

St Helena Airport

Information Memorandum

&

Request for Proposal

Air Services to St Helena



St Helena Government
December 2016

Please Note: The deadline for Bidders proposals has been extended from 12.00 (noon) GMT 27th January 2017 to 12.00 (noon) GMT 6th February 2017

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1.0 INTRODUCTION

1.1 Purpose of This Document

This Information Memorandum and Request for Proposal is supplied by the St Helena Government (SHG) to assist potential suppliers in the preparation and submission of proposals in connection with the provision of an Air Service to St Helena. The information contained herein is confidential and must not be used for any purpose other than that connected with this process.

The document comprises the following sections:

- i. Introduction
- ii. Background: General
- iii. Background: St Helena Airport
- iv. Background: St Helena Airport Operations
- v. Background: St Helena Airport Operational Constraints
- vi. Background: Market Analysis
- vii. Background: Wideawake Airfield
- viii. Provision of an Air Service to St Helena: Services Required
- ix. The Procurement Process
- x. The Request for Proposal
- xi. Tender Evaluation Criteria
- xii. Submissions
- xiii. Appendix A: General Conditions
- xiv. Appendix B: Proposed Cost Levels (Form for Completion)

1.2 Disclaimer

The information contained in this document is believed to be correct at the time of issue but neither SHG nor their advisors will accept any liability for its accuracy, adequacy or completeness and no warranty is given as such. SHG reserves the right to amend or vary any area of this document during the course of the procurement.

1.3 Confidentiality

All information provided in this document and as part of this procurement process, particularly financial information, shall remain confidential between the organisation and SHG and its advisers. SHG will not share this information with any other organisations or Public Bodies without the permission of the organisation. Similarly, organisations must treat all information provided by SHG and its advisers as confidential.

1.4 Communications

All communications should, in the first instance, be sent by email to:

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Respondents are required to respect the confidentiality of the process and must not seek to

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gain advantage by discussing this process or any potential bid with the Press, any UK or SHG official involved in the process or Air Safety Support International (ASSI). Under no circumstances should direct contact be made with anyone else regarding this process without the prior arrangement or agreement of the SHG Corporate Procurement Executive. Failure to observe this confidentiality may result in disqualification from the tender process.

1.5 Acronyms and Definitions

AIP	Aeronautical Information Publication
ASSI:	Air Safety Support International, the safety and security regulator for the UK Overseas Territories, including St Helena
Bidder:	A company or consortium that submits a proposal for the provision of air services to St Helena in compliance with this Information Memorandum and Request for Proposal
DFID:	The UK Government's Department for International Development
DOD	United States Department of Defense
EDTO:	Extended Diversion Time Operations
ESH:	Enterprise Saint Helena (including St Helena Tourism)
ETOPS:	Extended Range Twin Engine Operations
Hub airport:	An international airport with direct flights to cities in more than one continent
IM:	The Information Memorandum which describes the regulatory and economic environment for the air services provision, and the process through which an air services provider will be selected; part of this document
MOD	United Kingdom Ministry of Defence
OTARs:	Overseas Territories Aviation Requirements: the means of compliance with the Air Navigation (Overseas Territories) Order 2013
PPR	Prior Permission Required
RFP:	Request for Proposal, the document issued to respondents for the provision of air services to St Helena; part of this document
Saints:	Those individuals with the right of abode in St Helena
SHG:	St Helena Government
Tender:	A proposal, submitted by a Bidder, to provide air services in accordance with the terms and conditions of this Information Memorandum and Request for Proposal

2.0 BACKGROUND: GENERAL

2.1 St Helena

St Helena is one of the world's most remote populated islands, located in the South Atlantic Ocean approximately 1,200 miles from the African continent. It is a British Overseas Territory with a population of approximately 4,500.

In November 2011, the UK's Department for International Development (DFID) and St Helena Government (SHG) approved the construction of an airport on St Helena, with a contract signed with Basil Read, a South African construction company immediately afterwards. Construction of the St Helena Airport is now complete and the Airport has successfully attained airport certification as a Category C Airport from Air Safety Support International (ASSI), the regulator. Basil Read has been contracted to manage airport operations for a 10 year period.

In 2015, SHG negotiated a contract with Comair of South Africa to operate a single weekly service between Johannesburg and St Helena utilising a Boeing B737-800LD. However, scheduled services to St Helena did not commence in May 2016 as planned due to turbulence and windshear identified on the approach path to the main, northern end of the runway, during test flights in April 2016. As a result, Comair's air service has been put on hold and intensive work has got underway to understand the wind conditions better and identify how to mitigate the challenges they present.

St Helena Airport is open and operational: air traffic to St Helena currently consists of private charter and medevac flights. Currently, scheduled access to the Island remains by sea using the Royal Mail Ship (RMS) St Helena. The RMS St Helena round trip from Cape Town in South Africa takes eighteen days, which includes the connecting voyage to Ascension Island, situated approximately 700 nautical miles north-west of St Helena.

Runway 02, the southern approach to the runway, does not experience the same level of windshear but requires a tailwind approach. Data on the tailwind speeds, and in particular the frequencies at which they exceed 10 knots and 15 knots, is being collected.

SHG is therefore seeking to establish a regular scheduled air service to St Helena. SHG wishes to appoint an air service provider operating an aircraft type capable of landing on Runway 02, which will involve landing with a tailwind component as an interim measure whilst potential mitigations to the limited availability of Runway 20 are explored.

2.2 St Helena Legislative and Regulatory Environment

St Helena is an internally self-governing Overseas Territory of the United Kingdom.

St Helena has its own legislature, headed by the Governor as the representative of the Crown. The legislature has the authority to make detailed Rules, Regulations, or Orders known as Ordinances under the authority of St Helena's Constitution.

As an Overseas Territory, St Helena is not part of the European Union; this has implications for air services between St Helena and other countries, other than the United Kingdom.

Civil aviation in St Helena is governed through legislation, primarily the Air Navigation (Overseas Territories) Order 2013, which gives effect to the Chicago Convention, its associated annexes, and Standards and Recommended Practices.

The Air Navigation (Overseas Territories) Order authorises the Governor to delegate certain

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regulatory functions. The Governor of St Helena has duly delegated these functions for the Island to ASSI, a subsidiary of the UK's Civil Aviation Authority, fulfilling the role of Director of Civil Aviation in addition to the organisation's regulatory oversight functions for safety and security.

ASSI is responsible for the publication of Overseas Territories Aviation Requirements (OTARs) which detail the compliance with the Air Navigation (Overseas Territories) Order.

Details of the applicable legislation, OTARs, and associated guidance documents are available through the ASSI website: www.airsafety.aero

2.3 Ascension Island

Ascension Island is located approximately 700 miles to the north, around 800 miles west of the African continent.

Ascension Island has no permanent resident population, but is an important military staging post and communications hub. There are several nationalities employed by the UK Ministry of Defence (MOD), US Department of Defense (DOD) and civilian employers, of which the largest group, around 850 people, comprise St Helenians ("Saints"). There is a similar set of employees on the Falkland Islands, whose access to St Helena is via Ascension Island.

Currently this access is via the RMS St Helena. However, once a regularly scheduled air service is established to the St Helena Airport, the RMS service will cease, ending the direct transportation link between St Helena and Ascension.

SHG and the Ascension Island Government therefore wish to consider options to meet Ascension Island traffic requirements by one of the following methods:

- i. Extending the flights to St Helena to include a domestic flight or flights between the two Islands on a reduced frequency basis;
- ii. Alternative flight arrangements to be put in place by the St Helena and Ascension Island Governments, as a stand-alone operation.

3.0 BACKGROUND: ST HELENA AIRPORT

3.1 The Location of the Airport

St Helena Airport (FHSH/HLE) is located on the eastern side of the island, on Prosperous Bay Plain.

Figure 1: Airport Location



3.2 Airport Characteristics

The Aeronautical Information Publication (AIP) for the St Helena Airport is available at <http://www.atns.com/atm.php#subnav> – please select the right-hand tab for Projects to reach the St Helena Project page.

St Helena Airport is categorised as a Code 4D airport, though the runway length and distance to the nearest alternate airport limit the number of aircraft types that have the range and performance to operate into the airport. Tailwind landings will further limit the performance of aircraft into the airport.

The airport is classified as complying with Rescue & Fire Fighting Services (RFFS) Category 7.

The runway dimensions are as follows:

Table 1: Runway Dimensions

Runway	Take-off Run Available (TORA)	Accelerate Stop Distance Available (ASDA)	Take-off Distance Available (TODA)	Landing Distance Available (LDA)
20	1,850 metres	1,850 metres	2,775 metres	1,550 metres
02	1,635 metres	1,635 metres	2,425 metres	1,535 metres

The runway width is 45 metres, with shoulders of 7.5 metres either side of the runway.

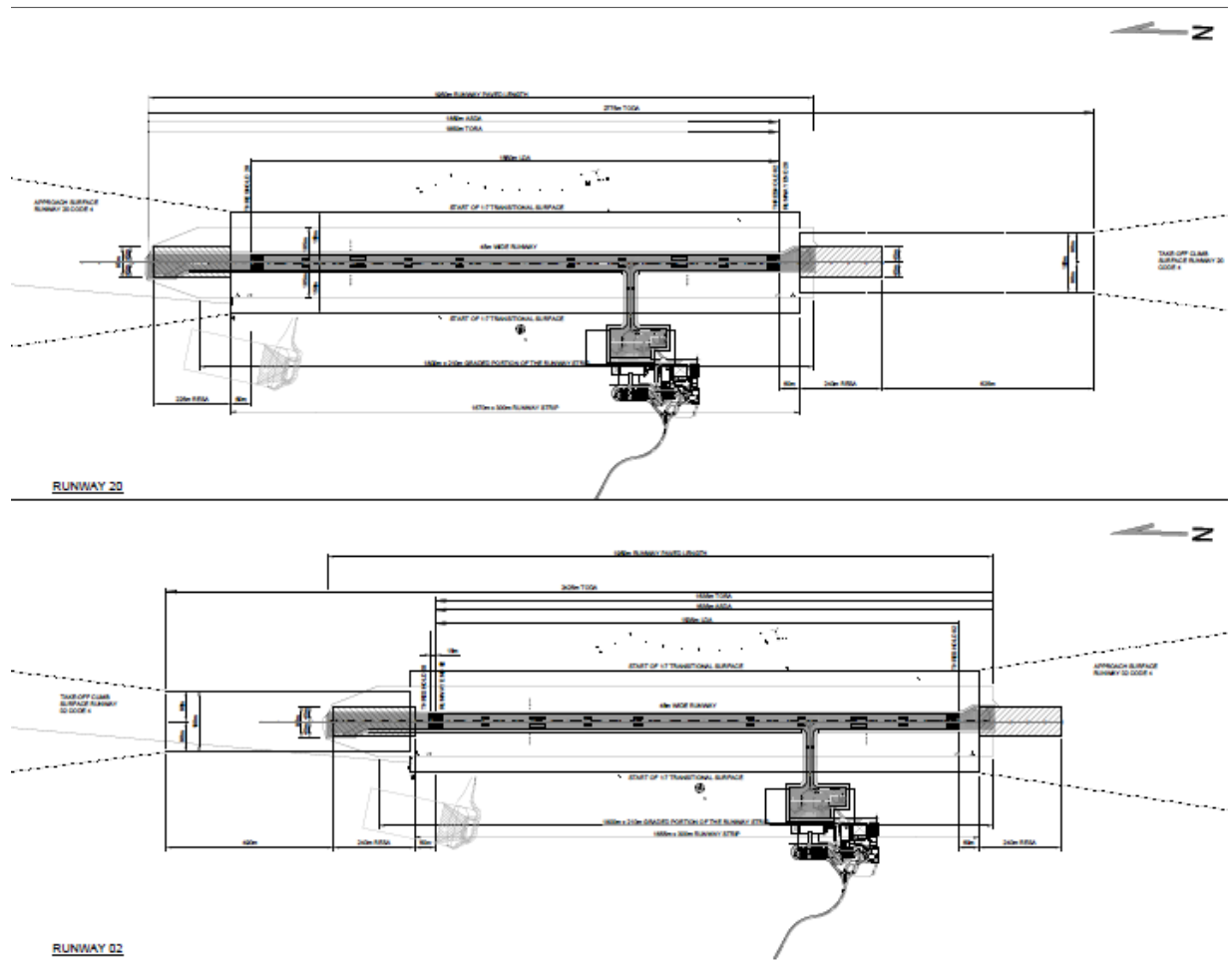
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The taxiway width and shoulders comply with Code 4D requirements.

