



Invitation to Bid for the Provision of

Air Charter and Ground Handling Services to ARK Group DMCC for Capacity
Development of the
Police Nationale d'Haiti (PNH) in 2024



Invitation to Bid

Dear Sir/Madam,

You are invited to submit a tender to provide Air Charter and Ground Handling Services to ARK Group DMCC.

Please nominate a Bid Manager and relevant contact telephone and email addresses.

Please direct any questions regarding the ITB content or process to the ARK representative named below. You should not contact other ARK personnel unless directed to do so by the ARK representative. ARK reserves the right to disqualify and reject proposals from suppliers who do not comply with these guidelines. All questions should be submitted to the email address below.

As part of this tender process ARK makes no obligations in any way to:

- a. Pay any vendor for the cost of preparing and submitting a response to this ITB.
- b. Award the contract with the lowest or any bidder.
- c. Accept any ITB information received from vendors.
- d. Include vendors responding to this ITB, in any future invitation.
- e. Obligated for any other commitment to vendors.

I look forward to receiving your response.

Yours sincerely,

E Bicknell

Head of Logistics and Procurement
ARK Group DMCC
procurement@arkgroupdmcc.com

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While care has been taken in preparing this document, it is provided on a subject-to-contract basis. All warranties, whether express or implied by statute, law, or otherwise, are disclaimed and excluded. Acceptance of any proposal by ARK will be subject to a formal contract with ARK.



To: Potential Service Providers

From: ARK Group DMCC (ARK)

Subject: ITB-ARKHT1209

Performance Period: 1 February 2024 – 30 June 2024

ITB Issue Date: 4 January 2024

ITB Closing Date: 20 January 2024

ITB Closing Time: 12:00hrs GMT

Clarification period: All requests for further information or clarification must be sent no later than 16 January 2024.

ARK Group DMCC (ARK) will receive bids for the specified services until the time and date stated. ARK will not consider late or incomplete proposals.

You are requested to notify ARK of your interest in this ITB at the earliest opportunity. All interested parties will be informed of amendments or changes that occur.

1. Purpose

The purpose of this Invitation to Bid (ITB) is to solicit tenders from qualified service providers for air charter and ground handling services in Haiti and Jamaica. These services are integral to ARK's role in supporting the implementation of thirty training courses sponsored by Global Affairs Canada (GAC), which the Royal Canadian Mounted Police deliver to the Police Nationale d'Haiti (PNH), at a training facility in Jamaica. The courses will enhance the PNH capability, thereby strengthening Haiti's overall security capacity and infrastructure.

As the courses are delivered in Jamaica, the service provider will be responsible for providing safe, efficient, and frictionless transportation of PNH officers and key project stakeholders between Port-au-Prince, Haiti, and Kingston, Jamaica, between February and June 2024.

Through this Invitation to Bid (ITB), ARK seeks to establish a Long-Term Agreement (LTA) with a service provider who demonstrates a steadfast commitment to safety, reliability, and quality of service. The primary goal is to ensure that all transportation needs of the project are met with the highest standards, thereby contributing to the overall success of the project and ensuring client satisfaction. Additionally, this agreement aims to alleviate ARK's need to conduct separate tenders for each flight, streamlining the process and enhancing efficiency.

2. Requirement

ARK is seeking the following services.

- a. Air charter services for up to 30 PAX: PAP-KIN-PAP
- b. Ground handling services in PAP and KIN.
- c. Flight and airport procedures information services
- d. Provide feedback and recommendations to ARK after each cycle of PNH travel.



Further details are provided in the Statement of Work (SoW) in Appendix 4.

3. Description of Entity

ARK is a stabilisation and development company committed to empowering local communities and beneficiaries in conflict, post-conflict, and fragile areas by providing evidence-based programmatic interventions, policy recommendations, research and capacity-building. Working with local communities and organisations, it seeks to understand and then mitigate the adverse effects of conflict and instability, enhancing social cohesion and resilience while promoting human security, development and economic opportunity. ARK is registered in the United Arab Emirates, with projects and offices throughout the Middle East, Europe, Africa, and the Americas.

4. Procedures for Submitting Proposals and Awarding Contract

- a. Companies are required to submit their proposal via email to procurement@arkgroupdmcc.com. The submission should be sent in a single email with two distinct attachments. The first attachment should include the technical proposal, while the second attachment should contain the financial offer. Please label each attachment with your company name, the type of proposal (technical or financial), and the ITB title, for instance, ABC PLC Technical_ARKHT1209 Please refrain from referring to actual costs in the technical offer, as this will ensure the technical evaluation is based on merit.
- b. Proposals will be accepted up to the specified closing date and time.
- c. ARK reserves the right to seek clarification through discussion with bidders.
- d. In certain instances, ARK may request "Best and Final Offers". Should this occur, all bidders will be notified and given a new deadline to submit their refined proposals. This phase allows bidders to adjust their initial proposals based on further information or where bids are closely matched. If no revised proposal is submitted by the deadline, the initial submission will stand as the bidder's "Final Offer"
- e. Any inquiries regarding this ITB should be sent by email to procurement@arkgroupdmcc.com. Please reference the ITB number in all correspondence.
- f. ARK reserves the right to reject all proposals and request additional information where necessary.

