19 November 2026
To all Bidders

Dear Sir/ Madam,

Selection of Consultants for Destination Representation in France
Procurement Reference Number: MTPA/IFB/22/2026-27

Clarification No. 1

Please refer to the above-mentioned tender.

Question 1. How should VAT be treated?

Reply 1: The Data Sheet provides that the available budget
of EUR 181,800 is inclusive of applicable taxes. VAT not applicable for foreign firms

Question 2. What constitutes a conflict of interest?

Reply 2:The tender requires bidders to disclose any interest they may have with a Mauritian tourism operator or a competing destination in the Indian Ocean region. Such disclosure is intended to enable MTPA to assess potential conflicts of interest and safeguard the independence and integrity of the destination representation assignment. 4.1. Where the Declaration Should Be Made Bidders should include a clear and signed declaration in their Technical Proposal, preferably as an annex to Form TECH-1 or within the section covering the organisation and experience of the firm. The declaration should identify any relevant ownership, shareholding, management, commercial or contractual relationships with Mauritian tourism operators or competing destinations. Where no such relationship exists, the bidder should provide an appropriate declaration to that effect. 4.2. Affiliation with a Mauritian Group A company whose registered head office is located outside Mauritius but which is affiliated with a Mauritian group should disclose the nature and extent of that affiliation where it involves a Mauritian tourism operator or another relevant interest under the tender. The disclosure should indicate the relationship between the entities, including any common ownership, control or commercial interests. Such an affiliation does **1. Which staff positions should be entered in TECH-5/TECH-6?**
K1–K6 are the evaluated experts, but all eight operational functions must be covered. Further formal clarification of qualifications and mapping is required.

Question 3. Can management fees be charged for trade fairs and roadshows?

Reply 3:Normal coordination is covered by monthly fees. FIN-5 and Appendix A conflict on additional fees; a formal clarification is required.

Question 4. Where are the missing payment, negotiation and challenges sections, and which years apply?

Reply 4:Cross-references will be reviewed. Work plans should focus on 2027, with indicative 2028 projections where appropriate.

Question 5. Is EUR 181,800 VAT-inclusive and what is the treatment for a French firm?

Reply 5:The supplied draft says VAT is not applicable for foreign firms. This requires verification against applicable tax law and the tender financial forms.

Question 6. Does EUR 181,800 include fees and promotional activity expenditure?

Reply 6:The French reply states that the annual amount covers agency fees and operating costs necessary for contractual promotion, events and campaigns.

Question 7. Can additional operations receive separate budgets?

Reply 7:Specific assignments may receive separate budgets and remuneration after detailed proposals and prior MTPA approval.

Question 8. Must functions be held by distinct staff?

Reply 8:The supplied response requires distinct, qualified professionals for the specified functions.

Question 9. Is there an indicative 2027 calendar?

Reply 9:Bidders should propose a 2027 action plan; MTPA may adjust priorities and the calendar.

Question 10. What are payment and operational responsibilities?

Reply 10:Details will be specified in the contract with the successful bidder.

Question 11. When is the pre-proposal meeting?

Reply 11:20 November 2026 at 14:00 Mauritius time, as stated in the supplied correspondence.

Question 12. Are reports and project data from previous activities in France available?

Reply 12:As indicated in the tender documents, relevant market information, project data and reports may be made available by MTPA, where applicable, to facilitate the preparation and implementation of the proposed activities. I would request you to consult this site https://statsmauritius.govmu.org/Pages/Statistics/statsbysubj.aspx Bidders are nevertheless expected to demonstrate their own understanding of the French tourism market, supported by independent research, market intelligence and an assessment of current and emerging opportunities.

Question 13. What strategic guidelines apply for 2027–2028?

Reply 13:The principal strategic orientations are outlined in the Terms of Reference. MTPA's priorities include strengthening Mauritius' positioning in the French market, reinforcing relationships with tour operators, travel agencies and airlines, increasing destination visibility, developing innovative promotional initiatives and stimulating tourist arrivals. Bidders are invited to propose a comprehensive strategy, supported by measurable objectives, realistic growth targets, Key Performance Indicators (KPIs) and an actionable implementation plan. The detailed programme will be reviewed and finalised in consultation with the selected agency, taking into consideration MTPA's strategic priorities and available resources.

