



Invitation to Tender

CT/PROC/002 (Health System & Financing Review)
Government of Montserrat

INVITATION TO TENDER
CT/PROC/002
(Health System & Financing Review)

FOR AHEALTHSYSTEM
& FINANCING REVIEW

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1. DEFINITIONS

1. DEIFINITIONS

1.1 The Tender means these definitions together with Sections 2-6 and the Price Schedule Form GM02.

1.2 The Contract shall mean the Agreement concluded between the Contractor and The Government of Montserrat, including the Specification and other documents which are relevant to the contract and also such of these conditions as are included in the terms and conditions of the contract.

1.3 The Contracting Authority means The Government of Montserrat.

1.4 The Contractor means the Contractor who by the terms of the Agreement undertakes to render the Services of the Government of Montserrat as is provided by the Tender, and, where the Contractor is an individual or a partnership, the expression shall include the personal representatives of that individual or of the partners, as the case may be, and shall also include any person to whom the benefit of the contract may be assigned by the Contractor but only with the prior written consent of the Government of Montserrat.

1.5 The Government of Montserrat - (GoM) means the Contracting Authority or its authorised representative.

1.6 CARICOM means the Caribbean Community and Common Market.

1.7 DFID means the Department for International Development.

1.8 The Contract Manager means the Contracting Authority's representative responsible for the active management of all aspects of the relationship between the Contractor and the Government of Montserrat.

1.9 The Services includes all the services to be provided by, and to be performed by and obligations to be fulfilled by the Contractor.

1.10 The Contract Price means the price exclusive of VAT (where legislated and relevant), payable to the Contractor by the Government of Montserrat under the contract for the full and proper performance by the Contractor of his part of the contract as determined under the provisions of the contract.

1.11 Government Property means anything issued or otherwise furnished in connection with the contract by or on behalf of the Government of Montserrat.

1.12 Issued Property means Government property issued in connection with the contract.

1.13 The Site(s) means the land or places where the services are to be provided and any other land or place by the Contracting Authority for or in connection with the provision of the services.

1.14 Loss includes destruction.

1.15 Month means calendar month.

1.16 Person includes corporation.

1.17 Gender Where the context so admits denoting the masculine gender include the feminine and neuter genders and words denoting natural persons include corporations and firms and all such words shall be construed interchangeably in that matter.

1.18 Headings The headings of these conditions shall not affect the interpretation thereof.

2. INTRODUCTION

2. INTRODUCTION

2.1 Montserrat

2.1.1 The Government of Montserrat is an internally self-governing overseas territory of the United Kingdom. Government is executed through a Governor appointed by the British Monarch, and is led by the Premier as the head of government and three ministers.

2.1.2 The constitution provides for a governance process consisting of an Executive Council and a Legislative Council. The Executive Council consists of the Governor, the Premier, 3 ministers, the attorney general and the finance secretary. The Legislative council is made up of 11 seats. 9 members are elected to serve a five-year term, with the attorney general and financial secretary as the official Government representatives.

2.1.3 Elections are held once every five years. Following a public vote (the elections) the leader of the majority party, usually becomes the Premier. Monarchy is hereditary and the Governor is appointed by the Monarch.

2.1.4 Government operations are delivered through four ministries: i: the Ministry of Finance, Economic Development, Tourism & Culture; ii: the Ministry of Communications, Works & Labour; iii: the Ministry of Education, Health, Community Services, Sports & The tenderer; iv: the Ministry of Agriculture, Lands, Housing, Environment & Ecclesiastical Affairs.

2.1.5 The Government is located in Brades, in the Carrs Bay / Little Bay area in the Northwest of Montserrat.



2.1.6 Montserrat is a mountainous Caribbean island. Hurricane Hugo in 1989 and the volcanic eruptions a few years later devastated the island's economy. The former capital city Plymouth is located in an exclusion zone and has remained abandoned since 1997 due to volcanic activity. Since then there has been a heavy reliance on UK Aid, administered by the UK Department for International Development (DFID).

2.1.7 Montserrat has a population of approximately 4,950 (2014 estimate) with a land area 16 km long and 11 km wide, equating to 102 km². It is about 27 miles southwest of Antigua and has a rich mixture of African, North American, and European influences. The official language of Montserrat is English and most Montserratians also speak a creole language, similar to that spoken in Jamaica. In the early 1990's the island population exceeded 10,000.

2.1.8 The National Vision of the Government of Montserrat is for "A healthy and wholesome Montserrat, founded upon a thriving modern economy with a friendly, vibrant community, in which all our people through enterprise and initiative, can fulfill their hopes in a truly democratic and God-fearing society"

2.1.9 The Government's Headquarters are located in: Brades, MSR1310 Montserrat.

Further information about the Government's business can be found on our Internet site: www.gov.ms

3. INSTRUCTIONS & INFORMATION ON TENDERING PROCEDURE

3. INSTRUCTIONS AND INFORMATION ON TENDERING PROCEDURES

3.1 About These Instructions

3.1.1 These instructions are designed to ensure that equal and fair consideration is given to bidders at all times. It is important therefore that the tenderer bidders provide all the information asked for in the format and order specified.

3.2 Contract Duration

3.2.1 It is proposed that the contract duration will be for a period of no longer than 4 months.

3.3 Contract Award

3.3.1 Notification of contract award to the successful tenderer will be made on or around **Wednesday 9th November 2016**. A mobilisation plan will be agreed between the parties with the expectation that the successful contractor(s) will be ready to formally commence work on **Monday 9th January 2017**.

3.4 Tender Validity Period

3.4.1 All charges shown on the pricing schedule form **GM02** will remain valid from the date of receipt of proposal until this tender process is complete.

3.5 Confidentiality

3.5.1 All information supplied by the Contracting Authority in connection with this Invitation to Tender shall be regarded as confidential except that such information may be disclosed for the purpose of obtaining sureties and quotations necessary for the preparation of responses to this Invitation to Tender.

3.6 Contact Points

3.6.1 For general & contractual questions:-

- a) Mr Elijah Silcott
Permanent Secretary,
MOHSS,
Brades, Montserrat
E-Mail: silcotte@gov.ms

3.6.2 For operational questions:-

- a) Mr Terron Gilchrist
Director of Hospital Services Glendon Hospital
St Johns Montserrat
Email: gilchristt@gov.ms

3.6.3 For operational questions concerning the funding:-

- a) Dr Dirk H Mueller
Health Adviser
DFID, UK
Email: d-mueller@dfid.gov.uk

3.7 Clarification

3.7.1 Any queries to the meaning of this Invitation to Tender & Procurement Process must be directed to the contact point at section 3.6.1.

3.7.2 The Contracting Authority is committed to responding to queries within 5 working days of its receipt.

3.7.3 The Contracting Authority cannot promise to give appropriate response to any queries that they raise, when there are just 5 working days remaining before the tender close date.

3.7.4 The Contracting Authority retains the right to annul the tendering process and not award a contract.

3.8 Incomplete Tender

3.8.1 The Contracting Authority may reject a proposal if not all the information is provided.

3.8.2 The Contracting Authority may reject an unsigned proposal.

3.9 Interviews & Cost of Tendering

3.9.1 The Contracting Authority may require interviews with the tenderer. Such a requirement shall imply no obligation on the part of the Contracting Authority and the tenderer shall be responsible for any of its' own expenses incurred.

3.9.2 The Contracting Authority will be responsible for any of its' own expenses incurred during the tender process. The tenderer is responsible for any of its own costs incurred during the tender process.

3.10 Acceptance of Tender

3.10.1 The Contracting Authority does not bind itself to accept any tender. The Contracting Authority also reserves the right to accept a tender for part or for all the requirements.

3.11 Communications

3.11.1 Nothing herein or in any communication made on behalf of the Contracting Authority shall be taken as constituting an agreement, offer or representation between the Contracting Authority and any other party (save for a formal award of contract made in writing by or on behalf of the Government of Montserrat) nor shall any information in this document or elsewhere be taken as constituting an agreement, offer or representation that an agreement shall be offered in accordance herewith or at all.

3.12 Value for Money

3.12.1 Seeking value for money through procurement is an increasingly important aspect of the Government of Montserrat's business practices. Award of contract through this procurement process will be made on the basis of whole life cost/most economically advantageous considerations, over the full period of the contract.

3.12.2 Table 1 below details the 'value for money' evaluation criteria that will be used to assess responses to this Invitation to Tender. Each of the criteria has been allocated a number (weight), in accordance with the Contracting Authorities perceived importance it has placed on each criterion.

TABLE.1 – Evaluation Criteria: Weighting Allocation

Evaluation Criteria*		Weight 1= least important 5=most important
1	Qualification and Skills (considering the CV's of the individuals that will undertake the work, See Section 4.3.1(a)& (e))	5
2	Description of Methodology and Work plan See Section 4.3.1(b), (e) and Section 6, paying specific attention to 6.3.	4
3	Relevant Experience in Conducting Healthcare Reviews See Section 4.3.1(a)	5
4	Collaborative Working See Section 4.3.1(c)	3
5	Mobilisation Plan See Section 4.3.1(d)	4
7	Regional Experience/Small Island Developing States See Section 4.3.1 (e)	3
8	Reporting & Management Information See Section 4.3.1 (f)	3
10	Overall Contract Price (including resource optimisation, e.g. considering the allocation & use of team members)	3
11	Presentation & Overall Quality of the Response See section 4.1.1 & 4.1.2	2
Confirmations, including GoM's Terms & Conditions *Confirmations must be provided. Queries and supporting text can also be submitted for consideration/further discussion. See section 4.4		Yes/No *This is not weighted or scored

3.12.3 The evaluation criteria detailed in table.1 will be scored on merit, by evaluation team members, independently of each other. Initial results will then be discussed with the evaluation team.

3.12.4 The Contracting Authority will award a contract based on identified optimum value for money solution(s) that best meet(s) its' needs. To identify this, each criteria will be scored on the capabilities demonstrated by the tenderer. The score for each criteria will be multiplied by its weight, provided in table.1. The following details the scoring method:

- a) 0.....No answer or totally inadequate/inappropriate;
- b) 1.....Very poor answer;
- c) 2.....Poor answer;
- d) 3.....Good answer;
- e) 4.....Very good answer;
- f) 5.....Excellent answer.

