

INVITATION FOR EXPRESSION OF INTEREST FOR
CONTINUOUS EMPANELMENT OF PROJECT MANAGEMENT CONSULTANTS (PMC) FOR
PROJECTS TO BE FUNDED UNDER LINES OF CREDIT (LOCs)

The Export-Import Bank of India (hereafter Exim Bank, or the Bank), on behalf of the Government of India (GOI), extends from time to time, concessional credit facilities under the Indian Development and Economic Assistance Scheme (IDEAS) to overseas governments / their nominated agencies in developing countries for financing projects involving procurement of goods, civil works, consulting and non-consulting services to be contracted to Indian entities. The Government of India has prescribed bidding, procurement and tendering procedures for these projects. Such projects are under the broad sectoral headings (illustrative, not exhaustive) of:

- Agriculture (including crop improvement, research stations, supply of tractors and farm equipment);
- Civil construction (including housing, hospitals, etc.);
- Fisheries (including pisciculture, cold storage);
- Health and Pharma (including setting up, operation and management of tertiary/specialty hospitals; supply, installation and commissioning of medical equipment/devices/plants and related services, etc.);
- Industrial projects (sugar, cement, food processing, textile, automotive, etc.);
- Information Technology
- Telecom
- Irrigation (including micro/drip irrigation, canals, etc.);
- Mining and mining equipment;
- Power Generation (thermal, hydro);
- Power transmission and distribution (including rural electrification);
- Renewable energy (including solar, wind, bio-gas);
- Transportation including Roads & Highways and Railways (including track laying, route construction, signalling, locomotives and rolling stock);
- Services such as software development, Information Technology Enabled Services (ITES) , Vocational Training;
- Water and sanitation (including desalination, sewerage, water treatment and purification, storage and distribution).

The extant Government of India IDEAS Guidelines provide for appointment of an independent Project Management Consultant through fair and transparent bidding for LOC projects where considered necessary by the Government of India / Exim Bank.

The PMC scope of services would generally cover the design, bidding (including preparation of tender documents and evaluation of bids), monitoring of implementation, evaluation of operations and maintenance, and post-commissioning stages of a project.

Exim Bank accordingly invites *Expressions of Interest (EOI)* from interested Indian consultancy firms for empanelment as Project Management Consultants. Consultancy firms may be empanelled for multiple sectors based on the EOIs submitted.

Interested firms may please apply (one signed original marked **ORIGINAL** and one electronic scanned copy) stating (*de minimis*) the following:

1. Details of the Firm	<ul style="list-style-type: none"> • Year of incorporation; • Country of incorporation (only Indian firms are eligible); • Legal structure (proprietary, partnership, limited company, as applicable); • Capital structure; • Key shareholders / promoters.
2. Past Contract Non-Performance and Litigation	<ul style="list-style-type: none"> • Past Contract Non-performance for the last 5 years; • Pending Contract Litigation for the last 5 years; • Contract Litigation History for the last 5 years.
3. Financial parameters	<ul style="list-style-type: none"> • Net Worth, Total Debt, Total Revenue, Segmental Revenue, Profit Before Tax, Cash flow from Operating Activities, for the last 5 years certified by the statutory auditors. (Copies of audited financial statements to be annexed)
4. Track Record (separately for each broad sector applied for) (60% weightage)	<ul style="list-style-type: none"> • List of major projects (national and international to be shown separately with name of the Employers) in the Sector of interest for which it has acted as PMC during the last five years¹; • Testimonial letters in respect of the 3 largest value projects/ assignments (in terms of fee received) as PMC over the last five years; • Brief details of any significant projects (national and international to be shown separately) prior to the five-year period where it has acted as PMC that the firm may wish to highlight; • List of major clients (and project brief, national and international to be shown separately) with particular focus on Government of India and multilaterals like the World Bank, Asian Development Bank, African Development Bank, Japan Bank for International Cooperation, Japan International Cooperation Agency, United Nations, etc.; • Provide a list of Banks/FIs with whom the firm is presently empanelled with as PMC. • Minimum Requirement (will fetch 30%):

¹ Last 5 years reckoned from the month preceding the month in which EOI for Empanelment is submitted.

