

# Pre-Qualification Document

Pre-Qualification No. PCBDDA/PRO/PQD/2023/2023-24/05

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## PRE-QUALIFICATION OF LARGE SALES & MARKETING COMPANIES

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

CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore

[www.cbdpunjab.gov.pk](http://www.cbdpunjab.gov.pk)

Tel: 042-99058100

**Important Note**

Bidders must ensure that they submit all the required documents indicated in the Pre-Qualification Documents without fail. Applications received without, undertakings, valid documentary evidence, supporting documents and the manner for the various requirements mentioned in the Pre-Qualification Documents are liable to be rejected. The data sheets, valid documentary evidences for the critical components as detailed hereinafter should be submitted by the Bidder for scrutiny.

**Applicability of PCBDDA Procurement Regulations 2021**

This Pre-Qualification Process will be governed under PCBDDA Procurement Regulations 2021, as amended from time to time.

## Invitation to Bid

### 1.1 **PCBDDA Procurement Regulations 2021**

PCBDDA Procurement Regulations 2021 will be strictly followed. These may be obtained from PCBDDA's website. <http://cbdpunjab.gov.pk/>

In this document, unless otherwise mentioned to the contrary, "Regulation" means a Regulation under the PCBDDA Procurement Regulations 2021.

### 1.2 **Mode of Advertisement(s)**

As per Regulation 13(2), this Pre-Qualification is being placed online at PCBDDA's & PPRA's websites & in Daily National Newspapers. The Pre-Qualification document (PQD) carrying all details can be downloaded from PCBDDA's website [www.cbdpunjab.gov.pk](http://www.cbdpunjab.gov.pk) for information only. All prospective bidders are required to register themselves with the Procurement Office, Punjab Central Business District Development Authority at given address; to submit an amount of Rs. 10,000/- through a PO/DD/Bank Guarantee in favor of Punjab Central Business District Development Authority.

Note: The firm must obtain the Pre-Qualification Document from Procurement Office for further participation.

### 1.3 **Pre-Qualification Details (Instructions to Bidders)**

The complete applications as per required under this pre-qualification document, must be delivered at reception of Punjab Central Business District Development Authority, Lahore, not later than **11:00 AM on August 21, 2023**. Late bids shall not be considered. Bids shall be publicly opened in the Committee Room of **Punjab Central Business District Development Authority**, CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore, at **12:00 PM on August 21, 2023**. In case the last date of bid submission falls in / within the official holidays / weekends of the Purchaser, the last date for submission of the bids shall be the next working day.

The bidder shall submit bid which comply with the Pre-Qualification Document. It will be the responsibility of the Bidder that all factors have been investigated and considered while submitting the Bid.

It must be clearly understood that the Terms and Conditions and Specifications are intended to be strictly enforced. The Bidder should be fully and completely responsible for all the deliveries and deliverables to the Purchaser.

The Contact Person for all correspondence in relation to this bid is as follows:

#### **Primary Contact**

Name: Mr. Muhammad Jawad Ahmad

Designation: Director Procurement

Email: [procurement@cbdpunjab.gov.pk](mailto:procurement@cbdpunjab.gov.pk)

Phone No.: 042-99058100

Address: CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore

Bidders should note that during the period from the receipt of the bid and until further notice from the Contact Person, all queries should be communicated via Contact Person

and in writing (e-mail) only.

Bidders are also required to state, in their proposals, the name, title, contact number (landline, mobile), fax number and e-mail address of the bidder's authorized representative through whom all communications shall be directed until the process has been completed or terminated.

The Purchaser will not be responsible for any costs or expenses incurred by bidders in connection with the preparation or delivery of bids.

## 1. Definitions

- 2.1 In this document, unless there is anything repugnant in the subject or context:
- 2.1.1 "Authorized Representative" means any representative appointed, from time to time, by the Client, the Purchaser or the Contractor.
- 2.1.2 "Availability and Reliability" means the probability that a component shall be operationally ready to perform its function when called upon at any point in time.
- 2.1.3 "Client" means the Project lead of technical / concerned wing of the Purchaser for whose particular project the Goods / Services have been procured or any other person, duly appointed in writing, by the Client, for the time being or from time to time, to act as Client for the purposes of the Contract.
- 2.1.4 "Bidder" means the interested Firm/Company/Supplier/Distributors that may provide or provides the general order items / services etc. and related services to any of the public/private sector organization under the contract and have registered for the relevant business thereof.
- 2.1.5 "Contract" means the agreement entered into between the Purchaser and the Contractor, as recorded in the Contract Form signed by the parties, including all Schedules and Attachments thereto and all documents incorporated by reference therein.
- 2.1.6 "Day" means calendar day.
- 2.1.7 "Person" includes individual, association of persons, firm, company, corporation, institution and organization, etc., having legal capacity.
- 2.1.8 "Prescribed" means prescribed in the Pre-Qualification Document.
- 2.1.9 "Purchaser" means the **Punjab Central Business District Development Authority (PCBDDA)** or any other person for the time being or from time to time duly appointed in writing by the Purchaser to act as Purchaser for the purposes of the Contract.
- 2.1.10 "Origin" shall be considered to be the place where the Goods are produced or from where the Services are provided. Goods are produced when, through manufacturing, processing or assembling of components, a commercially recognized product results that is substantially different in basic characteristics or in purpose or utility from its components. The origin of Goods and Services is distinct from the nationality of the Contractor.
- 2.1.11 "Services" means service and other such obligations which the Contractor is required to provide to the Purchaser.
- 2.1.12 "Taking-Over Certificate" means the certificate to be issued by the Client to the Contractor, in accordance with the Contract.
- 2.1.13 "Eligible" is defined as any country or region that is allowed to do business in Pakistan by the law of Government of Pakistan.

