

REQUEST FOR PROPOSAL

CONSULTANCY TO PREPARE THE REGIONAL STRATEGIC PLAN FOR CULTURAL AND ENTERTAINMENT SERVICES/CULTURAL INDUSTRIES IN CARIFORUM STATES

Contract reference no.: 10th EDF/ 1.1.1/SER/b/1/2015

Firms or consortiums (groups of individuals) are invited to submit proposals (i.e. combined Technical and Financial Proposals) for a contract to “**To Prepare the Regional Strategic Plan for Cultural and Entertainment Services/Cultural Industries in CARIFORUM States**”. The technical requirements and instructions for submitting proposals are included in this **Request for Proposal (RFP)**

When submitting their tenders, tenderers must follow the instructions, forms, terms of reference, and specifications contained in this RFP and submit a tender containing the required information within the deadline specified in the RFP.

INSTRUCTIONS TO TENDERERS

1. Content of tenders

Offers, all correspondence and documents related to the tender exchanged by the tenderer and the **CARICOM Secretariat** must be written in English.

The tender must comprise of a combined **Technical offer** and a **Financial offer**, which should be submitted electronically, using the instructions provided in **Clause 5** below.

1.1 Technical offer

The Technical offer must include the following documents:

- (1) **Tender submission form** (Annex II) using the format attached to the tender submission form. The tender submission form should indicate the name of the **firm or individual or groups of individuals** who is/ are making the submission.
- (2) **Organisation and methodology** to be drawn up by the tenderer using the format in **Annex III** .The ‘Estimated number of working days’ worksheet must be included in the Organisation and methodology.
- (3) **Key experts** (see **Annex IV**) the key experts are those whose involvement is considered to be instrumental to achieve the contract objectives. Their positions and responsibilities are defined in Section 6.1.1 of the Terms of Reference in **Annex I** and are subject to evaluation according to the evaluation grid, which is included in this RFP.

Annex IV contains the templates that tenderers must use, including:

- a) a list of the names of the key experts;
- b) the CVs of each of the key experts. Each CV should be no longer than 2 pages and only one CV must be provided for each position identified in the Terms of Reference. Note that the CVs of non-key experts must not be submitted.

The qualifications and experience of each key expert must clearly match the profiles indicated in the Terms of Reference.

Tenderers must provide the following documents for any key experts proposed:

- a copy of the diplomas mentioned in their CVs,
- a copy of employer certificates or references proving the professional experience indicated in their CVs.

Only diplomas and documented experience will be taken into account.

(4) Non key experts may also be instrumental to achieve the contract objectives. However, they are not subject to evaluation.

2.2. Financial offer

The Financial offer must be presented as an amount in **USD** or Local currency¹ and must be submitted using the template for the global-price version of **Annex V**.

The global price should be broken down by outputs, as indicated in the Terms of Reference.

Consultants are reminded that the maximum budget available for this contract, is **Euro 80,000**. Payments under this contract will be made in the currency of the tender.

3. Period during which tenders are binding

Tenderers are bound by their tenders for 90 days after the deadline for submitting tenders or until they have been notified of non-award. In exceptional cases, before the period of validity expires, the CARICOM Secretariat may ask tenderers to extend the period for a specific number of days, which may not exceed 40.

The selected tenderer must maintain its tender for a further 60 days. A further period of 60 days is added to the validity period irrespective of the date of notification.

4. Additional information before the deadline for submitting tenders

Tenderers may submit questions in writing to the following address up to 11 days before the deadline for submission of tenders, specifying the publication reference and the contract title:

Programme Manager, Administrative Services

CARICOM Secretariat

Turkeyen, Greater Georgetown

Guyana

Fax: 592-222-0080

Email: procurement@caricom.org

¹ The currency of the tender is the currency of the contract and the currency of payment.

The CARICOM Secretariat has no obligation to provide clarification after this date (i.e. 11 days before the closing date).

Any clarification of the RFP will be communicated simultaneously in writing to all tenderers at the latest, 5 calendar days before the deadline for submitting tenders.

5. Submission of tenders

Tenderers are expected to submit a combined Technical and Financial Proposal (i.e. both proposals should be submitted together, using the forms referred to in Clauses 1.1 and 2.2). Tenders may be submitted **electronically**, on or before **1 October, 2015 at 16:00 hrs**, for the attention of the :

Programme Manager, Administrative Services
CARICOM Secretariat
Turkeyen, Greater Georgetown
Guyana
Email: procurement@caricom.org

6. Amending or withdrawing tenders

Tenderers may amend or withdraw their tenders by written notification prior to the deadline for submitting tenders. Tenders may not be amended after this deadline.

7. Costs for preparing tenders

No costs incurred by the tenderer in preparing and submitting the tender are reimbursable. All such costs must be borne by the tenderer, including the cost of interviewing proposed experts.

8. Ownership of tenders

The CARICOM Secretariat retains ownership of all tenders received under this tender procedure. Consequently, tenderers do not have the right to have their tenders returned to them.

9. Evaluation of tenders

9.1 Evaluation of technical offers

The quality of each technical offer will be evaluated in accordance with the award criteria and the weighting detailed in the evaluation grid, which is provided below:

	Maximum	Assessment
Organisation and methodology		
Rationale	5	
Strategy	20	
Involvement of all members of the consortium	10	

Timetable of activities	5	
Key Expert 1 (Maximum Score 20)		
Qualifications	5	
General Experience	5	
Specific Experience	10	
Key Expert 2 (Maximum Score 20)		
Qualifications	5	
General Experience	5	
Specific Experience	10	
Key Expert 3 (Maximum Score 20)		
Qualifications	5	
General Experience	5	
Specific Experience	10	
Overall total score	100	

The award criteria will be examined in accordance with the requirements indicated in the Terms of Reference

9.2 Evaluation of financial offers

Upon completion of the technical evaluation, the financial offers for tenders that were not eliminated during the technical evaluation will be considered (i.e. those with an average score of 75 points or more).

10. Choice of selected tenderer

The The best value for money is established by weighing technical quality against price on an 80/20 basis.

