



MINISTRY OF TOURISM  
5<sup>TH</sup> FLOOR, AIR MAURITIUS CENTRE  
JOHN KENNEDY STRRET  
PORT LOUIS  
TEL: 2117930 FAX: 2087063

# **Expression of Interest** *for*

## **Consultancy Services**

### **for revamping of l'École Hôtelière, Sir Gaetan Duval**

**Issued on: 27 January 2026**

**Procurement Reference No: MT/EOI/2025-26/H5**

**Project: Consultancy Services for revamping of l'École  
Hôtelière, Sir Gaëtan Duval**

**Client: *Ministry of Tourism***

## **Online Tendering**

The Installation, Commissioning and Operational Acceptance of the e-Procurement System of the Republic of Mauritius has been achieved since 31 July 2017.

The e-Procurement System allows for invitation for bids, downloading of bidding documents, request for clarification from suppliers, response to clarification and issue of addendum, submission of bids, closing of bids, bid opening, evaluation of bids and award of contract to be done online.

The process for Challenge and Review shall continue to be offline for some time.

Suppliers are hereby advised that it is a mandatory condition to have a digital certificate issued by a Certifying Authority licensed by the Republic of Mauritius to respond to any Invitation for Bid on the e-Procurement System. Further information may be obtained from the Supplier's User Guide attached to this bidding document.

## Section 1

### **Request for Expression of Interest for Consultancy Services for Revamping of l'École Hôtelière, Sir Gaëtan Duval**

[Authorized under Section 24 (2) (a) of the Public Procurement Act 2006]

#### **1. Introduction**

The purpose of this Expressions of Interest is to request for proposals from national and international qualified consultants as single entity or in joint venture with other consultants, and with or without sub-consultants for the following project.

The Ecole Hoteliere Sir Gaetan Duval (EHS GD), previously known as the Hotel School of Mauritius, was established in 1971 to provide comprehensive training for the hotel and tourism industry.

Founded as a joint venture comprising the United Nations Development Programme, International Labour Organisation and the French Government, EHS GD offers a range of programmes at Certificate and Diploma level. Students have the opportunity to gain practical experience in a professional setting, utilizing facilities such as a reception area, restaurant, bar, kitchen, demonstration rooms, wine lab, language labs and a fully equipped linen and laundry room. In its quest for excellence in training, there is a need to assess EHS GD and processes and make recommendations regarding service delivery and improving the overall image of the school”.

**Consultant** shall for the purpose of this procurement mean *consulting firm/individual consultant/Joint Venture*. Any consultant applying for shortlisting as consortium, association or any form of arrangement shall clearly indicate its status as a single entity or Joint Venture and its sub-consultancy as required in the submission.

#### **2. The objectives of the assignment**

- 2.1 The Ministry of Tourism intends to enlist the services of a local or international consultant to assess the operations of the training institution and provide recommendations for the improvement of its services in a competitive local context with the advent of new public and private players. The goal is to elevate the institution's standards and to become the market leader in Training for Hospitality, Tourism and Associated studies in Mauritius and beyond our region.

#### **3. The scope of the assignment**

- 3.1 The consultant will work in close collaboration with the Mauritius Institute of Training and Development (MITD), EHS GD and the Ministry of Tourism and carry out the following tasks:

- Undertake a complete audit of the existing systems, processes, courses, institution's physical facilities and equipment among others of the EHS GD.
- Scan the market, identifying the needs and evaluating & confirming opportunities, and propose a responsive education and training concept for the industry.
- Assess the effectiveness of training courses and provide recommendations on how to improve their effectiveness.
- Identify and develop a uniquely adapted concept for EHS GD taking into consideration the local specificities and reality.
- Develop a tailored roadmap, providing EHS GD with all relevant information in order to make informed decisions and focus on the implementation of operational aspects only.
- Identify and ensure a competitive advantage that fits with all requirements for future recognition and academic collaboration of training programs.
- Come up with recommendations on the organisation structure including academics, methodology, faculty, management, standards, processes, facilities and industry relations for EHS GD.
- Recommend additional new courses to meet the future needs of the industry while reflecting on the actual needs and anticipating future trends such as Sustainability, Technology, Culinary Innovation, Product Development and promotion of the local cuisines, among others.
- Recommend potential international partnerships for international recognition and benchmarking
- Work out the schemes of duties / Standard Operating Procedures (SOPs) for the different positions and processes respectively in the revamped EHS GD.