## PART – I: INSTRUCTIONS TO BIDDERS

### 1. SCOPE OF APPLICATION

PCBDDA wishes to receive Pre-Qualification Documents for the pre-qualification of experienced and capable firms / companies for the following:

Sr. No.	Subject Procurement
1	Pre-Qualification of Large Sales & Marketing Companies

### 2. ELIGIBLE APPLICANTS

The Applicant may be a Sole Proprietor, Association of Persons, Firm or company applying for the assignment. The term Applicant used hereinafter would therefore apply to a single entity. Bidders are requested to submit the following:

- a. **PRE-QUALIFICATION DOCUMENTS Application Form: Annex - A**
- b. **Power of Attorney:** The Applicant should submit a Power of Attorney as per the format enclosed at **Annex - B**, authorizing the signatory of the PRE-QUALIFICATION Application to submit the Applicant.
- c. **Affidavit of Blacklisting, Correctness of Information & Non-Litigation:** The Bidder must submit an affidavit (**Annex - C**) on judicial stamp paper for non-blacklisting from all government/semi-government autonomous bodies, departments etc. Further that all the information submitted in the application is correct and true to the knowledge. Further the applicant is not under litigation from any firm / agencies etc.

### 3. COMPLIANCE & CLARIFICATION:

Notwithstanding anything stated elsewhere in this document, PCBDDA shall have the right to seek updated information from the Applicant to ensure their continued eligibility. Applicant shall provide evidence of their continued eligibility in a manner that is satisfactory to PCBDDA. Applicant may be disqualified if it is determined by the PCBDDA, at any stage of the process, that the Applicant will be unable to fulfill the requirements of the Project or fails to continue to satisfy the Eligibility Criteria. Supplementary information or documentations may be sought from Applicants at any time and must so be provided within a reasonable time frame as stipulated by PCBDDA.

### 4. PRE-QUALIFICATION DOCUMENTS PREPARATION COST:

The Applicant shall be responsible for all of the costs associated with the preparation of its PRE-QUALIFICATION DOCUMENTS and its participation in the pre-qualification process. PCBDDA will not be responsible or in any way liable for such costs, regardless of the conduct or outcome of the pre-qualification process.

### 5. RIGHT TO REJECT ALL APPLICATIONS:

Notwithstanding anything contained in this PRE-QUALIFICATION DOCUMENTS, PCBDDA reserves the right to reject all PRE-QUALIFICATION DOCUMENTS /bids and to annul the procurement process at any stage and any time prior to the acceptance of bids as per PCBDDA Procurement Regulations 2021.

**6. CONTENTS OF PRE-QUALIFICATION DOCUMENTS:**

The PRE-QUALIFICATION DOCUMENTS comprises the contents as given in this document and would additionally include any Addenda issued in accordance with the provisions of this Document.

**7. AMENDMENT OF PRE-QUALIFICATION DOCUMENTS:**

At any time prior to the deadline for submission of PRE-QUALIFICATION Application, PCBDDA may, for any reason, whether at its own initiative or in response to clarifications requested by any Applicant, modify the PRE-QUALIFICATION Document by the issuance of an Addendum in accordance with PCBDDA Procurement Regulations 2021.

**8. LANGUAGE:**

The PRE-QUALIFICATION DOCUMENTS and all related correspondence and documents should be written in the English language. Supporting documents and printed literature furnished by Applicant with the PRE-QUALIFICATION DOCUMENTS's / Application may be in any other language provided that they are accompanied by appropriate translations of the pertinent passages in the English language duly certified appropriately. Supporting materials, which are not translated into English, may not be considered. For the purpose of interpretation and evaluation of the PRE-QUALIFICATION DOCUMENTS, the English language translation shall prevail.

**9. SEALING & MARKING OF PRE-QUALIFICATION DOCUMENTS APPLICATIONS:**

The Applicant shall seal the original duly marking the envelopes as "ORIGINAL". The envelopes shall then super scribing "PRE-QUALIFICATION APPLICATION for XXXXXXXX" and also the name(s) of Applicant.

The envelope shall be addressed  
Director Procurement  
Punjab Central Business District Development Authority  
CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore

If the envelope is not sealed and marked as instructed above, PCBDDA accepts no responsibility for the misplacement or premature opening of the contents of the PRE-QUALIFICATION Application before submission or not processing of any envelope that was not identified as required.

**10. LATE PRE-QUALIFICATION DOCUMENTS APPLICATIONS:**

PRE-QUALIFICATION Applications sent after the Due Date and Time shall not be accepted by procuring agency nor considered for evaluation.

**11. MODIFICATIONS / SUBSTITUTIONS / WITHDRAWALS OF PRE-QUALIFICATION DOCUMENTSs**

No PRE-QUALIFICATION DOCUMENTS shall be modified or substituted or withdrawn by the Applicant once submitted.

**12. OPENING & EVALUATION OF APPLICATION – DUE DATE:**

PCBDDA would open the Applications on the Application Opening time and Due Date mentioned in the Schedule of Pre-qualification / in the presence of applicant who choose to attend. The Procuring Agency shall prepare a record of the opening of applications that shall include, as minimum, the name and contact information of the Applicants.

**13. EVALUATION OF PRE-QUALIFICATION DOCUMENTS CRITERIA:**

The PCBDDA would subsequently examine and evaluate PRE-QUALIFICATION applications in accordance with the criteria set out in Section IV.

**14. CONFIDENTIALITY:**

Information relating to the examination, clarification, evaluation, and recommendation for the pre-qualified Applicants shall not be disclosed to any person not officially concerned with the process. PCBDDA will treat all information submitted as part of PRE-QUALIFICATION Application in confidence and would require all those who have access to such material to treat the same in confidence. PCBDDA will not divulge any such information unless it is ordered to do so by any authority that has the power under law to require its disclosure.

**15. CLARIFICATIONS:**

To facilitate evaluation of PRE-QUALIFICATION DOCUMENTS, PCBDDA may at its sole discretion, seek clarifications in writing from any Applicant regarding its PRE-QUALIFICATION DOCUMENTS.

**16. QUALIFICATION & NOTIFICATION:**

All Applicants whose applications have met or exceeded (“passed”) all the specified threshold requirements will, to the exclusion of all others, be prequalified by PCBDDA. After the evaluation of PRE-QUALIFICATION Applications, PCBDDA would announce a list of pre-qualified Applicants who meet the Pre-Qualification Criteria. At the same time, PCBDDA would notify the other Applicants that their PRE-QUALIFICATION Applications have been unsuccessful. The list of Pre-Qualified firms will be uploaded on the website of the Procuring Agency.

