



Invitation to Tender
for the Development of a Tourism Strategy
for Montserrat



Office of the Premier

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11th December, 2018

Invitation to Tender for the Development of a Tourism Strategy for Montserrat

The Government of Montserrat (GoM), through the Office of the Premier (OOP) and with support from the Tourism Division, is issuing this Invitation to Tender (ITT). Our aim is to seek Bids from experienced consultant(s). The Government of Montserrat's main objective is to develop a Tourism Strategy for Montserrat. Interested parties are invited to submit a bid, in accordance with the requirements contained within this ITT.

ITT documents can be accessed by visiting the two websites below:

- **Electronic proposal documents can be downloaded and submitted via the MyTenders Portal at <https://www.mytenders.co.uk/>**
- **Hard copies can be downloaded from the Government of Montserrat website at <http://www.gov.ms/tenders/>**

The ITT suite of documents include the following:

1. Invitation Letter;
2. Instructions to Bidders;
3. Terms of Reference/Scope of Work;
4. Evaluation Criteria;
5. Technical Questionnaire;
6. Form of Tender;
7. Anti-Collusion Certificate, and;
8. Document Compliance Checklist.

Any clarifications or queries relating to the Tender should be submitted via the myTenders Portal <http://www.mytenders.or> or in writing to Mrs Daphne Cassell, Permanent Secretary at casseld@gov.ms copied to Ms. Harjinder Jutle, jutleh@gov.ms, no later than 12:00 midday on Friday 21st December 2018.

Deadline for submissions is no later than 12.00 midday on Wednesday 2nd January 2019.

Yours faithfully,

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Daphne Cassell
Permanent Secretary
Office of the Premier

INSTRUCTIONS TO BIDDERS

1.0 General

The following instructions have been included for advice and guidance for the completion and submission of Tenders. Please ensure that you read the instructions before completing your ITT. Tenders that are found to have not complied with the instructions may be rejected for noncompliance.

1.1 Each Bidder is required to:

- i. Examine the ITT and any documents referenced in the ITT and any other information provided by the Procuring Entity.
- ii. Consider all risks, contingencies and other circumstances relating to the delivery of the requirements and include adequate provision in your financial submission to manage such risks and contingencies
- iii. Ensure that pricing information is submitted in XCD (Eastern Caribbean Dollars).
- iv. If necessary, obtain independent advice before submitting a proposal
- v. Satisfy itself as to the correctness and sufficiency of your Financial Submission, including the proposed pricing and the sustainability of the pricing.

1.2 The Bidder shall ensure that each and every sub-consultant, consortium member and adviser adheres to the terms of these instructions and the Conditions of Proposal.

1.3 The Bidder shall not make contact with any other employee, agent or consultant of the Authority who are in any way connected with this procurement exercise during the period of this procurement exercise, unless instructed otherwise by the Authority.

1.4 The Authority or Government of Montserrat shall not be committed to any course of action as a result of:

- issuing this ITT or any invitation to participate in this procurement exercise;
- an invitation to submit any Response in respect of this procurement exercise;
- communicating with a Bidder or a Bidder's representatives or agents in respect of this procurement exercise; or
- any other communication between the Authority and/or any relevant GoM Departments (whether directly or by its agents or representatives) and any other party.

1.5 Bidders shall accept and acknowledge that by issuing this ITT the Authority shall not be bound to accept any Proposal and reserves the right not to conclude a Contract for some or all of the services and services for which Submissions are invited.

1.6 The Authority reserves the right to amend, add to or withdraw all or any part of this ITT at any time during the procurement exercise.

2.0 Type of Contract

2.1 The Montserrat General Conditions of Contract will be adopted for this contract.

3.0 ITT Checklist

3.1 Bidders must complete the Form of Tender, Document Check List, Anti-collusion Statement, Technical Questionnaire, Cost Proposal. Failure to fully complete these documents will lead to their proposal becoming non-compliant and rejected.

4.0 Tax Compliance

4.1 The Bidder must submit a Tax Compliance Certificate from the Inland Revenue Department along with the proposal documents, if the individual or company is based in Montserrat. In the case of a sole trader, the tax compliance certificate should be issued in that individual's name. However, where the sole trader is trading using a business name, the tax compliance certificate should be issued in the business name. In the case of a company, the tax compliance certificate should be issued in the name of the Company". It is therefore incumbent on the Bidder to ensure that the tax compliance certificate is issued in the correct name. Diligent checks will be made with the Inland Revenue Department and the Financial Services Commission to verify the accuracy of certificates. Submissions received with improper tax compliance certificates will be rejected.

