



**CAYMAN ISLANDS
GOVERNMENT**

Request for Proposals

For

Assessment of a Long-Term Cruise Industry and a Public Transport Strategy

Consultancy Project

LTCT - PTU2022-001

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PART 1 - INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Bidders

This request is an invitation by the Cayman Islands Government (“CIG”) to prospective bidders to submit bids for a procurement as further described in Section A of the Procurement Particulars (Appendix A) (the “Deliverables”). We are seeking a consultant with a track record and proven experience in assessing the cruise tourism and public transport sectors.

The Ministry of Tourism and Transport (MOTT) is responsible for the safe return of the Cayman Islands Cruise industry. As such MOTT commissions an evaluation of the long-term cruise tourism strategy for the Cayman Islands. The cruise industry is an economic driver for specific Caymanian Owned Businesses in Watersports, Retail, transport, and Attractions. It is imperative to reshape the current approach to focus on quality, sustainably manage capacity, traveller traffic flow, and impact, as well as design new and innovative destination experiences.

Concurrently in this commissioned assessment, MOTT has also prioritised Public Transport for review. As transport is a major player in cruise tourism and has a significant impact domestically on the local population. MOTT has combined the strategic goal of the Public Transport Board (PTB) to integrate existing infrastructure with advancing technology to create an effective National Public Transport System, review capacity for each transport group based on tourism recovery projections, and guide the PTB forward in the development of enhanced sectorial strategies to improve overall service of the public transport operators. MOTT is inviting Consultant companies with the technical expertise to guide and provide sound technical advice on the reformation of the Cayman Islands Public Transport system.

The aim is to provide a more reliable service and be a supporting solution to the long-term traffic congestion issue.

1.2 Procurement Contact

For the purposes of this procurement process, the “Procurement Contact” will be Christina Smith.

Questions and clarification on this procurement must be submitted via Bonfire. Bidders and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of CIG, other than the Procurement Contact, concerning matters regarding this procurement. Failure to adhere to this rule may result in the disqualification of the bidder and the rejection of the bidder’s bid.

1.3 Type of Contract for Deliverables

The selected bidder(s) will be requested to enter into contract negotiations to finalize an agreement with CIG for the provision of the Deliverables. The Contractual Terms & Conditions (Appendix D) will form the basis for negotiations between CIG and the selected bidder. It is CIG’s intention to enter into an agreement with the following details:

Max # of Vendors Sought:	
Initial Contract Period:	6 months
Contract Extension Period:	3 months

1.4 RFP Timetable

Issue Date of RFP	March 1, 2022
Deadline for Questions	March 11, 2022
Deadline for Issuing Addenda	March 16, 2022
Submission Deadline	APRIL 1, 2022
Rectification Period	April 8, 2022
Anticipated Ranking of Bidders	April 15, 2022
Contract Negotiation Period	April 29, 2022
Anticipated Execution of Agreement	May 2, 2022

The RFP timetable is tentative only and may be changed by CIG at any time. For greater clarity, business days mean all days that CIG is open for business.

1.5 Submission of Bids

1.5.1 Bids to be Submitted at Prescribed Location

Bids must be submitted at: <https://cayman.bonfirehub.com/opportunities/61838>

1.5.2 Bids to be Submitted on Time

Bids must be submitted at the location set out above on or before the Submission Deadline. Bids submitted after the Submission Deadline will be rejected.

1.5.3 Bids to be Submitted in Prescribed Format

Where templates are provided as a part of this RFP, they must be completed in keeping with the instructions provided. Material modifications to templates may result in elimination.

1.5.4 Amendment of Bids

Bidders may amend their bids prior to the Submission Deadline by following the instructions found here: <https://support.gobonfire.com/hc/en-us/articles/200531216-Can-I-revise-my-submission->.

1.5.5 Withdrawal of Bids

At any time throughout the RFP process until the execution of a written agreement for the provision of the Deliverables, a bidder may withdraw a submitted bid. To withdraw a bid, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the bidder. CIG is under no obligation to return withdrawn bids.