	<ul style="list-style-type: none"> ○ Experience in related field including as PMC during the last 5 years; ○ At least one assignment as consultant for PMC in India in the last 5 years, per Sector applied for.
5. Skill base (40% weightage)	<ul style="list-style-type: none"> • Details of permanent experts should be provided along with CVs of the top 3 experts (sectorally). Details of such experts should be provided whose services are readily available to the Firm for undertaking PMC assignments. CVs should incorporate qualifications, experience in the sector and should also list professional memberships / accreditations and knowledge of foreign languages, countries of work experience. • Minimum Requirements per CV (will fetch 20%): <ul style="list-style-type: none"> ○ Academic Qualifications: Graduate Engineer ○ General Professional Experience: 10 years ○ Specific Experience: 5 years with at least one similar assignment ○ Language: Proficiency in English (Read, Write, Speak)

Note:

1. *In order to qualify for empanelment, a minimum score of 50% is essential.*
2. *Entities currently debarred/ blacklisted by any multilateral agency or any authority in India or elsewhere shall be ineligible to apply or be considered for empanelment.*
3. *Applicants should refer to IDEAS Guidelines dated 7th December 2015 for further information on GOI Guidelines on PMC and other relevant details.*

The criteria and weightages indicated are for the purpose of empanelment only. Specific evaluation criteria would be included in the Request for Proposal (RFP) for the evaluation / selection processes for an individual assignment. The experts named by the empanelled firm in the EOI shall be available for executing specific assignments subsequently.

Interested Consultant firms may associate with other firms to enhance their qualifications. The association may be in the form of a Joint Venture (JV), in which case, all JV members shall be jointly and severally responsible for the contractual obligations. Associate firms (whether in JV) shall furnish the information sought under (1), (2) and (3) fully and under (5) shall contribute at least one relevant expert (either within the top 3 or as additional staff). A letter of association specifying nature of association (JV) and details are to be provided for all associate members.

All forms must be completed without any alteration and signed by the authorised signatory, to be considered valid.

Completed Expressions of Interest (EOI), in required formats enclosed, should reach the Bank in a sealed cover containing one signed original and one electronic copy on USB drive. The sealed cover should be prominently marked as “**Expression of Interest: Project Management Consultant**”. EOI will be accepted by Exim Bank at the address mentioned below on all working days. EOI submissions at any other location or in any other format will not be accepted.

The full address for submission of Expressions of Interest is:

Export-Import Bank of India
Lines of Credit Group
Office Block, Tower 1, 7th Floor,
Adjacent Ring Road, Kidwai Nagar (East) ,
New Delhi 110023

Evaluation of the Expressions of Interest will be concluded by a Screening Committee as soon as possible thereafter. Canvassing in any form will be grounds for disqualification. The applications will be evaluated based on the parameters and criteria laid down in the document. After evaluation, the applicant will be advised of his empanelment or disqualification as the case may be.

It is clarified that the intention for the said empanelment process is to create a database of potential companies/ entities having consultancy experience as a Project Management Consultant in a particular sector. The empanelment of any entity does not endorse an empanelled company's technical, financial strengths or project execution capabilities.

The empanelment is valid for a period of up to 3 years from the date of notification of empanelment by Exim Bank. Within the said period, Empanelled entities may be invited by Exim Bank to submit additional information or fresh application required for revalidation of empanelment.

The Applicants whose Applications do not substantially meet the specified qualification requirements shall be advised the reasons for the same by Exim Bank. Such Applicants may submit fresh Applications to Exim Bank as and when they fulfil the specified qualification requirements on account of which they were not empanelled.

Any questions or clarifications on the above may be addressed to:

Mrs. Amita Dang
Assistant General Manager
Export-Import Bank of India
Lines of Credit Group
Office Block, Tower 1, 7th Floor,
Adjacent Ring Road, Kidwai Nagar (East) ,
New Delhi 110023
Tel : +91 11- 2460-7700
Email: eximloc@eximbankindia.in

Application Submission Form

Date: *[insert day, month, and year]*

To: *[insert full name and address of Bank]*

EMPANELMENT AS PROJECT MANAGEMENT CONSULTANT

We, the undersigned, apply to be empanelled as Project Management Consultant in _____ Sector/s and declare that:

- (a) We have not been currently debarred/blacklisted by any multilateral agency or any authority in India or elsewhere;
- (b) We furnish details of (i) our organisation and our JV Member/s *(delete if not applicable)*, (ii) Non-Performed Contracts, Pending Litigation and Litigation History, (iii) Financial Status and Capacity, (iv) PMC assignments executed by us during the last 5 years, (v) Details of Certified Management System, and (vi) Details of Skilled Human Resource experienced in undertaking PMC assignments, in the attached forms prescribed by you;
- (c) We also furnish (vii) List of major projects *(national and international to be shown separately)* in the sector of interest for which we have acted as the PMC during the last five years; (viii) Testimonial letters in respect of the 3 largest value projects/ assignments (in terms of fee received) as PMC over the last five years; (ix) Brief details of any significant projects *(national and international to be shown separately)* prior to the five year period, if any; (x) List of major clients *(and project brief, national and international to be shown separately)* with particular focus on Government of India and multilaterals like the World Bank, Asian Development Bank, African Development Bank, Japan Bank for International Cooperation, Japan International Cooperation Agency, United Nations, etc.; and (xi) list of Banks/FIs in India with whom empanelled as the PMC.
[to be submitted separately for the Applicant and for each member of a Joint Venture]
- (d) We confirm that we are currently not in default under any loan from any Bank/FI and our account has not been classified as Non-Performing Asset (NPA) with any Bank/FI. We further confirm that none of our companies/ promoters/directors appears in ECGC Specific Approval List, RBI Negative List and CIBIL Defaulter List, any other negative list of Central and State Government Agencies, updated from time-to-time. On being included in any of the above lists, we shall immediately inform Exim Bank on the inclusion and reason for inclusion thereof;
- (e) We understand that you may cancel the empanelment process at any time and that you are neither bound to accept any Application that you may receive nor to invite the empanelled Applicants to bid for subsequent contract(s) subject to this empanelment process, without incurring any liability to the Applicants;
- (f) All information, statements and description contained in the Application are in all respect true, correct and complete to the best of our knowledge and belief. We understand that misrepresentation of facts in our Application may lead to rejection of our Application/ cancellation of empanelment.

Signed *[insert signature(s) of an authorized representative(s) of the Applicant]*

Name *[insert full name of person(s) signing the Application]*

In the capacity of *[insert capacity of person(s) signing the Application]*

Address *[insert street number/town or city/country address]*

Dated on *[insert day number]* day of *[insert month]*, *[insert year]*

[For a joint venture, all members shall sign]

Note: All italicised text is for use in preparing this form and shall be deleted from the final product.

Applicant Information Form

(To be filled by Applicant if being a Single Entity or as Lead member of JV)

Date: *[insert day, month, year]*

Applicant's name: <i>[insert full name]</i>
In case of Joint Venture (JV), name of each member: <i>[insert full name of each member in JV]</i>
Applicant's country* of registration: <i>[indicate country of registration]</i>
Applicant's date of incorporation: <i>[indicate date of incorporation in dd/mmm/yy]</i>
Applicant's legal address [registered in India]: <i>[insert street/ number/ town or city/ country]</i>
Applicant's authorized representative information Name: <i>[insert full name]</i> Address: <i>[insert street/ number/ town or city/ country]</i> Telephone/Fax numbers: <i>[insert telephone/fax numbers, including country and city codes]</i> E-mail address: <i>[indicate e-mail address]</i>
<p>1. Attached are copies of original documents of</p> <p><input type="checkbox"/> Articles and Memorandum of Association, Certificate of Incorporation (or equivalent documents of constitution or association), and/or documents of registration of the legal entity named above.</p> <p><input type="checkbox"/> In case of JV, letter of intent to form JV or JV agreement confirming Joint and several liability.</p> <p>2. Included are the legal structure (proprietary, partnership, limited company, as applicable), capital structure, details of promoters, PAN and GST registration details, organizational chart, a list of Board of Directors with DIN Nos, and their complete designation and in case of nominee directors, and the beneficial ownership with respective shareholding and nationality of shareholders</p> <p>3. Power of Attorney for authorised signatory (in case of JV, separately for the lead member and on behalf of the JV) along with Board resolution or similar document.</p>

* This empanelment process is open to only Indian entities.