3.13 Project Milestones

3.13.1 Table.2 below details the key milestones for this project

Table.2 – Project Milestones

Key Milestone	Date
Close Date for Responses to ITT	Wednesday 12 th October 2016
Support Meeting (open to all Tenderers)	Wednesday 7 th September 2016
Evaluation Process	Thursday 13 th October to Wednesday 26 th October 2016
Award Contract	Wednesday 9 th November 2016
Contract Start Date	Monday 9 th January 2017

4. INFORMATION TO BE PROVIDED

4. INFORMATION TO BE PROVIDED

4.1 Structure of Responses

4.1.1 The tenderer shall take note of and fully comply with the notices and instructions set out below.

4.1.2 To assist in the evaluation process, responses to this Invitation to Tender responses (the tenderers proposal) must have a structure to include appropriate page and paragraph numbers and must be ordered into 4 clearly marked sections: **General Information; Specific Information; Confirmations;** and, **Contract Pricing.**

4.2 General Information

4.2.1 The tenderer shall include the following in the section headed **General Information:**

- a) the Project Number **CT/PROC/002 (Health and Financing Systems Review)** to which the tender relates;
- b) the full name of the tenderer together with any trading name, the address of the tenderer and the address for communications under any resultant contract;
- c) the name(s) and telephone number(s) and e-mail address(es) of the tenderer(s) or their representative(s) whom the Contracting Authorities may contact in relation to the tender;
- d) details of the relevant levels of insurance cover the tenderer has in place in order to operate the service detailed in Section.6 “The Specification”. Also any professional indemnity, public liability and employer’s liability. A copy of the tenderer’s most recent insurance policies/schedules must be included in this section.
- e) an audited financial statement for the past 3 years.
- f) an account of previous performance when delivering similar services, in the past 3 years. The tenderer must include information about success levels, including how the tenderer conducted such a review and how it was managed, including any internal and/or external verification, monitoring and evaluation procedures. Also include an overview of how difficulties had been overcome, and resolution procedures followed.

4.3 Specific Information

4.3.1 The tenderer shall include the following in the section headed **Specific Information**:

a) Full detail of the CV's of the proposed team, in response to the information detailed in Section 6.3(the expected deliverables) and Section 6.6 (experiences), of the Specification; **See Evaluation Criteria 1.**

b) An account of how the tenderer would carry out this review, including a Gantt chart, details of team composition, management and reporting procedures, and production of the inception report, in response to the information provided in Section 6“The Specification”.

Note: Evaluation criteria 2 will be applied here. See table.1;

c) An overview of how the tenderer will facilitate collaborative working in response to the information detailed in Section 6.6 of the Specification; **See Evaluation Criteria 4.**

d) A comprehensive mobilisation plan, in response to the information detailed in Section 6.8.1 of the Specification;

Note: The plan must give an account about how you would meet the key timelines in section 6.4, and conclude with a simple statement about how the tenderer will carry out all monitoring, evaluation and performance aspects of the service.

e) A detailed account of how you propose allocating/using team members regional experiences, concluding with an overview of the benefits of that;

Note: This should be provided in your methodology and work plan, see evaluation criteria 2.

f) Detail on how the tenderer will provide reporting and management information, in response to the information provided in Section 6.9 of the Specification. **See Evaluation Criteria 8.**

4.4 Confirmations

4.4.1 The tenderer shall include the following in the section headed **“Confirmations”**:

a) confirmation that the services tendered for are those specified in Section 6“TheSpecification”;

b) confirmation that the Terms and Conditions in Section7shall govern the provision of the service specified in section 6, the Specification and any resultant contract;

c) confirmation that this is a bona fide competitive tender and that the

tenderer has not fixed or adjusted the amount of the tender by arrangement with other tenderers.

d) confirmation that the tenderer has not communicated to any other persons (and will not do so before the tender closing date) the amount or approximate amount of this tender. This must be accompanied by a signed anti collusion form, provided in Annex A;

e) confirmation that you are fully tax compliant.

Important note: Locally based companies must include their Government of Montserrat tax compliance certificate, in this section.

4.5 Contract Pricing

4.5.1 The tenderer shall include the following in the section headed **Contract Pricing**:

- a) a completed and signed Price Schedule, **form GM01**, including a breakdown of costs using the tables provided. Where you have any tax responsibilities and liabilities, you must ensure these are accounted for in the appropriate columns;
- b) where the tenderer makes any manuscript alteration to any charges on the **form GM01**, such alteration shall not be considered by the Contracting Authority unless authorised by the tenderers representative;

4.5.2 The contract price shall be agreed in advance of contract award and will remain fixed for the duration of the contract provision. Any variations to the contract price must be agreed formally by the Contracting Authority.

5. BACKGROUND

5. BACKGROUND

5.1 Status of Healthcare in Montserrat

5.1.1 Ongoing volcanic activity since 1995 has caused the migration of large numbers of the population and has significantly disrupted the delivery of services, including health care. Government of Montserrat (GoM) are planning on the basis that the population will increase in the future, as essential services are improved and some members of the diaspora eventually return to the island.

5.1.2 Montserrat has an ageing population and growing prevalence of non-communicable disease (NCDs). While general health indicators are good (i.e. high vaccine coverage, low infant and child mortality and high life expectancy), morbidity and mortality related to chronic NCDs are high, and rising. Diabetes and hypertension occur in 10% and 16% of the adult population respectively, with 8% of adults suffering both¹. Cardio-vascular diseases are the most common cause of death, while diabetes and cardiovascular diseases together account for 65% of all deaths².

5.1.3 A high prevalence of obesity amongst school children on Montserrat (27% of 8-9 year-olds are overweight³) is a particular concern, as childhood obesity increases the risk of cardio-vascular diseases and diabetes in adulthood.

5.2 Healthcare provision and financing on Montserrat

5.2.1 Health care services on Montserrat are provided mainly through GoM facilities, namely the Glendon Hospital and four Health Centres. A significant, but unknown, number of the population choose to seek both primary and secondary care elsewhere in the region. Individuals are generally responsible for paying for the cost of their health care but there are many groups who are exempt from charges. Data is easily available for out-of-pocket expenditure for services at the Hospital, but there is very limited data available about patients accessing care off island and the amounts they pay for primary and secondary services.

5.2.2 GoM's general revenues are the main source of health care financing. Expenditure for the Ministry of Health and Social Services (MoHSS) has quadrupled, from EC\$3,836,990 (~GBP 960,000) in 1985 to EC\$15,094,000 (~GBP 3.8m) in 2014. Total expenditure, as a percentage of GDP, was 9.27% in 2014 and per capita total expenditure was EC\$3,340 (~GBP 840) in 2013. A new fee structure for the MoHSS was implemented in 2009. However, there are still considerable discrepancies between the actual costs of service provision and revenues collected. Revenues collected by the Glendon

¹ Records diabetes and hypertension clinics, MoH 2010

² Medical Records 2012

³ BMI>25; School health data 2011

Hospital increased from EC\$191,279.47 (~GBP 48,000) in 2007 to EC\$427,848.00 (~GBP 107,000) in 2012 but then fell back to approximately EC\$ 300,000 (~GBP 75,000) in 2013/14.

5.2.3 Under the Public Health Act 2002, certain categories of patients are currently exempted from paying fees. These include:

- a) Students in full-time education or university;
- b) Children under 16 years;
- c) Senior citizens over 60 years;
- d) Pregnant women (free of charge up to two months post-natal);
- e) Persons defined as “indigent” by the Social Services Department, MOH;
- f) Specified public servants, including MoHSS employees and their immediate families;
- g) Prisoners.

5.2.4 In situations where persons are unable to meet the costs of medical care for which they are responsible (both on and or off island), they may apply for *Medical Assistance* from the Department of Social Services (DSS) and support may be provided, based on means testing.

5.2.5 As part of employment benefits, GoM pays the insurance premiums for public servants who opt to be covered under the Civil Service Association Health Insurance Plan. Immediate dependents of civil servants are also covered under the scheme so long as the employee pays the stipulated premiums. Paradoxically, MoHSS employees are also exempted from charges, so the insurance company benefit from the premiums and from the fact that MoHSS waives the user fees. In reality, this is therefore a voluntary insurance with the individuals able to opt out for themselves or their family members, while the insurance company restricts insurance to healthy people excluding certain categories such as individuals who are morbidly obese. An estimated 25% of the population of Montserrat is covered by insurance (Cassell, 2011). There is an overlap between people covered by health insurance and people exempt from paying their health care costs, which leads to inefficiencies in collection of health insurance revenues.

5.2.6 The present system of health financing is unsustainable. The cost of providing and accessing medical services is steadily increasing, due to changes in the demographic profile (older population), increasing burden of non-communicable diseases, high costs of human resources, increasing price of pharmaceuticals, and other factors.

5.2.7 The new GoM, elected in September 2014, is committed to ensuring long-term, predictable financing for the health sector. The proposed new Glendon Hospital will inevitably result in an increase in salary and recurrent costs of health care on the island.

5.2.8 GoM is therefore **willing to consider a radical review** of health financing, through an amendment to the Social Security Act. The plans are to rationalise the levels of contributions and benefits, ensuring that the poor, disadvantaged and chronically ill are protected from charges, which they could not possibly pay. On the other hand, those who choose not to pay, although they can readily afford to do so, must be obliged to make an appropriate contribution towards the costs of their health care. If this new health financing scheme is not designed and implemented before the new hospital is built, the long-term financing of health care on the island would be compromised.

5.3 Strategic Work for the health sector on Montserrat

5.3.1 GoM recognize that there are significant medium-term challenges to be overcome, including (but are not limited to) emergency preparedness and response (including treatment off-island where needed), non-communicable diseases (NCDs), care for the chronically ill and elderly care.

5.3.2 The Ministry of Health and Social Services strategic plan (2016/19) highlights areas to reduce NCD related morbidity and premature mortality including:

- a) lifestyle changes by individuals; and
- b) prevention efforts;
- c) earlier detection;
- e) treatment, management and rehabilitation services by primary and secondary care providers, following a 'lifecycle' approach which includes public health campaigns and health education programmes in schools.

5.3.3 The health sector in Montserrat needs to deliver good quality health and social services to all parts of the population, making available a wide range of services for a comparably small population. This results in significant diseconomies of scale, various challenges and limitations to deliver and monitor a high quality of services for a relatively low number of diagnostic and therapeutic health interventions.

5.3.4 This will require an excellent governance structure as well as organisation and priority setting within the health sector. This includes achieving efficiency savings, working along with preferred providers, including referral agreements, telemedicine and creating an efficient system that

balances preventive, primary and secondary care, to meet the reasonable health needs but within a limited budget.

5.3.4 For health financing, Cabinet has already agreed that changes are required to reduce the number and scope of exempt groups, while protecting the poorest groups in the population. Revised exempt groups have been proposed, as part of the new medical assistance/referral policy, which has been approved by Cabinet but this has not yet been implemented because a revision of the Public Health Act is required, to formalise the revisions.