4.2 Except in cases where there is an exemption from tax, of which proof must be provided; residents of Montserrat for tax purposes are subject to tax on the profits from this project, while non-residents are liable to a **20% Withholding Tax** deduction from the gross amount.

Please take into consideration your tax obligations and liabilities to the Government of Montserrat. For further information please contact Montserrat Customs & Revenue Service (MCRS) via email at irev@gov.ms.

4.3 All services undertaken will be the subject of taxation in accordance with the current legislation.

5.0 ITT Validity

5.1 Submissions are to remain open for acceptance for a period of 90 days. A Proposal valid for a shorter period will be rejected.

6.0 Timescales

6.1 Set out below is the proposed procurement timetable. This is intended as a guide and whilst

DATE	STAGE
11 th December, 2018	ITT Published on the Government of Montserrat website. (www.gov.ms/tenders) and myTenders https://www.mytenders.co.uk/
21 st December 2018	Clarification Period Closed
2nd January 2019 no later than 12.00 midday Eastern Caribbean time, UK 16.00hrs	ITT Return Date (Submission Deadline).

the Authority does not intend to depart from the time table it reserves the right to do so at any stage.

7.0 Authority's Contact Details

7.1 Unless stated otherwise in these Instructions or in writing from the Authority, all communications from Bidders (including their sub-consultants, consortium members, consultants and advisers) during the period of this procurement exercise must contact the named persons in the invitation letter.

7.2 All communications should be clearly headed and include the name, contact details and position of the person seeking the clarification.

8.0 Alternative Proposal

8.1 Bidders are not allowed to submit alternative Submissions .

9.0 Submission of Bids

9.1 Bidders must obtain for themselves at their own responsibility and expense all information necessary for the preparation of Submissions. Bidders are solely responsible for the costs and expense incurred in connection with the preparation and submission of their Proposal and all other stages of the selection and evaluation process. Under no circumstances will the Authority be liable for any costs or expense borne by Bidders, sub-consultants, suppliers or advisers in this process.

9.2 The Authority may at its own absolute discretion extend the closing date and the time for receipt of Submissions

9.3 All Submissions will be arithmetically checked; any errors will be brought to the proposer's attention. The rates supplied would be the basis for the arithmetic correction and would be the determining factor for any queries about the corrected price.

9.4 The Authority is not bound to accept the lowest priced Submission and has the right to accept and reject any Proposal offers.

9.5 Late Submissions will not be accepted or if accepted, considered.

9.6 Submitting a bid

There are two options for submitting a tender:

- Electronic tender submissions can be uploaded via the Mytenders Portal at <https://www.mytenders.co.uk/>

If you are intending to make an electronic submission to this tender, please register your interest on myTenders at the earliest opportunity. Please ensure that you allow sufficient time to upload your documents.

- Hard copies can be submitted by hand – Please follow the instructions set out below:

Submitting a hard copy of your tender

You will need two plain envelopes for the Tender submission

You must follow these instructions, failure to do so may result in the proposal being non-compliant and not considered any further.

Envelope 1. 📁

Follow the steps written below:

1. Write the name of the Bidder (Tenderer, Supplier) on this envelope
2. Write the name of the project and the address on the envelope as written below;

Supplier Name (*Your Company Name*)

ITT to Develop a Tourism Strategy for Montserrat.

The Chairman, Public Procurement Board

Ministry of Finance and Economic Management

P.O. Box 292, Brades, Montserrat, MSR1110

3. Now put this envelope into another plain envelope (Envelope 2.)

Envelope 2 📁

Continue following the steps below:

4. Envelope 1 should now be inside this envelope (Envelope 2), seal the envelope and then write the Project Title and address for Tender return.;

ITT to Develop a Tourism Strategy for Montserrat

The Chairman, Public Procurement Board

Ministry of Finance and Economic Management

P.O. Box 292, Brades, Montserrat, MSR1110

**NB: Envelope 2 must not have the Bidders name on it or any other markings. Failure to comply with this requirement will lead to your submission being deemed non-compliant and not considered any further.*

Tenders are to be delivered to the address above. Tenderers will be given a receipt.

10.0 Queries Relating to the ITT

10.1 All requests for clarification about the requirements or the process of this procurement exercise shall be made in accordance with these Instructions.