The runway surface is 'grooved' as a means of improving aircraft braking performance under wet conditions. Bidders will need to confirm with their regulators whether the benefits of the grooved runway can be factored in to load calculations, and provide evidence of this in their tenders.

Turn pads are available at both ends of the runway.

Figure 2: Runway Illustrations¹



The airport's elevation is 1,017 feet (310 metres).

3.3 Category C

St Helena Airport is classified as a Category C airport requiring compliance with the airport's procedures. Further guidance is available in the AIP and the full Prior Permission Required Information Pack is available on request.

3.4 Obstacles

¹ See the AIP for further information

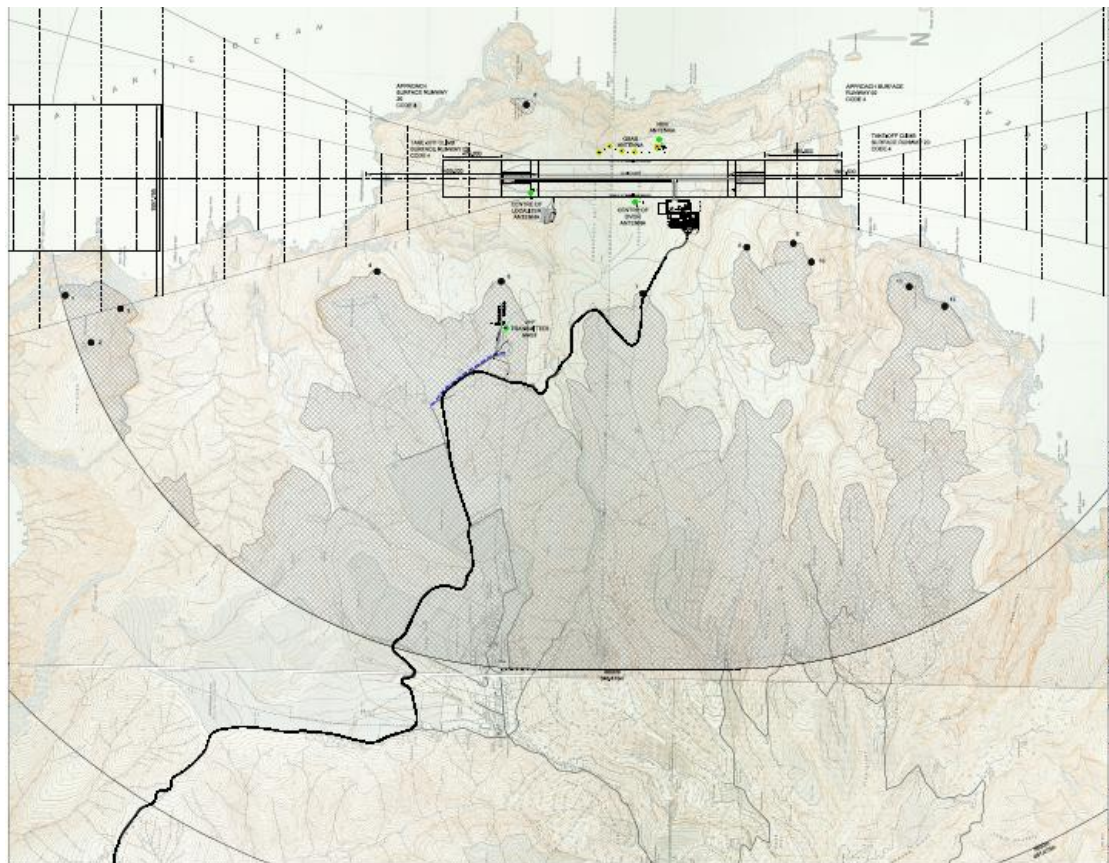
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The topography of St Helena limited potential locations for the airport. The selected site represented the optimal solution in terms of runway length. However, the mountainous region to the west of the airport site contains a significant number of obstacles, as defined by ICAO Annex 14.

In addition, the presence of the “Barn” on the straight-in approach path to the airport from the north has implications for instrument flight procedures and minimum descent heights. Similarly “Great Stone Top” to the south has implications for the southern approach.

Details of all the obstacles are available in the AIP.

Figure 3: Airport Obstacles



3.5 Navigational Aids

St Helena Airport is equipped with the navigational aids shown in Table 2 below.

A GBAS system has also been installed, but this has yet to be approved by the Regulator and cannot as yet be used.

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Table 2: Navigational Aids

Runway	Aid	Actual (A) or Indicative (I) Obstacle Clearance Height (OCH)	Comment
20	Localiser/DME	477 feet (A)	The localiser is offset by 15 degrees due to the presence of obstacles to the west of the airport. The OCH assumes a 5% missed approach climb gradient
20	VOR/DME	1,367 feet (I)	Final approval for DVOR/DME approaches is expected in the near future
20	RNP AR		Preliminary IFPs have been designed, which can be shared with the selected air services provider
02	VOR/DME	881 feet (I)	Final approval for DVOR/DME approaches is expected in the near future
02	RNP AR	295 feet (I)	Preliminary IFPs have been designed, which can be shared with the selected air services provider

4.0 BACKGROUND: ST HELENA AIRPORT OPERATIONS

4.1 The Airport Operator

St Helena Airport is operated by Basil Read, the Aerodrome Certificate holder, supported by Lanseria International Airport, under contract to Basil Read.

All operations at St Helena Airport are on a prior permission required (PPR) basis.

4.2 Opening Hours

The contract with Basil Read stipulates the required availability of the airport and its services. These are currently based on a minimum weekly frequency.

On Contracted Flying Days, which are days when the Scheduled Air Service is scheduled to operate, the airport will remain open between the hours of 08:00 and 18:00.

St Helena is currently restricted to day-time only operations for scheduled services.

Additional flights to the Island will be on a Prior Permission Required basis, with the requirements of the scheduled service(s) paramount.

4.3 Ramp Services

Ramp services, with the exception of refuelling, are provided by airport staff.

The apron area is marked so as to permit two passenger jet aircraft to be parked at the same time. The apron is sized to allow for 'power-in' and 'power-out' operations by one Boeing B757-200 and one Boeing 737-800 or equivalent sized aircraft, at the same time, with limited additional space for parking. The total area of the apron is 13,142m².

The airport provides the following services to airlines and other aircraft operators:

- i. Marshalling (including 'wing-walking' if required);
- ii. Chocks and cones;
- iii. Lavatory servicing;
- iv. Potable water replenishment;
- v. Unloading and loading of passenger baggage and cargo;
- vi. Cabin cleaning services;
- vii. Passenger check-in services, including the production of passenger manifests;
- viii. Cargo handling services, including acceptance, security, preparation for flight, documentation and compliance with dangerous goods regulations

4.4 Refuelling

Refuelling services (JET A-1 only) are provided by a separate organisation, contracted by the St Helena Government. This organisation is responsible for:

- i. The provision and storage of adequate supplies of aviation turbine fuel;
- ii. Into-plane supply, using bowsers;
- iii. All required testing of supplies to ensure compliance with international standards. The air services provider will be required to work with the fuel supplier to transport samples of fuel for testing off-island as necessary.

4.5 Maintenance

There are no maintenance facilities, including hangars, available at the airport.

Bidders will be required to identify any requirements to support the services, which may include the inclusion of an engineer on board the aircraft, authorised to sign off on any maintenance tasks in accordance with the airline's and the airline regulator's requirements.

St Helena Airport is willing to provide a limited amount of storage space at the airport to assist the air services provider with consigning certain items at the airport. Bidders will be required to identify the quantity and type of any such spares (including equipment such as aircraft jacks or tow-bars), their storage and security requirements and any other relevant aspect.

4.6 Aircraft Catering

There are currently no aircraft catering facilities available at the airport. Cold storage facilities within the terminal building can be made available if required.

Bidders will be required to propose a solution as to how passenger and crew catering for the return flights from St Helena will be managed. This may include the need for double catering from the point of origin, with waste products from the inbound flight carried off the Island.

Selected bidders will be required to identify any requirements or restrictions they may have with respect to aircraft catering.

4.7 MET Services

MET services are provided at St Helena Airport in compliance with ICAO Annex 3. SHG has a contract in place with the UK MET Office. A qualified forecaster is located at the airport and is available for telephone briefings as part of the forecasting services.

MET observations are provided at the airport by trained observers, supported by an Automatic Weather Observation System (AWOS).

In addition to the tailwind analysis data, SHG has data available on:

- i. Historical weather data from Bottom Woods meteorological station, located inland from the airport and at a higher elevation;
- ii. A report on cloud base and wind velocities; and
- iii. A UK MET Office report on potential turbulence

Any of these reports or databases can be made available upon request to Bidders as part of this tender process.

5.0 BACKGROUND: ST HELENA AIRPORT OPERATIONAL CONSTRAINTS

5.1 Turbulence and Windshear

The following points are summarised from the Local Traffic Regulations published by St Helena Airport.

- Wind is generally from the south-easterly direction throughout the year. However, in the locality of the RWY 20 threshold the wind strength and direction can vary rapidly and by great magnitude;
- When landing on Runway 20 “SEVERE” windshear and/or turbulence may be experienced below 400 feet above the Runway threshold. Onset is quick with maximum intensity immediate;
- Strong down- or up- draughts are to be expected near the threshold of Runway 20;
- When landing on Runway 02 “WEAK” to “MODERATE” windshear / turbulence may be experienced on final approach.
- It is recommended that first time operators carry out an approach in a low drag configuration to assess the weather and windshear conditions on Final Approach to Runway 20 prior to a landing approach;
- Where feasible, operators should assess the implications of landing with a tailwind component on runway 02 in the event that conditions on approach to runway 20 are too severe for landing.

The full Prior Permission Required Information Pack containing guidance on flying to St Helena Airport is available on request.

5.2 ETOPS/EDTO

Flights to St Helena are generally subject to ETOPS or EDTO regulations, with exact requirements depending on the point of origin, aircraft type and route options.

Preliminary analysis, which should not be used without verification by any organisation submitting a Tender, indicates that:

- i. Flights from Southern Africa will require 90 minute approvals, possibly extending to 120 minutes unless an extended routing is used;
- ii. Flights from Europe will require 120 minute approvals;
- iii. Flights from South America will require 180 minute approvals

It is an important consideration, at this RFP stage, that organisations submitting proposals have fully assessed the ETOPS/EDTO requirements for flights to St Helena, from an operational perspective rather than a strictly planning one. Where required for commercial civil aviation operations using the proposed aircraft, demonstrated ETOPS/EDTO certification or a detailed plan for obtaining certification with a clear timeframe, supported by documentation from the airline’s regulator, will be a mandatory component of the technical evaluation.

5.3 Flight Time Limitations

Flight crew time limitations for services to St Helena should be assessed against the airline’s regulatory requirements.

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Turnaround times of less than 75 minutes may not be possible at St Helena. This needs to be included in calculations of crew numbers, complement and any night-stop requirements.

The availability of hotel accommodation on the Island, particularly initially, is expected to be limited, which will impact on any planned crew night-stops. In addition, the complication of having two aircraft loads of passengers on St Helena or on Ascension for an overnight stay is likely to have an impact on the development of tourism and is not encouraged.

5.4 Fuel Reserves

The remote location of St Helena should be taken into account when assessing fuel reserves for the proposed operation. This should also be assessed against any take-off and landing weight restrictions that the proposed aircraft type may have, and any consequent reduction in passenger or cargo payloads.

Two options for fuel reserve policies have been reviewed; the RFP response should assess the most relevant to the outline solution:

- 'Island reserves', incorporating two hours' cruise fuel burn plus contingency reserves;
- A diversion to Ascension Island, within the limitations discuss below.

Discussions during the evaluation of detailed proposals (see the RFP) will seek to understand any specific airline operational limitations on navigational aids, MET forecasting and observation requirements, communications between St Helena and the aircraft prior to arrival at St Helena.

5.5 Ascension Island Availability

The use of Wideawake Airfield as a nominated diversion for domestic services between St Helena and Ascension has been approved. In accordance with international law, the aerodrome would be available in any event for dealing with an emergency. Bidders should note that due to the nature of Wideawake Airfield, specific procedures are in place for those wishing to nominate the airfield as a diversionary airfield. Further information can be found in the AIP or is available on request.

Support facilities, including passenger accommodation, are limited on Ascension Island, and Bidders will be expected to participate in arriving at a suitable plan to handle any delayed or diverted flights, involving the Ascension Island Government, the UK Ministry of Defence, the US Department of Defense, and SHG.

5.6 Ability to Operate to St Helena Airport

Bidders will need to ensure that all regulatory approvals are in place prior to the planned commencement date for operations. SHG will provide reasonable assistance to the successful Bidder in its applications for any necessary approvals

Bidders will need to assess the technical sufficiency of the planned aircraft type and route for operations to St Helena Airport and must ensure that the proposed aircraft can operate safely at St Helena and Wideawake Airfields. Any trial flights to test the conditions at St Helena Airport will be at the Bidder's expense.