5.4 Design of a new hospital

5.4.1 The Department for International Development (DFID) is committed, in principle, to support GoM in the design and build of a new Hospital in order to meet the essential health service needs of the population. This follows from earlier plans to refurbish and reconstruct parts of Glendon Hospital. However, these plans were abandoned and the Project closed in early 2015 to allow for the building of a new hospital that would be clearly specified, designed for the needs of the population of Montserrat.

5.4.2 The new hospital needs to be designed in the context of the wider health system. The financing must be based on costed plans to meet the essential health care requirements for the population of Montserrat. This will require updated strategy/ies and plan(s) for the organization and staffing of health services, including the relative split between preventive, primary, secondary and community based care and related ancillary services, such as diagnostics, pharmacy, physiotherapy as well as medical records and facility management.

5.5 Need for this Review

5.5.1 With support from DFID, GoM intends to perform a detailed review of all the major health sector functions. This will include, but is not limited to:

- a) the need for rebalancing between primary and secondary care;
- b) an assessment of which treatments and diagnostics should be performed on island versus those which would be more cost-effective to be referred;
- c) the need for contractual arrangements with a referral centre on a neighbouring island to achieve maximum benefit and best value from economies of scale;
- d) a review and detailed suggestions for restructuring of the current and projected health financing arrangements.

5.5.2 This review will provide the evidence necessary for policy makers and donor colleagues to agree changes in policy and practice that are required to provide an appropriate, high quality health service. The review will also document the future needs for external assistance, both in terms of technical assistance as well as strengthening the infrastructure. The appointed Consultancy Team will take a holistic view of the health system, including all parts of the population, but with specific attention to the most vulnerable, such as the disabled, elderly, children, as well as foreign nationals/immigrants and other disadvantaged groups. The inter-relation between the health sector and other sectors (public and private) should be taken into account.

5.5.3 This review will also inform the size of the proposed new hospital and the services to be rendered there. It will also make recommendations which services should be provided in the primary care / community, and, which will be more cost-effectively provided off-island. This will include recommendations about the most efficient and equitable health financing system to be applied on Montserrat. The Consultancy Team will therefore make recommendations to define the minimum package of services that citizens of Montserrat can expect from their health system, including those which can only be provided by referral overseas.

5.6 Historic and Recent Work and Reviews on Healthcare in Montserrat

Table.3 Relevant reference documents and healthcare reviews - Montserrat

	Document Title	Ref No	Author and date
1	An analysis of the feasibility of introducing a National Health Insurance (NHI) system in Montserrat		UWI Consulting, (UWI), 2009
2	Health Financing Review, Montserrat		Lasse Nielsen, 2012
3	Essential Public Health Functions		MOHSS, 2008
4	Outsourcing in MoH		Claire Howard, 2012
5	Rationalising health services		Interhealth Canada 2008
6	Medical Assistance Policy		MOHSS, 2014
7	Health workforce plan		MOHSS, 2010-2015
8	Health functional review		MOHSS, 2010
9	Planning for Health		Tony Byer, 2011
10	Outsourcing in MoH		Claire Howard, 2012
11	Secondary Care Services for Montserrat		Elizabeth Ferdinand, 2009
12	Nurses Strategic Plan		MOHSS, 2008-2013

6. THE SPECIFICATION

6. THE SPECIFICATION

6.1 The Requirement

6.1.1 The assignment of the Health System and Financing Review comprises 2 parts:

- a) **TO CONDUCT AN ORGANIZATIONAL AND FUNCTIONAL REVIEW OF THE MINISTRY OF HEALTH AND SOCIAL SERVICES IN MONTSERRAT.**
- b) **TO REVIEW THE HEALTH CARE FINANCING SYSTEM IN MONTSERRAT TO INCLUDE COSTING OF AN ESSENTIAL MINIMUM PACKAGE OF SERVICE AND APPROPRIATE MODELLING TO SUPPORT HEALTH FINANCING REFORM**

6.2 Objectives & Success Factors for the Requirement

6.2.1 The objectives and success factors for the organisational and functional review of the Ministry of Health and Social Services in Montserrat include:

- a) **Strategic Management and Administration: Desk review of policies, procedures, practices, and legislative requirements** applicable to the provision of high quality health and social services appropriate for Montserrat. Where relevant, the scope would include an examination of the relationships with the other ministries of government, and the linkages with the overall GoM Sustainable Development Plan 2008 – 2020. The Consultancy Team will consult with major stakeholders and make specific recommendations to streamline structures and ensure improved, effective oversight and management of services.
- b) Examine and evaluate **leadership, organisational and governance structure** necessary for the effective and efficient functioning of the MoHSS and make recommendations for improvements.
- c) Assess the current **relationships (formal and informal) with clinical referral facilities off island** and recommend the potential for preferred **provider contracts** including cost-efficiencies.
- d) **Secondary Care:** To conduct a **clinical audit** of clinical services at Glendon Hospital utilising appropriate (international) assessment tools and standards. Separately, to suggest standards that Montserrat can strive to attain in future, perhaps in 5 – 10 years' time (clinical and support services), which will include but not be limited to:
 - i: Care pathways; discharge planning, organization and layout of services, outpatient services;

- ii: Audit of Accident and Emergency department;
- iii: Operations of clinical support services including laboratory, radiology, pharmacy, physiotherapy, medical records and facility management services.

e) Analysis of current staffing levels and skills and future staffing needs of the Ministry of Health (both clinical and support staff) to deliver the MoHSS strategic objectives and a future proposed minimum package of care. This should take into account the future needs, vis-à-vis the hospital redevelopment and operational improvement plans.

f) Primary Care: To conduct a **functional review and audit** including an appraisal of the quality and effectiveness of on-island primary care services - including Mental Health and Dental care provision. To highlight changes required to improve early detection and community support/care, to reduce the need for hospital admissions taking into account envisaged changes in demographics and disease profile. This should include an assessment of the current balance between communities, primary and secondary care, making specific recommendations for necessary adjustments.

g) Prevention: To appraise current practice of providing Health Promotion and Prevention messaging and activities, and to provide a brief assessment of additional needs in this area.

h) To briefly identify **relevant new technologies** that could realistically be introduced to improve the quality and range of service provision on the island, at an appropriate cost. This should include **Telemedicine** and **visiting specialists**.

i) To identify functions/services, currently undertaken by the MoHSS that could be more effectively and efficiently carried out by the private sector, civil society or off island. This may include, for example, cleaning, laundry and other hotel services of the hospital and/or other facilities.

j) In addressing the above objectives, the Consultancy Team must provide a brief analysis of the strengths and weaknesses, opportunities and threats (SWOT) of the current system and build on this to develop strategies and recommendations for improvement, to be considered by policy makers and donor partners. In general terms, recommendations should be consistent with achieving the overall aim and objectives of the MoHSS, as outlined in the Ministry of Health and Social Services Strategic Plan 2014 – 2017, as far as practical and possible.

6.2.2 The objectives and success factors for the review of the Health Care Financing System in Montserrat include:

- a) **Desk Review all available reports and studies**(which will be made available by the MOHSS) on health care financing in Montserrat in order to establish the current policy, institutional and regulatory frameworks. This will include an assessment of **current revenue collection** (over the previous 1-2 years) including a rough calculation of out-of-pocket payments (where available), prepayment (insurance) and government subsidies. The review should also assess various types of **exemptions**. This should be compared to the current total health care costs for each level of care (preventive, primary/community, secondary care and referrals). Finally, the **financial accessibility** to all health care services needs to be assessed for different parts of the population, notably to flag where the poor and/or vulnerable may be deterred from accessing care.
- b) Review the **burden of disease** of the population, using all available data sources (N.B primary data gathering by means of surveys is not anticipated). Review of service utilisation (on and off island) covering the last 1-2 years (where data available).
- c) Following from (ii), **costing of all types of services received and those expected in the future**⁴. Where there is an option of providing services on island or referred off island, costs should be briefly compared for **both options**. Referrals should be estimated for **minimum costs** (e.g. closest referral point, public provision and inter-government agreement) and **current costs** (travel distance, potentially private provision with no preferred provider agreement in place). This costing will inform the components of an essential minimum package of service.
- d) Based on the above, and, informed by the likely available revenue/budget, make recommendations to define and cost **options for essential minimum packages of service** that can reasonably be made available to all residents. Advise GoM, MoHSS on **equity** considerations, i.e. how best to provide these packages of services to protect the poor, chronically ill and disadvantaged from charges they cannot afford to pay. Provide GoM with options regarding how best to provide preventive and curative services, in a way that is both sustainable and affordable in the future.
- e) Specifically regarding the proposed new Glendon Hospital, provide brief scenarios to determine the financial resources which will be necessary, with various service packages, to cover the **operating costs** of the new Glendon Hospital, from commissioning and up to five years in the future, to include cost of staffing, repairs, maintenance, equipment replacement, medical consumables and drug supplies.
- f) In the light of the above, to make specific recommendations to GoM and donor partners, regarding an appropriate revenue collection system, whether through contributions (taxation, insurance, out-of-pocket fees) including associated exemption policies, to protect the poor but ensure those who can

⁴Some of this data are already available, which would need to be reviewed.

readily afford to pay or insure are making an appropriate contribution. This should include outline proposals for non-national residents (i.e. those who are not citizens of Montserrat but who are normally resident, or those who are temporary visitors), including those non-nationals who are poor and/or chronically ill. This should also include specific recommendations regarding the policy options and suggested agreements with preferred providers/neighbouring islands for off-island treatment, both emergency and elective, and the likely financial implications.

g) To advise GoM on whether or not to retain health financing for public service provision on island, including an option to integrate revenue collection and pooling into Social Security, or whether to **outsource** parts or the entire health financing (revenue collection, pooling and purchasing) to appropriate insurance schemes that might be used as a means of cost-effectively obtaining cover for health care costs on island.

h) To consult with key stakeholders and key informants (inside and outside government), to discuss/debate the various options available and their opinions on the preferred approach to health financing reforms in Montserrat. This should focus group discussions with key stakeholders and the community.

6.3 Expected Deliverables

6.3.1 The Consultancy Team will deliver the reports outlined below. As far as possible, each report should have an Executive Summary, outlining the key recommendations and be cross-referenced to numbered paragraphs in other reports. It would be helpful if main recommendations could be listed in priority order.

