



**Ministry of Environment, Climate Change and Technology**  
Republic of Maldives

**TERMS OF REFERENCE**

**(IUL)438-ENV/438/2022/449**

**Consultancy Service for the Development of a Communication Strategy**

**Issued on:** (23<sup>rd</sup> October 2022)

**Issued By:** Eliminating Persistent Organic Pollutants Through Sound Management of Chemicals  
Project – Project Management Unit

**TABLE OF CONTENTS**

i.	SCHEDULE OF CRITICAL DATES .....	2
ii.	SUBMISSION REQUIREMENTS .....	2
	1. Introduction and Background.....	4
	2. Objective of Consultancy .....	5
	3. Scope of Assignment.....	6
	4. Deliverables and Payment Schedule .....	0
	5. Duration of the Consultancy .....	0
	6. Provision of Monitoring and Progress Controls.....	0
	7. Requirements for Experience and Qualifications.....	0
	8. Selection Criteria of Regional Based Businesses and MSME businesses .....	1
	9. Submission .....	2
	TECH FORM 1 – Proposal Submission Form.....	3
	TECH FORM 2 – Approach, Methodology and Work Plan.....	4
	TECH FORM 3 – Work Schedule .....	5
	TECH FORM 4 – Curriculum Vitae.....	6
	TECH FORM 5: Letter of Commitment (Team Leader).....	7
	FIN FORM 1 – Financial Proposal Submission Form.....	8
	FIN FORM 2 – Financial Breakdown Form.....	9
	FIN FORM 4 – Average Annual Turnover.....	11
	FIN FORM 5 – Financial Resources.....	12
	FIN FORM 6 – Current Contract Commitments / Work in Progress .....	13

**i. SCHEDULE OF CRITICAL DATES**

<b>Activity</b>	<b>Action Date</b>
Advertised date	23 October 2022
Bid queries deadline	26 October 2022
Bid clarification deadline	27 October 2022
Proposal submission deadline	6 November 2022 10:00am

**ii. SUBMISSION REQUIREMENTS**

The following related documents shall be submitted for the bids to be considered sufficiently responsive.

Applicants should submit their proposals containing the following documents and applicable Technical Proposal – Standard Forms and Financial Proposal – Standard Forms under ANNEX A.

**a. Technical Proposal – Standard Forms**

1. Proposal submission form (**signed by the owner of the entity or person with power of attorney to sign**) – (Tech Form 1)
2. Company portfolio or Key Expert’s portfolio
3. A summary of the work plan must be presented in the format in Work Schedule (Tech Form 3) showing in the form of a bar chart the timing proposed for each activity – (Tech Form 2)
4. Curriculum Vitae (CV) of the identified key expert. **Copy of academic certificates and reference letters** demonstrating experiences listed in this TOR (required experiences and other experiences relevant to this TOR must be specified clearly or highlighted) – (Tech Form 4)
5. Completed **Letter of Commitment (signed by the Key Expert)** – (Tech Form 5 & 6)
6. Copy of Business (Sole Proprietorship/Company/Partnerships/Institutions/SMEs) registration certificate.
7. Copy of SME Registration - If registered
8. Copy of GST Registration certificate issued by MIRA (Maldives Inland Revenue Authority) – if registered
9. Tax payer registration Certificate / Notification Copy

**b. Financial Proposal – Standard Forms**

1. FIN FORM 1 – Financial Proposal Submission Form (**signed by the owner of the entity or person with power of attorney to**)
2. Form FIN – 2 Financial Breakdown Form
3. Form FIN - 3: Details Financial Situation
4. Financial statements of the business for the year 2021, 2020 and 2019

5. Business entities that have not completed one year (from the date of business registration to date of bid announcement) are required to submit the bank statement of the business's bank account. (Bank statement should be from the date of account opening to date of bid announcement)
6. FIN FORM – 4: Average Annual Turnover
7. FIN FORM -5: Financial Resources
8. FIN FORM -6: Line of Credit Letter
9. FIN FORM -7 Current Contract Commitments / Work in Progress

**Note 01: All bidders should clearly identify the Key Expert (herein referred to as the 'Consultant') carrying out the task. For bids submitted by Company/Institution, the Key Expert who has signed Form 5 will be considered for the evaluation process.**

**Note 02: If bidder fails to submit any of the above applicable listed documents, their proposal may not be considered for further evaluation.**