**17. REDRESSAL OF GRIEVANCES:**

All Grievances will be redressed as per Regulation stated in PCBDDA Procurement Regulations 2021.

## SECTION II: GENERAL TERMS & CONDITIONS

- a) The Pre-Qualification of firms will remain valid for a period of one year.
- b) The firms scoring minimum 65% marks in the Evaluation Criteria will be pre-qualified.
- c) After Pre-Qualification, the Procuring Agency will call proposals from the Pre-Qualified Bidders as and when desired.
- d) The services required will be specified at the time of assignment.
- e) The rates shall be inclusive of all applicable taxes whenever the financial bids will be quoted.
- f) Pre-Qualification of the firm in question may be cancelled in case of substandard performance.
- g) The Procuring Agency may cancel the Pre-Qualification Process at any stage of the Procurement.
- h) The results of Pre-Qualification will be intimated to the bidders and the list of pre-qualified bidders will be uploaded on PCBDDA Website.
- i) The Bidders are required to submit all the documentary evidence for the Mandatory & Technical Criteria.

## SECTION III: SCOPE OF SERVICES

### 1. Large Sales & Marketing Companies:

Companies having expertise in complete Sales & Marketing solutions including advertising, customer service, call centers etc.

## SECTION IV: CRITERIA FOR EVALUATION

The Applicants / Bidders shall be pre-qualified using criteria given below.

### MANDATORY CRITERIA

- Registration as a Legal Entity with Relevant Competent Authority.
- Registration with Relevant Tax Authorities
- Registered as a DNFBP with FBR
- Registered offices in Pakistan
- Undertaking on a stamp paper of Rs. 100 (format attached as Annex-C) that firm is not blacklisted, correctness of information and pending litigation.

**Note:** Firm / Company not fulfilling the mandatory criteria will be characterized as **NOT-ELIGIBLE** and will not participate in the further evaluation process.

### TECHNICAL EVALUATION CRITERIA

- **General Experience (10 Marks)**

S. No.	No of years' existence (Incorporation of firms from relevant authority in number of years) (Attach Evidence)	Total Marks 10
1	The firm shall be in existence for at least five (05) years. If minimum requirement is met 02 marks shall be awarded and 02 marks for each additional year up to the maximum of 10 marks.	10

- **Presence Nationwide & International (10 Marks)**

Sr. No.	No. of Offices (The applicant must attach list of offices)	Total Marks 20
1	The firm must have atleast five (05) offices in major cities of Pakistan. If minimum requirement is met 02 marks shall be awarded and 02 marks for each additional office up to the maximum of 10 offices.	10
2	The firm must have at least 02 international offices. Proportionate marks will be awarded for less than 02 international offices.	10

- **Human Resource 30 Marks)**

Sr. No.	Staff Details (The applicant must attach list of employees)	Total Marks 30
1	<b>The firm must have</b> Total 700 and above employees = 2.5 Marks Out of total 50 and above shall be Call Center Agents = 2.5 Marks Out of total 40 and above shall be Marketing Team = 2.5 Marks Out of the total 30 and above shall be IT & Tech Support Team = 2.5 Marks	10
2	<b>The firm must have</b> 300 and above Sales Representatives Nationwide: 10 Marks 100 and above Sales Representatives in Lahore: 10 Marks	20

- **Current Portfolio (20 Marks)**

<b>Sr. No.</b>	<b>Current Inventory &amp; Projects</b>	<b>Total Marks 40</b>
1	Number of Projects (Nationwide): The firm must have at least ten (10) projects nationwide. If minimum requirement is met 02 marks shall be awarded and 02 marks for one (01) additional project up to the maximum of 10 marks	10
2	Number of Inventory (PKR) (Nationwide): The firm must have at least PKR 30 billion Inventory Nationwide. If minimum requirement is met 02 marks shall be awarded and 02 marks for PKR 02 billion additional inventory up to the maximum of 10 marks	10
3	Number of Projects (Lahore): The firm must have at least five (05) projects in Lahore. If minimum requirement is met 02 marks shall be awarded and 02 marks for each additional project up to the maximum of 10 marks	10
4	Number of Inventory (PKR) (Lahore): The firm must have at least PKR 10 billion Inventory in Lahore. If minimum requirement is met 02 marks shall be awarded and 02 marks for PKR 1 billion additional inventory up to the maximum of 10 marks	10

**Total Marks: 100 %**

**Passing Marks: 65 %**



## ANNEXURE-A

### PRE-QUALIFICATION DOCUMENTS SUBMISSION FORM

[Location, Date]

To

Director Procurement  
Punjab Central Business District Development Authority,  
CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road,  
Lahore

Dear Sir,

We are interested to **register / apply for pre-qualification of our firm / agency** in the Pre-Qualification of Media Production Firms.

We, the undersigned, offer to provide in accordance with your Pre-Qualification Document / Pre-Qualification Document No. **PCBDDA/PRO/PQD/2023-24/05** dated \_(insert date)\_ and our Proposal. We are hereby submitting our proposal, which includes the PRE-QUALIFICATION DOCUMENTS Application sealed in envelope.

Our Proposal shall be binding upon us up to expiration of the validity period of the Proposal, i.e. before the date indicated in \_\_\_\_\_ of the Proposal Data Sheet.

We also confirm that the Government of Pakistan/ Punjab has not declared us, or any, ineligible on charges of engaging in corrupt, fraudulent, collusive or coercive practices. We furthermore, pledge not to indulge in such practices in competing for or in executing the Contract, and we are aware of the relevant provisions of the Proposal Document.

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

We remain,

Yours sincerely,

Authorized Signature (Original)

(In full and initials)

Name and Designation of Signatory

Name of Firm

Address

## ANNEXURE-B

### Format of Power-of-Attorney

#### POWER OF ATTORNEY

(On Stamp Paper of relevant value)

Know all men by these presents, we (name of the company and address of the registered office) do hereby appoint and authorize Mr. (full name and residential address) who is presently employed with us and holding the position of as our attorney, to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our proposal for (name of the project) in response to the tenders invited by the (name of the Purchaser) including signing and submission of all documents and providing information/responses to (name of the Purchaser) in all matters in connection with our Bid.

