



airports authority of jamaica

Expression of Interest Document

Business Continuity & Competitive Analysis Study For The Norman Manley International Airport



**2018 APRIL 30
Project#: EIB/IRS-AAJ-RFP-C**

Letter of Invitation

2018 April 30

Dear Prospective Consultant:

1. The European Investment Bank (EIB), has granted its no-objection for the utilization of funds deriving from Financing Agreement (FI N^o 24.818/JM) with the Airports Authority of Jamaica (AAJ) to undertake a: ***Business Continuity & Competitive Analysis Study for the Norman Manley International Airport*** for which this Request for Expressions of Interest is issued.
2. The Airports Authority of Jamaica, the Procuring Entity herein, now invites Expressions of Interest for interested parties to provide: ***A Business Continuity & Competitive Analysis Study for the Norman Manley International Airport***. More details on the services to be provided are set out in the Terms of Reference.
3. This is a Request for Expressions of Interest, published internationally
4. Prospective Respondents will be shortlisted in accordance with the Government of Jamaica Handbook of Public Sector Procurement Procedures which can be found at the website: www.mof.gov.jm.
5. The Expression Of Interest includes the following documents:
 - Section 1: Instructions to Bidders
 - Section 11: Prequalification Data Sheet
 - Section 111: Qualification Criteria
 - Section1V: Application Forms
 - Section V: Works Requirements: Terms of Reference
6. Please inform us in writing at the address in the Data Sheet upon receipt:
 - a) (a) that you received the Letter of Invitation; and
 - b) (b) whether you will submit an Expression Of Interest alone or in association with another party.

Yours sincerely,

WBStrachan
Winsome Strachan
Project Co-ordinator

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Summary Description

This Standard Bidding Document (SBD) consists of the Prequalification Procedures for Procurement of Works”. A brief description of this document is given below.

Prequalification Document for Procurement of Works

PART 1 - PREQUALIFICATION PROCEDURES

Section I. Instructions to Bidder (ITB)

This Section specifies the procedures to be followed by Applicants in the preparation and submission of their Applications for Prequalification (AFPs). Information is also provided on opening and evaluation of AFPs.

Section II. Prequalification Data Sheet (PDS)

This Section consists of provisions that are specific to each prequalification and supplement the information or requirements included in Section I, Instructions to Applicants.

Section III. Qualification Criteria and Requirements

This Section contains the methods, criteria, and requirements to be used to determine how Applicants shall be prequalified and later invited to bid.

Section IV. Application Forms

This Section contains the forms for the Application Submission Form and all the forms required to be submitted with the Application.

PART 2. WORKS REQUIREMENTS

Section V. Scope of Works

This Section includes a summary description, delivery and completion schedules, technical specifications and drawings of the Works subject of this prequalification.

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PART 1 - Prequalification Procedures

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Section I. Instructions to Bidders

A. General

1. **Scope of Application** 1.1 In connection with the Invitation for Prequalification indicated in Section II, Prequalification Data Sheet (PDS), the Procuring Entity as defined in the PDS, issues this Prequalification Document (PQD) to Bidders interested in bidding for the works described in Section V, Scope of Works. The number of contracts and the name and identification of each contract, and the International Competitive Bidding (ICB) number corresponding to this prequalification, are provided in the PDS.
2. **Source Funds** of 2.1 The Procuring Entity has committed funds toward the cost of the project **named in the PDS** and intends to apply a portion of the funds to eligible payments under the contract(s) resulting from the bidding for which this prequalification is conducted.
3. **Fraud and Corruption** 3.1 Government of Jamaica requires that Bidders, Suppliers, Contractors, and Consultants, observe the highest standard of ethics during the procurement and execution of such contracts. In pursuit of this policy, GOJ:
 - (a) defines, for the purposes of this provision, the terms set forth below as follows:
 - (i) “corrupt practice” means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the action of a public official in the procurement process or in contract execution;
 - (ii) “fraudulent practice” means a misrepresentation or omission of facts in order to influence a procurement process or the execution of a contract to the detriment of Government of Jamaica and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-

competitive levels and to deprive Government of the benefits of free and open competition;

- (iii) “collusive practice” means a scheme or arrangement between two or more bidders, with or without the knowledge of the Procuring Entity, designed to establish bid prices at artificial non-competitive levels or to influence the action of any party in the procurement process or the execution of a contract; and
 - (iv) “coercive practice” means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the procurement process or affect the execution of a contract;
- (b) will reject a proposal for award if it determines that the Bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for the Contract in question;
 - (c) will sanction a firm or individual, including declaring them ineligible, either indefinitely or for a stated period of time, to be awarded a GOJ-financed contract if it at any time determines that they have, directly or through an agent, engaged, in corrupt, fraudulent, collusive or coercive practices in competing for, or in executing, a GOJ-financed contract; and
 - (d) will have the right to require that a provision be included in Bidding Documents and in contracts financed by a GOJ, requiring bidders, suppliers, contractors and consultants to permit GOJ to inspect their accounts and records and other documents relating to the Bid submission and contract performance and to have them audited by auditors appointed by the GOJ.

4. Eligible Bidders

- 4.1 A Bidder shall be a private, public or government owned legal entity, subject to ITB 4.6, or any combination of them in the form of association(s) including Joint Venture (JV) with the formal intent, as

evidenced by a letter of intent), to enter into an agreement or under an existing agreement. In the case of a JV, unless otherwise specified in the **PDS**, (i) all parties shall be jointly and severally liable, and (ii) there shall be no limit on the number of partners.

- 4.2 The eligibility criteria listed in this Clause 4 shall apply to the Bidder, including the parties constituting the Bidder, i.e., its proposed partners, subcontractors or suppliers for any part of the Contract including related services.
- 4.3 A Bidder may have the nationality of any country. A Bidder shall be deemed to have the nationality of a country if the Bidder is a citizen, or is constituted, incorporated or registered and operates in conformity with the provisions of the laws of that country, as evidenced by its Articles of Incorporation or Documents of Constitution, and its Registration Documents.
- 4.4 Bidders and all parties constituting the Bidder shall not have a conflict of interest. Bidders shall be considered to have a conflict of interest, if they participated as a consultant in the preparation of the design or technical specifications of the Works that are the subject of this prequalification. Where a firm, or a firm from the same economic or financial group, in addition to consulting, also has the capability to manufacture or supply goods or to construct works, that firm, or a firm from the same economic or financial group, cannot normally be a supplier of goods or works, if it provided consulting services for the contract corresponding to this prequalification, unless it can be demonstrated that there is **not** a significant degree of common ownership, influence or control.
- 4.5 A Bidder shall submit only one application in the same Prequalification process, either individually as a Bidder or as a partner of a joint venture. No Bidder can be a subcontractor while submitting an application individually or as a partner of a joint venture in the same Prequalification process. A Subcontractor in any application may participate in more than one application, but only in that capacity. A Bidder who submits, or participates in, more than

one application will cause all the applications in which the Bidder has participated to be disqualified.

- 4.6 Government-owned entities in the Procuring Entity's Country shall be eligible only if they can establish that they are legally and financially autonomous, and operate under commercial law, and that they are not dependent agencies of the Procuring Entity.
 - 4.7 Bidders shall not be under execution of a Bid-Securing Declaration in the Procuring Entity's Country.
 - 4.8 Bidders and all parties constituting the Bidder shall provide such evidence of their continued eligibility satisfactory to the Procuring Entity, as the Procuring Entity shall reasonably request.
 - 4.9 In accordance with the Government of Jamaica Handbook of Public Sector Procurement Procedures November, 2008 (<http://www.mof.gov.jm>) the Bidder shall have to demonstrate that they have paid such taxes, duties, fees and other impositions as may be levied in Jamaica.
 - 4.10 Bidders should be registered with the National Contracts Commission "Registry of Public Sector Contractors" (<http://www.ncc.gov.jm>).
 - 4.11 Bidders shall provide such evidence of their continued eligibility satisfactory to the Procuring Entity, as the Procuring Entity shall reasonably request.
5. **Eligible Goods and Related Services**
- 5.1 All goods and related services to be supplied under the Contract may have as their origin in any country.

