

REQUEST FOR PROPOSALS

Selection of Applicants

**COMMERCIALIZATION OF TOURISM SITES
PROJECT**

Licence and Development of Tourism Sites

Government of Grenada

Date: October 2017

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Preface

The Government of Grenada has made the policy decision to commercialize selected tourism sites in partnership with the private sector through Public Private Partnership arrangements.

The overall objective of the commercialization process is to stimulate economic growth and social development by improving the facilities, products and services offered at these targeted tourism sites by securing financing for the required investment in infrastructure, working capital and managerial skills, thus enhancing their market appeal through the provision of exceptional tourism experiences.

The targeted sites in the commercialization process are Fort Frederick, Fort Matthew, Annandale Falls and Grand Etang.

The objective of this call for proposals is to select a credible investor for Annandale Falls site who can provide the technical, financial and managerial resources to develop appropriate and innovative tourism products for consumption on the site in a sustainable manner.

BRIEF DESCRIPTION

Government's intention is to grant a **Licence** for the operation and development of the Annandale Falls to eligible applicants under the contract for which this Request for Proposals (RFP) is issued.

Interested applicants are hereby requested to submit a financial and technical proposal by way of a Business Plan and Financial Offer.

Applicants will be selected in accordance with the procedures described in this RFP and in accordance with the relevant policies of the Government of Grenada.

This RFP contains the following sections:

- Section 1 – Instructions to all Applicants
- Section 2 - Business Plan
- Section 3 – Financial Offer
- Section 4 – Sites & Attractions Briefing Document

All Applicants are expected to examine carefully all instructions, conditions, forms and terms. Failure to comply with the requirements of Proposal submission will be at the Applicant's own risk.

The Government of Grenada now invites proposals for the lease and development of:
- **Annandale Falls tourism site**

Proposals must be submitted by November 24, 2017 to the following address:

Chairman of Commercialization of Tourism Sites Committee
C/O Ministry of Tourism,
Fourth Floor, Botanical Gardens,
Tanteen, St George's
Phone: 1-473- 440 0366

Section 1. Instructions to Applicant

Definitions

- a) “Applicant” means any entity, company or person who submits a Proposal for the operation and development of the above sites in response to the RFP.
- b) “Client” means the Commercialization of Tourism Sites Committee.
- c) “Competent Authority” means the Minister of Tourism or her authorised representative;
- d) “Company” means any body corporate or any entity that is treated as a body corporate for tax purposes;
- e) “Contract” means the Contract signed by the Parties and all the attached documents and appendices for the award of a license for the development and commercial use of the respective site.
- f) “Data Sheet” means such part of the Instructions to Applicants used to reflect specific conditions.
- g) “Day” means calendar day.
- h) “Government” means the Government of Grenada.
- i) “Instructions to Applicants” (Section 1 of the RFP) means the document which provides Applicants with all information needed to prepare their Proposals.
- j) “License” means permission given by the Government of Grenada for the commercial use of the site for a predetermined time and fee.
- k) “Person” includes an individual, a company and any other body of persons;
- l) “Proposal” means the Business Plan and the Financial Offer.
- m) “RFP” means the Request for Proposal prepared by the Client for the selection of Applicants.
- n) “Services” means the actions to be performed by the Applicant pursuant to the Contract.
- o) “Terms of Reference” (TOR) means the document included in the RFP as Section 6 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Client and the Applicant, and expected results and deliverables of the action.

1. Introduction

1.1 Applicants are invited to submit a Business Plan inclusive of a Technical and Financial Proposal and a Financial Offer as specified in the Data Sheet, for the purpose stated in the Data Sheet. The successful Proposal will be the basis for contract negotiations and ultimately for a signed Contract with the selected Applicant.

1.2 Applicants should familiarize themselves with the conditions of the sites of interest and take them into account in preparing their Proposals.

To obtain first-hand information on the assignment and the condition

of the sites of interest, applicants are encouraged to visit the site before submitting a proposal. No information furnished by the Government shall relieve the Applicants from responsibility for further verifications and enquiries as are necessary for the preparation of the Proposal. Applicants should contact the Client’s representative named in the Data Sheet to arrange for their visit or to obtain additional information. Applicants should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements.

