



Request for Expression of Interest
Advisory Services for the Development of Spatial Planning Guidelines

Contract/Bid No: MTI/DSPG/2019

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Section 1: Letter of Invitation

Monday 8th March 2019

To whom it may concern,

**Advisory Services for the Development of Spatial Planning Guidelines, for the Government of
the Republic of Trinidad and Tobago, Inter-American Development Bank (IDB) Loan
#3575/OC-TT**

The Government of the Republic of Trinidad and Tobago (the “Borrower”) has received a loan (hereinafter referred to as “the Loan”) from the Inter-American Development Bank (IDB) (the “Bank”) to finance the Strengthening of the Single Electronic Window for Trade and Business Facilitation. The Borrower plans to use a portion of those funds to defray eligible expenses under the contract for which this Expression of Interest is being issued.

The Ministry of Trade and Industry (the “Client”), is seeking a suitably qualified Individual Consultant to provide **Advisory Services for the Development of Spatial Planning Guidelines** for an approximate duration of six (6) months. In this regard, the MTI invites interested persons to indicate their interest in providing the advisory services as detailed in the attached Terms of Reference.

We kindly ask that Expressions of Interest (EOI) include the following in the format specified in the Request for Expression of Interest (RFEOI) document:

- Curriculum Vitae (see template at Attachment #1)
- Consultant’s Experience (see template at Attachment #2)
- Submission Letter (see template at Attachment #3)

These documents are available on the Ministry of Trade and Industry’s website at <http://tradeind.gov.tt/> and the United Nations Development Business’ website at: www.devbusiness.com.

The EOI and all related documents must be submitted by email in English no later than by **12:00 midnight (Trinidad time) on 1st April 2019**. The EOIs should be sent to the following email: piusew@gov.tt.

An Evaluation Committee will evaluate the EOIs on the basis of the Individual’s qualifications and experience. Any request for clarification must be sent with the heading “Request for Clarification” in writing by electronic mail to the MTI’s address as follows:

Attn: Programme Manager
Email: piusew@gov.tt

As a formal part of the evaluation process, shortlisted candidates will be required to undertake an interview either face to face or online.

At any time before the submission of the EOIs, the MTI may, for any reason, amend the attached documents. Any amendment shall be issued in writing through addenda and posted on the websites identified above.

MTI may at its discretion extend the deadline for the submission of EOIs.

The Ministry of Trade and Industry reserves the right to cancel the present invitation in its entirety or partially without defraying any cost incurred by individuals.

The MTI does not bind itself to accept any EOI.

Late EOIs will **NOT** be considered under any circumstances.

Yours respectfully,

Permanent Secretary
Ministry of Trade and Industry

Section 2: Terms of Reference

Advisory Services for the Development of Spatial Planning Guidelines

1.0 Background

The Government of the Republic of Trinidad and Tobago (GORTT) as part of its national strategy, in 2009, launched the Single Electronic Window (SEW) for Trade and Business Facilitation Project, branded as TTBizLink, an IT-based trade facilitation solution. This nationwide project arose out of efforts to improve the country's ease of doing business, enhance its competitiveness, and instill a culture of excellence in GoRTT. TTBizLink, the first of its kind in the Caribbean, is a secure business portal that provides 24/7 access to trade and business related government services by allowing parties involved in trade and transport to lodge standardized information and documents at a single entry point, in order to fulfill import, export and transit-related regulatory requirements. It is a 'one-stop-shop' mainly transactional portal accessible via the link www.ttbizlink.gov.tt where private stakeholders and approving government agencies can collaborate to process necessary approvals online in a seamless and efficient manner.

After three (3) phases of development, and with more than fourteen thousand two hundred (14,000) registered user accounts TTBizLink currently hosts forty six (46) transactional e-services administered by twenty four (24) government agencies across nine (9) separate Ministries.

TTBizLink has substantially reduced the need to send duplicate and repetitive information to multiple agencies, improved information sharing among government agencies and removed many of the inconsistent and fragmented trade and business processes which existed.