6.3.2 **Inception report** (no more than 30 pages, and the deadline for the report must be submitted no later than 3 weeks after the contract start date), outlining the key findings for:

a) Tasks 6.2.1 a) above (as far as information is available without travel), and a suggested **detailed concept for parts 6.2.1 b) to i)**.

b) Tasks 6.2.2 a) above (as far as information is available without travel), and a suggested **detailed concept for parts 6.2.2 b) to h)**. This should include a list of key issues in priority order which will be addressed during the visit, and a draft visit programme for discussion with GoM and DFID.

c) Report on health sector organisation, governance and clinical audit of secondary care and functional review/audit of primary care, including staffing levels and composition as well as skills gap analysis for all parts of the health care system. For tasks identified in section 6.2.1 a) to i), maximum of 30 pages plus executive summary.

d) Options report with recommendations for a Human Resource Development Plan (based on the functional assessment, skills gap and staffing levels identified). To include a draft **3 year Plan of Action** with realistic success criteria and timelines. Tasks 6.2.1 a) – i), maximum of 20 pages.

e) Costing and financial modelling report. The Costing Report should provide a breakdown of the existing costs and benefits incurred by each of the services anticipated under the options for essential minimum packages of care. This should cover tasks 6.2.2 a) – h). Maximum of 30 pages plus executive summary.

f) Options report for an appropriate health financing strategy, with particular attention but not limited to revenue collection and insurance options, incl. equity considerations. This should include draft timelines for implementation of the proposed financing option/s and necessary legislative changes (tasks 6.2.2b) – h), maximum of 20 pages.

g) 6.3.2 a) & b) Suggested list of needs for external assistance of Montserrat's health care sector, both in terms of infrastructure and health sector reform; maximum 10 pages.

6.4 Timelines for deliverables

6.4.1 Inception Phase

a) The inception report will be reviewed by MOHSS and DFID. After finalisation and agreement on the shape of the field work and visit programme(s), the remaining parts of the assignment will be authorised. Draft inception report due 3 weeks after commencement of assignment. Final inception report 5 days after receipt of all comments (GOM and DFID).

6.4.2 Main Phase

a) Mid-term presentation of interim findings and process to MoHSS and DFID, 2 months following commencement of services.

b) Complete draft reports 6.1.1 (A &B) due 3.5 months following commencement of services.

c) Final report 6.1.1 (A & B) due 10 working days after receipt of comments from MoHSS and DFID.

6.5 Recommendation for Levels of Service, and the Optimum and Minimum Needs.

6.5.1 The contractor will be responsible for identifying, designing and making available options for optimum and minimum levels of service needed. i.e. the scope of service. It is critical that this takes into account current trends and future population increases.

6.6 Qualifications, Skills and Experience requirements

6.6.1 General requirement

a) This consultancy is for a firm with a solid track record in conducting functional reviews and health financing strategies. The consultancy team should comprise of a variety of skills and experience for both the functional review and the health financing parts of this review).

b) One overall **team leader** should head up both teams and have extensive relevant skills in health financing and public health (15 years post-qualification). Considerable international consultancy experience and experience in conducting health systems reviews (preferably in the public sector) must be demonstrated. Extensive experience in resource constrained settings and experience in priority setting are essential; experience in environments operating with limited economies of scale / small island economies would be an asset. Skills and qualifications in human resource management and/or organisational development would be highly recommended. Proven experience in managing complex assignments incl. large teams to a high degree of quality and effectiveness will need to be demonstrated. Excellent communication and relationship management skills are expected. A team leader with practical experience of working with/in the UK NHS would be an asset given the referral link between some overseas territories and the NHS. Knowledge and experience of working with donors, specifically DFID, is encouraged.

c) In addition, the **team** should reflect the **following skills and experience** and team members are expected to have a **high level of education** (e.g. University Masters level) and substantial work experience in the relevant areas (ideally with 7-10 years post-qualification experience). A smaller team of a minimum of 4 – 5 team members that can combine various requirements as set out below would be envisaged.

6.6.2 Essential requirements:

a) Substantive experience in conducting **health systems' reviews** in resource constrained environments, preferably in the public sector

b) Substantive background (at least Master level) and experience in **Health Financing** and **Health Economics**, especially with respect to insurance functions (revenue collection, pooling and purchasing) and actuarial studies and unit costing.

c) Substantive background and work experience in **Organisational Development** Substantive background and work experience in **Human Resource Management**

- d) Medical training and work experience as a **Medical Doctor**, MB ChB (desirable)
- e) Experience in **equity analysis** and **protection for vulnerable** parts of the population.
- f) Experience in high quality reporting to governments and donor organisations are required, especially to DFID is encouraged.

6.6.3 Additional criteria:

a) The team would benefit from regional experience working in the public or private healthcare system and have a good understanding of referral links in the Caribbean.

b) Experience in accreditation of medical services would be expected.

c) It is anticipated that assignment A (Functional Review) may require a total of up to 40 days between team members and assignment B (Health Financing) up to 80 working days between team members. The proposal should provide a breakdown of time allocation between different team members, including timing of country visits.

d) The Team Leader for both assignments should be allocated no less than 45 days of work. At least 5 working days should be retained by the Team Leader, in order to respond to comments on various reports, and prepare a final report.

e) It is expected that this assignment is particularly suitable to a consortium between experienced development consultancies with academic partners (the lead partner needs to be identified). Prior consultancy experience with DFID, especially of the team leader and leading firm, would be beneficial.

f) The solution should focus on value for money, considering: 'all' operational costs. It can also include any 'added benefits' or extras that would be made available. The success factors could include, but are not limited to:

- i: efficiency of service;
- ii: shared M.I systems;
- iii: remote technologies that minimise travel/visits;
- iv: ability to accommodate those with disabilities;
- v: use of local resources;
- vi: clever coordination and mobilisation of the reviews & use of consultants, e.g. shared accommodation/travel
- vii: other added benefits or extras.

6.7 Collaborative Working

6.7.1 The contractor will need to facilitate close collaborative working, across a range of teams that will be critical to the success of this contract. This will involve working closely with all key stakeholders; will therefore be one the most critical success factor for this contact. It will involve determining the best way for information to be shared and communicated; the degree and levels that collaboration can take place, including sharing of resources; the sharing of management and performance information; and, the way monthly contract meetings are supported.

6.7.2 Communication strategies will be managed by the Ministry of Health Headquarters. As the review progresses the Ministry will liaise with other external Agencies and Stakeholders to ensure that they are kept informed with the work of and achievements.

6.8 Quality

6.8.1 The Mobilisation Plan

a) The tenderer must provide a detailed mobilisation plan in their proposal. The plan must demonstrate how the initial commencement of the contract would be managed, from the contract start date of **Monday 9th January 2017**, and its first months of operation. The plan should include, but not exclusively:

- i. The resources that will be used for the mobilisation and full operation of The services. This can include staff and non-staff resources. Non staff resource costs can include: rental of office space and associated office equipment and communication systems; on island transportation costs. As a minimum the information provided about the resources that will be used must include: a structured diagram; resumes/CV together with a professional overview of the 'key staff' resources. Including the senior management team with overall responsibility for the contract; the 'core' members of the review team; the administrative / day to day support structures;
- ii. Information about how and when the tenderer would expect to mobilise and any key assumptions and milestones that are relevant to this process;
- iii. An overview of how the tenderer will work with all key stakeholders (including those detailed in section 6.5.1 above), to help minimise disruption during the review process;
- iv. Approaches for conducting interviews and assessments during the review.
- v. A brief statement about how the tenderer will implement the Quality,

Monitoring and Evaluation and any verification Plans, detailed in Section 7.6.2.

6.8.2 Contract Management & Performance

- a) It is considered essential that in order to maintain a high standard of quality and performance that the contractor and contracting authority and undertake lead roles in holding regular 'coordinated' contract management meetings. The frequency of these will be weekly then reviewed after the initial month.
- b) To maintain a high quality of service the successful contractor must facilitate a coordinated and integrated approach to all aspects of the service. This will require the contractor to develop and manage collaborative arrangements with all relevant key stakeholders, e.g. through supporting regular performance and quality working groups.
- c) For the Government of Montserrat the Permanent Secretary to the Ministry of Health which will be taking on the responsibility for the overall performance and contract management aspects of this contract.

6.9 Reporting and Management Information

6.9.1 The Team Leader will report to the Director of Hospital Services. The Team Leader will be expected to brief the Permanent Secretary and the Minister for Health and DFID at the start and end of the assignment and periodically during the field work. All reports need to be sent to and approved by MoHSS (GoM) and DFID Overseas Territories Department (Health Adviser).

7. STANDARD TERMS & CONDITIONS OF CONTRACT FOR SERVICE

7. STANDARD TERMS AND CONDITIONS OF CONTRACT FOR SERVICES

7.1 Interpretation

In these Conditions:

7.1.1 “the Condition(s)” mean the standard terms and conditions of contract for services as set out in this document;

7.1.2 “Charging Rates” shall be construed as those excluding any applicable Value added Tax;

7.1.3 “the Contract” means the agreement concluded between the Contracting Authority and the Contractor of the supply of Services, including all specifications, plans, drawings and other documents which are relevant to the Contract and also such of these Conditions as are included (with or without modification) expressly or by reference in the terms and conditions of the Contract;

7.1.4 “the Contract Price” means the price exclusive of any applicable Value Added Tax, payable to the Contractor by the Contracting Authority under the Contract for the full and proper performance by the Contractor of the Contract;

7.1.5 “the Contracting Authority” means the Government of Montserrat;

7.1.6 “the Contractor” means the person who undertakes to supply the Services under and in accordance with the Contract and, where the Contractor assigns the rights and obligations under the Contract to another person with the prior written consent of the Contracting Authority, that other person;

7.1.7 “Government Property” means anything issued or otherwise furnished in connection with the Contract by or on behalf of the Contracting Authority or its authorised representative;

7.1.8 “Loss” includes destruction;

7.1.9 “Month” means calendar month;

7.1.10 “Person” includes a corporation, partnership, individual;

7.1.11 “the Services” means the services to be supplied under the Contract.

7.1.12 “Confidential Information” means information, data and material of any nature which either party to the Contract may receive or obtain in connection with the operation of the Contract and, which comprises Personal Data or Sensitive Personal Data (as both terms are defined by Montserrat Law, or in its’ absence defined by the UK Data Protection Act 1998); which is listed in the Schedule to the Contract; the release of which is likely to prejudice the commercial interests of the Contracting Authority or the Contractor respectively; or which is a trade secret;

7.1.13 “FOI” means Freedom of Information and associated Montserrat Law and Guidance

7.1.14 “FOIA” means the United Kingdom Freedom of Information Act 2000;

7.1.15 "EI" means Environmental Information and any associated Montserrat Law and Guidance as may be issued from time to time.

7.1.16 "EIR" means the United Kingdom Environmental Information Regulations 2004 and any subsequent amended Regulations as may be issued from time to time.

7.2 Acts by the Contracting Authority

7.2.1 Any decision, act or thing which the Contracting Authority is required or authorised to take or do under the Contract may be taken or done by any person authorised, either generally or specifically, by The Contracting Authority to take or do that decision, act or thing.

7.3 Services of Notice

7.3.1 Any written notice or other written communication which any party to the Contract is required to give under the Contract shall be deemed to be sufficiently given if sent by recorded or registered post to the last known address of the other party to the Contract.

7.4 Assignment and Sub Contracting

7.4.1 The Contractor shall not give, bargain, sell, assign, sub-contract or otherwise dispose of the Contract or any part thereof without the previous consent in writing of the Contracting Authority.

7.4.2 The Contractor shall not use the services of self-employed individuals in connection with the Contract without the previous agreement in writing of the Contracting Authority.

7.5 Government Property

7.5.1 All Government Property issued in connection with the Contract shall remain the property of the Contracting Authority and shall be used in the execution of the Contract and for no other purpose whatsoever save with the prior approval in writing of the Contracting Authority.

7.5.2 All Government Property shall be deemed to be in good condition when received by or on behalf of the Contractor unless he notifies the Contracting Authority to the contrary within 14 days or such other time as is specified in the Contract.

7.5.3 The Contractor undertakes to return all Government Property so issued and will be responsible for all loss thereof or damage thereto from whatever cause to the full amount of such loss or damage.

7.5.4 Without prejudice to the above provisions, the Contractor shall, except as otherwise provided for in the Contract, make good or, at the option of the Contracting Authority, pay compensation for all damages occurring to any Government Property occasioned by the Contractor, or by his servants, agents or sub-contractors whether arising from his or their performance of the Contract and whether on any Contracting Authority establishment or premises or elsewhere in connection with the Contract, provided that this Condition shall not apply to the extent that the Contractor is able to show that any such damage was not caused or contributed by his negligence or default or the neglect or default of his servants, agents, or sub-contractors or by any circumstances within his or their control.

7.6 Waiver

7.6.1 The failure of either party at any time to enforce any provision of the Contract shall in no way affect its right thereafter to acquire complete performance by the other party, nor shall the waiver of any breach of any provision be taken or held to be a waiver of any subsequent breach of any such provision or be a waiver of the provision itself.

7.6.2 The rights, powers and remedies provided in this Contract are cumulative and not exclusive of any rights, powers and remedies provided by law.

7.7 Severability

7.7.1 If any condition, clause or provision of the Contract not being of a fundamental nature be held to be unlawful or unenforceable by a court in any proceedings relating to the Contract the validity or enforceability of the remainder of the Contract shall not be affected thereby.

7.7.2 In the event of a holding of invalidity so fundamental as to prevent the accomplishment of the purpose of the Contract, the Contractor and the Contracting Authority shall immediately commence good faith negotiations to remedy such invalidity.

7.8 Use and Safeguarding of Documents

7.8.1 Any document or thing bearing a Security Classification of "Confidential", "Secret" or "Top Secret" shall be examined or handled in a Contracting Authority establishment only and shall not be removed from such establishment unless the Contracting Authority's consents in writing to examination or handling or removal of that document or thing elsewhere.

7.8.2 The Contractor shall use all best endeavours to safeguard from loss or damage every document or thing supplied by or obtained from the Contracting Authority or for the purposes of the Contract and to protect every such document or thing from unauthorised use, disclosure or copying and shall forthwith upon termination or expiry of the Contract or earlier if the Contracting Authority shall request return to the Contracting Authority in good and usable condition every such document and thing.

7.8.3 Subject to any rights of third parties, nothing in this Condition shall prevent the use for any purpose by the Contractor of any specifications, plans, drawings and other documents, the rights of which vest in him otherwise than as a result of work carried out under this Contract.

7.8.4 Any samples or patterns or any specifications, plans, drawings, or other documents issued by or on behalf of the Contracting Authority for the purposes of the Contract remain the property of the Contracting Authority and must be returned on completion or earlier termination of the Contract.

7.9 Confidentiality

7.9.1 In respect of any Confidential Information it may receive from the other party ("the Discloser") and subject always to the remainder of this Condition, each party ("the Recipient") undertakes to keep secret and strictly confidential and shall not disclose any such Confidential Information to any third party without the Discloser's prior written consent provided that:

7.9.2 The Recipient shall not be prevented from using any general knowledge, experience or skills which were in its possession prior to the commencement of the Contract;

7.9.3 The provisions of this Condition shall not apply to any Confidential Information which:

- i: is in or enters into the public domain other than by breach of the Contract or other act or omissions of the Recipient;
 - ii: is obtained by a third party who is lawfully authorised to disclose it;
 - iii: is authorised for release by the prior written consent of the Discloser;
- or
- iv: the disclosure of which is required to ensure the compliance of the Contracting Authority with any applicable FOI guidance or codes of practice.

7.9.4 Nothing in this Condition shall prevent the Recipient from disclosing Confidential Information where it is required to do so by judicial, administrative, governmental or regulatory process in connection with any action, suit, proceedings or claim or otherwise by applicable law or, where the Contractor is the Recipient, to the Contractor's immediate or ultimate holding company provided that the Contractor procures that such holding company complies with this Condition as if any reference to the Contract in this Condition were a reference to such holding company.

7.9.5 The Contractor acknowledges that the Contracting Authority is subject to Montserrat law relating to FOI and EI. In the absence of this, that it will consider the principles laid down in the United Kingdom FOIA and the EIR.

7.9.6 The Contractor notes and acknowledges any Montserrat law and guidance on FOI and EI. In the absence of this it will consider the principles of the United Kingdom FOIA and both the respective Codes of Practice on the Discharge of Public Authorities' Functions and on the Management of Records (which are issued under sections 45 and 46 of the FOIA respectively) as may be amended, updated or replaced from time to time and the EIR.

7.9.7 The Contractor will act in accordance with Montserrat Law and guidance on FOI. And EI In the absence of this will follow the principles of the United Kingdom FOIA and these Codes of Practice (and any other applicable codes of practice or guidance notified to the Contractor from time to time) and the EIR to the extent that they apply to the Contractor's performance under the Contract.

7.9.8 The Contractor agrees that without prejudice to the generality of paragraph 8.9.4, of this Condition the provisions of this Condition are subject to the respective obligations and commitments of the Contracting Authority under Montserrat law and guidance on FOI and EI. In the absence of this the principles of the United Kingdom FOIA and the Codes of Practice and the EIR;

7.9.9 The Contractor agrees that subject to this Condition, the decision on whether any exemption applies to a request for disclosure of recorded information is a decision solely for the Contracting Authority;

7.9.10 The Contractor agrees that where the Contracting Authority is managing a request as referred to in this Condition, the Contractor shall co-operate with the Contracting Authority and shall respond within five (5) working days of any request by it for assistance in determining how to respond to a request for disclosure.

7.9.11 The Contracting Authority will consult the Contractor in relation to any request for disclosure of the Contractor's Confidential Information in accordance with all applicable guidance.

7.9.12 This Condition shall remain in force without limit in time in respect of Confidential Information, which comprises Personal Data. Save as aforesaid and unless otherwise expressly set out in this Contract or the Schedule to this Contract, this Condition shall remain in force for a period of 3 years after the termination or expiry of this Contract."

7.9.13 When entering into contracts it is advisable to put all information that may be subject to any exemption under Montserrat law, or in the absence of this any considerations towards the key principles of FOIA followed in a Schedule to the Contract rather than having to consider exemptions when a request for information is received by the Contracting Authority relating to the Contract.

7.10 Amendments and Variation

7.10.1 No amendment or variation in the terms of the Contract will be valid unless previously agreed in writing between the Contracting Authority and the Contractor and no payment will be made for unauthorised services.

7.11 Payment

7.11.1 On presentation of a correct invoice quoting the Contracting Authority purchase order or contract number and confirming that the Contract has been performed, the Contracting Authority shall pay the Contract Price to the Contractor. Payment will normally be made within 30 days of receipt by the Contracting Authority of the invoice.

7.11.2 Invoices will show the period and the amount of the Services for which the payment is claimed together with the agreed Charging Rates.

7.11.3 Invoices for the Contract performed shall be rendered at the time and in the manner specified by the Contracting Authority.

7.11.4 If, for the purpose of performing the Contract, the Contractor enters into a contract for the supply of goods or services to the Contractor by a third party, the Contractor shall include in that contract a provision which requires the Contractor to pay for those goods or services within 30 days of the Contractor receiving a correct invoice from the third party.

7.11.5 If the Contractor believes that payment for a correctly submitted invoice is overdue, he should, in the first instance, speak to the named contact on the face of the Contract. In the event that the problem is not resolved to his satisfaction, he should write to the Director of Procurement at The Contracting Authority setting out his case. The Director will ensure that the complaint is dealt with by an official who is independent of the Contract and that the Contractor is not treated adversely in future for having made a complaint.

7.11.6 The Contractor shall be entitled to charge interest at the rate of 1% above the Eastern Caribbean Central Bank's Prime Rate for Montserrat, for the time being in force from the relevant date ("the Relevant Date") should the Contracting Authority fail to pay the Contract Price. The Relevant Date shall be deemed to be the first day immediately following a period of 30 days commencing on the day when the invoice was presented by the Contractor to the Contracting Authority. The Relevant Date shall apply unless the invoice was presented before

the Contractor fully performed his obligations under the Contract and in these circumstances, the Relevant Date shall be deemed to be the first day immediately following a period of 30 days commencing on the day when the Contractor performed his obligations under the Contract.

7.12 Accounts

7.12.1 The Contractor shall keep proper accounts and proper records and vouchers for all expenditure referable to the Contract

7.12.2 The Contractor shall permit the Contracting Authority by its officers, servants and agents or independent auditor on request and at all reasonable times to examine all accounts at the offices of the Contractor or at such other places as the Contracting Authority shall direct and to take copies and shall provide the Contracting Authority or its independent auditor with such explanations relating to that expenditure as it may request.

7.12.3 The Contractor shall ensure that the said accounts, records and vouchers are available for a period of two years after the termination or expiry date of the Contract.

7.13 Recovery of Sums Due

7.13.1 Whenever under the Contract any sum of money shall be recoverable from or payable by the Contractor to the Contracting Authority, the same may be deducted from any sum then due, or which at any time thereafter may become due to the Contractor under this or any other Contract with the Contracting Authority.

7.13.2 Any over-payment by the Contracting Authority to the Contractor whether of charges or of any Value Added Tax ("VAT"), where a VAT scheme is adopted, shall be a sum of money recoverable from the Contractor.

7.14 Performance

7.14.1 The Services shall be provided in accordance with the Contract to the satisfaction of the Contracting Authority, or its authorised representatives. During the course of the Contract, the Contracting Authority or its authorised representative shall have the power to inspect and examine the work being performed either at the Contracting Authority's premises at any reasonable time or, where any part of the work is being performed on premises other than the Contracting Authority's premises, at those premises and reasonable notice shall be given to the Contractor.

7.14.2 If any part of the Services is found to be inadequate or in any way differing from the Contract, other than as a result of default or negligence on the part of the Contracting Authority or its authorised representative, the Contractor shall at his own expense re-schedule and perform the work correctly within such reasonable time as may be specified by the Contracting Authority.

7.14.3 If the provision of the Services or any part thereof is suspended by the Contracting Authority or its authorised representative (otherwise than in consequence of default or negligence on the part of the Contractor) or if the Contractor is delayed in proceeding with the provision of the Services by the Contracting Authority or its authorised representative, the

Contracting Authority shall be responsible for any loss incurred by the Contractor as a result of such suspension or delay.

7.14.4 If the performance of the Contract by the Contractor is delayed by causes mentioned in paragraph 8.14.3 of this Condition or by reason of any act on the part of the Contracting Authority, or by industrial dispute or any other cause which the Contractor could not have prevented and for which he was not responsible then the Contractor shall be allowed a reasonable extension of time for completion.

7.14.5 The time of performance shall be of the essence and failure to commence the provision of the Services within the time promised or specified shall entitle the Contracting Authority (at its option) to be released from any obligation to accept and pay for the Services or to cancel all or part of the Services, in either case without prejudice to the other rights and remedies of the Contracting Authority.

7.15 Progress Report

7.15.1 Where formal Progress Reports are specified in the Contract, the Contractor shall render such reports at the time and in such form as may be specified or as otherwise agreed between the Contractor and the Contracting Authority or its authorised representative.

7.15.2 The submission and acceptance of the Progress Reports shall not prejudice the rights of the Contracting Authority under any of the Condition on the Contract.

7.16 Contractor's Personnel

7.16.1 The Contracting Authority reserves the right to refuse to admit to premises occupied by or on behalf of the Contracting Authority any person employed by the Contractor, or by a sub-contractor, whose admission would be undesirable in the opinion of the Contracting Authority.

7.16.2 If and when directed by the Contracting Authority the Contractor shall provide a list of the names and addresses of all persons who may at any time require admission in connection with the performance of the Contract to any premises occupied by or on behalf of the Contracting Authority, specifying the capacity in which they are concerned with the Contractor and giving such other particulars as the Contracting Authority may require.

7.16.3 If the Contractor shall fail to comply with paragraph 8.16.2 of this Condition and if the Contracting Authority decides that such failure is prejudicial to its interests, then the Contracting Authority may summarily determine the Contract by notice in writing to the Contractor always providing that such determination shall not prejudice or affect any right of action or remedy which shall have accrued, or shall accrue thereafter, to the Contracting Authority.

7.16.4 The decision of the Contracting Authority as to whether any person is to be refused admission to official premises and as to whether the Contractor has failed to comply with clauses 7.16.2 or 7.16.3 of this Condition shall be final and conclusive.

7.17 Indemnities and Insurance

7.17.1 Except as stated in Clause 7.17.2, where there has been misconduct, gross negligence, dishonesty by the Supplier or the Supplier's Personnel the Supplier's liability under this Contract shall be limited to the maximum amount that the insurance policy is capable of providing over the life of the policy, before any claims or pay outs have been made.

7.17.2 The Contractor and Contracting Authority do not limit their liability for:

- i: death or personal injury caused by its negligence, or that of its employees, agents or sub-contractors (as applicable);
- ii: fraud or fraudulent misrepresentation by it or its employees;
- iii: breach of any obligation as to title implied by any consumer laws. In the absence of consumer laws there will be a reliance on section 12 of the UK Sale of Goods Act 1979 or section 2 of the UK Supply of Goods and Services Act 1982; or
- iv: any liability to the extent it cannot be limited or excluded by Law.

7.17.3 Subject always to Clauses 7.17.2; in no event shall the Contractor or Contracting Authority is liable to the other for any:

- i: loss of profits, business, revenue or goodwill; and/or
- ii: indirect or consequential loss or damage of any nature and howsoever caused, even if the losses were reasonably foreseeable or the Party has been advised of the possibility of such losses occurring.

7.17.4 The Supplier shall not exclude liability for additional operational, administrative costs and/or expenses or wasted expenditure resulting from the direct Default of the Supplier.

7.17.5 Subject to Clauses 7.17.1 to 4 (inclusive), the Contractor shall indemnify GoM in respect of any loss, damage or claim howsoever arising out of or in consequence of negligent acts or omissions by the Contractor or the Contractor's personnel or any claims made against GoM by third parties in respect thereof and in relation to this Contract.

7.17.6 The Contractor shall not be responsible for any injury, loss, damage, cost or expense if and to the extent that it is caused by the negligence or wilful misconduct of GoM or GoM's employees, or by breach by GoM of its obligations under the Contract.

7.17.7 The Contractor shall effect and maintain, and shall procure that their sub-contractors effect and maintain, with a reputable insurance company a policy or policies of insurance providing a level of cover not less than the Financial Limit in respect of all risks which may be incurred by the Contractor, arising out of the Contractor's and/or their sub-contractors performance of their obligations under the Contract, including death or personal injury, loss of or damage to property or any other loss. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted to be given by the Contractor. Such insurance shall be maintained for the duration of the contract period and for a minimum of 6 (six) years following the expiration or earlier termination of the Contract.

7.17.8 Without limitation to Clause 7.17.4 the Contractor shall effect and maintain and shall procure that all agents, professional consultants and sub-contractors effect and maintain, employer's liability insurance in respect of the Contractor's personnel in accordance with any legal requirement from time to time in force. The Contractor shall also effect and maintain, and shall ensure that all agents, professional consultants and sub-contractors involved in the contract effect and maintain, appropriate professional indemnity insurance cover during the contract period and for a minimum of 6 (six) years following the expiration or earlier termination of the contract.

7.17.9 The Contractor shall give GoM, immediately on request, copies of all insurance policies referred to in this Clause 7.17.7 to 8 inclusive, or a broker's verification of insurance to demonstrate that the appropriate cover is in place, together with receipts or other evidence of payment of the latest premiums due under those policies.

7.17.10 With regard to any breach of any obligations implied by Section 2 of the Supply of Goods and Services Act 1982, the Supplier shall maintain professional indemnity insurance cover of an amount not less than the maximum amount that the insurance policy is capable of providing over the life of the policy, before any claims or pay outs have been made.

7.18 Termination Due To Insolvency

7.18.1 The Contractor shall notify the Contracting Authority in writing immediately upon the occurrence of any of the following events:

i: where the Contractor is an individual and if a petition is presented for the Contractor's bankruptcy or a criminal bankrupt order is made against the Contractor or he makes any composition or arrangement with or for the benefit of creditors, or makes any conveyance or assignment for the benefit of creditors, or if an administrator is appointed to manage his affairs; or

ii: where the Contractor is not an individual but is a firm or a number of persons acting together in any capacity if any event in sub-paragraph i or iii of this paragraph occurs in respect of any partner in the firm or any of those persons or a petition is presented for the Contractor to be wound up as an unregistered company; or

iii: where the Contractor is a company, if the company passes a resolution to wind-up or the court makes an administrator order or a winding-up order, or the company makes a composition or arrangement with its creditors, or an administration receiver, receiver or manager is appointed by a creditor or by the court or possession is taken of any of its property under the terms of a floating charge.

7.18.2 On receipt of the notice under paragraph 7.18.1 above or earlier discovery by the Contracting Authority of the occurrence of any of the events described in that paragraph, the Contracting Authority may, by notice in writing to the Contractor, summarily terminate the Contract without compensation to the Contractor and without any prejudice to any right of action or remedy which may accrue to the Contracting Authority thereafter.

7.19 Termination for Breach of Contract

7.19.1 If a party commits a material breach of the Contract and, in the case of a breach which is capable of remedy, fails to remedy such breach within **28 days** of being required by the other party in writing to do so, the injured party shall be entitled to terminate the Contract with immediate effect by notice in writing to the other party and without prejudice to any rights of the parties accrued to the date of the determination of the Contract.

7.20 Cancellation

7.20.1 The Contracting Authority shall be entitled to terminate the Contract by giving to the Contractor not less than **28 days'** notice in writing to that effect without prejudice to any rights or remedies of the Contractor for breach of Contract.

7.21 Dispute Resolution

7.21.1 The parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Contract.

7.21.2 If the dispute cannot be resolved by the parties pursuant to paragraph 7.21.1 of this Condition, the dispute may, by agreement between the parties, be referred to mediation pursuant to paragraph 7.21.4 of this Condition.

7.21.3 The performance of the Contract shall not cease or be delayed by the reference of a dispute to mediation pursuant to paragraph 7.21.2 of this Condition.

7.21.4 The procedure for mediation and consequential provisions relating to mediation are as follows:

- i: a neutral adviser or mediator (“the Mediator”) shall be chosen by agreement between the parties or, if they are unable to agree upon the identity of the Mediator within 14 days after a request by one Party to the other (provided that there remains agreement for mediation), or if the Mediator agreed upon is unable or unwilling to act, either party shall within 14 days from the date of the proposal to appoint a Mediator or within 14 days of notice to either party that he is unable or unwilling to act, request a neutral body to appoint a Mediator;
- ii the parties shall within 14 days of the appointment of the Mediator meet with him in order to agree a programme for the exchange of all relevant information and the structure to be adopted for negotiations to be held. If considered appropriate, the parties may at any stage seek assistance from a neutral body to provide guidance on a suitable procedure;
- iii: unless otherwise agreed, all negotiations connected with the dispute and any settlement agreement relating to it shall be conducted in confidence and without prejudice to the rights of the parties in any future proceedings;
- iv: if the parties reach agreement on the resolution of the dispute, the agreement shall be reduced to writing and shall be binding on the parties once it is signed by both the Contracting Authority and the Contractor;
- v: failing agreement, either of the parties may invite a Mediator to provide a non-binding but informative opinion in writing. Such an opinion shall be provided on a without prejudice basis and shall not be used in evidence in any proceedings relating to the Contract without the prior written consent of both parties;
- vii: if the parties fail to reach agreement in the structured negotiations within 60 days of the Mediator being appointed or such longer period as may be agreed by the parties, then any dispute or difference between them may be referred to the courts.

