

Request for Proposal – Hiring of Management Consultancy Services

**REQUEST FOR PROPOSAL – HIRING OF
MANAGEMENT CONSULTANCY SERVICES**



**PUNJAB CENTRAL BUSINESS DISTRICT DEVELOPMENT
AUTHORITY (PCBDDA)**

AUGUST, 2023



REQUEST FOR PROPOSAL-HIRING OF MANAGEMENT CONSULTANCY SERVICES

RFP No.: PCBDDA/PRO/TENDER/2023-24/02

Selection for: Hiring of Management Consultancy Services

**Procuring Agency: Punjab Central Business District Development
Authority**

**Project or Procurement: Hiring of Management Consultancy
Services**

Issued on: *August 11, 2023*

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Section 1. Invitation to Bid

Tender Identification No. PCBDDA/PRO/TENDER/2023-24/02
Hiring of Management Consultancy Services for PCBDDA

Sealed Bids for the provision of Management Consultancy Services for PCBDDA are invited from Bidders i.e., firms/companies/JV's registered with FBR, PRA & Relevant Authorities. The Bids shall be received as per **Single Stage Two Envelope Bidding Procedure and the Consultant will be selected on Quality & Cost Based (QCBS) Selection Method**. Request for Proposal Document, in the English language, can be purchased by the interested Bidders on the submission of a written application to the addressee below and upon payment of a non-refundable fee of Pak Rs. 5000/- which shall be submitted in the form of Pay Order / CDR in favor of **“Punjab Central Business District Development Authority.”**

PCBDDA intends to hire a reputable management consultancy firm to provide their expertise and guidance to the Punjab Central Business District Development Authority in its strategic development and growth. The selected management consultancy firm will be tasked with assisting the Authority in achieving its objectives effectively and efficiently.

Bids must be delivered to the addressee below on or before **August 31, 2023, at 1100 Hours**. All Bids must be accompanied by a Bid Security in the form of CDR / Bank Guarantee / Demand Draft / Pay Order in favor of Punjab Central Business District Development Authority. Late Bids shall be rejected. The Bids will be opened on the same day at **1200 Hours** in the presence of the Bidders' representatives who may choose to be present at the address below. Interested eligible Bidders may obtain further information from Punjab Central Business District Development Authority at the address given below from *0900 to 1700 Hours on Working Days (Monday to Friday)*.

Request for Proposal Document is immediately available after date of publication. *Punjab Central Business District Development Authority* will not be responsible for any cost or expense incurred by Bidders in connection with the preparation or delivery of Bids. In case of official holiday on the day of submission, next day will be treated as closing date. The Request for Proposal Document carrying all details can also be downloaded from *PCBDDA's website cbdpunjab.gov.pk* and website of Punjab Procurement Regulatory Authority <http://ppra.punjab.gov.pk>.

Director Procurement
Punjab Central Business District Development Authority (PCBDDA)
CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore
Contact: 042-99058100, procurement@cbdpunjab.gov.pk

Section 2. Instructions to Consultants and Data Sheet

A. General Provisions

1. Definitions

(a) “Affiliate(s)” means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with, the Consultant.

(b) “Applicable Law” means the laws and any other instruments having the force of law in the jurisdiction of the province of Punjab, or in such other country as may be specified in the **Data Sheet**, as they may be issued and in force from time to time.

(c) “Consultant” means individual consultant, a legally-established professional consulting firm or an entity that may provide or provides the Services to the Procuring Agency under the Contract.

(d) “Contract” means a legally binding written agreement signed between the Procuring Agency and the Consultant and includes all the attached documents listed in its Clause 1 (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices).

(e) “Data Sheet” means an integral part of the Instructions to Consultants (ITC) Section 2 that is used to reflect specific country and assignment conditions to supplement, but not to override, the provisions of the ITC.

(f) “Day” means a calendar day.

(g) “Experts” means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-Consultant/ Sub-Contractor or Joint Venture/ Consortium member(s).

(h) “Joint Venture (JV)” means an association with or without a legal personality distinct from that of its members, of more than one Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Procuring Agency for the performance of the Contract.

(i) “Key Expert(s)” means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the

technical evaluation of the Consultant's proposal.

(j) "ITC" (Section 2 of the RFP) means the Instructions to Consultants that provides the Consultants with all information needed to prepare their Proposals.

(k) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-Consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.

(l) "Proposal" means the Technical Proposal and the Financial Proposal of the Consultant.

(m) "RFP" means the Request for Proposal to be prepared by the Procuring Agency for the selection of Consultants, based on the STANDARD RFP.

(n) "**Services**" means the work to be performed by the Consultant pursuant to the Contract.

(o) "STANDARD RFP" means the Standard Request For Proposal, which must be used by the Procuring Agency as the basis for the preparation of the RFP.

(p) "Sub-Consultant" means an entity to whom the Consultant intends to sub-contract any part of the Services while remaining responsible to the Procuring Agency during the performance of the Contract.

(q) "TORs" (Section 7 of the RFP) means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Procuring Agency and the Consultant, and expected results and deliverables of the assignment.

2. Introduction

2.1 The Procuring Agency named in the **Data Sheet** intends to select a Consultant, in accordance with the method of selection specified in the **Data Sheet**.

2.2 The Consultants are invited to submit a Technical Proposal and a Financial Proposal, as specified in the **Data Sheet**, for consulting services required for the assignment named in the **Data Sheet**. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Consultant.

2.3 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the **Data Sheet**. Attending

any such pre-proposal conference is optional and is at the Consultants' expense.

2.4 The Procuring Agency will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant's Proposal as specified in the **Data Sheet**.

3. Conflict of Interest

3.1 The Consultant is required to provide professional, objective, and impartial advice, at all times holding the Procuring Agency's interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work.

3.2 The Consultant has an obligation to disclose to the Procuring Agency any situation of actual or potential conflict that impacts its capacity to serve the best interest of its Procuring Agency. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract and/or sanctions by the Authority.

3.2.1 Without limitation on the generality of the foregoing, the Consultant shall not be hired under the circumstances set forth below:

a. Conflicting activities

(i) Conflict between consulting activities and procurement of goods, works or non-consulting services: a firm that has been engaged by the Procuring Agency to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting services resulting from or directly related to the consulting services for such preparation or implementation.

b. Conflicting assignments

(ii) Conflict among consulting assignments: a Consultant (including its Experts and Sub-Contractors) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant for the same or for another Procuring Agency.

c. Conflicting relationships

(iii) Relationship with the Procuring Agency's staff: a Consultant (including its Experts and Sub-Contractors) that has a close business or family relationship with a professional staff of the Procuring Agency, or of a recipient

of a part of the financing in case the project is financed by some financing institution) who are directly or indirectly involved in any part of (i) the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Authority throughout the selection process and the execution of the Contract.

4. Unfair Competitive Advantage

4.1 Fairness and transparency in the selection process require that the Consultants or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Procuring Agency shall indicate in the **Data Sheet** and make available to all Consultants together with this RFP all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.

5. Corrupt Practices

5.1 The Authority requires compliance with its Regulatory Framework in regard to corrupt practices as set forth in Section 6.

5.2 In further pursuance of this Regulatory Framework, Consultants shall permit and shall cause their agents (where declared or not), sub-Contractors, sub-Contractors, Consultants, suppliers, and personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any shortlisting process, Proposal submission, and Contract performance (in the case of award), and to have them audited by auditors appointed by the Procuring Agency.

6. Eligibility

6.1 Unless stated otherwise in the Data Sheet, The Procuring Agency permits Consultants (individuals and firms, including Joint Ventures, Consortium and their individual members from all countries (which fulfill the required criteria and registered with relevant authorities) except (countries to mentioned as per policy of the government) to offer consulting services for the project.

6.2 Furthermore, it is the Consultant's responsibility to ensure that its Experts, Joint Venture/ Consortium members, Sub-Contractors, agents (declared or not), sub-Contractors, Consultants, suppliers and/or their employees meet the eligibility requirements.

6.3 As an exception to the foregoing Clauses 6.1 and 6.2

above:

- a. Sanctions** 6.3.1 A firm or a Consultant declared blacklisted by the Procuring Agency or the Authority in accordance with the above Clause 5.1 shall be ineligible to participate in the procurement process or to be awarded a Contract, during such period of time as determined in the Blacklisting Order or determined by the Authority whichever is later. The list of debarred firms and individuals is available at the electronic address specified in the **Data Sheet**.
- b. Prohibitions** 6.3.2 Firms and Consultants of a country or goods manufactured in a country may be ineligible if so indicated in Section 5 (Eligible Countries).
- c. Restrictions for Government-owned Enterprises** 6.3.3 Government-owned enterprises or institutions shall also be eligible as per provisions of PCBDDA Procurement Regulations (Amended), 2021.
- d. Restrictions for public employees** 6.3.4 Government officials and civil servants are not eligible to be included as Experts in the Consultant's Proposal unless such engagement does not conflict with any employment or other laws, regulations, or policies of the Government. However, they are eligible if they:
- (i) are on leave, or have resigned or retired;
 - (ii) are not being hired by the same agency they were working for before going on leave, resigning, or retiring

(in case of resignation or retirement, a period of at least two years, or the period established by statutory provisions applying to civil servants or government employees whichever is longer, should pass before working as Consultants for the same agency); and
 - (iii) would not create a conflict of interest if hired.

