

# Terms of reference (ToRs) for implementation of the Pilot Project for improvement of value chain in Aviral – Reducing Plastic in the Ganga

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**Project number/  
cost centre:**

**Pilot Project for implementation of the pilot project for improvement of Value Chain in Aviral – Reducing Plastic in the Ganga** **1969.3067.1.001.00**

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## 0. List of abbreviations

Abbreviation	Explanation
AEPW	Alliance to End Plastic Waste
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i> (German Agency for International Cooperation)
IEC	<i>Information Education and Communication</i>
NGOs	<i>Non Government Organisations</i>
ULBs	Urban Local Bodies

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## 1. Context

### 1.1 Project Background

To combat the negative impacts of the drastically increasing amounts of plastic waste in the recent decades in India's environment, the Alliance to End Plastic Waste (AEPW) has joined hands with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to support the reduction of plastic waste entering the environment of the two Ganga cities of Haridwar and Rishikesh in Uttarakhand. Launched in January 2019, the AEPW is a CEO-led, cross-sector, not-for profit organization, with a mission to develop, accelerate and deploy solutions, catalyse public and private investment, and engage communities to help end plastic waste in the environment.

The objective of the project Aviral- Reducing Plastic Waste is to reduce the plastic waste entering the cities environment by strengthening an integrative and improved plastic waste management system in these two cities. The efforts will also contribute to achieving the objectives of the flagship programs of the National Mission for Clean Ganga (*Namami Gange*) and the Clean India Mission (*Swachh Bharat Mission*).

### 1.2 Approach and intervention areas

The proposed project activities are aligned with the ongoing initiatives of reducing the plastic waste in the environment and will be implemented in partnership with various stakeholders including NGOs. Understanding that engagement and awareness is a crosscutting component of the project, a holistic, participatory and collaborative approach will be applied at all times during the project implementation. This involves close cooperation with GIZ on all activities as well as regular consultations and result validations with stakeholders.

Based on the assessment during the project preparation, the proposed interventions will focus on the enhancement of existing capacities, improvement of selected elements of the plastic waste value chain, promotion of innovations along the plastic waste value chain and implementation of awareness activities engaging with all relevant stakeholders. All activities will be implemented in partnership with various agencies.

### 1.3 Objectives and Scope of the Assignment

The objective of this assignment is to implement pilot projects on source segregation including infrastructure enhancement and skill development training along the value chain in Haridwar and Rishikesh. Based on a conducted needs assessment and in consultation with municipal authorities, a pilot project area for source segregation activities will be identified in each city. These lighthouse models should be suitable for a later adoption on city level through the ULBs. The pilot projects will on the one hand include activities related to soft components like capacity enhancement through trainings for waste generators and skill development to support the inclusion of informal waste workers. On the other hand, it will include the support for infrastructure enhancement for source segregation and training of waste workers and system operators.

### Tasks to be performed by the contractor

The agency needs to submit the technical proposal covering following activity fields in the realm of implementation of the pilot project for improvement of value chain. The pilot area will cover approximately 10,000 households and 100 commercial establishments like shops, offices, hotels etc. (covering both cities). At the end of the project, the source segregation level in the pilot area in each city should level up to at least 80%. Through the project activities, improvement in working conditions of at least 80 informal workers should be achieved by providing trainings and skill

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enhancement for handling segregated waste. The bidder is also required to focus on an implementation strategy considering the COVID crisis.