10.2 The Authority will endeavor to answer all questions as quickly as possible, but cannot guarantee a minimum response time. In order to satisfy query requests, the Authority has designated a specific personnel to deal with clarification requests from Bidders

10.3 Clarification requests can be submitted via e-mail to casselld@gov.ms copied to jutleh@gov.ms

10.4 In order to ensure equality of treatment of Bidders, the Authority intends to share the questions and clarifications raised by Bidders together with the Authority's responses (but not the source of the questions) to all participants on a regular basis.

10.5 The Authority reserves the right not to respond to a request for clarification or to circulate such a request where it considers that the answer to that request would or would be likely to prejudice its commercial interests.

11.0 Evaluation of Submissions

11.1 The evaluation process will be conducted to ensure that Submissions are evaluated in line with the published criteria.

11.2 The following evaluation criteria will be used to evaluate Submissions received in response to this ITT. The Administrative Compliance would be applied before the remaining criteria and is either pass or fail, with failure meaning that Submissions would be deemed Non-compliant. Bidders must achieve an overall minimum score of 65% to be considered for award of contract.

The Technical evaluation questions carry a weighting of 60%

Price evaluation carries a weighting of 40%

Evaluation	WEIGHTED SCORE %
Administrative Compliance	PASS/FAIL
Financial Evaluation	40%
Technical Questionnaire	60% split into the 2 elements below
Bidders Experience	▪ 55%
Bidders Expertise	▪ 45%
	100% weighted out of 60%

11.3 Administrative Compliance (PASS/FAIL)

11.3.1 Bidders must submit all the documents requested in the ITT. The ITT checklist provides a list of requirements which need to be fulfilled. All Bidders are required to fully complete the Form of Proposal including the commencement time and the proposed completion time which are highlighted. In addition, they need to fully complete the ITT Bidders Response Template. A valid Tax Compliance Certificate only if based in Montserrat need to be submitted with their submission. Bidders should sign and date the Anti-Collusion statement. Similarly details of previous experience must be submitted. The Administrative Compliance which is a Pass/Fail. If all the above requirements are fulfilled, then the Bidder would move on to the other evaluation criteria. If any of the above mentioned items are not submitted, then the Bidder would be deemed non-compliant and rejected.

11.4 Financial Evaluation (40%)

11.4.1 Bidders must complete the Form of Tender and return it with their ITT submission. The price is a significant factor and the Government of Montserrat will seek to ensure that the services are undertaken at the most economically advantageous price. However, there are other factors which comprise the criterion and these will be considered proportionately. Government of Montserrat is not bound to accept the lowest or any Proposal. The percentage for this criterion will be calculated proportionately in comparison to other price submissions from Submissions. Bidders must submit all the documents requested in the ITT document. The ITT checklist provides a list of requirements which need to be fulfilled.

11.5 Technical Questionnaire (Total weighting 60%)

Complete Technical Questionnaire

11.6 Bidders Previous Experience (for information only will not be scored)

11.6.1 Prospective Bidders need to provide information of at least 2 previous contracts completed within the past 5 years of a similar nature to the scope of services presented in this ITT. These details should include but are not limited to the following; the entity or person for which the work was completed, contact information for the entity or person, the value of the services, the location of the services.

12.0 Award of Contract

12.1 The Public Procurement Board will inform the successful Bidder through an award of Contract at the end of the evaluation. Unsuccessful Bidders will also be notified at the same time as the successful Bidder.

TERMS OF REFERENCE

DEVELOPMENT OF A TOURISM STRATEGY FOR MONTSERRAT

Bids are invited to develop a Tourism Strategy for the Government of Montserrat (GoM).

Introduction

The Government of Montserrat (GoM) intends to develop a Tourism Strategy following the finalisation of a Tourism Master Plan to aid in attracting financial assistance to implement a series of projects. It will also be used to guide the Tourism Masterplan in achieving its aims and objectives.