B. Preparation of Proposals

- 7. General Considerations** 7.1 In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.
- 8. Cost of Preparation of Proposal** 8.1 The Consultant shall bear all costs associated with the preparation and submission of its Proposal, and the Procuring Agency shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Procuring Agency is not bound to accept any proposal, and reserves the right to annul the selection

process in accordance with the procurement regulatory framework at any time prior to Contract award, without thereby incurring any liability to the Consultant.

9. Language

9.1 The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Procuring Agency, shall be written in the language(s) specified in the **Data Sheet**.

10. Documents Comprising the Proposal

10.1 The Proposal shall comprise the documents and forms listed in the **Data Sheet**.

10.2 If specified in the **Data Sheet**, the Consultant shall include a statement of an undertaking of the Consultant to observe, in competing for and executing a Contract, the Procuring Regulatory Framework regarding corrupt practices.

10.3 The Consultant shall furnish information on commissions, gratuities, and fees, if any, paid or to be paid to agents or any other party relating to this Proposal and, if awarded, Contract execution, as requested in the Financial Proposal submission form (Section 4).

11. Only One Proposal

11.1 The Consultant (including the individual members of any Joint Venture/ Consortium) shall submit only one Proposal, either in its own name or as part of a Joint Venture/ Consortium in another Proposal. If a Consultant, including any Joint Venture / Consortium member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This condition also applies on a Sub-Consultant, or the Consultant's staff, Key Experts and Non-Key Experts not to associate with more than one Consultant.

12. a. Proposal Validity

12.1 Proposals shall remain valid for the period specified in the **Data Sheet** after the Proposal submission deadline prescribed by the Procuring Agency.

12.2 During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.

12.3 If it is established that any Key Expert nominated in the Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to blacklisting and debarment in accordance with

Clause 5 of this ITC.

12.4 The Bid Security is required to protect the Procuring Agency against the risk of Consultant's conduct which would warrant the Consultant to face the blacklisting or debarment proceedings in accordance with regulatory framework.

12.5 Any Proposal not accompanied by a Bid Security shall be rejected by the Procuring Agency as non-responsive.

12.6 The Bid Security of a Joint Venture/ Consortium must be in the name of the Joint Venture/ Consortium submitting the Proposal.

b. Performance security

12.7 The successful Consultant's Bid Security will be discharged upon signing of the Contract with the Successful Consultant, and furnishing the performance security in accordance with Regulation 43 of PCBDDA Procurement Regulations (Amended), 2021 as specified in Data Sheet.

12.8 A Consultant shall be suspended from being eligible for tendering in any Contract with the Procuring Agency for the period of time indicated in the Bid Security:

- (a) if the Consultant withdraws its Proposal, except as provided in ITC 12.6 or
- (b) in the case of a successful Consultant, if the Consultant fails within the specified time limit to:
 - (i) sign the Contract, or
 - (ii) furnish the required performance security

c. Extension of Validity Period

12.9 If considered necessary, an extension can be made in case of exceptional circumstances (beyond the control of the Procuring Agency) after recording the reason(s) in writing. Such extension should be determined keeping in view of the circumstances under which such extension is deemed to be necessary, however, the same shall not be more than the original bid validity period or 180 days whichever is more. The request and the responses shall be made in writing. Moreover, any such extension shall be solicited and procured in advance prior to the expiry of original (or initial) bid validity period.

12.10 If the Consultant agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the

Key Experts.

12.11 The Consultant has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.

d. Substitution of Key Experts at Validity Extension

12.12 If any of the Key Experts become unavailable for the extended validity period or during the continuation of consultancy services, the Consultant shall provide a written adequate justification and evidence satisfactory to the Procuring Agency together with the substitution request. Finally, the Procuring Agency shall decide whether to accept the substitute or otherwise. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.

12.13 If the Consultant fails to provide a replacement Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Procuring Agency, such Proposal will be rejected.

e. Sub-Contracting

12.14 The Consultant shall not sub-contract the whole of the Services.

13. Clarification and Amendment of RFP

13.1 The Consultant may request a clarification of any part of the RFP to be received by the Procuring Agency at least three (03) days before the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Procuring Agency's address indicated in the **Data Sheet**. The Procuring Agency will respond in writing, or by standard electronic means, and will send the response (including an explanation of the query but without identifying its source) to all Consultants. Should the Procuring Agency deem it necessary to amend the RFP as a result of a clarification or at its own initiative, it shall do so following the procedure described below:

13.1.1 At any time before the proposal submission deadline, but not later than three (03) Working Days prior to the Proposals' submission deadline, the Procuring Agency may amend the RFP by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all Consultants and will be binding on them. The Consultants shall acknowledge receipt of all amendments in writing, or by standard electronic means.

13.1.2 If the amendment is substantial, the Procuring Agency may extend the Proposal submission deadline to give the Consultants reasonable time to take an amendment into account in their Proposals.

13.2 The Consultant who has already submitted the Proposal prior to any amendments in the RFP, may submit a modified Proposal or a modification to any part of it based on the respective amendment in the RFP or even otherwise at any time prior to the Proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.

14. Preparation of Proposals

14.1 An Association (Joint Venture/ Consortium or Sub-Contractors) will only be allowed if expressly mentioned in the Expression of Interest or the RFP, as the case may be.

14.2 The Procuring Agency has indicated in the **Data Sheet** that the Contract would be “**Lump Sum Contract**”. The method to be used for selection of Consultant is also mentioned in the Data Sheet

14.3 A Procuring Agency may specify any other requirement related to the assignment or Contract, where required, not contrary to the PCBDDA Procurement Regulations (Amended), 2021.

15. Technical Proposal Format and Content

15.1 The Technical Proposal shall not include any information regarding Financial Proposal. A Technical Proposal containing material financial information shall be declared non-responsive.

15.2 Consultant shall not propose alternative Key Experts. Only one CV shall be submitted for each Key Expert position. Failure to comply with this requirement will make the Proposal non-responsive.

15.3 Depending on the nature of the assignment, the Consultant is required to submit a Full Technical Proposal (FTP), or a Simplified Technical Proposal (STP) as indicated in the **Data Sheet** and using the Standard Forms provided in Section 3 of the RFP.

16. Financial Proposal

16.1 The Financial Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP.

a. Taxes

16.2 The Consultant and its Sub-Contractors and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the **Data Sheet**.

b. Currency of

16.3 The Consultant may express the price for its

- Proposal** Services in the currency or currencies as stated in the **Data Sheet**. If indicated in the **Data Sheet**, the portion of the price representing local cost shall be stated in the national currency.
- c. Currency of Payment** 16.4 Payment under the Contract shall be made in the currency or currencies as stated in the **Data Sheet**

C. Submission, Opening and Evaluation

- 17. Submission, Sealing, and Marking of Proposals** 17.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms in accordance with Clause 10 (Documents Comprising Proposal). The submission can be done by hand.

17.2 An authorized representative of the Consultant shall sign the original submission letters in the required format for both the Technical Proposal and, if applicable, the Financial Proposal and shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.

17.2.1 A Proposal submitted by a Joint Venture / Consortium shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written power of attorney signed by each member's authorized representative. In case of foreign bidder, who is part of the consortium or submitted its proposal independently, the authorized person of the bidder should submit its power of attorney duly attested by the foreign office.

17.3 Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.

17.4 The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate. The number of copies is indicated in the **Data Sheet**. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.

17.5 The original and all the copies of the Technical Proposal shall be placed inside of a sealed envelope clearly marked "**TECHNICAL PROPOSAL**", for "*Hiring of Management Consultancy Services for PCBDDA*", reference number, name and address of the Consultant,

and with a warning “**DO NOT OPEN UNTIL JULY , 2023 BEFORE 12:00 PM.**”

17.6 Similarly, the original Financial Proposal shall be placed inside of a sealed envelope clearly marked “**FINANCIAL PROPOSAL**” followed by the name of the assignment, reference number, name and address of the Consultant, and with a warning “**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**”

17.7 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall bear the submission address, RFP reference number, the name of the assignment, Consultant’s name and the address, and shall be clearly marked “**DO NOT OPEN BEFORE JULY , 2023 BEFORE 12:00 PM.**”

17.8 If the envelopes and packages with the Proposal are not sealed and marked as required, the Procuring Agency may reject the proposal and will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.