B. Contents of the Prequalification Document

6. **Sections of Prequalification Document**
- 6.1 The document for the prequalification of Bidders (hereinafter - "prequalification document") consists of parts 1 and 2 which comprise all the sections indicated below, and should be read in conjunction with any Addendum issued in accordance with ITB 8.

PART 1 Prequalification Procedures

- Section I. Instructions to Bidders (ITB)
- Section II. Prequalification Data Sheet (PDS)

- Section III Qualification Criteria and Requirements
- Section IV. Application Forms

PART 2 Works Requirements

- Section V. Scope of Works

- 6.2 The “Invitation for Prequalification Applications” issued by the Procuring Entity is not part of the prequalification document. A sample form is provided as an attachment to this Prequalification Document for information only.
- 6.3 The Procuring Entity accepts no responsibility for the completeness of the prequalification document and its addenda unless they were obtained directly from the Procuring Entity.
- 6.4 The Bidder is expected to examine all instructions, forms, and terms in the Prequalification Document and to furnish all information or documentation required by the Prequalification Document.

7. Clarification of Prequalification Document

- 7.1 A prospective Bidder requiring any clarification of the Prequalification Document shall contact the Procuring Entity in writing at the Procuring Entity’s address indicated in the PDS. The Procuring Entity will respond in writing to any request for clarification provided that such request is received no later than fourteen (14) days prior to the deadline for submission of applications. The Procuring Entity shall forward copies of its response to all Bidders who have acquired the prequalification document directly from the Procuring Entity including a description of the inquiry but without identifying its source. Should the Procuring Entity deem it necessary to amend the prequalification document as a result of a clarification, it shall do so following the procedure under ITB 8 and in accordance with the provisions of ITB 17.2.

8. Amendment of Prequalification Document

- 8.1 At any time prior to the deadline for submission of applications, the Procuring Entity may amend the Prequalification Document by issuing addenda.
- 8.2 Any addendum issued shall be part of the Prequalification Document and shall be communicated

in writing to all who have obtained the prequalification document from the Procuring Entity.

- 8.3 To give prospective Bidders reasonable time to take an addendum into account in preparing their applications, the Procuring Entity may, at its discretion, extend the deadline for the submission of applications.

C. Preparation of Applications

9. **Cost of Applications** 9.1 The Bidder shall bear all costs associated with the preparation and submission of its application. The Procuring Entity will in **no** case be responsible or liable for those costs, regardless of the conduct or outcome of the prequalification process.
10. **Language of Application** 10.1 The application as well as all correspondence and documents relating to the prequalification exchanged by the Bidder and the Procuring Entity, shall be written in the language specified in the **PDS**. Supporting documents and printed literature that are part of the application may be in another language, provided they are accompanied by an accurate translation of the relevant passages in the language specified in the **PDS**, in which case, for purposes of interpretation of the application, the translation shall govern.
11. **Documents Comprising the Application** 11.1 The application shall comprise the following:
- (a) Application Submission Form, in accordance with ITB 12;
 - (b) documentary evidence establishing the Bidder's eligibility to pre-qualify, in accordance with ITB 13;
 - (c) documentary evidence establishing the Bidder's qualifications, in accordance with ITB 14; and
 - (d) any other document required as specified in the **PDS**.
12. **Application Submission** 12.1 The Bidder shall prepare an Application Submission Sheet using the form furnished in Section IV,

- Form** Application Forms. This Form must be completed without any alteration to its format.
- 13. Documents Establishing the Eligibility of the Bidder** 13.1 To establish its eligibility in accordance with ITB 4, the Bidder shall complete the eligibility declarations in the Application Submission Form and Forms ELI (eligibility) 1.1 and 1.2, included in Section IV, Application Forms.
- 14. Documents Establishing the Qualifications of the Bidder** 14.1 To establish its qualifications to perform the contract(s) in accordance with Section III, Qualification Criteria and Requirements, the Bidder shall provide the information requested in the corresponding Information Sheets included in Section IV, Application Forms.
- 15. Signing of the Application and Number of Copies** 15.1 The Bidder shall prepare one original of the documents comprising the application as described in ITB 11 and clearly mark it “ORIGINAL”. The original of the application shall be typed or written in indelible ink and shall be signed by a person duly authorized to sign on behalf of the Bidder.
- 15.2 The Bidder shall submit copies of the signed original application, in the number specified in the PDS, and clearly mark them “COPY”. In the event of any discrepancy between the original and the copies, the original shall prevail

D. Submission of Applications

- 16. Sealing and Identification of Applications** 16.1 The Bidder shall enclose the original and the copies of the application in a sealed envelope that shall:
- (a) bear the name and address of the Bidder;
 - (b) be addressed to the Procuring Entity, in accordance with ITB 17.1; and
 - (c) bear the specific identification of this prequalification process indicated in the PDS 1.1.
- 16.2 The Procuring Entity will accept no responsibility for not processing any envelope that was not identified as required.
- 16.3 The Proposals shall be deposited in the TENDER BOX

provided at the address specified in the PDS.

- 17. Deadline for Submission of Applications**
- 17.1 Bidders may always submit their applications by mail or by hand. Applications shall be received by the Procuring Entity at the address and no later than the deadline indicated in the **PDS** and placed in the Tender Box.
- 17.2 The Procuring Entity may, at its discretion, extend the deadline for the submission of applications by amending the Prequalification Document in accordance with ITB 8, in which case all rights and obligations of the Procuring Entity and the Bidders subject to the previous deadline shall thereafter be subject to the deadline as extended.
- 18. Late Applications**
- 18.1 Any application received by the Procuring Entity after the deadline for submission of applications prescribed in ITB 17 will be returned unopened to the Bidder.
- 19. Opening of Applications**
- 19.1 Any specific electronic application opening procedures required if electronic submission of applications is permitted pursuant to Sub Clause 17.1 shall be as specified in the **PDS**. Procuring Entity shall prepare a record of the opening of applications that shall include, as a minimum, the name of the Bidder. A copy of the record shall be distributed to all Bidders.

E. Procedures for Evaluation of Applications

- 20. Confidentiality**
- 20.1 Information relating to the evaluation of applications, and recommendation for prequalification, shall not be disclosed to Bidders or any other persons not officially concerned with such process until the notification of prequalification is made to all Bidders.
- 20.2 From the deadline for submission of applications to the time of notification of the results of the prequalification in accordance with ITB 28, any Bidder that wishes to contact the Procuring Entity on any matter related to the prequalification process, may do so but only in writing.
- 21. Clarification of Applications**
- 21.1 To assist in the evaluation of applications, the Procuring Entity may, at its discretion, ask any Bidder for a clarification of its application which shall be

submitted within a stated reasonable period of time. Any request for clarification and all clarifications shall be in writing.

21.2 If a Bidder does not provide clarifications of the information requested by the date and time set in the Procuring Entity's request for clarification, its application may be rejected.

22. Responsiveness of Applications 22.1 The Procuring Entity may reject any application which is not responsive to the requirements of the prequalification document.

23. Domestic Bidder Price Preference 23.1 Unless otherwise specified in the **PDS**, a margin of preference for domestic bidders shall apply in the bidding process resulting from this prequalification.

24. Subcontractors 24.1 Bidders planning to subcontract any of the key activities indicated in Section III, Qualification Criteria, shall specify the activity(ies) or parts of the works to be subcontracted in the Application Submission Form. Bidders shall clearly identify the proposed specialist subcontractors in Forms ELI-1.2 and EXP (experience)-4.2(b) in Section IV. Such proposed specialist subcontractor(s) shall meet the corresponding qualification requirements specified in Section III, Qualification Criteria and Requirements.

24.2 At this time, the Procuring Entity does not intend to execute certain specific parts of the Works by subcontractors selected in advance by the Procuring Entity (Nominated Subcontractors) unless otherwise stated in the **PDS**.

F. Evaluation of Applications and Prequalification of Bidders

25. Evaluation of Applications 25.1 The Procuring Entity shall use the factors, methods, criteria, and requirements defined in Section III, Qualification Criteria and Requirements to evaluate the qualifications of the Bidders. The use of other methods, criteria, or requirements shall not be permitted. The Procuring Entity reserves the right to waive minor deviations in the qualification criteria if they do not materially affect the capability of a

Bidder to perform the contract.