1. Background

- Tourism has traditionally been a significant contributor to the economy of Montserrat. However in 1995 and in subsequent years following, the Soufriere Hills Volcano dealt a severe blow to Montserrat which severely impacted the tourism industry, resulting in the loss of many major attractions and amenities - villas, golf course, Galways Soufriere, Great Alps Waterfall, the airport and the former capital, Plymouth. Many of its inhabitants and regular/resident visitors left the island during that period resulting in a loss of more than 7,000 inhabitants. The population has since stabilised at around 5,000 people.
- The Government of Montserrat (GoM) is committed to re-launching Montserrat as a sought after tourism destination, following the volcanic eruptions and thereby approved a National Tourism Master Plan (TMP) 2015 – 2025, and a National Tourism Policy in 2016. A Tourism Brand was also completed in 2016, resulting in a new logo and tag line for the island which states: “**Come. We have time for you.**” Also completed was a Capacity Building and Organisation Development Report.
- The Master Plan focuses on three growth scenarios to propel tourism development. The Medium Growth Scenario has been looked at, as the most favourable, given the current circumstances, as it focuses on re-establishing Tourism as the ‘driver’ of the economy, therefore fulfilling the role it once had until the volcanic eruptions more than twenty years ago. The emphasis is therefore based on the twin

attractions of a volcano and the quiet, unspoiled Caribbean lifestyle that can still be experienced in Montserrat, alongside its other attributes:

- 'greenness'...natural unspoilt environment;
 - Peace and tranquillity – get away from it all;
 - Breath-taking views
 - Nature trails and adventurous walks
 - Marine life
 - Safety and security;
 - warm, welcoming, friendly people;
 - affordable luxury;
 - intimacy – a private hideaway – no mass tourism, and
 - authenticity - a distinctive, cultural heritage.
- The successful Bidder will be responsible for developing the Tourism Strategy including a well thought out Action Plan for a number of projects.

Montserrat Tourism Division

- Following the closure of the Montserrat Development Corporation, the Tourism Division has been subsumed under the Office of the Premier and is responsible for developing and undertaking national and international initiatives in the field of marketing tourism, promotion, research, product development and training and for setting standards. The mandate of the Tourism Division is to be a major catalyst of socio-economic recovery, growth and redevelopment of Montserrat.

Purpose and Objectives

- The purpose of this ITT is to develop an effective, practical and feasible community-oriented strategy that is uniquely tailored to suit the island.
- The Primary goal of this project is to assist the island in the preparation of a detailed Tourism Strategy with suitable actions for several key projects in keeping with the cultural, social and economic aspirations thereby charting a way for the tourism sector in Montserrat. This will contribute to improving tourism sustainability in general and economic benefits for the population in particular, with focus on gender sensitivity.

- The objectives in developing a Three Year Strategic Plan are:
 - i. To consult and work closely with tourism stakeholders, community organisations, tourism staff and government ministries in the decision-making
 - ii. To ensure all stakeholders' needs, industry gaps and feasible opportunities are outlined
 - iii. To provide up-to-date market information, marketing, social media and communications strategies
 - iv. To develop a comprehensive Strategy to encompass the future development of the Tourism industry
 - v. To capture environmental concerns between tourism, land-use and biodiversity
 - vi. To incorporate and strategically evaluate/include eco-friendly principles in strategic choices.

- 3.4. In realising the above objectives, the following vision statement and guiding principles for Montserrat to 2025 has been elaborated:

An exclusive private hideaway – authentic, peaceful, safe, unhurried. Affordable luxury accommodation would be provided in villas, small to medium-sized resorts and guesthouses/inns, with culinary excellence available in a variety of eateries. The backdrop is unspoilt nature with a range of things to-see-and-do...exploring the Plymouth Volcano Reserve and GeoPark, walking/hiking and bird watching in the Centre and Silver Hills, scuba diving and fishing in the Marine Reserve, yachting, golf and joining in the fun of the many festivals. Through imaginative and synthetic reconstruction, Little Bay and Salem Heritage Village have become focal points – providing a sense of 'place' where visitors and locals congregate to mingle, dine and relax...

4 Scope of Work

Translate the Tourism Master Plan into a prioritised Strategy and Action Plan that demonstrates a practical, realistic and achievable path to a self-sustaining, economic development model which will focus on a time bound plan of activities which will span over three (3) years, which can be realistically implemented with appropriate staff and available skill set.

In meeting the objectives, the consultancy should take a number of factors into account. These include but are not limited to:

- 4.1. Review and analyse the current Tourism Master Plan and Tourism Policy, together with any other tourism-related documents with a view to preparing a detailed medium-term Tourism Strategy and Action Plan.

Conservation of the Natural Environment

The natural environment is fundamental to Montserrat's appeal, it must therefore be protected and enhanced.