5. Proposal Format

Templates are provided in Appendixes 1, 2, and 3 for the submission of technical and financial proposals. You must complete the declaration in Appendix 5.

ARK reserves the right to modify the provisions of this ITB at any time prior to the scheduled date for written responses. Additional scope and requirements can be added. Notification of such changes will be provided to all known potential suppliers.



Should you wish to propose a deviation from the specification please ensure that you clearly identify your proposed deviation in your response.

6. Evaluation of Tenders

Tenders will be evaluated by a panel of ARK employees and, if required, technical experts. Each tender will be evaluated in three rounds. The first round will evaluate mandatory criteria, the second round, desirable criteria, and the third round financial aspects.

a. **Mandatory Criteria (Pass/Fail Basis):** Each proposal is first scrutinised against a set of mandatory criteria. This initial evaluation is conducted on a strict pass/fail basis. Proposals must meet every mandatory requirement to qualify for further consideration. Failure to satisfy any of the following criteria will result in the proposal being disqualified from the evaluation process:

- (1) Compliance with all relevant aviation authorities' regulations and licenses for operating air charter services.
- (2) A proven track record of safety.
- (3) Adequate insurance coverage for liability and risks associated with air transport and ground handling.
- (4) Demonstrated experience in providing air charter and ground handling services, preferably in similar environments or to similar clients.
- (5) All aircraft and equipment must meet ARK's passenger and baggage carriage requirements and adhere to or exceed accepted industry standards.
- (6) All pilots, crew, and agents must be experienced, qualified and hold necessary certifications and training for the services provided.
- (7) Able to meet the scheduling requirements and provide reliable services throughout the contract duration.
- (8) Compliance with Legal and Ethical Standards: Adherence to international and national laws, including those related to labour, environment, and anti-corruption practices.
- (9) Acceptance of ARK's contractual requirements per the terms and conditions of an LTA.

b. **Desirable Criteria (Weighted 60%):** Proposals that successfully pass the mandatory criteria evaluation are then assessed on desirable criteria. This stage employs a weighted scoring system, assigning each criterion a specific percentage based on its relevance and importance to the project. The scoring mechanism is as follows:

- (1) Ability to accommodate changes in schedule or client requests.



- (2) A history of excellent customer service, including responsiveness to inquiries and dealing with complaints.
- (3) Additional services include in-flight catering, VIP handling, or customised logistics support.
- (4) Endorsements from previous clients indicating satisfaction with the services provided.
- (5) Extended service areas and your ability and experience of providing flights to other locations in the immediate area.
- (6) Booking, changes, and payment terms.
- (7) Capacity and adaptability.

Points will be awarded based on the following assessment criteria:

Points	Definition	Interpretation
8	Excellent	The potential supplier demonstrates, with evidence, their ability to deliver a solution that exceeds ARK's requirements and offers potential added value.
6	Good	The potential supplier demonstrates their ability to deliver a solution that meets ARK's requirements.
4	Minor Reservations	There are some minor reservations or limited evidence regarding the potential supplier's ability to deliver a solution for ARK's requirements.
2	Serious Reservations	There are severe reservations or insufficient evidence regarding the potential supplier's ability to deliver a solution for ARK's requirements. ARK reserves the right to consider bidders with this rating as non-compliant.
0	Unacceptable	There is no evidence of the potential supplier's ability to deliver a solution for ARK's requirements. ARK reserves the right to consider bidders with this rating as non-compliant.

- c. **Price proposal (weighted 40%):** You are required to provide your pricing methodology with a breakdown of all ground and air costs that clearly show those that are fixed per flight, and those that are variable, and how the variable prices are determined i.e. number of passengers, weight, time etc. All costs, fees, and charges that you intend to charge ARK per flight must be presented upfront. Scores will be awarded per the guidance below.