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Applicant's/ JV Member's Information Form

[The following form shall be completed separately to provide information relating to each JV member]

Date: *[insert day, month, year]*

Applicant's name: <i>[insert full name of the JV]</i>
Applicant's JV Member's name: <i>[insert full name of Applicant's JV Member]</i>
Applicant's JV Member's country* of registration: <i>[indicate country of registration]</i>
Applicant's JV Member's date of incorporation: <i>[indicate date of incorporation in dd/mmm/yyyy]</i>
Applicant's JV Member's legal address registered in India: <i>[insert street/ number/ town or city/ country]</i>
Applicant's JV Member's authorized representative information Name: <i>[insert full name]</i> Address: <i>[insert street/ number/ town or city/ country]</i> Telephone/Fax numbers: <i>[insert telephone/fax numbers, including country and city codes]</i> E-mail address: <i>[indicate e-mail address]</i>
<p>1. Attached are copies of original documents of</p> <p><input type="checkbox"/> Articles and Memorandum of Association, Certificate of Incorporation (or equivalent documents of constitution or association), and/or registration documents of the legal entity named above.</p> <p>2. Included are the legal structure (proprietary, partnership, limited company, as applicable), capital structure, details of promoters, PAN and GST registration details, organizational chart, a list of Board of Directors with DIN Nos, and their complete designation and in case of nominee directors, and the beneficial ownership with respective shareholding and nationality of shareholders</p> <p>3. Power of Attorney for authorised signatory along with Board resolution or similar document.</p> <p>4. Letter of Association specifying nature of association (JV) and details, for all associate members</p>

* This empanelment process is open to only Indian entities.

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Past Contract Non-Performance, Pending Litigation and Litigation History

[Each of the following tables shall be filled in for the Applicant and for each member of a Joint Venture]

Applicant's Name: *[insert full name]*

Date: *[insert day, month, year]*

Page *[insert page number]* of *[insert total number]* pages

In case of JV, information pertaining to: *[insert name of JV Leader or member]*

Non-Performed Contracts during the last 5 Years			
<input type="checkbox"/> Contract non-performance did not occur during the last 5 years <input type="checkbox"/> Contract(s) not performed during the last 5 years			
Year	Non-performed portion of contract	Contract Identification	Total Contract Amount (current value, currency, exchange rate and US\$ equivalent)*
<i>[insert year]</i>	<i>[insert amount and percentage]</i>	Contract Identification: <i>[indicate complete contract name/ number, date, value and any other identification]</i> Name of Employer: <i>[insert full name]</i> Address of Employer: <i>[insert street/city/country]</i> Reason(s) for non-performance: <i>[indicate main reason(s)]</i>	<i>[insert amount in USD equivalent and specify exchange rate and date]</i>

*The exchange rate as on 31st March of the respective financial year in which the contract was signed shall be used to arrive at the USD equivalent.

Last 5 years reckoned from the month preceding the month in which EOI for Empanelment is submitted.

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Pending Litigation during the last 5 years				
<input type="checkbox"/> No pending litigation during the last 5 Years <input type="checkbox"/> Pending litigation listed below during the last 5 Years				
Year of dispute	Amount in dispute (currency)	Contract Identification	Total Contract Amount (currency), USD Equivalent (exchange rate)*	Amount of specific provision already made, if any
<i>[insert year]</i>	<i>[insert amount]</i>	Contract Identification: <i>[indicate complete contract name, number, date, value and any other identification]</i> Name of Employer: <i>[insert full name]</i> Address of Employer: <i>[insert street/city/country]</i> Matter in dispute: <i>[indicate main issues in dispute]</i> Party who initiated the dispute: <i>[indicate "Employer" or "Consultant"]</i> Status of dispute: <i>[Indicate if it is being treated by the Adjudicator, under Arbitration or being dealt with by the Judiciary]</i>	<i>[insert amount]</i>	<i>[insert amount in USD equivalent and specify exchange rate and date]</i>

*The exchange rate as on 31st March of the respective financial year in which the contract was signed shall be used to arrive at the USD equivalent.

Last 5 years reckoned from the month preceding the month in which EOI for Empanelment is submitted.