We hereby agree to ratify all acts, deeds and things lawfully done by our said attorney pursuant to this Power of Attorney and that all acts, deeds and things done by our aforesaid attorney shall and shall always be deemed to have been done by us.

Dated this \_\_\_\_ day of \_\_\_\_\_ 20\_\_

For \_\_\_\_\_

(Signature)

(Name, Designation and Address)

Accepted

(Signature)

(Name, Title and Address of the Attorney)

Date:



## **ANNEXURE-C**

*(This should be written in the Rs.100 Stamp Paper)*

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### **UNDERTAKING**

We, the undersigned, hereby offer to provide (\*Insert Procurement Name\*) required by Punjab Central Business District Development Authority (PCBDDA) in accordance with its Pre-Qualification Document due for opening on August 21, 2023.

We are hereby submitting our Bid and we hereby declare that:

- a) All the information and statements made in this Bid/Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification;
- b) We are currently not on the removed/blacklisted or suspended by any procuring agency of Pakistan or by any regulatory body in Pakistan and has no dispute with any Government Organization.
- c) We, do not have any pending litigation/arbitration/bankruptcy proceeding (other than the litigation declared alongside this form) with any government department/public sector undertaking/ private sector entity/or any other agency for which we have executed/undertaken the works/services during the last 3 years.

We agree to abide by the terms and conditions of the Pre-Qualification Document and in addition to the conditions we also agree to abide by all the special instructions mentioned in Pre-Qualification Document. We also hereby categorically confirm that we are fully capable to provide services of external auditors as laid down in the terms of reference

We fully understand and recognize that PCBDDA is not bound to accept this Bid/Proposal that we shall bear all costs associated with its preparation and submission, and that PCBDDA will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

We remain,

Yours sincerely,

Authorized Signature and Stamp [*In full and initials*]: \_\_\_\_\_

Name, ID Card No. and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Contact Details: \_\_\_\_\_

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### **I. WITNESS**

Signature: \_\_\_\_\_

Designation & ID Card No. \_\_\_\_\_

# Pre-Qualification Document

Pre-Qualification No. PCBDDA/PRO/PQD/2023/2023-24/05

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## PRE-QUALIFICATION OF UNIT SALES AGENT

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

CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore

[www.cbdpunjab.gov.pk](http://www.cbdpunjab.gov.pk)

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#### **Primary Contact**

Name: Mr. Muhammad Jawad Ahmad

Designation: Director Procurement

Email: [procurement@cbdpunjab.gov.pk](mailto:procurement@cbdpunjab.gov.pk)

Phone No.: 042-99058100

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**9. SEALING & MARKING OF PRE-QUALIFICATION DOCUMENTS APPLICATIONS:**

The Applicant shall seal the original duly marking the envelopes as "ORIGINAL". The envelopes shall then super scribing "PRE-QUALIFICATION APPLICATION for XXXXXXXX" and also the name(s) of Applicant.

The envelope shall be addressed  
Director Procurement  
Punjab Central Business District Development Authority  
CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore

If the envelope is not sealed and marked as instructed above, PCBDDA accepts no responsibility for the misplacement or premature opening of the contents of the PRE-QUALIFICATION Application before submission or not processing of any envelope that was not identified as required.

**10. LATE PRE-QUALIFICATION DOCUMENTS APPLICATIONS:**

PRE-QUALIFICATION Applications sent after the Due Date and Time shall not be accepted by procuring agency nor considered for evaluation.

**11. MODIFICATIONS / SUBSTITUTIONS / WITHDRAWALS OF PRE-QUALIFICATION DOCUMENTSs**

No PRE-QUALIFICATION DOCUMENTS shall be modified or substituted or withdrawn by the Applicant once submitted.

**12. OPENING & EVALUATION OF APPLICATION – DUE DATE:**

PCBDDA would open the Applications on the Application Opening time and Due Date mentioned in the Schedule of Pre-qualification / in the presence of applicant who choose to attend. The Procuring Agency shall prepare a record of the opening of applications that shall include, as minimum, the name and contact information of the Applicants.

**13. EVALUATION OF PRE-QUALIFICATION DOCUMENTS CRITERIA:**

The PCBDDA would subsequently examine and evaluate PRE-QUALIFICATION applications in accordance with the criteria set out in Section IV.

**14. CONFIDENTIALITY:**

Information relating to the examination, clarification, evaluation, and recommendation for the pre-qualified Applicants shall not be disclosed to any person not officially concerned with the process. PCBDDA will treat all information submitted as part of PRE-QUALIFICATION Application in confidence and would require all those who have access to such material to treat the same in confidence. PCBDDA will not divulge any such information unless it is ordered to do so by any authority that has the power under law to require its disclosure.

**15. CLARIFICATIONS:**

To facilitate evaluation of PRE-QUALIFICATION DOCUMENTS, PCBDDA may at its sole discretion, seek clarifications in writing from any Applicant regarding its PRE-QUALIFICATION DOCUMENTS.

**16. QUALIFICATION & NOTIFICATION:**

All Applicants whose applications have met or exceeded (“passed”) all the specified threshold requirements will, to the exclusion of all others, be prequalified by PCBDDA. After the evaluation of PRE-QUALIFICATION Applications, PCBDDA would announce a list of pre-qualified Applicants who meet the Pre-Qualification Criteria. At the same time, PCBDDA would notify the other Applicants that their PRE-QUALIFICATION Applications have been unsuccessful. The list of Pre-Qualified firms will be uploaded on the website of the Procuring Agency.

**17. REDRESSAL OF GRIEVANCES:**

All Grievances will be redressed as per Regulation stated in PCBDDA Procurement Regulations 2021.