- 4.2. Provide technical advice related to ecotourism with links to eco-friendly projects as identified in the Tourism Master Plan and the opportunities to be derived from these projects. Focus should be placed on a pilot Mixed Use Marine Reserve; Plymouth as a Volcano Reserve/Geopark and a 21st Century Pompeii.

- 4.3. In an effort to increase environmental awareness, propose an Environmental Awareness Strategy and Campaign to include but not limited to, the media, publications, promotions, institutions, the public. Additionally, propose ways to encourage stakeholders to adopt environmentally friendly practises which can enhance visitor experiences.

Visitor Attractions and Amenities

In order for Montserrat to re-enforce its position as an 'unspoilt, authentic and breath-taking destination, the economy needs support through a number of initiatives:

- 4.4 Provide a comprehensive Action Plan which outlines the benefits of, as well as provide guidance in developing and or enhancing key visitor attractions and amenities including: A Volcano Interpretive Centre (VIC); Key Volcano Viewing Sites and Attractions – Richmond Hill, Garibaldi Hill, Jack Boy Hill, Little Bay Water Front and other key beaches, Geopark, Biopark, Arrow's Heritage House, Hot Water Pond, Sugar Mills. Create visibility through sign posting.

Expand and diversify the Tourism Product

Montserrat has the potential to improve its niche products but much is yet to be done to realise this.

- 4.5. Define the benefits of residential villa tourism and determine strategic options to optimise on this specific market.
- 4.6. Suggest unique and innovative ways to improve, expand and diversify the tourism offers to include inter alia yachting, hiking, bird watching, sports tourism, mountain biking, Volcano Half Marathon and other activities, day-visitor activities/options, cruise tourism and health and wellness.

Focused and Cost Effective Destination Marketing

Montserrat is considered off the beaten track and with limited resources, and access constraints, marketing efforts have been challenging.

- 4.7. In consulting the Tourism Master Plan, elaborate a comprehensive strategic approach to Destination Marketing to include target markets, marketing opportunities, trends, competitors, Marketing and Promotion methods (including digital or direct) all of which should fit into Montserrat's unique offert.
- 4.8. Propose best practices in digital marketing.
- 4.9. Identify opportunities for marketing, investment and development of eco- tourism experiences to raise the profile of Montserrat.
- 4.10. Provide evidence-based review of the 'low volume – high-end' tourism market. The review should refine current and future growth trends and clearly define Montserrat's potential to attract investment and compete favourably in this market place.

Upgrade Quality and service standards

Providing high quality products and services are at the core of the island's vision.

- 4.13 Highlight the importance of industry regulations and provide a clear picture of skills training requirements for the sector. Focus should not only be placed on the training interventions identified in the Master Plan but a more unique approach to training and retaining staff should be demonstrated. Additionally, recommend ways to educate the locals

and residents of their individual roles in tourism which should aid at improving visitor experience.

4.14. Recommend ways to monitor and evaluate the suggested strategies

5. Competencies and skills required

Post Graduate Degree in at least one of the following fields: tourism, economics, finance, business administration.

Minimum of 5 years' project management and product development experience, preferably in tourism development or

Minimum of 5 years' tourism marketing experience working with national tourism organisations and the public and private sectors in the tourism industry and counterpart organisations.

Knowledge of donor agencies and their systems and processes together with experience of working with funding agencies both in the private and public sectors.

Experience or knowledge of the Caribbean preferably in the field of tourism development.

Terms of Engagement

6. The Consultancy should commence on the **28th January, 2019**, with an Inception Report due on **1st February, 2019**.

First draft of the Strategy is due on the **20th February, 2019**.

Final Strategy and Action plan due by the **8th March, 2019**.

Reporting and Deliverables

7. The Permanent Secretary, Office of the Premier is in charge of Tourism and will coordinate the project on behalf of the GoM. Support will be provided by the Ministry of Finance and the Tourism Division.

EVALUATION CRITERIA AND SELECTION PROCESS

Bids selection process

All bids will be evaluated to determine administrative compliance. Bids that are determined to be non-responsive will be rejected. The remaining bids will be evaluated and rated based on the evaluation criteria prescribed below.

Upon conclusion of the evaluation process, all Bidders will be notified of the outcome.

The Government of Montserrat believes that it is necessary to evaluate Tender Submissions transparently and fairly both to meet the standards of public accountability and to achieve the best ferry agency services possible. To this end, the Government of Montserrat has produced Evaluation Criteria that will be strictly adhered to.