25.2 Only the qualifications of subcontractors that have been identified in the application may be considered in the evaluation of a Bidder. However, the general experience and financial resources of subcontractors may not be added to those of the Bidder for purposes of prequalification of the Bidder.

25.3 In case of multiple contracts, the Procuring Entity shall pre-qualify each Bidder for the maximum number and types of contracts for which the Bidder meets the appropriate aggregate requirements of such contracts, as specified in Section III, Qualification Criteria and Requirements.

26. Procuring Entity's Right to Accept or Reject Applications

26.1 The Procuring Entity reserves the right to accept or reject any application, and to annul the prequalification process and reject all applications at any time, without thereby incurring any liability to Bidders.

27. Prequalification of Bidders

27.1 All Bidders whose applications have met or exceeded ("passed") the specified threshold requirements will, to the exclusion of all others, be prequalified by the Procuring Entity.

28. Notification of Prequalification

28.1 Once the Procuring Entity has completed the evaluation of the applications it shall notify all Bidders in writing of the names of those Bidders who have been prequalified.

29. Invitation to Bid

29.1 Promptly after the notification of the results of the prequalification the Procuring Entity shall invite bids from all the Bidders that have been prequalified.

29.2 Bidders may be required to provide a Bid Security in the form and an amount to be specified in the Bidding Documents, and the successful Bidder shall be required to provide a Performance Bond to be specified in the Bidding Documents.

30. Changes in Qualifications of Bidders

30.1 Any change in the structure or formation of a Bidder after being prequalified in accordance with ITB 27 and invited to bid shall be subject to a written approval of the Procuring Entity prior to the deadline for submission of bids. Such approval shall be denied if as

a consequence of the change the Bidder no longer substantially meets the qualification criteria set forth in Section III, Qualification Criteria and Requirements, or if in the opinion of the Procuring Entity, a substantial reduction in competition may result. Any such changes shall be submitted to the Procuring Entity not later than 14 days after the date of the Invitation for Bids.

Section II. Prequalification Data Sheet

A. General

ITB 1.1	The Procuring Entity is: Airports Authority of Jamaica
ITB 1.1	The list of contracts is: One (1)
ITB 1.1	ICB name and number are: <i>EIB/IRS-AAJ-RFP-C</i>
ITB 2.1	The name of the Project is: <i>Business Continuity & Competitive Analysis Study for the Norman Manley International Airport</i>
ITB 3.1	<p>Revise paragraph 1 to read:</p> <p>The Government of Jamaica and the European Investment Bank (EIB) require that bidders, suppliers, contractors, and consultants, observe the highest standard of ethics during the procurement and execution of such contracts. In pursuit of this policy, the Government and the EIB:</p> <p>Add the paragraphs below:</p> <p>“Obstructive Practice” is (a) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or (b) acts intended to materially impede the exercise of the EIB’s contractual rights of audit or access to information or the rights that any banking, regulatory or examining authority or other equivalent body of the European Union or of its Member States may have in accordance with any law, regulation or treaty or pursuant to any agreement into which the EIB has entered in order to implement such law, regulation or treaty;</p> <p>“Money Laundering” is defined in the Bank’s Anti-Fraud Policy “Terrorist Financing” is defined in the Bank’s Anti-Fraud Policy “Project Owner” means the person designated as such in the tender documents or the Contract.</p> <p>In addition:</p> <p>Money laundering is (i) the conversion or transfer of property, knowing that such property is derived from criminal activity or from an act of participation in such activity, for the purpose of</p>

	concealing or disguising the illicit origin of the property or of assisting any person who is involved in the commission of such activity to evade the legal consequences of his action; (ii) the concealment or disguise of the true nature, source, location, disposition, movement, rights with respect to, or ownership of property, knowing that such property is derived from criminal activity or from an act of participation in such activity; (iii) the acquisition, possession or use of property, knowing, at the time of receipt, that such property was derived from criminal activity or from an act of participation in such activity;
ITB 4.1	(i) The parties in a JV shall be jointly and severally liable. (ii) Maximum number of partners in the JV shall be: Three (3)
ITB 4.4	The Government policy requires that Consultants provide professional, objective, and impartial advice and at all times hold the Procuring Entity’s interests paramount, strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work.
B. Contents of the Prequalification Document	
ITB 7.1	Clarifications may be requested not later than ten (10) calendar days before the submission date. The address for requesting clarifications is: Winsome Strachan Address: Airports Authority of Jamaica Norman Manley International Airport, Palisadoes, Kingston Telephone: (876)-924-8452(O), (876)-924-8699 Facsimile: (876)-924-8620 E-mail: wstrachan@aaaj.com.jm
C. Preparation of Applications	
ITB 10.1	The language of the application as well as of all correspondence is: English

ITB 11.1 (d)	<p>The Bidder shall submit with its application, the following additional documents:</p> <ol style="list-style-type: none"> 1. References 2. List of Key Personnel 3. Financial Records 4. Letter of Authorization
ITB 15.2	<p>In addition to the original, the number of copies to be submitted with the application is: Four(4)</p>
<p>D. Submission of Applications</p>	
ITB 17.1	<p>For application submission purposes only, the Procuring Entity's address is: Procuring Entity's address is the same as that indicated in 7.1</p>
	<p>PREQUALIFICATION:</p> <p><i>Business Continuity & Competitive Analysis Study for the Norman Manley International Airport</i></p> <p>Project Coordinator Winsome Strachan Address: Airports Authority of Jamaica, Norman Manley International Airport, Palisadoes, Kingston Telephone: (876)-924-8452(O), (876)-924-8699 Facsimile: (876)-924-8620 E-mail: wstrachan@aaj.com.jm</p> <p>The deadline for application submission is:</p> <p>Date: Monday June 11, 2018 Time: 3:00 p.m. EST</p>
<p>E. Procedures for Evaluation of Expression of Interest</p>	
ITB 23.1	<p>There is NO preference for domestic bidders.</p>

Section III. Qualification Criteria and Requirements

This Section contains all the methods, criteria, and requirements that the Procuring Entity shall use to evaluate Applications. The information to be provided in relation to each requirement and the definitions of the corresponding terms are included in the respective Application Forms.

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Eligibility and Qualification Criteria			Compliance Requirements				Documentation
No.	Subject	Requirement	Single Entity	Joint Venture			Submission Requirements
				All Parties Combined	Each Partner	One Partner	
1. Eligibility							
1.1	Eligibility	In accordance with ITA Sub-Clause 4.2	Must meet requirement	Existing or intended JV must meet requirement	Must meet requirement	N/A	Forms ELI - 1.1 and 1.2, with attachments
1.2	Conflict of Interest	No conflicts of interest in ITA Sub-Clause 4.4	Must meet requirement	Existing or intended JV must meet requirement	Must meet requirement	Must meet requirement	Application Submission Form
1.3	Government Owned Entity	Applicant required to meet conditions of ITA Sub-Clause 4.7	Must meet requirement	Must meet requirement	Must meet requirement	N/A	Forms ELI - 1.1 and 1.2, with attachments

Eligibility and Qualification Criteria			Compliance Requirements			Documentation	
No.	Subject	Requirement	Single Entity	Joint Venture			Submission Requirements
				All Parties Combined	Each Partner	One Partner	
2. Historical Contract Non-Performance							
2.1	History of Non-Performing Contracts	Non-performance of a contract did not occur within the last five (5) years prior to the deadline for application submission based on all information on fully settled disputes or litigation. A fully settled dispute or litigation is one that has been resolved in accordance with the Dispute Resolution Mechanism under the respective contract and where all appeal instances available to the applicant have been exhausted.	Must meet requirement by itself or as partner to past or existing JV	N/A	Must meet requirement by itself or as partner to past or existing JV		Form CON-2
2.2	Failure to Sign Contract	Not being under execution of a Bid Securing Declaration pursuant to Sub-Clause 4.7 for five (5) years	Must meet requirement	Must meet requirement	Must meet requirement	N/A	Application Submission Form
2.3	Pending Litigation	All pending litigation shall in total not represent more than 25 %, twenty-five percent of the Applicant's net worth and shall be treated as resolved against the Applicant	Must meet requirement by itself or as a partner to past or existing JV	N/A	Must meet requirement by itself or as a partner to past or existing JV	N/A	Form CON - 2

