



GOVERNMENT OF BERMUDA

Ministry of Economic Development
Department of Energy

Request for Proposals

Consulting Services

To Develop a RFP for Utility-Scale Solar PV in St. David's, Bermuda

RFP Reference Number: DOE2015-11
Issued on November 6th 2015



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Ministry of Economic Development
Department of Energy

6 November 2015

RFP DOE2015-11
Utility Scale Solar PV RFP Development

Request for Proposal for Consulting Services to Develop a RFP for Utility-Scale Solar PV in St. David's, Bermuda.

The Government of Bermuda, through the Department of Energy, is issuing this Request for Proposals (RFP) to solicit proposals from qualified consultants to develop a RFP for utility-scale solar PV, and provide assistance with the administration of the project RFP and selection of the best proposal. Companies are invited to submit an electronic proposal, in accordance with the requirements set forth in the documents attached hereto. Specifically, this RFP includes the following documents:

- This letter of invitation
- Instructions to Bidders
- Terms of Reference/Scope of Work
- Company Information Checklist
- Proposed Format for Technical Approach and Methodology
- Proposed Format for Company Team Composition
- Certificate of Confirmation of Non-Collusion

This project involves the provision of consulting services in Bermuda as outlined in the Scope of Works. Full details, RFP documents and forms may be obtained from the Bermuda Government Portal, Procurement Notices website at www.opmp.gov.bm.

Pre-Submission Information

Companies interested in submitting a proposal should provide point of contact information to ensure receipt of any supplemental information that may be provided by the Government prior to the closing date for submissions. Such information should be e-mailed to energy@gov.bm no later than **November 13th, 2015**, to help ensure timely receipt of any supplemental information.

Any queries must be in writing and directed to Jeane Nikolai by e-mail, energy@gov.bm.

If responding by e-mail, the subject line of the e-mail should be clearly marked with the title 'Consulting Services for Utility Scale Solar PV RFP Development', or proposal submission can be delivered to the Ministry of Economic Development, Department of Energy, located on the 3rd floor, Government Administration Building, 30 Parliament Street, Hamilton HM12, Bermuda. The outer envelope must be clearly marked with the title:

**RFP Submission for Consulting Services for Utility Scale Solar PV RFP Development
Attention: Jeane Nikolai
Not to be opened before 4:00 PM AST November 23rd, 2015.**



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The proposals shall be reviewed and evaluated based on completeness and compliance with, and responsiveness to the requirements of the RFP and all annexes and/or addenda providing details of Government requirements. The bidder that submits the proposal that complies with all the requirements, meets all the evaluation criteria, and offers the best value for money shall be selected and awarded a contract. Any offer that does not meet the requirements shall be rejected.

The Government of Bermuda is not bound to accept any proposal, nor award a contract, nor be responsible for any costs associated with a service provider's preparation or submission of a proposal, regardless of the outcome or the manner of conducting the selection process.

The Government encourages every prospective service provider to prevent and avoid conflicts of interest, by disclosing to the Government if the service provider or any of the provider's affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates and other information used in this RFP.

We look forward to receiving your proposal and thank you in advance for your interest.

Sincerely,

Jeane Nikolai
Director of Energy



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INSTRUCTIONS TO BIDDERS

Public Access to Information

Any information collected or used by or on behalf of the Government of Bermuda ("Government") under this solicitation document is subject to the Public Access to Information Act 2010 ("Act"). The information belongs to a class of information that might be made available to the general public under the Act. Any questions regarding the collection, use, or disclosure of the information should be directed to the public authority that issued this solicitation document.

Summary of Key Dates

Issue RFP	November 6 th , 2015
Question Deadline	November 16 th , 2015
Submissions Deadline	November 23 rd , 2015

All Bidders will be notified of the anticipated selection date once all bids have been received.

Submission Deadline

Proposals must be received no later than 3:00 p.m. Atlantic Daylight Time (ADT), on **November 23rd, 2015**. **Proposals received after the stated deadline will be considered as nonresponsive and will not be considered for a contract award.** The deadline will be strictly observed.