1.5.6 Important Submission Information

The Cayman Islands Government uses a Bonfire portal for accepting and evaluating submissions digitally. Please visit Bonfire's help forum at <https://bonfirehub.zendesk.com/hc> for Bonfire system technical questions. You can also contact the Central Procurement Office (<https://www.procure.gov.ky/contact>).

Please note the type and number of files allowed when submitting. The maximum upload file size is 1000 MB. Uploading large documents may take significant time, depending on the size of the

file(s) and your Internet connection speed. It is recommended that all submissions are started at least 1 hour prior to the submission deadline.

Please do not embed any documents within your uploaded files, as they will not be accessible or evaluated. You will receive an email confirmation receipt with a unique confirmation number once you finalize your submission.

PART 2 & 3 – PROCUREMENT PROCESS PROCEDURES & RULES

The Procedures (Part 2) & Rules (Part 3) describe the administration of the procurement process and have been provided as a separate document.

Topics covered in these parts include, but is not limited to:

1. Stages of the submission evaluation process
2. Stages of the contract negotiation process
3. Rules for supplier conduct
4. Rules for CIG/supplier communications

All bidders that submit a bid for this opportunity will be deemed to have read and understood these procedures and rules. Any suppliers that are found to be in breach of the rules may be disqualified from the bidding process.

APPENDIX A – PROCUREMENT PARTICULARS

A. THE DELIVERABLES

PART 1: Long Term Cruise Tourism Strategy

On March 12th 2020, the Cayman Islands hosted the destination's last four cruise ships calls, and this also signalled as the official pause on the Cayman Islands Cruise Industry operations in the face of an almost two-year health-related pandemic. Leisure travel has been severely derailed due to SARS-COVID-19. The Caribbean region is making a quantum leap effort to recover this crucial industry however is not without its challenges. The global cruise industry has experienced attrition with the number of vessels available witnessing many decommissioned and scrapped for metal. Additionally, the global cruise industry labour force encounters daily health threats which negatively impact and destabilise a smooth reopening of the world of cruise. There is an ongoing legal and industry-standard difference of opinion with the USA governing body; Centres for Disease Control (CDC) and the cruise companies and cruise travel associations whose business originates predominately from North America.

The Cayman Islands Government aims to reimagine the country's cruise industry with refocused goals and restructured business relationships. In the evaluation of the future Cayman Islands cruise industry, this steering committee's remit is to design a strategy that:

- 1. Shifts the cruise industry capacity to a sustainable volume while offering a fair opportunity for the cruise industry partners to re-establish their businesses successfully.**
- 2. Increase earning power of the tourism businesses in the Cayman Islands Cruise Industry. Design a negotiation strategy approach to allow operators to maximise each contracting opportunity.**
- 3. Reshape the focus from volume-based to quality of visitor with increased spend per visitor.**
- 4. Identify and recommend expansion of authentic destination experiences to diversify tour offerings.**

Cruise Industry Capacity

Business Deliverable: As we enter a new environment of travel and tourism with the ongoing concerns of COVID-19 and a national goal of increasing the economic benefit of cruise tourism and the Cayman Islands GDP by targeting high-value visitors. Similar to stayover tourism the Cayman Islands has decided to focus on the sustainable management of the visitor volume, experiences, and increase the per-passenger spend from day visitors.

Deliverable Description: Offer a practical approach to implement a sustainable program for a wider cross-section of the Cayman Islands communities to host day visitors. Additionally, focus on the goals of capacity with realistic targets to continue the industry to be a viable industry for the operators who have survived the COVID-19 two-year suspension of cruise and wish to continue their business services to the Cayman Islands Cruise Industry.

Increased Earning Power

Business Deliverable: The Cayman Islands tourism industry represents approximately 20% of the country's GDP. The Cayman Islands isn't overly reliant on tourism however the players in the cruise industry are Caymanian-owned businesses that impact a wide community of family members and employees. Therefore, the allure and critical positioning of the Cayman Islands for the visiting cruise ship corporation place the Cayman Islands in a strong position to negotiate better Business to Business rates and review the services and contracted rates on a regular cycle to ensure a competitive pace of pricing is maintained. Additionally, undercutting of local operators is a wide practice the MOTT aims to eliminate this by ensuring there is a base b2b pricing mode for popular beach breaks, island tours, and attraction stops.