Eligibility and Qualification Criteria			Compliance Requirements				Documentation
No.	Subject	Requirement	Single Entity	Joint Venture			Submission Requirements
				All Parties Combined	Each Partner	One Partner	
Eligibility and Qualification Criteria			Compliance Requirements				Documentation
No.	Subject	Requirement	Single Entity	Joint Venture			Submission Requirements
				All Parties Combined	Each Partner	One Partner	
3. Financial Situation							
3.1	Financial Performance	Submission of audited balance sheets or if not required by the law of the Applicant's country, other financial statements acceptable to the Procuring Entity, for the last three (3) years to demonstrate: (a) the current soundness of the applicant's financial position and its prospective long term profitability, and	Must meet requirement (a) Must meet requirement	N/A (a) N/A	N/A N/A	Must meet requirement (a) Must meet requirement	Form FIN - 3.1 with attachments
3.2	Average Annual Consulting Services Turnover	Minimum average annual consulting services turnover of US \$300,000.00 calculated as total certified payments received for contracts in progress or completed, within the last three (3) years .	Must meet requirement	Must meet requirement			Form FIN - 3.2

4. Experience							
4.1	General Consulting Services Experience	Experience under contracts in the role of consultant, sub-consultant, or management consultant for at least the last seven (7) years prior to the application submission deadline, and with activity in at least nine (9) months in each year.	Must meet requirement	N/A	N/A	Must meet requirement	Form EXP-4.1
4.2 (a)	Specific Consulting Services Experience	Participation as consultant, sub-consultant or management consultant, in at least three (3) contracts within the last nine (9) years, each with a value of at least US \$300,000 that have been successfully and substantially completed and that are similar to the proposed works. The similarity shall be based on the physical size, complexity, methods/technology or other characteristics as described in Section V, Scope of Works	Must meet requirement	Must meet requirement	N/A		Form EXP -4.2(a)
4.2 (b)		For the above or other contracts executed during the period stipulated in 4.2 (a) above, a minimum consulting experience in the following key activities: Specific Experience of firm in Business Continuity Planning: Airport Risks, Disaster/Recovery Planning, Business Operations/Management; Air & Cargo services: Analysis & Trend Spotting/Forecasting	Must meet requirements	Must meet requirements	N/A		Form EXP - 4.2 (b)

Bidders Will Be Evaluated Based On The Following:

A. Must satisfy all items on this section.

1. Dispute resolution

The applicant should state whether or not there is any litigation or dispute resolution resulting from contracts completed or under execution by it over the last five (5) years and provide accurate information in connection with each case. A consistent history of awards against the applicant or any partner of a joint venture may result in failure of application.

2. Letter of Authorization

The applicant shall provide the following statement of authorization:

“Your agency and its authorized representatives are hereby authorized to conduct any queries or investigations to verify the statements, documents and information submitted in connection with this application and to seek clarification from our bankers and clients regarding any financial and technical aspects. This Letter of Authorization will also serve as authorization to any individual or authorized representative of any institution referred to in the supporting information, to provide such information deemed necessary and requested by you to verify statements and information provided in this application, or with regard to the resources, experience and competence of the applicant.”

Must score a minimum of 70% overall.

C

Evaluation Criteria

Evaluation shall be carried out by the Procuring Entity based on Consultant’s experience in general, experience in the relevant fields of this expression of interest, CVs of proposed experts and the financial situation.

i) Experience of the Consultants relevant to the assignment:

The number of points to be assigned shall be determined considering the following two sub-criteria and relevant percentage weights:

1. Consultant’s general experience with ***Business Continuity & Competitive Analysis Study*** similar in scope, regions [50%]

- a. How many Years as Consultant
 - Over 7 years 15 points
 - 7 years 12 points
 - Under 7 years 9 points

- 2. Consultant’s specific experience with the study of the following: [50%]
 - a. Number of similar (size & complexity) projects completed within the last (9) years, each with a value of at least \$US 300,000
 - Business Continuity Planning: Airport Risks, Disaster/Recovery Planning
 - Business Operations/Management
 - Air & Cargo services: Analysis & Trend Spotting/Forecasting
- Over 3 (in each category) 15 points
 - 3 in each category 12 points
 - Under 3 in each or fewer of the categories 9 points

Total points for criterion (i):30

(ii) Key professional staff qualifications and competence for the assignment:

- a) Team Leader: Masters or higher in Mechanical/Hydraulic Engineering (PE), Environmental Engineering (PE), Power System Engineering (PE), Design Engineer Engineering (PE) and/or Civil Engineering (PE) [15]
- b) Transportation Engineer [10]
- c) Aviation Operation Specialist [10]
- d) Risk Analyst [5]

Total points for criterion (ii):40

The number of points to be assigned to each of the above positions or disciplines shall be determined considering the following three sub-criteria and relevant percentage weights:

- 1) **General qualifications** [30%]
Relevant degrees/ equivalent, Professional Affiliations/Registration, years as professional &/or team leader
- 2) **Adequacy for the assignment** [50%]
Experience in varied industries, and professional affiliations.
- 3) **Experience in region and language** [20%]

(iii) Financial Situation

a) Soundness of Financial position and prospective long term profitability:

i) **Net worth = Total Assets - Total Liabilities (10 points)**

Point allocation for all three (3) years:

For greater than US\$ 150,000 steady and increasing net worth over period	10 points
For less than US \$ 150,000 but greater than or equal to US \$200,000 over period	7 points
For less than US \$ 100,000	4 points

ii) **Liquidity = Current Assets/Current Liabilities (10 points)**

Point allocation for all three (3) years:

For ratio > 1:1 10 points
For ratio less than 1:1 but $\geq 0.5:1$ 7 points

b) Consulting work turnover: (10 points)

Simple average of revenue as reported in financial statements for the three (3) year period.

Point allocation for all three (3) years:

OVER US\$ 300,000 - 10 points
US\$ 300,000 - 7 points
Under US\$300,000 - 3 points

Total points for criterion (iii):30

Total points for the three criteria: 100

MINIMUM SCORE TO BE SHORTLISTED: 70 POINTS

Personnel : A team shall have the following mandatory members

Position	Qualifications	Score (points)
Team Leader	<ul style="list-style-type: none"> • Masters or higher in Mechanical/Hydraulic Engineering (PE), Environmental Engineering (PE), Power System Engineering (PE), Design Engineer Engineering (PE) and/or Civil Engineering (PE) having a proven track record to lead, coordinate, and deliver assessments with substantive technical knowledge/experience and at least 10 years minimum post-qualification experience in the infrastructure/transport planning with at least 2 years spent in similar assignment. • High knowledge of English. • Computer literacy. <p><u>General professional experience</u></p> <ul style="list-style-type: none"> • Minimum 10 years of total professional experience in the field of transport. <p><u>Specific professional experience</u></p> <ul style="list-style-type: none"> • Minimum 5 years of total working experience as a Team Leader or Project Manager. 	15
Transportation Engineer	<p><u>Qualifications and skills</u></p> <ul style="list-style-type: none"> • University degree (or any academically equivalent degree) from Design or Civil Engineering or equivalent general professional experience of 10 years in the field of transportation. • High knowledge of English. • Computer literacy. <p><u>General professional experience</u></p> <ul style="list-style-type: none"> • Minimum 7 years of total professional experience dealing with aeronautical projects, risk analysis and cargo & passenger demand projections. <p><u>Specific professional experience</u></p> <ul style="list-style-type: none"> • Minimum 2 years of total working experience on two risk analysis. 	10