#### **4. The duration of the assignment**

The Consultancy services shall be for a duration of **4 months**.

**5. Procurement Process for the selection of the consultant for this assignment**

5.1 This Request for Expressions of Interest is for the shortlisting of a minimum of three qualified consultants who would be invited to submit their proposals for the assignment referred to above.

5.2 The procurement process has been planned as follows:

Closing date for submission of Expression of Interest: as per Key Activity Schedule

Date of issue of Request for Proposal: NA

Closing date for submission of Request for Proposal: NA

Date of Award of Contract: After selection of consultant.

Implementation Period: After selection of consultant.

**6. Fund for assignment**

Ministry of Tourism

**7. Client's requirements**

**7.1 Qualifications, Experience, Skills and Knowledge**

Academic Qualifications	<ul style="list-style-type: none"><li>• The Consultant shall have a Master's degree or higher in Hospitality Management, Tourism Management, Education, or a related field.</li></ul>
Desirable Qualities	<ul style="list-style-type: none"><li>• Effective communication skills to interact with diverse stakeholders, including faculty, students, industry partners, and government officials.</li><li>• Ability to conduct research and analyze data to inform strategic decisions.</li></ul>
Professional Experience	<ul style="list-style-type: none"><li>• At least 8 years of experience at management level in the Tourism and Hospitality education sector</li><li>• Proven track record in curriculum development, instructional design, and training delivery within the hospitality sector.</li><li>• International working experience desired</li><li>• The incumbent shall pioneer the methods of the best international hospitality and set the standards of excellence in this field. As a result, the candidate should have a training and consultancy background and experience in restructuring hotel schools.</li><li>• Should not display any conflict of interests</li></ul>

## 8. Shortlisting criteria

Shortlisting of consultants will be based on:

- profile of the company, its organigram and staffing;
- details of experience or similar assignments undertaken in the previous 5 years, including their locations ;
- the focus on the consultants' role in similar assignments. in the region or elsewhere;

For international bidding, the Client will endeavor to include different nationalities and backgrounds, and where possible at least one local consultant so as to provide a wide variety of approaches to make a choice.

## 9. Preparation and Submission of EOI online

- (a) The Expression of Interest and all accompanying documentation shall be submitted in English online through the e-Procurement System of the Government of Mauritius at latest by **Monday 16 March 2026 up to 13 30 hours (Mauritian Time).**
- (b) Consultants are allowed to rework on their submission as many times as required. However, after the deadline set for preparation and submission of EOI as per above, the time lock feature of the e-procurement system will not allow to modify/substitute their submission and attachments in any way.

Consultant may refer to the e-Procurement Guidelines accompanying this Request for Expression of Interest as attachment.

## 10. Supplementary Information

Any request for supplementary information should be made not later than 14 days prior to the dead line for submission of EOI online and any response from the Client shall be made online not later than 7 days prior to the said deadline.

## 11. Decryption and Re-encryption of EOI

After the closing time for submission of proposals, Consultants shall decrypt and re-encrypt their proposals within the time schedule provided hereunder to enable opening of their proposals. The time lock feature in the system will not allow consultants to decrypt and encrypt their bids outside the specified time frame.

**Start Date and time (local) as per Key Activity Schedule**  
**End Date and time (local) as per Key Activity Schedule**

Where the Consultant does not execute the decryption and re-encryption of its submission within the time frame provided above, the submission shall not be accessible for opening. In such cases the proposal shall be deemed to have been withdrawn by the Consultant.

## 12. Opening of the Expression of Interest

Expression of interest shall be opened online by the Client on:

**Start Date and time (local):** *as per Key Activity Schedule*

Consultants having submitted an EOI will be able to view the opening of the EOI online.

## **Section 2**

### **Terms of Reference**

#### **MINISTRY OF TOURISM**

#### **TERMS OF REFERENCE FOR THE ENLISTMENT OF A CONSULTANT FOR THE REVAMPING OF ECOLE HÔTELIÈRE SIR GAËTAN DUVAL**

##### **13. BACKGROUND**

The Ecole Hôtelière Sir Gaëtan Duval (EHSGD), previously known as the Hotel School of Mauritius, was established in 1971 to provide comprehensive training for the hotel and tourism industry.