Deliverable Description: Offer a negotiation strategy and reorganisation of operators to maximise cruise industry coordination.

Quality of Visitor Impact

Business Deliverable: Targeting cruise lines that offer a high ratio of disembarking passengers to confirm tours and spending on the island is an ultimate goal. Diversifying the cruise lines to attract higher-end smaller cruise ships will offer opportunities for smaller businesses to present bespoke authentic tours while commanding higher rates for tours/experiences.

Deliverable Description: Provide a recommendation on target cruise lines best suited for the Cayman Islands. Propose a Sister Islands cruise strategy to allow for a growth plan of the small economies.

Authentic Destination Experiences

Business Deliverable: In order to increase the value of each tour/experience for on-island providers the quality of that experience must expand and deepen in authenticity and uniqueness. Expansion of offerings on Grand Cayman and development of Cayman Brac is required at this time.

Deliverable Description: Recommend new, authentic destination experiences for a diversified offering that also allows moving traffic away from popular sites such as the Seven Mile Public Beach.

PART 2: Public Transport Services

- 1. Assessment of the current 5-year strategic plan concurrently with the present-day challenges of the public transport sector. Evaluate and identify opportunities for improvement**
- 2. Review and assess the current public bus system**
- 3. Making recommendations on strategy to transition to a National Government-run Public Bus System**
- 4. Examining how to transition the current omnibus service to community-based service that may continue to operate as entrepreneurial however not on mainstream roadways**
- 5. Offering a restructuring solution to the pillars within Public Transport Unit on how to better manage this sector:**
 - a. Public Buses**
 - b. Tourism Related Transport such as Taxi, Tour, Watersports, and Limousine**
 - c. Offer Organisational Structure recommendation for a more efficient unit**
- 6. Providing a road map to accomplish a right-sized Cayman Public Transport Service.**

Review of the Current Public Bus System

Business Objective: Reviewing the current public bus system in order to identify areas for improvement that will be in line with the reformation of the system as we transform to a government-run public bus system. Also, to highlight what we are doing efficiently and effectively that may not need changing.

Deliverable Description: The deliverable should be a high-quality review with a professional report detailing the findings/ recommendations to transform the current system into the system that government would like to see. The deliverable should provide the answers we are seeking, have a logical flow, and include concrete recommendations. Provide a blueprint for the implementation of the recommendations.

Strategy to Transition to a National Government-run Public Bus System

Business Objective: Making recommendations on strategy to transition to a National Government-run Public Bus System

Deliverable Description: The deliverable should be a well researched, thought out, documented strategic plan detailing a specific strategy to attain the public bus system that the government would like to implement. The deliverable should provide the answers we are seeking, have a logical flow, and include concrete recommendations. Balancing the current capacity while transitioning to a new model for the operators and for the users. Additionally, exploring ways to

include technological solutions for communications, schedules, and timeliness of service for which the public transport traveling public can depend.

Strategy to Transition the current omnibus service to community-based service that may continue to operate entrepreneurially but not on mainstream roadways

Business Objective: Examining how to transition the current omnibus service to community-based service that may continue to operate entrepreneurially however not on mainstream roadways

Deliverable Description: The deliverable should be a well researched, thought out, documented strategic plan detailing a specific strategy to smoothly transition to the community-based service. Offer options for current operators to transition into the national bus service or opt-out entirely. The deliverable should provide the answers we are seeking, have a logical flow, and include concrete recommendations

Provide a restructuring solution to the Public Transport Unit Organizational Structure

Business Objective: Offer a restructuring solution to the pillars within Public Transport on how to better manage:

- **Public Buses**
- **Tourism Related Transport such as Taxi, Tour, Watersports, and Limousine**
- **Offer Organizational Structure recommendation for a more efficient unit**

Providing a road map to accomplish a right sized Cayman Public Transport Service

Deliverable Description: The deliverable should provide the answers we are seeking, have a logical flow, and include concrete recommendations. The productivity and effectiveness of the headcount, skills, capability, and capacity of the current structure are to be evaluated. The strong recommendation of how the pillars can be better structured for an improved public transport unit serving the Cayman Islands community,