Question 14. Which tourism niches are priorities, and are dedicated budgets available?

Reply 14:In addition to the MICE segment, MTPA encourages bidders to identify and propose opportunities in relevant tourism niches, taking into consideration the evolving preferences of French travellers and Mauritius' competitive positioning. Potential segments may include luxury tourism, wellness, gastronomy, culture and heritage, sustainable tourism,

family travel, honeymoon and romance tourism, and experiential travel. Bidders are encouraged to recommend the most promising segments, supported by market research, expected outcomes and measurable KPIs. Specific promotional activities and their corresponding budgets will be considered on the basis of the proposals submitted and MTPA's approval.

Question 15. Is an existing travel trade database available?

Reply 15:However, the selected agency will be expected to maintain, develop and regularly update its own comprehensive database of French tour operators, travel agencies, airlines, media representatives and other relevant tourism stakeholders. The agency's established professional network and its capacity to develop new partnerships will constitute important elements of its technical proposal.

Question 16. Can an accounting firm certify financial statements in place of audited accounts?

Reply 16:A certificate issued by an accounting firm alone should not be considered a substitute for the required audited financial statements. The submitted documentation must adequately demonstrate the financial standing of the bidding firm and satisfy the requirements of the tender.

Question 17. How should VAT be treated and presented in the financial proposal?

Reply 17:As indicated in the Data Sheet, this ceiling includes applicable taxes, administrative costs, human resources costs and other relevant charges. Bidders should clearly identify the applicable tax components in their financial submissions, ensuring that the total proposed amount remains within the prescribed budget ceiling. Ignore the VAT Mauritian tax

Question 18. What other taxes apply, and is Mauritian VAT registration required?

Reply 18:Only taxes applicable in France

Question 19. How many financial years of audited accounts must be submitted?

Question 19:The tender requires the submission of a recently audited financial statement. Bidders should therefore submit their most recent available audited annual financial statements, together with any supporting documentation necessary to demonstrate compliance with the eligibility requirements.

Question 20. Which expenses are included in the EUR 181,800 budget?

Reply 20:We confirm that the budget of EUR 181,800 covers the proposed project costs and monthly fees, including the operational and administrative expenses identified in the financial proposal forms. These include personnel remuneration, office management, communications, coordination, routine travel arrangements, social media management excluding sponsored advertising, virtual events, press monitoring, mailing, trade training, reporting, entertainment of trade and media partners, and minor research activities, as applicable. The financial proposal should provide an appropriate breakdown of these expenses in accordance with the prescribed financial forms. MTPA has not prescribed a separate fixed allocation between monthly fees and project expenditure. Bidders are expected to propose a realistic allocation within the overall budget ceiling. Certain eligible third-party expenses may be settled directly by MTPA or reimbursed at actual cost, subject to prior approval and the provisions of the tender documents.

Question 21. How are press trips, influencer campaigns, media buying and promotional partnerships funded?

Reply 21:Expenses relating to press trips, influencer activities, media buying, joint promotional campaigns with tour operators and other major promotional initiatives will be considered according to the nature and scope of the proposed activities. Where such activities fall outside the approved standard programme, they may be treated as Specific Assignments, subject to a separate proposal, detailed costing and prior written approval by MTPA. Eligible third-party costs will be subject to appropriate supporting documentation and the applicable contractual provisions. No additional expenditure should be committed without MTPA's prior approval.

Question 22. How do monthly agency fees relate to the 40% / 40% / 20% payment schedule?

Reply 22:The tender provides for monthly agency fees, subject to submission of the required monthly reports and supporting invoices. It also provides for a phased payment arrangement of 40%, 40% and 20% in respect of approved project implementation and the corresponding financial reporting requirements. The detailed operational application of these arrangements, including invoicing, reconciliation and reporting schedules, will be specified in the contract concluded with the selected agency.

Question 23. Is an advance payment guarantee required?

Reply 23:The tender provides that the advance payment security must correspond to the amount of the advance payment. Where an advance equivalent to 40% of the annual contract value is applicable, the corresponding guarantee would amount to EUR 72,720, calculated on the maximum annual budget of EUR 181,800. The detailed conditions governing the form, validity, acceptance and release of the guarantee will be established in accordance with the contractual provisions and applicable requirements.

Question 24. What proof of a physical office address in France is required?