Submission Delivery

1. Electronic submissions are strongly encouraged. Electronic submissions should be in a pdf format and should be sent to energy@gov.bm, with the subject line 'RFP for Energy Policy and Legislation Consultant'. The date and time stamp for proposals submitted electronically will be that of the Government's mail server. It is the bidder's responsibility to allow enough time for electronic transmission and delivery, especially in the case of large files. Please note that the largest allowable file to the Government servers is 9MB, and so any submissions that exceed this size must be either compressed or sent in several pieces.
2. Alternatively, sealed hard copies (3 copies required) of the proposals may be delivered to the following address:

Department of Energy
3rd Floor, Government Administration Building,
30 Parliament Street
Hamilton, HM12
Bermuda

The outer envelope must be clearly marked with the title 'RFP Submission for Consulting Services for Utility Scale Solar PV RFP Development'.



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3. Submissions shall become the property of the Government and will not be returned. All conditions contained in the RFP are considered accepted by the bidder unless specifically exempted in the proposal.
4. All proposals will be kept confidential and will only be reviewed by Government of Bermuda employees or agents as necessary to complete the procurement process and/or the project.
5. Submissions must be from qualified service providers, familiar and experienced with work of this nature. In the case of a joint venture bid, one party must be clearly identified as the primary consultant, with all others being identified as sub-contractors.

Bid Validity

1. All prices offered shall remain firm for ninety (90) calendar days from the deadline for proposals specified unless the deadline is modified by an amendment to this solicitation.
2. In exceptional circumstances, prior to expiry of the original bid validity period, the Government may request that the bid validity period be extended. The request and the responses thereto shall be made in writing by email or by facsimile. A Bidder may refuse the request and withdraw his Tender. A Bidder agreeing to the request will not be required nor permitted to modify his proposal.
3. This validity period shall apply to all proposals received regardless of whether a different validity period is specifically stated within a proposal.

Questions/Addenda

Questions pertaining to this RFP must be in writing and submitted via e-mail to energy@gov.bm. The Department of Energy will provide a written response to all pertinent questions in the form of an Addendum which will be emailed to the specified point of contact (as requested in the cover letter) for each bidder. Questions must be submitted by the question deadline as specified in 'Important Dates' below. Questions after this deadline will not be answered.

At any time before the close of the RFP, the Government may alter or amend, in whole or in part, any terms or provisions of this RFP. The Government will communicate any such modification or amendment to the specified point of contact for each bidder.

Submission Requirements

1. The Bidder shall prepare one original set of the documents.
2. The proposal shall be typed or written in indelible ink and shall be signed by a person or persons duly authorized to bind the Bidder to the Contract. All pages of the proposal where entries or amendments have been made shall be initialed by the person or persons signing the Tender.



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3. The completed Tender shall be without alterations, interlineations or erasures, except those to accord with instructions issued by the Government, or as necessary to correct errors made by the Bidder, in which case such corrections shall be initialed by the person or persons signing the Tender.

Only one Tender may be submitted by each Bidder. No Bidder may participate in the Tender of another for the same Contract in any relation whatsoever

Content of Bidder's Proposal

Letter of Submission

Each proposal must be accompanied by a Letter of Submission that:

1. Identifies the company and person making the submission (name, title, address, telephone number, fax number and e-mail address); local bidders will include company payroll and insurance details.
2. If multiple bidders are proposing jointly, includes a statement indicating which bidder intends to act as primary consultant;
3. Includes a certification that the company making the submission is in receipt of all RFP documents (including any Addenda) and is committed to delivery of all required services as specified in the RFP; and
4. Includes a certification that the person(s) signing the transmittal letter is (are) authorized to legally bind the company.

Minimum Submission Requirements

Submissions must include the following information:

1. **Company Qualification** – this shall include bidder qualifications and experience working on similar projects, as well as background information on the resources proposed to work on the project.

The Desirable Qualifications and Experience: An internationally recognised advanced degree in a related technical field, Additional postgraduate qualification in Renewable Energy or Energy Management will be an advantage.