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Litigation History during the last 5 Years			
<input type="checkbox"/> No litigation in the last 5 years <input type="checkbox"/> Litigation Awards during the last 5 years			
Year of award	Outcome as percentage of Net Worth	Contract Identification	Total Contract Amount (currency), USD Equivalent (exchange rate)*
<i>[insert year]</i>	<i>[insert percentage]</i>	Contract Identification: <i>[indicate complete contract name, number, date, value and any other identification]</i> Name of Employer: <i>[insert full name]</i> Address of Employer: <i>[insert street/city/country]</i> Matter in dispute: <i>[indicate main issues in dispute]</i> Party who initiated the dispute: <i>[indicate "Employer" or "Consultant"]</i> Result of dispute: <i>[Indicate if resolution was treated by the Adjudicator, under Arbitration or dealt with by the Judiciary and whether resolved in favour or against the Applicant]</i>	<i>[insert amount in USD equivalent and specify exchange rate and date]</i>

*The exchange rate as on 31st March of the respective financial year in which the contract was signed shall be used to arrive at the USD equivalent.

Last 5 years reckoned from the month preceding the month in which EOI for Empanelment is submitted.

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Financial Status and Capacity

[The following table shall be filled in for the Applicant and for each member of a Joint Venture and shall be certified by the statutory auditor.]

Applicant's Name: *[insert full name]*

Date: *[insert day, month, year]*

Joint Venture Member's Name: *[insert full name]*

In case of JV, information pertaining to : *[Insert name of JV leader or JV member/s]*

1. Financial data

Type of Financial information	Historic information for previous 5 Years (Amount in Indian Rupees)				
	[Insert Year 1]	[Insert Year 2]	[Insert Year 3]	[Insert Year 4]	[Insert Year 5]
Net Worth					
Total Debt					
Total Revenue					
Segmental Revenue					
Profit Before Tax					
Cash Flow from Operating Activities					

Copies of audited financial statements for the last 5 years viz. Balance Sheet, Profit and Loss Accounts, Notes to the financial statement and Cash flow statement including operating cash flow to be attached.

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Specific Experience

During the last 5 years

[The following table shall be filled in separately for contracts executed as PMC completed by the Applicant and each member of a Joint Venture, as applicable, per sector applied for]

Applicant's Name: *[insert full name]*

Date: *[insert day, month, year]*

Page *[insert page number]* of *[insert total number]* pages

In case of JV, information pertaining to: *[Insert name of JV leader or JV member/s]*

Sector: _____ *[Insert Sector being applied for]*

PMC Contract No.	<i>[insert number] of [insert number of similar contracts being submitted]</i>		
Contract Identification	<i>[insert contract name and number, if applicable]</i>		
Contract date	<i>[dd/mmm/yyyy]</i>		
Completion date	<i>Contractual: [dd/mmm/yyyy]</i>		<i>Actual: [dd/mmm/yyyy]</i>
Role in PMC Contract <i>[check the appropriate box]</i>	Prime Consultant <input type="checkbox"/>		Member in JV <input type="checkbox"/>
Total Contract Amount as PMC	<i>[insert total contract amount in contract currency]</i>		US\$ <i>[insert Exchange rate and total contract amount in US\$ equivalent]*</i>
If member in a JV, specify participation in total Contract amount	<i>[insert a percentage amount]</i>	<i>[insert total contract amount in local currency]</i>	<i>[insert exchange rate and total contract amount in US\$ equivalent]*</i>
Employer Details	Employer's Name: Address: Telephone, fax number, E-mail:		
Description of the PMC Contract :	<i>[Name the Sector/ Sub-sector]</i> <i>[Briefly mention the similarity in terms of sectoral characteristics]</i>		

For the above contract, mention the following attributes	
1. Your responsibility as PMC	<i>[insert details of the role performed by you]</i>
2. Complexity	<i>[insert description of complexity]</i>
3. Methods/ Technology, if any	<i>[insert specific aspects of the methods/ technology involved in the contract]</i>
4. Any additional information or achievement in execution of the contract that you would like to mention	
5. Key staff deployed for the contract	

Enclosures:

1. Separate form to be submitted for each contract as PMC.
2. Final Acceptance Certificate (FAC)/Completion Certificate/Testimonial Letters issued by the project authorities to be attached for each contract, in an orderly manner. Failure to comply with this requirement may result in rejection of the Application.

Last 5 years reckoned from the month preceding the month in which EOI for Empanelment is submitted.