The specific tasks of the agency are as follows:

### Objective 1: Implementation of pilot projects on source segregation in selected wards of Haridwar and Rishikesh (suggesting focused interventions for households, offices, and markets)

Activity	Tasks	Project month*
Activity 1: Identification and comparative analysis for the pilot area(s) in consultation with project team and municipality.	• Provide the assessment of suggested pilot areas considering visibility and scope of replication.	1
	• Provide comparative analysis (including financial requirements) of potential areas	1-2
Activity 2: Conduct detailed survey of pilot areas for baseline assessment.	• Conduct geo spatial mapping covering each unit of waste generators within the pilot area.	1-2
	• Assess the existing level of source segregation, collection, transportation and processing of municipal waste including the plastic waste in the area	1-2
	• Assess the existing system of channelization of dry waste in project area	1-2
	• Assess the existing level of awareness and willingness to pay for the improved waste management services	1-2
Activity 3: Needs assessment for supporting infrastructure enhancement	• Provide detailed needs assessment (including financial requirements) for collection, transport infrastructure and equipment of selected area;	1-3
Activity 4: Input to design and production of information education and communication (IEC) material for creating awareness and behavioral change and create awareness on source segregation through IEC in close collaboration with GIZ;	• Providing feedback considering the local context	2
	• Create awareness on source segregation using the project promotional material	2-18
	• Liaise with the communication team of Aviral in order to ensure a streamlined IEC approach.	1-2
Activity 5: Develop and implement the plan of inclusion of informal workers.	• Assess the existing networks of informal workers within the pilot area	1-2
	• Develop a plan for inclusion of informal workers in the implementation of the pilot projects and other activities of the project like material recovery facility, clean ups etc.	1-2

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	<ul style="list-style-type: none"> <li>Implement the inclusion plan for informal worker throughout the pilot project</li> </ul>	3-18
Activity 6: Develop and implement the plan for resource recovery for dry waste considering channelized to existing aggregators and / or proposed Material Recovery Facilities.	<ul style="list-style-type: none"> <li>Develop a sustainable resource recovery plan for channelizing the dry waste collected from the pilot project area</li> </ul>	1-2
	<ul style="list-style-type: none"> <li>Implement a sustainable resource recovery plan for channelizing the dry waste collected from the pilot project area</li> </ul>	3-18
Activity 7: Establish source segregation in all waste generators units within the pilot project area	<ul style="list-style-type: none"> <li>Handholding of waste generators including but not limited to households, schools, commercial establishments, markets, etc. to establish source segregation</li> </ul>	2-18
	<ul style="list-style-type: none"> <li>Developing the network and engagement of waste champions / volunteers for implementation of source segregation</li> </ul>	2-6
Activity 8: Development of a sustainable collection and transportation system for source segregated waste considering the existing system	<ul style="list-style-type: none"> <li>Development of collection and transportation plan</li> </ul>	1-3
	<ul style="list-style-type: none"> <li>Procurement of supporting equipment and consumables based on needs assessment to make existing system more efficient (max. 42 lakh INR for both cities)</li> </ul>	3-12
	<ul style="list-style-type: none"> <li>Train and onboard waste workers for the newly developed collection and transportation concept</li> </ul>	3-5
	<ul style="list-style-type: none"> <li>Implement the developed collection and transportation concept in the pilot area</li> </ul>	3-18
Activity 9: Development of data management, monitoring & evaluation framework system for traceability and accountability as well as impact assessment including percentage increase in source segregation and channelization of dry waste collected.	<ul style="list-style-type: none"> <li>Develop and implement a digital monitoring system for collection, tracking and management of waste material flows within the developed collection and transportation system</li> </ul>	2-18
	<ul style="list-style-type: none"> <li>Develop and implement the management information system (MIS) to monitor the project progress on day to day basis</li> </ul>	2-18
Activity 10: Development and implementation of business cases and ensuring economic viability of the systems	<ul style="list-style-type: none"> <li>Development and implementation of business models and financing for the developed segregation and collection systems in the pilot area with the goal to establish economic viability of the system beyond the project duration</li> </ul>	3-18

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	<ul style="list-style-type: none"> <li>Development of business model and financing for a potential downstream MRFs (based on the findings of a project baseline assessment report provided by GIZ and the developed segregation and collection systems)</li> </ul>	6-10
	<ul style="list-style-type: none"> <li>Identify suitable participants from informal workers for MRF operation and maintenance;</li> </ul>	3-6
Activity 11: Documentation and reporting of project activities to GIZ	<ul style="list-style-type: none"> <li>Prepare and share the implementation guidebook and best practices for replication</li> </ul>	6-18
	<ul style="list-style-type: none"> <li>Report on project activities and preparation of activities for impact in various platforms including but not limited to social media, websites, press release, events, etc.</li> </ul>	1-18

\* The described *project months* provide an overview on when the respective tasks are planned within the project. The number and duration of the time period does not reflect the required amount of personnel capacities.

