

Request for Proposals

Reference No: 16/2024

**CONSULTANCY ON THE DEVELOPMENT, CUSTOMIZATION AND
IMPLEMENTATION OF GENERAL AND TECHNICAL PAY CADRE
FOR ISLAND AVIATION SERVICES LTD.**

Island Aviation Services Ltd
19 August 2024

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1. BACKGROUND AND OBJECTIVE

Island Aviation Services Limited (IASL) is an incorporated limited liability company operating under the registration number C-0830/2007 and having its registered office in M.Dar-Al-Eiman Building, Majeedhee Magu, K.Male', Maldives.

IASL is the National Airline of the Republic of Maldives and is wholly owned by the Government of Maldives. In addition to Air Transport Services, IASL offers various other aviation related services such as Air Cargo, Airport Management, Aircraft Engineering, and Ground Handling Services.

Having employed over 1300 employees in the various operations of the Company, IASL currently operates on a pay framework that has been designed since its inception with several amendments made based on the various economic and operational requirements of the Company. As the overall framework is limited in terms of catering to the current pay structure trends, IASL is seeking the expertise of a seasoned consultancy firm for the Development, customization and implementation of general and technical pay cadre for Island Aviation Services Ltd as outlined in the ToR.

2. INSTRUCTIONS TO BIDDERS

2.1. GENERAL INFORMATION

- | | |
|-----------------------------|--|
| 2.1.1. Project | a) Development, customization and implementation of general and technical pay cadre for Island Aviation Services Ltd. |
| 2.1.2. Contract | a) Technical Consultant – Review of current pay cadre, development and implementation of new pay cadre for the Company. |
| 2.1.3. Proposal | a) Prospective bidders are invited to submit proposals for the Contract. The Proposal submitted by the bidder will be the basis for Contract negotiations and ultimately for a signed Contract with the selected Bidder. The title and reference number of this Request for Proposals (RFP) are provided in “Invitation for Bids”.
b) The Bidders shall familiarize themselves with local conditions and take them into account in preparing their proposals.
c) IASL is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Bidder.
d) The Bidders are permitted to submit only one proposal. |
| 2.1.4. Source of Funds | a) IASL provides funds towards the cost of the Project, to cover eligible payments under the Contract. |
| 2.1.5. Fraud and Corruption | a) Bidders must observe the highest standard of ethics during the execution of contracts. In pursuance of this policy, IASL will reject a proposal for award if it determines that the bidder recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question. |
| 2.1.6. Eligible bidders | a) This bidding process is open only for Registered Bidders who had declared their interest to participate in the bid via email as per the registration guideline stipulated under Section 2.2.
b) A Bidder may be a private entity, or government |

owned entity or any combination of them in the form of a joint venture, under an existing agreement, or with the intent to constitute a legally enforceable joint venture. All partners shall be jointly and severally liable for the execution of the Contract in accordance with the Contract terms.

- c) Bidder must demonstrate that it has the capacity, capability and experience required to provide Consultancy Services sought.
 - d) The Bidder shall not sub-contract any part of the requirements stated and should declare the same in the bid.
- 2.1.7. Qualifications of the bidders
- a) By submission of documentary evidence in its bid, the Bidder must establish to IASL's satisfaction that it has the technical capability necessary to perform the Contract, meet the compliance evaluation criteria stated in Section 4.6 and has a successful performance history.
- 2.1.8. Cost of Bidding
- a) The Bidder shall bear all costs associated with the preparation and submission of its bid, and IASL will in no case be responsible or liable for those costs.

2.2. GUIDELINE FOR BID REGISTRATION

- a) All respondents are required to submit their Expression of Interest (EOI) via email as per the following instructions.

To: mooath.mohamed@iasl.aero

CC: mohamed.ziyau@iasl.aero and procurement.admin@iasl.aero

Subject: Pay Structure Review Consultancy– (Bid No: 16/2024)

- b) A form for Expression of Interest (EOI form) will be made available and published alongside this Request for Proposal. All respondents must fill out the designated EOI form in its entirety.
- c) The completed EOI form should be submitted via email to the designated email addresses with the subject line of the email worded to match the format and wording provided under Section 2.2 (a). Failure to comply with these specific instructions may result in the non-acceptance of the submission.
- d) The deadline for submission of Expression of Interest (EOI) is 10:00hrs, Maldives Time (time difference to GMT is +5 hours) on 1 September 2024.
- e) Proposals will only be eligible for acceptance from respondents who have expressed their interest as per the specified guidelines.