The Consultant should have the following experience: (example only)

- At least 5 years work experience in the development of RFPs for utility scale solar PV farms;



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- At least 3 years work experience in international development, particularly in rural energy, micro enterprise development, technical training and capacity building;

 - Demonstrated high level technical writing and communications skills in particular in the preparation of technical reports, technical specifications, technical training materials and presentations;
 - Highly developed personal communication and people skills with evidence of track record in effective team work and collaboration.
2. **Pricing Schedule** – this shall include the total cost to complete the required tasks as set forth in the Terms of Reference (including any proposed reimbursable expenses) and a breakdown that contains proposed milestones and the associated payment amount. The pricing schedule should also include unit rates for any additional services (hourly/daily/weekly rate) which may be required by the Government.
 3. **Approach/Methodology** - a description of the proposed approach/methodology which will be used to deliver the tasks outlined in the Terms of Reference must be included.
 4. **Available Resources** – bidders must include resumes of all personnel who will be performing services on the project.
 5. **Statement of Risks** – bidders should identify the potential risks which, in their experience, occur on projects of this type. In addition, the bidders should identify steps that can be taken (by the bidders or Government) to avoid or mitigate these risks.
 6. **Required Government Resources** – any resources required of the Government must be identified. Such resources may include staff, offices space, training facilities, computer hardware, networking, cabling, or other supplies, etc.
 7. **References** – bidders must include the name and contact information for three references who were prior clients within the last 5 years and who can provide information on prior experience working with the vendor on projects of a similar nature.
 8. **Company Information** – see attached document.
 9. **Certificate of Confirmation of Non-Collusion** – see attached document.

Responsibility

It is the bidders' responsibility to ensure its complete understanding of the terms and conditions set forth in this RFP. In the event that clarification is required, bidders should submit written enquiries as described above.

Review Process/Evaluation Criteria



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Proposals submitted to the Government will be evaluated in a two-stage process as further described below.

Stage One: Proposal Responsiveness (Pass/Fail)

Proposals will be reviewed to determine compliance with all baseline requirements. Submission must be timely, and all required documentation must be included. Proposals that are late or that fail to contain the required documents and information will be considered nonresponsive and will be disqualified from further consideration.

Stage Two: Proposal Review and Evaluation

Proposals will be evaluated based on the quality of the submission and the technical capability of the bidders. This shall include analysis of the following criteria:

- Bidder understands the requirements of the project
- Bidder's prior experience with projects of a similar nature
- The proposed approach/methodology
- Bidder's available resources
- Bidder's proposed timeline for completion of the project
- Bidder's pricing proposal
- Responses from the bidder's references
- Bidder's financial status

The Government may seek written clarification from any or all bidders in order to better understand and evaluate proposals. This process may not be used as an opportunity to submit missing documentation or to make substantive revisions to the original proposal.

Presentations/Oral Interviews

Following the review and initial evaluation, finalists (proposals determined to have scored in the competitive range) may be invited to make oral presentations to the evaluation team with respect to their proposed solution. Oral presentations will not be scored separately, but will be considered as part of the overall scoring and resulting rank of each of the finalists.

Final Selection

The final award recommendation will be based on the highest scoring proposal as determined by total points and rank using the criteria stated above.

Negotiations

The Government reserves the right to enter into discussions or to negotiate with a bidder as it sees fit, or with another bidder or bidders concurrently. In no event will the Government be required to enter into discussions or negotiations on similar or other terms or offer any modified terms to any other bidder before entering into a binding contract. The Government



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shall incur no liability to any bidder as a result of these discussions, negotiations, or modifications.

Award of Contract

1. The Government will award the contract to the Bidder whose proposal has been determined to be substantially responsive to the RFP documents and who, in the opinion of the Government, has offered the best proposal taking into consideration the price, the contractor's capability and available resources to carry out the contract effectively and the contractor's schedule. This may not be the lowest priced proposal received.
2. The Government does not bind itself to accept the lowest or any proposal and reserves the right to reject any proposal, and to annul the bidding process and reject all tenders, at any time prior to award of contract, without thereby incurring any liability to the affected tenderer or tenderers, or being under any obligation to inform the affected tenderer or tenderers of the grounds for the Government's action.
3. The Government may declare the tender void when it is evident that there is a lack of competition or there has been collusion. All proposals may be rejected if substantially higher than the budget.

Notification of Award

1. Prior to the expiration of the period of Bid validity prescribed, the Government will notify the successful bidder by email and/or registered letter that its proposal has been accepted. This letter (hereinafter and in the Conditions of Contract called "Letter of Acceptance") shall name the sum which the Government will pay to the Contractor in consideration of the execution, completion and maintenance of the Works by the Contractor as prescribed by the Contract (hereinafter and in the Conditions of Contract called "the Contract Amount").
2. The successful proposal together with the Letter of Acceptance will constitute the formation of a binding contract unless and until a formal agreement is executed.
3. The Government will promptly notify the unsuccessful tenderers in writing.