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The Preferred Bidder will be required to undertake an Implementation Flight to St Helena Airport prior to commencement of operations to test all aspects of operations at St Helena Airport, including runway approaches, ground handling and passenger handling services.

6.0 BACKGROUND: MARKET ANALYSIS

6.1 Background

St Helena has historically only been accessible by sea, either via the RMS St Helena or by visiting yachts and cruise ships. The availability of data to determine potential air service demand is, therefore, restricted.

Arrivals from the RMS St Helena represent the following principal groups:

- i. Saints travelling back to the Island following an overseas trip;
- ii. Visiting friends and relatives, primarily from the UK and South Africa;
- iii. Saints employed on Ascension Island and the Falkland Islands returning to St Helena in accordance with their terms of employment;
- iv. Visitors to the Island, possibly combining the RMS voyage as an integral component of the holiday;
- v. Government and business travellers.

Commencement of a regular scheduled air service to St Helena is expected to have a substantial effect on visitors to the island and, although the numbers are hard to precisely quantify for the first year or so, Enterprise St Helena is expecting a significant uplift from the numbers of tourists currently visiting, from 1,000 per annum towards doubling this in each of the first two years after commencement of regular air services.

The UK and St Helena Governments have commissioned previous studies into potential demand for travel following the airport opening. The analyses generally reach similar conclusions in that a number of facilitating factors need to be in place as part of the development of the island.

Meeting the visitor targets relies on an expansion of island resources and hotel capacity. A separate exercise is being undertaken with local and foreign private sector involvement to expand bed capacity. Accommodation availability on the island is limited but is being expanded at a steady rate. There are enough beds to accommodate tourist arrival expectations through 2017 and 2018, and thereafter accommodation capacity is likely to be developed to meet demand.

6.2 Assumptions: Inputs to RFP

In the absence of verifiable data on potential demand, and limited examples of similar destinations in other parts of the world on which assumptions could be built, the RFP evaluation is based upon the following characteristics for year 1 operations:

- A minimum single weekly frequency from an airport capable of offering non-stop service beyond to the key markets of the UK and South Africa;
- Balanced passenger loads in and out of St Helena, taking account of any operational constraints that exist at the airport for the selected aircraft type;
- A maximum of a single technical stop between St Helena and the selected gateway, in each direction;
- Ideally, but not essential, a mixed class configuration

For the purposes of the RFP evaluation, the following indicative figures and characteristics will be used:

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- i. 5,000 annual return passengers per year for year 1, growing by 10% in year 2
- ii. A split of passenger demand (to permit comparisons between Bidder submissions) of 70% having a final origin or destination in the UK and 30% in South Africa
- iii. An average passenger load factor throughout the year of 75% in order to determine minimum frequencies, address seasonality factors and to ensure adequate seating capacity at peak periods
- iv. 600 round trip passengers per year, with no growth factor to be applied, between St Helena and Ascension Island in addition to the international requirement. This is the base case set out in Section 7.5 below.

Bidders should provide comments on how the proposed solution best meets the forecast figures and identify options to address increases or decreases in the actual numbers flown.

7.0 BACKGROUND: WIDEAWAKE AIRFIELD

7.1 Considerations for Air Services between Ascension and St Helena

The following technical information is provided in relation to air services between Ascension Island and St Helena. This information should be read in conjunction with Section 5.5 above concerning the use of Wideawake Airfield as a diversion.

Operations to Wideawake Airfield on Ascension Island are governed by the Wideawake Agreement between the United States and United Kingdom Governments. The aerodrome is classified as a Government aerodrome under the Air Navigation (Overseas Territories) Order. Operations to Wideawake Airfield are on a strict Prior Permission Required basis.

Air Traffic Control is provided by the US Department of Defense; ground handling is provided by civilian contractors working for the UK's Ministry of Defence. Military requirements will always take priority over civil aircraft movements.

In terms of scheduled services to Ascension Island, the MOD South Atlantic Airbridge currently provides two return flights per week between the UK and the Falkland Islands via Ascension. Currently a standard allocation of 15 seats, increased to 25 seats for a RMS connecting flight, are reserved for passengers travelling to/from Ascension on the UK/Ascension and Ascension/UK legs of each Airbridge flight. Passengers connecting to St Helena make use of these allocations. Discussions are underway with the UK Ministry of Defence to explore the option of increasing seat availability on the Airbridge.

The Airlinks and Alternate Aerodrome Agreement makes provision for two domestic return flights per week between St Helena and Ascension.

Forward planning has started on major runway resurfacing works at Wideawake Airfield. Whilst these works are not imminent, there are obvious practical implications for any service to Ascension Island. More information will be provided as it becomes available.

7.2 Airfield Data

The table below summarises the airfield data at Wideawake Airfield.

Table 3: Airfield Data – Ascension Island

Elevation	Runway	TORA*	LDA*	Navigation Aids
278 feet (85 metres)	13	3,054 metres	3,054 metres	VOR/DME RNAV

*Take Off Run Available

*Landing Distance Available

7.3 ETOPS

Flights to and from Ascension Island and St Helena will be subject to ETOPS approvals. See also Section 5.2 above.

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7.4 Fuel reserves

The distance to a suitable alternate, essentially St Helena, is such that the use of island reserves is expected to be required. This should be taken into account in the practical consideration of operations to Ascension Island.

7.5 Market Requirement

The minimum service required between Ascension Island and St Helena to replace the passenger elements of the existing RMS service is a base frequency of a monthly flight (12 per annum).

The following base case should be used in planning a service between Ascension Island and St Helena:

1. Base numbers: 500 from Ascension Island, plus 100 from the Falkland Islands, giving a total of 600 return passengers per year

In addition, there are two further scenarios that might aid planning: a reduced number based on certain assumptions and a high case which includes some Government, Visiting Friends and Relatives and transit traffic. These figures are:

2. Reduced numbers: 400 return passengers per year from Ascension Island only
3. High case: 800 return passengers per year, being the base case plus the average non-employee travel historical numbers

Bidders should assume that the passenger numbers will have no seasonality factors associated with them.

8.0 PROVISION OF AN AIR SERVICE TO ST HELENA: SERVICES REQUIRED

8.1 Provision of a Regularly Scheduled Air Service

The St Helena Government is seeking to award a contract to a suitable qualified organisation to provide a regularly scheduled air service to St Helena. The essential and desirable requirements of this service are set out below.

8.2 Essential (“Minimum service”)

- i. An air service, operating a minimum of a weekly service, throughout the year;
- ii. The air service should be:
 - a. to a recognised international hub airport, providing connectivity to regional and intercontinental services from that airport, or
 - b. to an airport with direct connections to the UK or South Africa;
- iii. Seating capacity which, when combined with the proposed configuration and frequency, meets the passenger demands set out in Section 6.2 of this document, including allowance for seasonal variations.
- iv. A method of selling and distributing passenger tickets appropriate to the travel requirements of the key demand segments;
- v. Direct services between St Helena and Ascension Island to meet the needs of Saints and their employers on Ascension Island and the Falkland Islands;
- vi. An air service that can address the Island’s needs for medical transfers to enhanced hospital facilities, including transfer of wheel-chair passengers and patients under medical observation;
- vii. The ability to carry international mail in compliance with UPU regulations;
- viii. The ability to carry samples sent from the Laboratory at the St Helena Hospital for testing at laboratory facilities overseas. Samples may include water, fuel, and biological products;
- ix. The ability to carry pharmaceutical products for delivery to the St Helena Hospital;
- x. A service that meets not only the transport needs of residents but also supports the economic development of the Island through the development of a tourist market. In this regard, a fare structure that is consistent with the aims of supporting economic development and tourism growth will involve discussions and agreement with the St Helena Government;
- xi. The ability to transport other items required as part of the airport’s operation, including fuel samples in support of the testing of aviation fuel.

8.3 Desirable Services

- i. The ability to carry import and export cargo to St Helena. This is likely to include perishable commodities to the island and, potentially, fish exports from St Helena;
- ii. The ability, with prior notice, to provide Medevac services for stretcher bound patients;
- iii. A willingness to commit resources to the development and execution of a marketing plan, in association with SHG, St Helena Tourism, Enterprise St Helena and their advisers;
- iv. The employment of suitably qualified Saints wherever possible;
- v. The ability to carry live animals (typically small pets, service dogs etc).

9.0 THE PROCUREMENT PROCESS

The Procurement process for the provision of an Air Service to St Helena consists of 4 stages.

Stage 1 - Generation of detailed proposals

This is an open procurement process. Bidders will be issued with this Information Memorandum and Request for Proposal (RFP) and invited to submit detailed proposals for delivery of the services.

Bidders are asked to give all due consideration to the regulatory and technical requirements that must be met in order to deliver an air service to St Helena. Annex A of the evaluation criteria refers. Bidders should note the requirement for an air service using aircraft capable of landing on Runway 02 with a 15kt tailwind component with a commercially viable payload.

Stage 2 – Evaluation of detailed proposals

SHG together with our advisers will then assess proposals against the detailed evaluation criteria set out in the RFP, and select one or more organisations to further develop their proposal(s) to reach the solution that best meets the requirements.

SHG will apply a competitive dialogue process and this stage may therefore involve several rounds of face to face meetings with those taken forward.

Stage 3 - Tender / Best and Final Offer

Following the face to face meetings, one or more organisations will be invited to submit a Best and Final Offer.

The tender that offers the best solution to the Island's needs shall be selected.

Stage 4 - Contract

Contract negotiations between SHG and its advisers and the selected Bidder.

Should SHG not be able to agree terms with the process identified preferred bidder, SHG reserves the right to negotiate with the next highest scoring bidder to agree terms.

10.0 THE REQUEST FOR PROPOSAL

10.1 Purpose of the RFP

This RFP contains full details of the procurement process, the minimum level of Air Service to be provided together with the evaluation criteria that will allow SHG to make an informed selection of the most appropriate solution.

This RFP:

- i. Invites potential air service providers ("**Bidders**") to submit their responses to this RFP ("**Tenders**") in accordance with the instructions set out in the remainder of this document
- ii. Sets out the overall timetable and process for the procurement
- iii. Provides Bidders with sufficient information to enable them to submit a compliant Tender
- iv. Sets out the Tender Evaluation Model that will be used to evaluate the Tenders
- v. Explains the administrative arrangements for the receipt of Tenders.

Bidders should follow all instructions provided in the remainder of this document, including the guidance provided in Appendix A: General Conditions.

10.2 Scope of the Request for Proposal (RFP)

The scope of this RFP is the provision of a regularly scheduled Air Service to St Helena. The required services are set out in Section 8 and Tender Evaluation Criteria are set out in Section 11. The Tender must comply with the minimum requirements stated in Section 8.

10.3 Participation

Tenders must be submitted by, or on behalf of, the proposed provider of the Air Services. No change in the identity or composition of the Bidder (including the identity or composition of any partner in a consortium or of any sub-contractor to the Bidder) is permitted during the procurement process unless SHG has given its prior approval in writing.

10.4 Contract Term

Tenderers are required to propose the minimum contract term and provide justification for the period stated.

SHG is seeking through this procurement process to award on air service contract with a suitably capable organisation to provide air services for a period to be agreed, but with the expectation of a minimum contract duration of three years.

SHG will build in a contract review towards the end of the minimum contract period with the potential for extension of contract for two year terms beyond this.

As noted in Section 2.1, the purpose of this procurement is to appoint an air service provider operating an aircraft type capable of landing on Runway 02, which will involve landing with a tailwind component as an interim measure whilst potential mitigations to the limited availability of Runway 20 are explored. SHG will therefore build in a contract review to coincide with the outcome of the work on Runway 20.

10.5 Authorities

The Authority concerned with this Project is the St Helena Government. The procurement procedure will be managed in accordance with SHG's Procurement Regulations, a copy of which can be found at www.sainthelena.gov.sh/publications.

10.6 Contract Award

SHG will award an air service contract (the "**Contract**") on the basis of the award criteria detailed within Section 11 (Tender Evaluation) of this document, through a process of Competitive Dialogue.

Tenders will be evaluated on the basis of information received from the Bidder that is submitted as part of the Tender. This will be used to identify those bidders that will be taken forward to the competitive dialogue phase.

During the competitive dialogue phase, short-listed Bidders will be permitted to revise their proposals in light of discussions with SHG, and will be invited to submit a best and final offer (BAFO).

BAFOs will be evaluated against the same evaluation criteria and a preferred Bidder identified.