17.9 The Proposal or its modifications must be sent to the address indicated in the **Data Sheet** and received by the Procuring Agency no later than the deadline indicated in the **Data Sheet**, or any extension to this deadline. Any Proposal or its modification received by the Procuring Agency after the deadline shall be declared late and rejected, and promptly returned unopened.

18. Confidentiality

18.1 From the time the Proposals are opened to the time the Evaluation Report is published, the Consultant should not contact the Procuring Agency on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals shall not be disclosed to the Consultants who submitted the Proposals or to any other party not officially concerned with the process, until the publication of the Evaluation Report.

18.2 Any attempt by Consultants or anyone on behalf of the Consultant to influence improperly the Procuring Agency in the evaluation of the Proposals may result in the rejection of its Proposal, and may be subject to the application of prevailing blacklisting procedures.

18.3 Notwithstanding the above provisions, from the time of the Proposals’ opening to the time of publication

of evaluation report, if a Consultant wishes to contact the Procuring Agency on any matter related to the selection process, it should do so only in writing.

19. Opening of Technical Proposals

19.1 The Procuring Agency's evaluation committee shall conduct the opening of the Technical Proposals in the presence of the Consultants' authorized representatives who choose to attend (in person, or online if this option is offered in the **Data Sheet**). The opening date, time and the address are stated in the **Data Sheet**. The envelopes with the Financial Proposal shall remain sealed and shall be securely stored, until they are opened in accordance with Clause 23 of the ITC.

19.2 At the opening of the Technical Proposals, the following shall be read out: (i) the name and the country of the Consultant or, in case of a Joint Venture / Consortium, the name of the Joint Venture/ Consortium, the name of the lead member and the names and the countries of all members; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to Proposal submission deadline; and (iv) any other information deemed appropriate or as indicated in the **Data Sheet**.

20. Proposals Evaluation

20.1 Subject to provision of Clause 15.1 of the ITC, the evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

20.2 The Consultant is not permitted to alter or modify its Proposal in any way after the proposal submission deadline. While evaluating the Proposals, the Procuring Agency will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.

21. Evaluation of Technical Proposals

21.1 The Procuring Agency's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the **Data Sheet**. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the **Data Sheet**.

22. Financial Proposals for QBS

22.1 Only the Financial Proposal of the technically top-ranked Consultant (as predefined in the Evaluation

Criteria) is opened by the Procuring Agency's evaluation committee. All other Financial Proposals are returned unopened after the Contract negotiations are successfully concluded and the Contract is signed. In case of failure to sign the contract with the highest ranked bidder provision of Regulation 21 of PCBDDA Procurement Regulation (Amended), 2021 may be invoked and procuring agency may proceed with next highest ranked bidder.

23. Public Opening of Financial Proposals

23.1 After the technical evaluation is completed, the Procuring Agency shall issue the Technical Evaluation Report containing all the information regarding responsiveness or non-responsiveness of the Consultant along with the technical scores. The Financial Proposals of non-responsive Consultants will be returned unopened after completing the selection process and Contract signing. The Procuring shall notify in writing those Consultants that have achieved the minimum overall technical score and inform them of the date, time and location for the opening of the Financial Proposals. The opening date should allow the Consultants sufficient time to make arrangements for attending the opening. The Consultant's attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the **Data Sheet**) is optional and is at the Consultant's choice.

23.2 The Financial Proposals shall be opened by the Procuring Agency's evaluation committee in the presence of the representatives of those Consultants whose proposals have passed the minimum technical score. At the opening, the names of the Consultants, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copies of the record shall be sent to all Consultants who submitted Proposals.

24. Correction of Errors

24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.

a. Lump-Sum Contracts

24.2 the Consultant is deemed to have included all prices in the Financial Proposal. The total price, net of taxes understood as per Clause ITC 25 below, specified

in the Financial Proposal (Form FIN-1) shall be considered as the offered price.

25. Taxes

25.1 The Procuring Agency's evaluation of the Consultant's Financial Proposal shall include applicable taxes and duties in accordance with the instructions in the **Data Sheet** as the same are constant for all. However, complete list of all taxes, direct and indirect, be made part of the Contract for ready reference and, later on, deduction from the remunerations to deposit with relevant tax authorities.

26. Conversion to Single Currency

26.1 For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the **Data Sheet**.

27. Combined Quality and Cost Evaluation

a. Quality- and Cost-Based Selection (QCBS)

27.1 The total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the **Data Sheet**. The Consultant achieving the highest combined technical and financial score will be invited for negotiations.

D. Negotiations and Award

28. Negotiations

28.1 The negotiations will be held at the date and address indicated in the **Data Sheet** with the Consultant's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Consultant.

28.2 The Procuring Agency shall prepare minutes of negotiations that are signed by the Procuring Agency and the Consultant's authorized representative.

a. Availability of Key Experts

28.3 The invited Consultant shall confirm the availability of all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with Clause 12 of the ITC. Failure to confirm the Key Experts' availability may result in the rejection of the Consultant's Proposal and the Procuring Agency may proceed to negotiate the Contract with the next-ranked Consultant.

28.4 Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not

limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.

b. Technical negotiations

28.5 The negotiations include discussions on the Terms of Reference (TORs), the proposed methodology, the Procuring Agency's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not alter the original scope of services under the TORs or the terms of the Contract, so that the quality of the final product, or the relevance of the initial evaluation may not affect.

c. Financial Negotiations

28.6 Cost may be reduced, as per Regulation 69 of PCBDDA Procurement Regulations (Amended), 2021, and it may also include the clarification of the Consultant's tax liability and how it should be reflected in the Contract.

29. Conclusion of Negotiations

29.1 The negotiations are concluded with a review of the finalized draft Contract, which shall then be initialed by the Procuring Agency and the Consultant's authorized representative.

29.2 If the negotiations fail, the Procuring Agency shall inform the Consultant in writing of all pending issues and disagreements and provide a final opportunity to the Consultant to respond. If disagreement persists, the Procuring Agency shall terminate the negotiations informing the Consultant of the reasons for doing so; and the Procuring Agency will invite the next-ranked Consultant to negotiate the Contract. Once the Procuring Agency commences negotiations with the next-ranked Consultant, the Procuring Agency shall not reopen the earlier negotiations.

29.3 Grievance Period: The contract shall not be awarded earlier than the expiry of the Grievance Period. The Grievance period shall be ten (10) days. The Grievance period commences the day after the date the client has transmitted to each consultant (that has not already been notified that it has been unsuccessful) the Notification of Intention to Award the Contract.

29.4 Notification of Intention to Award: The client shall

send to the Consultant (that has not already been notified that it has been unsuccessful) the Notification of Intention to Award the Contract to the successful Consultant. The Notification of Intention to Award shall contain, at a minimum, the following information:

- i.the name and address of the Consultant with whom the client successfully negotiated a contract;
- ii.the contract price of the successful proposal;
- iii.the names of all consultants included in the short list, indicating those that submitted proposals;
- iv.where the selection method requires, the price offered by each consultant as read out and as evaluated;
- v.the overall technical scores and scores assigned for each criterion and sub-criterion to each consultant;
- vi.the final combined scores and the final ranking of the consultants;
- vii.a statement of the reason(s) why the recipient's proposal was unsuccessful, unless the combined score in (f) above already reveals the reason;
- viii.Instruction on how to request a debriefing and/or submit a complaint during the Grievance period.

29.5 Notification of Award: Upon expiry of the grievance period and upon satisfactorily addressing any complaint that has been filed within that period, the client shall, send a notification of award to the successful consultant, confirming the client's intention to award the contract to the successful consultant and requesting the successful consultant to sign and return the draft negotiated contract after receipt of such notification.

30. Bid Security

30.1 *Bid security should submitted with technical proposal in the form of Pay Order / Bank Guarantee from a scheduled bank operating in the Islamic Republic of Pakistan*

30.2 *Release of bid security of unsuccessful bidders should be after publication of evaluation.*

31. Stamp Duty

31.1 Successful consultant shall be required to submit Stamp duty under stamp duty act 1899 for signing of contract as specified in Data Sheet.