**Note 03: After the evaluation, highest scoring party will be notified to submit tax clearance report. Tender will be awarded upon submission of tax clearance report**

## 1. Introduction and Background

The Republic of Maldives is a Small Island Developing State (SIDS) which faces sustainable development challenges such as small but growing populations, land scarcity, vulnerability to climate change impacts (and other natural disasters) as well as economic development problems due to high transportation costs, lack of adequate infrastructure and lack of industrial development incentives. The Maldives is an archipelago comprised of 1,190 coral islands in 26 atolls over an area of about 750 km on a North-south axis and 120 km on an east-west axis. The land area of the Maldives accounts for about 1% of the Country's territory. The Maldives islands are low lying land areas with an average height above sea level of 1.8 meters (m).

The country's population of approximately 400,000 people dispersed across 187 inhabited islands. An additional more than 166 islands have tourist resorts. Waste generation is estimated to be 324,000 tons annually with consisting of approximately 0.5 to 11% of hazardous chemicals and of approximately 3-9% of plastics depending on location and size of the island. The fact that (chemical) waste is being generated on 278 island presents the country with an incredible challenge, as land is very scarce, low lying and transportation of chemicals and waste from island to island is costly and complicated. The inadequate storage options and current disposal practices of hazardous chemicals and waste, especially open burning of waste at dumpsites or disposal near the coastline, make it very likely that these toxic chemicals and waste will end up in the waters and oceans. In the Republic of Maldives, the tourism sector accounts for more than 28% percent of the Gross Domestic Product (GDP) of the economy. Tourists to the Maldives are seeking a pristine environment, not one with polluted waters, degraded coral reefs, waste dumps which are openly burning or waste floating in the ocean. Therefore, the Sound Management of Chemicals and waste, especially the environmentally sound management of Persistent Organic Pollutants (hereinafter referred to as POPs) and hazardous waste, is an important element to achieving environmental sustainability. Further, given the economic importance of tourism to the Maldives, implementing environmentally sound chemical and waste management systems would help decouple growth in the tourism sector from environmental degradation.

To tackle these environmental and human health risks, the Government of the Republic of Maldives through the Ministry of Environment, Climate Change and Technology (MECCT) has already taken some steps to try to manage its growing chemicals and waste management problems. Maldives has ratified the Stockholm Convention (SC) on 17 October, 2006 and in accordance to Article 7 of the Convention has submitted its National Implementation Plan (NIP) to the Stockholm Convention Secretariat (SCS) on 18 July, 2017, which covers the initial POPs as well as the new POPs added at the 4th and the 5th Conference of the Parties.

According to this NIP the highest-ranking national Priorities are the following:

- 1 First Priority: The Implementation of measures to strengthen the institutional and regulatory framework; which includes the (i) developing legislation for chemicals management; (ii) strengthening institutional capacity; (iii) improving data collection and management systems and (iv) conducting research on the effects of POPs;
- 2 Second Priority: Developing an action plan to eliminate PCB-containing equipment and its waste by 2025, which includes the (i) identification, labelling and mapping where PCBs and equipment potentially-containing PCBs are located in the country); (ii) putting in place labelling mechanism for all PCB-containing equipment; (iii)

- establishing adequate storage facilities for replaced equipment containing PCBs; (iv) formulating guidelines for disposal of equipment-containing PCBs; and (v) disposing safely of equipment containing PCBs.
- 3 Reducing the incineration and open burning of wastes (including medical and hazardous waste), which is the source of 98.6% of U-POPs releases in the country- totaling 153.4 g-TEQ/year;
  - 4 Raising awareness through the development of education curricula and targeted awareness campaigns; establishing a standard Chemical Management System, including chemical labelling in multiple languages.

In order to address the above-mentioned barriers, the project will focus on addressing regulatory/policy barriers, technical and capacity and knowledge barriers so that the Maldives has a better foundation to establish a nationwide environmentally sound Management system to address POPs and highly hazardous chemicals, with the adequate coordination of key public, private and community stakeholders, regulatory departments, and centres of expertise, and the enhanced capacity of all involved, for the Environmentally Sound Management of Chemicals.

