

**REQUEST FOR PROPOSAL (RFP) FOR**

**Human Resource Audit**

**Specification No. TB83029**

Required for use by:

**BRITISH VIRGIN ISLANDS TOURIST BOARD**

All Qualifications and other communications must be addressed and returned to:

KENISHA SPRAUVE, Chairperson

Email: [ksprauve@bvitourism.com](mailto:ksprauve@bvitourism.com)

British Virgin Islands Tourist Board  
3rd Floor, Eureka Geneva Building  
Road Town, Tortola, British Virgin Islands  
Tel: 284-494-3134

**PROPOSALS MUST BE RECEIVED NO LATER THAN 4:00 PM, ATLANTIC STANDARD TIME,  
ON JANUARY 16, 2020**

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## REQUEST FOR PROPOSAL (“RFP”) for

### Human Resource Audit FOR THE BVI TOURIST BOARD Specification No. TB83029

## I. GENERAL INVITATION

### I.1 Purpose of the Request for Proposal

The British Virgin Islands Tourist Board (hereafter abbreviated as “Tourist Board”) was established under Act. Chapter 280. Ordinance 1969. The British Virgin Islands Tourist Board was established as a Statutory Body to develop and promoted the British Virgin Islands tourism product and market the British Virgin Islands

The Tourist Board consists of 48 full time staff members and 19 part-time staff members. The Tourist Board is seeking a qualified consulting firm to conduct a Human Resources Audit to recognize strengths and identify any needs for improvement in the human resources function.

Areas to review consist of the Board’s current human resources policies, procedures, documentation and systems to identify needs for improvement and enhancement of the HR function as well as to assess compliance with rules and regulations.

Sections of review include:

- Hiring and Onboarding
- Benefits
- Compensation
- Performance evaluation process
- Termination process and exit interviews
- Job descriptions
- Form review
- Personnel file review

Consulting Firms/Individuals with demonstrated experience in these areas, and with an interest in making their services available to the Board, are invited to respond to this RFP. There is no expressed or implied obligation for the Board to reimburse responding firms for any expenses incurred in preparing proposals in response to this request. The selected Respondent(s) (hereinafter “Contractor”) awarded a Professional Services Contract shall perform all tasks and functions associated with the Services as required in this RFP. It is the intent of the BVI Tourist Board to award a contract based on their qualifications and specialized experience as a result of this RFP.

The work contemplated is professional in nature. It is understood that the Respondent acting as an individual, partnership, corporation or other legal entity, is of professional status, licensed for all

applicable professional discipline(s) requiring licensing and will be governed by professional ethics in its relationship to the Board. It is also understood that all reports, information, or data prepared or assembled by the Respondent under a contract awarded pursuant to this RFP are confidential in nature and will not be made available to any individual or organization, except the Board, without prior written approval from the Tourist Board. Any contract resulting from this document will require the Respondent to execute a statement of confidentiality.

The Contractor shall be financially solvent and each of its members if a joint venture, its employees, agents or subcontractors of any tier shall be competent to perform the services required under this RFP document.

## **I.2 Access to this RFP**

All materials related to the RFP will be available via media outlets in the British Virgin Islands.

Respondents will be responsible for checking media outlets for Clarifications and/or Addenda, if any. Failure to obtain Clarifications and/or Addenda shall not relieve Respondent from being bound by any additional terms and conditions in the Clarifications and/or Addenda, or from considering additional information contained therein in preparing your response. Note, there may be multiple Clarifications and/or Addenda. Any harm to the Respondent resulting from such failure shall not be valid grounds for a protest against award(s) made under the solicitation.

The Tourist Board accepts no responsibility for the timely delivery of materials or for alerting Respondents on additional posting of information related to this RFP.

## **II. DEFINITIONS**

**“Tourist Board”** means BVI Tourist Board.

**“Contract” or “Agreement”** means a binding written agreement for the solicited Work and/or Services required by the Tourist Board, including purchase orders, containing terms and obligations governing the relationship between the Tourist Board and the Contractor.

**“Addendum”** means a revision of the RFP Documents issued by the Director of Finance prior to the due date for submitting Proposals.

**“Contractor”** means the Proposer or Respondent that receives an award of Contract or Agreement from the Tourist Board as a result of this Solicitation.