Any Bidder shortlisted will be subject to the acceptance of SHG Terms and Conditions which will be provided to shortlisted bidders through the course of the tender process. Any material variation from these SHG Terms and Conditions may result in the bidder: being removed from the process, having compliance marks reduced and / or impact the ability of SHG to enter into contract – at SHG's absolute discretion. However SHG welcomes comments on the SHG Terms and Conditions through the Competitive Dialogue phase of the RFP.

Once SHG has reached a decision in respect of a contract award, it will notify all Bidders of that decision before entering into any contract.

Contract award is subject to the formal approval process of SHG. Until all necessary approvals are obtained no Contract will be entered into.

10.7 Indicative process timeline

This procurement will follow a clear, structured and transparent process to ensure a fair and equitable process is maintained at all times, and that all Bidders are treated equally. The key dates for this procurement are currently anticipated to be as follows¹:

Information Memorandum and Request for Proposal

Deadline for requests for clarification	12 noon GMT on 6 January 2017
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Deadline for SHG clarification responses²	13 January 2017
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Please Note: The deadline for Bidders proposals has been extended from 12.00 (noon) GMT 27th January 2017 to 12.00 (noon) GMT 6th February 2017

Deadline for receipt of Tenders	12 noon GMT on 27 January 2017
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Evaluation of Tenders	24 February 2017
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Notification of shortlisted Bidders	24 February 2017
--	-------------------------

Completion of Face to Face Meetings	17 March 2017
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Submission of Best & Final Offer	31 March 2017
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Selection of Preferred Bidder	28 April 2017
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Final Contract Negotiation with Preferred Bidder	26 May 2017
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Contract Signature	31 May 2017
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¹ All dates shown are estimates and are stated for planning purposes only. SHG reserves the right to amend or terminate the procurement procedure or change the timings outlined above.

² Depending on the requirements of Bidders, SHG is willing to reconsider the stated deadlines to allow a further round of requests for clarification. Bidders would be notified of any changes to the key dates for procurement

Any changes to the procurement timetable shall be notified to all Bidders as soon as practicable.

10.8 Return of Tenders

Proposals must be returned by **noon GMT on Friday, 27th January 2017**. All tenders should be submitted electronically by one or more emails of no more than 5 MB each to Marc Lockley, Corporate Procurement Executive, at marc.lockley2@sainthelena.gov.sh

Please Note: The deadline for Bidders proposals has been extended from 12.00 (noon) GMT 27th January 2017 to 12.00 (noon) GMT 6th February 2017

11.0 The Tender Evaluation Process

11.1 Tender Evaluation

Bidders must demonstrate how they will meet the SHG's requirements, set out in the Specification, both in terms of the cost and quality of the provision and the method by which it will deliver that provision.

It is the Bidders' responsibility to ensure that Tenders contain sufficient information to allow a complete evaluation to be conducted.

11.2 Technical Evaluation

The technical evaluation will be scored in accordance with the table below.

Table 4: Scoring Matrix for Technical Evaluation

SCORE	MEANING
0	Absent
1	Very weak – almost completely unacceptable
2	Weak – well below expectations
3	Poor – below expectations
4	Slightly below expectations
5	Meets expectations
6	Slightly exceeds expectations
7	Good – above expectations
8	Very good – well above expectations
9	Excellent – significantly above expectations
10	Outstanding

Below is a worked example of how the Technical/Quality scores will be calculated:

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Table 5: Generic Worked Example, Technical Evaluation

Question	Score (Out of 10)	Weighting	Total Points	Maximum Points Available
	[A]	[B]	[A x B]	(B x Max Score of 10)
1	5	10	50	100
2	6	5	30	50
3	6	5	30	50
4	8	10	80	100
5	6	15	90	150
6	5	20	100	200
7	8	5	40	50
TOTAL		70	420	700

In this example, the Applicant achieved a score of 420 points out of a maximum 700 points. They have scored 42 points out of the maximum 70 available for the technical evaluation.

11.3 Commercial Evaluation

The Commercial evaluation of the Tender will consider:

- D1 Financial Strength
- D2 Proposed Cost levels

These will be used to compare bidders' costs against a profile of SHG work. Responses to question D2 of this RFP will be scored on a comparative basis with the lowest bid receiving 100% of the available marks. All other bids will be compared against that bid, attracting a pro-rated score against that bid.

Where a bid price is 100% or greater than the lowest price, the score for this criteria will be zero. Below is a worked example of how the cost score will be calculated:

Table 6: Worked Example – Cost Evaluation

		Bid A	Bid B	Bid C	Bid D	Bid E
(a)	Cost	£10.00	£12.00	£10.00	£8.00	£16.00
(b)	% Difference above lowest price*	25	50	25	0	100
(c)	Adjusted Cost Score [100 - (b)]**	75	50	75	100	0
(d)	Price Weighting	30	30	30	30	30
(e)	Weighted score [(c) x (d)] / 100	22.5	15	22.5	30	0

* = (This bidders price/lowest bidders price)*100 – 100 ** = (100 - % above lowest price)

Bid E scored a score of zero as their bid price was 100% more than the lowest price.

D2 scores will then be added to D1 scores to give an overall commercial score.

11.4 Total Overall Score

To obtain the total overall score the Applicants Technical/Quality score achieved is combined with their Cost score to give the total for score for the Applicant.

11.5 Evaluation Criteria

Tenders will be evaluated against the Government's requirements as detailed in the Information Memorandum which are:

- i. **Meet the minimum service requirements:** the proposed service must, as a minimum meet the minimum weekly frequency requirement to an international hub airport, or non-stop connectivity from a transfer airport to either the UK or South Africa;
- ii. **Value for the St Helena Government:** the evaluation will include an assessment of the total cost to SHG over a two year time frame;
- iii. **Security of service:** as the air access contract will be the primary means of travel between St Helena and the rest of the world, security of service provision will be a significant evaluation criterion. The evaluation will focus on at least the following issues: aircraft reliability, back-up options for cancelled flights, the quality and location of maintenance facilities relative to the base of operations, the experience level of the proposed operating airline;
- iv. **Expansion potential:** proposals will need to identify how additional flights could be operated in the event that passenger demand exceeds the seasonal capacity of the minimum frequency. Options include additional frequencies (the desired option due to the impact on potential demand through having more than one flight per week), either seasonally or throughout the year; or larger aircraft where possible;
- v. **Connectivity:** the detailed proposal will be assessed on the connectivity opportunities to the Island, including partner airlines through whom joint fares could be negotiated, the scale and timing of transfer options at the hub or transfer airport;
- vi. **Risk:** the evaluation will include assessing the risks to the Island, including risks associated with access; commercial risks through inappropriate selection of aircraft types and/or origin airports; financial risk through contracting with a service provider with inadequate resources to start and maintain services; reputational risk to the St Helena Government;
- vii. **Requirements of SHG:** an assessment of the terms and conditions that the Bidder will seek to impose on the St Helena Government and the flexibility that exists in addressing these issues;
- xii. **Ticket distribution:** the extent and range of distribution options for passenger tickets and how these are to be achieved;
- xiii. **Services to Ascension Island:** a commitment to operations to Ascension Island
- xiv. **Other transportation requirements:** proposals that meet the desirable

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requirements of the service stated in Section 8, including the ability to carry the following categories: international mail; perishable cargo (import and export); dangerous goods (for example, medical samples and fuel samples); other cargo, with examples of any weight, volume or type restrictions; medical and casualty evacuation constraints

These requirements will be assessed under the following sections as follows:

Table 7: Assessment of Requirements

Evaluation criterion	Evaluation reference
Meet the minimum service requirements	Annexes A and C1
Value for the St Helena Government	Annex D
Security of service	Annex C6
Expansion potential	Annex C3
Connectivity	Annex C2
Risk	Annexes C4-C6
Requirements of SHG	Annex C9
Ticket distribution	Annex C7
Other transportation requirements	Annex C8

Each area will be evaluated separately but contributes to the overall score of the Tender. Each area is allocated weighting in accordance with its relative importance for this stage of the procurement as determined by SHG; the weightings for each Annex are set out below.

Table 8: Summary of Evaluation Characteristics

Section	% of Total Marks
Annex A – Regulatory and Technical Compliance	Pass/Fail
Annex B – Outline Solution	General Information
Annex C – Detailed Technical Solution	60%
Of which:	
Network	15%
Risk	24%
Distribution	9%
Other Requirements	12%
Annex D - Commercial Proposal	40%
Annex E - Undertakings	Pass/Fail

11.6 Grounds for Exclusion

The table below contains a list of all questions/sections which, if not answered satisfactorily, constitute mandatory grounds for exclusion. The table should be read alongside the guidance on submission in Section 12 to identify where the questions can be found in the RFP response document.

These questions are assessed on a pass/fail basis. Each question details the criteria representing either a “fail” or “pass”. If these questions are not answered, or the answer does not provide an appropriate satisfactory mitigating response **this will constitute a fail and the organisation will not be eligible to continue to the next stage of the tender process.**

Table 9: Mandatory Grounds for Exclusion

Question Number	Question Area
General Information Part 2: Financial and Corporate Information	
2.5	Banking and Loan Obligations
2.6	Creditors and Staff Obligations
2.7	Conflicts of Interest
2.9	Complaints to Professional Bodies
2.10	Professional and Business Standing
Annex E: Undertaking	
E	Undertaking

11.7 Other reasons for exclusion

The ability to commence a regularly scheduled air service to St Helena is an imperative. SHG reserves the right to exclude any organisation that fails to provide evidence of a current capability to provide the services proposed, **or fails to provide detailed evidence of how such a capability will be achieved** prior to the planned commencement date.

The elements for rejection on regulatory and technical grounds are set out in the table below which also indicates where the questions can be found within the RFP response document. These questions are assessed on a pass/fail basis.

Table 10: Other Grounds for Exclusion

Question Number	Question Area
Technical and Regulatory Requirements	
A1	Required Technical Approvals
A2	Required Economic Regulatory Approvals
A3	Required Insurances
A4	Availability of a suitable aircraft
A5	Category C Experience

11.8 Evaluation of Annex A – Regulatory & Technical Compliance

The Regulatory and Technical Compliance response evaluations are categorised into the following sub-sections:

Table 11: Regulatory & Technical Compliance Evaluation Criteria (Pass/Fail)

Regulatory Compliance Evaluation Criteria	
A1 Hold, or have clearly outlined plans to hold by the planned commencement date for operations as stated within the proposal, required technical approvals – Air Operator’s Certificate, relevant ETOPS approvals	Pass/Fail
A2 Hold, or have clearly defined plans to hold by the planned commencement date for operations as stated within the proposal, required economic regulatory approvals – Economic licences; designation by the UK Department for Transport or equivalent in any foreign	Pass/Fail

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point of origin; bilateral approvals within the relevant Air Services Agreements	
A3 Hold, or have clearly identified plans to hold by the planned commencement date for operations as stated within the proposal, required insurance covering, as a minimum, aircraft insurance, passenger liability insurance, third-party liability insurance at levels appropriate to international commercial aviation	Pass/Fail
A4 Provide evidence that one or more aircraft suitable for the proposed operation is either on the bidder's Air Operator's Certificate or that a firm commitment is in place to acquire an aircraft prior to contract signature.	Pass/Fail
A5 Provide evidence as to how the aircraft operator will comply with the airport's Category C requirements.	Pass/Fail

11.9 Evaluation of Annex B – Outline Solution

Annex B is a summary of the Proposal and is included for general information purposes. The detailed information for evaluation of the solution is provided in Annexes C-E.

11.10 Evaluation of Annex C – Detailed Technical Proposal

The Technical Proposal response evaluations (contributing to 60% of the total evaluated score) are categorised into the sub-sections and weightings detailed below:

Table 12: Network Evaluation Criteria (contributing to 15% of the total evaluated score)

Technical Proposal Evaluation Criteria	Question weighting	Section Weighting
C1 Proposed aircraft and route network	40%	
C2 Connectivity	20%	
C3 Expansion potential	40%	
Total		15%

Table 13: Technical Risk Evaluation Criteria (contributing to 24% of the total evaluated score)

Technical Proposal Evaluation Criteria	Question weighting	Section Weighting
C4 Experience level of operating airline	40%	
C5 Provision of maintenance facilities	10%	
C6 Back-up provision	50%	
Total		24%

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Table 14: Distribution Evaluation Criteria (contributing to 9% of the total evaluated score)

Technical Proposal Evaluation Criteria	Question weighting	Section Weighting
C7 Distribution plans	100%	
Total		9%

Table 15: Other Transportation Requirements Evaluation Criteria (contributing to 12% of the total evaluated score)

Technical Proposal Evaluation Criteria	Question weighting	Section Weighting
C8 Other transportation requirements	100%	
C9 Requirements of the St Helena Government	Information only	
Total		12%

11.11 Evaluation of Annex D – Cost Proposal

The commercial response evaluations are categorised into the sub-sections and weightings detailed below:

Table 16: Commercial Proposal Evaluation Criteria (contributing to 40% of the total evaluated score)

Commercial Proposal Evaluation Criteria	Question weighting	Section Weighting
D1 Financial strength	30%	
D2 Proposed cost levels	70%	
Total		40%

11.12 Evaluation of Undertakings

Questions E1, E2, E3 and E4 are Mandatory and must be completed. In the event of an incomplete response to any questions in this section, SHG may seek clarification but reserves the right to discontinue evaluation and reject the Tender.