11 Ethics clauses / Corruptive practices

- a) Any attempt by a tenderer to obtain confidential information, enter into unlawful agreements with competitors or influence the Evaluation Committee or the CARICOM Secretariat during the process of examining, clarifying, evaluating and comparing tenders will lead to the rejection of its tender and may result in administrative penalties.
- b) The tenderer must not be affected by any conflict of interest and must have no equivalent relation in that respect with other tenderers or parties involved in the project.
- c) The CARICOM Secretariat reserves the right to suspend or cancel project financing if corrupt practices of any kind are discovered at any stage of the award process or during the execution of a contract. For the purposes of this provision, 'corrupt practices' are the offer of a bribe, gift, gratuity or commission to any person as an inducement or reward for performing or refraining from any act relating to the award of a contract or execution of a contract already concluded with the CARICOM Secretariat.
- d) Tenders will be rejected or contracts terminated if it emerges that the award or execution of a contract has given rise to unusual commercial expenses. Such unusual commercial expenses are commissions not mentioned in the main contract or not stemming from a properly concluded contract referring to the main contract, commissions not paid in return for any actual and legitimate service, commissions remitted to a tax haven, commissions paid to a payee who is not clearly identified or commissions paid to a company which has every appearance of being a front company.

Consultants found to have paid unusual commercial expenses on projects funded by the CARICOM Secretariat are liable, depending on the seriousness of the facts observed, to have their contracts terminated or to be permanently excluded from contracts of the CARICOM Secretariat. The CARICOM Secretariat reserves the right to suspend or cancel the procedure, where the award procedure proves to have been subject to substantial errors, irregularities or fraud. If substantial errors, irregularities or fraud are discovered after the award of the Contract, the CARICOM Secretariat may refrain from concluding the Contract.

10. Signature of contract(s)

11.1. Notification of award

The successful tenderer will be informed in writing that its tender has been accepted.

11.2. Signature of the contract(s)

Within 20 days of receipt of the contract signed by the CARICOM Secretariat, the selected tenderer shall sign and date the contract and return it to the CARICOM Secretariat.

12. Cancellation of the tender procedure

In the event of cancellation of the tender procedure, the CARICOM Secretariat will notify tenderers of the cancellation. If the tender procedure is cancelled before the outer envelope of any tender has been opened, the unopened and sealed envelopes, may be returned to the tenderers, if requested.

Secretariat cannot be liable for any damages whatsoever including, without limitation, damages for loss of profits, in any way connected with the cancellation of a tender procedure, even if the CARICOM Secretariat has been advised of the possibility of damages. The publication of a RFP does not commit the CARICOM Secretariat to implement the programme or project announced.

ANNEX I- TERMS OF REFERENCE

CONSULTANCY TO PREPARE THE REGIONAL STRATEGIC PLAN FOR CULTURAL AND ENTERTAINMENT SERVICES/CULTURAL INDUSTRIES IN CARIFORUM STATES

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APPENDIX 1

1. BACKGROUND INFORMATION

1.1 Beneficiary Countries

All fifteen (15) participating Member States of the Forum of the Caribbean Group of African, Caribbean and Pacific (ACP) States (CARIFORUM), namely –

- Antigua and Barbuda
- The Bahamas
- Barbados
- Belize
- Dominica
- Dominican Republic
- Grenada
- Guyana
- Haiti
- Jamaica
- St. Kitts and Nevis
- Saint Lucia
- St. Vincent and the Grenadines
- Suriname
- Trinidad and Tobago

1.2 Relevant Country Background

1.2.1 CARIFORUM Context

1.2.1.1 The Economic Situation

The CARIFORUM group comprises fifteen (15) small open developing countries which are nevertheless very different in terms of level of development and economic structure. This group includes the Anglophone Caribbean countries of **Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines and Trinidad and Tobago. It also includes the Dominican Republic, Haiti and Suriname.** The total population of the group was 27.5 million in 2012 with the Dominican Republic, Haiti, Jamaica and Trinidad and Tobago accounting for approximately 90% of the population. The land mass of the group is approximately 511,000 square kilometres, with the Dominican Republic, Guyana, Haiti and Suriname, accounting for approximately 90% of the total land area. The total GDP at current market prices was US\$131.3 billion in 2012 with The Bahamas, Dominican Republic, Jamaica and Trinidad and Tobago accounting for approximately 80% of the income. These structural dynamics mean that the total market of the CARIFORUM group is still relatively small and is comparable in size to Peru which had a population of 27.9 million and GDP at current market prices of US\$205.4 billion in 2012.

The small open nature of all CARIFORUM countries means that the international economic environment in many respects drives the performance of these economies. This general economic feature of CARIFORUM countries does not however do justice to the tremendous heterogeneity inherent in this group of countries. This is highlighted by the fact that the group includes two (2) countries that rank with the highest and lowest *per capita* income in the Western Hemisphere (The Bahamas and Haiti, respectively), countries with credit ratings which range from selective default to investment grade, countries which are commodity-based economies to economies dominated by the Services Sector and countries with a very

high score in the Human Development Index (Barbados), as well as countries which rank among the lowest (Haiti) in this index. This diversity which is reflected in large differences in economic performance over time, is driven by factors such as –

- (i) initial factor endowment;
- (ii) productivity and competitiveness;
- (iii) policy choices over time;
- (iv) strategic economic diversification;
- (v) vulnerability; and
- (vi) political and social stability.

The Services Sector

The Services Sector covers a wide range of economic activities involving the input of human resources ranging from Business Services (Professional, Computer and Related Services, and Real Estate Services), Communication Services (Telecommunication Services, Postal and Courier Services), Construction Services, Distribution Services, to Transport Services (Air, Maritime, and Riverain). The Sector also includes some activities in the agricultural and manufacturing sectors especially the value-added of labour and management.

The average economic growth performance of CARIFORUM States has been moderately successful over the last four (4) decades. Over this period they have undergone tremendous change in terms of a general move away from dependence on agriculture to more service-based economies, the greater integration into the world economy and the attendant increased vulnerability to external shocks and increased competition from more efficient producers. Over the period 1960 to 2012, the rate of growth of these states as a group has been consistently better than Latin America with growth of *per capita* GDP averaging 2.4%

compared to 1.45% in Latin America but lower than the 5.2% recorded by the more dynamic economies in the East Asia and Pacific region. Very important, however, is the fact that relative to East Asian countries, the growth in CARIFORUM States has been driven more by consumption and less by net exports and investment. This has implications for the sustainability and improvement of the growth trajectory as net exports in particular has been a platform on which the robust growth in East Asia has been built.