## **SECTION II: GENERAL TERMS & CONDITIONS**

- a) The Pre-Qualification of firms will remain valid for a period of one year.
- b) The firms scoring minimum 65% marks in the Evaluation Criteria will be pre-qualified.
- c) After Pre-Qualification, the Procuring Agency will call proposals from the Pre-Qualified Bidders as and when desired.
- d) The services required will be specified at the time of assignment.
- e) The rates shall be inclusive of all applicable taxes whenever the financial bids will be quoted.
- f) Pre-Qualification of the firm in question may be cancelled in case of substandard performance.
- g) The Procuring Agency may cancel the Pre-Qualification Process at any stage of the Procurement.
- h) The results of Pre-Qualification will be intimated to the bidders and the list of pre-qualified bidders will be uploaded on PCBDDA Website.
- i) The Bidders are required to submit all the documentary evidence for the Mandatory & Technical Criteria.

## SECTION III: SCOPE OF SERVICES

### 1. Unit Sales Agents:

Unit Sales Agents, also known as Individual Unit Sales Agents, are real estate professionals who specialize in selling properties or units on an individual basis. These agents specialize in selling properties or units one at a time, rather than in bulk or as a whole. They work closely with potential buyers, showcasing and promoting each individual property or unit, negotiating deals, and facilitating the transaction process for each sale.

## SECTION IV: CRITERIA FOR EVALUATION

The Applicants / Bidders shall be pre-qualified using criteria given below.

### TECHNICAL EVALUATION CRITERIA

- Registration with Tax Authorities as DNFBP (Mandatory Document, Non-Provision of which may result in disqualification of the firm) = 10 Marks
- FBR Registration with Valid NTN (Mandatory Document, Non-Provision of which may result in disqualification of the firm.) = 10 Marks
- PRA Registration (Mandatory Document, Non-Provision of which may result in disqualification of the firm.) = 10 Marks
- Registration with Securities & Exchange Commission of Pakistan = 10 Marks
- Offices in Lahore, Islamabad & Karachi (20 Marks for office in Lahore, 05 Marks each for office in Islamabad & Karachi) = 30 Marks
- Undertaking on a stamp paper of Rs. 100 (format attached as Annex-C) that firm is not blacklisted, correctness of information and pending litigation. = 10 Marks (Mandatory Document, Non-Provision of which may result in disqualification of the firm.)
- Minimum 03 years of operations in Pakistan. (Please provide Proof) = 20 Marks

**Total Marks: 100 %**

**Passing Marks: 65 %**



**ANNEXURE-A**  
**PRE-QUALIFICATION DOCUMENTS SUBMISSION FORM**

[Location, Date]

To

Director Procurement  
Punjab Central Business District Development Authority,  
CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road,  
Lahore

Dear Sir,

We are interested to **register / apply for pre-qualification of our firm / agency** in the Pre-Qualification of Media Production Firms.

We, the undersigned, offer to provide in accordance with your Pre-Qualification Document / Pre-Qualification Document No. **PCBDDA/PRO/PQD/2023-24/05** dated \_(insert date)\_ and our Proposal. We are hereby submitting our proposal, which includes the PRE-QUALIFICATION DOCUMENTS Application sealed in envelope.

Our Proposal shall be binding upon us up to expiration of the validity period of the Proposal, i.e. before the date indicated in \_\_\_\_\_ of the Proposal Data Sheet.

We also confirm that the Government of Pakistan/ Punjab has not declared us, or any, ineligible on charges of engaging in corrupt, fraudulent, collusive or coercive practices. We furthermore, pledge not to indulge in such practices in competing for or in executing the Contract, and we are aware of the relevant provisions of the Proposal Document.

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

We remain,

Yours sincerely,

Authorized Signature (Original)

(In full and initials)

Name and Designation of Signatory

Name of Firm

Address

## ANNEXURE-B

### Format of Power-of-Attorney

#### POWER OF ATTORNEY

(On Stamp Paper of relevant value)

Know all men by these presents, we (name of the company and address of the registered office) do hereby appoint and authorize Mr. (full name and residential address) who is presently employed with us and holding the position of as our attorney, to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our proposal for (name of the project) in response to the tenders invited by the (name of the Purchaser) including signing and submission of all documents and providing information/responses to (name of the Purchaser) in all matters in connection with our Bid.

We hereby agree to ratify all acts, deeds and things lawfully done by our said attorney pursuant to this Power of Attorney and that all acts, deeds and things done by our aforesaid attorney shall and shall always be deemed to have been done by us.

Dated this \_\_\_\_ day of \_\_\_\_\_ 20\_\_

For \_\_\_\_\_

(Signature)

(Name, Designation and Address)

Accepted

(Signature)

(Name, Title and Address of the Attorney)

Date:



## **ANNEXURE-C**

*(This should be written in the Rs.100 Stamp Paper)*

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### **UNDERTAKING**

We, the undersigned, hereby offer to provide (\*Insert Procurement Name\*) required by Punjab Central Business District Development Authority (PCBDDA) in accordance with its Pre-Qualification Document due for opening on August 21, 2023.

We are hereby submitting our Bid and we hereby declare that:

- a) All the information and statements made in this Bid/Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification;
- b) We are currently not on the removed/blacklisted or suspended by any procuring agency of Pakistan or by any regulatory body in Pakistan and has no dispute with any Government Organization.
- c) We, do not have any pending litigation/arbitration/bankruptcy proceeding (other than the litigation declared alongside this form) with any government department/public sector undertaking/ private sector entity/or any other agency for which we have executed/ undertaken the works/services during the last 3 years.

We agree to abide by the terms and conditions of the Pre-Qualification Document and in addition to the conditions we also agree to abide by all the special instructions mentioned in Pre-Qualification Document. We also hereby categorically confirm that we are fully capable to provide services of external auditors as laid down in the terms of reference.u

We fully understand and recognize that PCBDDA is not bound to accept this Bid/Proposal that we shall bear all costs associated with its preparation and submission, and that PCBDDA will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

We remain,

Yours sincerely,

Authorized Signature and Stamp [*In full and initials*]: \_\_\_\_\_

Name, ID Card No. and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Contact Details: \_\_\_\_\_

---

### **I. WITNESS**

Signature: \_\_\_\_\_

Designation & ID Card No. \_\_\_\_\_

# Pre-Qualification Document

Pre-Qualification No. PCBDDA/PRO/PQD/2023/2023-24/05

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## PRE-QUALIFICATION OF BULK SALES AGENT

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

CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore

[www.cbdpunjab.gov.pk](http://www.cbdpunjab.gov.pk)

Tel: 042-99058100

**Important Note**

Bidders must ensure that they submit all the required documents indicated in the Pre-Qualification Documents without fail. Applications received without, undertakings, valid documentary evidence, supporting documents and the manner for the various requirements mentioned in the Pre-Qualification Documents are liable to be rejected. The data sheets, valid documentary evidences for the critical components as detailed hereinafter should be submitted by the Bidder for scrutiny.