Signing of Contract Agreement

1. At the same time that the Government notifies the successful tenderer(s) that its tender has been accepted, the Government will send the tenderer, the Form of Agreement provided in the tendering documents, incorporating all agreements between the parties.
2. Within 14 business days of receipt of the Form of Agreement, the successful tenderer shall sign the Form and return it to the Government.



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Acceptance and Authority to Cancel this RFP

The Government shall not be obliged to accept the lowest priced proposal or any of the proposals submitted. Each bidder acknowledges and agrees that the Government shall have no liability or obligation to any bidder, except to the party, if any, awarded a contract by the Government at its sole discretion. The Government shall be fully and forever released and discharged of all liability and obligation in connection with this RFP. Government reserves the right to cancel this RFP at any time prior to execution of a contract without any obligation or reimbursement to any bidder.

Confidentiality

All submissions shall be regarded as containing proprietary information and shall remain confidential from the public. However, details regarding the final contract award (name of recipient and price) may be publicly announced.

Ownership of Project Documents

All information produced as part of the project shall be the property of the Government. The bidder can only take possession of any relevant Government owned information when granted by the Government and only for the purposes of carrying out the objectives of this project. Use of the data for purposes other than this is strictly prohibited and requires written authorization by the Government.

General Terms and Conditions

1. The Government reserves the right to accept or reject any item or group(s) of items submitted in response to this RFP.
2. The Government reserves the right to waive any informality or irregularity in any proposal.
3. The Government shall not be obligated to respond to any proposal submitted, nor be legally bound in any manner by submission of the proposal.
4. All proposals will be considered final. No additions, deletions, corrections or adjustments will be accepted after the deadline for submission.

Payments

Payments are generally processed within 30 days of receipt of invoices for satisfactorily completed services. All responses must include any proposed variations to this standard payment term for consideration.



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**End of Instructions to
Bidders**



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Terms of Reference, Consultancy Services

Statement of Purpose

The Government of Bermuda has identified the opportunity to develop a large-scale (greater than 8 MW) solar photovoltaic installation in an area known as 'the Finger,' a narrow peninsula of land adjacent to the runway at the L.F. Wade International Airport. The solar 'farm' is envisioned to either offset the operational expenses of running the airport, or to sell power solely to the grid, or some combination thereof. In order to ensure the best use and best value for money for this development on public lands, it is necessary to create a Request for Proposals for that project. Due to the complexity of such a project, it is necessary for the Government to seek the services of a qualified consultant who has experience in drafting RFPs for projects of this nature.

Background

In January 1946, Kindley Field Airport, as it was first known, was opened. It was established on that part of the US military base once reserved for and used by Britain's Royal Air Force (RAF). The L.F. Wade International Airport, as the Kindley Field Airport is now known, is the sole airport serving Bermuda. The Airport has one passenger terminal, one cargo terminal, eight aircraft stands and can support all aircraft sizes up to and including the Airbus A380. The 'Finger' is an 80 acre stretch of disused land on the airport's southern boundary.

Bermuda's sole electrical utility, the Bermuda Electric Light Company (BELCo), is a natural vertically integrated monopoly in continuous operation since 1906, whose primary focus has been generating electricity derived from fossil fuels. If the solar farm is operated as a generating utility, then BELCo would be the primary off-taker, and the utility would enter into a Power Purchase Agreement with the BELCo. In addition, the solar farm would have to have a generating license. It is important to note that the structure of the electricity sector is changing, and will be subject to new legislation currently under development in order to implement the National Electricity Sector Policy ratified earlier this year. This noted, there are other models of operation and ownership that may be beneficial to the Government of Bermuda in terms of capital and operating expenses, and so the successful consultant will be tasked with providing advice on the best structure for the project.

According to the current (2015) Department of Energy Electricity Policy objectives, the electricity service in Bermuda should be; least cost and high quality, environmentally sustainable, secure and affordable. The development of a utility scale renewable energy generation plant on the 'Finger' would help the Department



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The consultant should plan on including in their bid their travel to Bermuda including accommodations for the number of visits they deem necessary to complete the project. The bidder will also coordinate delivery across all working groups and Government advisors (e.g. OPMP, Financial, Technical and Engineering) leading to the completion of the Deliverables.

The consultant shall deploy international good practices of project management and shall actively transfer such knowledge to the Bermudian nationals involved as and when possible.