Reply 24:Bidders are required to demonstrate that they maintain a physical office in a key French city. Appropriate supporting documents may include a valid commercial lease, official business registration indicating the operating address, or other verifiable documentation establishing the firm's actual business presence. Where shared office or coworking arrangements are proposed, the bidder should provide documentary evidence demonstrating the availability of a genuine operational workspace and the capacity to deliver the required services.

Question 25. What is the mandatory team composition?

Reply 25:The Data Sheet specifies the minimum professional functions required for the assignment, while the technical evaluation grid identifies the core experts whose qualifications and experience will be assessed. Bidders are expected to propose a team capable of covering all the functions and responsibilities described in the Data Sheet and Terms of Reference. Each required function should be assigned to a distinct, suitably qualified professional, with clearly defined responsibilities. The technical evaluation will be undertaken in accordance with the criteria and weighting specified in the tender documents.

Question 26. Who is responsible for social media accounts, content creation and management?

Reply 26:The selected agency will be expected to develop and implement a digital marketing and social media strategy tailored to the French market, in coordination with MTPA's overall destination marketing strategy. The scope includes content creation, adaptation and

translation of relevant promotional materials, social media planning, digital engagement and monitoring of performance. MTPA may provide access to existing digital assets, promotional materials, photographs and videos, where applicable. The management of existing accounts or establishment of additional market-specific channels will be determined in consultation with MTPA, based on the proposed digital strategy and the approval of the Authority.

Question 27. What community management and crisis communication services are required?

Reply 27:The agency will be expected to ensure appropriate engagement with online audiences, including monitoring relevant interactions, responding to enquiries and managing communications related to destination promotion. The Terms of Reference also provide for crisis communication support whenever required. Sensitive matters, official statements and crisis-related communications must be coordinated with MTPA and remain subject to its instructions and approval.

Question 28. How are sponsored advertising and media expenditures funded?

Reply 28:The tender specifies that routine social media management is included within the monthly fees, while sponsored advertising is excluded from that particular cost component. Paid media campaigns and other advertising expenditure must be supported by detailed proposals, including objectives, target audiences, proposed platforms, budgets and expected KPIs. All such expenditure will require prior approval by MTPA. Where applicable, MTPA may settle approved third-party costs directly with the service providers or reimburse eligible expenditure against original invoices and supporting documents, in accordance with the contractual provisions.

Question 29. What digital marketing and monitoring tools are required?

Reply 29:MTPA does not prescribe a specific third-party software platform in the Terms of Reference. Bidders may therefore propose suitable professional tools for social media scheduling, community management, analytics, media monitoring and performance reporting. The proposed tools should be appropriate to the assignment and capable of producing reliable, measurable and verifiable performance indicators. Any associated costs forming part of routine service delivery should be reflected in the financial proposal.

Question 30. Will the agency have access to analytics and digital platforms?

Reply 30:MTPA will coordinate with the selected agency regarding access to relevant digital assets, information and reporting resources, where applicable. The nature and level of access to existing social media accounts, analytics platforms and other digital systems will be determined according to operational requirements and MTPA's internal access and security procedures. The agency will nevertheless be responsible for establishing appropriate performance monitoring and reporting mechanisms for all digital activities undertaken.

Question 31. How should bidders reconcile the different staffing requirements in Clauses 3.4 and 5.2?

Reply 31:1.1. Differences between Clauses 3.4 and 5.2 Clause 3.4(d) of the Data Sheet identifies eight professional functions across four areas: • B2B Trade: Trade Team Leader and Account Manager / Trade Support. • Press Relations: PR Team Leader and Press & Media Relations Officer. • Event Management: Event & Roadshow Manager and Logistics & On-Site Coordination Officer. • Digital Marketing: Digital Marketing Manager and Digital Marketing Officer. Clause 5.2(iii) separately identifies six Key Experts for technical evaluation: • K1 – Management Strategy Specialist / Team Leader • K2 – Account Director • K3 – Trade & PR Support • K4 – Digital Manager • K5 – Digital