Instructions to Consultants

E. Data Sheet

A. General	
ITC Clause Reference	
2.1	<p>Name of the Procuring Agency: <u>Punjab Central Business District Development Authority (PCBDDA)</u></p> <p>Method of selection: Quality & Cost Based Selection Method</p>
2.2	<p>Financial Proposal is to be submitted in separate envelope as per the Single Stage Two Envelop Bidding Procedure</p> <p>The name of the assignment is: <u>Hiring of Management Consultancy Services for PCBDDA</u></p>
2.3	N/A
2.4	<p>The Procuring Agency will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals:</p> <p style="text-align: center;"><u>N/A</u></p>
4.1	N/A
6.3.1	<p>A list of debarred firms and individuals is available at the PPRA website: ppra.punjab.gov.pk</p>
B. Preparation of Proposals	
9.1	<p>The language of the Bid is <i>English</i>.</p> <p>All correspondence shall be in <i>English</i></p> <p>The language for translation of supporting documents and printed literature is <i>English</i>.</p>
10.1	<p>The Proposal shall comprise the following:</p> <p style="text-align: center;"><u>SIMPLIFIED TECHNICAL PROPOSAL (STP):</u> 1st Inner Envelope with the Technical Proposal:</p> <ol style="list-style-type: none"> 1. Power of Attorney to sign the Proposal 2. TECH-1 3. TECH-4

	<p>4. TECH-5 5. TECH-6 6. TECH-7</p> <p>Financial Proposal: (1) FIN-1 (2) FIN-2 (3) Statement of Undertaking</p>
10.2	Statement of Undertaking is required Yes
11.1	Association of Sub-Contractors, Key Experts and Non-Key Experts with more than one Consultant in a Proposal is not permissible.
12.1	Proposals shall be valid for 120 days from opening of the Technical bid
12.7 & 12.8	The successful consultant shall be under an obligation to submit performance security of @ 10% of the total award amount in the form for Bank Guarantee from a scheduled bank operating in Islamic Republic of Pakistan within 10 days of the demand by the procuring agency.
13.1	<p>Clarifications may be requested no later than five (05) days prior to the submission deadline.</p> <p>The contact information for requesting clarifications is: <u>Director Procurement, PCBDDA</u> E-mail: procurement@cbdpunjab.gov.pk</p>
14.1	Shortlisted and not-shortlisted other Consultants cannot associate with the bidding Consultants after submission of the Proposals to the Procuring Agency.
14.2	<i>Not applicable</i>
14.3	<i>Not applicable</i>
15.2	<p>The format of the Technical Proposal to be submitted is: <u>STP</u></p> <p>Submission of the Technical Proposal in a wrong format may lead to the Proposal being deemed non-responsive to the RFP requirements.</p>
16.2	<p>A price adjustment provision for changes in taxes if any, applies to lump sum price: Yes</p> <p>Basis of inflation: Not Applicable</p>

16.2 & 16.3	Price shall be inclusive of all applicable taxes.
16.4	The Financial Proposal shall be stated in the following currencies: Pak Rupees
C. Submission, Opening and Evaluation	
17.1	The Consultants “SHALL NOT” have the option of submitting their Proposals electronically.
17.4	The Consultant must submit: (a) Technical Proposal: one (1) original only (b) Financial Proposal: one (1) original only.
17.7 and 17.9	The Proposals must be submitted no later than: Date: August 31, 2023 Time: 1100 Hours The Proposal submission address is: <u>Procurement Directorate</u> , Punjab Central Business District Development Authority CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore
19.1	An online option of the opening of the Technical Proposals is offered: No
19.2	In addition, the following information will be read aloud at the opening of the Technical Proposals: <ul style="list-style-type: none"> • Name of the Bidders. • Bid Security Submitted
21.1	Mandatory Criteria: <ol style="list-style-type: none"> a. Legal Status of the firm (Registered with either of SECP/Registrar of Firm/Relevant Registration forum in case of International firm) b. NTN/FTN (in case of International firm, local partner should be registered with Federal Tax Authority in Pakistan) c. Registration Certificate from Punjab Revenue Authority (if not already registered with PRA then, if awarded the work, the firm will have to get registered with PRA before signing of contract. d. A certificate / affidavit on minimum PKR 100 Stamp Paper that Applicant is not blacklisted from any Government / Semi-Government Authority / Department / Autonomous Body. e. A certificate/ affidavit/ undertaking for Correctness of Information

on minimum PKR 100 Stamp Paper that all information provided in the application is correct.

- f. Having at least 8 years of applicant's overall experience (in case of JV/ Consortium, all non-lead partners should have minimum experience of 5 Years (Will be calculated from the date of registration of firm)).
- g. Having at least last 3 years of audited statements. (Recent 3 Years)

The technical Evaluation will be based on the following evaluation criteria.

Sr. No.	Description	Weightage
A1	General Experience	10
A2	Specific Experience	30
A3	Project Team	40
A4	Financial Capability	10
A5	Quality Management System	10

A1 - General Experience (10 Marks)

S. No.	No of years' experience (Incorporation of firms in number of years) (Only Lead Partner)	Suggested Marks
1	13 Years or more	10
2	12 Years	8
3	11 Years	6
4	10 Years	4
5	9 Years	2
6	Less than 8 years	0

A2 - Specific Experience (15 Marks)

Sr. No.	Experience of Similar Assignments	Total Marks 30
1	Six completed projects of minimum cost of PKR 10 Million of Management Consultancy Services in Public or Private Sector (5 marks each) (Cumulative of JV/Consortium partners)	30

• Human Resource (40 Marks)

Sr. No.	Technical/Managerial Resource (Provide evidence of engagement/ collaboration with personnel) (Lead or Associate Partners)			Total Marks 40
	Expert	Qualification	Relevant Experience	
1	HR Expert	MS in HR or Equivalent (05 Marks)	Minimum of 8 years of relevant experience (05 Marks)	10
2	Legal Expert	LLM or Equivalent (05 Marks)	Minimum of 8 years of relevant experience	10
3	Team Lead	Masters in Business Administration or Equivalent (2.5 Marks)	Minimum of 8 years of relevant experience (2.5 Marks)	05
4	Financial Advisor	CA/ACCA/ACMA/MBA (Finance) or equivalent	Minimum of 8 years of relevant experience	05

		(2.5 Marks)	(2.5 Marks)	
5	Procurement Expert	MS / MBA Supply Chain or Equivalent (2.5 Marks)	Minimum of 5 years of relevant experience (2.5 Marks)	05
6	Engineering Expert	PEC Registered & Masters in Engineering or Equivalent (2.5 Marks)	Minimum of 8 years of relevant experience (2.5 Marks)	05

• **Average Annual Turnover of Organization (10 Marks)**

Sr. No.	Last 3 years audited statements of the firms having average annual turnover (Only Lead Partner)	Total Marks 10
1	PKR 50 to 100 Million	2
2	Above PKR 100 to 150 Million	4
3	Above PKR 150 to 200 Million	6
4	Above PKR 200 Million to PKR 300	8
5	Above PKR 300 Million	10

• **Quality Management System (20 Marks)**

Sr. No.	Quality Management System (Only Lead Partner)	Total Marks 10
1	Provide Quality Management System of Company, for example, ISO Certification or relevant quality certification	05
2	Approved Organogram of the Firm from competent authority	05

- Minimum 50% marks are necessary in each category.
- Minimum 65% overall marks are necessary for qualification.

23.1	An online option of the opening of the Financial Proposals is offered: No
26.1	<p>The single currency for the conversion of all prices expressed in various currencies into a single one is: Pakistani Rupees</p> <p>The official source of the selling (exchange) rate is: <u>State Bank of Pakistan</u></p> <p>The date of the exchange rate is: <i>August 31, 2023.</i></p>
27.1 (QCBS only)	<p>The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.</p> <p>The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:</p> <p>Sf = 100 x Fm/ F, in which “Sf” is the financial score, “Fm” is the lowest price, and “F” the price of the proposal under consideration.</p> <p>The weights given to the Technical (T) and Financial (P) Proposals are: T = _____ 70%, and P = _____ 30%</p> <p>Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following: S = St x T% + Sf x P%.</p>
D. Negotiations and Award	
28.1	<p>Expected date and address for Contract negotiations: Date: Will be communicated at a later stage.</p>
30.1, 12.4, 12.5 & 12.6	<p><i>Bid Security amounting to PKR 200,000/- in the form of Pay Order / Bank Guarantee from a scheduled bank operating in Islamic Republic of Pakistan.</i></p>
31.1	<p>Successful consultant shall be required to submit Stamp duty (under Stamp Duty Act 1899) within three (03) days of the demand by the procuring agency for signing of contract.</p>

Section 3. Technical Proposal – Standard Forms

All pages of the original Technical and Financial Proposal shall be initialed by the same authorized representative of the Consultant who signs the Proposal.

FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: *[Name and address of Procuring Agency]*

Dear Sirs:

We, the undersigned, offer to provide the consulting services for {Insert title of assignment} in accordance with your Request for Proposal dated {Insert Date} and our Proposal. *[Select appropriate wording depending on the selection method stated in the RFP]* We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope *[or, if only a Technical Proposal is invited]* We are hereby submitting our Proposal, which includes this Technical Proposal only in a sealed envelope.

{If the Consultant is a Joint Venture/ Consortium, insert the following:} We are submitting our Proposal a Joint Venture/ Consortium with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy of the JV/ Consortium agreement signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said Joint Venture/ Consortium.