2.3. INFORMATION SESSION

- 2.3.1. An online information session will be conducted via Microsoft Teams for all Bidders that submitted Expression of Interest (EOI) within the deadline stipulated under Section 2.2 (d).
- 2.3.2. Date and time along with the meeting link shall be shared with the registered bidders shortly after the registration deadline.
- 2.3.3. Ineligibility to participate in the information session does not disqualify a Bidder from participating in the RFP process.

2.4. THE BIDDING DOCUMENTS

- 2.4.1. Contents of Bidding Documents
- a) The contents of the Bidding Documents are listed below and should be read in conjunction with any addenda issued in accordance with Section 2.2.3:
- Section 2 Instructions to Bidders
 - Section 3 Terms of Reference
 - Section 4 Bid Evaluation Methodology
 - Section 5 Standard Proposal Forms
- b) Bidders are expected to examine all instructions, forms, terms and other information in the Bidding Documents. Failure to furnish all information required by the Bidding Documents may result in the rejection of the bid.
- 2.4.2. Clarification of Bidding Documents
- a) Registered Bidders requiring any clarification of the Bidding Documents shall email their queries to mooath.mohamed@iasl.aero copied to mohamed.shaee@iasl.aero before the deadline (10 September 2024, 10:00hrs, Maldives Time). IASL will respond in writing to any request for clarification to all Registered Bidders, including a description of the inquiry but without identifying its source. Should the clarification result in changes to the essential elements of the Bidding Documents, IASL shall amend the Bidding Documents following the procedure under Section 2.4.3.
- b) All clarifications shall be sought and/or provided only as specified in Section 2.4.2(a). IASL shall not be responsible for any clarifications sought and/or provided in any other manner of whatsoever nature.

2.4.3. Amendments of Bidding Documents

- a) At any time prior to the deadline for submission of bids, the IASL may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, amend the Bidding Documents. Later amendments on the same subject shall modify or replace earlier ones.
- b) Any addendum issued shall be part of the Bidding Document and shall be informed to all the Registered Bidders in writing.
- c) In order to afford prospective Bidders reasonable time in which to take the amendment into account in preparing their bids, the IASL may, at its discretion, extend the deadline for the submission of bids, in which case, the IASL will communicate in writing to all the Registered Bidders.

2.5. PREPARATION OF BIDS

- 2.5.1. Language
- a) The language of the proposal shall be in English. Any documents not in English should be accompanied with a translation.
- 2.5.2. Documents comprising the bid
- a) Bidders are required to submit bid documents in the formats provided in the RFP.
- b) Proposals submitted should not have any handwritten material, corrections or alterations. Any such proposals shall not be taken for evaluation.
- c) Proposals submitted by the Bidder shall comprise all documents required under Section 5.10 which includes:
- i. The duly completed Bid Submission Form provided in Section 5.1 signed by a person or persons duly authorized to bind the Bidder to the Contract;
 - ii. Bidder's Eligibility
Documentary evidence establishing to IASL's satisfaction of the Bidder's eligibility to bid, including but not limited to documentary evidence that the Bidder is legally incorporated in a territory of an eligible source country. Such evidence shall include, but are not limited to the copies of the following documents:
 - Legal identification document or Organization's registration certificate
 - Tax registration certificate, if applicable
 - iii. Financial Proposal specified in Section 5.2, signed by a person or persons duly authorized to bind the Bidder to the Contract.
 - iv. Form of Litigation/ Arbitration
 - v. Form of Declaration on Ethical Conduct and Fraud and Corruption
 - vi. The Bidder: related experience and strengths
Documentary evidence establishing to IASL's satisfaction, that the Bidder is qualified to perform the Contract if the bid is accepted. Such evidence shall include, but are not limited to the following documents:

- Details of Bidder as specified in Section 5.3
 - Details of completed/on-going Contracts of Similar Nature and Complexity in Section 5.4
 - Reference letters from previous clients, as specified in Section 5.4.
- vii. Proposed personnel/project team: Qualifications and experience
Documentary evidence establishing to the IASL's satisfaction, that the proposed project team has the required qualifications and experience to perform the Contract if the bid is accepted. Such evidence shall include, but are not limited to the following documents:
- Details of proposed team who would actively work on this project as specified in Section 5.5.
 - Bidder's profile and/or Curriculum Vitae of all the team members.
- viii. Project approach, Methodology and Deliverables
Documentary evidence establishing to the IASL's satisfaction, that the project approach, methodology and deliverables proposed by the bidder are in line with the expectations of IASL as provided under Section 3 - Terms of Reference. Such evidence shall include, but are not limited to the following documents:
- Detailed work plan explanation on approach and methodology for each requirement listed in Section 5.6.