Despite the success of TTBizLink, the business climate in Trinidad & Tobago still presents challenges for enterprise development as highlighted by the Global Competitiveness Report 2017-2018¹ where Trinidad and Tobago ranked 83rd out of 137 countries. The Report identified "inefficient government bureaucracy" as one of the most problematic factor for doing business. Trading across borders was also reported as problematic; according to the 2019 Doing Business Report², Trinidad and Tobago ranked 105th out of 190 economies, taking an average of 92 hours and US\$749 (per container) to export, and 122 hours and US\$885 (per container) to import, significantly higher than leading countries such as Singapore (12 hours and \$372 to export, and 36 hours and \$260 to import) based on 2019 statistics.

More specifically, there are a number of gaps in the local trade and business facilitation architecture and in the operation of the SEW which have been jointly identified by public and private sector stakeholders including:

¹ World Economic Forum, Global Competitiveness Report 2017-2018.

² World Bank, Doing Business Report 2019

- (i) the SEW has not achieved interoperability with all the information systems within key logistics stakeholders (such as the Customs and Excise Division, the Port Authority of Trinidad and Tobago and the Port of Point Lisas) as well as international interoperability with main trading partners;
- (ii) current operational processes in key agencies such as Customs and Excise Division are not in line with international best practices and require an in-depth business process reengineering to further simplify and automate processes;
- (iii) although TTBizLink is available 24/7, government agencies process applications only from 8am to 4pm due to national legislative requirements;
- (iv) current risk management system in the Customs and Excise Division, as well as within the other major regulatory agencies, is rudimentary at best and requires substantial improvement;
- (v) national legislation needs to be reviewed and updated to conform to a new operating environment and facilitate the transition to a paperless environment;
- (vi) there is currently no electronic payments solution on the SEW;
- (vii) lack of a Business Continuity Plan and Data Recovery Solution for the SEW; and
- (viii) Institutional Governance of the SEW requires strengthening in order to ensure its long-term sustainability.

As a result of the problems discussed, the intent of this Project is to support the expansion of the current SEW which will benefit the private sector of Trinidad and Tobago, regardless of industry and operations volume, and in particular the trading community. Furthermore, government agencies will also benefit from the expansion of the SEW through the optimisation and simplification of their processes and capacity building.

1.10 Programme Details

The Strengthening of the SEW for Trade and Business Facilitation is an Inter-American Development Bank (IDB) funded programme to be executed by the Ministry of Trade and Industry (MTI). The overall objective of this project is to improve the trade performance and enhance the business competitiveness of Trinidad and Tobago through the strengthening and transformation of the SEW (TTBizLink) into a world-class solution based on international standards. The expected outcomes of the project are enhanced trade performance and competitiveness of Trinidad and Tobago, improved coordination and interoperability between government agencies and main international trading partners. The project will be divided in three (3) major components:

- **Component 1-** Enhancing and expanding the services of the SEW -This component will focus on upgrading the current TTBizLink to international best practices.
- **Component 2-** Enhancing the Interoperability of TTBizLink- This component will facilitate the exchange and analysis of data between TTBizLink and the information systems of key

stakeholders as well as the information systems of strategic trading partners of Trinidad and Tobago.

- **Component 3-** Modernising the Legislative, Institutional Framework for International Trade and Institutional Governance of the SEW. This component will address the deficiencies in the legislative framework and strengthen the institutional governance of the SEW.

Specifically, the *Development of Spatial Planning Guidelines for Trinidad and Tobago* is being pursued under Component 1 – Enhancing and Expanding the services of the SEW for International Trade and Institutional Governance of the SEW

1.20 Justification for Consultancy

The Town and Country Planning Division (TCPD) falls under the purview of the Ministry of Planning and Development. One of its key function is to develop and review land use policies and development plans for Trinidad and Tobago. The TCPD developed a *Guide to Developers and Applicants for Planning Permission* in the 1960s as a guide for all applications for planning permission. It was revised in 1989 and this version is still in use in conjunction with a draft *Physical Planning Standards* document which was developed in 2006. This Standards Document was intended to condense and simplify the information contained in the Guide to make it easier for users to understand and apply.

In spite of these efforts, members of the public did not seem sufficiently informed on Trinidad and Tobago's land use policy and development requirements. Users cited that the information contained in the Guide and Standards documents was ambiguous and difficult to understand. There was a high incidence of requests for planning permission for land development which, upon investigation by the TCPD, were inconsistent with current land use planning policy and site development standards; hence were refused planning permission. This resulted in a significant portion of the TCPD's resources being used to process applications that led to no land development activity. Consequently, the overall time taken to process all applications has been unduly lengthened, creating backlogs additionally, some users complained of the variability in the interpretation of guidelines and policy, by staff of the TCPD in the granting of approvals.