- 1.3 The tourism site listed for this commercialization is :

1.3.1 Annandale Falls in St George

- 1.4 The Client will provide, in a timely manner, at no cost to the Applicants, the inputs and facilities specified in the Data Sheet and the relevant project data and reports.

- 1.5 Applicants shall bear all costs associated with the preparation and submission of their Proposals and contract negotiation. The Client is not bound to accept any Proposal, and reserves the right to suspend, withdraw or cancel the selection process at any time prior to Contract award, without thereby incurring any liability to the Applicants.

Conflict of Interest

- 1.6 Government policy requires that Applicants provide professional, objective, and impartial information and at all times hold the Client’s interests paramount and strictly avoid conflicts with other actions.

- 1.7 Applicants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Applicant or the termination of its Contract.

Fraud and Corruption

- 1.8 It is the Government’s policy to require that Applicants and their agents (whether declared or not), personnel, sub-contractors, sub-applicants, service providers and suppliers, observe the highest ethical standards during the selection process and the execution of the Contract. In pursuance of this policy, the Client:

(a) will reject a proposal for award if it determines that the Applicant recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the Contract in question;

(b) will cancel the Contract if it determines at any time that representatives of the Applicant were engaged in corrupt, fraudulent, collusive, or coercive practices during the selection process or the execution of that contract.; and

- 1.9 Applicants shall furnish information on commissions and gratuities, if any, paid or to be paid to agents relating to the submission of their Proposal and during execution of the assignment if the Applicant is awarded the Contract.

- | | | |
|--|------|---|
| Proposal Validity | 1.10 | The Data Sheet indicates how long Applicants' Proposals must remain valid after the submission date. The Client will make its best effort to complete negotiations within this period. Should the need arise however; the Client may request Applicants to extend the validity period of their proposals. Applicants who do not agree have the right to refuse to extend the validity of their Proposals. |
| 2. Clarification and Amendment of RFP Documents | 2.1 | Applicants may request a clarification of any of the RFP documents up to the number of days indicated in the Data Sheet before the proposal submission date. Any request for clarification must be sent in writing, or by standard electronic means to the Client's address indicated in the Data Sheet. The Client will respond in writing, or by standard electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Applicants. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under Para. 2.2. |
| | 2.2 | At any time before the submission of Proposals, the Client may amend the RFP by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all Applicants and will be binding on them. Applicants shall acknowledge receipt of all amendments. To give Applicants reasonable time in which to take an amendment into account in their Proposals the Client may, if the amendment is substantial, extend the deadline for the submission of Proposals. |
| 3 Preparation of Proposals | 3.1 | The Proposal (see para. 1.2), as well as all related correspondence exchanged by the Applicants and the Client, shall be written in the language (s) specified in the Data Sheet. |
| | 3.2 | In preparing their Proposal, Applicants are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal. |
| Language | 3.3 | (a) Documents to be issued by the Applicants as part of this assignment must be in the language(s) specified in the Reference Paragraph 3.1 of the Data Sheet. |
| Business Plan Format and Content | 3.4 | Applicants are required to submit a Business Plan for the development of the site of interest as part of their Proposal. The Data Sheet indicates the format of the Business Plan to be submitted. Submission of a Business Plan that does not follow this format will result in the Proposal being deemed non-responsive. A page is considered to be one printed side of A4 or letter size paper. |
| Financial Offer | 3.5 | The Financial Offer shall be prepared using the attached Standard Forms (Section 3). |
| Taxes | 3.6 | The Applicant may be subject to local taxes (such as: value added or sales tax, corporation tax, social charges or income taxes on non-resident Foreign Personnel, duties, fees, levies) on amounts payable to the Client under the Contract. |