The Evaluation Criteria include emphasis on quality of services as well as price. Each Tender Submission will be the subject of a technical, commercial and financial analysis. The aim of the evaluation is to select the Tender Submission that is technically and commercially viable and most economically advantageous and requires the most competitive Financial compensation for the Standard required.

Each bid will be evaluated out of a total of a 100-points. The Technical/Commercial elements can score a total of 60-points and the Financial element can score a total of 40-points. The bidder(s) with the highest score in the Technical/Commercial element will be appointed 60-points and the other bidders scores will be indexed against 60-points base on the score secured. The bidder(s) with the lowest Contract Sum in the Financial element will be appointed 40-points and the other bidders scores will be indexed against 40-points based on their Contract Sum to calculate their point score. The final award recommendation will be based on the highest scoring Bid as determined by total points and rank using the criteria stated above.

Administrative Compliance of the Proposal

All proposals will be reviewed to determine whether they are responsive or non-responsive to the requirements of this tender, i.e. administrative compliance. The following factors will be considered when evaluating the administrative compliance of proposals:

1. Has the ITT Bid been delivered by the submission deadline (Day & Time)? Yes/No
2. Has the Bid envelopes been addressed as per Instructions to Tenderers? Yes/No
3. Does the Bid follow the two (2) envelope instructions as per Instructions to Tenderers? Yes/No
4. Does the Bid contain ALL Deliverables as per Document Checklist? Yes/No

Technical / Commercial Evaluation Criteria of Bids

The primary criteria for evaluation of the bids will assess and document the Bidder's response to the Technical Questionnaire. The following factors will be considered when evaluating the technical/Commercial and financial aspects of the proposals:

Technical/Commercial Evaluation – 60% weighted out of 100%

Experience – 55%

Expertise - 45%

Technical Questionnaire will be assessed by evaluating the responses to the questions. The following criteria will be applied to each response within the Technical Questionnaire.

Scoring - Quality & Sustainability Criteria	
Rating of Response	Score
Very Good or Fully Compliant Submission which meets all requirements and is fully explained in comprehensive detail. Clearly includes all the information requested and instils full confidence that the Bidder has the ability to fully meet the requirements of the Contract.	9 – 10
Good or Fully Compliant Submission which meets all the requirements and is explained in reasonable detail. Includes all the information requested and instils reasonable confidence that the Bidder has the ability to fully meet the requirements of the Contract.	7 – 8
Satisfactory or Compliant Submission which meets the essential requirements and is explained in adequate detail. Although brief or lacking some detail, all the information requested has been supplied and the GoM is relatively confident that the Bidder has the ability to meet the requirements of the Contract.	5 – 6
Weak or Partially Compliant (Minor issues) Submission which in some areas falls short of requirements and is poorly explained. Not all of the information requested has been supplied and The GoM has minor concerns regarding the Bidders ability to meet the requirements of the Contract.	3 – 4
Unacceptable or Non-Compliant (Major issues) Submission which clearly fails to meet requirements and is not explained. Key information requested has not been supplied and the GoM has major concerns regarding the Bidders ability to meet the requirements of the Contract.	1 – 2
An answer to the question has not been provided or the Bidder has not understood the requirements of the question and therefore the answer provided does not address the question. Note that in some instances, not responding to a question may result in your Tender being rejected and a fail mark awarded. Such questions will be identified within the Tender documents.	0

Financial Proposal/Pricing/Cost - 40%

- a. The tenderer should show through their financial proposal all of costs involved. Based on the Terms of Reference and the scope of work.

Negotiations

Each supplier is permitted to give only one price quotation, which it is NOT permitted to change, and the procuring entity is NOT permitted to engage in negotiations with a supplier with respect to a quotation submitted by the supplier.

Award of Contract

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

Notification of Award

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

The Government of Montserrat will promptly notify the unsuccessful tenderers in writing by email and/or registered letter.

Technical Questionnaire for ITT to Development of a Tourism Strategy for Montserrat

Please provide responses to the questions in the sections marked Bidder's response.