Table 17: Evaluation of Undertakings (Pass/Fail)

Evaluation of Undertakings Criteria	
E1 Commitment to Ascension Island services	Pass/Fail
E2 Bidding Organisation	Pass/Fail
E3 Validity	Pass/Fail
E4 Undertakings	Pass/Fail

12.0 SUBMISSIONS

Proposals should be submitted in accordance with the instructions in Section 10 and in Appendix A of this RFP by providing the general information requested below and by providing the detail requested in five separate annexes as set out below.

- i. General Information
- ii. Regulatory and Technical Compliance (Annex A)
- iii. Outline Solution (Annex B)
- iv. Detailed Technical Proposal (Annex C)
- v. Detailed Commercial Proposal (Annex D)
- vi. Undertaking (Annex E)

An Executive Summary, of no more than five pages, should be provided. This document may be used internally within SHG and DFID, and so should provide sufficient detail to outline the submission to senior staff within the two organisations.

The documents contained in the offer should follow the above mentioned order and numbering set out in each of the Annexes.

Supporting information may be appended.

12.1 General Information

Bidders should complete the templates overleaf in relation to:

Part 1: Organisation Information

Part 2: Financial and Corporate Information

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GENERAL INFORMATION PART 1 - ORGANISATION INFORMATION

Please note this section is for information only and **will not be evaluated other than for the supply of mandatory information**. Please ensure that you complete all questions relevant to your organisation.

1.1	Full name of the organisation submitting the RFP

1.2	Status of the Organisation	
GUIDE	Please confirm the status of the organisation to be considered. <i>A response to this question is mandatory and is for SHG to understand the organisation.</i>	
A	Your organisation is bidding to provide the required services as a sole supplier <i>(if yes, go to question 1.5)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
B	Your organisation is bidding in the role of Prime Contractor and intends to use third parties to provide some services <i>(if yes, go to question 1.3 and 1.4)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
C	The Potential Provider is a consortium <i>(if yes, go to question 1.3)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No

1.3	Subcontractors/Consortium Members		
GUIDE	If your answer to 1.2 was b or c , please indicate in the table all sub-contractors or members of the consortium which will be responsible for each element of the requirement. <i>If the answer to question b or c is "yes", please provide as full a response as possible at this stage to this question. If your organisation is unable to confirm all sub-contractors please answer 1.4.</i>		
	Element of Requirement	Company / Organisation	How much of the requirement will they directly deliver (%)
			%
			%
			%
			%
			%

1.4 Supply Chain Methodology	
GUIDE	<p>If the answer to 1.2 is b and you are unable to confirm all sub-contractors in 1.3 at this stage, you will need to demonstrate a satisfactory methodology and track record of delivering a supply chain. If you do not have a track record of delivering a supply chain, please demonstrate how you would achieve this. Please give a brief outline on policy regarding the use of sub-contractors and, if applicable, the extent to which it is envisaged they may be used in any contract (max 300 words).</p> <p><i>Please respond to this question if you are unable to confirm all sub-contractors in 1.3</i></p>

1.5 Organisation Details																			
GUIDE	<p>Details about the organisation named in 1.1 (organisation submitting the tender):</p> <p><i>A response to these questions is mandatory if applicable to your organisation</i></p>																		
A	Company Registration Number																		
B	Date of Registration dd/mm/yyyy																		
C	Place of Registration																		
D	Registered address and postcode																		
E	VAT Registration Number																		
F	<p>Please select which of the following applies to your organisation:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="text-align: center;">1</td> <td>a public limited company</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">2</td> <td>a limited company</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">3</td> <td>a sole trader</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">4</td> <td>a partnership</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">5</td> <td>a Limited Liability Partnership</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td style="text-align: center;">6</td> <td>a consortium</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table>	1	a public limited company	<input type="checkbox"/>	2	a limited company	<input type="checkbox"/>	3	a sole trader	<input type="checkbox"/>	4	a partnership	<input type="checkbox"/>	5	a Limited Liability Partnership	<input type="checkbox"/>	6	a consortium	<input type="checkbox"/>
1	a public limited company	<input type="checkbox"/>																	
2	a limited company	<input type="checkbox"/>																	
3	a sole trader	<input type="checkbox"/>																	
4	a partnership	<input type="checkbox"/>																	
5	a Limited Liability Partnership	<input type="checkbox"/>																	
6	a consortium	<input type="checkbox"/>																	

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G	Website address	www.
H	Name of (ultimate) parent company (if applicable):	
I	Company Registration Number of (ultimate) parent company (if applicable):	

1.6 Primary Contact Details

GUIDE	Please provide full contact details of a Primary Contact to whom future correspondence is to be sent in connection with this tender. <i>The person listed as Primary Contact will be the person that receives all future communications regarding this tender. A response to this question is mandatory.</i>	
Name		
Position		
Address		
Telephone number		
Fax number		
E-mail address		

1.7 Executive Directors/Partners

GUIDE	Please provide the names and responsibilities of Executive Directors/Partners of the organisation. <i>A response to this question is mandatory (continue on a separate sheet if required, clearly referencing 1.7).</i>		
Name	Role/Job Title	Area of Responsibility	

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1.8 Company Details				
GUIDE	If the organisation is a member of a group of companies please complete the table below.			
	<i>A response to this question is mandatory if your company is a member of a group.</i>			
	Holding Company	Ultimate Holding Company	Subsidiaries	% Ownership
Name				
Registration Number				
Registered Address				

GENERAL INFORMATION
PART 2 - FINANCIAL AND CORPORATE INFORMATION

The following questions have been designed to evaluate the financial standing and strength of an organisation and the risk they pose to SHG.

Scoring

Question 2.1 to 2.10 are mandatory questions. These are assessed on a pass/fail basis, unless otherwise stated. Each question details the criteria representing either a “fail” or “pass”. If these questions are not answered, or the answer results in a fail without an appropriate satisfactory mitigating response this will constitute a fail and the organisation will not be eligible to continue to the next stage of the tender process.

Please note that SHG reserves the right to exclude any organisation at any stage of the procurement process if they fail to disclose or misrepresent information which later emerges as information which would have had a material bearing on decisions relating to the procurement process.

2.1 Bank Details	
GUIDE	Please provide the name and address of your bank. <i>A response to this question is mandatory. If you are unable to provide details at this stage, please state the reason.</i>

2.2 Banking Reference	
GUIDE	<i>A response to this question is mandatory. If you are unwilling to provide confirmation at this stage, please state the reason.</i>
We may approach your bankers for a reference. Please indicate that this is acceptable.	<input type="checkbox"/> Yes <input type="checkbox"/> No

2.3 Financial Statements	
GUIDE	<i>A response to this question is mandatory. If you are unable to provide details at this stage, please state the reason.</i>
Please confirm that you have provided a summarised audited financial statement (or summary financial statement prepared by a qualified accountant where audited accounts are not mandatory) for the past three years, or for the three year period prior to that if finalised accounts are not available for the most recent period.	<input type="checkbox"/> Yes <input type="checkbox"/> No

2.4 Annual Turnover	
GUIDE	<p>Please provide an approximate percentage of the Company's annual turnover for the last financial year that these services would represent.</p> <p><i>A response to this question is requested but will not represent a "pass" or "fail"</i></p>

2.5 Banking and Loan Obligations	
GUIDE	<p><i>A response to this question is mandatory. Failure to provide a response, or a response of "No", without a sufficient explanation, will result in a "fail" for this question.</i></p>
<p>Has your organisation met the terms of its banking facilities and loan agreements (if any) during the past year?</p> <p>If No please provide details below (max words 300)</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

2.6 Creditors and Staffing Obligations	
GUIDE	<p><i>A response to this question is mandatory. Failure to provide a response, or a response of "No", without a sufficient explanation, will result in a "fail" for this question.</i></p>
<p>Has your organisation met all its obligations to pay its creditors and staff during the past year?</p> <p>If No please provide details below (max words 300)</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

2.7 Conflicts of Interest	
GUIDE	<p><i>A response to this question is mandatory. Failure to provide a response, or a response of "Yes", without a sufficient explanation, will result in a "fail" for this question.</i></p>
<p>Is there any other work being undertaken or likely to be undertaken by your organisation (or consortium) which could give rise to a conflict of interest?</p> <p>If Yes please provide details below (max words 300)</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

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2.8 Indemnity and Liability Provision	
GUIDE	<i>A response to this question is mandatory but will not represent a "pass" or "fail".</i>
Please provide details of the maximum amount of insurance you would be willing to provide in connection with this requirement, if successful, in Pounds Sterling.	
Professional Indemnity	
Employers Liability	
Public/Products Liability	

2.9 Complaints to Professional Bodies	
GUIDE	<i>A response to this question is mandatory. Failure to provide a response, or a response of "Yes", without a sufficient explanation, will result in a "fail" for this question.</i>
Has your organisation (or consortium) had any substantiated complaints made against them to any professional body in the last THREE years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If Yes please provide details below (max words 300)	

2.10 Professional and Business Standing	
GUIDE	<i>A response to this question is mandatory. Failure to provide a response, or a response of "Yes" to any part of this question, without a sufficient explanation, will result in a "fail" for this question.</i>
Please confirm whether your organisation (or its directors or any other person who has powers of representation, decision or control of the named organisation) have been convicted, or pending trial, of any of the offences listed below: <ul style="list-style-type: none"> • Conspiracy • Corruption • Collusion • Bribery • Fraud • Money laundering, • Any other offence as defined by the national law of any relevant State. 	<input type="checkbox"/> Yes <input type="checkbox"/> No
If you answered Yes please provide succinct details below.	
Please confirm whether any of the grounds set out below apply to your organisation (or its directors or any other person who has powers of representation, decision or control of the named organisation).	<input type="checkbox"/> Yes <input type="checkbox"/> No

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<ul style="list-style-type: none">• Been declared bankrupt• Been the subject of a winding up order• Has not fulfilled obligations relating to the payment of taxes under the law which the economic operator is established or required to pay taxes• Is guilty of serious misrepresentation in providing any information required of him• Is guilty of operating, or within, a cartel <p>If you answered Yes please provide succinct details below.</p>	

12.2 Annex A – Regulatory and Technical Compliance

Annex A relates to regulatory and technical compliance, the latter based on the Prior Permission Required Criteria at St Helena Airport.

In response to Annex A, Bidders are requested to provide a Proposal that follows exactly the Headings and Numbering set out below.

Annex A must be completed in sufficient detail to allow SHG to evaluate the current or planned compliance status of the Bidder. This status must be demonstrated by at least one of the following sets of conditions:

- a) Copies of certificates issued by the appropriate regulatory authorities; or
- b) Copies of public documents detailing the processes associated with meeting the standard regulatory and technical compliance requirements and a plan demonstrating how compliance will be achieved in line with the prescribed process prior to the planned start of operations to St Helena; or
- c) Copies of public documents detailing alternative processes (for example, accelerated approval for ETOPS) and, where applicable, confirmation in writing from the relevant regulator that the alternative approach, and associated timeline, to compliance is achievable.

Only those Tenders that pass the Pass/Fail criteria in Annex A will be taken forward for further evaluation of Annexes B-E.

12.2.1 A1 Technical Approvals

A1	Provide evidence of current or planned technical capability
	<ul style="list-style-type: none"> a) Provide copies of the following certificates or approvals from the technical regulator: <ul style="list-style-type: none"> i. Current Air Operator’s Certificate, valid for flights between the point(s) of origin and St Helena ii. Current ETOPS approval, as required for flights between the point(s) of origin and St Helena – 90 minutes, 120 minutes or 180 minutes as required b) If current certificates or approvals are not available, supply details of the processes and timelines required to achieve compliance, as described in the preamble to this section above

A1 is a Pass/Fail criterion. Bidders should provide sufficient information to allow SHG to assess whether or not the bid meets the required standards. Information supplied that is not supportable through public documentation or with written confirmation from the relevant regulatory authorities may result in rejection of the Bid.