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Certified Management System

[The following table shall be filled in by the Applicant and each member of a Joint Venture, as applicable]

ISO Accreditation/ Certified Management System	Process/ Discipline Certified/ Inclusions	Certification Start Date	Certification Valid up to	Certifying Organization
<i>[indicate the management system accreditation]</i>	<i>[indicate certificate identification number and mention which process or discipline has been certified and inclusions]</i>	<i>[dd/mmm/yyyy]</i>	<i>[dd/mmm/yyyy]</i>	<i>[indicate the name of the certifying organization and contact details]</i>

Self-attested copy of ISO Certificate(s) valid as on the date to be attached.

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Skilled Human Resources

[The following table shall be filled in by the Applicant and each member of a Joint Venture, as applicable, separately per Sector applied for]

Sector	Name of key staff on rolls	Academic Qualification	Specialization	Years of Experience	Experience in Countries	Readily available Yes/No

CVs of each key staff to be attached as per the attached format.

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Curriculum Vitae (CV)

[CV of each skilled human resource to be furnished separately in the following format]

1	Proposed Position	:	<i>[e.g. Team leader]</i>																											
2	Name of the Firm	:																												
3	Name of the Expert	:	<i>[Full Name]</i>																											
4	Current Designation in the Firm	:																												
5	Date of Birth	:	<i>[day/month/year]</i>																											
6	Complete Personal Contact Details	:	Tel. No.: Mobile No.: Email:																											
7	Education	:	<i>[List college/university or other specialised education, giving names of education institutions, dates attended, degree(s)/diploma(s) obtained.]</i>																											
8	Membership in Professional Associations	:																												
9	Other Training	:																												
10	Countries of Work Experience	:																												
11	Languages known (Including foreign languages) with proficiency level (Good, Fair, Basic)	:	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <tr> <th style="width: 25%;">Language</th> <th style="width: 25%;">Speaking</th> <th style="width: 25%;">Reading</th> <th style="width: 25%;">Writing</th> </tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </table>				Language	Speaking	Reading	Writing																				
Language	Speaking	Reading	Writing																											
12	Employment Record <i>[Starting with present position]</i>	:																												
13	Detailed Tasks Assigned	:																												
14	Work Undertaken that Best Illustrates Capability to Handle The Tasks Proposed	:																												

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Checklist for empanelment for PMC

[Please confirm that below documents **(Self attested)** are enclosed before submitting the application.]

		Please (√) tick
1	Application Submission Form	
2	Applicant Information Form	
3	Applicant's/JV Member's Information Form	
	a) Articles and Memorandum of Association	
	b) Certificate of Incorporation / Partnership Deed of the Applicant (and each of the JV members).	
	c) In case of JV, letter of intent to form JV or JV agreement, and documents as above for each member of the JV	
	d) A copy of Power of Attorney in favor of the person who has been authorized, through an appropriate Company Board Resolution or equivalent document, to sign on behalf of the Applicant. A copy of such relevant company Board Resolution or equivalent document should also be attached.	
	e) In case the Applicant is a JV, the Applicant shall submit a copy of Powers of Attorney for each member of the JV along with copy of relevant Board Resolutions or equivalent documents.	
4	For an Applicant as a single entity or in case of JV, for each member:	
	a) legal structure (Pvt. Ltd. co, LLP, proprietary, partnership, limited company, as applicable)	
	b) Capital structure	
	c) Details of promoters - PAN / Passport	
	d) Permanent Account Number (PAN):	
	e) GST Registration details, as applicable:	
	f) Copy organizational chart:	
	g) List of Board of Directors with DIN (Director's Identification No.) for each of the directors:	
	h) Beneficial ownership with respective shareholding and nationality of shareholders:	
	i) Declaration that the Directors are not debarred / declared willful defaulters:	
5	Past contract Non-Performance form	
6	Pending Litigation form	
7	Litigation History form	
8	Financial Status and Capacity form to be certified by the statutory auditor of the Applicant (in case of JV, for each member of the JV)	
	a) The audited balance sheets for the last 5 years (with Notes to the financial statement)	
	b) Profit & loss accounts of last 5 years	

	c) Cash flow statement including operating cash flow of last 5 years	
9	Specific Experience form	
10	Final Acceptance Certificate (FAC)/ Completion Certificate (CC) / Testimonial Letters (TL) issued by the employer for each contract (at least 3 FAC/CC/TL)	
11	Certified Management System form	
12	Skilled Human Resources form	
13	Curriculum Vitae (CV): <i>[CV of each skilled human resource to be furnished separately in the provided format] Please attached copy of the certificates.</i>	