

CARIBBEAN BROADCASTING CORPORATION

REQUEST FOR PROPOSALS

for

A Public Private Partnership in Broadcasting

110SPMAX



201CNN We

Gathering

Local Programming

Vision 2020

98.1 FM



100.7 FM

CARIBBEAN BROADCASTING CORPORATION (CBC)

Request for Proposals (RFP)

Introduction

1. The Government of Barbados, as the sole shareholder of the Caribbean Broadcasting Corporation (the Corporation), is restructuring the Corporation and the delivery of its services in broadcasting to achieve better service to the public, eliminate public subsidy and widen equity participation in the industry. In this regard, the Government proposes to change the concept of business undertaken through the business units existing within the Corporation.

2. This undertaking forms part of Government's wider effort to reform State-owned Enterprises (SoEs) within the framework of the Barbados Economic Recovery and Transformation Plan for the ultimate aim of transforming our economy and improving the Government's fiscal position

An Opportunity for a Public Private Partnership (PPP) in Broadcasting

3. We are inviting proposals for a new Public Private Partnership (PPP) that delivers meaningful restructuring of the Corporation to increase the return on its assets, remove the public subsidy, and improve the service to the public in a manner befitting a modern broadcaster.

4. The objective of the PPP is to establish a broadcasting company that is a symbol of broadcasting excellence and social responsibility as well as being largely or completely self-financing.

5. Despite the limited availability of investment funds in recent years, the Corporation's MCTV service still enjoys a loyal customer base that is larger than that held by any of its competitors. In addition, the Corporation's indigenous programming has proven to have sustainable market value and attention. These are just two of the factors that informed Government's decision to restructure the Corporation's broadcasting services to better take advantage of these valuable assets.

Purpose of Request for Proposals (RFPs)

7. The purpose of this Request for Proposals (RFP) is to help Government identify the most suitable interested Party or Parties with whom it can partner to form a newly capitalized broadcasting venture.

Background

8. The Caribbean Broadcasting Corporation is a statutory corporation established by an Act of Parliament on 11th November 1963, cited as the Caribbean Broadcasting Corporation Act, CAP 276. The Corporation provides broadcast and information services through radio, a local and cable television network, as well as through its website www.cbc.bb.

9. Under the current governance arrangements as provided for in CAP 276, the Minister for Broadcasting may give the Corporation policy directions of a general nature. The day to day functions of the Corporation are managed and executed by a General Manager and staff. A Board of Directors, appointed by the Minister for Broadcasting, establishes the strategic vision and plan for the Corporation and ensures that it follows public policy.

10. The CBC provides broadcast services through the following media:

- Free to Air Television - Channel 8
- Cable Television - MCTV
- Radio - 94.7 FM, 98.1 FM, 100.7 FM

11. The Corporation is sited at the Pine and has over 100 employees.

12. The Corporation's ongoing financial challenges seen against the scope for greater maximisation of its revenue-earning services dictate the need for immediate change and restructuring of the Government's broadcast services.

13. Therefore, the Government of Barbados, through the Ministry of Information, Broadcasting and Public Affairs (MIBP) proposes to revitalise the Corporation by creating a new entity under the Barbados Companies Act CAP 308. The new entity is intended to be a PPP.

Scope of Proposals

14. The Board of Directors of the Corporation is therefore inviting interested Parties who would wish to partner with Government in the proposed new broadcasting company to submit proposals that

- i. outline in a comprehensive, clear manner the idea of how the PPP will be managed
- ii. indicate whether the prospective partner would be seeking majority or minority ownership in the proposed new venture
- iii. present a plan showing how this idea can be operationalised to the benefit of the public, the Government and partners in the new company
- iv. outline in detail the competitive edge that the Party's involvement will bring to the PPP
- v. demonstrate the Party's capability to:

- a. adequately capitalize and modernize operations and user services and to upgrade existing plant to be a globally competitive company
- b. bring cutting-edge technology and energy-sensitive systems into the new organization
- c. manage operations to avoid cost-inefficiency, labour intensity and other factors that led to dependence on central Government subsidies
- d. maximise revenue-earning capacity and continuously research new revenue streams
- e. establish an organization of global standards, rooted in Barbadian identity, with fair and equal access to all community stakeholders, with a commitment to attract customers beyond the Caribbean region
- f. create or facilitate original or local programming content to promote locally and globally on a commercial basis
- g. establish strong financial reporting, responsibility, accountability, and an innovation and performance-focused entity.
- h. establish good labour relations
- i. correct in a timely manner breakdowns in the equipment or loss of broadcasting service
- j. continually re-invest in new technology and equipment to minimize breakdowns and stay ahead of the competition on the global stage

Eligibility of Interested Parties

15. The intended partner of Government in this undertaking should be a firm with a record of demonstrated operational capability, social responsibility, financial responsibility and management commensurate with the role and functions that are contemplated for the new broadcasting entity envisaged under this RFP.

16. In addition, the intended partner of Government must show capacity, competence, and facilities with the latest and most efficient technology in broadcasting.

Content and Composition of Proposals

17. Submission of Proposals by interested Parties must address the areas outlined at paragraph 14 above and must also include the following:

- **A Title Page**

18. The proposal should begin with a title page bearing the name and address of the Party and the name of this RFP, i.e “Proposal for Public Private Partnership in Broadcasting”.