7.22 Corrupt Gifts and Payments of Commission

7.22.1 The Contractor shall not:

i: offer or give, or agree to give, to any person employed by or on behalf of the Contracting Authority any gift or consideration of any kind as an inducement or reward for doing or having done or not doing any act in relation to the obtaining or execution of this or any other contract with the Contracting Authority or for showing or for not showing favour or dis-favour to any person in relation to this or any other contract with the Contracting Authority;

ii: enter into the Contract or any other contract with the Contracting Authority in connection with which commission has been paid or agreed to be paid by him or on his behalf, or to his knowledge, unless before the Contract is made particulars of any such commission and of the terms and conditions of any agreement for the payment thereof have been disclosed in writing to any person duly authorised by the Contracting Authority to act as its representative for the purpose of this condition.

7.22.2 Any breach of this Condition by the Contractor or by anyone employed by him or acting on his behalf (whether with or without his knowledge) or the commission of any offence by the Contractor or by anyone employed by him or acting on his behalf under Montserrat Law in relation to this or any other contract with the Contracting Authority shall entitle the Contracting Authority to determine the Contract and recover from the Contractor the amount of any loss resulting from such determination and the amount of the value of any such gift, consideration or commission as the Contracting Authority shall think fit.

7.22.3 Where the Contract has been determined under paragraph 7.22.2 of this Condition, the powers given by paragraph 7.14.5 of Condition 7.14 shall apply as if there had been a failure to commence the work.

7.22.4 In any dispute, difference or question arising in respect of:

- i: the interpretation of this Condition (except so far as the same may relate to the amount recoverable from the Contractor under paragraph 7.22.3 of this Condition in respect of any loss resulting from such determination of the Contract); or
- ii: the right of the Contracting Authority to determine the Contract; or
- iii: the amount or value of any gift, consideration or commission;
- iv: the decision of the Contracting Authority shall be final and conclusive.

7.23 Special Provisions

7.23.1 In the case of any conflict or inconsistency between these general Conditions and any conditions contained within the Contract, the latter conditions shall prevail.

7.24 Conflict Of Interest

7.24.1 The Contractor shall ensure that there is no conflict of interest as to be likely to prejudice his independence and objectivity in performing the Contract and undertakes that upon becoming aware of any such conflict of interest during the performance of the Contract (whether the conflict existed before the award of the Contract or arises during its performance) he shall immediately notify the Contracting Authority in writing of the same, giving particulars of its nature and the circumstances in which it exists or arises and shall furnish such further information as the Contracting Authority may reasonably require.

7.24.2 Where the Contracting Authority is of the opinion that the conflict of interest notified to it under paragraph 7.24.1 above is capable of being avoided or removed, the Contracting Authority may require the Contractor to take such steps as will, in its opinion, avoid, or as the case may be, remove the conflict and

i: if the Contractor fails to comply with the Contracting Authority requirements in this respect; or

ii: if, in the opinion of the Contracting Authority, compliance does not avoid or remove the conflict, the Contracting Authority may determine the Contract and recover from the Contractor the amount of any loss resulting from such determination.

7.24.3 Where the Contracting Authority is of the opinion that the conflict of interest which existed at the time of the award of the Contract could have been discovered with the application by the Contractor of due diligence and ought to have been disclosed as required by the tender documents pertaining to it, the Contracting Authority may determine the Contract immediately for breach of a fundamental condition and, without prejudice to any other rights, recover from the Contractor the amount of any loss resulting from such determination.

7.25 Copyright and Property Information and Equipment

7.25.1 Subject to any prior rights and to the rights of third parties, copyright and every other property right in all reports, documents and things produced under the Contract shall be vested as to copyright in the Contracting Authority and as to every other property right in the Contracting Authority, and the Contractor warrants to the Contracting Authority that all staff are and will be engaged in relation to the Contract on terms which do not entitle any of them to copyright or any other such right in any such report, document and thing. The Contractor hereby assigns copyright in every such report, document and thing to the Contracting Authority for the full period of copyright therein and all renewals and extensions and agrees to each shall carry a copyright legend in the following form: "(C) Copyright 20..." "Applications for reproduction should be made to the Contracting Authority". All moral rights relating to the work under the Contract are hereby waived by the Contractor.

7.25.2 Any information collected pursuant to the Contract (excluding any information which in the opinion of the Contracting Authority is confidential to the Contractor or which has been communicated to the Contractor under a condition that it shall be confidential to the Contractor) shall be the property of the Contracting Authority, and all original documents in whatever form which contain that information, including any computer tape or disk, any voice recording and any special computer program written to give access to the information, shall on request be deposited with the Contracting Authority.

7.25.3 Nothing in the Contract or done under the Contract shall be taken to diminish any copyright or rights to any other intellectual or industrial property which would apart from this Contract vest in the Contracting Authority.

7.25.4 Without prejudice to the generality of the foregoing, there shall be vested in the Contracting Authority all copyright, patent rights and rights to other intellectual or industrial property in or over any information, specification, plan, drawing, pattern, sample or other thing supplied by the Contracting Authority, or any Government Department, to the Contractor in relation to the Contract or in and over anything made or derived from or arising out of any such information, specification, plan, drawing, sample or other thing.

7.25.5 Any right of use in or over property (including any copyright or licence to use copyright material and also including intellectual property rights of all kinds) which is acquired by the Contractor or by his staff pursuant to or for the purposes of the Contract, and whether acquired by transfer, assignment, licence, sub-licence, grant or by any other means whatsoever, and the costs of acquisition of which are to be reimbursed to the Contractor by the Contracting Authority shall be acquired by the Contractor upon terms which will enable it upon request by the Contracting Authority to perform at the Contractor's expense all acts and to execute all documents necessary to vest such rights of use in the Contracting Authority to the full extent enjoyed by the Contractor without need for any or other permission, authorisation or consent.

7.25.6 If the cost of any equipment is reimbursed to the Contractor such equipment shall be the property of the Contracting Authority and shall on request be delivered to the Contracting Authority. The Contractor will keep a proper inventory of such equipment and will deliver that inventory to the Contracting Authority on request and on completion of all work under the Contract.

7.26 Force Majeure

7.26.1 For the purposes of the Contract "Force Majeure" shall include but not be limited to the following:

- i: war, civil war, riots, revolution;
- ii: natural disasters such as earthquakes, tidal waves and floods;
- iii: explosions and fires; or
- iv: strikes and labour disputes of all kinds; provided always that any act, event, omission, occurrence or non-occurrence will only be considered Force Majeure if it is not attributable to the wilful act, neglect or failure to take reasonable precautions of the affected party, its agents or employees.

7.26.2 Neither the Contractor nor the Contracting Authority shall in any circumstances be liable to the other for any loss of any kind whatsoever by reason of any failure or delay in the performance of its obligations hereunder to the extent resulting from a Force Majeure event. Notwithstanding the foregoing, each party shall use all reasonable endeavours to continue to perform, or resume performance of, such obligations here under for the duration of such Force Majeure event.

7.26.3 If any of the parties shall become aware of circumstances of Force Majeure which give rise to or which are likely to give rise to any such failure or delay on its part it shall forthwith notify the others by the most expeditious method then available and shall inform the others of the period which it is estimated that such failure or delay shall continue.

7.27 No Partnership

7.27.1 Nothing in the Contract and no action taken by the parties under the Contract shall constitute a partnership, association, joint venture or other co-operative entity between the parties or constitute any party a partner, agent or legal representative of the other.

7.28 Rights of Third Parties

7.28.1 The Contract does not in any way whatsoever entitle a person who is not a party to the Contract (including, without any limitation, any employee, officer, agent, representative, or sub-contractor of either the Contracting Authority or the Contractor) to enforce any term of the Contract, which expressly, or by implication, confers a benefit on him pursuant to any Montserrat Rights of Third Parties Legislation or in its' absence, consideration to the United Kingdom Contract (Rights of Third Parties) Act 1999, without prior agreement in writing of both parties.

7.29 Language

This Contract shall be signed in English, which shall bind the parties and be an official language of the Contract for all matters relating to the meaning or interpretation of this Contract.

7.30 Law

7.30.1 The Contract shall be considered as a contract made in Montserrat and shall be governed by, and construed in accordance with the provision of Montserrat Law.



**FORM GM01
PRICING SCHEDULE
HEALTH SYSTEM
& FINANCING REVIEW**

August 2016

Form GM01
Pricing Schedule

Government Of Montserrat:	CT/PROC/002(Health System & Financing Review)
Tenderers Name:	

OVERALL COST							
HEALTH SYSTEM & FINANCING REVIEW							
	OVERALL CHARGE						
OVERALL CHARGE FOR THE HEALTH SYSTEM & FINANCING REVIEW (as detailed in categories 1 & 2 of this form GM01)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right; padding-right: 10px;"><u>Excluding VAT</u></td> <td style="text-align: center; padding: 5px;">XCD</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;"><u>Including GoM 20% VAT</u></td> <td style="text-align: center; padding: 5px;">XCD</td> </tr> <tr> <td style="text-align: right; padding-right: 10px;"><u>Including 'all' VAT</u></td> <td style="text-align: center; padding: 5px;">XCD</td> </tr> </table>	<u>Excluding VAT</u>	XCD	<u>Including GoM 20% VAT</u>	XCD	<u>Including 'all' VAT</u>	XCD
<u>Excluding VAT</u>	XCD						
<u>Including GoM 20% VAT</u>	XCD						
<u>Including 'all' VAT</u>	XCD						
	OVERALL HOURS / DAYS COMMITTED						
OVERALL HOURS TO BE COMMITTED WHEN DELIVERING ON THE SERVICE (as provided under categories 1 2 & 3 of this form GM01)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: right; padding-right: 10px;">Total Hours</td> <td style="background-color: #d9ead3; width: 100px;"></td> </tr> <tr> <td style="text-align: right; padding-right: 10px;">Total Days</td> <td style="background-color: #f4cccc; width: 100px;"></td> </tr> </table>	Total Hours		Total Days			
Total Hours							
Total Days							

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, **including travel & subsistence**. All charges must be provided in ECD\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions , e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01

Pricing Schedule

CATEGORY - 1

SERVICES i: to x:

I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
Desk Review: Overall Charge							(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)	
							XCD	XCD	XCD	

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$.
Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
1	ORGANISATIONAL & FUNCTIONAL REVIEW <i>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</i>									
ii:	Governance Review (ITT 6.2.1 b)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total <i>(column 1 x column 3)</i>	Daily Total <i>(column 2 x column 3)</i>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									
G	Consultant									

H	Consultant Analysts										
I	Associate Consultant										
J	Analyst										
K	Project Manager/Leader										
L	Secretariat/Admin. Support										
M	Other (Please State)										
N	Other (Please State)										
Governance Review: Overall Charge							(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)		
							XCD	XCD	XCD		

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECD\$.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
1	ORGANISATIONAL & FUNCTIONAL REVIEW <i>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</i>									
iii:	Referral Facilities (ITT 6.2.1 c)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <i>(column 1 x column 3)</i>	Daily Total XCD\$ (Exc VAT) <i>(column 2 x column 3)</i>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Referral Overall Charge	(Exc. VAT) XCD	(Inc GoM 20%) XCD	(Inc All VAT) XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
1	ORGANISATIONAL & FUNCTIONAL REVIEW <i>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</i>									
iii:	Hospital Audit (ITT 6.2.1 d)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <i>(column 1 x column 3)</i>	Daily Total XCD\$ (Exc VAT) <i>(column 2 x column 3)</i>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant										
H	Consultant Analysts										
I	Associate Consultant										
J	Analyst										
K	Project Manager/Leader										
L	Secretariat/Admin. Support										
M	Other (Please State)										
N	Other (Please State)										
Hospital Audit: Overall Charge							(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)		
							XCD	XCD	XCD		

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
1	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
v:	Staffing Analysis (ITT 6.2.1 e)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									
G	Consultant									

H	Consultant Analysts										
I	Associate Consultant										
J	Analyst										
K	Project Manager/Leader										
L	Secretariat/Admin. Support										
M	Other (Please State)										
N	Other (Please State)										
Staffing Analysis: Overall Charge							(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)		
							XCD	XCD	XCD		

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECD\$.

Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
1	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
iii:	Primary Care Review (ITT 6.2.1 f)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <small>(excluding VAT)</small>	Total Hours to be Committed	Rate Per Day XCD\$ <small>(excluding VAT)</small>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									
G	Consultant									

H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Primary Care: Overall Charge	(Exc. VAT) XCD	(Inc GoM 20%) XCD	(Inc All VAT) XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECD\$.

Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
1	ORGANISATIONAL & FUNCTIONAL REVIEW <i>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</i>									
iii:	Prevention Review (ITT 6.2.1 g)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <i>(column 1 x column 3)</i>	Daily Total XCD\$ (Exc VAT) <i>(column 2 x column 3)</i>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Prevention Review: Overall Charge	(Exc. VAT) XCD	(Inc GoM 20%) XCD	(Inc All VAT) XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
1	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
viii:	Modern Technologies (ITT 6.2.1 h)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Technologies: Overall Charge	(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)
								XCD	XCD	XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
1	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
ix:	Outsourcing Review (ITT 6.2.1 i)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Outsourcing: Overall Charge	(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)
							XCD	XCD	XCD	XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
1	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
x:	System Review (ITT 6.2.1 j)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant										
H	Consultant Analysts										
I	Associate Consultant										
J	Analyst										
K	Project Manager/Leader										
L	Secretariat/Admin. Support										
M	Other (Please State)										
N	Other (Please State)										
System Review: Overall Charge							(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)		
							XCD	XCD	XCD		

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

CATEGORY - 2

SERVICES i: to viii:

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
2	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
i:	Desk Review (ITT 6.2.2a)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$(Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Desk Review: Overall Charge	(Exc. VAT) XCD	(Inc GoM 20%) XCD	(Inc All VAT) XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
2	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
ii:	Disease Burden Review (ITT 6.2.2b)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Disease Burden: Overall Charge	(Exc. VAT) XCD	(Inc GoM 20%) XCD	(Inc All VAT) XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
2	ORGANISATIONAL & FUNCTIONAL REVIEW <i>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</i>									
iii:	Future Services Review (ITT 6.2.2c)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$(Exc VAT) <i>(column 1 x column 3)</i>	Daily Total XCD\$ (Exc VAT) <i>(column 2 x column 3)</i>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Future Service: Overall Charge	(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)
							XCD	XCD	XCD	XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
2	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
iv:	Service Design (ITT 6.2.2d)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Service Design: Overall Charge	(Exc. VAT) XCD	(Inc GoM 20%) XCD	(Inc All VAT) XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
2	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
v:	Financial Design (ITT 6.2.2e)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Financial Design: Overall Charge	(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)
								XCD	XCD	XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE	
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2	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>
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vi:	Revenue Collection (ITT 6.2.2f)	1	2	3	4	5	6	7	8	9
	CONSULTANT / GRADE	Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Revenue Collection: Overall Charge	(Exc. VAT) XCD	(Inc GoM 20%) XCD	(Inc All VAT) XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
2	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
vii:	Outsource Review (ITT 6.2.2g)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$ (Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Outsource Review: Overall Charge	(Exc. VAT)	(Inc GoM 20%)	(Inc All VAT)
							XCD	XCD	XCD	

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

Government Of Montserrat Reference:	CT/PROC/002 (Healthcare System & Financing Review)
Tenderers Name:	

CATEGORY & SERVICE										
2	ORGANISATIONAL & FUNCTIONAL REVIEW <small>(see 6.1.1 a & 6.2.1 of the ITT, but also pay close attention to 6.3 to 6.9)</small>									
viii:	Reform Consultation (ITT 6.2.2h)	1	2	3	4	5	6	7	8	9
CONSULTANT / GRADE		Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$(Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Partner/Director/Vice President									
B	Senior Consultant									
C	Senior Manager									
D	Manager									
E	Managing Consultant									
F	Principal Consultant									

G	Consultant									
H	Consultant Analysts									
I	Associate Consultant									
J	Analyst									
K	Project Manager/Leader									
L	Secretariat/Admin. Support									
M	Other (Please State)									
N	Other (Please State)									
							Reform: Overall Charge	(Exc. VAT) XCD	(Inc GoM 20%) XCD	(Inc All VAT) XCD

COMMERCIAL IN CONFIDENCE

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, including travel & subsistence. All charges must be provided in ECDS\$. Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Form GM01
Pricing Schedule

CATEGORY - 3

OVERALL CONTRACT SUPPORT & MISCELLANEOUS

Form GM01
Pricing Schedule

Government Of Montserrat Reference: **CT/PROC/002 (Healthcare System & Financing Review)**

CATEGORY & SERVICE	Tenderers Name:
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3 OVERALL CONTRACT SUPPORT & MISCELLANEOUS										
i:	Operational Support	1	2	3	4	5	6	7	8	9
	SUPPORT STAFF (Day to Day Support Services)	Rate Per Hour XCD\$ <i>(excluding VAT)</i>	Total Hours to be Committed	Rate Per Day XCD\$ <i>(excluding VAT)</i>	Total Days to be Committed	Hourly Total XCD\$(Exc VAT) <small>(column 1 x column 3)</small>	Daily Total XCD\$ (Exc VAT) <small>(column 2 x column 3)</small>	%MARGIN 5% XCD\$	% GoM TAX 20% XCD\$	% Resident Tax 20% XCD\$
A	Secretariat/Admin Support									
B	Other (Please State)									
C	Other (Please State)									
D	Other (Please State)									
E	Other (Please State)									

Operational Support: Overall Charge	Exc VAT	(Inc GoM 20%)	(Inc All VAT)
	XCD	XCD	XCD

ii:	Miscellaneous	1	2
NON STAFF RESOURCES		Monthly Rate XCD\$ <i>(excluding VAT)</i>	Monthly Rate XCD\$ <i>(including VAT)</i>
A	Office Rental Space(ITT: 6.8.1 b)	XCD 800.00	XCD 820.00
B	Transportation	XCD 200.00	XCD 220.00
C	Other (Please State)		
		Non Staff: Overall Charge	(Exc. VAT)
			(Inc. All VAT)

Note.1: All costs are to be inclusive of all charges associated with the service provision, detailed in the Invitation to Tender CT/PROC/002, **including travel & subsistence**. All charges must be provided in ECD\$.
Any charges omitted from this Price Schedule GM01 will not be considered.

Note.2: The Day Rate in Column 2, is made up of 8 working hours. This does not include travel or breaks.

Note.3: Tenderers must ensure that the declaration by tenderer is signed by the appropriate authorised / delegated person

Note.4: VAT. Companies not registered to trade in Montserrat are subject to a 20% Government Tax, and they must complete column 8. For any tax liabilities in the country you are registered to trade in, you must complete column 9. Any known Tax exemptions, e.g. through a bilateral tax agreement with GoM, should be omitted from column 9.

Pricing Schedule

Declaration by Tenderer

I _____ certify that I am a person duly authorised to sign tenders for and on behalf of _____ the tenderer, and, having read the tender documents, offer to supply the goods, consultancy services, other services or works

- as set out in the specification and/or accompanying documents, where appropriate;
- under the terms and conditions indicated;
- subject to the provision of any contract made in writing; and,
- at the price (or prices) and at the delivery time (or times) or by the completion date quoted.

It is agreed that any other terms and conditions of contract or any general reservations which may be printed on any correspondence emanating from the bidder in connection with this bid or with any contract resulting from the bid shall not be applicable to this bid or to the contract.

I declare that this is a bona fide Tender, intended to be competitive and that I have not fixed or adjusted the amount of the Tender by or under or in accordance with any agreement or arrangement with any other person ("person" includes any persons any body or association, corporate or incorporate) except as disclosed on this Certificate below.

I declare that the Company is not aware of any commercial connection with a member of the Contracting Authority Staff which could affect the outcome of the bidding process.

I declare that I have not done and I undertake that I will not do at any time any of the following:

- a) communicate to any person, including the addressee calling for the Tender, the amount or approximate amount of the proposed Tender;
- b) enter into any agreement or arrangement with any other person or body that he or it shall refrain from tendering or as to the amount of any Tender to be submitted;
- c) enter into any agreement or arrangement with any other person or body that we will refrain from tendering on a _____ future occasion;
- d) offer or pay or agree to pay any sum of money or valuable consideration directly or indirectly to any person for doing or causing to be done in relation to any other tender for the said work any act of the kind described above;
- e) canvas or solicit the Contracting Authority Staff.

I understand that any instances of illegal cartels or market sharing arrangements suspected by the Contracting Authority will be referred to the Office of Fair Trading for investigation and may be subject to action under the Restrictive Trade Practices Act 1976.

I understand that any misrepresentations may also be the subject of criminal investigation or used as a basis for civil action.

In this Certificate "agreement" or "arrangement" includes any transaction private or open, or collusion, formal or informal, and whether or not legally binding.

I agree that the prices quoted herein will be valid from the date of receipt of proposal until this tender process is complete.

Disclosure:

.....
.....
.....

Authorised Signatory _____ Name in BLOCK LETTERS

Address

Date _____ Job title _____ Tel. Number _____

Fax Number _____

E:Mail _____

When submitting your tender please ensure you do so using secure/sealed means, without disclosing company information.