**“Proposal”** means the documents timely remitted by Proposer or Respondent, in response to this Solicitation.

**“Proposer”** or **“Respondent”** means all Contractors, Consultants, Organizations, or other entities submitting a response to this RFP.

**“Scope of Services”** or **“Scope of Work”** means section III of this Solicitation, which details the work to be performed by the Contractor or Consultant.

**“Solicitation”** means this Request for Proposal (RFP) document, and all associated addenda and attachments.

**“Work”** or **“Professional Services”** means the provision of professional human resource auditing services provided or to be provided by the Contractor in fulfilling its obligations to the Board, as more specifically detailed in the Scope of Services.

### III. SCOPE OF SERVICES

The firm will conduct an in depth audit of the Board’s Human Resource planning, recruitment, and management process, and identify key challenges, lessons learned, and recommendations to strengthen the management, practices, and processes of recruiting qualified employees.

Prepare an inception report defining the scope of audit, data collection approach and method, and a detailed workplan;

Review and analyse recruitment process and develop a recruitment metric to measure the effectiveness of recruitment-related actions that will include, but not limited to, the following analytics:

- time to fill and the time between the recruitment stages,
- number of applicants for a given position at different stages (longlisting, shortlisting, and interview) with their demographic profiles (i.e. age and gender),
- number of competent candidates, including their previous experience working within the tourism sector.

Review and benchmark guidelines and process against international best practice or established models for similar HR recruitment exercises in other countries within similar contexts and

Provide quantitative, qualitative, and substantive analyses based on the information and analytics from the recruitment metric and from the benchmarking exercise.

## **Human Resource Planning**

Verify Human Resource Planning, forecasting, estimation and proper deployment of staff in various departments to ensure the Board activities and operations are conducted in an efficient and economic manner.

Verify the staff deployed in the various departments and branches of the Bank are adequately qualified and trained for their job roles.

iii) Verify the job roles issued to Heads of departments to ensure proper and clear allocation of job responsibilities without ambiguity and over lapping.

### **3. Recruitment and Selection**

i) Verify the Bank's policy with regards to recruitment and selection of new employees.

ii) Documentation and adequate checks (KYC, background, medical, etc.) with regards to new recruitment.

### **4. Compensation and Benefits**

i) Verify the compensation and benefits to employees is as per Bank's Policy.

ii) Calculation of arrears, allowances and perquisites paid to employees as per their eligibility.

iii) Documentary evidence supporting the allowances are held on record (bills, declarations, rent receipts, premium copies, etc.)

### **5. Training and Development**

i) Training and Development is as per Plan.

ii) Process for assessing the organization's immediate and future training needs and individual development needs.

iii) Procedure for identification and nomination of staff for the training and development programmes.

- iv) Process of evaluation of the effectiveness of the training and development programmes.
- v) Orientation programmes and trainings for new recruits.
- vi) Verify the code of conduct and business ethics policies for employees and its implementation.

6. Performance Management and Evaluation

- i) Verification of procedure and format of performance appraisal. Comment on its adequacy, applicability cadre wise, job functionality wise, etc.
- ii) Does the performance appraisal include a written plan to improve employees knowledge and skills
- iii) Verification of performance linked bonus
- iv) Verify the policy adopted for promotions and its implementation.

7. Verify the process of terminations and exit policy and its implementation

- i) Adherence to Exit Policy.

8. Staff Rotation and Transfer

- i) Is there a policy in place for rotation of staff in sensitive areas of bank operations?

Comment on its implementation

- ii) Transfer of employees is as per policy laid down by the Bank
- iii) Is there frequent transfer of employees affecting the continuity of bank/branch operations?

9. Staff Safety and Security

- i) Work place accidents, injuries and illness is reported and investigated.
- ii) Insurance cover for employees meeting untimely deaths in the course of duty.

ii) Bankers Indemnity policy: Insurance cover for employees covering loss occurring due to work related operations.

10. Staff Benefits pertaining to Loans & Advances

i) Staff loan sanctions are as per Staff Loan Policy in force. Any loans sanctioned with deviations from the policy to be reported along with requisite sanctions from the appropriate authority.

