions generated by the Universal Postal Union
- e) TPOST Act and subsidiary laws and regulations

3.1.2 Based on the desktop review, as well as other considerations as appropriate, details a recommendation on the most suitable business model for TPOST that focuses on its Universal Service Obligation mandate and its commercial activities.

3.1.3 Develop and execute a financial stabilization programme to stabilize TPOST within one year.

3.2 Core Plan

The Consultant is required to develop a Strategic Plan and implementation roadmap for the period 2022-2027 with related schedule of work activities on the basis of the recommended Business Model.

The Plan must include:

- a) Clearly defined and quantifiable strategic goals for the Plan's period
- b) A manpower plan and revised organizational structure
- c) An adaptable enterprise-wide information technology plan and solution which supports TPOST approved business model, its operations and strategic requirements
- d) A culture change management plan
- e) A detailed risk analysis and associated mitigation actions
- f) A re-capitalization scenario with options and alignment to any revised business model
- g) The development of Key Performance Indicators to function as the value driven qualitative and quantitative indicators for existing and targeted delivery items.
- h) Recommendation for legislative and regulatory amendments
- i) Operation plans for each Unit/ Department

3.3 Performance Management Framework

The Consultant shall develop a TPOST Performance Management System with Key Performance Indicators (KPIs) and scorecards that are aligned to the recommended TPOST strategic goals.

3.4 Plan Execution

Priorities and project plan the USO obligation and all viable commercial and revenue enhancement activities with clear owners, timelines milestones, dependencies and critical path analysis.

3.5 Implementation Support

Provide guidance and support to the senior and middle management team during execution / roll-out of all aspects of the Strategic Plan.

3.6 Policies and Procedures

Update and roll-out the policies and procedures in support of the effective execution of the Strategic Plan.

3.7 Business Process Re-engineering

Undertake the re-design and re-engineering of the business processes of TTPOST in accordance with any recommended Business Model and the Strategic Plan.

3.8 General

Identify key stakeholders and ensure appropriate engagement of same at each stage of the Consultancy through the facilitation of critical thinking workshops that encourage strategic thinking about the Corporation's current and future environment.

4.0 DELIVERABLES

4.1 Inception Report

An inception Report detailing the work plan with defined timelines and the methodology to be utilized in addressing each item under the Scope of Work.

4.2 Desktop Review

A desktop review report and a recommended Business Model for TTPOST.

4.3 Financial Stabilisation

A report detailing the recommended financial stabilization measures and the Action Plan for its implementation.

4.4 Strategic Plan and Implementation Roadmap

A core Strategic Plan and an Implementation Road Map with the following:

- a) Clearly defined and quantifiable strategic goals for the Plan's period

- b) A manpower plan and revised organizational structure
- c) An adaptable enterprise-wide information technology plan and solution which supports TTPOST approved business model, its operations and strategic requirements
- d) A culture change management plan
- e) A detailed risk analysis and associated mitigation actions
- f) A re-capitalization scenario with options and alignment to any revised business model
- g) Recommendation for legislative and regulatory amendments
- h) Operation plans for each Unit/ Department
- i) A revised Performance Management System with scoreboards and Key Performance Indicators (KPIs) aligned to the strategic goals
- j) A financial valuation of the Strategic Plan with robust financial options / scenarios and recommendations
- k) Facilitative support for the development of working arrangements that would allow the Corporation to monitor the implementation of the Strategic Plan over the duration of its lifecycle.

5.0 REPORTING

The Consultant will be required to provide monthly reports in an agreed format reflecting activities and results. This includes, but is not limited to, achievements to date, project progress, timelines and anticipated outcomes for presentation to the Ministry of Public Utilities.

6.0 DURATION OF THE ASSIGNMENT

It is anticipated that the Assignment will be completed within a total of four (4) months from the date of the signing of the contract between TTPOST and the Consultant.