**Applicability of PCBDDA Procurement Regulations 2021**

This Pre-Qualification Process will be governed under PCBDDA Procurement Regulations 2021, as amended from time to time.

## Invitation to Bid

### 1.1 **PCBDDA Procurement Regulations 2021**

PCBDDA Procurement Regulations 2021 will be strictly followed. These may be obtained from PCBDDA's website. <http://cbdpunjab.gov.pk/>

In this document, unless otherwise mentioned to the contrary, "Regulation" means a Regulation under the PCBDDA Procurement Regulations 2021.

### 1.2 **Mode of Advertisement(s)**

As per Regulation 13(2), this Pre-Qualification is being placed online at PCBDDA's & PPRA's websites & in Daily National Newspapers. The Pre-Qualification document (PQD) carrying all details can be downloaded from PCBDDA's website [www.cbdpunjab.gov.pk](http://www.cbdpunjab.gov.pk) for information only. All prospective bidders are required to register themselves with the Procurement Office, Punjab Central Business District Development Authority at given address; to submit an amount of Rs. 10,000/- through a PO/DD/Bank Guarantee in favor of Punjab Central Business District Development Authority.

Note: The firm must obtain the Pre-Qualification Document from Procurement Office for further participation.

### 1.3 **Pre-Qualification Details (Instructions to Bidders)**

The complete applications as per required under this pre-qualification document, must be delivered at reception of Punjab Central Business District Development Authority, Lahore, not later than **11:00 AM on August 21, 2023**. Late bids shall not be considered. Bids shall be publicly opened in the Committee Room of **Punjab Central Business District Development Authority**, CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore, at **12:00 PM on August 21, 2023**. In case the last date of bid submission falls in / within the official holidays / weekends of the Purchaser, the last date for submission of the bids shall be the next working day.

The bidder shall submit bid which comply with the Pre-Qualification Document. It will be the responsibility of the Bidder that all factors have been investigated and considered while submitting the Bid.

It must be clearly understood that the Terms and Conditions and Specifications are intended to be strictly enforced. The Bidder should be fully and completely responsible for all the deliveries and deliverables to the Purchaser.

The Contact Person for all correspondence in relation to this bid is as follows:

#### **Primary Contact**

Name: Mr. Muhammad Jawad Ahmad

Designation: Director Procurement

Email: [procurement@cbdpunjab.gov.pk](mailto:procurement@cbdpunjab.gov.pk)

Phone No.: 042-99058100

Address: CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road, Lahore

Bidders should note that during the period from the receipt of the bid and until further notice from the Contact Person, all queries should be communicated via Contact Person

and in writing (e-mail) only.

Bidders are also required to state, in their proposals, the name, title, contact number (landline, mobile), fax number and e-mail address of the bidder's authorized representative through whom all communications shall be directed until the process has been completed or terminated.

The Purchaser will not be responsible for any costs or expenses incurred by bidders in connection with the preparation or delivery of bids.

## 1. Definitions

- 2.1 In this document, unless there is anything repugnant in the subject or context:
- 2.1.1 "Authorized Representative" means any representative appointed, from time to time, by the Client, the Purchaser or the Contractor.
- 2.1.2 "Availability and Reliability" means the probability that a component shall be operationally ready to perform its function when called upon at any point in time.
- 2.1.3 "Client" means the Project lead of technical / concerned wing of the Purchaser for whose particular project the Goods / Services have been procured or any other person, duly appointed in writing, by the Client, for the time being or from time to time, to act as Client for the purposes of the Contract.
- 2.1.4 "Bidder" means the interested Firm/Company/Supplier/Distributors that may provide or provides the general order items / services etc. and related services to any of the public/private sector organization under the contract and have registered for the relevant business thereof.
- 2.1.5 "Contract" means the agreement entered into between the Purchaser and the Contractor, as recorded in the Contract Form signed by the parties, including all Schedules and Attachments thereto and all documents incorporated by reference therein.
- 2.1.6 "Day" means calendar day.
- 2.1.7 "Person" includes individual, association of persons, firm, company, corporation, institution and organization, etc., having legal capacity.
- 2.1.8 "Prescribed" means prescribed in the Pre-Qualification Document.
- 2.1.9 "Purchaser" means the **Punjab Central Business District Development Authority (PCBDDA)** or any other person for the time being or from time to time duly appointed in writing by the Purchaser to act as Purchaser for the purposes of the Contract.
- 2.1.10 "Origin" shall be considered to be the place where the Goods are produced or from where the Services are provided. Goods are produced when, through manufacturing, processing or assembling of components, a commercially recognized product results that is substantially different in basic characteristics or in purpose or utility from its components. The origin of Goods and Services is distinct from the nationality of the Contractor.
- 2.1.11 "Services" means service and other such obligations which the Contractor is required to provide to the Purchaser.
- 2.1.12 "Taking-Over Certificate" means the certificate to be issued by the Client to the Contractor, in accordance with the Contract.
- 2.1.13 "Eligible" is defined as any country or region that is allowed to do business in Pakistan by the law of Government of Pakistan.