In most CARIFORUM countries trade is increasingly driven by services exports reflecting the changing structures of these economies with tourism being the main sector. There is still a great deal of diversity however, with the Dominican Republic, Guyana, Haiti, Suriname and Trinidad and Tobago being economies where the Services Sector accounts for less than 50% of total exports of goods and services. For these five (5) countries merchandise exports accounted for 70% of total exports in the 1990s and 74% in the period 2000-2005. The remaining countries are dominated by services exports, particularly tourism with The Bahamas, Barbados, Belize, Jamaica and the OECS countries recording services exports amounting to 66.6% of total exports in the 1990s and 70.3% in the period 2000-2005. The exports of the Dominican Republic and Trinidad and Tobago, the two (2) largest exporters in CARIFORUM, are still dominated by merchandise exports thus on average, the greater value of exports from the region is still accounted for by merchandise exports.

1.2.1.2 The Policy Situation

CARIFORUM States have been implementing diverse but interlocking strategies to enhance the growth and competitiveness of their private sectors. These include –

- (i) the CARICOM Single Market and Economy;

- (ii) the Revised Treaty of Basseterre establishing the OECS Economic Union and the OECS Growth and Development Strategy;
- (iii) the CARICOM–Dominican Republic Free Trade Agreement;
- (iv) the Dominican Republic Central America-United States Free Trade Agreement (CAFTA-DR);
- (v) the CARIFORUM – European Union Economic Partnership Agreement (EPA); and
- (vi) the General Agreement on Tariffs and Trade (GATT) and General Agreement on Trade in Services (GATS) of the World Trade Organisation (WTO).

They are severely constrained in their ability to take advantage of the opportunities for long-term economic development created through these numerous trade agreements because they have inadequate policies and regulatory regimes for the Services Sector. They are also unable to effectively plan and implement strategies for growth and market penetration in the Services Sectors due to the existing data gaps with respect to services statistics for planning and marketing analyses.

The regulatory environment for the provision of services in CARIFORUM States is mixed. In some CARIFORUM States regulations already exist, however, this is not necessarily the case for all. It is therefore necessary to establish the required regulatory frameworks, where they do not exist, and proceed to harmonise across the Region. In order to implement the obligations of Title II Investment, Trade in Services and E-Commerce of the CARIFORUM-EU EPA, it will be necessary for there to be an assessment of the regulatory framework in place in the Signatory CARIFORUM States. It will therefore be necessary to identify and list all legislation in place affecting the sectors and the changes that will be required to facilitate trade in services.

1.2.2 The CARICOM Context

The Caribbean Community and Common Market was established in 1973 by the Treaty of Chaguaramas. In 1989, the Heads of Government of the Caribbean Community (CARICOM) declared their intention to deepen the integration process and to strengthen the Caribbean Community in all its dimensions through the establishment of the CARICOM Single Market and Economy (CSME). The CSME was supposed to be one aspect of the response to the challenges and opportunities presented by the changes in the global economy. For this purpose the Revised Treaty of Chaguaramas Establishing the Caribbean Community including the CSME was signed by the Heads of Government in 2001. The fundamental objective of the CSME is to achieve a single economic space that will foster growth and result in sustained development of the standard of living of all Caribbean peoples. The Single Market was established in 2006 and comprises all Member States except The Bahamas, Montserrat and Haiti. Key elements of the CSME are - **Free Movement of Capital, Labour, Goods, the Provision of Services and the Right of Establishment within Member States of the CSME.**

Services cover Free Movement of Capital and Labour, the Provision of Services and the Right of Establishment.

1.2.3 The OECS Context

Within the construct of CARICOM, the OECS is advancing a deeper integration process, through the refashioning of the original Treaty into the Revised Treaty of Basseterre Establishing the OECS Economic Union which enables the OECS Region to move into a

more integrated policy and functional space. The Revised Treaty of Basseterre is essentially founded on mutual reinforcement of the rules and obligations of the two (2) regional Treaties thereby enabling the OECS Region to be effective partners in the CSME and the Community.

1.2.4 The Dominican Republic Context

Services account for 65 per cent of the GDP in the DR with an average growth of 5.5 per cent annually from 2001 to 2013. Cultural industries generated about 1.5 billion US Dollars in 2010 with an estimated 150,000 employment generated.

1.3 Current State of Affairs in the Services Sector

Notwithstanding the significant economic contribution of the Services Sector, a regional regime for Services, which fosters the formation of a single economic space for Services and responds to the rapidly changing global economy, is still in its formative stage.

In July 2009, officials and stakeholders from a wide cross-section of the Services Sector within the CSME identified nine (9) broad elements which should be addressed in a Regional Strategic Plan for Services. During that year, also, the Council for Trade and Economic Development (COTED) established the national and regional institutional arrangements: **National Focal Points (NFP), National Focal Point Persons (NFPP), National Coordinating Committees (NCC) and the Regional Services Project Steering Committee (RSPSC)** respectively, for the Preparation of the Plan. The Plan is expected to cover all Services.

In 2010, the COTED, based on recommendations of the Regional Steering Committee, approved eleven (11) elements which should be addressed by the Plan, namely –

- (i) External Environment;**
- (ii) Goal;**
- (iii) Policy Framework;**
- (iv) Legislative Framework;**
- (v) Incentives;**
- (vi) Human Resource Requirements;**
- (vii) Financial Requirement;**
- (viii) Technological Needs;**
- (ix) Cross-Sectoral Linkages;**
- (x) Constraints;**
- (xi) Other.**

The COTED also identified seven (7) sub-sectors for which priority attention would be given:

- (i) Financial Services;**
- (ii) Information and Communication Technology Services;**
- (iii) Professional Services;**
- (iv) Tourism Services;**
- (v) Education Services;**
- (vi) Health and Wellness Services;**
- (vii) Recreational, Cultural and Sporting.**

In 2014, the Dominican Republic adopted these core elements, priority sectors and administrative arrangements. As a result CARIFORUM States have agreed to prepare and implement a Regional Strategic Plan for Services as a group.

With respect to Cultural and Entertainment Services –

Cultural and creative industries² are among the most dynamic sectors in world trade. In 2008, the onset of the world financial and economic crisis provoked a drop in global demand and a contraction of 12 per cent in international trade. However, world exports of creative goods and services continued to grow, reaching \$592 billion in 2008; more than double their 2002 level, indicating an annual growth rate of 14 per cent over six consecutive years³. In the most

² Definition: Cultural industries is defined as industries that produce tangible or intangible artistic and creative outputs, and which have a potential for wealth creation and income generation through the exploitation of cultural assets and the production of knowledge-based goods and services (both traditional and contemporary). Also known as “creative” or sometimes as “copyright-based” industries, cultural industries include a wide array of economic activities including: advertising; architecture; crafts and designer furniture; fashion clothing; film, video and other audiovisual production; graphic design; educational and leisure software; live and recorded music; performing arts and entertainments; television, radio and internet broadcasting; visual arts and antiques; and writing and publishing.