- **A List of Contents**

19. The title page should be followed by a table of contents for the proposal.

- **A Covering Letter**

20. The cover letter affirms the submission of the proposal and the validity of the proposal for a period of one hundred and eighty (180) days) from deadline submission date. It must include the address of the office of the interested Party submitting the Proposal, as well as the telephone number, email address, and website, if applicable. This letter should be signed by a person who is properly authorized to do so and whose authority is confirmed by a lawyer or notary public.

- **Business Profile**

21. The Proposal should also include a statement defining the entity submitting the Proposal. There should also be a description of the entity's organizational structure and evidence of its financial capacity.

22. Interested Parties that are a body corporate must submit with the Proposal a copy of the company's Certificate of Incorporation and, in the case of companies incorporated in Barbados, a Certificate of Good Standing as evidence of the fact that the company is an existing registered company as at the date of submission of the Proposal. **Failure to provide the Certificate of Incorporation and the Certificate of Good Standing will render the tender void. The Certificates must be in the name of the interested Party.**

23. Please also note that consortia, joint ventures, or teams submitting proposals must establish contractual responsibility that rests solely with one company or one legal entity and evidence that such responsibility has been given.

- **Certificates from National Insurance Department and the Barbados Revenue Authority**

24. Interested Parties should submit with their Proposal, Certificates from the Director of the National Insurance Office, and the Commissioner of the Barbados Revenue Authority, indicating that there are no outstanding payments due to these authorities by the Parties or showing that satisfactory arrangements are in place to address outstanding payments.

Submission of the Proposal

25. Interested Parties shall submit in English in hard copy one original of the Proposal, signed in indelible ink, one photocopy of the original and an electronic copy on USB. These should be placed in sealed inner and outer envelopes and marked and addressed as indicated in paragraph 26 herein below.

26. The inner envelope should bear
- the address of the interested Party
 - the name of the Proposal: Proposal for a Public Private Partnership in Broadcasting
 - the time of opening: Do not open before 4.00pm on 21 April 2020

27. The inner envelope is addressed to the party in case the Proposal has to be returned unopened because of its submission after the deadline or because of some other circumstance.

28. The outer envelope should be addressed to:

The Board Secretary
The Board of Directors
The Caribbean Broadcasting Corporation
The Pine
Barbados

29. Proposals received after the deadline will not be considered and will be returned unopened to the interested Party.

30. The Corporation will not accept responsibility for an inadequately or incorrectly marked proposal envelope.

Confidentiality of Documents

31. All recipients of the RFP Documents, whether or not they submit a proposal, shall treat the details of the documents as private and confidential.

Proposal Validity and Deadline Submission Date

32. Proposals shall remain valid and open for acceptance for a period of one hundred and eighty (180) days) from the final deadline date which is 4.00pm on 21 April, 2020.

Costs

33. The interested Party shall bear all costs associated with the preparation and submission of its proposals and any negotiations related to a possible partnership with Government. The Government will in no case be responsible

or liable for those costs, regardless of the conduct or outcome of the Proposal process.

Proposal Enquiries or Discrepancies

34. Any enquiries or discrepancies must be notified to the Corporation not later than fifteen (15) days before the proposal closing date to enable written addenda to be issued to all interested parties, if necessary. Such notification must be directed in writing to the Chairman, The Board of Directors of the Caribbean Broadcasting Corporation using the e-mail address rfp@cbc.bb. The Chairman will respond no later than ten (10) days before the proposal closing date to all queries. Copies of the responses will be forwarded to all prospective Interested Parties.

35. Except by such reply as the Board may give in writing, neither the Corporation nor any representative in its employ has any authority to make representations or explanations to interested Parties as to the meaning of the RFP Documents or as to anything to be done by the successful interested Party, or as to these instructions or as to any other matter or thing.

Modification and Withdrawal of Proposals

36. Interested Parties may withdraw or modify their Proposal after the Proposal is submitted, provided that the modification or notice of withdrawal is received in writing by the Chairman of the Board of Directors of the Corporation prior to the prescribed deadline for submission of proposals, and the modification is submitted in accordance with the requirements for the sealing and marking of proposals as set out in paragraphs 25, 26, 27 and 28 herein above and additionally marked "Modification".

37. No proposal may be modified subsequent to the final deadline for submission of proposals.

38. No proposal may be withdrawn in the interval between the deadline for submission of proposals and the expiration of the period of Proposal Validity.

Addendum

39. The Board may at any time, for any reason, modify the RFP Documents by issue of an Addendum. The Addendum will be in writing and sent to all interested Parties who will be required to acknowledge receipt of each Addendum and the contents will become binding on the successful Party. In order to afford reasonable time for any Addendum to take effect, the Board may, at its discretion, extend the deadline for the submission of the proposals.

Compliance

40. Interested Parties are expected to examine this RFP carefully, understand the terms and conditions for providing the Proposal and respond completely. **Failure to complete and provide any of these Proposal requirements may result in the disqualification of a Proposal.**

41. No Proposal will be considered after the closing time and date unless it complies with conditions set out in this notice and the Request for Proposal documents.

Oral Presentation

43. At the sole discretion of the Proposal Evaluation Committee, interested Parties may be asked to present their Proposals orally and/or provide clarification regarding their proposals. The time, date, and location of these presentations will be determined after the closing date of the RFP and CBC Board's initial review of Proposals.

No Obligation

44. The Government supports transparency and will explain the grounds for any award which will entail a balanced assessment of the critical evaluation criteria set out above. The Government does not bind itself to accept the most technically evaluated Proposal, the lowest cost proposal or any Proposal or to state the reason for the rejection of any Proposal.

The Board of Directors
of the Caribbean Broadcasting Corporation

March 2020