2.5.3. Bid Price

- a) Bid price should be quoted in the format specified in Section 5.2
- b) Prices quoted by the Bidder shall be fixed during the Bidder's performance of the Contract and not subject to increases on any account. Bids submitted that are subject to price adjustment will be rejected.
- c) The proposed price shall include taxes and fees and shall be the gross commitment on the part of the Bidder.
- d) The Bidder shall quote all the prices in United

- States Dollars (USD) or Maldivian Rufiyaa (MVR) (Equivalent at the rate of 1 USD = 15.42 MVR).
- 2.5.4. Bid Validity a) Bids shall remain valid, at a minimum, for a period of 6 (six) months after the deadline for bid submission prescribed by the IASL.
- Period

2.6. SUBMISSION OF BIDS

2.6.1. Submission

- a) All Respondents are required to submit their proposal electronically via email to mooath.mohamed@iasl.aero by 23:59hrs Maldives time (time difference to GMT is +5 hours) on 16 September 2024.

No offer or Proposal shall be acknowledged or accepted unless they are copied to the following email accounts;

mohamed.shae@iasl.aero

mohamed.ziyau@iasl.aero

procurement.admin@iasl.aero

Email title: Pay Structure Review Consultancy– (Bid No: 16/2024)

- b) Bid documents received later than the deadline stipulated under Section 2.6.1 (a). will not be accepted.
- c) Bid documents are considered as received by IASL, upon receipt of an acknowledgement email from IASL that the documents have been received by IASL.
- d) The documents stated in Section 2.5.2 must be sent in separate PDF files.
- e) Respondents are requested to forward the password(s) to access the files by 23:59hrs Maldives time (Time difference to GMT is +5 hours) on 17 September 2024).
- f) Proposal submitted by any Respondent that does not share the password during the specified time period shall be disqualified, as the Proposal document cannot be accessed by the team in the absence of the submitting Respondent's password.

IASL will not take responsibility for any Proposal that gets disqualified due to the Respondent's failure to share the Password for document access.

- g) Respondents are hereby instructed not to provide the password or access credentials for their proposals prior to the proposal submission deadline. At its discretion, IASL reserves the right, to reject proposals from Respondents who have shared passwords and access credentials prior to the deadline for proposal submission, as well as after the deadline for submission of password and access credentials.
 - h) The attachment containing the Proposal and enclosed other documents should not be larger than 15 MB. If the archive is larger than this threshold amount, please send the proposal in multiple parts.
 - i) IASL may, at its discretion, extend this deadline for submission of bids by amending the Bidding Documents in accordance with Section 2.4.3, in which case all rights and obligations of the IASL and Bidders will thereafter be subject to the deadline as extended.
- 2.6.2. a) Any bid received by IASL after the bid submission deadline prescribed by IASL in Section 2.6.1 will be declared late, rejected.

2.7. BID EVALUATION

2.7.1. Clarification of Bids

- a) During the bid evaluation, the IASL may, at its discretion, ask the Bidder for a clarification of its bid. The request for clarification and the response shall be in writing, and no change in the price or substance of the bid shall be sought, offered, or permitted.

2.7.2. Preliminary Examination of Bids

- a) IASL will examine the bids to determine whether they are complete, whether any computational errors have been made, whether required sureties have been furnished, whether the documents have been properly signed, and whether the bids are generally in order.

- b) Arithmetical errors will be rectified on the following basis. If there is a discrepancy in the calculation of the bid price, unless in the opinion of the IASL there is an obvious misplacement of the figures, such discrepancies shall be corrected. If there is a discrepancy between words and figures, the amount in words will prevail. If the Bidder does not accept the correction of errors, the bid shall be rejected.
- c) The IASL may waive any minor informality, nonconformity, or irregularity in a Bid, provided that such waiver does not prejudice or affect the relative ranking of any Bidder.
- d) Prior to the detailed evaluation, the IASL will determine whether each bid is of acceptable quality, is complete, and is substantially responsive to the Bidding Documents.
- e) If a bid is not substantially responsive, it will be rejected by IASL and may not subsequently be made responsive by the Bidder by correction of the nonconformity. The IASL's determination of bid responsiveness will be based on the contents of the bid itself.