12.2.2 A2 Economic Approvals

A2 Provide evidence of current or planned economic capability	
	<p>a) Provide copies of the following certificates or approvals from the relevant economic regulator(s):</p> <ul style="list-style-type: none"> i. Any required Economic Licence permitting the sale of tickets to the public. This may be as a scheduled airline or through an Air Travel Organiser’s Licence (ATOL); ii. Designation by the UK Department of Transport, or the foreign equivalent, to offer services between the planned point(s) or origin and St Helena iii. Capacity within any required bilateral Air Services Agreement to permit services between the planned point(s) or origin and St Helena <p>b) If current certificates or approvals are not available, supply details of the processes and timelines required to achieve compliance, as described in the preamble to this section above</p>

Bidders should note that St Helena is an Overseas Territory of the United Kingdom, which has implications for services by airlines that are not UK licensed or licensed by the country of origin for services. Bidders should ensure that the planned services, including any cabotage requirements for flights between St Helena and Ascension Island, are capable of being operated. A contact at the UK’s Department for Transport can be provided if clarification is required.

A2 is a Pass/Fail criterion. Bidders should provide sufficient information to allow SHG to assess whether or not the bid meets the required standards. Information supplied that is not supportable through public documentation or with written confirmation from the relevant regulatory authorities may result in rejection of the Bid.

12.2.3 A3 Insurance

A3	Provide evidence of current or planned insurance
	<ul style="list-style-type: none">a) Provide copies of the following insurance certificates from the Bidder's insurance broker:<ul style="list-style-type: none">i. Hull insurance for the proposed aircraft to be used for the servicesii. Passenger liability insuranceiii. Third party liability insurance to a minimum level of £500 million b) If current certificates are not available, supply details of the processes and timelines required to achieve compliance, as described in the preamble to this section above

A3 is a Pass/Fail criterion. Bidders should provide sufficient information to allow SHG to assess whether or not the bid meets the required standards.

Information supplied that is not supportable through current certificates or with written confirmation from qualified brokers may result in rejection of the Bid.

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12.2.4 A4 – Provide Evidence of Having a Suitable Aircraft

A4	Provide evidence of having a suitable aircraft by the planned commencement date for operations
	<p>Provide evidence of being in a position to commit one or more aircraft to the operation, in compliance with the technical requirements for the proposed route(s).</p> <p>This evidence must comprise one of the following:</p> <ul style="list-style-type: none">a) Inclusion of a specific aircraft on the bidder's Air Operator's Certificate (to be provided as part of the A1 element of the proposal)b) A Letter of Intent or other confirmation from the current aircraft owner that a purchase or lease agreement will be concluded, prior to the Air Services contract signature, for an aircraft that meets the operational requirements on which the proposal is based <p>In the event that the aircraft type is not currently on the AOC of the operator, bidders must provide evidence as to when the aircraft will be in service, and how adequate pilot and maintenance resources will be sourced to support the operation.</p>

A4 is a Pass/Fail criterion. Bidders should provide sufficient information to allow SHG to assess whether or not the bid meets the required standards.

Information supplied that is not supportable through AOC documentation or a firm letter of intent for the acquisition of an aircraft around which the proposal is based may result in rejection of the Bid.

12.2.5 A5 - Category C compliance

A5	Provide evidence of compliance with HLE Category C status
	<p>This may include one or more of:</p> <ul style="list-style-type: none">a) details of other Category C airports that have been operated to within the previous 12 months;b) evidence of having flown to St Helena;c) a commitment to carry out trial flights to St Helena prior to the start of commercial service. <p>Copies of your regulator's requirements for operations to Category C airports, and an extract from your Flight Manual should be provided, where available.</p>

A5 is a Pass/Fail criterion. Bidders should provide sufficient information to allow SHG to assess whether or not the bid meets the required standards.

Information supplied that is not supportable through documented evidence may result in rejection of the Bid.

12.3 Annex B – Outline Solution

Annex B provides Bidders with the opportunity to outline their proposal and to provide a summary of the proposed solution.

This section is included for general information. Bidders should ensure that the full technical and commercial detail requested in Annexes C-E is provided to support the outline solution.

B1 Outline Solution	
GUIDE	<i>The response to this question is mandatory. The solution proposed must meet the minimum standards set out in the Information Memorandum.</i>
<p>Please attach a separate document(s) marked “B1 – Outline Solution” that demonstrates that you understand SHG’s requirements and provides details of how you propose to meet these requirements.</p> <p>Should you wish to submit more than one proposal (see Appendix A for details relating to variant tenders), please ensure each one is clearly marked, for example as “option a”, “option b”. The detailed supporting information required in Annexes B-E should be completed for each Option.</p> <p>The Outline Solution must, as a minimum, contain the following information:</p> <ul style="list-style-type: none"> • Demonstration of compliance with the Minimum Standards • The proposed point of origin (recognised international hub) for the services • Any required technical stops between the origin airport and St Helena, with a justification for the selection • Any alternative points of origin for the planned services and a justification for each • Outline proposals for sales, marketing and distribution to passengers and freight shippers. <p>It is the organisation’s responsibility to ensure that the Outline Solution submitted contains sufficient detail to allow those assessing the RFP to fully understand, at a high level, the proposed solution.</p>	

B2 Timeline	
GUIDE	<i>The response to this question is mandatory.</i>
<p>Please attach a separate document(s) marked “B2 – Timeline” that details the planned commencement date for services and the timeline of key activities, should you be awarded a contract for the Services, that demonstrates you will be able to meet the commencement date.</p>	

B3 Risks and Assumptions	
GUIDE	<i>The response to this question is mandatory.</i>
Please attach a separate document(s) marked "B3 – Risks and Assumptions" that details the key risks and assumptions relevant to your outline solution.	

12.4 Annex C - Detailed Technical Proposal

In response to Annex C, Bidders are requested to provide a Technical Proposal that follows exactly the Headings and Numbering set out below.

12.4.1 C1 Proposed Aircraft and Route Network

C1	Proposed aircraft and route network
	<p>Please outline the proposed route network and frequencies for the services, including, as a minimum:</p> <ol style="list-style-type: none"> i. The origin point(s) for the service ii. Any required technical stops en-route iii. An outline schedule, with departure and arrival times, shown as UTC and local time, for departure, arrival and at any required technical stop iv. Details of any crew duty time limitations and the method of compliance v. Details of any night-stop requirements in St Helena or en-route <p>Please provide the following data on the aircraft type proposed:</p> <ol style="list-style-type: none"> i. Aircraft type and variant; engine variant, if applicable ii. Certificated weights for the aircraft – Maximum Take-off Weight, Maximum Landing Weight, Maximum Zero Fuel Weight iii. Regulated Take-off Weight based on Runway 20 assuming zero wind component iv. Regulated Landing Weights based on Runway 02 with a 10kt and 15kt tailwind component v. A typical Operating Weight Empty, including all equipment required on board to provide the services vi. Maximum payload based on the Regulated Landing Weights for Runway 02 vii. Seating configuration – seat numbers and seat pitch differentiated by class of carriage <p>Please provide the following performance data for the aircraft type proposed:</p> <ol style="list-style-type: none"> i. Maximum payload per sector, measured in kilograms ii. Block times for each sector, shown as hours and decimals of an hour iii. Block fuels for each sector, measured in kilograms

Bidders will need to assess the technical sufficiency of the planned aircraft type and route for operations to St Helena Airport and must ensure that the proposed aircraft can operate safely at St Helena and Wideawake Airfield. Any trial flights to test the conditions at St Helena Airport will be at the Bidder's expense.

*C1 contributes 40% of the marks within the Network sub-criterion. The Network sub-criterion contributes 15% of the total evaluation score. **The proposed network and schedule must meet the Minimum Requirements identified in Section 8.** The performance data requested are to assess the robustness of the proposed operation throughout the year, and to verify the 'balanced load'*

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passenger requirements as part of the commercial evaluation. The payload data will be used to assess the availability of freight capacity to and from St Helena when set against the forecast passenger load factors.

Higher marks will be awarded to:

- *Bidders who supply the requested information in sufficient detail to permit independent verification of figures;*
- *Submissions that contain few operational restrictions due to performance limitations;*
- *Submissions that do not compromise island hotel occupancy rates through any requirement to 'overnight' the aircraft and crew on St Helena*
- *Submissions that demonstrate a comprehensive operational solution that supports the robustness of service required for St Helena*

12.4.2 C2 Connectivity

C2	Connectivity
	<p>Please provide details of the potential for connecting flights over any transfer airport identified as the point of origin. The analysis should take account of the outline schedule provided in section C1.</p> <p>The minimum information requested is as follows:</p> <ol style="list-style-type: none"><li data-bbox="515 510 1348 638">i. The number of cities served non-stop from the hub airport in each of the following countries/regions: UK, France, Germany, Middle East, North America, Asia, Southern Africa<li data-bbox="515 645 1348 739">ii. Details of partner airlines through which joint fares could be offered – alliance partners, code-share partners, joint venture partners<li data-bbox="515 745 1348 840">iii. Connecting times over the hub airport with any identified partner airlines, based on the outline schedule shown in section C1, by route, for inbound and outbound flights

C2 contributes 20% of the marks within the Network sub-criterion. The Network sub-criterion contributes 15% of the total evaluation score.

Higher marks will be awarded to Bidders whose selection of hub airport offers a large number of connections to the countries/regions specified above. Bids will be marked down where passengers would be required to have an overnight stop in either or both directions for flights to Europe.

12.4.3 C3 Expansion Potential

C3	Expansion potential
	<p>Please detail how, and under what conditions, additional capacity could be made available to support growth in demand to St Helena, beyond the minimum frequency identified in the Requirements. Increases in capacity could be required on a seasonal basis, or due to underlying growth in the market.</p> <p>Please specify whether any capacity increase would be met through larger aircraft, higher frequencies, changing seat configuration or some other method.</p> <p>Please specify the lead time required for any capacity increase and any conditions that might be imposed.</p>

C3 contributes 40% of the marks within the Network sub-criterion. The Network sub-criterion contributes 15% of the total evaluation score.

Higher marks will be awarded for Bids that offer:

- A clear commitment to work with SHG to provide market led capacity increases to the island*
- Increases in frequency rather than aircraft size, due to the impact of higher frequencies on potential demand*
- A willingness to offer seasonal increases in frequency to stimulate tourism growth during any identified high season, including principal holiday periods for returning Saints and visiting friends and relatives traffic*
- Short lead times to commit to capacity increases, measured by a maximum of one IATA scheduling season*

Low, or zero, marks will be awarded if limited or no commitment to expansion is offered.

12.4.4 C4 Experience

C4 Experience level of the operating airline	
	<p>Please describe the operational experience of the airline that will be providing the services to St Helena. The focus of this description should be on:</p> <ol style="list-style-type: none">i. Number of years of continuous operational experience with jet aircraft seating between 70 and 150 passengersii. The level and extent of any ETOPS flying within the total annual hoursiii. A description of any services to remote destinations, or where air transport is a critical elementiv. The numbers and types of aircraft in current servicev. Any destinations served that require 'island holding' as a reserve fuel policyvi. Any experience with GPS based navigation aids

C4 contributes 40% of the marks within the Technical Risk sub-criterion. The Technical Risk sub-criterion contributes 24% of the total evaluation score. The evaluation is designed to evaluate aspects of the security of service and risk criteria. The experience levels identified as being of relevance to the process include period of continuous operation as an airline; scale of operations; experience of operations to remote destinations and ETOPS experience.

Higher marks will be awarded for Bids that have, as the primary service provider or operating partner, continuous operations in excess of ten years, with aircraft similar in size and complexity to that proposed for the service. Lower marks will be awarded for airlines with significantly shorter operational experience.

Higher marks will be awarded to service providers that can demonstrate experience of ETOPS flights as part of their normal schedule.

12.4.5 C5 Maintenance

C5	Provision of maintenance facilities
	<p>Please outline your arrangements for aircraft maintenance to include, as a minimum:</p> <ul style="list-style-type: none">i. The extent to which maintenance is performed in-house or sub-contracted, differentiated by airframe and engine;ii. The location of major maintenance facilities relative to the proposed base of operations for services to St Helena;iii. Any spares pooling arrangements that you have in place – identified by partner and location of the spares. <p>Please describe your plans for carrying an engineer on flights to and from St Helena, authorised to sign off on maintenance issues, with an emphasis on ETOPS if required.</p> <p>Please provide an indication of any requirements you may have for the storage of spares at St Helena Airport to support operations. Please detail any temperature, humidity and security requirements, and an indication of space.</p> <p>Please state the dispatch reliability statistics for the planned aircraft type in your fleet, measured as the percentage of flights that failed to depart within 15 minutes of scheduled departure time due to maintenance issues.</p>

C5 contributes 10% of the marks within the Technical Risk sub-criterion. The Technical Risk sub-criterion contributes 24% of the total evaluation score. The evaluation is designed to evaluate aspects of the security of service and risk criteria.