OR

{If the Consultant's Proposal includes Sub-Contractors, insert the following:} We are submitting our Proposal with the following firms as Sub-Contractors: {Insert a list with full name and address of each Sub-Consultant.}

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Procuring Agency.
- (b) Our Proposal shall be valid and remain binding upon us until {insert day, month and year in accordance with ITC 12.1}.
- (c) We have no conflict of interest in accordance with ITC 3.
- (d) *[Only if required in ITC10.2 (Data Sheet 10.2), include the following:]* In competing for and, if the award is made to us, in executing the

Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the Province of the Procuring Agency.

- (e) Except as stated in the Data Sheet, Clause 12.7, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.
- (f) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Procuring Agency is not bound to accept any Proposal that the Procuring Agency receives.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

Name of Consultant {Company's name or JV's/ Consortium name}: _____

In the capacity of: _____

Address: _____

Contact information {phone and e-mail}: _____

{For a Joint Venture/ Consortium, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM TECH-2

CONSULTANT'S ORGANIZATION AND EXPERIENCE

Form TECH-2: a brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a Joint Venture/ Consortium, or sub-Contractors, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-Contractors who participated, the duration of the assignment, the Contract amount {total and, if it was done in a form of an Association (Joint Venture/ Consortium or a sub-Contractors), the amount paid to the Consultant}, and the Consultant's role/involvement.

A - Consultant's Organization

1. Provide here a brief description of the background and organization of your company, and – in case of a Joint Venture/ Consortium or sub-Contractors – of each member for this assignment.
2. Include organizational chart, a list of Board of Directors etc, and beneficial ownership

B - Consultant's Experience

1. List only previous similar assignments successfully completed in the last [.....] years.
2. List only those assignments for which the Consultant was legally Contracted by Procuring Agencies as a company or was one of the Joint Venture/ Consortium partners. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-Contractors, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Procuring Agency.
3. In case of JV/Sub-consultant, To asses firm's experience and financial capacity; --- --% weightage shall be assigned to the lead firm whereas remaining -----% to the partner firm(s) equally.

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Procuring Agency & Country of Assignment	Approx. Contract value (in US\$ equivalent)/ Amount paid to your firm	Role on the Assignment	Number of Person - Months of Experts provided by the Firm	Names of Key Experts (Team Leader, Project Director/ Coordinator)
{e.g., Jan.20- — Apr.20- -}	{e.g., “Improvement of.....”: designed master plan for rationalization of;}	{e.g., Ministry of, country}	{e.g., PKR 1 mill/PKR 0.5 mill}	{e.g., Lead partner in a JV/ Consortium A&B&C}		
{e.g., Jan- May 20--}	{e.g., “Support to sub-national government.....” : drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., PKR0.2 mil/PKR 0.2 mil}	{e.g., sole Consultant }		

FORM TECH-3

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY THE PROCURING AGENCY

Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Procuring Agency, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

{Improvements to the Terms of Reference, if any}

B - On Counterpart Staff and Facilities

{Comments on counterpart staff and facilities to be provided by the Procuring Agency. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

FORM TECH-4

DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

Form TECH-4: a description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal (in FTP format):

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing}

- a) **Technical Approach and Methodology.** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TOR), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s); the degree of detail of such output; and describe the structure and composition of your team.}

{Please do not repeat/copy the TORs in here.}

[Note for Procuring Agency: add the environmental and social aspects to deliver the expected output(s), and the degree and detail of supervision structure for infrastructure Contracts such as Plant or Works and for other consulting services where the social risks are substantial or high]

- b) **Work Plan.** {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Procuring Agency), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}
- c) **Organization and Staffing.** {Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}



FORM TECH-5

N/A

FORM TECH-6

WORK SCHEDULE AND PLANNING FOR DELIVERABLES

N°	Deliverables ¹ (D-..)	Months											
		1	2	3	4	5	6	7	8	9	n	TOTAL
D-1	{e.g., Deliverable #1: Report A												
	1) data collection												
	2) drafting												
	3) inception report												
	4) incorporating comments												
	5)												
	6) delivery of final report to Procuring Agency}												
D-2	{e.g., Deliverable #2:.....}												
n													

- 1 List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the Procuring Agency’s approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in a form of a bar chart.
3. Include a legend, if necessary, to help read the chart.

FORM TECH-6

TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

Sr.	Required Team Members
1	HR Expert
2	Legal Expert
3	Team Lead
4	Financial Advisor
5	IT Expert
6	Procurement Expert
7	Engineering Expert

**FORM TECH-6
(CONTINUED)**

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	
Nature of Input(Full Time / Intermittent)	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous Procuring Agency's and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact info for references	Country	Summary of activities performed relevant to the Assignment
{e.g., May 2005-present}	{e.g., Ministry of, advisor/Consultant to... For references: Tel...../e-mail.....; Mr. Hbbbbbb, deputy minister}		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant’s Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks as in TECH- 5 in which the Expert will be involved}	

Expert’s contact information: (e-mail, phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Procuring Agency.

{day/month/year}

Name of Expert

Signature

Date

{day/month/year}

Name of authorized
Date

Signature

Representative of the Consultant
(the same who signs the Proposal)

**FORM TECH-7
(AFFIDAVIT)**

[To be printed on PKR 100 Stamp Paper, duly attested by oath commissioner. To be attached with Technical Proposal]

Name: _____

(Applicant)

I, the undersigned, do hereby certify that all the statements made in the RFP and in the supporting documents are true, correct and valid to the best of my knowledge and belief and may be verified by procuring agency if the Procuring agency, at any time, deems it necessary.

The undersigned hereby authorize and request the bank, person, company or corporation to furnish any additional information requested by the *[name of Procuring Agency]* of the Punjab deemed necessary to verify this statement regarding my (our) competence and general reputation.

The undersigned understands and agrees that further qualifying information may be requested and agrees to furnish any such information at the request of the *[name of Procuring Agency]*. The undersigned further affirms on behalf of the firm that:

- (i) The consultant is neither currently blacklisted by any Department nor any litigation is pending before PPRA or any other court of law competence in this regard against any such blacklisting order.
- (ii) The documents/photocopies provided with proposal are authentic. In case, any fake/bogus document was found at any stage, the firm shall be blacklisted as per Law/ Rules.
- (iii) All the information is correct to the best of my knowledge and belief.
- (iv) Consultant is not blacklisted or subject to any pending litigation with any Government or Public Department

[Name of the Consultant] undertakes to treat all information provided as confidential.

Signed by an authorized Officer of the company

Title of Officer: _____

Name of Company: _____

Date: _____

Section 4. Financial Proposal - Standard Forms

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

FIN-1 Financial Proposal Submission Form

FIN-2 Summary of Costs

FIN-3 Standard Form

**FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM**

{Location, Date}

To: {Name and address of Procuring Agency}

Dear Sirs:

We, the undersigned, offer to provide the consulting services for {Insert title of assignment} in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency (ies)} {Insert amount(s) in words and figures}, *[Insert “including” or “excluding” all indirect local taxes in accordance with Clause 25.1 in the Data Sheet]*. The estimated amount of local indirect taxes is {Insert currency} {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations. {Please note that all amounts shall be the same as in Form FIN-2}.

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from Contract negotiations, until *[insert day, month and year in accordance with ITC 12.1]*.

Commissions and gratuities paid or to be paid by us to an agent or any third party relating to preparation or submission of this Proposal and Contract execution, paid if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
_____	_____	_____
_____	_____	_____

{If no payments are made or promised, add the following statement: “No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution.”}

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

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

In the capacity of: _____

Address: _____

E-mail: _____

{For a Joint Venture/ Consortium, either all members shall sign or only the lead member/Consultant, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM FIN-2 SUMMARY OF COSTS

Item	Cost
	{Consultant must state the proposed Costs in accordance with Clause 16.4 of the Data Sheet; delete columns which are not used}
	To be Quoted in PKR
Cost of the Financial Proposal	
Including:	
(1) Remuneration (HR)	
(2) Remuneration (IT)	
(3) Remuneration (Finance)	
(4) Remuneration (Land & Estate)	
(5) Remuneration (Technical)	
(6) Remuneration (Procurement)	
(7) Remuneration (Commercial)	
(8) Remuneration (Operations)	
(9) Remuneration (Legal)	
(10) Total Taxes	
<u>Total Cost of the Financial Proposal:</u> {Should match the amount in Form FIN-1}	

Footnote: Payments will be made in the currency (ies) expressed above (Reference to ITC 16.4).