**Objective 2: Conduct training for waste generators and informal workers on source segregation**

Activity	Tasks	Project month*
Activity 1: Conduct minimum 4 trainings (with at least 500 participants in total) for waste generators (households, bulk waste generators, etc.) within the pilot project area	<ul style="list-style-type: none"> <li>Prepare training plans and concepts in consultation with GIZ</li> </ul>	1,5,10,15
	<ul style="list-style-type: none"> <li>Identify the target groups</li> </ul>	1,5,10,15
	<ul style="list-style-type: none"> <li>Arrange for logistics for conducting the training</li> </ul>	2,6,11,16
	<ul style="list-style-type: none"> <li>Prepare training material focusing on different target groups</li> </ul>	2,6,11,16
	<ul style="list-style-type: none"> <li>Conduct separate training units</li> </ul>	3,7,12,17
	<ul style="list-style-type: none"> <li>Documentation and dissemination of training material</li> </ul>	3,7,12,17
Activity 2: Conduct capacity development workshops for waste volunteers / community focal point for local waste management	<ul style="list-style-type: none"> <li>Develop a sustainability plan defining the roles of waste volunteers and by providing the necessary trainings and handholding</li> </ul>	5,10,15
Activity 3: Conduct minimum 4 trainings (with at least 80 workers in each city) for informal waste workers	<ul style="list-style-type: none"> <li>Prepare training plan and concept in consultation with GIZ</li> </ul>	1,5,10,15
	<ul style="list-style-type: none"> <li>Identify the target groups</li> </ul>	1,5,10,15
	<ul style="list-style-type: none"> <li>Arrange for logistics for conducting the training</li> </ul>	2,6,11,16
	<ul style="list-style-type: none"> <li>Prepare training material</li> </ul>	2,6,11,16
	<ul style="list-style-type: none"> <li>Conduct separate training units</li> </ul>	3,7,12,17
	<ul style="list-style-type: none"> <li>Documentation and dissemination of training material</li> </ul>	3,7,12,17
Activity 4:	<ul style="list-style-type: none"> <li>Identify the target groups</li> </ul>	1,4,8,12

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Four consultation meetings between citizens' leaders / community focal points and governmental officials on solid waste management	• Arrange for logistics for conducting meetings	1,4,8,12
	• Prepare agenda	1,4,8,12
	• Documentation and dissemination of training material	2,5,9,13

\* The described *project months* provide an overview on when the respective tasks are planned within the project. The number and duration of the time period does not reflect the required amount of personnel capacities.

Certain milestones and deliverables, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

S.No	Milestone	Timelines
1	Pilot Project Operational Plan	Mid October 2020
2	Baseline assessment report of pilot project area including geo spatial mapping	November 2020
3	Resource recovery plan for dry waste (especially focusing on different types of plastic waste) segregation and collection including business model, financing, etc.	December 2020
4	Training reports on waste generators 1 & 2	December 2020 and December 2021
5	Capacity development reports for waste volunteers / community focal points	December 2021
6	Training reports on informal workers 1 & 2	December 2020 and December 2021
7	Implementation guidebook and best practices for replication	December 2021
8	Project completion report	February 2022

Note: All reports/documents have to be submitted in English language in editable soft copy format. Depending on the requirements of local context, the communication material has to be provided in Hindi and English.