Marketing Officer • K6 – Social Media Specialist The eight functions describe the operational capabilities required for the assignment, while the six Key Expert profiles constitute the published technical evaluation framework. Bidders should demonstrate their capacity to fulfil the full scope of services specified in the Terms of Reference. MTPA acknowledges the need to clarify the precise correspondence between these two lists and will provide the necessary confirmation to ensure consistent assessment of proposals. 1.2. Key Experts, Non-Key Experts and Support Staff For the purposes of preparing the technical proposal, the following distinctions should be considered: Key Experts: Professional personnel whose qualifications, experience and competencies are specifically assessed under the technical evaluation criteria. Their profiles should be supported by the required CVs, qualifications, relevant experience and proposed inputs. Non-Key Experts: Additional professional personnel proposed to undertake specific technical or operational functions that are necessary for successful delivery of the assignment but are not individually scored under the Key Expert evaluation criteria. Technical and Administrative Support Staff: Personnel responsible for administrative coordination, reporting, documentation, logistical assistance and other supporting activities. Forms TECH-5 and TECH-6 should clearly identify the proposed personnel, their respective functions, qualifications, experience and time allocation, as applicable. The definitive minimum staffing requirements and the treatment of overlapping responsibilities will be confirmed through the formal clarification process.

Question 32. What services and costs fall within the EUR 181,800 annual budget?

Reply 32:Scope of the EUR 181,800 Annual Budget The total available budget of EUR 181,800 for the contractual year 2027 covers the fixed monthly representation fees and the costs of projects included in the approved annual promotional programme, together with applicable taxes and charges. The fixed monthly fee covers the consultant's normal operating and professional expenses, including personnel remuneration, office administration, stakeholder liaison, planning, coordination and reporting. Certain eligible third-party expenses may be reimbursed separately at actual cost, subject to prior approval and submission of the required supporting documentation. These may include exhibition-related expenditure, approved travel and accommodation, and other eligible external costs. Travel and accommodation expenses incurred by the agency's representatives may also qualify for reimbursement under the prescribed conditions. No management fee or markup is payable on such expenditure. Special Assignments falling outside the standard scope of services require a separate quotation and MTPA's prior written approval. We acknowledge that the tender contains differing provisions concerning the management fee of up to 10% and the restriction on additional fees for services already covered by the monthly remuneration. The applicability of a separate management fee will therefore be formally clarified. No additional fee should be assumed to be payable without express approval. 2.2. Treatment of Specific Promotional Activities Press Trips The normal planning, identification of media participants, coordination and follow-up responsibilities fall within the consultant's professional services. Approved third-party expenses, including air travel, accommodation, ground transportation and programme activities, may be covered through separately approved project arrangements or contributions from participating tourism stakeholders. Educational Tours and Familiarisation Trips The consultant's normal trade liaison, participant identification, planning and coordination responsibilities are included in its representation services. Eligible direct costs of familiarisation trips will be subject to approved budgets and may be financed by MTPA, participating tourism stakeholders or a combination of approved funding sources. Trade Fairs and Roadshows Routine representation, coordination and stakeholder engagement are part of the consultant's contractual responsibilities. Eligible third-party expenditure, including exhibition space, stand construction, venue rental and approved

logistics, may be settled directly by MTPA or reimbursed at actual cost, subject to prior approval. Any exceptional assignment falling outside the normal scope will require separate authorisation. Media Buying The identification of media opportunities, preparation of media recommendations, negotiation and coordination are part of the consultant's professional responsibilities. The actual purchase of advertising space, sponsored placements or other paid media is subject to an approved promotional budget and should be clearly distinguished from the monthly agency fee. Advertorials The normal development, coordination and placement negotiations associated with editorial and public relations activities fall within the scope of representation services. Where an advertorial involves paid media space, commissioned production or other third-party expenditure, such costs must be identified separately and approved by MTPA before any commitment is made. For all the above activities, bidders should distinguish between professional services covered by the monthly fee and eligible third-party expenditure. The precise allocation of expenditure within or outside the annual ceiling will be governed by the approved financial arrangements.

not necessarily constitute an automatic conflict of interest or grounds for disqualification. However, MTPA reserves the right to assess the disclosed relationship in accordance with the tender conditions and applicable procurement requirements. Where the relationship is considered likely to compromise the independence, impartiality or proper performance of the destination representation services, MTPA may determine that the bidder is ineligible for award. Full and transparent disclosure is therefore essential. Failure to disclose a relevant interest may result in disqualification in accordance with the tender provisions.

Director