Standard Form

Consultant:
Assignment:

Country:
Date:

Consultant's Representations Regarding Costs and Charges

We hereby confirm that:

- (a) the basic fees indicated in the attached table are taken from the firm's payroll records and reflect the current rates of the Experts listed which have not been raised other than within the normal annual pay increase policy as applied to all the Consultant's Experts;
- (b) attached are true copies of the latest pay slips of the Experts listed;
- (c) the away- from- home office allowances indicated below are those that the Consultant has agreed to pay for this assignment to the Experts listed;
- (d) the factors listed in the attached table for social charges and overhead are based on the firm's average cost experiences for the latest three years as represented by the firm's financial statements; and
- (e) said factors for overhead and social charges do not include any bonuses or other means of profit-sharing.

{Name of Consultant}

Signature of Authorized Representative

Date

Name: _____

Title: _____

Section 5. Eligible Countries

All the Consultants are allowed to participate in the subject procurement without regard to nationality, except Consultants of some nationality, prohibited in accordance with policy of the Government.

Following countries are ineligible to participate in the procurement process:

1. India
2. Israel

Ministry of Interior, Government of Pakistan has notified List of Business Friendly Countries (BVL), Latest information may be confirmed from the relevant quarter.

Section 6. Corrupt Practices

“Corrupt practices” in respect of procurement process, shall be as given PCBDDA Amendment Act 2022:

[(d) “corrupt practice” means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official, bidder or Contractor in the procurement process or in Contract execution to the detriment of the procuring agency; or misrepresentation of facts in order to influence a procurement process or the execution of a Contract, collusive practices among bidders (prior to or after bid submission) designed to establish bid prices at artificial, noncompetitive levels and to deprive the procuring agency of the benefits of free and open competition and any request for, or solicitation of anything of value by any public official in the course of the exercise of his duty; it may include any of the following:

- i. coercive practice by impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence the actions of a party to achieve a wrongful gain or to cause a wrongful loss to another party;
- ii. collusive practice by arrangement between two or more parties to the procurement process or Contract execution, designed to achieve with or without the knowledge of the procuring agency to establish prices at artificial, noncompetitive levels for any wrongful gain;
- iii. offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence the acts of another party for wrongful gain;
- iv. any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;
- v. obstructive practice by harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process, or affect the execution of a Contract or deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements before investigators in order to materially impede an investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; or threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or acts intended to materially impede the exercise of inspection and audit process

Blacklisting & Debarment:

Blacklisted Consultants and those found involved in “Corrupt Practices” are not allowed to participate in bidding.

Substantial Requirements & Procedure for Blacklisting & Debarment:

As per Schedule of PCBDDA Procurement Regulations (Amended), 2021

21. Blacklisting.—(1) (1) The Authority may, for a specified period, debar and blacklist a supplier or contractor from participating in any procurement process of the Authority, if the supplier or contractor has:

- a) acted in a manner detrimental to the public interest or good practices;

- b) consistently failed to perform his obligation under the contract;
- c) not performed the contract up to the mark;
- d) indulged in any corrupt and fraudulent practice; or
- e) provided false, fabricated or materially incorrect information.

SCHEDULE

see sub-rule (6) of rule 21

BLACKLISTING MECHANISM OR PROCESS

1. The Authority may, on information received from any resource, issue show cause notice to a bidder or contractor.
2. The show cause notice shall contain:
 - a) precise allegation, against the bidder or contractor;
 - b) the maximum period for which the Authority proposes to debar the bidder or contractor from participating in any procurement of the Authority; and
 - c) the statement, if needed, about the intention of the Authority to make a request to the PPRA for debarring the bidder or contractor from participating in public procurements of all procuring agencies.
3. The Authority shall give a minimum of seven days to the bidder or contractor for submission of written reply of the show cause notice.
4. In case, the bidder or contractor fails to submit written reply within the requisite time, the Authority may issue notice for personal hearing to the bidder or contractor I authorize representative of the bidder or contractor and the Authority shall decide the matter on the basis of available record and personal hearing, if availed.
5. In case the bidder or contractor submits written reply of the show cause notice, the Authority may decide to file the matter or direct issuance of a notice to the bidder or contractor for personal hearing.
6. The Authority shall give minimum of seven days to the bidder or contractor for appearance for personal hearing.
7. The Authority shall decide the matter on the basis of the available record and personal hearing of the bidder or contractor, if availed.
8. The Authority shall decide the matter within fifteen days from the date of personal hearing unless the personal hearing is adjourned to a next date and in such an eventuality, the period of personal hearing shall reckon from the last date of personal hearing.
9. The Authority shall communicate to the bidder or contractor the order of debarring the bidder or contractor from participating in any procurement of the Authority with a statement that the bidder or contractor may, within thirty days of service of notice or publication of order on the website of the Authority (whichever is earlier), prefer a representation against the order before the Chairman of the Authority.
10. The Authority shall, as soon as possible, communicate the order of blacklisting to the PPRA with the request to upload the information on its website.

11. If the Authority intends the PPRA to debar the bidder or contractor from participating in any public procurement of all procuring agencies, the procuring agency shall specify reasons for such intention.
12. In case of representation of any aggrieved person under regulation 22, the Chairman being the designated authority shall issue a notice for personal hearing to the parties and may call for the record of the proceedings. The parties may file written statements and documents in support of their contentions.
13. In every order of blacklisting under regulation 22, the Authority shall record reasons of blacklisting and also furnish a detailed and sound justification for the period of blacklisting.
14. An effort shall be made for electronic communication of all the notices and other documents pursuant to this mechanism or process.

Section 7. Terms of Reference

PCBDDA intends to hire a reputable management consultancy firm to provide their expertise and guidance to the Punjab Central Business District Development Authority in its strategic development and growth. The selected management consultancy firm will be tasked with assisting the Authority in achieving its objectives effectively and efficiently.

Objective:

The primary objectives of the management consultancy services include, but are not limited to:

- Conducting a thorough assessment of the current business functions and identifying areas for improvement and growth keeping in view the international standards not in conflict with Government of Punjab's rules and regulations.
- Formulating a comprehensive and achievable strategic business plan that aligns with the Authority's vision and mission.
- Assisting the Authority in identifying key performance indicators (KPIs) for minimum 5 years and establishing monitoring mechanisms to track progress and measure the success of the said KPI's and approved strategies.
- Offering expert advice on applicable policies, guidelines and regulatory matters effecting the core business of the Authority and compliance matters related to the business district development.

Scope of Work:

- Provide feedback and recommendations for improvement, keeping in view the best market practices, in the current Manuals, Regulations etc. in different Directorates of PCBDDA.
- Formulate Standard Operating Procedures (SOP's), with thorough coordination and need basis of the Directorates with the objective of reducing lead time and process optimization which must lead to digitization of the same.
- To help Directorates in formulating Key Performance Indicators (KPI's) for the coming years and to formulate monitoring mechanisms for gauging of the completeness in line with the approved business plan.
- Creating a risk mitigation and management framework to identify potential risks and challenges and propose mitigation strategies. Keeping in view the best interest of the Authority as per International Standards
- Developing a strategic plan that outlines short-term(i.e. 5 years) and long-term goals (i.e. 10years), along with actionable steps and timelines for implementation.
- Providing capacity building and knowledge transfer sessions to the officers of the Authority to enhance their understanding and skills in project development and strategic management inline with the core function of the Authority.
- Assistance to PCBDDA in getting approvals for Manuals, Regulations & SOP's from Competent Forums like Board of Directors, Provincial Cabinet etc.

Implementation Directorates:

- Human Resources

- Information Technology
- Technical
- Finance
- Land & Estate.
- Procurement
- Commercial
- Operations
- Legal

Timeline:

The Consultant will complete the work with in six (06) months.

Deliverables & Payment Schedule:

a) The Deliverables includes defining processes and flowcharts of each Directorate.

b) Payment Schedule shall be as follows:

- a) 50% of each directorate after submission of draft processes
- b) 30% after approval from the Board of relevant Directorate
- c) 20% after submission of Final document.

Confidentiality:

The consultant will be required to sign a confidentiality agreement and adhere to all applicable privacy laws and regulations. All data and information shared by PCBDDA with the consultant will be treated as confidential and the property of the Authority and shall not be disclosed to any third party without the prior written consent of the PCBDDA.

Intellectual Property:

All intellectual property created by the consultant in the course of this engagement will be the property of PCBDDA, and the consultant will be required to assign all rights to PCBDDA upon completion of the project.

Section 8. Conditions of Contract and Contract Forms
STANDARD FORM OF CONTRACT

**Hiring of
Management
Consultancy
Services**

**CONTRACT FOR MANAGEMENT CONSULTANCY SERVICES FOR
PCBDDA**

Lump-Sum

Procurement No. PCBDDA/PRO/TENDER/2023-24/02

between

[Punjab Central Business District Development Authority (PCBDDA)]

and

[Name of the Consultant]

Dated: _____

This Agreement for Management Consultancy Services (hereinafter referred to as the “**Agreement**”) is entered into on this *[insert day]* day of *[insert month]* 2023 (“**Effective Date**”).