2.7.3. Evaluation and Comparison of Bids

- a) IASL shall evaluate and compare Substantially Responsive Bids pursuant to Section 2.5.2. The evaluation of a Bid will exclude and not take into account any additional documentation or information other than those specifically requested in the Bidding Documents.
- b) The evaluation will be performed assuming that the contract will be awarded to the Highest Scored Bidder.
- c) IASL's Bid Evaluation Committee will review all proposals to determine the Highest Scored Bidder. The criteria listed in Section 4 would be used for determining the Highest Scored Bidder.
- d) The IASL is not obliged to select the bidder with the lowest Financial Proposal.
- e) In addition to submission of the proposal by the

submission deadline as per Section 2.4.1, Bidder may, at the option of IASL, be required during the evaluation process to make a formal presentation to and/or attend a meeting to discuss the proposal. IASL reserves the right to contact any references that may be listed in the proposal to validate any claims made by Bidders.

2.7.4. Contacting IASL

- a) A Bidder may inquire on the status of the bid by contacting IASL via the email mooath.mohamed@iasl.aero copied to mohamed.shae@iasl.aero
- b) Any effort by a Bidder to influence IASL in its decisions on the bid evaluation, bid comparison, or Contract award may result in the rejection of the corresponding bid.

2.7.5. Rejection of Bids

- a) The IASL reserves the right to accept or reject any or all submitted proposals for any reason and to annul the bidding process prior to the award of Contract without incurring thereby any liability to the affected Bidder(s). The IASL reserves the right to not award, award part of, or award the entire contract for the required services for any reason that is, in its opinion, in the best interest of IASL.

2.7.6. Confidentiality

- a) All bids received shall remain with IASL. IASL assures complete confidentiality of the documents.

2.8. AWARD OF CONTRACT

2.8.1. Award Criteria

- a) Subject to Section 2.8.3, IASL will award the Contract to the Bidder whose bid has been determined to be substantially responsive and the Highest Scored Bidder.

2.8.2. Notification of Award

- a) Subject to Section 2.8.3, IASL will award the Contract to the Bidder whose bid has been determined to be substantially responsive and the Highest Scored Bidder.

2.8.3. Negotiations and Award of Contract

- a) Negotiations shall include discussions of the Terms of Reference (TOR) stated in Section 3 of this document along with the timeline proposed, the methodology, and other requirements of the Project.
- b) These discussions shall not substantially alter the original TOR and Scope of Work, lest the quality of the final project, its cost, and the relevance of the initial evaluation be affected. Major reductions in work inputs should not be made solely to meet the budget. The TOR with Scope of Work in this RFP and the agreed methodology shall be incorporated in the Contract to be signed with the successful Bidder.
- c) If the negotiations fail to result in an acceptable contract, IASL shall terminate the negotiations with the Bidder and invite the next ranked Bidder for negotiations.

2.8.4. Signing of Contract

- a) IASL shall also email the draft Contract to the successful Bidder after the notification as per Section 2.8.4, incorporating all agreements between the parties.
- b) The Contract shall be signed between IASL and the successful Bidder (the Consultant), within 45 (Forty-Five) days after the notification of Award.

2.9. BID DATA SHEET

No.	Key Dates	Actions
2.7.1.	19 August 2024	Publication of the EOI Announcement
2.7.2.	1 September 2024 10:00 Hours (Maldives Time)	Deadline for the submission of EOI
2.7.3.	TBI	Information Session
2.7.4.	19 August 2024	Open for Questions
2.7.5.	10 September 2024 10:00 Hours (Maldives Time)	Deadline for Questions
2.7.6.	12 September 2024	Deadline for Clarification of Questions
2.7.7.	16 September 2024 23:59 Hours (Maldives Time)	Bid submission deadline
2.7.8.	17 September 2024 23:59 Hours (Maldives Time)	Password submission deadline
2.7.9.	29 September 2024	Estimated date for Award of Contract

3. TERMS OF REFERENCE OF THE CONTRACTOR

3.1. INTRODUCTION AND BACKGROUND

Island Aviation Services Limited is wholly owned by the Government of Maldives and is the operator of the National Airline of the Maldives – Maldivian. IASL provides international and domestic airline related services and airport management services.

Island Aviation Services Ltd (IASL) has over 1300+ employees, which consists of both technical and non-technical staff. Our scope of work is categorized into Commercial, Operations, Finance and Corporate Affairs Divisions.