Founded as a joint venture comprising the United Nations Development Programme, International Labour Organization and the French Government, EHSGD offers a range of programmes at Certificate and Diploma level. Students have the opportunity to gain practical experience in a professional setting, utilizing facilities such as a reception area, restaurant, bar, kitchen, demonstration rooms, wine lab, language labs and a fully equipped linen and laundry room.

In its quest for excellence in training, there is a need to assess EHSGD performance and processes and make recommendations regarding service delivery and improving the overall image of the school.

##### **14. REQUIREMENT**

The Ministry of Tourism intends to enlist the services of a local or international consultant to assess the operations of the training institution and provide recommendations for the improvement of its services in a competitive local context with the advent of new public and private players. The goal is to elevate the institution's standards and to become the market leader in Training for Hospitality, Tourism and Associated studies in Mauritius and beyond our region.

## **15. TASKS AND SCOPE OF SERVICES**

The consultant will work in close collaboration with the Mauritius Institute of Training and Development (MITD), EHS GD and the Ministry of Tourism and carry out the following tasks:

- Undertake a complete audit of the existing systems, processes, courses, institution's physical facilities and equipment among others of the EHS GD.
- Scan the market, identifying the needs and evaluating & confirming opportunities, and propose a responsive education and training concept for the industry.
- Assess the effectiveness of training courses and provide recommendations on how to improve their effectiveness.
- Identify and develop a uniquely adapted concept for EHS GD taking into consideration the local specificities and reality.
- Develop a tailored roadmap, providing EHS GD with all relevant information in order to make informed decisions and focus on the implementation of operational aspects only.
- Identify and ensure a competitive advantage that fits with all requirements for future recognition and academic collaboration of training programs.
- Come up with recommendations on the organisation structure including academics, methodology, faculty, management, standards, processes, facilities and industry relations for EHS GD.
- Recommend additional new courses to meet the future needs of the industry while reflecting on the actual needs and anticipating future trends such as Sustainability, Technology, Culinary Innovation, Product Development and promotion of the local cuisines, among others.
- Recommend potential international partnerships for international recognition and benchmarking
- Work out the schemes of duties / Standard Operating Procedures (SOPs) for the different positions and processes respectively in the revamped EHS GD.

## 16. Qualifications, Experience, Skills and Knowledge

Academic Qualifications	<ul style="list-style-type: none"><li>• The Consultant shall have a Master's degree or higher in Hospitality Management, Tourism Management, Education, or a related field.</li></ul>
Desirable Qualities	<ul style="list-style-type: none"><li>• Effective communication skills to interact with diverse stakeholders, including faculty, students, industry partners, and government officials.</li><li>• Ability to conduct research and analyze data to inform strategic decisions.</li></ul>
Professional Experience	<ul style="list-style-type: none"><li>• At least 8 years of experience at management level in the Tourism and Hospitality education sector</li><li>• Proven track record in curriculum development, instructional design, and training delivery within the hospitality sector.</li><li>• International working experience desired</li><li>• The incumbent shall pioneer the methods of the best international hospitality and set the standards of excellence in this field. As a result, the candidate should have a training and consultancy background and experience in restructuring hotel schools.</li><li>• Should not display any conflict of interests</li></ul>

## 17. Contractual Input and Duration

The Consultancy services shall be for a duration of **4 months**.

## 18. Reporting

The Consultant shall report to the Ministry of Tourism which will provide guidance on the assignment.

All reports shall be submitted in **hard copies (3 copies)**. The soft copy shall not be secured with password(s) to allow for printing or copy and paste of extract from the reports.

The language of the assignment shall be in English. All the outputs and deliverables shall be written in English language and shall be presented in a format acceptable by Ministry of Tourism.

All documents shall become the property of the Ministry of Tourism.

The reports and documentation shall be submitted in electronic format, in both editable Microsoft Office Word version and in pdf version. There shall be no security restrictions on printing/editing in the deliverables.