Higher marks will be awarded to Bidders that can demonstrate a comprehensive maintenance solution that supports the robustness of service required for St Helena.

12.4.6 C6 Back-up

C6	Back-up provisions
	<p>Please describe how you would address the requirement for back-up options to cover maintenance or weather related cancellations.</p> <p>Please describe how you would address flight delays that result in the crew exceeding their flight time limitations, to include:</p> <ol style="list-style-type: none"> i. Stand-by crews (please indicate the time required to mobilise a replacement crew); ii. Delay to the following day. <p>Bidders should identify all possible options, to include:</p> <ol style="list-style-type: none"> i. In-house options with the same or similar aircraft types. Please identify any regulatory constraints to the use of in-house aircraft, such as a lack of ETOPS approvals on particular aircraft or crews; ii. Commercial arrangements with other airlines. Please confirm with which airlines the relationships exist, the geographic location of their aircraft, the aircraft type, regulatory approvals required for flights to St Helena.

C6 contributes 50% of the marks within the Technical Risk sub-criterion. The Technical Risk sub-criterion contributes 24% of the total evaluation score. The evaluation is designed to assess aspects of the security of service and risk criteria. Bidders should recognise the criticality of this issue, given the limited frequencies anticipated for the initial period, and the reputational damage that could result to the island.

High marks will be awarded to Bidders that have a comprehensive back-up plan for service recovery. Higher marks will be awarded to Bidders with an in-house solution with the same or similar aircraft types (subject to meeting any ETOPS requirements of the airline's regulator). Low or zero marks will be awarded to Bidders with vague plans or no back-up options.

12.4.7 C7 Distribution

C7 Distribution plans	
	<p>Please outline the commitments that you are willing to undertake with respect to distribution. These should include a description of the channels that you believe to be the most appropriate for St Helena and an indication as to how these would be accessed.</p> <p>It is anticipated that this section will include some or all of: online/web-based reservations; the use of tour operators and travel agencies; sales offices in the origin city and St Helena; the use of CRS and GDS; and on-line agencies such as Expedia and Opodo.</p>

C7 contributes all of the marks within the Distribution sub-criterion. The Marketing & Distribution sub-criterion contributes 9% of the total evaluation score. An effective distribution strategy is required for the air services, as an integral component of the development of the non-Saint market to St Helena. This may be provided directly by the Bidder or through a contract between SHG and a supplier.

Higher marks will be awarded to Bidders that can articulate a wide ranging set of options, and commit to the management of the distribution processes. Low or zero marks will be awarded to Bidders that require SHG to make third party arrangements for distribution.

12.4.8 C8 Other Transportation Requirements

C8	Other transportation requirements
	<p>Please provide details as to your ability to transport the following:</p> <ul style="list-style-type: none">i. Medevac patients, differentiated by wheelchair patients, stretcher cases and those requiring specialist equipment;ii. Perishable cargo, in-bound and outbound;iii. Dangerous goods, including aviation fuel samples for testing;iv. Live animals – domestic pets and service animalsv. The ability to carry international mail in compliance with UPU regulations;vi. The ability to carry samples sent from the Laboratory at the St Helena Hospital for testing at laboratory facilities overseas. Samples may include water, fuel, and biological products;vii. The ability to carry pharmaceutical products for delivery to the St Helena Hospital; <p>Please provide details as to your ability to deliver the following:</p> <ul style="list-style-type: none">i. Direct services between St Helena and Ascension Island to meet the needs of Saints and their employers on Ascension Island and the Falkland Islands

C8 contributes all of the marks to the Other sub-criterion. The Other sub-criterion contributes 12% of the total evaluation score.

Higher marks will be awarded to Bidders who are capable of providing the full range of other transportation requirements.

12.4.9 C9 Requirements of St Helena Government

C9 Requirements of the St Helena Government	
	Please outline any obligations on SHG on which your proposal is dependent, and any other pertinent information that the Bidder wishes to identify.
	Bidders should be aware that significant obligations not raised at the RFP stage, will not be considered in any contract discussions.

C9 is provided for information purposes only at this stage, to aid the clarity of the proposal.

Significant constraints or limitations on the St Helena Government will be discussed at BAFO stage.

12.5 Annex D – Commercial Proposal

In response to Annex C, Bidders are requested to provide a Commercial Proposal that follows exactly the Headings and Numbering set out below.

12.5.1 D1 Financial Strength

D1	Financial strength
	<p>Please supply the following information:</p> <ul style="list-style-type: none">a) Copies of the Profit & Loss Statement, Cash Flow Statement and Balance Sheet for the last three financial years, plus any interim statements since the last set of audited accounts.b) Details of the corporate structure for the Bidding company or consortium, identifying all shareholders with 10% or more of the issued shares.c) Details of any parent company or shareholder guarantees that are in place, and any covenants that apply to their use. <p>If audited accounts are not available, please supply:</p> <ul style="list-style-type: none">i. Equity to be invested in the company, and the source of the equity if different from the shareholding percentagesii. Any additional financing arrangements planned for the Bidder

D1 contributes 30% of the marks within the Commercial Evaluation criterion. The Commercial Evaluation criterion contributes to 40% of the total evaluation score. The evaluation is designed to assess the financial strength of the Bidder to ensure robustness of service.

Indicators of financial strength, to be used in the evaluation, will include operating margins, growth in turnover, growth in net profitability, the extent of any parent company or shareholder guarantees, the equity base of the company and debt:equity ratios.

Higher scores will be awarded to submissions that demonstrate consistent growth in turnover and net profits, a strong Balance Sheet or shareholder guarantees and financial ratios that are consistent with a financially stable organisation.

12.5.2 D2 Proposed Cost Levels

D2	Proposed cost levels
	<p>Bidders should complete the document attached as Appendix B.</p> <p>Please complete the highlighted cells in the worksheets entitled 'Operations summary', 'Operating costs', 'One-off costs' in the accompanying spreadsheet.</p> <p>Please detail any assumptions, conditions and comments in a separate section within the main submission, clearly identifying the issue.</p> <p>The supplied data will be used to populate a spreadsheet that will analyse potential contingent liabilities for SHG, on an annual basis, set against the passenger numbers provided in this document and average fares for routes from Europe and South Africa via relevant hubs.</p> <p>The output of this analysis will be shared with each Bidder as part of the Face-to-Face discussions planned as part of the competitive dialogue process.</p>

The average fares, and sensitivity range to be applied, by route, are as follows:

- *Flights from the UK to Ascension Island: £969*
- *Flights from the UK to Southern Africa: £680*
- *Flights within the Southern Africa region: £210*

D2 contributes 70% of the marks within the Commercial Evaluation criterion. The Commercial Evaluation Criterion contributes to 40% of the total evaluation score. The output of this analysis will be used to assess the Value for the St Helena Government criterion and the financial risk to SHG.

Higher scores will be awarded to submissions that provide detailed and accurate responses to each cost input; limit the extent of any one-off financial commitment required from SHG and provide the highest value for SHG from an analysis of revenues and costs, including an assessment of sensitivity factors.

12.6 Annex E – Undertaking

E1 Services to Ascension Island	
GUIDE	<i>Response to this question is mandatory.</i>
	Please indicate your willingness, or otherwise, to offer services to Ascension Island on a reduced frequency basis. It is recognised that logistical and operational challenges exist. Please outline any options that you believe may be feasible.

E2 Validity	
GUIDE	<i>Response to this question is mandatory.</i>
	Please confirm your Tender is valid and capable of acceptance for 365 calendar days from the Tender closing date.
	If No, please detail the validity period you are proposing, with a justification.

E3 Undertaking	
GUIDE	<i>Response to this question is mandatory.</i>
On behalf of the Company submitting this Tender I certify and declare;	
<ol style="list-style-type: none"> 1. That I have the authority to commit the Company to the terms detailed in the Invitation to Tender and Tender response; and 2. that this Tender is made in good faith; and 3. we have not fixed or adjusted the amount of the tender in accordance with any agreement or arrangement with any other person; and 4. that we have no knowledge either of the sum quoted or of any other particulars of any other tender for this contract; and 5. that no member of staff or other person acting on behalf of the Company submitting this Tender has communicated, or will communicate, with any elected Member, Officer or employee of SHG (except the person stated in this RFP) with regard to the application of the Company's Tender; and 6. that the information provided in this Tender is accurate; and 7. we have not, and we undertake that we will not, before the award of any contract for the work: <ol style="list-style-type: none"> a. Disclose the Tender price or any other figures or other information in connection with the Tender to any other party (including any other company or part of a company forming part of a group of companies of which I am/we are a part). b. Enter into any agreement or arrangement with any person that they shall refrain from tendering, that they shall withdraw any Tender once offered, or that they shall vary the amount of any 	

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<p>Tender to be submitted.</p> <p>c. Otherwise collude with any person with the intent of preventing or restricting full competition.</p> <p>d. Pay, give or offer to pay or give any sum of money or other valuable consideration directly or indirectly to any person for doing or having done any act or thing of the sort described above in relation to this Tender.</p> <p>I acknowledge that any breach of the foregoing provisions shall lead automatically to this Tender being disqualified and may lead to myself and/or the Company I represent being automatically de-selected from future contract opportunities and depending on the seriousness of the breach to possible criminal or civil proceedings.</p> <p>I also understand that it is an offence, to give or offer any gifts or consideration whatsoever as an inducement or reward in connection with this Tender to any elected Member, Officer or employee of SHG, ESH or DFID.</p> <p>After careful consideration of the documents referred to in this RFP, we confirm we have the capability to undertake the requirements detailed herein and hereby offer to enter a form of Contract based upon the contract terms to be negotiated.</p>	
Signed for and on behalf of the Company SIGNATURE	
PRINT Name of person signing on behalf of the Company	
PRINT Position/status in the Company	
PRINT Company's name and address	
Date	

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Appendix A: General Conditions

13.1 Communication with SHG and DFID staff

Any enquiries or requests for information or clarification of any matters arising from this RFP must be made in accordance with this paragraph.

Any enquiry or request for information or clarification must be made to:

Name	Marc Lockley
Title	SHG Corporate Procurement Executive
Telephone	+290 22470 ext 236
Email	marc.lockley2@sainthelena.gov.sh

It is strictly forbidden to engage in any direct communication with any SHG, Enterprise St Helena or DFID employee for any purpose in connection with the Project.

Save as permitted above, under no circumstances should any contact be made with anyone other than those persons identified above regarding this RFP without the prior written approval of SHG Procurement Services. Such permission must be sought through the means of communication as set out above.

During the preparation of initial Tenders, SHG will respond to all reasonable clarifications as soon as possible through issuing a document listing Bidders' questions and SHG's response to them (**Clarifications Log**), which will be e-mailed to all Bidders.

SHG will disseminate information that is materially relevant to the Project to all Bidders, even if the information has only been requested by one Bidder, subject to the duty to protect any Bidder's commercial confidence in its Tender. SHG will act reasonably as regards the protection of commercially sensitive information relating to the Bidder.

If SHG considers that a clarification question and answer may be of a confidential nature, SHG will inform the Bidder and the Bidder will then have an opportunity to withdraw the request for clarification. If the clarification is not withdrawn within 7 days, the response will be issued to all Bidders.

During the Competitive Dialogue phase, shortlisted Bidders will have the opportunity to submit questions of a commercial nature and for these to be treated in confidence.

If, however, SHG in its absolute opinion does not consider the question to be of a confidential nature, SHG will inform the shortlisted Bidder and the Bidder will then have an opportunity to withdraw the request for clarification. If the clarification is not withdrawn within 7 days, the response will be issued to all shortlisted Bidders.

13.2 Consortia and Sub-contractors

SHG requires all Bidders to identify whether and which subcontracting or consortium arrangements apply in the case of their Tender and precisely which entity they propose to be the provider of the Air Services.

For the purposes of this RFP, the following terms apply:

Consortium Arrangement: Groups of companies come together specifically for the purpose of bidding for appointment as the Air Service Provider and envisage that they

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will establish a special purpose vehicle as the prime contracting party with SHG.

Subcontracting Arrangement: Groups of companies come together specifically for the purpose of bidding for appointment as the Air Service Provider, but envisage that one of their number will be the Air Service Provider (the lead vendor), the remaining members of that group will be subcontractors to the Air Service Provider.

13.3 Confidentiality

Bidders should be aware that, in compliance with existing or future transparency obligations, SHG may routinely publish details of its contract(s), including the contract values and the identities of its suppliers on its website and elsewhere.