Description	Evaluation Criteria	Scoring System
Assessing the clarity and comprehensiveness of the airline's breakdown of fixed and variable costs.	Clarity of Cost Breakdown	High Clarity: 10 points, Moderate Clarity: 5-9 points, Low Clarity: 1-4 points
Evaluating the reasonableness of the costs and the extent to which they are well-justified.	Reasonableness and Justification of Costs	Highly Reasonable: 10 points, Moderately Reasonable: 5-9 points, Less Reasonable: 1-4 points
Examining the thoroughness in describing factors that affect variable costs.	Detailing of Factors Affecting Variable Costs	High Detail: 10 points, Moderate Detail: 5-9 points, Low Detail: 1-4 points



Evaluating the provided cost for the specified fictional flight carrying 15 passengers and luggage.	Pricing for the Fictional Flight (PAP-KIN-PAP)	Competitive Pricing: 10 points, Fair Pricing: 5-9 points, Above Market Pricing: 1-4 points
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7. Final Score and Award of Contract

- a. **Combined Scoring and Ranking:** The scores from the desirable criteria and price evaluation will be combined to form an overall score for each proposal that passes the mandatory criteria. This comprehensive scoring system ensures a balanced evaluation, taking into account both qualitative and quantitative aspects of each proposal.
- b. **Selection for LTA:** Proposals with the highest overall scores, demonstrating competence and capability and offering competitive pricing, will be shortlisted for the potential formation of a Long Term Agreement (LTA). The aim is to establish a partnership with a service provider that not only meets our requirements but also delivers value.
- c. **Finalisation of LTA:** The final selection for the LTA will involve a detailed review and negotiation process with the shortlisted providers, ensuring that the terms of the agreement align with both parties' expectations and objectives.



Appendix 1: Mandatory Criteria

Mandatory Criteria. Please provide a short response to each of the following questions please. Try and keep responses as succinct as possible and no more than 100-words maximum but in all cases please validate your answers for example in question 1 you might answer Yes. We hold the following licences and certifications.... which enable us to...

1	Do you hold valid licenses and certifications to provide air charter and ground handling services for flights between Haiti and Jamaica?
2	Can you demonstrate a proven track record of safety in air charter and ground handling operations, including any significant safety achievements, standards, or recognitions?
3	Are you able to process passengers and their baggage through all stages of airport checks and procedures at Toussaint Louverture International and Norman Manley Airports?
4	Have you provided air charter and ground handling services to clients at these airports before and what is your level of experience?
5	Do you have adequate insurance coverage for liability and risks associated with air transport and ground handling services?
6	Do all your aircraft and equipment meet or exceed passenger and baggage carriage requirements and accepted industry standards?
7	Are all your pilots, crew, and agents adequately experienced, qualified, and hold necessary certifications and training for providing the specified services?
8	Are you able to meet the scheduling requirements and ensure reliable services throughout the contract duration?
9	Do you adhere to all applicable international and national laws, including those related to labor, environment, and anti-corruption practices?



Appendix 2: Desirable Criteria

Please provide a short response to each of the following questions. Try and keep responses as succinct as possible and try to limit them to 250-words max.

1	Are you capable of accommodating changes to scheduled flights or client requests? Please provide an outline of your conditions and penalties. You may also send a copy of your standard terms and conditions.
2	Please provide three examples where you have provided excellent customer service, you may wish to mention levels of customer satisfaction, responsiveness to inquiries, change management, dealing with complaints etc?
3	Do you offer any additional services such as airport transfers, in-flight catering, VIP handling, customised logistics support?
4	Can you provide endorsements from previous clients indicating satisfaction with your services?
5	Do you have experience and capability in providing flights to other locations in the immediate area beyond Haiti and Jamaica?
6	Can you describe your process and terms for booking, changes, and payments?
7	Why do you think ARK should choose your firm to provide air charter and ground services. What distinguishes you from other airlines and how will this help ARK to achieve its goals?
8	Please describe your fleet of aircraft. Include their type, maximum capacity for passengers, baggage etc.



Appendix 3: Pricing Criteria

- a. You are required to breakdown your price offer in a table that clearly describes the costs of providing services to a group of 20 Pax who are travelling from PAP to KIN, and the collection of another group of 20 PNH Pax that are returning to PAP from KIN (i.e. a back-to-back flight). The prices should reflect a fictional flight that is required for 10 January 2024. You should describe which costs are fixed and which costs are variable, and the factors that affect price variation.
- b. Based on your fleet, please describe if you are able to reduce the cost of flying less Pax. For example, if a course has less than 10 Pax travelling between PAP and KIN, do you have smaller planes, or different engine types, and approximately by what percentage this is cheaper than a standard flight for 20 Pax.



Appendix 4: Statement of Work

Air Charter and Ground Handling Services to ARK Group for Capacity Development of the *Police nationale d'Haiti* (PNH) in 2024

1. Background

The aim of the ARK (ark.international) project is to support the capacity development of the Police nationale d'Haiti (PNH) by providing logistical and administrative support services to ensure the participation of HPN candidates on Global Affairs Canada (GAC)-funded courses delivered by the Royal Canadian Mounted Police (RCMP) and its partners in Haiti and Jamaica. By liaising between the principal stakeholder, the HNP, the RCMP and government officials in Haiti and Jamaica the project will deliver seamless integration of all components of the delivery of capacity building inputs.