The Consultant shall submit all reports and documentation in draft form (in soft format - MS Word) in the first instance, and shall thereafter incorporate any comments the Ministry may submit, prior to their finalization.

**19. Outputs/Deliverables to be provided by the Consultant:**

The consultant shall submit a comprehensive roadmap for the revamping of EHSGD, ensuring its future success and ability to meet the evolving needs of the hospitality industry, comprising but not limited to, the following:

- Detailed analysis of the institution's current strengths, weaknesses, opportunities, and threats (SWOT analysis).
- Reviewed vision and mission statement for the revamped institution.
- Strategic goals and objectives aligned with industry trends and future needs.
- Action plan with specific timelines and responsibilities for implementing recommendations.
- New or revised curricula for proposed programs (e.g., front office, housekeeping, culinary arts, etc.).
- SOP and organigramme
- Report on the institution's physical facilities, including classrooms, laboratories, and workshops including recommendations for improvements or upgrades to facilities and equipment.
- Proposed list of institutions for international affiliation.

## 20. Schedule of Fees and Payments

Payments will be effected upon submission and acceptance of satisfactory quality deliverables as per the following schedule:

SN	Activities	%	Timeline after signature of contract
(i)	Inception Report	20	3 weeks
(ii)	Draft roadmap for the revamping of EHS GD	40	3 months
(iii)	Final roadmap for the revamping of EHS GD	40	4 months

### Note:

The Ministry of Tourism reserves the right to withhold payment or pay on a pro-rata basis for any unsatisfactory performance and delivery.

## Section 3

### Response forms

*Consultants will have to respond to this invitation for Expression of Interest by filling in the response templates online.*

#### **Expression of Interest (EOI) – Consultancy Services**

*Consultants are required to fill in the covering letter of their EOI online.*

#### **Respondent's Submission**

*Consultants are required to fill in the response templates online. The content and tables shown hereunder is for information only. The data to be submitted online as Respondent's Submission has been grouped into four templates as follows:*

1. Section I
2. Section II
3. Section III, IV and V
4. Attachments

Procurement Reference No	<i>MT/EOI/2025-26/H5</i>
Project Name	<i>Expression of Interest for Consultancy Services for Revamping of L'Ecole Hoteliere, Sir Gaetan Duval</i>
Project Country	<b>Mauritius</b>

#### **I. Consultant's Information**

Date:	Country of Incorporation <sup>1</sup> (if applicable)
Consultant Name:	Acronym:
EOI Submission Authorized by:	Position

<sup>1</sup> The Consultant must submit a copy of the Certificate of Incorporation of itself through VII EOI Attachments

**Associations (Joint Venture or Sub-consultancy)**

Serial No.	Consultant	Acronym	Country of Incorporation (if applicable) <sup>2</sup>	Joint Venture (JV) or Sub-consultant	EOI Submission Authorized By	Position

Present the rationale for and benefits of working in association (JV or Sub-consultant) with others rather than undertaking the assignment independently (as appropriate). Describe the proposed management and coordination approach of the association and the role of each firm.

We confirm that:

- Documentation regarding our corporate structure including beneficial ownership has been attached.
- Documentation regarding our Board of Directors has been attached.
- A written agreement to associate for the purpose of this Expressions of Interest has been signed between the joint venture partners and has been attached.

**II. Assignment Specific Qualifications and Experience**

We list hereunder our project references which demonstrate our technical competence and geographical experience.

(Please provide relevant project information in Section D below).

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<sup>2</sup> The lead consultant must submit a copy of the Certificate of Incorporation of itself and of each JV member and sub-consultant through VII. EOI attachments..

**A. Technical Competence**

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. Project References, highlighting the technical qualifications of our entity/joint venture in undertaking assignments and details of past experiences working with project authorities.

**B. Similar Experience**

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Project References, highlighting the technical qualifications of our entity/joint venture in undertaking similar assignments and details of past experiences working with similar project authorities.

**C. Other relevant Information (maximum of 500 words)**

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**D. Project References**

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We list hereunder our most relevant projects to demonstrate the firm's technical qualifications and similar experience (maximum .....*[public body to specify number]* projects).