11. Staff Sanctions

i) Staff Leave Policy and Leave Sanctions

ii) Re-imburements sanctioned. (Bills/sanctioning authority)

12. Recordkeeping and other Documentation

i) Personnel files are updated and filed in an organized manner

ii) Documents regarding employees are kept for their required duration

iii) All appropriate labour notices and circulars are displayed in an easily visible location.

iv) Minutes Book of the Personnel Committee

v) Any Other Registers maintained by the Department

13. Staff Accountability

i) Staff Accountability is implemented as per the Banks approved policy

ii) Minutes of the meetings are recorded.



14. Others
- i) System Check – Salary Module, Leave Module
  - ii) Verify any legal issues related to employees
  - iii) Salary account scrutiny
  - iv) Verification of Bio-metric attendance
  - v) Trade union, disputes & resolution.
  - vi) Buffer leave
  - vii) Adherence to applicable labour laws and policies
  - viii) Taxation of employees salaries and accounting the same.

Kindly note the above scope is only indicative and not exhaustive.

#### C. Deliverables

The Firm should submit a report at the end of the assessment, as per the Scope stipulated above.

Before releasing their audit findings, the selected Firm should validate the findings of the audit as well as the recommendations with the MOIA and UNDP. The UNDP will monitor and conduct the oversight on the professional contract and provide regular feedback to the selected Firm. The UNDP shall also reserve the right to have access to the audit firm records in case a Quality Control Review of their working paper is required.

The reports must be submitted in draft with the relevant UNDP focal point (s) and the focal point at the Rule of Law Unit. The UNDP will review the draft report and provide feedback within 5 working days. Sub-standard reports not complying with the UNDP standards shall be rejected by the UNDP.

The key deliverables for the assignment include:

- Inception report
- Recruitment metric/analytics
- Quantitative, qualitative, and substantive analyses based on the information and analytics from the recruitment metric and from the benchmarking exercise

- Audit trail containing paper, electronic files, and other such records/documentation that show how each recruitment cases were processed from beginning to end
- Stakeholders meeting/exit meeting to discuss and confirm the analytical and audit findings
- Final report which includes the analyses of the recruitment metric/analytics, benchmarking analysis, audit findings, observations, lessons learned, recommendations, and the management response

## IV. GENERAL INFORMATION AND GUIDELINES

### IV.1 Communication Between the Tourist Board and Respondents

#### Submission of Questions or Requests for Clarifications

**Respondents must communicate only with the Chairperson of the BVI Tourist Board regarding this RFP.**

All questions or requests for clarification must be submitted to the following e-mail address: ksprauve@bvitourism.com. The subject line of the email must clearly indicate that the contents are “Questions and Requests for Clarification” about the RFP, and must refer to “Request for Proposal (RFP) for the **Human Resources Audit, Specification No. TB83029.**” The specification number must appear in the subject line of the e-mail. No telephone calls will be accepted.

All questions and requests for clarifications must be submitted no later than **4:00 pm, Atlantic Standard Time, on Friday, January 10, 2020**, or no response will be provided. A Respondent that deviates from any of these requirements is subject to immediate disqualification from this RFP process.

#### Deadline and Procedures for Submitting Proposals

To be assured of consideration, Proposal responses must be received by the Tourist Board **no later than 4:00 pm Atlantic Standard Time on Thursday, January 16, 2020.**

The Tourist Board will not accept responses delivered after the established deadline, stated above. If the response is delivered after the established deadline, a Respondent shall be deemed non-responsive to the Solicitation requirements.

Proposals must be delivered to the following address:

British Virgin Islands Tourist Board  
 3<sup>rd</sup> Floor Geneva Building  
 Road Town, Tortola  
 British Virgin Islands

Respondent is required to submit (3) sealed hard copies (either mailed or hand delivered) and an electronic copy in PDF format sent to the point of contact on this email [ksprauve@bvitourism.com](mailto:ksprauve@bvitourism.com). The outside of each sealed envelope shall clearly be marked as follows:

**Proposal Enclosed:** Request for Proposal (RFP) for Human Resource Audit

Specification No. TB83029

**Due: 4:00 p.m. Atlantic Standard Time, Thursday, January 16, 2020**

Submitted by: (Name of Respondent) Package\_\_of \_\_\_\_\_

The Tourist Board is within its rights to consider a proposal non-responsive and disqualify a prospective Respondent if it does not follow this format or if the proposal fails to include all of the requirements of this RFP.

## IV.2 Procurement Timetable

The timetable for the RFP solicitation is summarized below. Note that these are target dates and are subject to change by the Tourist Board.