B. IMPORTANT PROJECT DISCLOSURES

1. Potential suppliers must be able to supply all of the deliverables to be eligible for contract awards.
2. The deliverables must be completed within [6 months] of contract signing.
3. For procurements seeking customer-facing technological solutions including software implementations, CIG aligns to the UK Government's Service Standard and Cloud-First Policy. Potential suppliers must acknowledge the standards and mandatory requirements outlined herein if submitting bids for a customer-facing technological solution.

C. MANDATORY ELIGIBILITY REQUIREMENTS

The following sets out the information requested in order to prove that a vendor has adhered to the terms and conditions of the procurement process and can lawfully carry out the work. Information requested in this section will be assessed on a Pass/Fail basis.

Requested Information	Criteria for a Pass
Submission Form (Appendix B)	Each submission must include a Submission Form (Appendix B) completed and signed by an authorized representative of the bidder.
Business License	Submissions must include proof of a Cayman Islands Trade & Business License or a foreign equivalent that covers the provision of the deliverables.
CIG eServices Standards (Appendix G)	Submissions must confirm compliance with CIG's eServices Standards for all customer-facing technological solutions.

D. MANDATORY TECHNICAL REQUIREMENTS

The following sets out the information requested in order to prove that a vendor has the MINIMUM level of technical skill, experience, certification, or qualification required to provide the deliverables to the standard required. Information requested in this section will be assessed on a Pass/Fail.

Requested Information	Criteria for a Pass
Reference Form (Appendix E)	Submissions must include a Reference Form (Appendix E) completed according to the instructions in the form.
Professional Certification	Submissions must include proof of personal certifications related to the deliverables. Please include the relevant personal certifications with your CV as per Appendix F
Service Project Resourcing Form (Appendix F)	Submissions must include a resourcing form that demonstrates the ability to perform all required services for the provision of the Deliverables by the deadline.
	Submission must be comprehensive with global examples and proven implementation success.

E. PRE-CONDITIONS OF CONTRACT AWARD

The following sets out the information that will need to be **provided by the successful bidder only**. This information is provided so that all potential bidders can account for these requirements in their pricing submissions. The items listed in the table **DO NOT** need to be provided until a bidder receives a letter of intent to award.

Pre-Condition of Award	Criteria for a Pass
	Track record and proven experience in assessing cruise tourism and public transport sectors.

F. RATED CRITERIA

The following sets out the information requested in order to rank submissions by the criteria laid out in this section. The rated criteria, weightings, and descriptions can be seen below. Information requested in this section will be assessed on a point-based system as seen in the “Rated Criteria Scoring Systems” section below.

Requested Information	Description	Weighting (%)
Project Team Experience	Each submission must include a CV for each team member assigned to the project which details previous experience (by project) in delivering services similar to those listed in the Deliverables.	20
Proposed Solution/ Methodology	Each submission must include a methodology description that demonstrates the bidder’s plan to meet requirements and business objectives as seen in Appendix A. The proposal should also cover the benefits of the methodology in terms of risk management and/or a quantifiable value add.	30
Local Industry Impact Statement (Appendix G)	Each submission must include a Local Industry Impact Statement (Appendix G) completed according to the instructions in the form.	10
Pricing Form (Appendix C)	Each submission must include a Pricing Form (Appendix C) completed according to the instructions in the form.	40
	Total	100

Rated Criteria Scoring Systems

Project Team Experience

<p>The cumulative experience of each of the persons assigned to this project by the bidder will be evaluated in the fashion laid out below.</p> <p>Details of the team's previous experience of delivering services similar to those listed in the Deliverables, including the following must be provided:</p> <ul style="list-style-type: none"> • A detailed description of the services provided per project • Contract Value (Please specify currency) • Location (City & Country) • Start and finish dates (month and year) <p>Points will not be assigned to experience that does not reference one of the scopes of work/deliverables mentioned in this tender document.</p>	
Less than 3 Similar Projects	Eliminated (See Appendix E)
3 - 5 Similar Projects	Up to 5 Points
6-8 Similar Projects	Up to 10 Points
9 or more Similar Projects	Up to 20 Points