This RFP and all other documents and information (whether written or oral) regarding the Project (the "**Confidential Information**") is made available by SHG on condition that:

- you shall not disclose or make available the Confidential Information to another person except that you may disclose or make available the Confidential Information (i) to your employees, advisors, authorised representatives or sub-contractors to the extent that it is essential to enable you to submit any Tender and engage with any face to face meetings in connection with the Project and (ii) if required by legal or regulatory obligations. This non-disclosure obligation does not apply to any Confidential Information to the extent that it is or becomes publicly known other than by breach of this RFP by you.
- You shall use all reasonable efforts to prevent the disclosure of the Confidential Information except as mentioned above and you shall ensure that each person to whom Confidential Information is disclosed complies with the terms of this RFP as if that person was a party to this RFP.
- You shall not use the Confidential Information for any purpose other than in connection with the Project.
- You shall, within five (5) days of a written request from SHG, return to SHG all documents and other material in your possession, custody or control that contain any part of the Confidential Information.

SHG may disclose detailed information relating to Tenders to DFID and to SHG's and DFID's respective officials, employees, advisors, agents, authorised representatives and sub-contractors and may make the Project documents available for inspection by SHG and DFID and their respective officials, employees, advisors, agents, authorised representatives and sub-contractors.

The Freedom of Information Act ("**FOIA**") applies to DFID. You should be aware of DFID's obligations and responsibilities under the FOIA to disclose, on written request, recorded information held by DFID. Information provided by you in connection with this procurement, or with any Contract that may be awarded as a result of this procurement, may therefore have to be disclosed by DFID in response to such a request, unless DFID decides that one of the statutory exemptions under the FOIA applies. If you wish to designate information supplied as part of a response as confidential, you must provide clear and specific detail as to the precise elements which are confidential.

13.4 Information and Exclusion of Liability

The Confidential Information has been prepared by SHG in good faith but does not purport to be comprehensive or to have been independently verified. Bidders should not rely on the Information and should carry out their own due diligence checks and verify the accuracy of the Information. Neither the issue of this RFP, nor anything in it, is or shall be a promise or

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representation as to the future or should be regarded as commitment or representation on the part of SHG (or any other person) to enter into a contractual arrangement.

Bidders considering entering into a contractual relationship with SHG should make their own enquiries and investigations of SHG's requirements beforehand and on the terms and conditions of such a Contract. The subject matter of this RFP shall only have contractual effect when it is contained in the express terms of an executed Contract.

Neither SHG nor DFID make any representations or warranties regarding the Bidder's financial status or stability, technical competence or ability in any way to carry out the Project.

None of SHG, DFID nor their respective officials, employees, advisors, agents, authorised representatives and sub-contractors make any representation or warranty (express or implied) as to, or accept any liability or responsibility in relation to, the adequacy, accuracy, reasonableness or completeness of the Confidential Information or any part of it (including but not limited to loss or damage arising as a result of reliance by the Bidder on the Confidential Information or any part of it). This exclusion of liability also applies in respect of any statement, opinion or conclusion contained in or any omission from this RFP and in respect of any other written or oral communication transmitted (or otherwise made available) to any Bidder. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of SHG.

You agree that each of SHG and DFID and their respective officials, employees, advisors, agents, authorised representatives and sub-contractors neither owes nor accepts any duty or responsibility to you or any other party, whether in contract or in tort (including, without limitation, negligence and breach of statutory duty) or howsoever otherwise arising, and shall not be liable in respect of any loss, damage or expense of whatsoever nature incurred by you (or your professional advisers, funders, directors, officers, employees, agents, or representatives), in connection with your assessment or investigation of the Project, your review of any of the Confidential Information provided or disclosed to you, your Tender, subsequent tendering negotiations or Best and Final Offer ("**BAFO**") response or generally in connection with the Project (with the exception of any claim in relation to fraud).

You acknowledge and agree to indemnify and hold harmless each of SHG and DFID and their respective officials, employees, advisors, agents, authorised representatives and sub-contractors against all actions, proceedings and claims brought or threatened against them or any of them (whether by you or by any other person or entity you may involve in connection with the tendering phase, including any Tender or BAFO response, or generally in connection with the Project) and all loss, damage and expense (including legal expenses) relating thereto, in any way arising out of or in connection with the information provided and/or their provision or the Project.

13.5 Copyright

This RFP is subject to copyright and may not be reproduced, copied or stored in any medium without the prior written consent of SHG. This RFP, and any document issued as supplemental to it must be returned within [five (5)] days of written request from SHG.

13.6 Publicity

Bidders shall not undertake (or permit to be undertaken) at any time, whether at this stage or after any Contract award any publicity activity with any section of the media in relation to this Project other than with the prior written agreement of SHG. Such agreement shall extend to the content of any publicity. In this paragraph the word "media" includes (without limitation) radio, television, newspapers, trade and specialist press, the internet and email accessible by the public at large and representatives of such media.

13.7 Right to reject bids and vary the process

SHG is not bound to accept any Tender. Nothing in this RFP shall oblige SHG to award the Contract and SHG reserves the right at any time and in the sole discretion to reject any Tender and/or terminate discussions and negotiations with any one or more Bidders. Other than as required by law, neither SHG nor DFID nor any of their respective employees, advisers or sub-contractors will be required to give any reasons to any interested party for any acceptance or rejection of any Tender.

SHG reserves the right to disqualify any Bidder who makes a material change to any aspect of their Tender unless substantial justification can be provided to the satisfaction of SHG.

SHG reserves the right to disqualify any Bidder that does not submit its Tender in a manner consistent with the provisions set out in instructions to this RFP.

It is intended that the remainder of this procurement will take place in accordance with the provisions of this RFP but SHG reserves the right to terminate, amend or vary the procurement process at any time. Any termination, amendment or variation of the procurement process will be notified to all Bidders as soon as practicable.

13.8 Provision of further information by Bidders

If, at any time during the procurement period (before or after the submission of the Tender), there are any material changes to the information provided by Bidders (including but not limited to information concerning members and structure of any Consortium Arrangement or Sub-contracting Arrangement), the Bidder must advise SHG as soon as practicable, but in any event within 3 days of such change. Bidders should note the requirements of Section 9.3 above.

13.9 Bidder conduct and conflicts of interest

Any attempt by Bidders or their advisers to influence the contract award process in any way may result in the Bidder being disqualified. Specifically, Bidders (or any of its advisers) shall not directly or indirectly at any time:

- Devise or amend the content of their Tender in accordance with any agreement or arrangement with any other person, other than in good faith with a person who is a proposed partner, supplier, consortium member or provider of finance.
- Enter into any agreement or arrangement with any other person as to the form or content of any other Tender, or offer to pay any sum of money or valuable consideration to any person to effect changes to the form or content of any other Tender.
- Enter into any agreement or arrangement with any other person that has the effect of prohibiting or excluding that person from submitting a Tender.
- Canvass SHG, Enterprise St Helena, St Helena Tourism or DFID or any of their respective employees, agents, advisers or sub-contractors in relation to this procurement.
- Attempt to obtain information from SHG, Enterprise St Helena, St Helena Tourism or DFID or any of their respective employees, agents, advisers or sub-contractors

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concerning another Bidder or Tender.

Bidders are responsible for ensuring that no conflicts of interest exist between the Bidder or its advisers and SHG and DFID or any of SHG's or DFID's respective employees, advisors or sub-contractors. Any Bidder who fails to comply with this requirement may be disqualified from the procurement at the discretion of SHG.

13.10 Period during which tenders are binding

Bidders are bound by their Tenders for a period of 365 calendar days from the Deadline ("**Offer Period**"). In exceptional cases, SHG may, at any time before the expiry of the Offer Period ask Bidders to extend the Offer Period for a specific number of days.

13.11 Ownership of tenders

SHG retains ownership of all Tenders received. Consequently, Bidders have no right to have their Tenders returned to them.

13.12 Cancellation of the tender procedure

In the event of cancellation of the tender procedure, Bidders will be notified in writing of the cancellation by SHG. Cancellation may occur where:

- the tender procedure has been unsuccessful, i.e. no qualitatively or financially worthwhile tender has been received or there is no response at all;
- the economic or technical data of the project have been fundamentally altered;
- exceptional circumstances or force majeure render normal performance of the contract impossible;
- all technically compliant tenders exceed the financial resources available; or there have been irregularities in the procedure, in particular where these have prevented fair competition.

13.13 Tender costs

Each Bidder will bear its own costs of tendering and negotiation and any tendering and negotiations will be entirely at the Bidder's risk.

SHG bears no liability whatsoever for the outcome of any negotiation and shall not be liable for any costs or losses (including any loss of profit) incurred by any Bidder in connection with this procurement, including any costs or losses (including any loss of profit) as a result of the procurement being amended or terminated by SHG.

13.14 Data

The information required to submit a tender is contained in this Information Memorandum and Request for Proposal. Any additional information requested by Bidders will, if available, be supplied to all Bidders in accordance with Section 14.1 of this document.

13.15 Language

The Tender and all correspondence and documents related to the Tender exchanged by the Bidders and SHG must be written in English and be presented as a clear readable word processed document or equivalent, with clearly distinguished fonts, headings and separating chapters.

13.16 Currency of the financial proposal

Proposals must be expressed exclusively in Pounds Sterling and exclude VAT for the purpose of this RFP. Bidders should identify any other taxes that may be applicable.

13.17 Sufficiency of the proposal

Bidders will be deemed to have satisfied themselves before submitting their Tender, as to its correctness and completeness, and to have taken account of all that is required for the full and proper performance of the Contract.

13.18 Tender submission

Tenders should be submitted by completing the main body of your response (as a Microsoft Word Document) including the response to the minimum required information contained within Annexes A through E of this RFP. Annex D will also include a Microsoft excel spreadsheet which must be submitted in .xls format. Annex E must be signed by all relevant parties and the signed version submitted electronically as part of the Tender documents.

Please number every page sequentially in the main body of your response as "Page [x] of [xx]" and include the date and title of your document on each page of the main body. Any additional pre-existing material which is necessary to support your Tender should be included as schedules with cross-references to this material in the main body of your Tender. Cross-references to this RFP should also be included in your Tender whenever you consider it to be relevant.

The Tender must be clear, concise and complete. SHG reserves the right to mark a Bidder down or exclude them from the procurement if, in SHG's opinion, the Bidder's Tender contains any ambiguities or lacks clarity. Bidders should submit only such information as is necessary to respond effectively to this RFP. Unless specifically requested, extraneous presentation materials are neither necessary nor desired.

Tenders will be evaluated on the basis of information submitted by the Deadline.

Where the Bidder is:

- i. A Company, the Tender must be signed by a duly authorised representative of that company.
- ii. A Consortium Arrangement (see section 14.2), the Tender must be signed by each partner to the consortium.
- iii. A Subcontracting Arrangement (see section 14.2), the Tender must be signed by the lead vendor and each sub-contractor to the lead vendor.

13.19 Tender deadline

Tenders must be submitted by no later than **noon GMT on 27th January 2017** (the "**Deadline**") in the manner prescribed in Section 10 above and to the following address:

Any Tender received after the Deadline will not be opened or considered. SHG may, however,

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in its own absolute discretion extend the Deadline and in such circumstances SHG will notify all Bidders of any change.

13.20 Compliant tender and Variant tender

Bidders must submit a Tender which is in line with the terms and requirements set out in this RFP (a "**Compliant Tender**"). Bidders may submit a variant tender for consideration by SHG (a "**Variant Tender**"). For a Variant Tender to be accepted for consideration the Bidder **MUST** also submit a Compliant Tender. If no Compliant Tender is received the Variant Tender will not be considered.

13.21 Procedure following submission of tender

All Tenders submitted in compliance with the paragraphs above will be evaluated against the criteria set out in Section 10 of this document. Further detail is provided in Section 11.

The evaluated scores will be used to shortlist Bidders that will be invited to enter into competitive dialogue with SHG.

SHG will notify those Bidders that have been shortlisted on the basis of their Tender submission to enter into competitive dialogue, and will provide feedback on areas of each individual Tender which may require further clarification or discussion. The Competitive Dialogue discussions will also cover contract terms and conditions.

Following the period of competitive dialogue, shortlisted Bidders will be invited to submit a Best and Final Offer (BAFO) reflecting any changes agreed during the Competitive Dialogue stage.

Best and Final Offers should be submitted in the same format as the Tender, and will be evaluated against the same criteria.

Based on evaluation of Best and Final Offers, SHG will select a Preferred Bidder and enter into final contract negotiations.

14.0 Appendix B: Proposed Cost Levels

Forms for completion in respect of section 12.5.2 above. See separate attachment.



St Helena Government
December 2016