- 4 Submission, Receipt, and Opening of Proposals**
- 4.1 The original proposal (Business Plan and Financial Offer) shall contain no interlineations or overwriting, except as necessary to correct errors made by the Applicants themselves. The person who signed the Proposal must initial such corrections. Submission letters for both the Business Plan and Financial Offer should respectively be in the format indicated in Sections 2 and 3.
- 4.2 **An authorized representative of the Applicants shall initial all pages of the original Business Plan and Financial Offer.**
- 4.3 **The signed Business Plan and Financial Offer shall be marked “Original” or “Copy” as appropriate. The Business Plan and Financial Offer shall be sent to the addresses indicated in the Data Sheet and in the number of copies indicated in the Data Sheet.**
- 4.4 The original and all copies of the Business Plan shall be placed in a sealed envelope clearly marked “Business Plan”
The original and all copies of the Financial Offer shall be placed in a sealed envelope marked “Financial Offer” The envelopes containing the Business Plan and Financial Offer shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address. The Client shall not be responsible for misplacement, losing or premature opening if the outer envelope is not sealed and/or marked as stipulated.
- 4.5 The Proposals must be sent to the address/addresses indicated in the Data Sheet and received by the Client no later than the time and the date indicated in the Data Sheet, or any extension to this date in accordance with para. 2.2. Any Proposal received by the Client after the deadline for submission shall be returned unopened.
- 4.6 The Client shall open the Business Plan and Financial Offer immediately after the deadline for their submission.
- 5 Proposal Evaluation**
- 5.1 From the time the Proposals are opened to the time the Contract is awarded, the Applicants are prohibited from contacting the Client on any matter related to its Business Plan and/or Financial Offer. Any effort by Applicants to influence the Client in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract shall result in the rejection of the Applicants’ Proposal.
- Evaluation of Business Plan and Financial Offer**
- 5.2 The Client shall evaluate the Business Plan on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and point system specified in the Data Sheet. Each responsive Proposal will be given a technical score and financial score. A Proposal shall be rejected if it does not respond to important aspects of the RFP, and particularly the Terms of Reference.
- 5.3 The Applicant achieving the highest combined technical and financial scores (as stated in the Data Sheet) will be invited for negotiations. The date for negotiations will allow such Applicant sufficient time to make arrangements for attending the negotiations.
- 6 Negotiations**
- 6.1 Negotiations will be held at the date and address indicated in the Data

- Sheet. Representatives conducting negotiations on behalf of the Applicant must have written authority to negotiate and conclude the Contract.
- 6.2 Negotiations will include a discussion of the Business Plan, the proposed technical approach outlining improvements to the sites and offer of enhanced and new experiences (including, where applicable, water resource protection and environmental management issues), management plan, conservation plan, marketing arrangements, organization and staffing, and any suggestions made by the Applicant to improve the Terms of Reference. The Client and the Applicant will finalize the Terms of Reference, logistics, etc. These documents will then be incorporated in the Contract to be executed.
- 6.3 It is the responsibility of the Applicant, before starting negotiations, to contact the local tax authorities to determine the local tax amount to be paid by the Applicant under the Contract. The financial negotiations will include a clarification (if any) of the firm’s tax liability in the Client’s country, and the manner in which it will be reflected in the Contract.
- Conclusion of the negotiations** 6.4 Negotiations will conclude with a review of the draft Memorandum of Understanding (MOU). To complete negotiations the Client and the successful Applicant will initial the agreed MOU. If negotiations fail, the Client will then invite the Applicant whose Proposal received the second highest score for negotiations
- 7 Award of Contract** 7.1 After completing negotiations, the Client shall award the Contract to the successful Applicant, and promptly notify all Applicants who have submitted Proposals. No Proposal is accepted until the Contract (if any and may be amended by the Parties) is executed by the Government.
- 7.2 The successful Applicant is expected to commence the development of the sites on the date and at the location specified in the Data Sheet.
- 8 Confidentiality** 8.1 Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Applicants who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Applicant of confidential information related to the process may result in the rejection of its Proposal.

Instructions to Applicants

Data Sheet

Paragraph Reference	DATA SHEET
1.1	<p><i>Name of Applicant:</i> _____ _____</p>
1.2	<p>Name of Action: Proposal for Development of: _____</p>
1.3	<p>The Client’s representative is: The Chairman of the Commercialization of Tourism Sites Committee Address: C/O Ministry of Tourism, 4th Floor, Ministerial Complex, Botanical Gardens, St. George’s Phone: 1-473-440 0366 Fax: 1 473 440 0443 E-Mail: MOTregistry@gov.gd</p>
1.4	<p>The Client will provide the following inputs and facilities:</p> <ul style="list-style-type: none"> - General information on the individual Tourism Sites such as: location; condition of infrastructure; total acreage; current use pattern; restrictions on use if any; current employee situation, ownership, management structure, market desirability, tourism compendium statistics, site performance. - Access to the facility to develop proposal
1.5	<p>Applicant to present a proposed Annual Commercialization Licencing Fee in the financial offer. For the purpose of developing a financial offer please be guided by the following assumptions:</p> <ul style="list-style-type: none"> - Licence fee, among other things will be subject to review every five years.
1.6	<p>Proposal must remain valid for 90 days after the submission date.</p>
1.7	<p>Clarifications may be requested no later than 15 days before the submission date titled “CLARIFICATION REQUEST FOR COMMERCIALIZATION OF TOURSIM SITES” and emailed in pdf format to:</p> <p>The Chairman Commercialization of Tourism Sites Committee Address: C/O Ministry of Tourism, 4th Floor, Ministerial Complex, Botanical Gardens, St. George’s Phone: 1-473-440-0366 Fax: 1 473 440 0443 E-Mail: MOT@spiceisle.com or MOTregistry@gov.gd and copy to chairmancots@gmail.com</p>