Proposed Solution Methodology

Rating	Definition	Rating Scale
Exceeds requirement	The Respondent is able to demonstrate a level of service beyond the Ministry's expectations, stated requirements, and business objectives. The Respondent is offering major enduring benefits in terms of reduced risk and/or a quantifiable value add to the Ministry.	30
Meets requirement with Major value add	The Respondent demonstrates that they are able to meet the Ministry's requirements and business objectives. Adds some major areas of benefit to the Ministry with little or no risk and/or increased costs.	25

Meets requirement with Minor Value Add	The Respondent demonstrates that they are able to meet the Ministry's requirements and business objectives. Adds some minor areas of benefit to the Ministry with some risk and/or increased cost.	15
Meets requirement	The Respondent demonstrates that they are able to meet the Ministry's requirement and business objectives to an adequate level .	10
Limited understanding of requirement	The Respondent is unable to meet the Ministry's requirements and business objectives and would require considerable guidance.	5
No response or does not meet the requirement	The Respondent does not offer an explanation or ability to meet the Ministry's requirements and business objectives.	0

Local Industry Impact Statement

Criteria	Bidder Options (Select One from Each Criteria)	Points
Business Ownership	Proof of Majority Caymanian Ownership	3
	Proof of Minority Caymanian Ownership	1
	No Proof of Cayman Ownership	0
Economic Impact	Contract award would result in local job creation or use of local sub-contracted workers.	2
	Contract award would result in local jobs being maintained.	1
	No direct positive local economic impact.	0
Environment or Indirect Impact	The positive indirect impact being pursued (e.g. community sponsorship, charitable donations, commitment to providing training/knowledge sharing during the contract, conversion to electric/hybrid fleet, use of environmentally friendly products, etc.)	1-3

	No positive environmental or other indirect impacts	0
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Pricing
See Appendix C

APPENDIX B – SUBMISSION FORM

1. Bidder Information

Please fill out the following form, naming one person to be the bidder's contact for the RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Bidder:	
Any Other Relevant Name under which Bidder Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Company Website (if any):	
Bidder Contact Name and Title:	
Bidder Contact Phone:	
Bidder Contact Email:	

2. Acknowledgment of Procedures & Rules of Procurement Process

The bidder acknowledges that they have reviewed and fully understand and will be governed by the procedures and rules of the procurement process seen in Part 2 & 3. Among other things, such rules and procedures confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a contract) and that no legal relationship or obligation regarding the procurement of any good or service will be created between CIG and the bidder unless and until CIG and the bidder execute a written agreement for the Deliverables. By signing and submitting this Submission Form, the bidder is deemed to have read and understood the rules and procedures of the procurement.

3. Declaration

The bidder (and its proposed subcontractors) hereby declare they are not subject to any winding up proceedings and is not aware of any ongoing or impending litigation being brought against it that may materially impact its ability to deliver the proposed solution or commitments in this submission.

4. Ability to Provide Deliverables

The bidder has carefully examined the procurement documents and has a clear and comprehensive knowledge of the Deliverables required. The bidder represents and warrants its ability to provide the Deliverables in accordance with the requirements of the procurement for the rates set out in the completed Pricing Form (Appendix C).

5. Non-binding Pricing

The bidder has submitted its pricing in accordance with the instructions in the procurement and the Pricing Form (Appendix C). The bidder confirms that the pricing information provided is accurate. The bidder acknowledges that any inaccurate, misleading, or incomplete information,

including withdrawn or altered pricing, could adversely impact the acceptance of its bid or its eligibility for future work.

6. Addenda

The bidder is deemed to have read and taken into account all addenda issued by CIG prior to the Deadline for Issuing Addenda.

7. No Prohibited Conduct

The bidder declares that it has not engaged in any conduct prohibited by this procurement.