BY & BETWEEN

[Procuring Agency Name], a company registered under the laws of Pakistan, having its registered office at *[insert address]* through its CEO, Mr. *[insert name]* bearing CNIC No. *[insert CNIC no.]* (hereinafter referred to as the “**Procuring Agency**” which expression shall be deemed to include their successors in interest and assigns).

AND

[Name of the Consultancy], having its registered office at *[insert address]*, through its duly authorized representative Mr. *[insert name]* bearing CNIC No. *[insert CNIC no.]* (hereinafter referred to as the “**Consultant**” which expression shall be deemed to include their successors in interest and assigns).

(The Procuring Agency and the Consultant shall collectively be referred to as ‘Parties’ and individually be referred to as a ‘Party’.)

WHEREAS, The Procuring Agency has requested the Consultant to provide certain consulting services as defined in this Agreement;

AND WHEREAS, the Consultant, having represented to the Procuring Agency that it has the required professional skills, expertise, and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Agreement;

NOW THEREFORE, in light of the above, the Parties agree as follows:

1. Recitals

1.1. The recitals hereof shall form an integral part of this Agreement.

2. Effective Date and Term of Agreement

2.1. The effective date of this Agreement shall be the date upon which the parties affix their signatures and stamp hereto.

2.2. The Term of this Agreement shall be for a period of one (01) year commencing from the Effective Date, and renewable, after expiry of this Agreement, upon the mutual consent of the parties.

3. Scope of Services

3.1. The scope of management related services to be performed by the Consultant for the Procuring Agency under this Agreement are fully described in Appendix-A (hereinafter referred to as the “**Services**”).

3.2. The Consultant agrees to provide all related services that may be required by the Procuring Agency at any time during the term of this Agreement.

4. Obligations of the Procuring Agency

- 4.1. The Procuring Agency shall provide all necessary information, data, documents, instruments/forms, or policies reasonably required by the Consultant to perform its obligations under this Agreement.
- 4.2. The Procuring Agency shall provide free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services.
- 4.3. The Procuring Agency shall designate a person on its behalf to coordinate/communicate with the Consultant. The designation shall be made in writing and intimated to the Consultant.

5. Obligations of the Consultant

- 5.1. The Consultant shall perform the Services as an independent Consultant in accordance with recognized professional standards, applicable laws, and rules thereunder.
- 5.2. The Consultant shall submit a monthly report to the Procuring Agency by the 10th of every month. The report shall encapsulate and include the accomplished/completed tasks in the preceding month and the tasks anticipated to be completed/accomplished in the coming month.
- 5.3. The Consultant shall appoint a dedicated team leader, who shall represent the Consultant for purposes of this Agreement and shall be responsible for the administration of the Agreement including the performance of Services hereunder. The team leader shall remain in contact with the representative of the Procuring Agency appointed under Clause 4.3 to keep the Procuring Agency fully informed on all matters relating to the provision of Services by the Consultant.
- 5.4. The Consultant shall carry out the Services with due diligence and efficiency and in conformity with standard professional practices and shall always act in good faith to protect the interests of the Procuring Agency.
- 5.5. The Consultant shall ensure adherence to, and full compliance, with the terms and conditions of this Agreement.
- 5.6. The Consultant shall act at all times so as to protect the interests of the Procuring Agency and shall take all reasonable steps to keep all expenses to a minimum consistent with sound economic and professional practices.
- 5.7. The Consultant shall furnish the Procuring Agency such information relating to the Services as the Procuring Agency may from time-to-time reasonably request.
- 5.8. Subject to the confidentiality obligation set out in Clause 14, the Consultant agrees that no proprietary and confidential information received by the Consultant from the Procuring Agency shall be disclosed to a third party unless the Consultant receives a written permission from the Procuring Agency to do so.

- 5.9. The Consultant shall also ensure that any and all staff required for successfully performing the Services is available at all times during the duration of this Agreement.
- 5.10. The Consultant shall also ensure that in providing the Services and any related services to the Procuring Agency, the Consultant at all times, observes and complies with all the guidelines and policies of the Procuring Agency communicated to the Consultant from time to time.
- 5.11. The Consultant shall carry out its Services through the key personnel as defined in Clause 6.1.

6. Key Experts

- 6.1. Key Expert is an individual professional whose skills, qualifications, knowledge, and experience are critical to the performance of the Services under the Agreement and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.
- 6.2. Except as the Procuring Agency may otherwise agree in writing, no changes shall be made in the Key Experts named in the Consultant's proposal.
- 6.3. Notwithstanding the above, the substitution of Key Experts during Agreement execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death, resignation, termination from employment, or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, as agreed by the Procuring Agency, and at the same rate of remuneration.
- 6.4. In the event that any of Key Expert, Non-Key Expert (individual professionals provided by the Consultant to perform the Services or any part thereof under the Agreement) is found by the Procuring Agency to be incompetent or incapable in discharging assigned duties, the Procuring Agency, specifying the grounds, therefore, may request the Consultant to provide a replacement.
- 6.5. Any replacement of the removed Experts shall possess better qualifications and experience and shall be acceptable to the Procuring Agency.
- 6.6. The Consultant shall bear all costs arising out of or incidental to any removal and/or replacement of such Experts.

7. Warranties and Representations

- 7.1. The Consultant warrants and represents that it has the required professional skills, knowledge, expertise technical and financial resources required for the purposes of providing the Services and related services and carrying out all related activities in relation to this Agreement.

- 7.2. The Consultant warrants and represents that it is in the business of providing the Services and is duly authorized and licensed by the concerned regulator to provide the Services.
- 7.3. The Consultant warrants and represents that no conflict of interest exists in carrying out its obligation stipulated in this Agreement.
- 7.4. The Consultant warrants and represents that it shall provide professional, objective, and impartial advice and at all-time hold the Client's interests paramount, strictly avoid conflicts with other assignments or its own corporate interests and act without any consideration of future work.
- 7.5. This Agreement and all documents executed or to be executed by the Procuring Agency and to be delivered to the Consultant in connection herewith are/shall be duly authorized, executed and delivered, are legal, valid and binding obligations of the Procuring Agency and enforceable in accordance with their respective terms, and do not violate the provisions of any agreement, judicial order, governmental ruling or applicable provincial or federal law or regulation to which the Procuring Agency is a party or to which the Procuring Agency is subject.
- 7.6. The Consultant warrants and represents that the Key Experts will be available at all times to perform the duties under the Agreement.
- 7.7. The Consultant warrants and represents that it is not bankrupt or insolvent.
- 7.8. The Consultant warrants and represents that the bid is not attained by any corrupt and fraudulent practices as defined in PCBDDA Procurement Regulations, 2021.

8. Remuneration

- 8.1. In consideration for the Services rendered by the Consultant under this Agreement, the Procuring Agency shall pay to the Consultant a total remuneration of [*insert amount*] (inclusive of all applicable taxes) for the term of this Agreement in accordance with the provisions of Clause 8.2 hereof.
- 8.2. The total remuneration mentioned in Clause 8.1 shall be payable on a [*duration*] at the rate of [*amount*] per month in arrears within 30 days of the submission of the monthly report specified in Clause 5.2 of this Agreement along with the submission of an invoice by the Consultant.
- 8.3. Notwithstanding anything contained in this Agreement, the Procuring Agency reserves the right to deduct any amount from the invoice, as penalty if the Consultant fails to deliver or adequately provide the Services envisaged under this Agreement; provided however that any such deduction shall not be more than 10% of the total amount.
- 8.4. All payments made under this clause shall be subject to withholding taxes and other deductions required to be made by law which shall be to the account of the Consultant.

9. Taxes

- 9.1. The Consultant shall be responsible for the payment of all applicable government taxes.
- 9.2. All payments made to the Consultant by the Agency shall be subject to applicable withholding taxes and any other deduction required to be made by the relevant laws.
- 9.3. The Consultant shall bear the burden of an increase in taxes or benefit from the reduction in taxes.