Source: Statistics on Cultural Industries, Framework for the Elaboration of National Data Capacity Building Projects

³ Creative Economy Report 2010, Creative Economy: A Feasible Development Option, UNDP and UNCTAD

advanced countries, cultural and creative industries are emerging as a strategic choice for reinvigorating economic growth, employment and social cohesion.

CARIFORUM governments have increasingly acknowledged the potential of the cultural and creative industries to contribute to reducing the Region's susceptibility to dramatic and external economic shocks. Several Caribbean countries have demonstrated their comparative advantage in various cultural industries, especially in music, craft, literary arts, culinary arts, fashion design, festivals, theatre, film and cultural tourism, and have gained significant international recognition for their cultural expressions, products and services. These industries therefore represent leverage points for building competitiveness and increasing the export of cultural and creative services. The development of these industries is expected to contribute to the achievement of employment creation (particularly among the youth), tourism diversification, and poverty reduction goals. Additionally, culture will play a major role in promoting a strong regional identity and sense of community, especially among the youth. Furthermore, cultural industries are sustainable and renewable, as they are based on the creativity and ingenuity of the people of the Region.

At the CARICOM level –

- (i) the Second Joint Meeting of the Council for Trade and Economic Development (COTED) and the Council for Human and Social Development (COHSOD), held in Georgetown, Guyana, in January 2008, mandated the establishment of a Regional Task Force on Cultural Industries to develop a comprehensive Regional Development Strategy for the Cultural Industries in CARICOM. The core mandate was to make proposals for providing relief from tariffs and other duties and charges on products that are inputs to the cultural industries;

- (ii) the Draft Regional Development Strategy and Action Plan which was completed by the Regional Task Force in December 2011, sets out among its objectives, growing the creative economy by building more globally competitive cultural industries as the foundation for increased employment in the sector and advocates for better management of the sector to relocate more of the value chain back to the Region;
- (iii) Strategies were prepared by the Task Force for the sub-sectors in which the Region has demonstrated comparative advantage, namely music, audio-visuals, visual art, publishing, festivals, fashion, performing arts and craft. Crosscutting developmental issues addressed by the Strategy are **policy, legislation and institutional frameworks; investment and financing; innovation; intellectual property management; marketing and business support services; human resource development; research and data collection; inter-sectoral linkages and the establishment of cultural districts**. An important component of the Strategy is the proposed regional exemptions regime for the cultural industries. In February 2012, the Draft Regional Development Strategy was presented to the Twenty-Second Meeting of Council for Human and Social Development (COHSOD) which was held in Guyana. The COHSOD reviewed in detail the ten (10) priority actions recommended by the Task Force, and approved in principle the strategic directions presented (See Attachment I). The COHSOD also endorsed the proposal to introduce a Regional Exemptions Regime for the culture sector and to explore various mechanisms to establish a public/private sector fund for the cultural industries, among other initiatives.

At the Dominican Republic Level:

There is not enough statistical data to evaluate the impact of cultural industry in the DR. The Central Bank and the Ministry of Culture have established in 2014 a satellite accounts to measure inputs of the Cultural industries.

DR has also passed incentives law including the film industry law which has multiplied by 5 the number of films per year.

The current Project will target the following:

For CARICOM Member States –

- (a)** A CARICOM Incentives Plan;
- (b)** A CARICOM Financing Mechanism for the Cultural and Entertainment Sector / Cultural Industries;
- (c)** Finalisation of the CARICOM Strategic Plan for Cultural and Entertainment Services/Cultural Industries and the Action and Implementation Plan;

For The Dominican Republic –

Facilitating the conduct of National Consultations on the proposed CARICOM Regional Strategic Plan and Implementation Plan Cultural and Entertainment Services/Cultural Industries to determine how they can be adapted by the Dominican Republic and what specifically must be developed for the Dominican Republic.

For all CARIFORUM States:-

- (i)** Preparing the Regional Strategic Plan for Cultural and Entertainment Services/ Cultural Industries based on the following eleven elements - **external environment, incentives regime, human resource requirements, financing requirements, technological needs, cross-sectoral linkages, constraints, and other;**

- (ii) Facilitating consensus building among stakeholders through national and regional consultations;
- (iii) Approval of the Regional Strategic Plan and Action Plan for Cultural and Entertainment Services/ Cultural Industries by the COTED/ COHSOD and the Dominican Republic.

1.4 Work on the Related Programmes and Other Donor Activities

Related programmes and other donor activities

In March 2014, the CARICOM Secretariat contracted technical assistance with support from the Caribbean Development Bank (CDB), to develop a regional, online, electronic system for streamlining the activities at the national level to support the cultural and creative industries. The activities under this Project will lead to the creation of an online registry, which will accomplish –

- (i) the definition/classification, registration and certification of cultural practitioners; and
- (ii) the registration and certification of industry organisations representing artists and cultural workers or enterprises.

The Consultants presented their draft report and draft prototype of the regional registry to the Twenty-Second Meeting of the Regional Cultural Committee on 18-20 June 2014, in Guyana. Additional resources are being sought to further develop the prototype.

2. OBJECTIVE, PURPOSE AND EXPECTED RESULTS

2.1 Overall Objective

The overall objective is to maximise the investment, employment, production, consumption and exports of Cultural and Entertainment Services within the CSME, among CARIFORUM States, with the European Union (EU) and between CARIFORUM States and other Third States.

2.2 Purpose

The purpose of the Project is to develop and implement a Regional Strategic and Action Plan for Cultural and Entertainment Services/ Cultural Industries in CARIFORUM States. This will involve:

- a)** The completion of the Strategic Plan and Action Plan for Cultural and Entertainment Services/Cultural Industries in the CARICOM Single Market and Economy (CSME) based on obligations under the Revised Treaty of Chaguaramas;
- b)** The preparation of a wider Strategic Plan and Action Plan for the two additional CARIFORUM States - The Bahamas and Dominican Republic - based on dialogue with the relevant stakeholders in those States.