8. Conflict of Interest

For the purposes of this procurement, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the procurement process, the bidder has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of CIG in the preparation of its bid that is not available to other bidders, (ii) communicating with any person with a view to influencing preferred treatment in the procurement process (including but not limited to the lobbying of decision-makers involved in the procurement process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive procurement process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the bidder's other commitments, relationships, or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, the unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

For the purposes of section (a)(i) above, bidders should disclose the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the bid; **AND** (b) were employees of CIG within twelve (12) months prior to the Submission Deadline.

Name(s) of Individual Involved in Bid Preparation	Previous Position/Capacity within CIG

If the box below is left blank, the bidder will be deemed to declare that (a) there was no Conflict of Interest in preparing its bid; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the procurement.

Otherwise, if the statement below applies, check the box.

- The bidder declares that there is an actual or potential Conflict of Interest relating to the preparation of its bid, and/or the bidder foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the bidder declares an actual or potential Conflict of Interest by marking the box above, the bidder must set out below details of the actual or potential Conflict of Interest:

9. Disclosure of Information

The bidder hereby acknowledges that any information provided in this bid, even if it is identified as being supplied in confidence, is subject to the provisions of the Freedom of Information Law (2015 Revision), and maybe disclosed where required by law or by order of a court. The bidder hereby consents to the disclosure, on a confidential basis, of this bid by CIG to the advisers retained by CIG to advise or assist with the RFP process, including with respect to the evaluation of this bid.

Signature of Bidder Representative

Name of Bidder Representative

Title of Bidder Representative

Date

I have the authority to bind the bidder.

APPENDIX C – PRICING FORM

1. Instructions on How to Complete Pricing Form

- (a) Rates must be provided in Caymanian Dollars (KYD). Please note that when converting from US Dollars to Cayman Islands Dollars, bidders shall use a conversion rate of \$1 USD = \$0.8375 KYD.
- (b) Rates quoted by the bidder must be all-inclusive and must include all bonding costs, all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.
- (c) Pricing should be exclusive of duties levied by Customs & Border Control. A duty waiver will be provided.

2. Evaluation of Pricing

The pricing of bidders that have not met the mandatory or minimum criteria laid out in Appendix A will not be included in the pricing evaluation. *The value of the “total pricing points” can be found in the rated criteria section in Appendix A.*

Pricing will be evaluated with the following formula:

$$(lowest\ price \div bidder's\ price) \times total\ pricing\ points = bidder's\ pricing\ points$$

3. Pricing Form

Pricing Component	Pricing Structure	(A) Est. Qty.	(B) Price Offering (Unit Price)	(AxB) Total Price
			\$	\$
			\$	\$
			\$	\$
			Total:	\$

APPENDIX D – CONTRACTUAL TERMS & CONDITIONS

The contractual terms & conditions are found here:

- [Contract for Services](#)

This will form the basis of any eventual Agreement between the CIG and the Successful Bidder. Although the final wording of the provisions may be subject to limited negotiation, bidders should be prepared to enter into an agreement with minimal changes.

APPENDIX E – REFERENCE FORM

Each bidder is required to provide three (3) references from three (3) different companies who procured similar goods and services from the bidder in the last 5 years. References will only be counted as valid if the work for that reference was undertaken by a member of the project team assigned to this procurement. The contact person must agree to be listed prior to submission for the reference to be counted as valid. The CIG reserves the right to contact any or all references.

Reference #1

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Contact E-mail:	
Date Work Undertaken:	
Project Team Member Assigned:	
Nature of Assignment:	

Reference #2

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Contact E-mail:	
Date Work Undertaken:	
Project Team Member Assigned:	
Nature of Assignment:	

Reference #3

Company Name:	
Company Address:	
Contact Name:	
Contact Telephone Number:	
Contact E-mail:	
Date Work Undertaken:	
Project Team Member Assigned:	
Nature of Assignment:	

APPENDIX F – SERVICE PROJECT RESOURCING FORM

Each bidder is required to complete the below form. Please note that all team members assigned to a deliverable below must be included in the “Project Team Experience” section. The headings on the template are not to be modified but additional rows may be added to provide additional information where needed.