7.0 CHARACTERISTICS OF CONSULTANCY

Place of Work: Trinidad and Tobago

8.0 CONSULTANT QUALIFICATION

The experience and qualification of the lead and junior members of the team executing the consultancy should be clearly established. The Consultant will be limited to persons and institutions who are citizens of or registered for business in Trinidad and Tobago, respectively.

SECTION 6- RETURNABLE BIDDING FORMS/CHECKLIST

This form serves as a checklist for preparation of your Proposal. Please complete the Returnable Bidding Forms in accordance with the instructions in the forms and return them as part of your proposal submission. No alteration to format of forms shall be permitted and no substitution shall be accepted. Before submitting your Proposal, please ensure compliance with the Proposal Submission instructions of the BDS 21.

Technical Proposal Envelope:

Have you duly completed all the Returnable Bidding Forms?		
1	Form A: Technical Proposal Submission Form	<input type="checkbox"/>
2	Form B: Bidder Information Form	<input type="checkbox"/>
3	Form C: Joint Venture/Consortium/ Association Information Form	<input type="checkbox"/>
4	Form D: Qualification Form	<input type="checkbox"/>
5	Form E: Format of Technical Proposal	<input type="checkbox"/>
6	Have you Submitted updated NIS, BIR and VAT compliance certificates?	<input type="checkbox"/>
7	Have you provided the required documents to establish compliance with the evaluation criteria in Section 4?	<input type="checkbox"/>

Financial Proposal Envelope

(Must be submitted in a separate sealed envelope)

1	Form F: Financial Proposal Submission Form	<input type="checkbox"/>
2	Form G: Financial Proposal Form	<input type="checkbox"/>

Form A- Technical Proposal Submission Form

Name of Bidder:		Date:
RFP reference:		

We, the undersigned, offer to provide the services for [Insert Title of services] in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope.

We hereby declare that our firm, its affiliates or subsidiaries or employees, including any JV/Consortium /Association members or subcontractors or suppliers for any part of the contract:

- a) have not been suspended, debarred, sanctioned or otherwise identified as ineligible by any Public Body or any international Organization;
- b) have no conflict of interest in accordance with Instruction to Bidders Clause 5;
- c) do not employ, or anticipate employing, any person(s) who is, or has been a TTPOST staff member within the last year, if said TTPOST staff member has or had prior professional dealings with our firm in his/her capacity as TTPOST staff member within the last three (3) years;
- d) have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
- e) undertake not to engage in proscribed practices, including but not limited to corruption, fraud, coercion, collusion, obstruction, or any other unethical practice, with TTPOST or any other party, and to conduct business in a manner that averts any financial, operational, reputational or other undue risk to the TTPOST and we embrace the principles of the Supplier Code of Conduct published by the Office of Procurement Regulator.

We declare that all the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or sanctioning by the TTPOST.

We offer to provide services in conformity with the Bidding documents, including the TTPOST General Conditions of Contract and in accordance with the Terms of Reference.

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand and recognize that you are not bound to accept any Proposal you receive.

I, the undersigned, certify that I am duly authorised by [Insert Name of Bidder] to sign this Proposal and bind it should TTPOST accept this Proposal.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

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Form B- Bidder Information Form

1	Legal name of Bidder	
2	Legal address	
3	Year of registration	
4	Bidder's Authorised Representative Information	Name and Title: Telephone numbers: Email:
5	Are you a TTPOST registered vendor?	Yes [] No []
6	Quality Assurance Certification (e.g., ISO 9000 or Equivalent) (If yes, provide a Copy of the valid Certificate):	
7	Does your Bidder hold any accreditation such as ISO 14001 related to the environment? (If yes, provide a Copy of the valid Certificate):	
8	Contact person TTPOST may contact for requests for clarification during Proposal evaluation:	Name and Title: Telephone numbers: Email:
9	Please attach the following documents:	<ul style="list-style-type: none"> - Bidder Profile, which should not exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods/services being procured - Certificate of Incorporation/ Business Registration