Paragraph Reference	DATA SHEET										
1.8	Proposals must be submitted in English										
1.9	Applicants shall not submit more than one Proposal.										
1.10	<i>Financial Offer to be submitted at the same time as the Business Plan.</i> The format for the Business Plan and Financial Offer must be in accordance with the format outlined in this RFP										
1.11	All financial information must be stated in National Currency (EC\$)										
1.12	Applicants must submit the original and 5 copies of the Business Plan and Financial Offer										
1.13	The proposal submission address is: The Chairman of the Commercialization of Tourism Sites Committee C/O Ministry of Tourism, 4th Floor Botanical Gardens, St. George’s										
1.14	Proposals must be submitted no later than the following dates and time: 12.00 noon, November 15th, 2017										
1.15	The weights given for the Business Plan and Financial Proposals are: Business Plan: 0.40 Financial Offer: 0.60										
1.16	Criteria and points system for evaluation of the Business Plan are: <table data-bbox="430 1249 1339 1491"> <thead> <tr> <th data-bbox="430 1249 1193 1281">Criteria</th> <th data-bbox="1201 1249 1339 1281">Max Points</th> </tr> </thead> <tbody> <tr> <td data-bbox="430 1291 1193 1333">1. Development Plan</td> <td data-bbox="1201 1291 1339 1333">35</td> </tr> <tr> <td data-bbox="430 1344 1193 1386">2. Management Plan</td> <td data-bbox="1201 1344 1339 1386">20</td> </tr> <tr> <td data-bbox="430 1396 1193 1438">3. Marketing Plan</td> <td data-bbox="1201 1396 1339 1438">35</td> </tr> <tr> <td data-bbox="430 1449 1193 1491">4. Proforma Financials</td> <td data-bbox="1201 1449 1339 1491">10</td> </tr> </tbody> </table>	Criteria	Max Points	1. Development Plan	35	2. Management Plan	20	3. Marketing Plan	35	4. Proforma Financials	10
Criteria	Max Points										
1. Development Plan	35										
2. Management Plan	20										
3. Marketing Plan	35										
4. Proforma Financials	10										
1.17	Criteria and points system for evaluation of the Financial Offer are: <table data-bbox="430 1617 1339 1795"> <thead> <tr> <th data-bbox="430 1617 1193 1648">Criteria</th> <th data-bbox="1201 1617 1339 1648">Max Points</th> </tr> </thead> <tbody> <tr> <td data-bbox="430 1659 1193 1701">1. Annual Licence Fee</td> <td data-bbox="1201 1659 1339 1701">50</td> </tr> <tr> <td data-bbox="430 1711 1193 1753">2. Investment Plan (Investment Structure)</td> <td data-bbox="1201 1711 1339 1753">25</td> </tr> <tr> <td data-bbox="430 1764 1193 1795">3. Financing Plan (Source & Use of Funds)</td> <td data-bbox="1201 1764 1339 1795">25</td> </tr> </tbody> </table>	Criteria	Max Points	1. Annual Licence Fee	50	2. Investment Plan (Investment Structure)	25	3. Financing Plan (Source & Use of Funds)	25		
Criteria	Max Points										
1. Annual Licence Fee	50										
2. Investment Plan (Investment Structure)	25										
3. Financing Plan (Source & Use of Funds)	25										
1.18	Expected date for Contract Negotiations: December 2017										

Paragraph Reference	DATA SHEET
1.19	Address for Contract Negotiations: Ministry of Tourism, 4 th Floor, Ministerial Complex Botanical Gardens, St. George's
1.20	Expected Date for Commencement of licence: May 2018
1.21	Latest date for commencement of investment on site: Six (6) months after award of the licence..