The successful response should include a draft scoping document, and elaborate on the following activities/deliverables, adding to them as appropriate.

Scope of Work

Activity/Deliverable 1: Technical Feasibility Investigation and Project Structuring Study.

The objectives of this task will be to advise whether a utility scale solar PV farm on the 'Finger' is technically feasible, and how the tender process should be structured (e.g. publicly owned, build-operate-transfer, build-own-operate-transfer, build-lease-transfer, build-transfer-service-maintain, build-own-operate, etc.) The outputs of this task will be: data on the site characteristics, an environmental fatal flaw analysis, and a strategy for tendering the concession. The objectives of this deliverable are:

- Defining the technical characteristics of the site, with an analysis of the site's available renewable resources, preliminary assessment of the ground conditions.
- Advising what energy development is appropriate for that site, i.e. solar PV, combined heat and power, etc.
- Ascertaining available interconnection facilities with BELCo.
- Conducting an environmental analysis to review the site for any potential barriers to obtaining the necessary permissions to develop the site.
- Designing the commercial strategy for the project in consultation with the Ministry of Works and Engineering.

Activity/Deliverable 2: Assist with the Prequalification of Bidders.

The objective of this task will be to identify companies likely to produce high quality bids in response to the request for proposals (RFP). The output of this task will be a list of qualified bidders invited to respond to the RFP.

This activity will identify the criteria that bidders must meet in order to be invited to respond to



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the RFP, and result in the preparation of a Request for Qualifications (RFQ) package. This must provide basic information about the proposed project, clearly define the requirements to qualify as a bidder, and how a prospective bidder can demonstrate that it qualifies. The successful consultant will also assist in the evaluation of the RFQ packages, providing an additional layer of due diligence to the Department in its selection process.

Once the prospective bidders have submitted prequalification packages, evaluate their responses to the RFQ compared to the criteria that was developed. The evaluation will be on a pass/fail basis. Any bidder that fails to satisfy all of the prequalification criteria will be excluded from bidding. Conversely, any bidder that satisfies all of these criteria will be invited to submit a proposal under the RFP stage.

This must be undertaken in line with Government of Bermuda's procurement policies and practices.

Activity/Deliverable 3: Preparation of the RFP Package

The objective of this task will be to produce a well-drafted RFP that generates high quality bids and sets common expectations as the basis for negotiations with the preferred bidder. The output of this task will be an RFP package.

The successful consultant is required to assist the Department of Energy to prepare an RFP package, which will include:

- An invitation to bidders
- An information memorandum for bidders
- Instructions to bidders
- Scope of work
- A description of the tender's security package and financing structure
- Template of forms to include in the proposals.

This must be undertaken in line with Government of Bermuda's procurement policies and practices and Financial Instructions.

Activity/Deliverable 4: Provide Technical Support to Assist in the RFP Process

The objective of this task will be to help the Department of Energy to manage the tender process after the RFP is issued. This may include answering any technical questions that bidders may have, and assisting in the preparation of addenda for issue.

Activity/Deliverable 5: Provide Support in the RFP Evaluation and Selection Process.



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The objective of this task will be to support the Department in selecting and negotiating with the successful bidder, culminating in a signed contract for the project. It is anticipated that the Department of Energy will need advice on negotiations, commercial close, and financial close. Ideally, the consultants will put considerable effort in during the preceding tasks to minimize the need for post-bid negotiation; for example, by providing as much information as possible in the RFP package. The ideal outcome is that no negotiation is required. However, we recognize that this may not be achievable in practice.

Among the terms likely to be negotiated is the preferred developer's mark-ups of the legal documents. The consultants will advise the Government on what mark-ups to the Power Purchase Agreement (PPA) it should accept and what mark-ups it cannot accept. The Government and the preferred bidder will then attempt to agree on the PPA's final terms. The consultants will support in these negotiations on an as-needed basis until an agreement can be reached. The consultants will also support the Department in advising on the terms of the concession. If the Ministry and the preferred developer cannot reach agreement through negotiations, the consultants will support the Government in initiating negotiations with the second ranked developer.