SN	Project	Period	Client	Country	Firm
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

**Project Summary**

SN 1	
Project Title	
Country / Region	
Start Date	
Completion Date	
Continuous / Intermittent	
Client	
Funding Source	
Description	(indicate your role and input in person-months)

SN 2	
Project Title	
Country / Region	
Start Date	
Completion Date	
Continuous / Intermittent	
Client	
Funding Source	
Description	(indicate your role and input in person-months)

(Please insert more tables as necessary)

**III. We submit our comments on Terms of Reference**

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**IV. We list hereunder the Key Considerations in approaching this assignment (no more than 9,000 characters summarizing approach and methodology)**

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**V. The details of the Key Experts available for this assignment**

**(a) Relevant Experience of the Single Entity’s organization/ Joint Venture members Professional Staff are listed hereunder:**

SN	Name	Qualification	Years of experience	Relevant Experience				
				Name of assignment - Duration	Client	Position	Duration	
							From	To
1								
2								
3								
4								
5								

(Please insert more rows as necessary)

**(b) Relevant Experience of the External Professional Staff available to the Consultant**

SN	Name	Qualification	Years of experience	Relevant Experience				
				Name of assignment - Duration	Client	Position	Duration	
							From	To
1								
2								
3								
4								
5								

(Please insert more rows as necessary)

**VI. EOI Attachments**

SN	Description
1	Certificate of Incorporation of the lead member (if applicable)
2	Certificate of Incorporation of the JV member (for each member) (if applicable)
3	Letter of Joint Venture/intent of Joint Venture
4	Documents regarding corporate structure including beneficial ownership
5	Documents regarding Board of Directors
6	Any other attachment

[Please insert more rows as necessary]



**Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries**  
**(Blue Economy and Fisheries Division)**

**Invitation for Bids**  
**Authorised under Section 16(1) of the Public Procurement Act 2006**  
**Press Notice**

**OPEN INTERNATIONAL BIDDING**  
**Procurement Ref. No: MOBE/Q14/2025-26/OIB5**

The Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries (Blue Economy and Fisheries Division) hereby invites bids from eligible and qualified bidders for the Enlistment as Head Engineering Department.

A complete set of the bidding document in English can be downloaded from the government procurement website: [publicprocurement.govmu.org](http://publicprocurement.govmu.org)

Bids in a sealed envelope clearly marked “Enlistment as Head Engineering Department” and reference number “MOBE/Q14/2025-26/OIB5” addressed to the Senior Chief Executive should be deposited in the Tender Box located at Level 4, LIC Centre, President John Kennedy St, Port-Louis on/or before **Monday 06 April 2026 at 13.30 hrs latest (local time)**.

Proposals to be sent by post/ courier service or hand delivered.

The Ministry reserves the right to annul the bidding process and reject all bids at any time prior to award of contract as per provision of section 39(1) of the Public Procurement Act 2006 without thereby incurring any liability to any bidder.

Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries  
(Blue Economy and Fisheries Division)  
Level 4, LIC Centre,  
President John Kennedy St,  
Port Louis.  
Republic of Mauritius.  
Tel. No.: 211 2470 – 75  
Fax No.: 213 3222  
E-mail: [blueeconomy@govmu.org](mailto:blueeconomy@govmu.org)

Date: 06 February 2026



**Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries**  
**(Blue Economy and Fisheries Division)**

**Invitation for Bids**  
**Authorised under Section 16(1) of the Public Procurement Act 2006**  
**Press Notice**

**OPEN INTERNATIONAL BIDDING**  
**Procurement Ref. No: MOBE/Q12/2025-26/OIB3**

The Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries (Blue Economy and Fisheries Division) hereby invites bids from eligible and qualified bidders for the Enlistment as Head, Deck Department.

A complete set of the bidding document in English can be downloaded from the government procurement website: [publicprocurement.govmu.org](http://publicprocurement.govmu.org)

Bids in a sealed envelope clearly marked “Enlistment as Head, Deck Department” and reference number “MOBE/Q12/2025-26/OIB3” addressed to the Senior Chief Executive should be deposited in the Tender Box located at Level 4, LIC Centre, President John Kennedy Street, Port-Louis on/or before **Monday 06 April 2026 at 13.30 latest (local time)**.

Proposals to be sent by post/ courier service or hand delivered.