Section 2. Business Plan

Business Plan Submission Form

[Location, Date]

To: The Chairman
Commercialization of Tourism Sites Committee
Ministry of Tourism
Fourth Floor
Ministerial Complex
Botanical Gardens
Tanteen
St. George's

Dear Sirs:

I/We, the undersigned, submit our proposal for a License for the operation and development of:

- Annandale Falls Tourism Site, St George

in accordance with your Request for Proposal dated [Insert Date] and our Business Plan. We are hereby submitting our Proposal, which includes this Business Plan and Financial Offer.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in Paragraph Reference 1.14 of the Data Sheet, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the investment related to the action not later than the date indicated in Paragraph Reference 1.21 of the Data Sheet.

We understand you are not bound to accept this or any Proposal you receive.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Firm:

Address:

Technical Proposal Format

1. **EXECUTIVE SUMMARY (1.5 Pages Max)**
2. **BUSINESS DESCRIPTION (One Page):** *To include the following)*
 - 2.1. Legal Description of Applicants Business (*Legal status, Owners/Shareholders*)
 - 2.2. Business History, Description, & Status
 - 2.3. Mission, Vision & Corporate Objectives
3. **MANAGEMENT PLAN (Four Pages Max)** *Who are the people who will be running the operations; what is the proposed organizational structure; how many people will be employed, etc)*
 - 3.1. Board of Directors
 - 3.2. Management Team. Main Curriculum vitae highlights of key team members. (Details in Appendix)
 - 3.3. Professional Service Providers
 - 3.4. Organizational Chart
 - 3.5. Staffing (existing and proposed)
 - 3.6. Labour, Hiring and Training Policy
4. **DEVELOPMENT PLAN (Eight Pages Max)** *(What are your general plans for enhancement or transformation of existing facilities to provide an exceptional visitor experience. Preference will be given to developments which incorporate robust “Green” and/or sustainable considerations)*
 - 4.1.1. Improvement Strategies.
 - 4.1.2. Infrastructural development. Management of archaeological structures
 - 4.1.3. Management of site and conservation considerations to maintain environmental balance. Protection of water resources (quality and quantity) and other environmental issues, where applicable.
 - 4.1.4. Enhanced recreational and/or cultural heritage tourism activities (Adventure tourism, trail development, camping, hiking, re-enactments, etc, etc)
 - 4.1.5. Facilities Upgrading Schedule
5. **MARKETING PLAN (Eight Pages Max)**
 - 5.1. Products: Key products and services to be offered
 - 5.2. Target Markets and characteristics of targeted market segments for main products and services to be offered
 - 5.2.1. Market size, Demand Potential, Seasonality of Demand
 - 5.2.2. Market Trends & Growth Patterns
 - 5.3. Marketing Strategies: Plans to position business and products
 - 5.3.1. Type
 - 5.3.2. Positioning
 - 5.3.3. Complementarity with existing tourism related businesses.

-
- 5.3.4. Public Relations and Promotion
 - 5.4. Sales Plan
 - 5.4.1. Sales Strategies. Merchandising models
 - 5.4.2. Ticketing policy for locals, visitors, schools, groups, etc.
 - 5.5. Competitive Analysis: Brief description of competitive environment
 - 5.5.1. Competitive Overview
 - 5.5.2. Direct Competitors locally and regionally.
 - 5.5.3. Competitive Advantage
 - 6. PROFORMA FINANCIALS (10 Yrs)**
 - 6.1. Financial Summary
 - 6.2. Projected Financial Statements (Pro forma Income Statement, Balance Sheet, Projected Cash Flow)
 - 6.3. Financial Assumptions
 - 6.4. Break-Even & Sensitivity Analysis
 - 6.5. Financial Ratios
 - 7. APPENDICES**
 - 7.1. Curriculum Vitae (CV) of Applicant(s), Team, Investors and Key Personnel
 - 7.2. Certificate of Incorporation of Business

Section 3. Financial Offer

Financial Offer Submission Form

[Location, Date]

To: The Chairman
Commercialization of Tourism Sites Committee
Ministry of Tourism
Fourth Floor
Ministerial Complex
Botanical Gardens
Tanteen
St.George's

Dear Sirs:

I/We, the undersigned, offer our proposal for a License for the operation and development of: :

❖ Annandale Falls, St George

in accordance with your Request for Proposal dated [Insert Date] and our Business Plan. Our attached Financial Offer is for the sum of [Insert amount(s) in words and figures1]. This amount is exclusive of the local taxes, which shall be identified during negotiations and shall be added to the above amount.

Our Financial Offer shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Paragraph Reference 1.6 of the Data Sheet.

We understand you are not bound to accept this or any Proposal you receive.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Firm:

Address:

Financial Offer Format

1. LICENCE OFFER

- 1.1. Amount
- 1.2. Payment Terms

2. FINANCING PLAN

- 2.1. Ownership Summary
- 2.2. Investment Structure & Terms of Investment
- 2.3. Investment Structure and Sources & Use of Funds

3. APPENDICES

- 3.1. Audited Financial Statements of Applicants/Investor's last 5 years
- 3.2. Investors' Profile

Section 4. Sites/Attractions Briefing Document

Background: The Government of Grenada has decided to enter into partnerships with the private sector through public private partnerships (PPP) arrangements for investments in the development of selected tourism sites. This is a key component of its strategy for generating sustainable economic growth and social development by attracting financial, technical and managerial resources to develop high quality, appropriate and innovative tourism attractions on the selected sites in a sustainable manner.

The objective of this call for proposals is to select credible investors who can provide the technical, financial and managerial resources to refresh or develop appropriate and innovative tourism products that would provide exceptional tourism experiences on the selected sites in a sustainable manner while remaining consistent with the branding strategy of the island.

The target tourism site in this Request For Proposals (RFP) is:

❖ **Annandale Falls, St George**

Annandale Falls

Annandale Falls, nestled in the foothills of the Grand Etang mountains, is approximately 15 minutes drive from St George's.

The Annandale Falls area available for commercialization covers of 2.38 acres. The facility has a visitor centre and a parking area. A short paved pathway leads directly from the road to the falls.

The waterfall is about 35 feet high and is enclosed in a garden of green and a wall of rocks covered in soft ferns and other vegetation. The water cascades into a pool in which visitors can swim and flows into the river which is spectacularly serene at this point.

The surrounding terrain is sloping with good potential for trail development and adventures such as canopy rides and similar experiences.

The Annandale Falls with its surrounding gardens of tropical flowers offer breathtaking natural beauty.

Owing to its proximity to St Georges, Annandale Falls is one of the top three most visited tourism attractions.

Additional tourism related information can be found in the Compendium of Tourism Statistics accompanying this Request For Proposals on the www.gov.gd website

The Government of Grenada recognizes that it is not in a position to provide the financial, infrastructural and managerial expertise to provide the products and experiences that will meet and exceed visitor expectations in these attractions in the long term. It is in this context that this RFP is made.

Selection Criteria

Applicants are expected to comply with the following criteria:

1. Applicants

Applicant must be a registered business in Grenada or agree to register the enterprise as a business if successful;

2. Application Requirement

All Applicants are required to submit a Business Plan which provides details on the following: The business description; management plan; development plan; marketing plan and projected financial performance.

3. Selection of Applicants

The Selection Committee will determine the technical and financial feasibility of the proposed investment based on the business plan provided;

4. Investment Opportunities

Investment in Tourism, Agrotourism, Ecotourism, GeoTourism, Heritage Tourism or any other auxillary tourism products or services will be considered;

- Investments in Annandale must complement and enhance the natural environment and must not negatively affect the flora and fauna or have deleterious effects on the water resources.
- Investments which directly complement and enhance the appeal of the main sites are permitted within the proposals even if they are not entirely bounded within the physical limits of the sites (for example; investment in zip lines which originate or terminate at the site)

5. Financial/Financing Considerations

- Consideration should be given to Public Private Partnerships (PPPs) with Government retaining ownership of the lands and the investors raising their own funds to develop the attractions; for Grand Etang this includes the potential to join the Grand Etang Water Partnership.
- Applicants are required to secure and provide their own funds for financing the investment without encumbering the Government in any way for any period of time;

- The selected Applicant is required to make a down payment subject to negotiations and will have a maximum of six (6) months to commence the investment failing which the offer should be withdrawn and the deposit forfeited;
- Government will not be liable in any way for any liabilities incurred by the Applicant;

Legal Considerations

6. Legal provisions must be made to ensure that ownership of the land on which the attractions are developed remains with Government and investors cannot encumber the land/site to raise capital;
7. The successful applicant will be required to enter into a licensing agreement with Government for the development of the sites.

HR/Social/Environmental Considerations

8. Government will be responsible for compliance with the severance arrangements for workers. However, consideration may be given to the successful Applicant who is prepared to meet this cost in lieu of some other consideration;
9. First preference will be given to persons currently employed on the sites in the hiring of employees based on their skills and the skills required;
10. Investment should engage the community where the sites are located and must provide for the social development of the community through employment creation, and other opportunities that contribute to the uplifting of the general welfare of the community
11. Investments must comply with all environmental (environmental impact assessment), tourism, health and safety standards, requirements and acts. In particular for Grand Etang and Annandale, no activities are allowed which have the potential to put sound water resources protection and management at risk.

Preferred Enterprises

Preference will be given to proposals which include the following enterprises for the selected sites: Investment in Tourism, Agro-tourism, Ecotourism, Geo-tourism, Heritage Tourism or any other auxiliary tourism products or services will be considered;

Targeted Investors

Targeted Investors are as follows:

1. Commercial Businesses in Grenada involved in tourism related activities.
2. Private Individuals (Must apply as a registered business or partnership)
3. High net worth persons in the diaspora;
4. Foreign Investors (must be prepared to set up local company). Joint ventures between local and foreign investors are permitted.

Specific Requirements

Applicants will be required to provide the following specific information/documents

1. Business Registration Information
2. Profile of current business and key investors, management and technical team;
3. Financial statements (audited or from a creditable source acceptable to the Committee) of business (if established business) or key investors (if new company) for the last 5 years;
4. At least 2 business references for business or key investors
5. Proven track record indicating environmental awareness and measures to protect water and environmental resources in existing development projects.

Compendium of statistics
2012-2016

Table 1: Compendium of Statistics

A Compendium of Annual Statistics					
VISITOR ARRIVAL METHODS	2012	2013	2014	2015	2016 P
By Air	112,374	112,811	133,549	140,735	144,333
By Sea	20,060	22,163	24,650	22,115	20,220
Total Stayover Arrivals	132,434	134,974	158,199	162,850	164,553
By Cruise Ship	242,757	197,308	235,140	280,518	314,824*
Same Day Visitors	2,341	1,729	1,660	1,579	3,270
TOTAL	377,532	334,011	394,999	444,947	482,647
% Change (All visitors)	-14.96%	-11.53%	18.26%	12.65%	8.47%
USA	25,225	29,288	35,145	40,914	45,304
Canada	7,103	9,039	13,229	10,790	10,723
United Kingdom	24,367	20,478	23,285	24,681	24,104
Germany	1,307	717	1,911	2,377	2,032
Other Europe	5,562	4,555	6,012	5,531	4,746
Caribbean	23,911	23,794	21,790	22,364	23,113
Grenadians Residing Abroad	14,744	14,991	16,442	18,261	21,265
All Others	3,051	3,122	7,410	7,629	4,072
Students (SGU)	7,104	6,827	8,325	8,188	8,974
TOTAL	112,374	112,811	133,549	140,735	144,333
% Change (Stayover Arrivals)	-1.38%	0.39%	18.38%	5.38%	2.56%
Cruise ship Calls	185	144	156	197	242
Yacht Calls	4,936	4,786	4996	5,247	5,051
Visitor Rooms Available	1,889	1,967	1968	1,968	2,095
Average Length of Stay	9.08	9.12	8.71	8.81	8.99

P- Preliminary

***- Cruise 2016 Preliminary**

Table 2: Annual Breakdown of Tourism Expenditure

Annual Breakdown of Visitor Expenditure 2012 - 2016			
Year	Cruise Expenditure	Stayover Expenditure	Total Visitor Expenditure
2012	22,491,436.00	305,507,922.00	327,999,358.00
2013	20,646,309.00	306,604,192.24	327,250,501.24
2014	26,182,839.00	387,601,678.00	413,784,517.00
2015	29,921,873.25	362,579,342.04	392,501,215.29
2016	33,607,914.22	360,843,977.12	394,451,891.34