Advertisement of Request for Proposal	<b>Wednesday, January 8, 2020</b>
Questions and Clarification Deadline	<b>Friday, January 10, 2020  4:00 pm</b>
Proposal Submission Deadline	<b>Thursday, January 16, 2020  4:00 pm</b>

<b>Event</b>	<b>Date</b>
Release of RFP	January 8, 2020
Deadline to Submit Vendor RFP Inquiries	January 10, 2020
Proposal Due Date	January 16, 2020
Vendor Selection	February 3 to February 21, 2020
Project Kick-Off	March 15, 2020

## V. PREPARING PROPOSALS: REQUIRED INFORMATION

Each Proposal response must contain all of the following documents and must conform to the following requirements.

### V.1 Format of Proposals

Proposal response must be prepared on 8 ½" X 11" letter size paper, printed double-sided, and bound.

Sections should be separated by labelled tabs and organized in accordance with subject matter sequence as set forth below in Section 5.2. Each page of the Proposal must be numbered in a manner so as to be uniquely identified. Proposal response must be clear, concise and well organized.

### V.2 Proposal Document Instructions

The submitted written proposal must utilize the following format and content detail. Proposals shall be prepared so that responses are specifically identified in the same order as the requested information identified below. Failure to comply with the instructions of this RFP may be cause for rejection of the non-compliant proposal.

### **A. Cover Letter – (Mandatory)**

Respondent must submit a cover letter signed by an authorized representative of the entity committing Respondent to provide the Services as described in this RFP in accordance with the terms and conditions of any contract awarded pursuant to the RFP process. The cover letter must:

1. Indicate the number of years the company has been in business and provide an overview of the experience and background of the company and its key personnel committed to providing Services.
2. Identify the legal name of the company, its headquarters address, its principal place of business, its legal form (i.e., corporation, joint venture, limited liability company or partnership, etc.), and the names of its principals or partners and Tourist Board to do business in British Virgin Islands.
3. Indicate the name, telephone number(s) and e-mail address of the principal contact for this submittal, oral presentation or negotiations.

### **B. Executive Summary**

Respondent must provide an executive summary which explains its understanding of the Tourist Board's intent and objectives and how their Proposal would achieve those objectives. The summary must discuss Respondent's strategy and methodology for successfully conducting the Corporate Governance Training for the Tourist Board; capacity to perform satisfying the scope of services in the RFP and any additional factors for the Tourist Board's consideration.

### **C. Company Profile Information**

Respondent must provide a brief history and description of their firm's business organization and its performance experience in Corporate Governance Training. Within the profile, Respondent is required to include the location of offices and the number trainers and Corporate Governance Training available for the project work, and elaborate the specific expertise and services that distinguish their firm.

#### *Professional Qualifications & Experience*

Respondent must provide a summary of individuals who will be dedicated to the Services. For each key person identified, Respondent must provide the following information:

- Summary of the key personnel who will be dedicated to the Services as proposed for the master agreement.
- Key personnel areas of expertise and areas for prime responsibility for various aspects of the Services.
- Resumes or corporate personnel profiles with past experience for each of the key personnel,

including a description of their roles and responsibilities on recent projects of similar type, scope, and magnitude relating to the Scope of Services as described in this RFP.

#### **D. Corporate Governance Training Approach**

Respondent must describe the methodology for providing the services solicited by this Request for Proposals. Respondent should set forth a work plan, including an explanation course outline, suggested audience, timeframe and outcome.

#### **SECTION 3 – VENDOR INFORMATION**

- a) Experience with providing information technology strategic plans and services of similar type, size and scope, for comparably sized government agencies.
- b) Size (national and regional/local), and financial condition of the firm.
- c) Short descriptions of three (3) recent projects of similar scope performed for communities/municipalities similar in size to the City of West Hollywood.
- d) Sample reports from similar projects performed including the cost-benefit analysis and business plans.
- e) Include a list of three (3) references, including names of persons, with telephone and email addresses, the City may contact in order to ascertain the quality of performance of recent Wireless Network Strategic planning for similarly sized governmental agencies.
- f) Fully completed copy of the Summary Sheet (EXHIBIT D) included with this RFP

#### **SECTION 4 – STAFF QUALIFICATIONS AND EXPERIENCE**

- a) Identify the project manager and key staff who would be assigned to this project.
- b) Provide information on the Wireless Network Strategic planning experience of the project manager and key staff, including background and experience of each person relevant to this project.
- c) Describe the project staff's experience consulting on municipal wireless network needs/solutions
- d) Indicate how the quality of work of the project staff will be assured over the term of the engagement.