To summarise, in addition to any deliverable and milestone output specified under the duties and responsibilities of each expert above, the agency shall provide the following reports:

Name of report	Content	Time of submission
Inception Report	Analysis of existing situation and work plan for the project	No later than 1 month after the start of implementation
3-month progress report	Short description of progress (technical and financial) including problems encountered; planned work for the next 3 months	No later than 1 month after the end of each 3-month implementation period.

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Draft final report	Short description of achievements including problems encountered and recommendations.	No later than 1 month before the end of the implementation period.
Final report	Reviewed version of draft final report.	Within 1 month of receiving comments on the draft final report from the project manager identified in the contract.

After contract signature, a Visual Identity Manual will be provided by GIZ. These regulations must be respected in every visibility product included in these Terms of Reference. GIZ retains the right to access all raw and finalized data obtained within this project at any time during the project duration.

Period of assignment: From 25.09.2020 until 31.03.2022.

## 2. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 1.3 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

### Technical-methodological concept

**Strategy:** The bidder is required to consider the tasks and activities to be performed with reference to the objectives of the services put out to tender (see Chapter 1) also elaborating on situation analysis of both the cities. Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 1.3).

The bidder is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them.

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 1.3 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 1.3.

The bidder is required to describe its contribution to the sustainability of the project, proposing an exit strategy for communication and knowledge management both for the partner and GIZ.

### Other specific requirements

The methodology for the assignment is proposed to conduct the activities on ground involving various stakeholders like urban local bodies, informal workers, waste generators, schools and youth groups etc.

The assignment execution should follow the feedback mechanism with continuous discussion and engagement of the contractor with GIZ and Urban Local Bodies (ULB) in Haridwar and Rishikesh,



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to review and provide suggestions. For this purpose, the agency would be available for discussions and meetings in Haridwar and Rishikesh or over skype/telephone as and when required.

### Project management of the contractor

The bidder is required to explain its approach for coordination with the GIZ project.

- The contractor is responsible for selecting, preparing, training and steering the experts (international and national, short and long term) assigned to perform the tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor is responsible for the application of the visual identity guidelines shared by GIZ, ensuring the project and partners (GIZ, AEPW) is ensured.

The bidder is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts profiles proposed in the bid; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

### Quality Assurance and Other Bidding Requirements

To ensure the quality of the outputs the organisation must meet the following requirements:

- GIZ honours intellectual copyrights and strictly prohibits any copyright violations and plagiarism
- Reports or documents pertaining to the project and prepared by the organisation need to be thoroughly verified prior to submission. Sub-quality deliverables would not be accepted
- It is expected that all documents will undergo a final proofread by the team leader
- The organisation ensures that GIZ staff is briefed continuously on the progress of the project and informed immediately on any changes whatsoever (e.g. delays, availability of information etc.)
- All meetings will be documented by the organisation. The minutes of meetings need to be approved by the staff of GIZ.

### Eligibility Criteria for firms

- I. **Commercial Assessment** – Required average annual turnover of at least Euro 100,000 for the last three financial years {last-but-four financial can be included in case of invitation to tender held within six months of end of last financial year) – Required number of employees atleast 7, as at 31.12 of the previous year
- II. **Technical Assessment** – The technical assessment is only based on reference projects with a minimum commission value of Euro 50000. Minimum requirements of at least 1 reference projects in the technical field of Source segregation and/or collection of waste in India is required.

### 2. Regional experience in Uttarakhand

The bidder is required to elaborate on its regional experience and expertise of working in the state of Uttarakhand.

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3. Experience of other development projects

### 3. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs, the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

#### Team leader (1)

##### Tasks of the team leader

- Main point of contact of bidder for GIZ
- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Provision of regular support to the teams in the two cities
- Regular reporting in accordance with deadlines