	Service Deliverable	Deliverable Start Date	Deliverable End Date	Team Members Assigned (Provide CVs for All)	Estimated Hours (for use in Pricing Form)
1					
2					
3					
4					
5					
				Total	

APPENDIX G – LOCAL INDUSTRY IMPACT STATEMENT

Introduction

The Cayman Islands Government is committed to maximising opportunities for local industry in competing for, and winning, Government procurements. As part of this commitment, suppliers are required to provide a statement of industry impact as part of their submission. This statement is aimed at enabling suppliers to outline how their proposed supply of goods/services will provide a positive impact on the local industry or economy on the whole.

Your local industry impact statement is an essential part of your submission and **will** be used by the agency to evaluate your submission. **The statement will contribute a percentage to your final score as stated in solicitation document of the procurement evaluation.** Suppliers that fail to submit a statement will not receive a score in relation to this criterion.

Local industry impact statement

Please provide comment on how your submission will positively impact on the local industry/economy. You will need to ensure you can verify the information you submit and where possible should provide actual numbers of staff/values of goods and/or services in your statement.

What is the direct local impact of your business?

Examples: Are you a local supplier? What is the ownership? How many people do you employ? Where is your business located? How many people do you employ in Cayman? Would any new jobs be created by the proposed contract?

What is the direct local impact of your submission?

Examples: How much of the goods and services in your submission will be provided by/sourced from local suppliers (this includes goods/services you provide as well as goods/serviced procured/produced from suppliers/sub-contractors/partners)? Detail how you intend to identify and engage with sub-contractors and/or other SMEs in relation to the delivery of the contract including your supply chain i.e. use of existing supply chains, advertising of sub-contracting or supply opportunities, liaison with industry groups, etc.

What is the indirect local impact of your submission?

Examples: Will you source components of your offer from other local companies/sub-contractors? Is there new work to be undertaken locally as a result of you fulfilling the contract? Are workers travelling to the local area to undertake the work? How much?

Other, broader local impacts of your submission?

Examples: Your supply may lead to: new skills being developed locally; trainees/apprentices being appointed; cross transfer skills to a local partner/sub-contractor; your company (if you are not local) setting up an office/employing local staff; scale for you to take your products/services interstate/overseas; local community sponsorship etc.

Goods and services to be utilised in the contract

Identify the goods and/or services you expect to purchase in order to complete the contract and provide the requested information in relation to same, where known.

Identified goods or services	Total estimated value	Name of supplier anticipated to be used (if already determined through existing supply chain arrangements)	Location of supplier (where already determined through existing supply chain arrangements)	If supplier not yet determined, is there a local SME market for same? (Yes/No)

Note: Where determined appropriate by the procuring entity, the information provided may be captured in the contract and monitored as part of the contract performance.

Completed and endorsed

.....
(Name and position – print)

.....
(Signature)

...../...../.....
(Date)

APPENDIX I – CIG ESERVICES STANDARDS

Each bidder is required to provide submissions evidencing how the proposed solution will meet the requirements detailed below. Bidders are not permitted to alter the standards or technical requirements, but may add additional rows or columns to provide additional information where needed, such as references to which document submission confirms the solution satisfies the requirement.

#	eService Standard	Requirement(s)
1	Understand users and their needs	<ul style="list-style-type: none"> a. CIG is required to balance the optimal mix of functional and non-functional requirements, with the minimum financial outlay over the period that the eService is intended to be delivered. State how your submission is likely to achieve this balance. b. Where CIG does not have access to a business analyst resource, the proponent should participate in refining the business requirements.
2	Solve a whole problem for users	<ul style="list-style-type: none"> a. The solution will be structured and present services as they are viewed by CIG’s customers, at the time that the customers need them, rather than structuring services based on CIG’s internal processes and operations.
3	Provide a joined up experience across all appropriate CIG channels	<ul style="list-style-type: none"> a. Deliver a solution that is responsive on web and mobile devices. b. Functionality available on the web and/or desktop should be equally accessible on mobile devices.
4	Make the eService simple to use	<ul style="list-style-type: none"> a. Support modern authentication standards, and in particular leverage convenient biometric authentication (FaceID facial or fingerprint identification) when delivered on mobile devices. b. Deliver a solution that meets UI/UX best practices and standards such as ISO 9241 or similar.
5	Make sure everyone can use the eService	<ul style="list-style-type: none"> a. For web-based services, adhere to the latest version of Web Content Accessibility Guidelines. b. Deliver a solution that considers multiple user journeys, catering to the varying demographics of the Cayman Islands population.
6	Have a multidisciplinary team	<ul style="list-style-type: none"> a. Support CIG by providing access to a primary point of contact during the course of the project. b. Support CIG by providing access to a business and/or data analytical resource to support requirements and design phases. c. Support CIG by providing access to necessary technical experts with experience in delivering the desired solution.
7	Use agile ways of working	<ul style="list-style-type: none"> a. Institute a project methodology that supports gathering sufficient requirements upfront while remaining agile to respond to changes in requirements or user feedback once within the project scope. b. Provide adequate documentation of configurations and/or customisations made to the solution to meet CIG’s requirements.