The Government of Maldives has received funding from the Global Environment Facility (GEF) for the project “Eliminating Persistent Organic Pollutants through the Sound Management of Chemicals”. The project is implemented by UNDP as GEF’s Implementing Agency and MECCT as national executing agency. The project is expected to support implementation of the developmental targets and priorities of the Government, set out in the Strategic Action Plan (SAP) for five-year period 2019-2023.

At the start of the project, a communication/awareness raising is planned to be developed and subsequently implemented over the duration of the project. This communications/awareness raising plan will focus on changing behavior and attitudes towards Sound Management of Chemicals (SMC) and waste management, targeting policy makers, Non-Governmental Organizations (NGOs), private sector entities managing hazardous wastes and recyclers and so on. Depending on the means of communication most appropriate, various avenues for information dissemination is planned to be incorporated into the plan.

For this purpose, the project is seeking a qualified company or sole proprietorship to develop a communication strategy and awareness campaign on the sound management of chemicals and wastes.

## **2. Objective of Consultancy**

The objective of this consultancy is to formulate a communication strategy framework of the project to ensure all the work carried out through the project including information and data collected in the field are captured, documented, analyzed and reported in a results-based and timely manner for the Public, Government, Donors, and Project Implementation partner purposes.

### **3. Scope of Assignment**

Under the supervision and in close cooperation with the Project Management Unit (PMU), the consultant is responsible for the implementation of the following tasks:

1. Determining communication objectives for specific demographics and focus groups
2. Identification of communication products and activities tailored to each audience
3. Identify available communication resources, techniques, and tools that can be utilized most effectively under a government project to disseminate information specifically relevant to management of chemicals and hazardous waste
4. Develop a style guide for all communications regarding the project to ensure consistent formats for publications and communication products
5. Develop an implementation plan of the communication strategy depending on the annual work plan of the project
6. Develop a communication strategy to be utilized for conducting trainings targeted for different stakeholders

### **KEY QUALIFICATIONS AND EXPERIENCE**

1. Minimum of a Bachelor's degree in communication, marketing, media, or relevant field
2. At least 3 years of proven experience in developing and delivering media/communication campaigns including design, planning, production and dissemination of marketing materials
3. Experienced at managing similar environment or waste management related projects

#### 4. Deliverables and Payment Schedule

Payments to the consultants will be based on the following breakdown, after acceptance the invoices submitted by the consultant and upon successful achievement of the corresponding deliverables:

	<b>Deliverables</b>	<b>Details</b>	<b>End Product</b>	<b>Submission Date</b>	<b>Payment Schedule</b>
1	Conduct Inception meeting	Inception meeting to discuss conceptual approach and finalize the work plan	1. Inception Report, including Minutes of Meeting 2. Finalized work plan	7 calendar days upon signing of contract	10% upon approval of Deliverable 1
2	Develop communications strategy	Communication strategy to be developed to include, but not be limited to, the following <ul style="list-style-type: none"> <li>• Clear communication objectives for specific demographics and focus groups</li> <li>• Identification of communication products and activities tailored to each audience</li> <li>• Identification of available communication resources, techniques, and tools that can be utilized most effectively under a government project</li> </ul>	Draft of Communications Strategy	4 weeks from approval of D1	25% upon submission of draft document
			Finalized Communications Strategy (reflecting PMU comments)	2 weeks from approval of Draft	20% upon submission of final document



3	Develop a communication strategy to be utilized for conducting trainings targeted for different stakeholders	Develop communication strategy to be utilized in trainings with specific focus on the following: <ul style="list-style-type: none"> <li>• Identification of communication products and activities tailored towards specific agencies and stakeholders for effective training</li> </ul>	Draft of Training Communications Strategy	3 weeks from approval of Deliverable 2	25% upon submission of draft document
			Finalized Training Communications Strategy (reflecting PMU comments)	2 weeks from approval of Draft Training Communications Strategy	20% upon submission of final document

## 5. Duration of the Consultancy

Duration of the assignment is 14 weeks upon signing the contract. 2 additional weeks are added to contract duration to cover additional time that would be spent in review of documents by the client.

## 6. Provision of Monitoring and Progress Controls

The contract shall be managed by PMU and MECCT and the beneficiary is MECCT. No other facilities shall be provided by MECCT.

## 7. Requirements for Experience and Qualifications

DETAILS	MAXIMUM POINTS
<p><b>Qualification and skills</b></p> <ul style="list-style-type: none"> <li>[15] points for minimum Bachelor's degree or level 7 qualification as defined in Maldives National Qualifications Framework in Communication, Marketing, Media, or a relevant field, [05] additional points for each level above level 7 as defined in the Maldives National Qualifications Framework in a relevant field up to Level 10.</li> </ul>	30
<p><b>General Professional Experience</b></p> <ul style="list-style-type: none"> <li>[15] points for minimum 03 years general professional working experience. [05] point for each additional year up to 2 years</li> </ul>	25
<p><b>Specific Professional Experience</b></p> <ul style="list-style-type: none"> <li>[05] points for development of at least 01 communication and advocacy strategy or marketing plan designed to increase visibility, effectiveness, impact and sustainability of a developmental or</li> <li>[05] points for 02 years working experience in development of communication strategies or marketing campaigns (Not a minimum requirement) [02] points for each additional year up to 05 years</li> <li>[10] points for demonstrated experience in undertaking similar environmental awareness assignments. [05] points for each additional assignment up to 03 assignments (Not a minimum requirement)</li> </ul>	45

If the minimum set qualification and skills, general and specific professional experience is not met, then the party will be disqualified.

### Total technical score (s): 100 points

- The minimum technical score (s) required to pass is: 35.
- Proposal that does not qualify the minimum technical score will be disqualified from further evaluation.

### Financial score

- The formula for determining the financial scores is the following:

$Sf = 100 \times \left[ \frac{Fm}{F} \right]$ , in which Sf is the financial score, Fm is the lowest price and F the price of the proposal under consideration.

### **Total score determination**

- The weights given to the Technical and Financial Proposals are:  
T = [0.6], and F = [0.4]

### **Financial Situation Evaluation**

- To be eligible the financial statements of the bidding party must show, minimum annual turnover of MVR 80,000.00, for the year 2021,2020 and 2019. (Submit Form FIN-1 Annual Turnover)  
(OR)
- To be eligible the financial statements of the bidding party must show, Minimum value of MVR 80,000.00, for liquid asset, for the year 2021 ,2020 and 2019. – (Submit Form FIN -2: Financial Situation)  
(OR)
- Business entities that have not completed one year (from the date of business registration to date of bid announcement) are required to submit the bank statement of the business’s bank account. (bank statement should be from the date of account opening to date of bid announcement). To be eligible the business’s bank statement must show a credit balance of minimum MVR 80,000.00  
(OR)
- If bidding party is unable to meet any of the above requirement they shall submit ‘Line of Credit Letter’ As per the template in fin form 4. Credit limit shall be no less than MVR 80,000.00 – (Submission Form Fin -4: Line of Credit Letter)

## **8. Selection Criteria of Regional Based Businesses and MSME businesses**

- Among bidders who pass the technical and financial evaluation, Micro, Small and Medium Enterprises (MSME’s) will be assessed accordingly:  
The bidder with the highest ranking with a proposed price that doesn’t exceed 15% of the price of the bidder with the overall highest ranking will be awarded.
- Among bidders who pass the technical and financial evaluation if there is no bidder as described in (a), bidders who belong to the same island as the project is carried out will be assessed accordingly:  
The bidder with the highest ranking with a proposed price that doesn’t exceed 10% of the price of the bidder with the overall highest ranking will be awarded.
- Among bidders who pass the technical and financial evaluation if there is no bidder as described in (a) and (b), bidders who belong to the same atoll as the project is being carried out is checked and assessed accordingly:  
The bidder with the highest ranking with a proposed price that doesn’t exceed 5% of the price of the bidder with the overall highest ranking will be awarded.

d) Among bidders who pass the technical and financial evaluation if there is no bidder as described in (a), (b) and (c), all Maldivian bidders will be checked and assessed accordingly.

The bidder with the highest ranking with the lowest proposed price will be awarded

e) Among bidders who pass the technical and financial evaluation if there is no bidder as described in (a), (b), (c) and (d) all bidders will be assessed accordingly.

The bidder with the highest ranking with the lowest proposed price will be awarded

### **Classifying regional based businesses**

a) If the bidder is a sole proprietorship, the bidder's permanent address will be checked

b) If the bidder is not a sole proprietorship, the island to which the business is registered will be checked.

c) The bidder will be considered as a business working in one certain area, as per (a) and (b) accordingly:

- If the bidder is a sole proprietorship, the bidder's registered permanent address as of 1st January of the year the invitation for bid was issued will be considered (OR)
- If the business had been registered before the year in which the invitation for bid was issued, the island to which the business was registered as of 1st January of the year the invitation for bid was issued will be considered (OR)
- If the business had been registered within the year in which the invitation for bid was issued, the island to which the business was first registered will be considered.

### **9. Submission**

<b>Bid submission</b>	<b>On or before 6 November 2022 1000 hours local time</b>
Bid opening	6 November 2022 1000 hours local time. Proposals will be opened in the presence of the proponents' representatives who choose to be present at the address below at the time of proposal opening.
Submission instruction	Proposals must be delivered in sealed envelopes titled <b>“Do not Open Before 6 November 2022 1000 hours – Consultancy Services for the Development of a Communication Strategy” and the submitting party's name and address</b> Late proposals will be rejected.
Submission address	Procurement Section Ministry of Environment, Climate Change and Technology Green Building, Handhuvaree Hingun, Maafannu Male', 20392, Republic of Maldives Email: <a href="mailto:procurement@environment.gov.mv">procurement@environment.gov.mv</a> Website: <a href="http://www.environment.gov.mv">www.environment.gov.mv</a> Project name: Eliminating Persistent Organic Pollutants Through Sound Management of Chemicals

## Annex A

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### TECH FORM 1 – Proposal Submission Form

[Location, Date]

To: [Name and address of Client]

Dear Madam/Sir:

I, the undersigned, offer to provide the consultancy service for “**Consultancy Service for the Development of a Communication Strategy for Eliminating Persistent Organic Pollutants Through Sound Management of Chemicals Project**” in accordance with your Request for Proposal dated ( \_\_ October 2022). I hereby submit my Proposal, which includes all required documents as per Request for Proposal.

I 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 undertake to negotiate on the basis of the proposed staff. my Proposal is binding upon myself and subject to the modifications resulting from Contract negotiations.

I undertake, if my Proposal is accepted, to initiate the services and fulfil the terms and conditions related this contract.

I understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Consultant (company/partnerships/institutions):

Address:

**TECH FORM 2 – Approach, Methodology and Work Plan**

*[Technical approach, methodology and work plan are key components of this Proposal. the Consultant is suggested to submit Proposal with the following areas clearly described:*

- a) Methodology for each activity,*
- b) Work Plan*

**a) Technical Approach and Methodology**

*[In this chapter the Consultant should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.]*

**b) Work Plan**

*[In this chapter the Consultant should highlight the main activities and sub-activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan.]*

**TECH FORM 3 – Work Schedule**

<b>Consultancy Service for the Development of a Communication Strategy for Eliminating Persistent Organic Pollutants Through Sound Management of Chemicals Project</b>														
<b>Deliverables</b>	<b>Week 1</b>	<b>Week 2</b>	<b>Week 3</b>	<b>Week 4</b>	<b>Week 5</b>	<b>Week 6</b>	<b>Week 7</b>	<b>Week 8</b>	<b>Week 9</b>	<b>Week 10</b>	<b>Week 11</b>	<b>Week 12</b>	<b>Week 13</b>	<b>Week 14</b>
Inception meeting and workplan														
Developing the communications strategy (draft)														
Developing the communications strategy (final)														
Communication strategy for trainings (draft)														
Communication strategy for trainings (final)														

## TECH FORM 4 – Curriculum Vitae

- 1. Name of Consultant:**
- 2. Education** [*Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment*]:
- 3. Membership of professional associations**
- 4. Other Training**
- 5. Countries of work experience** [*List countries where the Consultant has worked in the last ten years*]:
- 6. Languages** [*For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing*]:
- 7. Experience/ employment record** [*Starting with present position, list in reverse order every employment held the Consultant since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.*]
  - From [Month/Year] – To [Month/Year]:
  - Employer:
  - Positions held:
  - Job description:
- 8. Summary of projects/assignments undertaken/ role**
  - Name of project/ assignment:
  - Experience classification: General / specific
  - Scope of project/ assignment:
  - From [Month/Year] – To [Month/Year]:
  - Positions held:
- 9. Past commitments in projects with the Ministry of Environment, Climate Change and Technology**
  - Name of the Contract/Project:
  - From [Month/Year] – To [Month/Year]:
  - Positions held:
  - Summary of role



**TECH FORM 5: Letter of Commitment (Key Expert)**

[ Location, Date]

To: [Name and address of Client]

Ref no: \_\_\_\_\_

Dear Sir/Madam,

I am writing to confirm my availability to provide services as the **/Team Leader** to “**Consultancy Service for the Development of a Communication Strategy for Eliminating Persistent Organic Pollutants Through Sound Management of Chemicals Project**”- for the Ministry of Environment, Climate Change and Technology.

I undertake, if this proposal is accepted, to complete and deliver the whole of the services assigned to me in the scope of services.

I undertake, if this proposal is accepted upon receipt of the Ministry of Environment, Climate Change and Technology’s notice, to commence performance of the services with due expedition and without delay.

Yours sincerely,

Name:

ID card No:

Date:

Signatory:

*Note: CV should be submitted along with the supporting documents of the Team Leader (CV without the supporting documents will be rejected)*

## **FIN FORM 1 – Financial Proposal Submission Form**

[Location, Date]

To: [Name and address of Client]

Dear Madam/Sir:

I, the undersigned, offer to provide services for “**Consultancy Service for the Development of a Communication Strategy for Eliminating Persistent Organic Pollutants Through Sound Management of Chemicals Project**”- in accordance with your Request for Proposal dated \_\_ October 2022] and our Technical Proposal. Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures in MVR]. This amount is inclusive of the all local taxes.

My Financial Proposal shall be binding upon me subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

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

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Consultant (SP/company/partnership/institutions)

Address:

**FIN FORM 2 – Financial Breakdown Form**

**Date:**

**Reference No:** (generated by the proponent)

No.	Description	Price/Unit (MVR)	Total
1	Inception meeting and workplan		
2	Developing the communications strategy (draft)		
3	Developing the communications strategy (final)		
4	Communication strategy for trainings (draft)		
5	Communication strategy for trainings (final)		
	<b>Total:</b>		
	<b>GST</b>		
	<b>Total with GST</b>		

**The quotation is valid for 90 days from the date of bid opening.**

Indicate the total cost with detail cost to be paid in Maldivian Rufiyaa (MVR).

Note: The total contract price should be quoted inclusive of Goods and Services Tax (GST) or any applicable axes as per the Tax Legislation and must be shown in the breakdown.

Authorized Signature and stamp

**FIN FORM 3 – Details of Financial Situation**

Each Applicant must fill in this form

Financial Data for Previous 3 Years [MVR Equivalent]			
	Year 2021:	Year 2020:	Year 2019:

**Information from Balance Sheet**

Total Assets			
Total Liabilities			
Net Worth			
Current Assets			
Current Liabilities			
Working Capital			

**Information from Income Statement**

Total Revenues			
Profits Before Taxes			
Profits After Taxes			

Attached are copies of financial statements (balance sheets including all related notes, and income statements) for the last three years, as indicated above, complying with the following conditions.

- All such documents reflect the financial situation of the Bidder.
- Historic financial statements must be complete, including all notes to the financial statements.

- Historic financial statements must correspond to accounting periods

**FIN FORM 4 – Average Annual Turnover**

Each Bidder must fill in this form

Annual Turnover Data for the Last 3 Years		
Year	Amount Currency	MVR Equivalent
2021		
2020		
2019		
Average Annual Turnover		

The information supplied should be the Annual Turnover of the Bidder in terms of the amounts billed to clients for each year for contracts in progress or completed at the end of the period reported.

**FIN FORM 5 – Financial Resources**

Specify proposed sources of financing, such as liquid assets, unencumbered real assets, lines of credit, and other financial means, net of current commitments, available to meet the total construction cash flow demands of the subject contract or contracts as indicated in Section 3 (Evaluation and Qualification Criteria)

Financial Resources		
No.	Source of financing	Amount (MVR equivalent)
1		
2		
3		

**FIN FORM 6 – Current Contract Commitments / Work in Progress**

**Current Contract Commitments/Works in Progress**

Tenderers and each partner to a JV should provide information on their current commitments on all contracts that have been awarded, or for which a letter of intent or acceptance has been received, or for contracts approaching completion, but for which an unqualified, full completion certificate has yet to be issued.

No	Name of contract	Employer, contact address/tel/fax	Value of outstanding work (current MVR equiv)	Estimated completion date	Average monthly invoicing over last six months (MVR/month)
1.					
2.					
3.					
4.					
5.					