##### Qualifications of the team leader

- At least a master's degree or equivalent in one of the following fields: environment, social sciences, economics, engineering or a relevant, directly related discipline (Ref 2.1.1)
- General Professional Experience: At least 15 years of professional experience of international cooperation and profound experience of working with Government bodies including urban local bodies in India (Ref 2.1.3)
- Specific qualification/ special field: At least 15 years of professional experience in the waste management sector with 5 years' experience in projects related to waste segregation and/or collection with specific experience on following aspects (Ref 2.1.4)
  - Profound experience in projects related to education and training as well as capacity development in the informal waste sector in India or other countries
  - Profound experience in projects related to business development and financing in the field of waste management and recycling India or other countries
  - Recognized expertise in assisting policy makers in their choice of appropriate regulatory policies, laws and instruments to support waste management sector
  - Experience in public awareness and participation
- Leadership experience: Excellent team coordination skills of managing multidisciplinary expert teams and proven experience of team coordination and data management in at least 2 international waste management programmes or projects (Ref 2.1.5)
- Regional experience: Knowledge and working experience with State of Uttarakhand on waste management projects is added advantage (Ref 2.1.6)
- Language skills: Excellent command of English (both spoken and written), strong in intercultural communication and sensitive in interacting with cooperation partners (Ref 2.1.2)

#### Project Manager (1)

##### Tasks of the Project Manager

- Assist the team leader in assigned tasks and coordinate with project teams in the field

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- Coordinate, strategize and supervise the work of project teams in both cities
- Data analysis and report preparations

### Qualifications of the project manager

- At least a master's degree or equivalent in one of the following fields: environment, social sciences, economics, engineering or a relevant, directly related discipline (Ref 2.2.1)
- General experience: At least 10 years of professional experience in waste sector by undertaking activities like vocational trainings, capacity building, awareness raising, environmental safeguards etc with specific knowledge on source segregation with involvement of informal workers(Ref 2.2.3)
- Specific qualification/ special field: Experience working with the urban local bodies and informal waste sector in developing countries, preferable in India; profound knowledge about the social implications of waste management with specific knowledge on (Ref 2.2.4)
  - Profound knowledge about the economics and financial side of waste management as well as knowledge about public-private partnerships in the waste sector
  - Experience working on identification of data management requirements for developing monitoring and evaluation framework in waste sector
  - Experience working on facilitation of source segregation and sustainable waste collection and transportation systems
  - Behavioral change and awareness tools for waste management and capacity development in plastic waste management.
- Regional experience: Knowledge and working experience with State of Uttarakhand is added advantage (Ref 2.2.6)
- Language skills: Excellent command of English and Hindi (both spoken and written), strong in intercultural communication and sensitive in interacting with cooperation partners (Ref 2.2.2)

### **City Managers (2)**

- Tasks of the city Managers
- Assist Project Manager in assigned tasks
- Supervise the working packages, coordinating activity implementation at local level with project and city stakeholders in close coordination with GIZ project manager
- Reporting on project progress at ground level

### Qualifications of the city manager

- At least a bachelor's degree or equivalent in one of the following fields: environment, social sciences, economics, engineering or a relevant, directly related discipline. (Ref 2.3.1)
- Minimum 5 years of experience in sustainable cities cooperation (Ref 2.3.3 )
- Specific qualification/ special field: Experience on working on waste management projects covering public awareness and participation (Ref 2.3.4)
- Good knowledge and networks at local level (Ref 2.3.8)

### **Technical Expert (2)**

#### Tasks of the technical expert

- Assist in developing a suitable methodology for the assignment and assist the City Project Manager with tasks

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- Conduct and oversee field assessments, surveys, trainings and awareness
- Implementation of management of information system (MIS)

### Qualifications of the technical expert

- At least a master's degree or equivalent in one of the following fields: environment, social sciences, economics, engineering or a relevant, directly related discipline. Alternatively, bachelor's degree and 4 years of full-time proven relevant experience additional to the requested general professional experience. (Ref 2.4.1)
- Minimum of 3 years of professional sector expertise on training and capacity building of the informal waste sector, development of waste collection & segregation systems, awareness raising among waste generators with a focus on dry and plastic waste (Ref 2.4.3)
- Minimum of 3 years of professional sector expertise assessment of waste value chains with a specific focus on the identification of gaps to propose infrastructure requirements, capacity development measures for key stakeholders (Ref 2.4.4)