2.3 Results to be achieved -

The consultancy is expected to deliver results in the following components:

Component 1: Preparation of proposals for an Incentives Plan for Cultural and Entertainment Services/ Cultural Industries in CARIFORUM States.

Result 1: Report containing proposals for an Incentives Plan for Cultural and Entertainment Services/ Cultural Industries in CARIFORUM States Accepted:

Component 2: Preparation of proposals for a Financing Mechanism for Cultural and Entertainment Services/ Cultural Industries in CARIFORUM States.

Result 2: Report containing proposals for a Financing Mechanism for Cultural and Entertainment Services/ Cultural Industries in CARIFORUM States Accepted

Component 3: Preparation of a Draft Regional Strategy and Implementation Plan for Cultural and Entertainment Services/ Cultural Industries in CARICOM Member States

Result 3: Report containing The Draft Regional Strategy and Implementation Plan for Cultural and Entertainment Services/ Cultural Industries in CARICOM Member States

Component 4: Preparation of a Draft Regional Strategy and Implementation Plan for Cultural and Entertainment Services/ Cultural Industries in CARIFORUM States

Result 4: Report containing The Draft Regional Strategy and Implementation Plan for Cultural and Entertainment Services/ Cultural Industries in CARIFORUM States

Overall Result:

- (i) A Regional Strategic Plan for Cultural and Entertainment Services/ Cultural Industries covering the eleven (11) core elements as approved by the Council for Trade and Economic Development and the Dominican Republic;
- (ii) A Regional Action/Implementation Plan for the strengthening of the Cultural and Entertainment Services/ Cultural Industries in CARIFORUM prepared;
- (iii) Guidelines for CARIFORUM States for the implementation of the Action /Implementation Plan
- (iv) National Policies, Plans and Strategies for Cultural and Entertainment Services/ Cultural Industries strengthened in each CARIFORUM State;
- (v) Regional consensus on recommendations for harmonisation of strategies, policies, plans and best practices for Cultural and Entertainment Services/ Cultural Industries achieved; and
- (vi) Reports on consultations and the consultancy work undertaken, inclusive of recommendations and strategic options.

3. ASSUMPTIONS AND RISKS

3.1 Assumptions underlying the Project Intervention

The assumptions and risks associated with this contract are those attributed to the Project of which the contract is a part, *viz*:

- (i) States facilitate country visits by the Consultant(s) in an organised and timely manner;
- (ii) The assigned National Focal Point Persons (NFPP) and members of the Coordinating Committees in Member States are available to work with the [CARICOM Secretariat], [DICOEX], [OECS Commission] and Caribbean Export hereafter referred to as the [Project Coordinators] and the Consultant(s) as agreed;
- (iii) States are able to undertake the relevant preparatory and follow up work before and after the technical consultation missions and regional symposium in order to realise the Project results;
- (iv) The data and other information required by the Consultant(s) will be available in a timely manner;
- (v) Consultant(s) are able to work individually as well as collaboratively in country to deliver the required Draft Strategic Plan and Action Plan for Cultural and Entertainment Services.

3.2 Risks

- (i) National Focal Point Persons and members of the National Coordinating Committees are not supplied with the requisite resources to participate in the oversight of the work at the national level;
- (ii) Lack of timely response by States;
- (iii) Poor coordination in States of national operations (such as scheduling of other meetings, timing of vacation leave of key personnel, oversees travel mission of key personnel and other such events) during planned country missions of Consultants could affect the effective execution of these missions;
- (iv) The occurrence of natural disasters in the Region may inhibit the implementation of the Project as planned.

4. SCOPE OF THE WORK

4.1 General

4.1.1 Project description

This consultancy will:

- a) Update the inventory of each Member State's Policies, Plans and Strategies for Cultural and Entertainment Services/ Cultural Industries;
- b) Develop A Draft CARICOM Strategy and Action Plan for Cultural and Entertainment Services/ Cultural Industries and
- c) To transform the CARICOM Strategy into a CARIFORUM Strategy.

The consultancy requires a Lead Consultant supported by at least two other consultants – Incentives and Financing. The lead consultant will be responsible for delivering the Draft Strategic Plans and Implementation Plan for CARICOM Member States and CARIFORUM States. The other consultants will be responsible for developing the Incentives Plan and recommendations for the implementation of the Plan; and the Financing Mechanism and recommendation for the implementation of the mechanism.

The consultants will be required to work collaboratively in selected CARIFORUM States to gather and disseminate information, including data on Cultural and Entertainment Services/ Cultural Industries, facilitating national consensus building in the application of the technical assistance. A Regional Symposium will also be convened to build consensus and harmonise the proposals for a regional Strategic and Action Plan for Cultural and Entertainment Services/Cultural Industries in CARIFORUM. The Lead Consultant will be required to present the outputs from the consultancy at the Regional Symposium.

4.1.2 Geographical area to be covered

CARIFORUM States are to be covered in this Project.

4.1.3. Target Group

The target group comprises personnel both National and Regional Services Sector Stakeholders.

4.2 Specific Activities

In undertaking the consultancy it is expected that components I, II and III will be undertaken simultaneously.

For components I-IV:

- (i) **Engage** in a briefing meeting with the Project Coordinators and relevant staff on the objectives, activities, expected outputs and on any issues related to the execution of the project that require clarification and/or their input;

- (ii) **Prepare and submit** an Inception Report based on the clarifications provided at the briefing meeting inclusive of a detailed work plan with timelines for completing the activities of the consultancy;

For Component I – Incentive Plan

The activities the consultant is expected to undertake are described below:

- i. **Review** relevant studies conducted on the cultural and creative industries in CARICOM, within the context of the treatment of the cultural sector under the EPA and the free movement provisions under the CSME;
- ii. **Review** best practices at the international, regional and national levels with respect to incentives schemes/legislation;
- iii. **Consult** Ministries responsible for Culture, Trade, Finance/Customs, Tourism, ICT and Education as well as other relevant stakeholders on the design for an incentives scheme for the cultural industries;
- iv. **Make** optimal use of internet technology for communication when collecting information from relevant stakeholders in the region;
- v. **Conduct** consultations with relevant stakeholders to determine the applicability of the designed draft Incentives Plan;
- vi. **Prepare** reports for review by a regional Technical Working Group and participate in any other consultations arranged by the CARICOM Secretariat;
- vii. **Prepare and present** to the CARICOM Secretariat, a Report on the assignment that:

- a. presents an Incentives Plan which should include definitions, eligibility criteria, activities for support, guidelines and procedures, fiscal and non-fiscal incentives, application forms, etc. based on consultations with stakeholders; and
- b. makes recommendations for the implementation of the proposed plan at the national and regional levels.