10. Notices

- 10.1. Any notice, request, instruction or other document required to be given hereunder by any Party hereto shall be sent to the following addresses by facsimile, prepaid recorded delivery or registered post, and shall be deemed effective if sent by post at the expiration of *[insert time]* after the same was posted whether or not received, and if sent by courier, on the next working day, and if sent by facsimile, twenty-four (24) hours after the facsimile transmission. The Parties hereto shall notify the others of any change of address within *[insert time]* of such change on the following address:

[ADD ADDRESS]

11. Force Majeure

- 11.1. The term 'Force Majeure' as employed herein shall mean acts of God, strikes, lock-out or other industrial disturbances, acts of public enemy, wars, blockades, insurrection, riots, epidemics, landslides, earthquakes, storms, lightning, floods, washouts, civil disturbances, explosions and any other similar events, not within the control of either Party and which by the exercise of due diligence neither Party is able to overcome.
- 11.2. If either Party is temporarily unable by reason of Force Majeure to meet any of its obligations under the Agreement, and if such Party gives to the other Party written notice, of the event within fourteen (14) days after its occurrence, such obligations of the Party, as it is unable to perform by reason of the event, shall be suspended for as long as the inability continues. Neither Party shall be liable to the other Party for loss or damage sustained by such other Party arising from any event referred to as Force Majeure or delays arising from such event. Force Majeure shall not include inability to perform due to lack of skills, expertise, insufficiency of funds or failure to make any payment required under the Agreement.
- 11.3. The failure of either Party to fulfil any of its obligations under this Agreement shall not be considered to be breach of, or default, under this Agreement insofar as such inability arises from an event of Force Majeure, provided that the party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of the Agreement and has informed the other party as soon as possible about happening of such an event. In the event, the Force Majeure continues for a period of more

than sixty (60) calendar days, the Procuring Agency may upon giving notice to the Consultant, terminate the contact.

12. Termination

- 12.1. The Procuring Agency may forthwith, in writing, terminate this Agreement if the Consultant fails to complete the Services within the stipulated timeframe.
- 12.2. The Procuring Agency may, by a written notice of thirty (30) days to the Consultant, terminate this Agreement, in whole or in part, without assigning any reason whatsoever. All payable and undisputed accounts for the proper and completed Services, as determined by the Procuring Agency, between the Procuring Agency and the Consultant shall be settled not later than [*insert duration*] days of the date of such termination.

13. Indemnification

- 13.1. The Consultant shall be fully liable for the obligations arising out of or in connection with this Agreement.
- 13.2. The Consultant shall defend, indemnify and hold safe and harmless the Procuring Agency and its respective owners, employees, representatives and affiliates from and against any and all claims, demands, complaints or actions, including those by third parties (including employees of the Consultant and government agencies), arising from or relating to this Agreement (including personal injury, death, property damage or damage to the environment) to the extent arising out of or in connection with any breach of this Agreement or violation of law by the Consultant or negligent advise and/or representation by the Consultant that falls below acceptable levels of professional conduct, and including claims of or actual joint or concurrent negligence, but not including any sole or gross negligence, or wilful misconduct of the Procuring Agency. The claims, demands, complaints and actions covered hereunder include but are not limited to all settlements, losses, liabilities, judgments, court costs, reasonable attorneys' fees, fines, penalties and other litigation costs and expenses arising from or related to such claims, demands, complaints or actions.
- 13.3. Except for a breach of this Agreement, in no event shall the Procuring Agency be liable to the Consultant for any loss of profits, loss of business, interruption of business, or for indirect, special, incidental or consequential damages of any kind, even if such Consultant received advance notice of the possibility of such damages.
- 13.4. The Consultant shall be responsible for any loss occasioned to the Procuring Agency due to the Consultant's carelessness or misconduct provided however that the Consultant's maximum extent of liability under this clause shall be limited to the total remuneration amount specified in Clause 8.1 of the Agreement.

14. Confidentiality

- 14.1. The Consultant shall keep strictly confidential any and all business and technical information that may be disclosed or confided to it by the Procuring Agency or

which the Consultant or any of its employees/staff may obtain directly or indirectly during the course of performance of this Agreement.

15. Waiver

- 15.1. Neither the failure by either Party to insist on any occasion upon the performance of the terms, conditions, and provisions of this Agreement, nor time or other indulgence granted by one Party to the other, shall act as a waiver of such breach or acceptance of any variation or the relinquishment of any such right or any other right hereunder, which shall remain in full force and effect.

16. Severability

- 16.1. If any provision of this Agreement is held to be illegal or invalid for any reason, the illegality or invalidity shall not affect the remaining provisions hereof, but such provision shall be fully severable, and this Agreement shall be construed and enforced as if the illegal or invalid provision had never been included herein.

17. Assignment

- 17.1. Neither Party shall assign, transfer or in any other way alienate any of its rights or obligations under this Agreement whether in whole or in part without the prior written consent of the other Party.

18. Governing Law

- 18.1. This Agreement shall, in all respects, be read and construed and shall operate in conformity with the Laws of Pakistan.

19. Entire Agreement

- 19.1. This Agreement (inclusive of Appendix A) constitutes the entire Agreement and understanding of the Parties with respect to its object and supersedes and cancels any prior representation, commitment, undertaking or agreement between the parties, whether oral or written, with respect to or in connection with any of the matters or things to which such Agreement applies or refers.

- 19.2. Any amendment to this Agreement shall only be made in writing.

20. Dispute Resolution

- 20.1. If at any time, differences or disputes arise between the Parties which cannot be resolved by informal negotiation in a reasonably short period, then either Party may give notice to the other Party in writing of the existence of such difference or dispute specifying the nature and extent of disputed points at issue and the Parties shall then proceed expeditiously and in good faith to resolve such matters by formal consultation and negotiation.

- 20.2. If the parties are unable to resolve the matters in dispute within a period of (14) fourteen days immediately commencing from the date of original notice of the dispute(s), all such dispute(s) shall be finally settled through arbitration by a sole

Arbitrator appointed by the Client who shall act under the provision of the Arbitration Act 1940.

20.3. The place of arbitration shall be Lahore and the language of proceeding shall be in English.

IN WITNESS WHEREOF, the Parties have set their hands on the day and the year first above written.

FOR & ON BEHALF OF THE PROCURING AGENCY

FOR & ON BEHALF OF THE CONSULTANT

Signing Authority:-
Name:-
Designation:-

Signing Authority:-
Name:-
Designation:-

Witnesses:

Witnesses:

Appendices

APPENDIX A – TERMS OF REFERENCE

PCBDDA intends to hire a reputable management consultancy firm to provide their expertise and guidance to the Punjab Central Business District Development Authority in its strategic development and growth. The selected management consultancy firm will be tasked with assisting the Authority in achieving its objectives effectively and efficiently.

Objective:

The primary objectives of the management consultancy services include, but are not limited to:

- Conducting a thorough assessment of the current business functions and identifying areas for improvement and growth keeping in view the international standards not in conflict with Government of Punjab's rules and regulations.
- Formulating a comprehensive and achievable strategic business plan that aligns with the Authority's vision and mission.
- Assisting the Authority in identifying key performance indicators (KPIs) for minimum 5years and establishing monitoring mechanisms to track progress and measure the success of the said KPI's and approved strategies.
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- Provide feedback and recommendations for improvement, keeping in view the best market practices, in the current Manuals, Regulations etc. in different Directorates of PCBDDA.
- Formulate Standard Operating Procedures (SOP's), with thorough coordination and need basis of the Directorates with the objective of reducing lead time and process optimization which must lead to digitization of the same.
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- Providing capacity building and knowledge transfer sessions to the officers of the Authority to enhance their understanding and skills in project development and strategic management inline with the core function of the Authority.
- Assistance to PCBDDA in getting approvals for Manuals, Regulations & SOP's from Competent Forums like Board of Directors, Provincial Cabinet etc.

Implementation Directorates:

- Human Resources
- Information Technology
- Technical
- Finance
- Land & Estate.
- Procurement
- Commercial
- Operations
- Legal

Timeline:

The Consultant will complete the work within six (06) months.

Deliverables & Payment Schedule:

- a) The Deliverables includes defining processes and flowcharts of each Directorate.
- b) Payment Schedule shall be as follows:
 - d) 50% of each directorate after submission of draft processes
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 - f) 20% after submission of Final document.

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The consultant will be required to sign a confidentiality agreement and adhere to all applicable privacy laws and regulations. All data and information shared by PCBDDA with the consultant will be treated as confidential and the property of the Authority and shall not be disclosed to any third party without the prior written consent of the PCBDDA.

Intellectual Property:

All intellectual property created by the consultant in the course of this engagement will be the property of PCBDDA, and the consultant will be required to assign all rights to PCBDDA upon completion of the project.

APPENDIX B - KEY EXPERTS

Sr.	Required Team Members
1	HR Expert
2	Legal Expert
3	Team Lead
4	Financial Advisor
5	IT Expert
6	Procurement Expert
7	Engineering Expert

APPENDIX C – BREAKDOWN OF CONTRACT PRICE

Item	Cost
	{Consultant must state the proposed Costs in accordance with Clause 16.4 of the Data Sheet ; delete columns which are not used}
	To be Quoted in PKR
Cost of the Financial Proposal	
Including:	
(1) Remuneration (HR)	
(2) Remuneration (IT)	
(3) Remuneration (Finance)	
(4) Remuneration (Land & Estate)	
(5) Remuneration (Technical)	
(6) Remuneration (Procurement)	
(7) Remuneration (Commercial)	
(8) Remuneration (Operations)	
(9) Remuneration (Legal)	
(10) Total Taxes	
Total Cost of the Financial Proposal: {Should match the amount in Form FIN-1}	