The Ministry reserves the right to annul the bidding process and reject all bids at any time prior to award of contract as per provision of section 39(1) of the Public Procurement Act 2006 without thereby incurring any liability to any bidder.

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Date: 06 February 2026



**Ministry of Agro-Industry, Food Security,  
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(Blue Economy and Fisheries Division)**

**Invitation for Bids  
Authorised under Section 16(1) of the Public Procurement Act 2006  
Press Notice**

**OPEN INTERNATIONAL BIDDING  
Procurement Ref. No: MOBE/Q13/2025-26/OIB4**

The Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries (Blue Economy and Fisheries Division) hereby invites bids from eligible and qualified bidders for the Enlistment as Marine Engineering Surveyor.

A complete set of the bidding document in English can be downloaded from the Government procurement website: [publicprocurement.govmu.org](http://publicprocurement.govmu.org).

Bids in a sealed envelope clearly marked “Enlistment as Marine Engineering Surveyor” and reference number “MOBE/Q13/2025-26/OIB4” addressed to the Senior Chief Executive should be deposited in the Tender Box located at Level 4, LIC Centre, President John Kennedy Street, Port-Louis on/or before Monday 06 April 2026 by 13 30 hrs (local time).

Proposals to be sent by post/courier services or hand delivered.

The Ministry reserves the right to annul the bidding process and reject all bids at any time prior to award of contract as per provision of section 39(1) of the Public Procurement Act 2006 without thereby incurring any liability to any bidder.

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E-mail: [blueeconomy@govmu.org](mailto:blueeconomy@govmu.org)

**Date: 06 February 2026**



**Ministry of Agro-Industry, Food Security,  
Blue Economy and Fisheries  
(Blue Economy and Fisheries Division)**

**Invitation for Bids  
Authorised under Section 16(1) of the Public Procurement Act 2006**

**Press Notice**

**OPEN INTERNATIONAL BIDDING  
Procurement Ref. No: MOBE/Q15/2025-26/OIB6**

The Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries (Blue Economy and Fisheries Division) hereby invites bids from eligible and qualified bidders for the Enlistment as Marine Training Officer.

A complete set of the bidding document in English can be downloaded from the Government procurement website: [publicprocurement.govmu.org](http://publicprocurement.govmu.org).

Bids in a sealed envelope clearly marked “Enlistment as Marine Training Officer” and reference number “MOBE/Q15/2025-26/OIB6” addressed to the Senior Chief Executive should be deposited in the Tender Box located at Level 4, LIC Centre, President John Kennedy St, Port-Louis on/or before Monday 06 April 2026 by 13 30 hrs (local time).

Proposals to be sent by post/courier services or hand delivered.

The Ministry reserves the right to annul the bidding process and reject all bids at any time prior to award of contract as per provision of section 39(1) of the Public Procurement Act 2006 without thereby incurring any liability to any bidder.

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**Date: 06 February 2026**



**Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries**  
**(Blue Economy and Fisheries Division)**

**Invitation for Bids**  
**Authorised under Section 16(1) of the Public Procurement Act 2006**  
**Press Notice**

**OPEN INTERNATIONAL BIDDING**  
**Procurement Ref. No: MOBE/Q11/2025-26/OIB2**

The Ministry of Agro-Industry, Food Security, Blue Economy and Fisheries (**Blue Economy and Fisheries Division**) hereby invites bids from eligible and qualified bidders for the **Enlistment as Nautical Surveyor**.

A complete set of the bidding document in English can be downloaded from the Government procurement website: [publicprocurement.govmu.org](http://publicprocurement.govmu.org)

Bids in a sealed envelope clearly marked “**Enlistment as Nautical Surveyor**” and reference number “**MOBE/Q11/2025-26/OIB2**” addressed to the **Senior Chief Executive** should be deposited in the Tender Box located at Level 4, LIC Centre, President John Kennedy Street, Port-Louis on/or before **Monday 06 April 2026 by 13 30 hrs (local time)**.

Proposals to be sent by post/courier service or hand delivered.

The Ministry reserves the right to annul the bidding process and reject all bids at any time prior to award of contract as per the provisions of section 39(1) of the Public Procurement Act 2006, without thereby incurring any liability to any bidder.

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Date: 06 February 2026