Aviation Operation Specialist	<p><u>Qualifications and skills</u></p> <ul style="list-style-type: none"> • University degree (or any academically equivalent degree) from Aerospace or Civil Engineering or equivalent general professional experience of 15 years in the field of transportation. • High knowledge of English. • Computer literacy. <p><u>General professional experience</u></p> <ul style="list-style-type: none"> • Experience dealing with measurement/benchmarking of passenger & cargo trends; collecting, analysing & reporting data and background information on transportation patterns. <p><u>Specific professional experience</u></p> <ul style="list-style-type: none"> • Minimum 2 years of total working experience on two transportation projects. 	<p>10</p>
Risk Analyst	<p><u>Qualifications and skills</u></p> <ul style="list-style-type: none"> • University degree (or any academically equivalent degree) from Aerospace or Civil Engineering or equivalent general professional experience of 10 years in the field of transportation. • High knowledge of English. • Computer literacy. <p><u>General professional experience</u></p> <ul style="list-style-type: none"> • Minimum 7 years of total professional experience dealing with risk analysis and implementation plans. <p><u>Specific professional experience</u></p> <ul style="list-style-type: none"> • Minimum 2 years of total working experience on two transportation projects. 	<p>5</p>

<p>Other Experts, support staff & backstopping</p>	<p>The Team of key experts will be assisted by a number of experts in order to provide the full range of expertise necessary. The exact tasks to be performed will be defined during the inception phase. The list of mentioned fields of expertise is not exhaustive and will be adjusted according to the need identified in cooperation with the AAJ.</p> <p>CVs for experts other than the key experts are not examined prior to the signature of the contract and must not be provided in the tender. The Contractor shall select and hire experts as required according to the needs. The selection procedures used by the Contractor to select these experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills and work experience. The selected experts shall be subject to approval by the AAJ.</p> <p>For the non-key experts:</p> <p>A pool of senior experts with regional and/or international experience will be established.</p> <p>Other experts to be employed as required according to the profiles identified in the Organization & Methodology and this TOR required expert profiles of the non-key experts, are including but not limited, to all fields and sub-fields of activity below:</p> <ul style="list-style-type: none"> • Air Transport Engineer • Software Technician • Air Cargo Analyst • Cost and Revenue Analyst • Civil Engineer <p>As a minimum, all senior experts should at least have:</p> <ul style="list-style-type: none"> • University Degree(s) in the respective field(s) of the required expertise; or equivalent 8-year experience in technical areas associated with this contract. • Good English speaking and writing skills. • At least 5 years working experience from which at least the 3 years shall be experience in the field of their expertise. <p>As a minimum, all junior experts should at least have:</p> <ul style="list-style-type: none"> • University Degree(s) in the respective fields(s) 	
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	<p>of the required expertise; or equivalent 5 year experience in technical areas associated with this contract.</p> <ul style="list-style-type: none"> • English speaking and writing skills. • At least 3 years of work experience of which at least the last 1 year shall be experience in the field of their expertise. <p>It is mandatory for the Contractor to provide for backstopping and support staff availability for this project.</p> <p>The Contractor will have the following responsibilities:</p> <ul style="list-style-type: none"> • Ensure coordination between the Contractor/project office/AAJ/interested parties, • Manage (under supervision of the Team Leader) and support project staff if required (key-experts, short-term experts, translators, interpreters etc.), • Organize logistics for project activities (travel, accommodation, visibility events), • Ensure first level administrative control of the project’s expenses, and the timely delivery of project reports. • Support in organization of PSC meetings (sending invitations, taking of minutes and etc.), • Daily interpretations/translation services for the key expert purposes. <p>At least one Project Assistant for the whole project duration shall support the Team Leader in the day-to-day administrative and logistical management and organization of the project, to ensure that the latter can fully concentrate on his/her technical tasks.</p> <p style="text-align: center;">1.1. Facilities to be provided by the contractor</p> <p>The Contractor shall ensure that experts are adequately supported and equipped. It 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.</p> <p>The Contractor shall provide portable computers with</p>	
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	<p>appropriate software, mobile phones and any other equipment deemed necessary for carrying out this service contract. The said equipment is to be provided by the Contractor within the budget and with no extra cost for AAJ.</p> <p>Office rental, office running costs relating to electricity, communication (telephone, fax, mail, e-mail), cleaning and similar, secretarial services, supplies and consumables, spares and repairs, translation, copying and printing will be covered by the Contractor within the budget and with no extra cost for the AAJ.</p> <p style="text-align: center;">1.2. Equipment</p> <p>No equipment is to be purchased on behalf of the AAJ/ NMIA as part of this service contract or transferred to the AAJ/ NMIA at the end of this contract.</p>	
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To facilitate evaluation applicants must ensure that they fill out the necessary information in the key personnel form (PER -1, PER -2)

COVENANT OF INTEGRITY

to the Promoter

from a Tenderer, Contractor, Supplier or Consultant to be attached to its Proposal
(or to the Contract in the case of a negotiated procedure)

“We declare and covenant that neither we nor anyone, including any of our directors, employees, agents, joint venture partners or sub-contractors, where these exist, acting on our behalf with due authority or with our knowledge or consent, or facilitated by us, has engaged, or will engage, in any Prohibited Conduct (as defined below) in connection with the procurement process or in the execution or supply of any works, goods or services for the *Business Continuity & Competitive Analysis Study for the Norman Manley International Airport* (the “Contract”) and covenant to so inform you if any instance of any such Prohibited Conduct shall come to the attention of any person in our organisation having responsibility for ensuring compliance with this Covenant.

We shall, for the duration of the tender process and, if we are successful in our tender, for the duration of the Contract, appoint and maintain in office an officer, who shall be a person reasonably satisfactory to you and to whom you shall have full and immediate access, having the duty, and the necessary powers, to ensure compliance with this Covenant.

If (i) we have been, or any such director, employee, agent or joint venture partner, where this exists, acting as aforesaid has been, convicted in any court of any offence involving a Prohibited Conduct in connection with any procurement process or provision of works, goods or services during the five years immediately preceding the date of this Covenant, or (ii) any such director, employee, agent or a representative of a joint venture partner, where this exists, has been dismissed or has resigned from any employment on the grounds of being implicated in any Prohibited Conduct, or (iii) we have been, or any of our directors, employees, agents or joint venture partners,

where these exist, acting as aforesaid has been excluded by the EU Institutions or any major Multi-lateral Development Bank (including World Bank Group, African Development Bank, Asian Development Bank, European Bank for Reconstruction and Development, European Investment Bank or Inter-American Development Bank) from participation in procurement procedure on the grounds of Prohibited Conduct, we give details of that conviction, dismissal or resignation, or exclusion below, together with details of the measures that we have taken, or shall take, to ensure that neither this company nor any of our directors, employees or agents commits any Prohibited Conduct in connection with the Contract [give details if necessary].

In the event that we are awarded the Contract, we grant the Project Owner, the European Investment Bank (EIB) and auditors appointed by either of them, as well as any authority or European Union institution or body having competence under European Union law, the right of inspection of our records and those of all our sub-contractors under the Contract. We accept to preserve these records generally in accordance with applicable law but in any case for at least six years from the date of substantial performance of the Contract.”

For the purpose of this Covenant, Prohibited Conduct includes¹²,

- **Corrupt Practice** is the offering, giving, receiving or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.
- **Fraudulent Practice** is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
- **Coercive Practice** is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of any party to influence improperly the actions of a party.
- **Collusive Practice** is an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party

- **Obstructive Practice** is (a) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation; and/or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or (b) acts intended to materially impede the exercise of the EIB's contractual rights of audit or access to information or the rights that any banking, regulatory or examining authority or other equivalent body of the European Union or of its Member States may have in accordance with any law, 12 Most definitions are those of the IFI Anti-Corruption Task Force's Uniform Framework of September 2006. European Investment Bank Guide to Procurement June 2011 page 31 / 36 regulation or treaty or pursuant to any agreement into which the EIB has entered in order to implement such law, regulation or treaty;
- **Money Laundering** is defined in the Bank's Anti-Fraud Policy
- **Terrorist Financing** is defined in the Bank's Anti-Fraud Policy
- **Project Owner** means the person designated as such in the tender documents or the contract.