ARK seeks a service provider to provide air charter services and ground handling services to transport PNH officers from Port-au-Prince, Haiti to Kingston, Jamaica and back from 1 January 2024 to 30 June 2024. At times, the provider will be called upon to transport Government of Haiti (GoH) and Government of Canada (GoC) officials, and other personnel supporting the PNH training, such as trainers and ARK staff.

2. Description of Services Required

From January 1, 2024 to March 31, 2024, the provider will be required for the following:

- a. **Charter services:** the provider will provide charter services between Haiti and Jamaica, in accordance with the level of efforts, and requirements and constraints described below.
- b. **Ground handling services:** the provider will provide airport services as required to ensure the reliable departure and arrival procedures at the Toussaint Louverture and Norman Manley international airports. This may include, among others, passenger registration, baggage handling, and liaison with airport authorities as required.
- c. **Flight and airport procedures information services:** given that the training to the PNH in Jamaica results from an agreement between the governments of Haiti, Jamaica and Canada, the provider will support ARK in assisting all authorities with the required information to deliver the reliable air transportation of PNH candidates to and from training in Jamaica.
- d. **Support ARK's delivery of reliable and responsive logistical services:** ARK is committed to the continuous improvement of all services provided to the governments of Haiti and Canada towards improving the capabilities of the PNH. The provider will provide ARK with feedback and advice necessary to optimize the quality and reliability of services to governments, and the overall experience of passengers on each flight.

3. Level of Effort

The GoC is in the process of finalizing the total number of courses that will be provided to PNH Candidates in Jamaica in the first half of 2024. However, for the purposes of the present SOW, ARK expects that the provider organize thirty (30) Port-au-Prince-Kingston departing and returning flights, supported by the corresponding ground handling services.

The total number of passengers expected to travel on the thirty (30) flights is currently of three hundred and fifty (350). ARK expects that this number will be adjusted as the Government of Canada completes its training plan



for the PNH early in 2024. ARK requires that the provider work with Ark to review charter and ground handling services to adapt to emerging requirements.

4. Deliverables

- a. Provide thirty (30) charter flights for three hundred and fifty (350) estimated passengers between Port-au-Prince, Haiti and Kingston, Jamaica,
- b. Provide ground handling services for each flight.
- c. Provide ARK with the required flight information to facilitate departure and arrival procedures with the governments of Haiti and Jamaica.

5. Milestones and Payment Schedule

Payments/instalments will be made, what dates the deliverables are due and what supporting documents are required for each instalment will be determined following the contract award to the selected provider.

6. Requirements and Qualifications

- a. The provider is required to provide evidence that it can provide charter flight services to transport ARK's passengers and property described in the present SOW in accordance with all applicable Federal Aviation Regulations, Department of Transportation requirements, TSA requirements and other local laws and regulations
- b. The provider is required to make available a plane that can carry thirty (30) passengers on each flight.
- c. A jet-powered plane with a passenger capacity of thirty (30) passengers will be considered an asset.



Appendix 5: Proposal Declaration Form

TO: ARK Group DMCC
PO BOX 211860
Dubai
United Arab Emirates

Dear Sir/Madam:

We the undersigned, hereby offer to supply the professional services in accordance with your Invitation to Bid dated 21 December 2023. We are hereby submitting our proposal, which includes a copy of our certificate of registration, the Technical Proposal and Financial Proposal to the designated email address.

We hereby declare that:

1. All of the information and statements made in the Proposal is true and accept that any misinterpretation may lead to our disqualification.
2. We are currently not on and will not be engaged in activities that indirectly or directly support or benefit terrorism. We further confirm that we do not appear on the Specially Designated Nationals and Blocked Persons List maintained by the U.S. Treasury, U.S. Government Excluded Parties Listing System, United Nations Security designation list, Canadian government list of terrorist entities or UK Home Office list of Proscribed Terrorist Groups. We abide by The Terrorism Act 2000 (TACT) as well which prohibits transactions with, and the provision of resources and support to, individuals and organisations associated with terrorism.
3. In accordance with the Terrorism Act 2000 and all subsequent regulations pursuant to this Act as well as the United States' Executive Order 13224, we assure ourselves to the best of our knowledge any funding, including financial assets or economic resources are not made available, either directly or indirectly to, or for the benefit of persons, groups or entities listed in accordance with European Council Regulation EC/2580/2001 (as amended) and/or the Terrorism (United Nations Measures) Orders 2009 of the United Kingdom and the US Government Excluded Parties Listing System or any other relevant sanctions lists, or contravene the provisions of those and any subsequent applicable terrorism legislation.
4. We have no outstanding bankruptcy or pending litigation issues or any legal action that could impair our operation.

Yours faithfully,

[Authorised Signature]
[Name and Title of Signatory]
[Name of Company]
[Contact Details]