For Component II – Financing Mechanism

The activities the Consultant is expected to undertake are described below –

- (i) **Review** relevant studies conducted on the financing of Cultural and Entertainment Services/ Cultural and Creative Industries in CARICOM and CARIFORUM States;
- (ii) **Review** best practices at the international, regional and national levels with respect to financing Cultural and Entertainment Services/ Cultural and Creative Industries;
- (iii) **Collect** information of present costs and ways of financing the Cultural and Entertainment Services/ Cultural and Creative Industries
- (iv) **Consult** Ministries and Agencies responsible for Culture, Finance, Tourism, Investment and /Export Promotion as well as commercial banks , private funding agencies and other relevant stakeholders on:
 - a) the possible sources for sustainable funding –
 - National (government) funds;
 - Economic Activities;
 - Acquisition of donor funds;
 - Other possible sources.

b) the design of a Financing Mechanism for the Cultural and Entertainment Services/ Cultural and Creative Industries;

- (v) **Conduct** consultations with relevant stakeholders to determine the applicability of the designed draft Financing Mechanism;
- (vi) **Prepare** reports for review by a regional Technical Working Group and participate in any other consultations arranged by the project managers;
- (vii) **Prepare** and **present** to the project managers, a Draft Financing Mechanism for Cultural and Entertainment Services/ Cultural and Creative Industries Report including the scope and coverage, sources, methodology for financing, eligibility criteria, activities for support, guidelines and procedures.
- (viii) **make** recommendations for the implementation of the proposed financing mechanism for Cultural and Entertainment Services/ Cultural and Creative Industries in CARIFORUM States.

For components III – IV

Main Activities

- (i) **Review** with respect to Cultural and Entertainment Services/ Cultural Industries –
 - (a) the provisions outlined in the Revised Treaty, the legislation of the Bahamas and the Dominican Republic and the EPA;

- (b) the decisions of the Conference of the Heads of Government, Community Council and the COTED, COHSOD, COFAP and the Governments of the Bahamas and the Dominican Republic;
- (c) the initiatives undertaken by the CARICOM Secretariat, the OECS Commission, DICOEX, the relevant entities in the Bahamas and Caribbean Export Development Agency within the past five (5) years;
- (d) the initiatives undertaken by professional associations nationally, regionally and internationally;
- (e) the recommendations from the reports of technical assistance previously undertaken or currently being undertaken;
- (f) the Inventory of the Policies, Plans and Strategies for Cultural and Entertainment Services of CARIFORUM States.

For Component III - Preparation of a Draft Regional Strategy and Implementation Plan for Cultural and Entertainment Services/ Cultural Industries in CARICOM Member States.

(ii) Using either SWOT or SLOT methodology on each of the approved eleven (11) elements –

- (a) generate strategic options;**

- (b) **evaluate and prepare** a Preliminary Draft Regional Strategic Plan and Action Plan for Cultural and Entertainment Services;

- (iii) **Undertake** *in-country consultation* in the following areas -
 - (a) **engage** in briefing sessions with NFPPs and NCCs of selected Member States (Barbados, Belize, Guyana, Haiti, Jamaica, St. Vincent and the Grenadines and Trinidad and Tobago) to secure commitment;

 - (b) **consult** with the representatives of the various national and regional associations in the Member States listed in (a) to secure commitment;

 - (c) **generate** strategic options;

 - (d) **refine** the Preliminary Draft Regional Strategic Plan and Action based on inputs from national and regional consultations;

 - (e) **collect** all the relevant information to revise Preliminary Draft Strategic Plan and Action Plan;

 - (f) **facilitate** the conduct of national sessions with Services Sector stakeholders in the Member States listed at (a).

- (iv) **Prepare** reports on the consultations held in the selected CARICOM States;

- (v) **Prepare** a Draft Report of all activities undertaken under the Project;

- (vi) **Prepare** a Draft Regional Strategic Plan and Action Plan for Cultural and Entertainment Services/ Cultural Industries;

- (vii) **Prepare** a Final Report of all activities and after feedback from the CARICOM Secretariat, DICOEX, OECS Commission, Caribbean Export, CARIFORUM Member States and other relevant stakeholders.

For Component IV - Preparation of a Draft Regional Strategy and Implementation Plan for Cultural and Entertainment Services/ Cultural Industries in CARIFORUM Member States.

- (viii) **Using either SWOT or SLOT methodology on each of the approved eleven (11) elements –**

- (b) **generate strategic options;**

- (b) **evaluate and prepare** a Preliminary Draft Regional Strategic Plan and Action Plan for Cultural and Entertainment Services;

- (ix) **Undertake *in-country consultation*** in the following areas -

- (g) **engage** in briefing sessions with NFPPs and NCC or their equivalent entities in The Bahamas and the Dominican Republic to secure commitment;

- (h) **consult** with the representatives of the various national associations in the Member States listed in (g) to secure commitment;

- (i) **collect** all the relevant information to revise Preliminary Draft Strategic Plan and Action Plan;

- (j) **refine** the Preliminary Draft Regional Strategic Plan and Action based on inputs from national stakeholder consultations;
- (x) **Facilitate** the conduct of a Regional Symposium on Services, including Cultural and Entertainment Services, with a representative sample of CARIFORUM stakeholders to enable the sharing of best practices and harmonisation of approach with respect to the implementation of Strategic Plans for Cultural and Entertainment Services;
- (xi) **Prepare** reports on the consultations held in the selected CARIFORUM States;
- (xii) **Prepare** reports as required on the Regional Symposium;
- (xiii) **Prepare** a Draft Report of all activities undertaken under the Project;
- (xiv) **Prepare** an up-dated inventory of each CARIFORUM State's Policies, Plans and Strategies for Cultural and Entertainment Services;
- (xv) **Prepare** a Draft Regional Strategic Plan and Action Plan for Cultural and Entertainment Services/ Cultural Industries;
- (xvi) **Prepare** a Final Report of all activities and after feedback from the CARICOM Secretariat, DICOEX, OECS Commission, Caribbean Export, CARIFORUM Member States and other relevant stakeholders.