Section IV. Application Forms

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Application Submission Form

Date: *[insert day, month, year]*
ICB No. and title:

To: Airports Authority of Jamaica

We, the undersigned, apply to be prequalified for the referenced ICB and declare that:

- (a) we have examined and have no reservations to the Prequalification Documents, including Addendum(s) No(s)., issued in accordance with Instructions to Applicants (ITB) Clause 8: *[insert the number and issuing date of each addendum]*.
- (b) we, including any sub-consultants or suppliers for any part of the contract resulting from this prequalification process, have nationalities from eligible countries, in accordance with ITB Sub-Clause 4.2: *[insert the nationality of the Applicant, including that of all partners in case of a Joint Venture, and the nationality of each already identified subcontractor and supplier of related services, if applicable]*;
- (c) we, including any sub-consultants or suppliers for any part of the contract resulting from this prequalification, do not have any conflict of interest, in accordance with ITB Sub-Clause 4.4;
- (d) *[insert either "we are not a Government owned entity" or "we are a Government entity, and we meet the requirements of ITB Sub-Clause 4.7]*;
- (e) we, in accordance with ITB Sub-Clause 24.1, plan to subcontract the following key activities and/or parts of the Works:
[insert any of the key activities identified in Section III- 4.2 (b) which the Applicant intends to subcontract]
- (f) we declare that the following commissions, gratuities, or fees have been paid or are to be paid with respect to the prequalification process, the corresponding bidding process or execution of the Contract:

<u>Name</u> <u>Recipient</u>	<u>of</u>	<u>Address</u>	<u>Reason</u>	<u>Amount</u>
<i>[insert full name for each occurrence]</i>	<i>[insert each]</i>	<i>[insert street/number/city/country]</i>	<i>[indicate reason]</i>	<i>[specify amount in US\$ equivalent]</i>
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

[If none has been paid or is to be paid, indicate “none”.]

- (g) We understand that you may cancel the prequalification process at any time and that you are neither bound to accept any Application that you may receive nor to invite the prequalified Applicants to bid for the contract subject of this prequalification, without incurring any liability to the Applicants, in accordance with ITB Clause 26.

Signed *[insert signature(s) of an authorized representative(s) of the Applicant]*

Name *[insert full name of person signing the application]*

In the Capacity of *[insert capacity of person signing the application]*

Duly authorized to sign the application for and on behalf of: Applicant’s Name *[insert full name of Applicant]*

Address *[insert street number/town or city/country address]*

Dated on *[insert day number]* day of *[insert month]*, *[insert year]*

Form ELI -1.1
Applicant Information Form

Date: *[insert day, month, year]*
ICB No. and title: *[insert ICB number and title]*
Page *[insert page number]* of *[insert total number]* pages

Applicant's legal name <i>[insert full legal name]</i>
In case of Joint Venture (JV), legal name of each partner: <i>[insert full legal name of each partner in JV]</i>
Applicant's Actual or Intended country of constitution: <i>[indicate country of Constitution]</i>
Applicant's actual or Intended year of constitution: <i>[indicate year of Constitution]</i>
Applicant's legal address in country of constitution: <i>[insert street/ number/ town or city/ country]</i>
Applicant's authorized representative information Name: <i>[insert full legal name]</i> Address: <i>[insert street/ number/ town or city/ country]</i> Telephone/Fax numbers: <i>[insert telephone/fax numbers, including country and city codes]</i> E-mail address: <i>[indicate e-mail address]</i>
Attached are copies of original documents of <ul style="list-style-type: none"><input type="checkbox"/> Articles of Incorporation or Documents of Constitution, and documents of registration of the legal entity named above, in accordance with ITB 4.2.<input type="checkbox"/> In case of JV, letter of intent to form JV or JV agreement, in accordance with ITB 4.1.<input type="checkbox"/> In case of Government owned entity, documents establishing legal and financial autonomy and compliance with commercial law, in accordance with ITB 4.7.

Form ELI -1.2

Applicant's Party Information Form

[The following form shall be filled in for the Applicant's parties including partner(s) of a joint venture, sub consultants, suppliers and other parties]

Date: *[insert day, month, year]*

ICB No. and title: *[insert ICB number and title]*

JV applicant legal name: <i>[insert full legal name]</i>
Applicant's Party legal name: <i>[insert full legal name of Applicant's Party]</i>
Applicant's Party country of registration: <i>[indicate country of registration]</i>
Applicant Party's year of constitution: <i>[indicate year of constitution]</i>
Applicant Party's legal address in country of constitution: <i>[insert street/ number/ town or city/ country]</i>
Applicant Party's authorized representative information Name: <i>[insert full legal name]</i> Address: <i>[insert street/ number/ town or city/ country]</i> Telephone/Fax numbers: <i>[insert telephone/fax numbers, including country and city codes]</i> E-mail address: <i>[indicate e-mail address]</i>
Attached are copies of original documents of <ul style="list-style-type: none"><input type="checkbox"/> Articles of Incorporation or Documents of Constitution, and Registration Documents of the legal entity named above, in accordance with ITB 4.2.<input type="checkbox"/> In case of a Government owned entity, documents establishing legal and financial autonomy and compliance with commercial law, in accordance with ITB 4.7.

Form CON - 2

Historical Contract Non-Performance

[The following table shall be filled in for the Applicant and for each partner of a Joint Venture]

Applicant's Legal Name: *[insert full name]*
 Date: *[insert day, month, year]*
 Joint Venture Party Legal Name: *[insert full name]*
 ICB No. and title: *[insert ICB number and title]*

Non-Performing Contracts in accordance with Section III, Qualification Criteria and Requirements			
<input type="checkbox"/> Contract non-performance did not occur during the <i>[number]</i> years specified in Section III, Qualification Criteria and Requirements, Sub-Factor 2.1. <input type="checkbox"/> Contract(s) not performed during the <i>[number]</i> years specified in Section III, Qualification Criteria and Requirements, requirement 2.1			
Year	Non performed portion of contract	Contract Identification	Total Contract Amount (current value, US\$ equivalent)
<i>[insert year]</i>	<i>[insert amount and percentage]</i>	Contract Identification: <i>[indicate complete contract name/ number, and any other identification]</i> Name of Procuring Entity: <i>[insert full name]</i> Address of Procuring Entity: <i>[insert street/city/country]</i> Reason(s) for non performance: <i>[indicate main reason(s)]</i>	<i>[insert amount]</i>
Pending Litigation, in accordance with Section III, Qualification Criteria and Requirements			
<input type="checkbox"/> No pending litigation in accordance with Section III, Qualification Criteria and Requirements, Sub-Factor 2.2. <input type="checkbox"/> Pending litigation in accordance with Section III, Qualification Criteria and Requirements, Sub-Factor 2.2 as indicated below.			

Year	Outcome as Percentage of Total Assets	Contract Identification	Total Contract Amount (current value, US\$ equivalent)
<i>[insert year]</i>	<i>[insert percentage]</i>	Contract Identification: <i>[indicate complete contract name, number, and any other identification]</i> Name of Procuring Entity: <i>[insert full name]</i> Address of Procuring Entity: <i>[insert street/city/country]</i> Matter in dispute: <i>[indicate main issues in dispute]</i>	<i>[insert amount]</i>

Form FIN - 3.1

Financial Situation

[The following table shall be filled in for the Applicant and for each partner of a Joint Venture]

Applicant's Legal Name: *[insert full name]* Date: *[insert day, month, year]*
 Applicant's Party Legal Name: *[insert full name]*
 ICB No. and title: *[insert ICB number and title]*

1. Financial data

Financial information in (US\$ equivalent in 000s)	Historic information for previous <i>[insert number]</i> years, <i>[insert in words]</i> (US\$ equivalent in 000s)				
	Year 1	Year 2	Year 3	Year ...	Year n
Information from Balance Sheet					
Total Assets (TA)					
Total Liabilities (TL)					
Net Worth (NW)					
Current Assets (CA)					
Current Liabilities (CL)					
Information from Income Statement					
Total Revenue (TR)					
Profits Before Taxes (PBT)					