Commercial

- Reservations & Ticketing and Maldivian Holidays (Non-Technical)
- Cargo Services (Non-Technical)
- Marketing, Sales and Public Relations (Non-Technical)
- Networking and Revenue (Non-Technical)
- Lounge Services (Non-Technical)

Operations

- Flight Operations (Technical and Non-Technical)
- Engineering (Technical and Non-Technical)
- Ground Operations (Technical and Non-Technical)
- Airports (Technical and Non-Technical)
- Quality (Technical and Non-Technical)
- Safety (Technical and Non-Technical)
- In-Flight Services (Non-Technical)

Corporate Affairs

- Procurement (Non-Technical)
- Facilities & Maintenance (Non-Technical)
- Legal Affairs (Non-Technical)
- Information Technology (Non-Technical)
- Administration (Non-Technical)

Finance

Internal Audit

Human Resources

Since its establishment, the Company has segregated pay structures for various Divisions based on the operational requirements, and currently operates different types of pay structures as follows:

- General Pay Cadre – For general administrative staff
- Flight Operations Cadre – For pilots and crews and technical staff
- Engineering Cadre
- Quality and Safety Cadre

The various pay cadre/structures were created specifically to compensate individuals based

on their professions, according to industry benchmarks available at the time. Some of these cadres have gone through revisions, however are still based on the initial requirement set during its inception and is outdated in terms of addressing current pay related concerns of the staff.

Hence, a total review of the pay structures of IASL is required to modernize how employees are paid according to realistic pay methodologies (both fixed and variable pay components).

3.2. OBJECTIVES

The main objectives of this consultancy are to:

- Develop and establish comprehensive and robust pay structures for both technical and non-technical staff of IASL which meets the requirements and key deliverables set out in the TOR.
- Review the prepared structure based on feedback received by IASL
- Develop an implementation plan of the approved pay structure to IASL staff

3.3. SCOPE OF WORK

IASL requires the complete development, customization and implementation of general and technical pay cadre/structures of the Company. The consultant must be able to achieve the following deliverables when designing the pay structure:

- Establishing a pay structure that allows for both vertical and horizontal progression for staff based on performance, and service duration
- Is able to classify all types of pay and allowances according to employee classification/categorization
 - Caters for different work patterns/duty rosters
 - Regular work shifts
 - Shift duties
 - Irregular duties (e.g. on call staff)
 - Flight based duties (Tech flights, EMS, Chartered flights, etc.)
 - Civil Aviation limitations (Engineers, Pilots, Cabin Crews, CAMO, Safety and Quality etc.)
- Methodology of payment/calculation of allowances
 - Hourly, Daily, Fixed, Percentage, Job specific etc
 - Calculation of overtime based on Basic Salary
 - Calculation based on shifts
- Enables ease of calculations for allowance allocations, reimbursements/adjustments and rule setting in an HR software
- Can be applicable in hybrid environments (manual calculations/imported to system)

3.4. DELIVERABLES & TASKS

3.4.1. DEVELOPMENT, CUSTOMIZATION AND IMPLEMENTATION OF GENERAL AND TECHNICAL PAY CADRE FOR ISLAND AVIATION SERVICES LTD

The key deliverables of the project are detailed below. Each deliverable shall cover in detail the respective areas defined under the scope of work of the Terms of Reference under Section 3.3.

1. Detailed work plan and approach

- a) This shall include the necessary steps (i.e., tasks, engagement sessions, presentations, etc.) and a timeline for delivery.

2. Trainings / Capacity Building

- a) Conduct training sessions/workshops on the proposed strategies, policies, procedures and manuals to build capacity at the organization.
- b) Adopt a co-development plan in delivering the project outcomes in order to train and build capacity at IASL.

3. Pay Structure Review Feasibility Report

- a) Detailed analysis of the Company financials and current pay structure
- b) Market demand and competitor analysis.
- c) Recommendations on pay structure adjustments based on feasibility and the market analysis conducted.
- d) Recommendations for pay structure, designation realignment and technology upgrades.