## SECTION 5 – PROJECT APPROACH AND METHODOLOGY

State in your own words your understanding of the objectives of the Wireless Network Strategic Planning process and how you will accomplish them.

- a) Describe the method proposed to develop the Wireless Network Strategic Plan, and include a detailed project plan and timeline.
- b) Discuss the rationale for the proposed approach.
- c) Indicate how you will complete the scope of work within the time specified and with the same team members.

## SECTION 6 – COST PROPOSAL

Provide a budget for the proposed project based on the Scope of Work requirements for the Wireless Network Strategic Plan, showing the cost for each part of the scope of work and any additional costs. This information shall be followed by a budget narrative which shall describe and justify the proposed budget, and include an estimate of staff allocations, estimated hours, rates per assigned staff and an estimate of total billable hours. Also identify any assumptions you have built into your costs (e.g., City performance of any work elements, availability, etc.). The cost proposal must provide a guarantee that no additional fees beyond those proposed will be charged to the City of West Hollywood without the City's prior written consent. The City cannot accept contract clauses that include payment terms within 30 days of the invoice issuance. The City cannot accept contract clauses where the City would be required to pay any late fees, interest charges or penalties.

### **E. Cost Proposal/ Compensation of Schedule**

The Respondent must provide pricing information in the format and content outlined in **Exhibit 1** in order for the Respondent's Proposal to be considered responsive to this section and to facilitate equitable cost comparisons. Proposals that fail to include cost proposal information will be rejected as incomplete and deemed non – responsive. For purposes of comparing costs among Respondents, Respondent must not deviate from the cost table outlined in **Exhibit 1**. The Tourist Board reserves the right to negotiate a final fixed price, terms and conditions with selected Respondent(s).

## VI. EVALUATING PROPOSALS

An Evaluation Committee, which will include representatives from the Tourist Board and its Department of Finance will review and evaluate the Proposals, as described below. The Proposal evaluation process is organized into two phases: PROCEDURES AND CRITERIA

The selection of a proposal will not be based solely on a monetary evaluation. There will also be an evaluation of each proposer's understanding of the work required and approach to this project with considerable weight being given to experience in the areas required and the track record of the proposer.

Additionally, an independent checking of references may be used to assist in selecting the finalist(s). Finalists will make a presentation of their proposal to the City. Contract negotiations will take place with the finalist.

Award will be made to the Firm offering the most advantageous proposal after consideration of all evaluation criteria set forth in this RFP. The City shall not be obligated to accept the lowest priced proposal, but will make an award in the best interest of the City after all factors have been evaluated.

Firms selected as the finalists will be required to make a presentation of their proposal to the City during the RFP evaluation period. This presentation will provide Firms the opportunity to clarify their proposals to ensure thorough and mutual understanding. The presentations can either be done remotely or at West Hollywood City Hall.

A Notification of Intent to Award may be sent to any Firm selected. Award is contingent upon the successful negotiation of final contract terms. Negotiations shall be confidential and not subject to disclosure to competing Firms unless an agreement is reached. If contract negotiations cannot be concluded successfully, the City may negotiate a contract with the next highest scoring Firm or withdraw the RFP.

The competitive selection evaluation criteria are as follows:

Evaluation Criteria	Portion
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1. Understanding of the objectives in the RFP and the proposed approach and method to developing the Wireless Network Strategic Plan	
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	25%
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2. Recent experience with projects of this size and scope for an agency of similar size. Reference information will be taken into consideration

30%

3. Personnel assigned to the project and their experience with similar projects

16%

4. Cost Proposal 25%

5. Local West Hollywood Business 4%

Total 100%

Evaluation Criteria	Portion
1. Understanding of the objectives in the RFP and the proposed approach and method to developing the Wireless Network Strategic Plan	25%
2. Recent experience with projects of this size and scope for an agency of similar size. Reference information will be taken into consideration	30%
3. Personnel assigned to the project and their experience with similar projects	16%
4. Cost Proposal	25%
5. Local West Hollywood Business	4%
<b>Total</b>	<b>100%</b>

Professional and Technical Competence: [Evaluation points: 50]

1. Ability to provide the Services described in the RFP, including capacity to perform the Scope of Services described in Section III (Scope of Services) of this RFP.
2. Professional Qualifications and Specialized Experience of Respondent and its Team on projects of similar scope and magnitude (e.g., specifically with respect to large organizations, and

government agencies).