EXPERIENCE (55%)
Question 1. (10%) What do you understand eco-tourism to mean? Please describe your capacity in providing technical advice related to ecotourism with links to eco-friendly projects.
<i>Bidder's response:</i>
Question 2: (10%) Specify your experience in social media platforms and integrated marketing efforts?
<i>Bidder's response:</i>
Question 3: (15%) Outline methodology and approach to designing a Strategy and Delivery Plan suited for a small island jurisdiction, with staffing and other resource constraints.
<i>Bidder's response:</i>
Question 4 (10%) Tell us the importance of industry standards for the tourism sector.
<i>Bidder's response:</i>
Question 5 (10%) Whom do you consider to be the key tourism stakeholders? How would you involve them in developing the Strategy?
<i>Bidders Response</i>

EXPERTISE (45%)
<p>Question 6 (10%)</p> <p>How do you propose to balance an increase in tourist arrivals, with the management of the fragile natural resources?</p>
<p><i>Bidder's response:</i></p>
<p>Question 7: (5%)</p> <p>What are some of the key areas of focus to improve visitor experience?</p>
<p><i>Bidder's response:</i></p>
<p>Question 8 (10%)</p> <p>Highlight the implications for diversifying the tourism product</p>
<p><i>Bidder's response:</i></p>
<p>Question 9 (10%)</p> <p>Outline the benefits of sustainable tourism for Montserrat.</p>
<p><i>Bidder's response:</i></p>
<p>Question 10 (10%)</p> <p><i>How has the global tourism industry changed and how can Montserrat benefit from these trends?</i></p>
<p><i>Bidder's response:</i></p>

FORM OF TENDER

For the Procurement of Development of a Tourism Strategy for Montserrat

(* DELETE AS APPROPRIATE)

*I/We the undersigned do hereby contract and agree on the acceptance of the Tender by the Government of Montserrat, to provide the services in the Terms of Reference in accordance with this ITT, for the sum of:

EC\$

.....
(words).....
.....
.....
.....

If my/our tender is accepted, I/We undertake to commence the said Services within ____calendar days from the date of receipt by me/us of the official contract award letter and to complete the Services for a Duration of ----- calendar days thereafter.

I/We understand I/We shall not be reimbursed for any cost that may have been incurred in compiling and submitting this tender.

*I/We the undersigned undertake to submit a Tender in accordance with the following documents:

- Notices and Instructions;
- Terms of Reference
- Content of the Technical Submission;
- Content of the Financial Proposal;
- Form of Tender for the Procurement of a Tourism Strategy for Montserrat
- Anti Collusion Statement

*I/We agree to abide by this tender from the Tender Submission Deadline, until the award of the Contract.

*I/We understand that the Government of Montserrat are not bound to accept the lowest or any tender and shall not be bound to use the Successful Tenderer as a sole supplier.

*I/We understand that it is intended that the service provision will commence on ---- January 2019.

Signature:
Name: **(BLOCK CAPITALS)**
Designation:

Duly authorized to sign Tenders for and on behalf of:

Name of Tenderer

Nature of Firm

Address

Telephone No **INCLUDE AREA CODE**

Date

It must be clearly shown whether the Tenderer is a limited liability company, statutory corporation, partnership, or single individual trading under his own name.

GOVERNMENT OF MONTSERRAT
TENDER SUBMISSION ANTI-COLLUSION CERTIFICATE

I/WE CERTIFY THAT THIS TENDER IS MADE IN GOOD FAITH, AND THAT WE 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. I/WE ALSO CERTIFY THAT WE HAVE NOT AND I/WE UNDERTAKE THAT WE WILL NOT BEFORE THE AWARD OF ANY CONTRACT FOR THE WORK:

DISCLOSE THE TENDER PRICE OR ANY OTHER FIGURES OR OTHER INFORMATION IN CONNECTION WITH THE TENDER TO ANY OTHER PARTY (INCLUDING ANY OTHER COMPANY OR PART OF A COMPANY FORMING PART OF A GROUP OF COMPANIES OF WHICH I AM/WE ARE A PART OF) NOR TO ANY SUB-CONTRACTOR (WHETHER NOMINATED OR DOMESTIC) NOR SUPPLIER (WHETHER NOMINATED OR DOMESTIC) OR ANY OTHER PERSON TO WHOM SUCH DISCLOSURE COULD HAVE THE EFFECT OF PREVENTING OR RESTRICTING FULL COMPETITION IN THIS TENDERING EXERCISE