4. Pay Structure Model Review

- a) Excel based Pay Structure model in editable format. The model shall incorporate the deliverables as stated in the TOR:
 - 1) Designation Hierarchy
 - 2) Pay Scale and levels incorporated into the structure
 - 3) Allowances and other variable pay components
- b) Longevity and Adaptability of the model

5. Implementation Plan and Support Services

- a) Strategies for adopting and implementing the pay structure to the Company.
- b) Digitalization and compatibility of digitalization of the pay structure across various HR systems

3.5. ENGAGEMENT PERIOD

- 3.5.1. The consultant is expected to commence the consultancy services as specified in Section 1, in September 2024.
- 3.5.2. This contract is deliverable based. Any contract under this RFP will remain in full force and in effect until the Services are completed and delivered by the Consultant to IASL, including any extensions of the Service.

3.6. WORKING LOCATION AND WORKING HOURS

- 3.6.1. The consultant is expected to work both on-site and off-site, as may be required.
- 3.6.2. On-site working hours will be weekdays (Sunday to Thursday) from 8:00am to 4.00pm (Maldives time)

4. BID EVALUATION METHODOLOGY

- 4.1. The evaluation shall be carried out in full conformity with the provisions of these Bidding Documents.
- 4.2. IASL Bid Evaluation Committee shall evaluate the proposals, in accordance with the following assumptions below.
- 4.3. The Bid Evaluation Methodology proposed in this section provides the framework to evaluate the Bids for the Contract. The methodology includes mandatory, technical, and cost evaluation criteria to assess the suitability of bidders for the Contract.
 - 4.3.1. **Compliance Evaluation:** The Bids shall initially be evaluated for compliance with compliance evaluation criteria and submission of mandatory documents required to be submitted with the bid. The requirements ensure that the Respondent has the capability and resources at their disposal to assist IASL in the Project. This evaluation will be conducted by IASL based on the information provided by the Bidder in response to the Evaluation Criteria provided in Section 4.6. IASL will only use the information provided by the Bidder as the base for evaluation along with responses to the clarifications sought by IASL. The Bidder shall submit documentary evidence to demonstrate fulfilment of these evaluation criteria. Bids that do not fulfil the evaluation criteria will be eliminated and will not be assessed further. Bidders that fulfil the requirements in the Compliance Evaluation will be considered as “Short listed” bidders for technical evaluation.
 - 4.3.2. **Technical Evaluation:** The technical evaluation of the Bidder will be done by IASL based on the evidence of technical expertise to carry out the Terms of Reference as per the Scope of Work provided in these Bidding Documents and the Work Plan submitted by the Bidder. IASL will use the information provided by the Bidder as the base for evaluation along with responses to the clarifications sought by IASL from the Bidder. IASL, after the technical evaluation will rank Bidders as T1, T2, T3 based on their scores. Bids that do not secure the minimum score for technical evaluation as specified in Section 4.7.3 will be eliminated and will not be assessed further.
 - 4.3.3. **Cost Evaluation:** IASL will evaluate the quoted price to rank Bidders as L1, L2, L3 amongst the bidders as explained in Section 4.8.

4.4. The total score shall be based on a combination of the weight of quality and cost scores. The weight for the “technical evaluation” shall be 70% and “cost evaluation” shall be 30%.

4.5. The Bidder obtaining the highest total score shall be awarded the contract.

4.6. COMPLIANCE EVALUATION CRITERIA

4.6.1. The qualifications of the consultant:

- a. Internationally recognized institute of HR consultancy with minimum 5 years of experience as an HR consultant in the airline/aviation industry.
- b. Minimum 5 projects in the provision of similar consultancy for Airlines delivered in the past 5 years.

4.7. TECHNICAL EVALUATION CRITERIA

4.7.1. The total score for this criterion will be 70%.

4.7.2. Following are the categories that will be taken into consideration when evaluating the proposals.

Categories	Maximum Score (%)
Adequacy of Work Plan, Methodology & Implementation plan	15
Firm Experience	25
a) General Experience in the provision of HR consultancy in the Aviation sector	5
b) Specific Experience in the provision of pay review consultancy for developing a pay structure in the Aviation sector	10
c) Specific Experience in the provision of consultancy for the implementation and setup of a pay structure in the Aviation sector	10
Educational Qualifications & Experience of Key Personnel engaged on the project	30
Total Score	70

4.7.3. A proposal shall be considered unsuitable and shall be rejected at this stage if it does not respond to important aspects of the TOR or if it fails to achieve a minimum technical score of 40% (40 out of 70) from the total score.