## PART – I: INSTRUCTIONS TO BIDDERS

### 1. SCOPE OF APPLICATION

PCBDDA wishes to receive Pre-Qualification Documents for the pre-qualification of experienced and capable firms / companies for the following:

Sr. No.	Subject Procurement
1	Pre-Qualification of Bulk Sales Agents

### 2. ELIGIBLE APPLICANTS

The Applicant may be a Sole Proprietor, Association of Persons, Firm or company applying for the assignment. The term Applicant used hereinafter would therefore apply to a single entity. Bidders are requested to submit the following:

- a. **PRE-QUALIFICATION DOCUMENTS Application Form: Annex - A**
- b. **Power of Attorney:** The Applicant should submit a Power of Attorney as per the format enclosed at **Annex - B**, authorizing the signatory of the PRE-QUALIFICATION Application to submit the Applicant.
- c. **Affidavit of Blacklisting, Correctness of Information & Non-Litigation:** The Bidder must submit an affidavit (**Annex - C**) on judicial stamp paper for non-blacklisting from all government/semi-government autonomous bodies, departments etc. Further that all the information submitted in the application is correct and true to the knowledge. Further the applicant is not under litigation from any firm / agencies etc.

### 3. COMPLIANCE & CLARIFICATION:

Notwithstanding anything stated elsewhere in this document, PCBDDA shall have the right to seek updated information from the Applicant to ensure their continued eligibility. Applicant shall provide evidence of their continued eligibility in a manner that is satisfactory to PCBDDA. Applicant may be disqualified if it is determined by the PCBDDA, at any stage of the process, that the Applicant will be unable to fulfill the requirements of the Project or fails to continue to satisfy the Eligibility Criteria. Supplementary information or documentations may be sought from Applicants at any time and must so be provided within a reasonable time frame as stipulated by PCBDDA.

### 4. PRE-QUALIFICATION DOCUMENTS PREPARATION COST:

The Applicant shall be responsible for all of the costs associated with the preparation of its PRE-QUALIFICATION DOCUMENTS and its participation in the pre-qualification process. PCBDDA will not be responsible or in any way liable for such costs, regardless of the conduct or outcome of the pre- qualification process.

### 5. RIGHT TO REJECT ALL APPLICATIONS:

Notwithstanding anything contained in this PRE-QUALIFICATION DOCUMENTS, PCBDDA reserves the right to reject all PRE-QUALIFICATION DOCUMENTS /bids and to annul the procurement process at any stage and any time prior to the acceptance of bids as per PCBDDA Procurement Regulations 2021.

**6. CONTENTS OF PRE-QUALIFICATION DOCUMENTS:**

The PRE-QUALIFICATION DOCUMENTS comprises the contents as given in this document and would additionally include any Addenda issued in accordance with the provisions of this Document.

**7. AMENDMENT OF PRE-QUALIFICATION DOCUMENTS:**

At any time prior to the deadline for submission of PRE-QUALIFICATION Application, PCBDDA may, for any reason, whether at its own initiative or in response to clarifications requested by any Applicant, modify the PRE-QUALIFICATION Document by the issuance of an Addendum in accordance with PCBDDA Procurement Regulations 2021.

**8. LANGUAGE:**

The PRE-QUALIFICATION DOCUMENTS and all related correspondence and documents should be written in the English language. Supporting documents and printed literature furnished by Applicant with the PRE-QUALIFICATION DOCUMENTS's / Application may be in any other language provided that they are accompanied by appropriate translations of the pertinent passages in the English language duly certified appropriately. Supporting materials, which are not translated into English, may not be considered. For the purpose of interpretation and evaluation of the PRE-QUALIFICATION DOCUMENTS, the English language translation shall prevail.

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**10. LATE PRE-QUALIFICATION DOCUMENTS APPLICATIONS:**

PRE-QUALIFICATION Applications sent after the Due Date and Time shall not be accepted by procuring agency nor considered for evaluation.

**11. MODIFICATIONS / SUBSTITUTIONS / WITHDRAWALS OF PRE-QUALIFICATION DOCUMENTSs**

No PRE-QUALIFICATION DOCUMENTS shall be modified or substituted or withdrawn by the Applicant once submitted.

**12. OPENING & EVALUATION OF APPLICATION – DUE DATE:**

PCBDDA would open the Applications on the Application Opening time and Due Date mentioned in the Schedule of Pre-qualification / in the presence of applicant who choose to attend. The Procuring Agency shall prepare a record of the opening of applications that shall include, as minimum, the name and contact information of the Applicants.

**13. EVALUATION OF PRE-QUALIFICATION DOCUMENTS CRITERIA:**

The PCBDDA would subsequently examine and evaluate PRE-QUALIFICATION applications in accordance with the criteria set out in Section IV.

**14. CONFIDENTIALITY:**

Information relating to the examination, clarification, evaluation, and recommendation for the pre-qualified Applicants shall not be disclosed to any person not officially concerned with the process. PCBDDA will treat all information submitted as part of PRE-QUALIFICATION Application in confidence and would require all those who have access to such material to treat the same in confidence. PCBDDA will not divulge any such information unless it is ordered to do so by any authority that has the power under law to require its disclosure.

**15. CLARIFICATIONS:**

To facilitate evaluation of PRE-QUALIFICATION DOCUMENTS, PCBDDA may at its sole discretion, seek clarifications in writing from any Applicant regarding its PRE-QUALIFICATION DOCUMENTS.

**16. QUALIFICATION & NOTIFICATION:**

All Applicants whose applications have met or exceeded (“passed”) all the specified threshold requirements will, to the exclusion of all others, be prequalified by PCBDDA. After the evaluation of PRE-QUALIFICATION Applications, PCBDDA would announce a list of pre-qualified Applicants who meet the Pre-Qualification Criteria. At the same time, PCBDDA would notify the other Applicants that their PRE-QUALIFICATION Applications have been unsuccessful. The list of Pre-Qualified firms will be uploaded on the website of the Procuring Agency.

**17. REDRESSAL OF GRIEVANCES:**

All Grievances will be redressed as per Regulation stated in PCBDDA Procurement Regulations 2021.

## **SECTION II: GENERAL TERMS & CONDITIONS**

- a) The Pre-Qualification of firms will remain valid for a period of one year.
- b) The firms scoring minimum 65% marks in the Evaluation Criteria will be pre-qualified.
- c) After Pre-Qualification, the Procuring Agency will call proposals from the Pre-Qualified Bidders as and when desired.
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- e) The rates shall be inclusive of all applicable taxes whenever the financial bids will be quoted.
- f) Pre-Qualification of the firm in question may be cancelled in case of substandard performance.
- g) The Procuring Agency may cancel the Pre-Qualification Process at any stage of the Procurement.
- h) The results of Pre-Qualification will be intimated to the bidders and the list of pre-qualified bidders will be uploaded on PCBDDA Website.
- i) The Bidders are required to submit all the documentary evidence for the Mandatory & Technical Criteria.

## SECTION III: SCOPE OF SERVICES

### 1. Bulk Sales Agents:

Bulk Sales Agents, will be allotted specific inventory for a mutually agreed time frame, not exceeding 180 days, against advance payment of the allotted inventory. The said agents will be signing a Bulk Sales Agreement with PCBDDA and any unsold Inventory, after the expiry of the allotted time frame, shall be treated as cancelled and withdrawn, and up to half of Down Payment Deposits, shall be forfeited.

## SECTION IV: CRITERIA FOR EVALUATION

The Applicants / Bidders shall be pre-qualified using criteria given below.

### TECHNICAL EVALUATION CRITERIA

- Registration with Tax Authorities as DNFBP (Mandatory Document, Non-Provision of which may result in disqualification of the firm.) = 10 Marks
- FBR Registration with Valid NTN (Mandatory Document, Non-Provision of which may result in disqualification of the firm.) = 10 Marks
- PRA Registration (Mandatory Document, Non-Provision of which may result in disqualification of the firm.) = 10 Marks
- Registration with Securities & Exchange Commission of Pakistan = 10 Marks
- Offices in Lahore, Islamabad & Karachi (20 Marks for office in Lahore, 05 Marks each for office in Islamabad & Karachi) = 30 Marks
- Undertaking on a stamp paper of Rs. 100 (format attached as Annex-C) that firm is not blacklisted, correctness of information and pending litigation. = 10 Marks (Mandatory Document, Non-Provision of which may result in disqualification of the firm.)
- Minimum 03 years of operations in Pakistan. (Please provide Proof) = 20 Marks

**Total Marks: 100 %**

**Passing Marks: 65 %**



**ANNEXURE-A**

**PRE-QUALIFICATION DOCUMENTS SUBMISSION FORM**

[Location, Date]

To

Director Procurement  
Punjab Central Business District Development Authority,  
CBD Complex (Ex Walton Airport) Lt (Navy), Yasir Shaheed Road,  
Lahore

Dear Sir,

We are interested to **register / apply for pre-qualification of our firm / agency** in the Pre-Qualification of Media Production Firms.

We, the undersigned, offer to provide in accordance with your Pre-Qualification Document / Pre-Qualification Document No. **PCBDDA/PRO/PQD/2023-24/05** dated \_(insert date)\_ and our Proposal. We are hereby submitting our proposal, which includes the PRE-QUALIFICATION DOCUMENTS Application sealed in envelope.

Our Proposal shall be binding upon us up to expiration of the validity period of the Proposal, i.e. before the date indicated in \_\_\_\_\_ of the Proposal Data Sheet.

We also confirm that the Government of Pakistan/ Punjab has not declared us, or any, ineligible on charges of engaging in corrupt, fraudulent, collusive or coercive practices. We furthermore, pledge not to indulge in such practices in competing for or in executing the Contract, and we are aware of the relevant provisions of the Proposal Document.

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

We remain,

Yours sincerely,

Authorized Signature (Original)

(In full and initials)

Name and Designation of Signatory

Name of Firm

Address

## ANNEXURE-B

### Format of Power-of-Attorney

#### POWER OF ATTORNEY

(On Stamp Paper of relevant value)

Know all men by these presents, we (name of the company and address of the registered office) do hereby appoint and authorize Mr. (full name and residential address) who is presently employed with us and holding the position of as our attorney, to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our proposal for (name of the project) in response to the tenders invited by the (name of the Purchaser) including signing and submission of all documents and providing information/responses to (name of the Purchaser) in all matters in connection with our Bid.

We hereby agree to ratify all acts, deeds and things lawfully done by our said attorney pursuant to this Power of Attorney and that all acts, deeds and things done by our aforesaid attorney shall and shall always be deemed to have been done by us.

Dated this \_\_\_\_ day of \_\_\_\_\_ 20\_\_

For \_\_\_\_\_

(Signature)

(Name, Designation and Address)

Accepted

(Signature)

(Name, Title and Address of the Attorney)

Date:



## **ANNEXURE-C**

*(This should be written in the Rs.100 Stamp Paper)*

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### **UNDERTAKING**

We, the undersigned, hereby offer to provide (\*Insert Procurement Name\*) required by Punjab Central Business District Development Authority (PCBDDA) in accordance with its Pre-Qualification Document due for opening on August 21, 2023.

We are hereby submitting our Bid and we hereby declare that:

- a) All the information and statements made in this Bid/Proposal are true and we accept that any misrepresentation contained in it may lead to our disqualification;
- b) We are currently not on the removed/blacklisted or suspended by any procuring agency of Pakistan or by any regulatory body in Pakistan and has no dispute with any Government Organization.
- c) We, do not have any pending litigation/arbitration/bankruptcy proceeding (other than the litigation declared alongside this form) with any government department/public sector undertaking/ private sector entity/or any other agency for which we have executed/undertaken the works/services during the last 3 years.

We agree to abide by the terms and conditions of the Pre-Qualification Document and in addition to the conditions we also agree to abide by all the special instructions mentioned in Pre-Qualification Document. We also hereby categorically confirm that we are fully capable to provide services of external auditors as laid down in the terms of reference

We fully understand and recognize that PCBDDA is not bound to accept this Bid/Proposal that we shall bear all costs associated with its preparation and submission, and that PCBDDA will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the evaluation.

We remain,

Yours sincerely,

Authorized Signature and Stamp [*In full and initials*]: \_\_\_\_\_

Name, ID Card No. and Title of Signatory: \_\_\_\_\_

Name of Firm: \_\_\_\_\_

Contact Details: \_\_\_\_\_

---

### **I. WITNESS**

Signature: \_\_\_\_\_

Designation & ID Card No. \_\_\_\_\_