2. Financial documents

The Applicant and its parties shall provide copies of the balance sheets and/or financial statements for [number] years pursuant Section III, Qualifications Criteria and Requirements, Sub-factor 3.1. The financial statements shall:

- (a) reflect the financial situation of the Applicant or partner to a JV, and not sister or parent companies.
 - (b) be audited by a certified accountant.
 - (c) be complete, including all notes to the financial statements.
 - (d) correspond to accounting periods already completed and audited (no statements for partial periods shall be requested or accepted).
- Attached are copies of financial statements (balance sheets, including all related notes, and income statements) for the [number] years required above; and complying with the requirements

Form FIN - 3.2

Average Annual Consulting Works Turnover

[The following table shall be filled in for the Applicant and for each partner of a Joint Venture]

Applicant's/Joint Venture Partner's Legal Name: *[insert full name]*

Date: *[insert day, month, year]*

Applicant's Party Legal Name: *[insert full name]*

ICB No. and title: *[insert ICB number and title]*

Annual turnover data (consulting service only)		
Year	Amount and Currency	US\$ equivalent
<i>[indicate year]</i>	<i>[insert amount and indicate currency]</i>	<i>[insert amount in US\$ equiv.]</i>
Average Annual Consulting work Turnover *		

* Average annual consulting work turnover calculated as total certified payments received for work in progress or completed, divided by the number of years specified in Section III, Qualification Criteria and Requirements, Sub-Factor 3.2.

Form EXP - 4.1

General Consulting Experience

[The following table shall be filled in for the Applicant and for each partner of a Joint Venture]

Applicant's/Joint Venture Partner's Legal Name: *[insert full name]*

Date: *[insert day, month, year]*

Applicant JV Party Legal Name: *[insert full name]*

ICB No. and title: *[insert ICB number]*

[Identify contracts that demonstrate continuous consulting work over the past [number] years pursuant to Section III, Qualification Criteria and Requirements, Sub-Factor 4.1. List contracts chronologically, according to their commencement (starting) dates.]

Starting Month / Year	Ending Month / Year	Contract Identification	Role of Applicant
<i>[indicate month/year]</i>	<i>[indicate month/year]</i>	Contract name: <i>[insert full name]</i> Brief Description of the Works performed by the Applicant: <i>[describe works performed briefly]</i> Amount of contract: <i>[insert amount in US\$ equivalent]</i> Name of Procuring Entity: <i>[indicate full name]</i> Address: <i>[indicate street/number/town or city/country]</i>	<i>(insert "Consultant" or "Subconsultant" or "Contract Manager")</i>
		Contract name: <i>[insert full name]</i> Brief Description of the Works performed by the Applicant: <i>[describe works performed briefly]</i> Amount of contract: <i>[insert amount in US\$ equivalent]</i> Name of Procuring Entity: <i>[indicate full name]</i> Address: <i>[indicate street/number/town or city/country]</i>	<i>(insert "Consultant" or "Subconsultant" or "Contract Manager")</i>
		Contract name: <i>[insert full name]</i>	<i>(insert</i>

	<p>Brief Description of the Works performed by the Applicant: <i>[describe works performed briefly]</i></p> <p>Amount of contract: <i>[insert amount in US\$ equivalent]</i></p> <p>Name of Procuring Entity: <i>[indicate full name]</i></p> <p>Address: <i>[indicate street/number/town or city/country]</i></p>	<p><i>"Consultant" or "Subconsultant" or "Contract Manager"</i></p>
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Form EXP - 4.2(a)

Similar Consulting Experience

[The following table shall be filled in for contracts performed by the Applicant, each partner of a Joint Venture, and specialist sub-contractors]

Applicant's/Joint Venture Partner's Legal Name: *[insert full name]*

Date: *[insert day, month, year]*

JV Party Name: *[insert full name]*

ICB No. and title: *[insert ICB number and title]*

Similar Contract No. <i>[insert number] of [insert number of similar contracts required]</i>	Information		
Contract Identification	<i>[insert contract name and number, if applicable]</i>		
Award date	<i>[insert day, month, year, i. e., 15 June, 2015]</i>		
Completion date	<i>[insert day, month, year, i.e., 03 October, 2017]</i>		
Role in Contract <i>[check the appropriate box]</i>	Consultant <input type="checkbox"/>	Management Consultant <input type="checkbox"/>	Sub-consultant <input type="checkbox"/>
Total Contract Amount	<i>[insert total contract amount in local currency]</i>		US\$ <i>[insert total contract amount in US\$ equivalent]</i>
If partner in a JV, or sub-consultant, specify participation in total contract amount	<i>[insert a percentage amount]</i>	<i>[insert total contract amount in local currency]</i>	<i>[insert total contract amount in US\$ equivalent]</i>
Procuring Entity's Name:	<i>[insert full name]</i>		

Address:	<i>[indicate street / number / town or city / country]</i>
Telephone/fax number	<i>[insert telephone/fax numbers, including country and city area codes]</i>
E-mail:	<i>[insert e-mail address, if available]</i>

Form EXP - 4.2(a) (cont.)
Similar Consulting Experience (cont.)

Similar Contract No. <i>[insert number] of [insert number of similar contracts required]</i>	Information
Description of the similarity in accordance with Sub-Factor 4.2(a) of Section III:	
1. Amount	<i>[insert amount in US\$ in words and in Figures]</i>
2. Physical size	<i>[insert physical size of activities]</i>
3. Complexity	<i>[insert description of complexity]</i>
4. Methods/Technology	<i>[insert specific aspects of the methods/technology involved in the contract]</i>
5. Other Characteristics	<i>[insert other characteristics as described in Section V, Scope of Works]</i>

Form PER -1
Key Personnel

Proposed Personnel

Bidders should provide the names of key personnel to meet the specified requirements stated in Section III. The data on their experience should be supplied using the Form below for each candidate.

1.	Title of position
	Name
2.	Title of position
	Name
3.	Title of position
	Name
4.	Title of position
	Name
5.	Title of position
	Name
6.	Title of position
	Name
7.	Title of position
	Name

Form PER -2

Resume of Proposed Personnel

Name of Bidder

Position		
Personnel Information	Name	Date of birth
	Professional qualifications	
Present Work	Name of employer	
	Type of employer	
	Address of employer	
	Telephone	Contact(manager/personnel officer)
	Fax	E-mail
Present Job Title	Years with present employer	

Summarize professional experience over the last 20 years, in reverse chronological order. Indicate particular technical and managerial relevant to the project.

From	To	Company/Project/Position/Relevant technical and management experience

PART 2 - Works Requirements

Section V. Summary Scope of Works

Contents

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A. Description of the Works

Business Continuity & Competitive Analysis Study

2. Background Information

2.1. Background

Millions of domestic and international passengers pass through airport terminals annually and the number is increasing, driven in part by a vibrant, global economy. The International Air Transport Association (IATA) in its 2014, travel forecast, projects that passenger load will grow to 7.7b by 2036. This 20 year projection predicts an annual growth of 4.2% or more than a doubling of the 3.3 billion passengers expected to travel in 2014. As airports have grown larger and more complex, they have also become more numerous, with over 500 commercial and 2,800 general aviation facilities.

The Norman Manley International Airport (NMIA) (IATA: KIN, ICAO: MKJP, formerly Palisadoes Airport) is located on a picturesque peninsula 20 minutes from the capital city's (Kingston) business centre. It is bordered by the 7th largest natural harbour of the world and is one of Jamaica's global gateways.

The Airports Authority of Jamaica (AAJ) land holding for the airport is split into two parcels, with the main portion being to the west of the Port Royal Road (227.64 hectares) and the remainder (2.9 hectares) being to the east, opposite the roundabout at the main entrance road. The main portion of the site comprises the existing runway areas, public terminal and aircraft apron facilities, public access road and car parks, airside commercial development lands and areas used for airport and airline support functions.

Norman Manley International Airport resides at an elevation of 10ft (3m) above mean sea level. It has one runway designated 12/30 with an asphalt surface measuring 8,910ft x152ft (2,716m x46m).

NMIA is the primary airport in Jamaica for business travel to and from Jamaica and for the movement of air cargo. The airport plays a critical role in the economic development of Jamaica, and is the premier gateway to the nation's capital, Kingston. The airport business network is comprised of over 70 companies and government agencies, with over 3,500 persons directly employed at the airport.

Maintaining the highest level of operational efficiency, safety and security for all users of the airport, consistent with internationally agreed standards is paramount and can only be delivered with proper planning and effective management.

NMIA is currently under a 30-year concession agreement signed in 2003 between NMIA Airports Limited ("NMIAL") and Airports Authority of Jamaica ("AAJ"). The AAJ then embarked on a 20-year Master Plan, to upgrade the existing infrastructure and to date has invested approximately US\$136 million to construct a new departure terminal, a

cargo terminal and airside improvements.

The Government of Jamaica (“GOJ”) through the Ministry of Transport and Mining, is pursuing plans to enter into a Public Private Partnership (PPP) agreement for the operation of NMIA by way of a new PPP procurement process to be awarded in 2019.

To this end, an Enterprise Team has been appointed by the Cabinet to oversee the PPP planning and procurement activities with the Development Bank of Jamaica (DBJ) as the PPP Secretariat. The DBJ coordinates the inputs of consultants, advisors and activities of the various agencies to the process whilst The Airports Authority of Jamaica (AAJ) has the responsibility of providing, inter alia, advice, documentation and analyses in support of the Due Diligence exercise.

From an investment standpoint, the improvements in infrastructure, certain services and functions will ensure that the new operators are positioned to maximize the earning potential of the deal and meet the objectives of NMIAL in handing over a viable operation as set out in the memorandum.

In order to meet the PPP due diligence requirements, AAJ has sought and received funding from the EIB/IRS to undertake a series of studies. These funding as stipulated by the EIB/IRS must be used to underwrite technical assistance, studies connected to the diagnosis of actual situation and future obligations regarding to privatisation of operations at the Airport.

2.2. Current situation

Business Continuity

The Norman Manley International Airport (NMIA), as it has been defined in the previous section, is situated on the narrow and vulnerable Palisadoes Peninsula along the southeast coast of Jamaica. Preliminary research suggests that the Caribbean region is likely to see increases in extreme weather events such as flooding and droughts, and an increase in the intensity of hurricanes.

AAJ is interested in getting a better understanding of the type and extent of potential future extreme weather events on the airport investments, with a view to implementing mitigating measures on a timely basis to preserve life, and the value and useful life of the assets.

The Office of Disaster Preparedness and Emergency Management (ODPEM) formulated a national disaster preparedness plan comprising various strategies to militate against disasters, which, on occurrence can cause tremendous harm to both people and industries nationally. The National Disaster Management Plan is comprised of easily identified threats both natural and man-made among them hurricanes, earthquakes, fire, and oil spills with the requisite plan of action should any of these occur; each fall under the management of respective agencies and government ministries with additional support from non-governmental agencies. These strategies assign responsibilities to ensure that through their organization critical areas of national importance are sensitized and prepared to deal with any fallout. The measures seek to prevent or reduce the impact of disasters on Jamaicans and the economy.

NMIA has an Emergency Plan to respond to operational emergencies, but the airport does not have a Plan to restart the operation after emergencies. There is not a risk register and there is not information about the likelihood of occurrence, and the costs associated to those events.

Incident reporting software

Airports need a solution that allows them to properly manage incidents and reporting of such incidents. Currently, NMIA does not have a real-time incident reporting system so it is proposed to study which is the best existing solution in the market for incident reporting system.

This software will allow the airport to properly manage incidents and reporting of such incidents in a timely manner to allow for immediate correction.

Traffic market study

The Government of Jamaica (GOJ) has also announced plans to position Jamaica as a global logistics hub, to take advantage of the country's strategic geographic location and proximity to major North-South and East-West shipping lanes. The Port of Kingston already has well developed transshipment port facilities that currently handle approximately 24 million metric tons of cargo annually. The Port Authority of Jamaica has planned an expansion programme and commenced dredging to deepen the shipping channel to accommodate up to Super Post-Panamax container vessels which will be traversing the recently expanded Panama Canal. The AAJ expects to be ready to handle the expected increase in cargo volumes from distribution centres that will be established as part of the Logistics Hub initiative.

In addition, AAJ is desirous of exploring the potential for establishing the airport as a hub for regional/global travel which will cater to a new passenger segment for connecting/in-transit passengers as well as complement the offshoot of the logistics hub initiative for increased passenger movements. .

Finally, AAJ is concern about the potential airport leakage. Airport leakage refers to the practice where travellers opt to use an airport that is much farther from their formal place of resident/business even when the airport destinations are offered at the nearer airport. The recently road development and new opportunities for ground transportation to the alternate airport, Sangster International Airport (SIA), may have affected the traffic at NMIA.

3. Objective, Purpose Results & Expected Results

3.1. Overall Objective

The main objective is to identify the key factors to improve the business continuity of the airport. This business continuity is analyzed from two different sides: the airport operation after a disaster and the overall business growth.

3.2. Results to be achieved by the Contractor

The following outputs are expected to be achieved by the Contractor:

Concerning Air Service Consultancy

- Provide recommendations that will support the development of NMIA in passenger and cargo services.
- Determine NMIA's competitiveness and potential to grow air services; recommend new routes including target markets and air carriers.
- Determine air cargo potential and possibilities for NMIA, including target markets, products and air carriers.
- Determine the market potential for NMIA as a hub for passenger and cargo traffic. Recommend market and air carriers.
- Provide preliminary recommendation on how NMIA can attract transit flights for technical stops.

Concerning Business Continuity Management Study

- Identify threats from which NMIA is most at risk and create a risk register. Rank in order of most severe to least severe.
- Create a qualitative & quantitative risk analysis.
- Allow NMIA to put in place appropriate measures for risk mitigation.
- Allow NMIA to protect the interest of stakeholders through strategic partnerships.
- Design, implement and test a Business Continuity/Disaster Recovery (BC/DR) solution, which allows NMIA operator to effectively manage all critical services, in emergency events through command and control measures, including defining a crisis management command structure, a communication plan and review of the existing NMIA's IT DR plan.
- Allow NMIA to sufficiently recover from all unforeseen disruptions in a timely manner.

Concerning Incident reporting system

- Study the best possible software for aeronautical incident reporting system.

4. Project Time-Plan & Date of submit of the Deliverables

The duration of the Project is six (6) months. An indicative project time-plan is presented below:

Tasks	Project Months					
	1	2	3	4	5	6
Phase 1: Data Collection & Requirement		2				
<i>Activity 1.1: Review Existing Documentation and Data</i>						
<i>Activity 1.2: Review Existing Documentation regarding Business Continuity/Disaster Recovery</i>						
<i>Activity 1.3: Conduct Interviews</i>						
Phase 2: Incident Reporting Software Study	1					
<i>Activity 2.1: Recommendation about the best existing software and needed changes in airport procedures.</i>						
Phase 3: Overview and develop of the current situation			3			
<i>Activity 3.1: Overview for the airport traffic & competitive situation.</i>						
<i>Activity 3.2: Current a Passenger Leakage Study</i>						
<i>Activity 3.3: Risk Identification & Analysis</i>						
Phase 4: Competitive Analysis				4		
<i>Activity 4.1: Passenger and cargo traffic prognosis</i>						
<i>Activity 4.2: Business Impact Analysis (BIA)</i>						
Phase 5: Development Strategy					5	
<i>Activity 5.1: Terminal & Cargo facilities assessment strategy</i>						
<i>Activity 5.2: Business Continuity/Disaster Recovery (BC/DR) Plan</i>						
Phase 6: BC/DR Implementation & Testing Plan						6

Please note that the above time-plan is indicative, changes can be proposed. The Contractor shall provide a detailed time-plan in his proposal.

In order to simplify:

Number Deliverable	Deliverable	Date of Delivery
1	Incident Reporting Software Report	1 st Month
2	Data Collection & Requirement Report	2 nd Month
3	Develop of the Current Situation	3 rd Month
4	Competitive Analysis Report	4 th Month
5	Development Strategy Report	5 th Month
6	BC/ DR Implementation and Testing Plan	6 th Month