4.7.4. Experience (projects) simply stated in tabular or other format, i.e. not backed by the client's certification, will not be considered as valid submissions under this category. Experience Letters shall be considered if the value of the project is stated. The Bid Evaluation committee of IASL reserves the right to evaluate the relevance of the experience provided as supporting documents by the Respondents. Further, experience letters shall only be of completed projects and on-going projects shall not be considered for the purpose of evaluation. If the value of the project is not included in the reference letter for the project, the reference letter may be supplemented by supporting documents such as the Letter of Award/Notification of Award or the Contract/Agreement to provide the value of the project.

4.7.5. Respondents may submit a sample of completed work to demonstrate their experience.

4.8. COST EVALUATION CRITERIA

4.8.1. The total score for this criterion will be 30%.

4.8.2. The proposal with the lowest cost shall be given a financial score of 30% and other proposals will be given a weighted score proportional to their prices against this lowest cost.

4.8.3. The formula used for the cost evaluation will be

$$\frac{\text{Lowest Price}}{\text{Given Price}} \times 30\%$$

5. STANDARD PROPOSAL FORMS

The following forms should be completed and attached with the bid:

No.	Name of Sample Form
5.1	Bid Submission Form
5.2	Financial Proposal
5.3	Details of Bidder Organization
5.4	Details of Contracts of similar nature and complexity
5.5	Teams work Experience
5.6	Proposed methodology
5.7	Work plan
5.8	Litigation/ Arbitration
5.9	Declaration on Ethical Conduct and Fraud and Corruption

Note:

Bidders are required to submit the above-mentioned Forms (Forms 5.1 to 5.9) which are required for determining validity and completeness of the bid.

5.1. BID SUBMISSION FORM

Date: [Bidder insert: date of bid]

Bid Reference Number: [Number to be inserted here]

Pay Cadre Review Consultancy

To:

Procurement Department
Island Aviation Services Ltd,
Dar Al Ei-man Building, Male'
Republic of Maldives

Dear Sir/Madam,

Having examined the Bidding Documents, including Addenda Nos. [insert numbers if any], the receipt of which is hereby acknowledged, we, the undersigned, offer to undertake the above-named Contract in full conformity with the said Bidding Documents for the sum of.....[indicate Bid Price in figures and words].....in accordance with the terms and conditions of the Contract.

We undertake, if our bid is accepted, to commence the Contract for the Pay Cadre Review Consultancy for IASL within the respective timeframe stated in the Bidding Documents.

We agree to abide by this bid, which, in accordance with Section 2.3.2 of the Bidding Documents, consists of this letter (Bid Submission Form) and the enclosures listed below, for a period of[bid validity period in months]..... from the submission deadline of bids as stipulated in the Bidding Documents, and it shall remain binding upon us and may be accepted by you at any time before the expiration of that period.

Dated this [insert: ordinal] day of [insert: month], [insert: year].

Signed:

Date:

In the capacity of [insert: title or position]

Duly authorized to sign this bid for and on behalf of [insert: name of Bidder]

ENCLOSURES: [insert details]

5.2. FINANCIAL PROPOSAL

- 5.2.1. Bid prices shall include taxes and fees and shall be the gross commitment on the part of the Bidder. Bid prices shall be quoted in the manner indicated and, in the currencies, specified in Section 2.3.3.
- 5.2.2. The Bidder must exercise great care in preparing its calculations, since there is no opportunity to correct errors once the deadline for submission of bids has passed. A single error in specifying a unit price can therefore change a Bidder's overall total bid price substantially, make the bid non-competitive, or subject the Bidder to possible loss.
- 5.2.3. The bidder must provide a detailed list of all applicable fees and charges along with payment terms. All prices must be quoted in United States Dollars (USD) or Maldivian Rufiyaa (MVR) (Equivalent at the rate of 1 USD = 15.42 MVR). The financial proposal of the Bidder must at minimum include the following details:

Details	Proposed Rate (USD/MVR)	Total (USD/MVR)
On-site Consultancy Services		
Off-site Consultancy Services		
Travel cost for on-site visit 1		
Travel cost for on-site visit 2		
Travel cost for on-site visit 3		
Grand total (to bid submission form)		

- Proposed travel cost should include expenses incurred for airfare, accommodation and daily expenses for on-site visits
- Breakdown of travel costs shall be shown separately for each visit (as indicated in the table)
- Any costs which are not included in the Financial Proposal will be excluded from the scope of this project.

5.3. DETAILS OF BIDDER

Questions	Answer <i>(Please provide cross references to any supporting documentation relevant to the answers provided here).</i>
Organizational Background <ul style="list-style-type: none">a. Background (including country of origin, head office).b. Brief history of the organization/past work, geographical presence, including any significant events such as mergers/acquisitions.c. No. of years providing consultancy service for similar projects and no. of similar clientsd. What differentiates your service provisions from your competitors?	

5.4. DETAILS OF CONTRACTS OF SIMILAR NATURE AND COMPLEXITY

No.	Name of the contract	Name of the Client	Country	Project Details	Contract Role	Contract Value in USD	Date of Award	Date of Completion	Contract Duration (in months)	Contract completed as per schedule? (Yes/No)

- *With these records bidders should submit copies of the client completion certificates or reference letters from current or previous clients (emails would not be acceptable).*

5.5. PROJECT TEAM'S WORK EXPERIENCE

No.	Team Member Name	Academic qualifications	No. of Similar Projects	Total Work Experience		
				Start	End / Continue	Years
1						
2						
3						

- *With these records bidders should submit copies of the relevant certificates or proof of work.*
- *Above details should be provided for all the members engaged in the project*

5.6. PROPOSED METHODOLOGY AND WORK PLAN

5.6.1. Proposed Methodology

The following table is provided to help the potential Bidders organize and consistently present their proposed methodology.

The Bidders are expected to provide detailed methodology and that will be applied to complete the tasks specified. In providing responses, Bidders are also expected to provide information on any prior experience (if any) in the carrying out similar tasks.

Scope of work – Section 3.3	Proposed Methodology
Detailed Work Plan and Approach	
Trainings / Capacity Building	
Pay Structure Review Feasibility Report	
Pay Structure Model Review	
Implementation Plan and Support Service	

5.8. LITIGATION/ ARBITRATION

SI	Contract identification and matter in	Value of pending claim in MVR/USD or any other
	Contract name: Name of Employer: Address of Employer: Matter in dispute: Total value of the Contract:	

5.9. DECLARATION ON ETHICAL CONDUCT AND FRAUD AND CORRUPTION

We the undersigned confirm in the preparation of our Bid that:

- 5.9.1. Neither we, nor any of our employees, associates, agents, shareholders, consultants, partners or their relatives or associates have any relationship that could be regarded as a conflict of interest as set out in the Bidding Documents.
- 5.9.2. Should we become aware of the potential for such a conflict, will report it immediately to ISLAND AVIATION SERVICES LTD.
- 5.9.3. That neither we, nor any of our employees, associates, agents, shareholders, partners, consultants or their relatives or associates have entered into corrupt, fraudulent, coercive or collusive practices in respect of our bid or proposal.
- 5.9.4. We understand our obligation to allow ISLAND AVIATION SERVICES LTD to inspect all records relating to the preparation of our bid and any contract that may result from such, irrespective of if we are awarded a contract or not.
- 5.9.5. That no payments in connection with this procurement exercise have been made by us or our associates, agents, shareholders, partners or their relatives or associates to any of the staff, associates, consultants, employees or relatives of such who are involved with the procurement process on behalf of ISLAND AVIATION SERVICES LTD, Client or Employer.

Authorized Signature: _____

Name and Title of Signatory: _____

Name of Bidder: _____

Address: _____

5.10.SUBMISSION CHECKLIST

Bidders are required to complete the following checklist in order to ensure that their bid covers all required documentation:

Description	Standard Proposal Form	Document required for		
		Compliance Evaluation	Technical Evaluation	Cost Evaluation
Bid Submission Form	5.1	<input type="checkbox"/>		
Legal identification documents	5.1	<input type="checkbox"/>		
Financial Proposal	5.2	<input type="checkbox"/>		<input type="checkbox"/>
<i>Bidder</i>				
Details of Bidder Organization	5.3		<input type="checkbox"/>	
Details of contracts of similar nature	5.4		<input type="checkbox"/>	
Litigation/ Arbitration	5.8			
Declaration on ethical conduct and fraud and corruption	5.9			
<i>Proposed project team: Qualifications and experience</i>				
Team - work experience and qualifications	5.5		<input type="checkbox"/>	
Reference letters from current or previous clients	5.5		<input type="checkbox"/>	
Relevant educational certificates	5.5		<input type="checkbox"/>	
<i>Project approach, Methodology and Deliverables</i>				
Proposed methodology & approach for completing the scope of work in Section 3.3	5.6		<input type="checkbox"/>	
Proposed workplan	5.7		<input type="checkbox"/>	

Bidders are to set out their proposals in the sequence of the checklist as indicated above.