		<ul style="list-style-type: none">- NIS Compliance Certificate- BIR Clearance Certificate- VAT Clearance Certificate- Trade name registration papers, if applicable- Local Government permit to locate and operate in assignment location, if applicable- Official Letter of Appointment as local representative, if Bidder is submitting a Bid in behalf of an entity located outside the country
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Form C- Joint Venture/Consortium/Association Information Form

Name of Bidder:		Date:
RFP reference:		

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

No	Name of Partner and contact information (address, telephone numbers, fax numbers, e-mail address)	Proposed proportion of responsibilities (in %) and type of services to be performed
1		
2		
3		

Name of leading partner (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution)	
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We have attached a copy of the below document signed by every partner, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture:

[] Letter of intent to form a joint venture OR [] JV/Consortium/Association agreement

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to TTPOST for the fulfilment of the provisions of the Contract.

Name of partner:

Name of partner:

Signature: _____

Signature: _____

Date:

Date:

Name of partner:

Name of partner:

Signature: _____

Signature: _____

Date:

Date:

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Form D- Qualification Form

Name of Bidder:		Date:
RFP reference:		

If JV/Consortium/Association, to be completed by each partner.

Historical Contract Non-Performance

<input type="checkbox"/> Contract non-performance did not occur for the last 3 years			
<input type="checkbox"/> Contract(s) not performed for the last 3 years			
Year	Non-performed portion of contract	Contract Identification	Total Contract Amount (TTD)
		Name of Client: Address of Client: Reason(s) for non-performance:	

Litigation History (including pending litigation)

Year of Dispute	Amount of Dispute (TTD)	Contract Identification	Total Contract Amount (TTD)
		Name of Client: Address of Client: Matter in dispute:	

		Party who initiated the dispute:	
		Status of dispute:	
		Party awarded if resolved:	

Previous Relevant Experience

Please list only previous similar assignments successfully completed in the last 3 years. List only those assignments for which the Bidder was legally contracted or sub-contracted by the Client as a bidder or was one of the Consortium/JV partners. Assignments completed by the Bidder’s individual experts working privately or through other firms cannot be claimed as the relevant experience of the Bidder, or that of the Bidder’s partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Bidder should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by TTPOST.

Project Name	Client & Reference Contact Details	Contract Value	Period of activity and status	Types of activities undertaken

Bidders may also attach their own Project Data Sheets with more details for assignments above.

[] Attached are the Statements of Satisfactory Performance from the Top 3 (three) Clients or more.

Financial Standing

Annual Turnover for the last 3 years	Year	Turnover TT\$
	Year	Turnover TT\$
	Year	Turnover TT\$
Latest Credit Rating (if any), indicate the source		

Financial information	Historic information for the last 3 years		
	Balance Sheet Information		
	Year 1	Year 2	Year 3
Total Assets (TA)			
Total Liabilities (TL)			
Current Assets (CA)			
Current Liabilities (CL)			
	Income Statement Information		
Total / Gross Revenue (TR)			
Profits Before Taxes (PBT)			
Net Profit			
Current Ratio			

Attached are copies of the audited financial statements (balance sheets, including all related notes, and income statements) for the years required above complying with the following condition:

- a) Must reflect the financial situation of the Bidder or party to a JV, and not sister or parent companies
- b) Historic financial statements must be audited by a certified public accountant;
- c) Historic financial statements must correspond to accounting periods already completed and audited.

No statements for partial periods shall be accepted.

Form E- Format of Technical Proposal

Name of Bidder:		Date:
RFP reference:		

The Bidder's proposal should be organized to follow this format of Technical Proposal. Where the bidder is presented with a requirement or asked to use a specific approach, the bidder must not only state its acceptance, but also describe how it intends to comply with the requirements. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

SECTION 1: Bidder's qualification, capacity and expertise

- 1.1 Brief description of the organisation, including the year of incorporation, and types of activities undertaken.
- 1.2 General organisational capability which is likely to affect implementation: management structure, financial stability and project financing capacity, project management controls, extent to which any work would be subcontracted (if so, provide details).
- 1.3 Relevance of specialised knowledge and experience on similar engagements done in the region/country.
- 1.4 Quality assurance procedures and risk mitigation measures.

SECTION 2: Proposed Methodology, Approach and Implementation Plan

This section should demonstrate the bidder's responsiveness to the TOR by identifying the specific components proposed, addressing the requirements, providing a detailed description of the essential performance characteristics proposed and demonstrating how the proposed approach and methodology meets or exceeds the requirements. All important aspects should be addressed in sufficient detail and different components of the project should be adequately weighted relative to one another.

- 2.1 A detailed description of the approach and methodology for how the Bidder will achieve the Terms of Reference of the project, keeping in mind the appropriateness to conditions and project environment. Details how the different service elements shall be organised, controlled and delivered.
- 2.2 The methodology shall also include details of the Bidder's internal technical and quality assurance review mechanisms.
- 2.3 Explain whether any work would be subcontracted, to whom, how much percentage of the work, the rationale for such, and the roles of the proposed sub-contractors and how everyone will function as a team.
- 2.4 Description of available performance monitoring and evaluation mechanisms and tools; how they shall be adopted and used for a specific requirement.

2.5 Implementation plan including a Gantt Chart or Project Schedule indicating the detailed sequence of activities that will be undertaken and their corresponding timing.

2.6 Any other comments or information regarding the project approach and methodology that will be adopted.

SECTION 2A: Bidder’s Comments and Suggestions on the Terms of Reference

Provide comments and suggestions on the Terms of Reference, or additional services that will be rendered beyond the requirements of the TOR, if any.

SECTION 3: Management Structure and Key Personnel

3.1 Describe the overall management approach toward planning and implementing the project. Include an organisation chart for the management of the project describing the relationship of key positions and designations. Provide a spreadsheet to show the activities of each personnel and the time allocated for his/her involvement.

3.2 Provide CVs for key personnel that will be provided to support the implementation of this project using the format below. CVs should demonstrate qualifications in areas relevant to the Scope of Services.

Format for CV of Proposed Key Personnel

Name of Personnel	
Position for this Assignment	
Nationality	
Education/Qualifications	
Professional Certifications	
Employment Records/Experience	

References	[provide Names, addresses, Phone and Email contact information for two (2) references] Reference 1: Reference 2:

Form F- Financial Proposal Submission Form

Name of Bidder:		Date:
RFP reference:		

We, the undersigned, offer to provide the services for Strategic Planning Consulting Services in accordance with your Request for Proposal No. [Insert RFP Reference Number] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and our Financial Proposal sealed under a separate envelope. Our attached Financial Proposal is for the sum of [Insert amount in words and figures].

Our Proposal shall be valid and remain binding upon us for the period of time specified in the Bid Data Sheet.

We understand you are not bound to accept any Proposal you receive.

Name: _____

Title: _____

Date: _____

Signature: _____

[Stamp with official stamp of the Bidder]

Form G- Financial Proposal Form

Name of Bidder:		Date:
RFP reference:		

The Bidder is required to prepare the Financial Proposal following the format below and submit it in an envelope separate from the Technical Proposal as indicated in the Instruction to Bidders. Any Financial information provided in the Technical Proposal shall lead to Bidder's disqualification. The Financial Proposal should align with the requirements in the Terms of Reference and the Bidder's Technical Proposal.

Table 1: Summary of Overall Prices

	Amount(s)
Professional Fees (from Table 2)	
Other Costs (from Table 3)	
Total Amount of Financial Proposal	

Table 2: Breakdown of Professional Fees

Name	Position	Fee Rate	No. of Days/months/ hours	Total Amount
Subtotal Professional Fees:				

Table 3: Breakdown of Other Costs

Deliverable (#)	Description	UOM	Quantity	Unit Price	Total Amount
Subtotal Other Costs:					

Table 4: Breakdown of Price per Deliverable/Activity

Deliverable/ Activity description	Percentage	Professional Fees	Other Costs Total	

END