4.3 Project Management

4.3.1 Responsible body

The Directorate of Trade and Economic Integration CARICOM Secretariat, the Direction of Foreign Trade (DICOEX) and Caribbean Export Development Agency will be responsible for managing the Project.

4.3.2 Management Structure

This consultancy will be jointly managed by The Deputy Programme Manager, Services Sector Development, CARICOM Secretariat, and the Divisional Head and Legal Analyst, of the Legal Department of the Direction of Foreign Trade (DICOEX) of the Ministry of Industry and Trade of the Government of the Dominican Republic.

The Deputy Programme Manager, Services Sector Development, CARICOM Secretariat will be responsible for the day to day management of this project and will act as the communication interface with the consultants.

The joint Project Managers will be assisted by the Programme Officer, Services, OECS Commission, and the Services Specialist, Caribbean Export Development Agency.

The Deputy Programme Manager will be supported by the Programme Manager and Deputy Programme Manager Cultural, and Senior Project Officer, Services Sector Development, CARICOM Secretariat; the Programme Officer, OECS Commission will be supported by the relevant staff of the Commission, the Legal Analyst will be supported by the relevant staff of DICOEX, and the Services Specialist Caribbean Export will be supported by the relevant personnel at Caribbean Export Development Agency.

The proposed support under the Tenth EDF has been presented to the Regional Services Project Steering Committee (RSPSC) now reconstituted as the Regional Services Project Advisory Committee (RSPAC) and progress reports will be presented to this body during the lifetime of the Project. The RSPAC makes recommendations to the COTED and the Government of the Dominican Republic which finally determine whether or not to accept the proposals.

4.3.3 Facilities to be provided by the Contracting Authority and/or other Parties

The Contracting Authority will provide as reasonably possible office accommodation when the consultants visit CARICOM Secretariat Headquarters and DICOEX.

5. LOGISTICS AND TIMING

5.1 Location

The operational base of the consultant (s) will be the home base. The consultant(s) is/are expected to visit periodically at the CARICOM Secretariat, DICOEX and the NFFPs of the selected CARIFORUM Member States throughout the duration of the contract and shall interact with the Deputy Programme Manager, Services Sector Development and the Legal Analyst either directly or by email and other electronic communication. However, the nature of the Project requires the presence of the Consultant(s) on a frequent and consistent basis in Member States during its execution to engage in the national and regional consultations and to facilitate the deliberations at the regional symposium.

5.2 Commencement date and Period of Execution

The intended commencement date is **October 2015** and the period of execution of the contract is 90 days for the implementation of the programme in countries over a total period of not more than **six (6) months**.

6. REQUIREMENTS

6.1. Personnel

6.1.1. Key expert 1(Lead Consultant)

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

The Lead Consultant is responsible for coordinating the delivery of the outputs of the four components of this consultancy. This consultant must have the following minimum qualifications:

Post graduate qualifications in Business ,Economics , Social Science, Cultural Studies, International Development or a related field;

General Professional Experience

- (i) Excellent written and oral communication skills in English are required. Knowledge of Spanish and /or Dutch and French would be an asset; and

- (ii) Proficiency in computer internet technologies for communication.

Specific Professional Experience

- (i) At least seven (7) years experience in the field of culture and creative industries development and project management;
- (ii) Considerable knowledge and experience working in the Caribbean region and in particular on issues related to the CSME, EPA and the development of the Cultural and Entertainment sector;
- (iii) At least five (5) years experience in the implementation of especially policy-related initiatives aimed at developing artists and cultural workers; and
- (iv) Access to a network of cultural agencies and entrepreneurs in CARIFORUM.

Key expert 2- Will work in conjunction with the Lead Consultant to deliver the Incentives Plan

The minimum qualifications are:

Post graduate qualifications in Business , Economics , Social Science, Cultural Studies, International Development or a related field;

General Professional Experience

- (iii) Excellent written and oral communication skills in English are required. Knowledge of Spanish and /or Dutch and French would be an asset; and

(iv) Proficiency in computer internet technologies for communication.

Specific Professional Experience

(v) At least five (5) years experience in the field of culture and creative industries development ;

(vi) Considerable knowledge and experience working in the Caribbean region and in particular on issues related to the development of the Cultural and Entertainment sector, CSME and EPA ;

(vii) At least three (3) years experience in the implementation of especially policy-related initiatives aimed at developing artists and cultural workers; and

(viii) Access to a network of cultural agencies and entrepreneurs in CARIFORUM.

Key expert 2- Will work in conjunction with the Lead Consultant to deliver the (a) the Incentives Plan; and (b) the Financing Mechanism of this consultancy. The minimum qualifications are:

Post graduate qualifications in Business , Economics , Social Science, Cultural Studies, International Development or a related field;

Key expert 3- Will work in conjunction with the Lead Consultant to deliver the the Financing Mechanism of this consultancy. The minimum qualifications are:

General Professional Experience

- (v) Excellent written and oral communication skills in English are required. Knowledge of Spanish and /or Dutch and French would be an asset; and
- (vi) Proficiency in computer internet technologies for communication.

Specific Professional Experience

- (ix) At least five (5) years experience in the field of culture and creative industries development ;
- (x) Considerable knowledge and experience working in the Caribbean region and in particular on issues related to the development of the Cultural and Entertainment sector, CSME and EPA ;
- (xi) At least three (3) years experience in the implementation of especially policy-related initiatives aimed at developing artists and cultural workers; and
- (xii) Access to a network of cultural agencies and entrepreneurs in CARIFORUM.

6.1.2. Other Consultants

CVs for experts other than the key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles. The Contractor shall select and hire other experts as required according to the needs. The selection procedures used by the Contractor to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience.

6.1.3. Support Staff and Backstopping

Backstopping costs are considered to be included in the fee rates. The costs of support staff must be included in the fee rates of the experts.

6.2 Office Accommodation

The Consultant would provide office accommodation and services for his/her activities in his/her country of origin for work done other than during visits to the Member States of the Caribbean Community. However, wherever possible, when working in Guyana, office accommodation will be provided by the CARICOM Secretariat and when working in the Dominican Republic by DICOEX.

E-mail contact for continuous communication with the Directorate of Trade and Economic Integration, CARICOM Secretariat [and DICOEX] must also be provided as well as a contact person for follow-up in the event that the Consultant will not be available to respond to the CARICOM Secretariat [and DICOEX] during the period when the Contract is in force.