ENTER INTO ANY AGREEMENT OR ARRANGEMENT WITH ANY PERSON THAT THEY SHALL REFRAIN FROM TENDERING, THAT THEY SHALL WITHDRAW ANY TENDER ONCE OFFERED OR VARY THE AMOUNT OF ANY TENDER TO BE SUBMITTED OR OTHERWISE COLLUDE WITH ANY PERSON WITH THE INTENT OF PREVENTING OR RESTRICTING FULL COMPETITION

PAY, GIVE OR OFFER PAY OR GIVE ANY SUM OF MONEY OR OTHER VALUABLE CONSIDERATION DIRECTLY OR INDIRECTLY TO ANY PERSON FOR DOING OR HAVING DONE OR CAUSING OR HAVING CAUSED TO BE DONE IN RELATION TO ANOTHER TENDER OR PROPOSED TENDER FOR THE WORK ANY ACT OR THING OF THE SORT DESCRIBED AT I), II) OR III) ABOVE.

I/WE FURTHER DECLARE THAT I/WE HAVE NO KNOWLEDGE EITHER OF ANY SUM QUOTED OR OF ANY OTHER PARTICULARS OF ANY OTHER TENDER FOR THIS CONTRACT BY ANY OTHER PARTY.

I/WE FURTHER CERTIFY THAT THE PRINCIPLES DESCRIBED ABOVE HAVE BEEN, OR WILL BE, BROUGHT TO THE ATTENTION OF ALL SUB-CONTRACTORS, SUPPLIERS AND ASSOCIATED COMPANIES PROVIDING SERVICES OR MATERIALS CONNECTED WITH THE TENDER AND ANY CONTRACT ENTERED INTO WITH SUCH SUB-CONTRACTORS, SUPPLIERS OR ASSOCIATED COMPANIES WILL BE MADE ON THE BASIS OF COMPLIANCE WITH THE ABOVE PRINCIPLES BY ALL PARTIES.

I/WE ACKNOWLEDGE THAT ANY BREACH OF THE FOREGOING PROVISIONS SHALL LEAD AUTOMATICALLY TO THIS TENDER BEING DISQUALIFIED AND MAY LEAD TO CRIMINAL OR CIVIL PROCEEDINGS. THE GOVERNMENT OF MONTSERRAT SHALL TREAT ANY TENDER RECEIVED IN CONFIDENCE BUT RESERVES THE RIGHT TO MAKE THE SAME AVAILABLE TO ANY OTHER FUNDING ORGANISATION OR STATUTORY REGULATORY AUTHORITY EITHER HAVING JURISDICTION OVER THE WORKS OR WHO MAY NOW OR AT ANY TIME IN THE FUTURE HAVE STATUTORY POWER TO REQUIRE DISCLOSURE OF THIS TENDER.

IN THIS CERTIFICATE, THE WORD 'PERSON' INCLUDES ANY PERSONS AND ANY BODY OR ASSOCIATION, INCORPORATED OR UNINCORPORATED; ANY AGREEMENT OR ARRANGEMENT INCLUDES ANY TRANSACTIONS, FORMAL OR INFORMAL AND WHETHER LEGALLY BINDING OR NOT; AND 'THE WORK' MEANS THE WORK IN RELATION TO WHICH THIS TENDER IS MADE.

SIGNATURE..... IN CAPACITY OF
.....

DATE.....2019

DULY AUTHORISED TO SIGN TENDERS AND ACKNOWLEDGE THE CONTENTS OF THE ANTI-COLLUSION CERTIFICATE FOR AND ON BEHALF OF:

NAME OF
FIRM.....

FULL POSTAL
ADDRESS.....

.....
....

TELEPHONE NO..... FAX NO
.....

EMAIL.....
....

DOCUMENT COMPLIANCE CHECKLIST

Project Title: ITT for the Development of a Tourism Strategy for Montserrat

Date scheme advertised: Tuesday, December 11th, 2018

Tender Submission Deadline Date: Wednesday, 2nd January 2019

Tender Submission Deadline Time: 1200 hours (midday)

The following documents **should** be provided by the tenderer for his tender to be considered administratively compliant. Tenderers are required to supply and tick off the following information. **Failure to provide any of the stated documents may result in the bid being considered non-compliant and rejected.**

- The Form of Tender should be fully completed and signed [].
- Tax & Social Security Compliance Certificate (***If company is Locally Based***) [].
- Technical Questionnaire [].
- Cost Proposal [].
- Signed Anti-Collusion Certificate [].
- Signed Document Compliance Checklist [].

.....
Signed on behalf of Tenderer

Date: