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ISLAND AVIATION SERVICES LIMITED

Appointment of Express Cargo Agent in Hdh.Kulhudhuffushi (Re-Bid)

Request for Proposal

16th November 2026

Tender no.:	ECA04-2026
Announcement Ref No	IAS/MIS/2026-1799
EOI Registration date	21st November 2026 before 14:00 hrs EOI to be emailed to: procurement.admin@iasl.aero copied to mohamed.shaee@iasl.aero and mohamed.ziyau@iasl.aero
Information session details	22nd November 2026 at 13:00 hrs Online via Microsoft Teams
Proposal Submission Date	29th November before 16:00 Hrs Email to proc.proposals@iasl.aero only

Island Aviation Services Ltd. is seeking bids/proposals for the requirement specified in this document. Interested bidders are invited to submit their proposals as instructed in this document. Please ensure that all submissions comply with the instructions. Failure to comply with the instructions may result in disqualification of the bid.

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1. Background

Island Aviation Services Ltd (IASL) is a hundred percent government owned limited liability company established by a presidential decree on 13th of April 2000. The company was initially established as an airline catering for the ever-growing demand for a domestic transport network. During a span of more than twenty-one years, the company has managed to become an established business operating an international airline all while providing a variety of services within the aviation industry.

IASL is the owner and operator of the National Airline of the Maldives, Maldivian, and is a hundred percent government owned limited liability company. The company operates its flights out of its primary hub in Velana International Airport (IATA: MLE; ICAO: VRMM).

IASL's core businesses include.

- Airline Services
- Airport Lounge Services
- Airport Management & Operations
- Engineering & Maintenance Services
- Cargo Services
- Maldivian Holidays
- Maldivian Seaplane Services

Island Aviation Services Ltd. (IASL)invites eligible and qualified entities to submit proposals for appointment as an Express Cargo Agent for **H.dh. Kulhudhuffushi, Maldives**.

The appointed agent shall represent Island Aviation Services Ltd. (IASL) Maldivian Cargo in promoting, facilitating, handling, and coordinating Express Cargo services, including door-to-door delivery, within the assigned territory of **H.dh. Kulhudhuffushi, Maldives**.

The selected agent will support the growth and efficient delivery of Maldivian Cargo's Express Cargo services while maintaining high standards of customer service, operational excellence, and regulatory compliance.

Interested and qualified parties are invited to submit their proposals as per the requirements specified in the relevant Request for Proposal (RFP) documentation.

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2. Information to Bidders (ITB)

2.1. BID Data

Description	Details
RFP/RFB Title	Appointment of Express Cargo Agent in Kulhudhuffushi (Re-Bid)
Bid Number	ECA04-2026
Issuing Entity	Island Aviation Services Ltd (IASL), M. Dar Al-Eiman Building, Majeedhee Magu, Male' 20345, Republic of Maldives
EOI Registration Deadline	21st November 2026 before 14:00 Hrs
Contact for Clarifications	Primary: procurement.admin@iasl.aero CC: mohamed.shaee@iasl.aero & mohamed.ziyau@iasl.aero
Information Session	Date and time:22nd November 2026 at 13:00 Hrs Online via Microsoft Teams *Attendance for this session is mandator. Failure to attend may result in disqualification.*
Proposal Submission	Date and Time: 29th November 2026 before 16:00 hrs Location: Email to proc.proposals@iasl.aero
Proposal Validity Period	Minimum of 60 calendar days from submission deadline
Evaluation Criteria	- Transportation Availability (Sea & Land) 30% - Storage & Handling Facility 15% - Staffing & Operational Readiness 10% - Market Coverage Potential 15% - Delivery (Delivery to and from airport) fee 30%
Currency for Financial Proposal	Maldivian Rufiyaa (MVR) inclusive of all applicable taxes
Mandatory Documents	- Certificate of Incorporation/Registration - Company Profile - Tax registration (GST/WT ETC) - Staff Details - Fleet & Vessel Information - Storage Facility Details - Financial Proposal - Business Proposal - Completed Bid Forms A–G
Contract Terms	Contract Duration: 1 yr with and option to extend for an additional year based of performance review.
Appeals & Complaints	Must be submitted in writing within 5 days of bid opening or award notification.
Additional Notes	- Only one bid per proponent - Late submissions will be disqualified - All communications must be in writing and via email - Bidders must not contact IASL staff outside official channels
Clarification deadline	27th November 2026 before 14:00 Hrs

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2.2. Schedule of Events

Event	Time	Date
IASL issues RFP/RFB	-	16th November 2026
EOI (Expression of Interest) Deadline	14:00	21st November 2026
Information Session	13:00	22nd November 2026
Deadline for submission of Proposals	16:00	29th November 2026
Estimated Proposal evaluation completion time and IASL notify the winning bidder.	-	10th December 2026

3. Goods/ Services required

Island Aviation Services Ltd. (IASL) invites sealed proposals valid for 60 days from the date of opening, from eligible participants to submit proposals for appointment as an Express Cargo Agent in Hdh.Kulhudhuffushi.

4. Eligible Bidders

4.1 This bid is open for registered bidders who have declared their interest to participate in the bid via email through an EOI (Expression of Interest)

4.2 The bidder shall be a registered business entity, or government owned entity, sole-proprietor or freelancer 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.

4.3 Bidder shall be an interested party that has registered through an Expression of Interest (EOI) by email in the stipulated time period (a “Registered Party”).

4.4 The bidder shall be eligible under the laws and regulations of the Republic of Maldives and as such shall be operating under commercial law.

4.5 The bidder shall have the financial and legal capacity to enter a contract and as such, shall be legally and financially autonomous; and shall not be a dependent entity of IASL.

4.6 The bidder shall demonstrate its ability and willingness to provide a security cash deposit, bank guarantee, or any other form of financial security as may be required by IASL as a condition of appointment or contract award

4.7 The bidder shall demonstrate its capability to provide cargo collection and delivery services within the designated territory. The bidder shall provide evidence of existing delivery infrastructure, transportation arrangements, operational resources, or contractual partnerships necessary to ensure reliable cargo pickup and delivery coverage across each island within the assigned territory

4.8 The bidder shall have the expertise and resources to carry out the work required.

4.9 A bidder shall not be insolvent, in receivership, bankrupt or being wound up; its affairs not being administered by a court or a judicial officer for debt / tax obligation or any criminal offence for the past five (5) years, its business activities not being suspended and not the subject of legal proceedings for any of the foregoing.

5. Guideline for Proposal Submission

a) Compliance Statement

i. Bidder shall state that the offer is made in accordance with the Request for Bid and sign and submit the Form A (Bid Application Form)

ii. Bidders who offer additional or alternative conditions shall clearly state those in their proposals.

b) Evaluation of Proposals

Points will be given to proposals as outlined in *Clause 8. Evaluation criteria*. All the proposals will be ranked in descending order based upon total score and the party who scores highest points will be awarded the contract.

c) Language of Proposal

The proposal documents must be in written in English.

d) Clarifications about RFP/RFB

Prospective bidders requiring any clarification on the Request for Bids may notify *IASL* in writing to the addresses mentioned below. All questions and responses will be copied to all parties. (Bidder will not be identified).

Email: procurement.admin@iasl.aero
Copied to: mohamed.ziyau@iasl.aero and mohamed.shaee@iasl.aero

e) Proposal Validity

All Proposals shall be valid for a minimum period of **60 days** from the due date of submission for Proposals.

f) Appeals and Complaints

i. Regarding conduct of an application
- Applicants are to file appeals and complaints regarding conduct of an application, in writing, within 5 (Five) days of opening of an application.

ii. Regarding outcome of an application (an award or decision to award)
- Applicants are allowed to file appeals and complaints regarding outcome of an application (an award or decision to award), in writing within 5 (Five) days of receiving the award or rejection letter from IASL.

g) Communications

Except as provided in the preceding section relating to questions about this RFP/RFB, Bidders shall not contact any officers, employees, or team members of Client with respect to this RFP/RFB. Any oral communication with an employee concerning this RFP/RFB is not binding on Client and shall in no way alter a specification, term or condition of this RFP/RFB or any contract documents.

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h) Proposal Submission Requirements

Applicants shall submit the following:

Part A – Company Information

1. Company of Business Profile
2. Company Registration Certificate
3. MIRA Registration Certificate & Tax Clearance Certificate

Part B – Operational Capability

1. Staff Details
2. Fleet & Vessel Information
3. Storage Facility Details
4. Technology and Reporting Capability

Part C - Financial Proposal

Applicants shall submit a detailed Financial Proposal specifying the fees payable by Maldivian for cargo collection and delivery services within the proposed service area.

The Financial Proposal shall include:

A. Collection Fee
Fee for collection of outbound cargo from customer premises and delivery to Maldivian cargo acceptance point.

B. Delivery Fee
Fee for delivery of inbound cargo from airport cargo collection point to consignee premises.

C. Inter-Island Transfer Fee (Where Applicable)
Fee applicable for transfer of cargo from the primary island to designated surrounding islands.

Part D – Business Proposal. Applicants shall provide:
Business Development Plan Including:

1. Market penetration strategy
2. Service coverage plan (including details of surrounding islands to be covered, if applicable)
3. Staffing plan

Operational Implementation Plan Including:

1. Cargo collection process
2. Delivery process
3. Complaint handling process
4. Reporting arrangements

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6. General Terms and Conditions

a) Island Aviation Services Ltd reserves the right to reject a bid in the following circumstances:
   i. If less than two total bids have been received, IASL reserves the right to continue or reject the evaluation or request for a resubmission.
   ii. IASL shall evaluate the responsiveness of the bidder based on *Clause 7. Bid Proposal.*
   iii. If any of the mandatory documents set out in *Clause 7. Bid Proposal* are not submitted, IASL has the right to reject the bid or request for a resubmission.

b) Bidders shall be evaluated in accordance with the Party's demonstrated capacity, experience and expertise. The awarding criteria and weightage will be mentioned in *Clause 8. Evaluation criteria*.

c) Bidders shall bear all costs associated with the preparation and submission of the bids and IASL will not in any case be responsible and liable for the costs incurred.

d) All information given in writing to or verbally shared with the Bidders in connection with this Request for Bids is to be treated as strictly confidential. The Bidders shall not share or invoke such information to any third party without the prior written approval of IASL. This obligation shall continue after the procurement process has been completed whether the Bidder is successful or not.

e) All materials submitted in response to the Request for Bid shall become the property of IASL. Bids and supporting materials will not be returned to the Bidder.

f) All information provided will be subjected to verification by IASL. Submission of incomplete or unsigned forms may result in rejection of the proposal as non-responsive.

g) IASL will only accept one bid document from every proponent.

h) To assist in the evaluation and comparison of bids, IASL may, at its discretion, request any bidder for clarification of their proposal. This will be clarified in writing, but no change in substance or price of the bidder will be sought.

i) IASL will evaluate and compare only those bids determined to be responsive in accordance with requirements specified in the bid document.

j) IASL will award the contract in writing to the bidder who scores the highest marks in compliance with the evaluation criteria.

k) Upon furnishing by the successful bid, IASL will promptly notify the other bidders through telephone or email that their bids have been unsuccessful.

l) Any change to the contents of RFP/RFB will be clearly briefed during the information session.

m) At any time prior to the deadline for submission of Proposals, IASL may amend the RFP/RFB documents by issuing an addendum.

n) Prospective respondents shall be given reasonable time as IASL deems reasonable to take an addendum into account in preparing their proposals by extending the deadline for submission of Proposal.

7. Bid Proposal (General Compliance and Mandatory Documents)

The responsiveness of the bid to the RFP/RFB will be based on how well bidders meet the requirements outlined in this section. Bids which do not meet the mandatary requirements will not be considered for further evaluation.

7.1. General Compliance

Prior to detailed evaluation of the bid, IASL will examine the bid to determine whether it is generally compliant by considering the following below. If a bid is determined to be not meeting any of the following or missing any mandatory documents stated below or is generally non-compliant or is incomplete, the bid will be rejected as generally non-responsive, and will not be considered for further evaluation:

- Bid is properly signed/initialed/stamped as appropriate with due authorizations in accordance with the RFP/RFB Document.
- Is responsive to the eligibility criteria (ITB).

7.2. Mandatory Documents

No.	Item	Description	Requirement Level
1	Certificate of Incorporation/Registration	Certified copy of the company / SP (Sole Proprietor) incorporation or registration document.	Mandatory
2	Company / Business Profile	Profile of the Company / SP (Sole Proprietor)	Mandatory
3	Tax registration	GST Certificate	Mandatory
4	Staff Details	Details of staff plan	Mandatory
5	Fleet & Vessel Information	Owned vehicles / vessels details, third party transportation arrangement evidence	Mandatory
6	Storage Facility Details	Photos of the Facilities	Mandatory
7	Financial Proposal	Financial Submission (Form B)	Mandatory
8	Business Proposal	As per details in RFP	Mandatory
9	Bid Forms (From A-G)	Bid Forms, signed by duly authorized personnel	Mandatory

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8. Evaluation Criteria

IASL intends to apply the following criteria for the selection of proposals. Proposals will be assessed based on the scores obtained for said criteria at the percentages given, with the highest total scoring party being the winner.

Criteria	Weight
Transportation Availability (Sea & Land)	30%
Storage & Handling Facility	15%
Staffing & Operational Readiness	10%
Market Coverage Potential	15%
Delivery (to and from Airport) Fee	30%
Total	**100%**

8.1. Technical Scoring (70%)

For the technically compliant RFBs, a technical score will be based on the criteria provided below. The total score for the Technical Evaluation for each bidder shall be the sum of the category scores.

Technical Scoring (70%)			
Criteria	**Details**	**Sub Score**	**Total Score**
Transportation Availability (Sea & Land)	• Availability of vehicles, vessels, transportation agreements, backup transport arrangements, ability to cover all assigned islands	**30%**	**70%**
Storage & Handling Facility	• Warehouse/storage space, security, cargo handling equipment, cargo segregation, cleanliness and safety	**15%**	
Staffing & Operational Readiness	• Adequate staffing with a structure linking the responsibilities. *Bidders must submit key evidence such as organization chart, staff list, operating hours, customer service arrangements.	**10%**	
Market Coverage	• Existing customer base, Business reputation within the island / atoll, Courier, logistics or freight activities. • Existing relationships with resorts, businesses, shops, *Bidders must showcase their references, profile	**15%**	

8.2. Financial Scoring (30%)

A financial score will be given for each category stated below. The total score for the Financial Evaluation for each bidder shall be the sum of the category scores.

Financial Scoring (30%)		
Criteria	**Weight**	**Details**
Fees Proposed for the Delivery (To and from Airport)	30%	• Lowest price receives full score. Others scored proportionally using: Score = (Lowest Fees proposed / Bidder's Price) × 30

8.3. Combined Scoring (100%)

For each bidder, the score received for the Technical and the Financial Evaluation shall be added together to get the Combined Score using the respective formulas as stated below to determine the highest scored bidder for the respective service.

#	Formula	Score
Combined Score	(Technical Score calculated using the formula) + (Financial Score calculated using the formula)	Max 100

9. Scope of Work

9.1. Background and Purpose

Maldivian operates an extensive domestic network across the Maldives and seeks to strengthen cargo accessibility and service delivery through carefully selected Express Cargo Agents.

The selected Agent will support:

1. Express Cargo sales and market development
2. Cargo acceptance and coordination
3. Customer service
4. Airport collection and dispatch
5. Doorstep delivery services
6. Collection and remittance of freight charges
7. Business growth within assigned territories

9.2. Eligibility Requirements

Applicants must meet the following minimum requirements:

1.1 Legal Requirements

1. Be legally registered in the Maldives.
2. Hold valid business registration and trade licenses.
3. Be registered with Maldives Inland Revenue Authority (MIRA).

1.2 Financial Requirements

1. Demonstrate financial stability.

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2. MIRA Registration and Tax Clearance Certificate

1.3 Operational Requirements
1. Employ adequate staff.
2. Maintain a business office accessible to customers.
3. Perform cargo handling and delivery activities.
4. Operate reporting and communication systems.

9.3. Scope of the Work:

The selected Express Cargo Agent shall be responsible for:

Sales and Marketing
1. Promote Maldivian Cargo products and services.
2. Develop corporate and retail customer accounts.
3. Support cargo revenue growth.
4. Participate in local promotional activities.

Customer Service
1. Accept booking requests and update records in Q2 Cargo System.
2. Verify shipping documentation.
3. Provide rates and schedule information.
4. Resolve customer complaints and inquiries.

Cargo Operations
1. Coordinate cargo acceptance and dispatch.
2. Ensure compliance with safety procedures.
3. Maintain shipment records.
4. Coordinate airport cargo collection and delivery.

Doorstep Delivery Services
1. Collect inbound cargo from airport facilities.
2. Sort and prepare cargo for delivery.
3. Deliver cargo to consignee premises.
4. Capture and maintain proof of delivery (POD).
5. Report delivery exceptions.

Financial Administration
1. Collect freight and related charges when required.
2. Remit funds according to agreed settlement terms.
3. Maintain transparent accounting records.
4. Submit periodic financial reports.

9.4. Infrastructure Requirements

Applicants shall provide evidence of the following (if Applicants plans to deliver to surrounding islands):

Island Connectivity. **Evidence of**:
1. Ownership or lease of speedboats, dhonis, or marine transport or third party arrangements
2. Transportation arrangements with vessel operators.
3. Ability to connect surrounding islands and HDK Airport

Required Documents: Vessel registrations or, commitment letter from transport provider

Land Transportation. Evidence of:
1. Delivery vehicles

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2. Motorcycles
3. Pick-up vehicles
4. Vans

Required Documents: Vehicle registrations, Lease agreements, Third-party transportation commitment letters

Storage and Handling Facility. Applicants must provide:
1. Secure cargo storage area (with CCTV)
2. Weather-protected facility
3. Weighing scale
4. Computer system
5. Printer
6. Cargo sorting arrangements

Required Evidence: Facility photographs, Facility address, Floor plan (if available)

Delivery Capability. Applicants shall provide:
1. Delivery process flow
2. Delivery team structure
3. Proof of Delivery process

Applicants must demonstrate: Reliable internet connectivity, Business telephone services, Electronic reporting capability

10. Bid Forms A-G

From A - Bid application form

Description of Work:	Appointment of Express Cargo Agent in Hdh,Kulhudhuffushi (Re-Bid)
Bid to:	Island Aviation Services Ltd
Address:	Island Aviation Services Limited, M. Dar Al-Eiman Building, Majeedhee Magu, Male' 20345, Republic of Maldives

Having reviewed the Request for Proposal (RFP)/ Request for Bids (RFB), including the terms of reference, technical specifications, and submission requirements for Appointment of Express Cargo Agent in Hdh.Kulhudhuffushi, I/we, the undersigned, hereby submit our proposal in full compliance with the stated terms and conditions.

We propose to deliver the above scope of work as offered in the Form B – Price Schedule

We undertake, if our proposal is accepted, to commence work in accordance with the agreed timeline and to fulfill all contractual obligations as outlined in the RFP/RFB.

We agree that this proposal shall remain valid and binding for a period of 60 days from the date of submission and may be accepted at any time before the expiration of that period.

We acknowledge that Island Aviation Services Ltd is not bound to accept the lowest or any proposal received. Unless and until a formal agreement is reached, this proposal, together with written acceptance, shall constitute a binding contract between us.

Name of Authorized Signatory	
Designation	
Company Name	
Signature	
Date	

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Form B - Price Schedule

Service	Unit	Proposed Fee (MVR)
Outbound Cargo Collection & Delivery to Airport (Hdh.Kulhudhuffushi)	Per Shipment	
Airport Collection and Delivery of Inbound Cargo (Hdh.Kulhudhuffushi)	Per Shipment	
Delivery and Collection to Inter Islands (separately to each island, as applicable)	Per Shipment	

Note: The rates quoted under Form B shall represent the Bidder's fee for the provision of local collection and delivery services only and shall be quoted on a per shipment basis.

Bidders shall take into consideration that Q2 Express Cargo is intended primarily for small parcel shipments. The maximum acceptable shipment weight is 10 kg per shipment for outbound consignments from Malé and 15 kg per shipment for consignments originating from outstations to Malé.

The quoted fees shall be reasonable, competitive, and reflective of the nature and typical shipment profile of the service. Rates considered excessive or disproportionate to the scope of services required may be deemed commercially unreasonable and may be considered unfavorably during the evaluation process

All rates shall be quoted in MVR

Name of Authorized Signatory (Person signing the proposal)	
Designation	
Company Name	
Signature	
Date	

Form C - Related Party Disclosure

Island Aviation Services Limited
M. Dar Al-Eiman Building,
Majeedhee Magu,
Male' 20345,
Republic of Maldives

[Date]

Dear Sir/ Madam,

Project: Appointment of Express Cargo Agent in Hdh.Kulhudhuffushi (Re-Bid)

Subject: Related Party Disclosure

With the exception of the below specified, I hereby declare that we, the party is in no way, shape or form related to Island Aviation; created either through an employer-employee agency relationship between employees or directors of Island Aviation or by way of ownership of Island Aviation Services Ltd.

Name of the Related Party	Designation of the Related Party	Relationship

Yours sincerely,

[Name of signatory]
[Title]

Note:
1. Related parties for this purpose include:
1.1. Employees or directors of the Company
1.2. Close family members of any employee/ director of the Company. Close family members here refer to spouse, including former spouse relatives, which comprise: siblings, cousins, uncles and aunts, nephews and nieces, lineal ancestors (presumably, it means parents, grandparents and other ancestors of direct lineage), lineal descendants (children, grandchildren and other direct descendants).

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Form D: General Information (Business profile/Work profile)

Bidder Information

Company Name	
Registered Address	
Postal Address	
Telephone Number	
Email Address	
Website (if any)	

Legal Status of the Company

Legal Status	▪ Sole Proprietorship [ ] ▪ Partnership [ ] ▪ LLC [ ] ▪ Corporation [ ] ▪ Other:

Registration Details

Business Registration Number	
Date of Registration	
Country of Registration	

Contact Person

Full Name	
Designation	
Phone Number	
Email Address	

Declaration

I hereby declare that the information provided above is true and correct to the best of my knowledge.

Name: _____
Designation: _____
Date: _____

Authorized Signature: _____

Form E: Experience Records

List of all completed Contracts and supplies executed during the last 3 years.

Name of the Project with nature of work	Total Value	Contract Start	Contract Completion	Client's Name

Form F: Litigation/ Arbitration

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

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Form G: Declaration on Ethical Conduct and Fraud and Corruption

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

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.

2. Should we become aware of the potential for such a conflict, will report it immediately to ISLAND AVIATION SERVICES LTD.

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.

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. 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: _____

Phone Number: _____

11. Submission Checklist

This checklist is to help bidders ensure full compliance with the RFP requirements issued by Island Aviation Services Ltd.

General Requirements

☐ Proposal written in English
☐ Proposal validity: Minimum 60 days from submission deadline
☐ All documents signed, stamped, and authorized as required

Mandatory Documents

☐ Certificate of Incorporation/Registration (Certified copy)
☐ Tax registration (GST/WT ETC. if tax applicable)
☐ Company Profile
☐ Staff Details
☐ Fleet & Vessel Information
☐ Storage Facility Details
☐ Financial Proposal
☐ Business Proposal
☐ Price Schedule (Form B)
☐ Completed Bid Forms A–G
☐ Portfolio & Supporting Documents (Experience evidence)
☐ Compliance Statement (Offer made in accordance with RFP/RFB)
☐ Signed Declaration (Conflict of interest, ethical conduct)

Additional Notes

☐ Ensure one bid per proponent
☐ Prices in Maldivian Rufiyaa (MVR), inclusive of all taxes
☐ All communications via official email channels only
☐ Appeals/complaints within 5 days of bid opening or award notification

Note: Failure to submit any of the mandatory documents may result in disqualification. Ensure all documents are signed, complete, and submitted before the deadline.