### **City Project Assistant (2)**

#### Tasks of the city project assistant

- Assist City Project Manager in assigned tasks
- Coordination and engagement with key stakeholders like, local municipal workers, waste generators, informal workers on ground
- Provide data and information for reporting on project progress on daily basis
- Provide administrative and logistics support during field activities

#### Qualifications of the city project assistant

- At least a bachelor's degree or equivalent in one of the following fields: environment, social sciences, economics, engineering or a relevant, directly related discipline (Ref 2.5.1)
- Minimum 2 years of experience in waste management projects (Ref 2.5.3)
- Specific qualification/ special field: Expertise in open dialogues with local stakeholders, data entry and good knowledge and networks at local level (Ref 2.5.4)

### **Short-term Expert 1 (technical staff)**

#### Tasks of the short-term expert 1

Expert on geo spatial mapping for digitisation work

#### Qualifications of the short-term expert 1

- At least bachelor's degree in or equivalent in one of the following fields: environment, social sciences, economics, engineering or a relevant, directly related discipline. (Ref 2.7.1);
- At least 5 years of full-time proven expertise and understanding of geo spatial mapping of waste management project (Ref 2.7.3).

### **Short-term Expert 2 (technical staff)**

#### Tasks of the short-term expert 2

- Trainers for skill development of informal waste workers

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## Qualifications of the short-term expert 2

- At least bachelor's degree in or equivalent in one of the following fields: environment, social sciences, economics, engineering or a relevant, directly related discipline. (Ref 2.7.1) ;
- At least experience of conducting 5 trainings for skill development of informal waste workers (Ref 2.7.3).

The bidder must provide a clear overview of all proposed short-term experts and their individual qualifications.

## Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative;
- Communication skills;
- Sociocultural competence;
- Efficient, partner- and client-focused working methods;
- Interdisciplinary thinking.

## **4. Costing requirements**

### **Assignment of personnel**

Team leader: Assignment in Uttarakhand State up to 82 expert days  
Project Manager: Assignment in Uttarakhand State up to 101 expert days  
City Project Manager 1: Assignment in Haridwar up to 395 expert days  
City Project Manager 2: Assignment in Rishikesh up to 395 expert days  
City Project Assistant 1: Assignment in Haridwar up to 402 expert days  
City Project Assistant 2: Assignment in Rishikesh up to 402 expert days  
Technical Expert 1: Assignment in Haridwar up to 169 expert days  
Technical Expert 2: Assignment in Rishikesh up to 169 expert days  
Short-term experts (combined): Up to 71 expert days

### **Travel**

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated in Chapter 1.3 and list the expenses separately for number of flights, accommodation expenses including per diem, nights and local travel., , The bidder is required to provide the details of the cost of establishment and maintaining the project offices in both cities in project period. In the city of Haridwar, the office space shall be provided by GIZ however, the cost of establishment and operational cost has to be borne by the agency and needs to be quoted in financial bid. The bidder is also required to include the costs of training materials, logistics and venue for organising the workshop separately as per the financial bid format.

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## 5. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Necessary communication to government department to facilitate the tasks outlined in the project
- Conceptual inputs as and when needed

## 6. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. The proposal should contain a very brief company profile along with reference projects. In particular, the detailed structure of the concept (Chapter 2 ). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English (language).

Each CVs need to be in uniform format with a maximum of three pages; The length of technical proposal should not exceed 25 pages (excluding the CVs, company details and reference projects as mentioned in grid for assessing eligibility of firms);

The template for financial quotes has been attached with the tender documents. The potential bidders are advised to follow the attached budget template;

The bidder is expected to keep separate detailed budgetary provision for flights, other (local/national) travel costs, per diems and accommodation costs for their team.

GIZ will provide the office space in city of Haridwar, however, the cost of establishment of office and operational expenditure must be considered in financial offer.