The TCPD embarked on a Transformation Programme in 2018 which is ultimately aimed at improving the overall customer experience through the automation, business process re-engineering, digitizing of paper records, and improvement in the delivery of all its services. To support this Programme, the TCPD has begun a comprehensive update of all mapped land use policies up to 2018. It is seeking to develop, and make publicly available, all spatial planning guidelines and policies.

This consultancy will address the Service Delivery aspect of the Transformation Programme through the division of the Physical Planning Standards (2006) Draft into smaller, more user-

friendly and workable planning guidelines called Spatial Planning Guidelines (SPGs) as defined in the Town and Country Planning (TCP) Act and the Planning and Facilitation of Development (PAFD) Act 2019. The use of SPGs will allow land developers to make more informed decisions on the type of development which can be pursued in different localities and avoid the submission of redundant applications.

This is expected to result in more optimal use of the TCPD's resources and increase productivity in the granting of approvals. Moreover, clear guidelines as embodied in the SPGs would increase transparency and reduce variability in the decisions made by staff of the TCPD. This increases public confidence and customer satisfaction in the delivery of services by the TCPD.

To date the TCPD has developed twelve (12) individual SPGs and has identified eighteen (18) additional SPGs to be developed under this consultancy.

2.0 General Objectives of this Consultancy

The general objective of this consultancy is to develop spatial/ land use planning guidelines for Trinidad and Tobago. The development of Spatial Planning Guidelines (SPGs) will enhance the capacity at the Town and Country Planning Division to deliver the development planning and control processes more efficiently and effectively. It will also allow developers and the business community to make informed decisions as to what land use is allowed and most suited for a particular plot of land and to reduce the incidence of applications being rejected.

2.1 Specific Objectives of Consultancy

The specific objective of this consultancy is to standardize site development standards and planning guidelines for eighteen (18) types of development activities through the creation of Spatial Planning Guidelines (SPGs) for each activity that meets the requirements of the PAFD Act.

3.0 Scope of Services

3.1 Specific Tasks

The specific tasks related to this Consultancy shall be executed in five (5) phases:

Phase 1: Project Initiation

- i. Conduct inception meetings with the Executing Agency, Town and Country Planning Division (TCPD) of the Ministry of Planning and Development (MPD) and key partners upon commencement of the project to (i) review the process for conducting all activities

within the project, (ii) determine roles and responsibilities, (iii) discuss the basis on which this work will be implemented, and (iv) finalize the methodology, work breakdown structure and project schedule for all project deliverables.

Phase 2 – Gap Analysis

- i. Undertake a thorough review of existing literature, background materials including any existing national applicable legislations, plans, policies strategies, guidelines, standards, and background documents, some of which are listed in **Annex I** to identify gaps and any existing and/or potential conflicts / challenges for spatial planning. This review should include primary and secondary research to prepare a gap analysis report on the current state of spatial planning in the areas listed below and the requirements to develop SPGs for each area.
 1. Gas Station and CNG Stations
 2. Cemeteries, crematoriums and funeral homes
 3. Driveways and right of ways
 4. Granny flats and maid quarters
 5. Home-based occupation
 6. Basement residential parking
 7. Mixed-use development
 8. Places of worship
 9. Small scale village industrial activities
 10. Resort development
 11. Brownfield development guidelines
 12. Industry – specifically Heavy Industry
 13. Warehousing
 14. Landscape Design Guidelines (Ref. NSDS, p 47)
 15. Designing and creating places for people – Design Statement (Ref. NSDS p36)
 16. Climate change adaptation design guidelines (for waterfront areas)/ Coastal Development – inclusive of climate change/ rising sea level mitigation
 17. Public spaces, recreation, parks, trails and green/ open spaces
 18. Guidelines for Green building construction and LEED certification (also to include guidelines on urban roof-top farming)
- ii. Engage, collaborate and undertake interviews with key stakeholders listed but not limited to Annex II to identify problems and challenges and inform recommendations for the development of the guidelines.
- iii. Benchmark the current state against the current best practices or international standards in each of these areas identified above.
- iv. Presentation to key stakeholders on findings of the gap analysis.

Phase 3: Draft Spatial Planning Guidelines

- i. Based on the information contained in the Gap Analysis, the consultant is expected to develop detailed Draft Spatial Planning Guidelines for each area identified in Phase 2 above.
- ii. In developing the draft Spatial Planning Guidelines, the consultant will consult with the stakeholders identified in Annex II and any other stakeholders identified in the course of the Consultancy

Phase 4: Stakeholder Validations

- i. Conduct validation workshops to the MPD technical teams, executives of the Ministry of the MPD and other relevant government agencies and private sector stakeholders.
- ii. The consultant will prepare a report on the workshop on discussions which took place at the workshop and incorporate changes where necessary to be made to the Draft Spatial Planning Guidelines based on stakeholder consultations.

Phase 5: Final Spatial Planning Guidelines

- i. Incorporate feedback and comments where necessary into Draft SPGs and present finalized SPGs to the Ministry of Planning and Development.
- ii. Make presentations to internal and external stakeholders on the finalized Spatial Planning Guidelines.

4. Deliverables/Specific Outputs

The Consultant will be expected to deliver the following deliverables according to the schedule below:

Item No.	Deliverable	Submission Schedule Days – calendar days	Review Period Days – calendar days	Payment Amount	Format
1.	Inception Report: Report detailing the methodology, work breakdown structure	5 days after commencement of services.	7 days	Ten percent (10 %) of Contract Price	Electronic, MS Word and PDF Two (2)

	and project schedule for all project deliverables				Bound Hard Copies
Phase 2: Gap Analysis					
2.	Report 2: Detail Gap Analysis Report and presentation to key stakeholders	30 days after acceptance of Deliverable 1	10 days	Twenty percent (20%) of the contract price	Electronic, MS Word and PDF Two (2) Bound Hard Copies and workshop
Phase 3: Draft Spatial Planning Guidelines					
3	Drafts of Eighteen (18) Spatial Planning Guidelines	30 days after acceptance of Deliverable 2.	20 days	Thirty percent (30%) of the Contract price	Electronic, MS Word and PDF Two (2) Bound Hard Copies
Phase 4: Stakeholder Validation					
4.	Stakeholder Validation Workshop and Report on Validation Workshop	10 days after acceptance of Deliverable 3.	5 days	Fifteen percent (15%) of the contract price	Electronic, MS Word and PDF Two (2) Bound Hard Copies
5.	Presentation to TCPD Management and Report on Presentation at Internal Review Committee (IRC)	10 days after acceptance of deliverable 3.	5 days		Electronic, MS Word and PDF Two (2) Bound Hard Copies
Phase 5: Final Spatial Planning Guidelines					
6.	Final Report inclusive of the Eighteen (18) Finalized Spatial Planning Guidelines	10 days after acceptance of deliverable 4.	10 days	Twenty five percent (25%) of	Electronic, MS Word and PDF Two (2) Bound Hard Copies

				the contract price	
7.	Stakeholder Sensitization Workshop and a Final Report including a clear and concise summary of the activities undertaken, inputs, outputs, conclusions, recommendation, implication for MPD and stakeholders, etc. as appropriate.	10 days after acceptance of deliverable 5.	5 days		Electronic, MS Word and PDF Two (2) Bound Hard Copies

5. Characteristics of the Consultancy

The characteristics of this Consultancy are outlined as follows:

- i) Type of Consultant: International Individual Consultant selection based on qualifications (IICQ)
- ii) Start Date and Duration: Q3 of 2019 over a period of six (6) calendar months
- iii) Work location: Consultant's Office

6. Requirements Skills and Competencies

The Consultant will be expected to possess the following:

- Master's Degree in Urban and Regional Planning or similar discipline such as Geography and Environmental Planning
- At least eight (8) years extensive knowledge and experience in land use planning and the development of spatial guidelines and standards.
- Experience, in-depth knowledge of the Caribbean Spatial Planning context as well as international perspectives will be an asset.
- Knowledge and experience in developing, documenting and implementing public sector projects
- Proven experience in facilitating development planning projects
- Experience working across multiple government organizations and private stakeholders
- Registration with the Trinidad and Tobago Society of Planners as a Professional Member or similar professional association will be an asset
- Strong communication/analytical/presentation skills
- Fluency and proficiency in English

Qualifications must be supported by a certified copy of qualifications.

7.0 Supervision and Reporting Requirements

7.1 Reporting

The Consultant shall simultaneously provide status reports directly to the MPD, with copies sent to the MTI as required as required, during the execution of this Consultancy.

The Consultant shall meet with stakeholders as requested, particularly the MTI and MPD who have a high level of influence over the project. All submissions must be in English Language, delivered via the form and media stated in the schedule, delivered on the date requested and addressed to:

Programme Manager
Project Implementation Unit – *Strengthening of the Single Electronic Window for Trade and Business Facilitation Project*
Ministry of Trade and Industry
Level 9, Nicholas Tower
63-65 Independence Square
PORT OF SPAIN
Email: PIUSEW@gov.tt

Permanent Secretary/ a designate
Ministry of Planning and Development

7.2 Responsibility of the Client

The MTI, as the executing agency shall support the implementation of this Consultancy. Accordingly, the MTI shall:

1. Provide a Counterpart Team to guide the implementation of the Consultancy.
2. Provide relevant and appropriate information as required by the Consultant.

7.3 Responsibility of the Ministry of Planning and Development

The MPD, as the primary stakeholder for the Project shall support the implementation of this Consultancy. Accordingly, the MDP shall:

- i. Facilitate the arrangements for interviews and provision of access to Project documents, relevant existing regulations, legislations, policies and relevant organisational process assets as required.
- ii. Provide a Counterpart Team to guide the implementation of the Consultancy.
- iii. Provide relevant and appropriate information as required by the Consultant.
- iv. Provide feedback on deliverables in line with agreed requirements and timeframes.

7.4 Responsibility of the Consultant

The Consultant will:

1. Absorb **all** expenses inclusive of, direct staff, office space and facilities, computer systems and software, telecommunication systems, travel expenses, costs associated with stakeholder workshops, hard copy report deliveries and any other incidentals.
2. Undertake the activities of the Consultancy utilizing primarily its own technical resources.
3. Ensure the validity and reliability of any instruments and tools developed and/or utilized for training, workshops and other working sessions.
4. Ensure the confidentiality of all aspects of this Consultancy.
5. Firmly adhere to the project's timelines and deliverables schedule.
6. Provide the MPD with enough information necessary for acceptance or rejection of the terms of the proposed project
7. Provide the MPD with sufficient information necessary and in a timely manner, so that informed assessments can be made regarding the performance of the project consultants
8. Develop and deliver thorough and robust policy documents for use in the MPD
9. Ensure the project remains relevant and reasonable in legal, economical and technical terms as per the PAFD Act and the NSDS

8.0 Working Language

The working language shall be English

9.0 Confidentiality

The Consultant shall not, except as authorized by the MPD/ MTI or required by the stipulated duties under the contract, use for the Consultant's own benefit or gain or divulge to any persons, firm, company or other organization whatsoever any confidential information belonging to the Government or relating to the affairs or dealing which may come to the provider's knowledge during the engagement. This restriction shall cease to apply to any information or knowledge which may subsequently come into the public domain other than in breach of this clause.

10.0 Ownership

All data, records, reports and other documents prepared by the Consultant, or obtained from whatever source in connection with carrying out the functions of this position, shall become and remain the property of the Ministry of Planning and Development. The Consultant shall not later than upon termination or expiration of the contract, deliver all such documents to the Ministry together with a detailed inventory thereof. The Consultant may retain a copy of such documents but shall not use them for purposes unrelated to this contract without prior written approval of the Ministry.

11. Eligibility

The applicable rules of the Government of the Republic of Trinidad and Tobago will apply in determining the eligibility and selection of the consultant. It should be noted that only individuals from member countries of the Inter-American Development Bank (IDB) are eligible to apply.

Annex I – Key Documentations to be Reviewed in Gap Analysis

- Existing Spatial Planning Guidelines
- The Guide to Developers and Applicants for Planning Permission (1989)
- Physical Planning Standards (2006) Draft
- Town and Country Planning Act (for historical context and the institutional environment)
- Planning and Facilitation of Development (PAFD) Act 2019
- Mapped Land Use Policies
- National Spatial Development Strategy (NSDS)
- National Development Strategy - Vision 2030

Annex II – Key stakeholders to be consulted

- Ministry of Planning and Development
- Town and Country Planning Division
- Port of Spain City Corporation
- Ministry of Local Government Ministry of Rural Development and Local Government
- Other Municipal Corporations
- Environmental Management Authority
- Government Electrical Inspectorate (GEI)
- Ministry Of Public Utilities
- Ministry of Trade and Industry
- Bureau of Standards
- Ministry of Works and Transport - Drainage Division
- Occupational Safety and Health Authority Agency
- Water and Sewerage Authority (WASA)

- Ministry of Energy and Energy Industries - Petroleum Inspectorate, Quarries and Mining Division
- Fire Services of Trinidad and Tobago
- Institute of Marine Affairs
- Advisory Town Planning Panel
- Trinidad and Tobago Electricity Commission
- Civil Aviation Authority
- National Trust
- Tobago House of Assembly
- Trinidad and Tobago Institute of Architects
- Trinidad and Tobago Society of Planners
- Trinidad and Tobago Contractors Association
- Institute of Surveyors of Trinidad and Tobago
- Registrar General - Ministry of the Attorney General and Legal Affairs
- Ministry of Agriculture - Forestry Division
- Survey and Mapping Division
- Ministry of Health
- Telecommunications Authority
- Housing Development Corporation
- Caroni 1975 Ltd.

It should be noted that this list is not exhaustive and other relevant agency or documentation should also be consulted. **

Section 3: Standard Forms

STANDARD FORMS

ATTACHMENT #1

CURRICULUM VITAE FOR CONSULTANT

1. **Name of Consultancy:** _____
2. **Name of Individual:** _____
3. **Date of Birth:** _____ **Nationality:** _____
4. **Education:** *[Indicate college/university and other specialized education, giving names of institutions, degrees obtained, and dates of obtainment]:*
5. **Membership of Professional Associations:**
6. **Other Training:** *[Indicate significant training since degrees named in 4 - Education]:*
7. **Countries of Work Experience:** *[List countries where you have worked in the last ten years]:*
8. **Languages:** *[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]:*
9. **Employment Record:** *[Starting with present position, list in reverse order every employment since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]:*

From [Year]: _____ To [Year]: _____
Employer: _____
Positions held: _____
10. **Detailed Tasks Assigned:**
11. **Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned**

[Among the assignments you have been involved, indicate the following information for those assignments that best illustrate your capability to handle the tasks listed under 10-Detailed Tasks Assigned.]

<p>[List all tasks to performed under this assignment]</p>	<p>Name of assignment or project: Year: Location: Main project features: Position held: Activities performed:</p>
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12. Reference: *[three (3) client references from projects of a similar nature with full contact information for two (2) professional references]*

13. Certification: *[Attach copies of qualifications certification]*

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

_____ Date: _____
[Signature]
Day/Month/Year

ATTACHMENT # 2**CONSULTANT'S EXPERIENCE**

[Using the format below, provide information on each assignment for which you were legally contracted either individually as part of a corporate entity, for carrying out consulting services similar to the one requested under this assignment.]

Assignment Name:	Approx. value of the contract (in current US\$):
Country : Location within country:	Duration of assignment (months):
Name of Procuring Entity: Address:	Total No of staff-months of the assignment: Approx. value of the services provided by you or your firm under the contract (in currency US\$):
Start date (month/year):	No. of professional staff-months provided by you:
Completion date (month/year):	Name of senior professional staff of the firm involved (if applicable) and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Name of associated Consultants, if any:	
Narrative description of Project:	
Description of actual services provided by you within the assignment:	

Individual's Name: _____

ATTACHMENT # 3
SUBMISSION LETTER

*[Location,
Date]*

To: *[Name and address of MTT]*

Dear Sirs:

I, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your advertisement dated *[Insert Date]* and my Submission. I am hereby submitting my Expression of Interest.

I hereby declare that all the information and statements made in this Expression of Interest are true and accept that any misinterpretation contained in it may lead to our disqualification.

I undertake, if my Expression of Interest is accepted, to initiate the consulting services related to the assignment as per the Terms of Reference.

Yours sincerely,

Authorized Signature *[In full and initials]*: _____

Name and Title of Signatory: _____

Address: _____