3. Professional Qualifications and Specialized Experience of Respondent's Key Personnel (and Team Members).

B. Quality, Comprehensiveness and Adequacy of the proposed Approach, Strategy and Methodology for Implementing Engagements: [Evaluation points: 20]

The Evaluation Committee will review each Proposal response for the Respondent's understanding of the objectives of the Services. Each Respondent will be evaluated on their overall strategy, methodology and approach to implementing engagements.

C. Cost Proposal/ Compensation Table: [Evaluation points: 30]

The Tourist Board will consider the degree to which Respondent adheres to the Compensation Table in **Exhibit 1**.

The Evaluation Committee will carefully evaluate all proposals received by calculating the evaluation points to rank, and select a limited number of Respondents to present additional details via an on-site evaluation. The evaluation committee will select the capable Respondent for further negotiation pursuant to this Request for Proposal.

## ADDITIONAL DETAILS OF THE RFP PROCESS

### **VI.1 Addenda**

If it becomes necessary to revise or expand upon any part of this RFP, an addendum will be sent (electronically or by mail) to all of the prospective Respondents. A copy of addenda associated with this RFP specification number will also be sent to media in the British Virgin Islands. Each addendum is incorporated as part of the RFP documents, and the prospective Respondent should acknowledge receipt.

An addendum may include, but will not be limited to, the following:

1. Responses to questions and requests for clarification sent to the Department of Finance – Tourist Board; or
2. Responses to questions and requests for clarification raised at the Pre-Submittal Conference; or

### **VI.2 Tourist Board's Rights to Reject Proposals**

The Tourist Board reserves the right to reject any and all Proposals that do not conform to the requirements set forth in this RFP; or that do not contain at least the information required by this RFP.

### **VI.3 No Liability for Costs**

The Tourist Board is not responsible for costs or damages incurred by Respondents in connection with the RFP process, including but not limited to costs associated with preparing the Proposal and/or participating in any conferences, oral presentations or negotiations.

### **VI.4 False Statements**

(a) False Statements

Any person who knowingly makes a false statement of material fact to the Tourist Board in violation of any statute, ordinance or regulation, or who knowingly falsifies any statement of material fact made in connection with an application, report, affidavit, oath, or attestation, including a statement of material fact made in connection with a bid, or proposal, is liable to the Tourist Board for a civil penalty of not less than \$500.00 and not more than \$1,000.00, plus up to three times the amount of damages which the Tourist Board sustains because of the person's violation of this section.

(b) Aiding and Abetting.

Any person who aids, abets, incites, compels or coerces the doing of any act prohibited shall be liable to the Tourist Board for the same penalties for the violation.

### **VI.5 DISCLAIMER**

This RFP is a request for proposals only and not an offer document. Answers to this RFP must not be construed as acceptance of an offer or imply the existence of a contract between the parties. By submission of its proposal, Respondents shall be deemed to have satisfied themselves with and to have accepted all Terms & Conditions of this RFP. The Tourist Board makes no representation, warranty, assurance, guarantee or endorsements to Respondent concerning the RFP, whether with regard to its accuracy, completeness or otherwise, and the Tourist Board shall have no liability towards the Respondent or any other party in connection therewith.



<b>Total Air Travel</b>			

**4. Local Travel: (Rental Vehicle or Taxi)**

<b>Journey</b>	<b>Cost</b>	<b>No. of Journeys</b>	<b>Total</b>
<b>Total Local Travel</b>			

**5. Miscellaneous**

<b>Item</b>	<b>Description, number etc</b>	<b>Total</b>
Printing and Binding		
Communications		
Accommodation (not listed in Per Diem) for long term experts		
Other Miscellaneous Expenses (to be specified)		
<b>Miscellaneous Total</b>		

<b>6. Contingencies:</b> (utilization only after prior approval in writing by the Tourist Board)	<b>[contingency]</b>
<b>Total Amount of Financial Proposal</b>	