#	eService Standard	Requirement(s)
		c. Provide regular progress updates that are visible and easily accessed by CIG stakeholders.
8	Iterate and improve frequently	<ul style="list-style-type: none"> a. Offer frequent evolutions that track changes in the applicable industry segment, b. Provide consultation on the prioritisation tasks so that maximum value is delivered with each iteration. c. Disclose to CIG any intentional technical debt incurred by development changes.
9	Create a secure eService that protects users' privacy	<ul style="list-style-type: none"> a. Adhere to current security policies as published by the office of the CISO, and/or the NIST Cybersecurity Framework. b. For cloud-based services, align with Cloud Security Guidelines issued by the UK government's National Cyber Security Centre (NCSC) (https://www.ncsc.gov.uk/collection/cloud-security). c. Comply with the principles of the Cayman Islands Data Protection legislation. d. Comply with GDPR, and particularly the right to the erasure of personal data. e. Ensure that CIG remains the controller of all personal and private customer data. There must be a clear definition of which party owns the data within the service. f. Permit repatriation of data at end-of-contract. g. Comply with any findings or requirements of an applicable Data Privacy Impact Assessment issued by CIG.
10	Define what success looks like and publish performance data	<ul style="list-style-type: none"> a. Solutions must provide access to performance data and/or reports. b. Solutions must be implemented with adequate key performance indicators that can be easily measured throughout the course of the project.
11	Choose the right tools and technology	<ul style="list-style-type: none"> a. CIG's preference is for capturing and managing data as opposed to documents. Where documents are necessary, the records management component must interact and store records with an API for an existing CIG records management platform. b. Comply with a cloud-first philosophy: if the proposed solution is not in the public cloud, justification must be provided if the lifetime cost exceeds that of the proposed on-premises solution. c. If the proposed solution is on premise, it must be hosted on existing CIG infrastructure. d. Tools and technologies proposed must meet the technical requirements defined in eService Standard #13.
12	Make new source code open and comprehensible	<p>For any bespoke software development for CIG:</p> <ul style="list-style-type: none"> a. The proposed project team must adhere to best coding practices including adequate and comprehensible developer comments within the source code. b. Source code updates are to be provided to CIG as they occur. c. Source code must be stored in a shared source code repository that CIG and the successful proponent have access to.

#	eService Standard	Requirement(s)
13	Use and contribute to open standards, common components, and patterns	<ul style="list-style-type: none"> a. Solutions will be developed first within a development (“dev”) environment. Once adequately tested, changes should be progressed to a UAT environment for CIG testing, feedback, and approval before promotion to a live/production environment. b. For internal CIG user access and authentication, the solution will need to integrate with Microsoft Active Directory and/or Oracle OID. c. For external user access and authentication, the solution must be compatible with federation standards such as SAML 2.0 (or later), OpenID Connect, or OAuth. d. Ensure interoperability by leveraging SOAP/XML web services that are compatible with the eGOV Connect solution (i.e. conform to X-Road message protocol v4.0 or later).
14	Operate a reliable eService	<ul style="list-style-type: none"> a. Solutions should be deployed on high-availability network infrastructure, to be agreed by CIG and the successful proponent.