Summary of Activities and Deliverables

1. Technical Feasibility Investigation and Project Structuring Study
2. Assist with the Prequalification of Bidders
3. Preparation of the RFP Package
4. Provide Technical Support to Assist in the RFP Process
5. Provide Support in the RFP Evaluation and Selection Process

End of Terms of Reference



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COMPANY INFORMATION CHECKLIST

Please provide a description of your firm/entity and each associate firm or staff member who will work on this project. Your description should include information on the following:

- Company legal name and status (type of legal entity)
- A history and overview of the Company
- Description of core business activities and key consulting competencies
- Name(s) of the Principal(s) and Director(s) of the company and the company address
- Whether the company has any involvement with other entities or projects that may present a conflict of interest, and if so, please ensure details are provided.
- The firm's experience with projects of a similar nature in the last five (5) years;
 - an overview of those projects including duration; and
 - references for at least three of those projects, including names and full contact information.



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PROPOSED FORMAT FOR TECHNICAL AND FINANCIAL APPROACH & METHODOLOGY

This form may be used to assist in providing the required information, but is not required to be used.

Technical approach, methodology and work plan are key components of the Technical Proposal. It is suggested to present your Technical Proposal supported by relevant & appropriate charts and diagrams divided into the following sections:

- a. **Technical Approach and Methodology**
- b. **Work Plan**
- c. **Organization and Staffing**

a. Technical Approach and Methodology

In this section, you should explain your understanding of:

- the objectives of the assignment
- approach to the services & methodology for carrying out the activities
- obtaining the expected output

You should highlight the tasks & problems to be addressed and their importance, and explain the technical approach you would adopt to address them. You should also discuss potential risks of the project and mitigation strategies to be employed.

b. Work Plan

In this section you should propose:

- the main activities of the assignment, their content and duration
- phasing and interrelations of the main activities
- milestones - including interim approvals by the Client and delivery dates of reports

The proposed work plan should be consistent with the technical approach and methodology, showing a full understanding of the scope of work and ability to translate them into a feasible working plan.

c. Organization and Staffing

In this section, you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and the tasks to be addressed by each team member and proposed technical and support staff.

Financial Approach - Fee for Services: Provide a fee for the scope of services outlined in Terms of Reference of this RFP. Provide hourly rate for all staff and sub-contractors proposed. These hourly rates should include all overhead, profit, and labor burden. Include separate line items for each deliverable indicated in the Scope of Works. The fee shall be a “not to exceed” amount for the service outlined in the RFP and invoiced on a time and cost accrued and approved basis.



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FORM T5 – FORMAT FOR COMPANY TEAM COMPOSITION (Add more spaces as needed)

This form may be used to assist in providing the required information, but is not required to be used.

PROFESSIONAL STAFF				
NAME OF STAFF	FIRM	AREA OF EXPERTISE	POSITION	TASKS ASSIGNED
TECHNICAL STAFF				



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CERTIFICATE OF CONFIRMATION OF NON-COLLUSION

Notes for the Bidder

The essence of Open Tendering is that the Government of Bermuda shall receive bona fide competitive Tenders from all persons tendering. In recognition of this principle, all companies submitting a tender will be required, by way of the signature of the Company Principle, state their agreement to the statements below, which indicates that the tender has been submitted without any form of collusion.

The Certificate of Confirmation of Non-Collusion is a mandatory requirement from all bidders. Any bids submitted which do not include a signed copy of the Certificate will be wholly rejected and will not be included in the evaluation process.

If it is later found that the undertakings made below have been breached at any stage of the process, the bidder will be expelled from the process immediately. In the event that this is discovered after a contract award, legal action may be taken against the bidder and/or any party involved in the matter.

False submissions may also exclude the bidder, and any other person or company involved in collusion, from bidding for future contracts tendered by the Government of Bermuda.

Confirmation of non-collusion

I/We certify that this is a bona fide Tender, intended to be competitive and that I/We have not fixed or adjusted the amount of the Tender or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any other person.

I/We confirm that we have not received any additional information, other than that contained within the tender pack, or supplementary information provided to all bidders.



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I/We also certify that I/We have not done and undertake that I/We will not do at any time any of the following acts:

- (a) communicating to a person other than the tender administrator the amount or approximate amount of my/our proposed Tender (other than in confidence in order to obtain quotations necessary for the preparation of the Tender for insurance) or
- (b) entering into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any Tender to be submitted; or
- (c) offering or agreeing to pay or give or paying any sum of money, inducement, gift /hospitality or valuable consideration directly or indirectly to any person in relation to this tender.

Signed

(1) _____ Title _____ Date _____

(2) _____ Title _____ Date _____

For and on behalf of _____