Graph 1: Major Source Markets

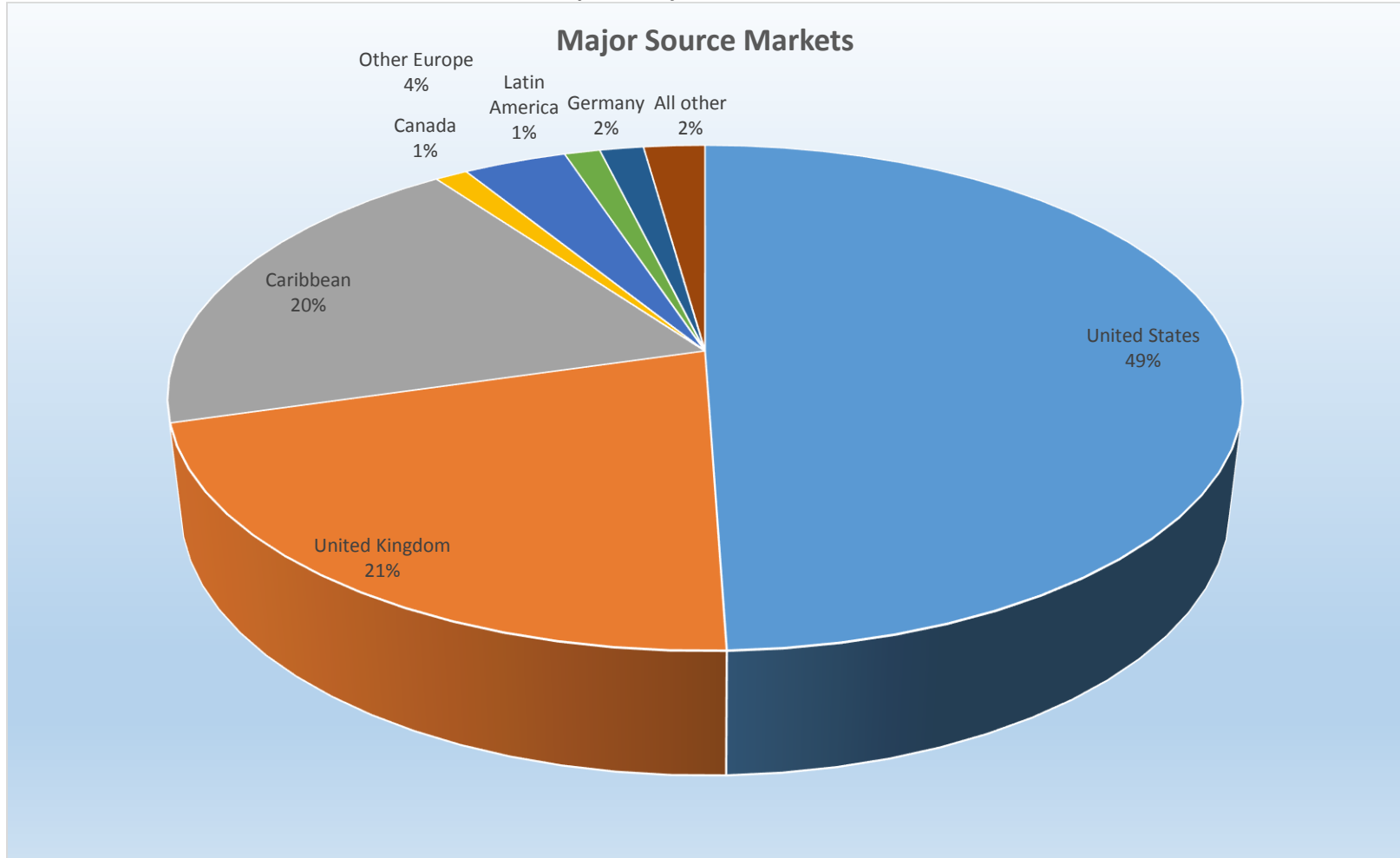


Table 3: Accommodation Stock

Year	ACCOMMODATION STOCK		
	Number of Properties	Number of Rooms	Number of Beds
2012	84	1,804	2,856
2013	83	1,967	2,968
2014	82	1,968	2,992
2015	85	2,017	3,061
2016	90	2,095	3,139

Graph 2: Visitor Activities