6.3 Facilities to be provided by the Consultancy

The Consultant shall ensure that experts are adequately supported and equipped. In particular, the Consultant shall ensure that there is sufficient administrative, secretarial and

interpreting provision to enable experts to concentrate on their primary responsibilities. The Consultant must also transfer funds as necessary to support its activities under the Contract and to ensure that its employees are paid regularly and in a timely fashion.

If the Consultant is a consortium, the arrangements should allow for the maximum flexibility in Project implementation. Arrangements offering each consortium member a fixed percentage of the work to be undertaken under the Contract should be avoided.

6.4 Equipment

No equipment is to be purchased on behalf of the Contracting Authority/beneficiary country as part of this service contract or transferred to the Contracting Authority/beneficiary country at the end of this contract. Any equipment related to this contract which is to be acquired by the beneficiary country must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1 Reporting requirements

The Contractor will submit the following reports in English and Spanish in one original and two copies:

- (i) **Preparation and submission** of an Inception Report – not later than 10 days after the commencement of the contract;

- (ii) **Preparation and submission** of a detailed Work Plan to complete all of the activities in the Terms of Reference 10 days after approval of the Inception report;
- (iii) **Completion and submission** of a Draft Preliminary Regional Strategy and Action Plan on Cultural Entertainment Services 25 days after approval of the Work Plan;
- (iv) **Completion and submission** of Interim Reports on consultations in selected Member States including best practices, challenges and follow-up required, 15 days after the completion of all missions;
- (v) **Submission** of a Symposium report fifteen days after completion of the symposium;
- (vi) **Submission** of a Draft Report of all the activities undertaken in the terms of reference two calendar months after the implementation of all activities;
- (vii) **Submission** of an expenditure verification report at the times to be specified including at the end of the period of implementation of the tasks (15 days after completion of all the tasks);
- (viii) **Submission** of the Final Report no later than 20 days after the submission of the draft reports and incorporating feedback from the CCS, [DICOEX] and Member States.

7.2 Submission and Approval of Progress Reports

Three (3) copies of the reports referred to above must be submitted to the Deputy Programme Manager, the Programme Officer and [DICOEX] identified in the contract. The progress reports must be written in English and Spanish. The Deputy Programme Manager, Services Sector Development, the Programme Officer and [DICOEX] are responsible for approving all reports.

8. MONITORING AND EVALUATION

8.1 Definition of indicators

- (i) Updated Inventory of Member States Policies, Plans and Strategies for Cultural and Entertainment Services;
- (ii) Preliminary Draft Regional Strategic Plan for Professional Services developed and submitted;
- (iii) Reports on national consultation missions in the specific incorporating successes, best practices, challenges and follow-up required among other issues;
- (iv) Presentations at regional and national consultations;
- (v) Draft Project Report;
- (vi) Final Project Report.

8.2 Special requirements

None

LIST OF CARIFORUM MEMBER STATES

Antigua and Barbuda

The Bahamas

Barbados

Belize

Dominica

Dominican Republic

Grenada

Guyana

Haiti

Jamaica

St. Kitts and Nevis

Saint Lucia

St. Vincent and the Grenadines

Suriname

Trinidad and Tobago

ANNEX II- TENDER SUBMISSION FORM

Ref:

Contract title:

1 SUBMITTED by (i.e. the identity of the Tenderer)

	Name(s) and address(es) of legal entity or entities submitting this tender	Nationality ⁱ
Leader ⁱⁱ		
Member ²		
Etc ...		

2 CONTACT PERSON (for this tender)

Name	
Organisation	
Address	
Telephone	
Fax	
E-mail	

3 STATEMENT

I, the undersigned, being the authorised signatory of the above tenderer, hereby declare that I have examined and accept without reserve or restriction the entire contents of the Request for Proposal for the tender procedure referred to above.

I am fully aware that, in the case of a consortium(for e.g. a group of individuals), the composition of the consortium cannot be modified in the course of the tender procedure, unless prior approval is given in writing. I am also aware that the consortium members would have joint and several liability towards CARICOM concerning participation in both the above tender procedure and any contract awarded to me as a result of it.

Signed on behalf of the tenderer

Name	
Signature	
Date	

ANNEX III - ORGANISATION & METHODOLOGY

To be completed by the tenderer

Please provide the following information:

Rationale

- Any comments you have on the Terms of Reference for the successful execution of activities, in particular regarding the objectives and expected results, thus demonstrating the degree of understanding of the contract. Your opinion on the key issues related to the achievement of the contract objectives and expected results.
- An explanation of the risks and assumptions affecting the execution of the contract.

Strategy

- An outline of the approach proposed for contract implementation.
- A list of the proposed tasks you consider necessary to achieve the contract objectives.
- Inputs and outputs.

Involvement of all members of the team

- If a tender is submitted by a consortium, a description of the input from each member of the consortium and the distribution and interaction of tasks and responsibilities between them. Furthermore, the involvement of all members of the consortium will be considered added value in the tender evaluation. If the tender is submitted by a single company, the total of available points for this part in the evaluation grid will be allocated.

Timetable of work

- The timing, sequence and duration of the proposed tasks, taking into account travel time.
- The identification and timing of major milestones in executing the contract, including an indication of how the achievement of these would be reflected in any reports, particularly those stipulated in the Terms of Reference.

ANNEX IV- KEY EXPERTS

Name of expert	Proposed position	Years of experience	Age	Educational background	Specialist areas of knowledge	Experience in beneficiary country	Languages and degree of fluency (VG, G, W)

CURRICULUM VITAE

Proposed role in the project:

Family name:

First names:

Date of birth:

Nationality:

Civil status:

Education:

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:

Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing

Membership of professional bodies:

Other skills: (e.g. Computer literacy, etc.)

Present position:

Years within the firm:

Key qualifications: (Relevant to the project)

Specific experience in the region:

Country	Date from - Date to

Professional experience

Date from - Date to	Location	Company & reference person ⁴ (name & contact details)	Position	Description

Other relevant information (e.g., Publications)

⁴ The Caribbean Community reserves the right to contact the reference persons. If you can not provide a reference, please provide a justification.

ANNEX V: BUDGET

Global price:< currency> <amount>

Please include a price breakdown based on the outputs/deliverables in the Terms of Reference.

ⁱ Country in which the legal entity is registered.

ⁱⁱ Add / delete additional lines for consortium members as appropriate. If this application is being submitted by an individual legal entity, the name of that legal entity should be entered as 'Leader' (and all other lines should be deleted).