

Expression of Interest

CONSULTANCY SERVICES FOR INTEGRATED NATIONAL URBAN REGENERATION IN ISLAMABAD AND OTHER MAJOR CITIES OF PAKISTAN (Consultancy Services)

National

Single Stage-Two Envelope



October 26, 2026

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Floor 8th ,9th , Shaheed-e-Millat Secretariat Blue area Islamabad., Islamabad Capital Territory
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INVITATION FOR PRE-QUALIFICATION

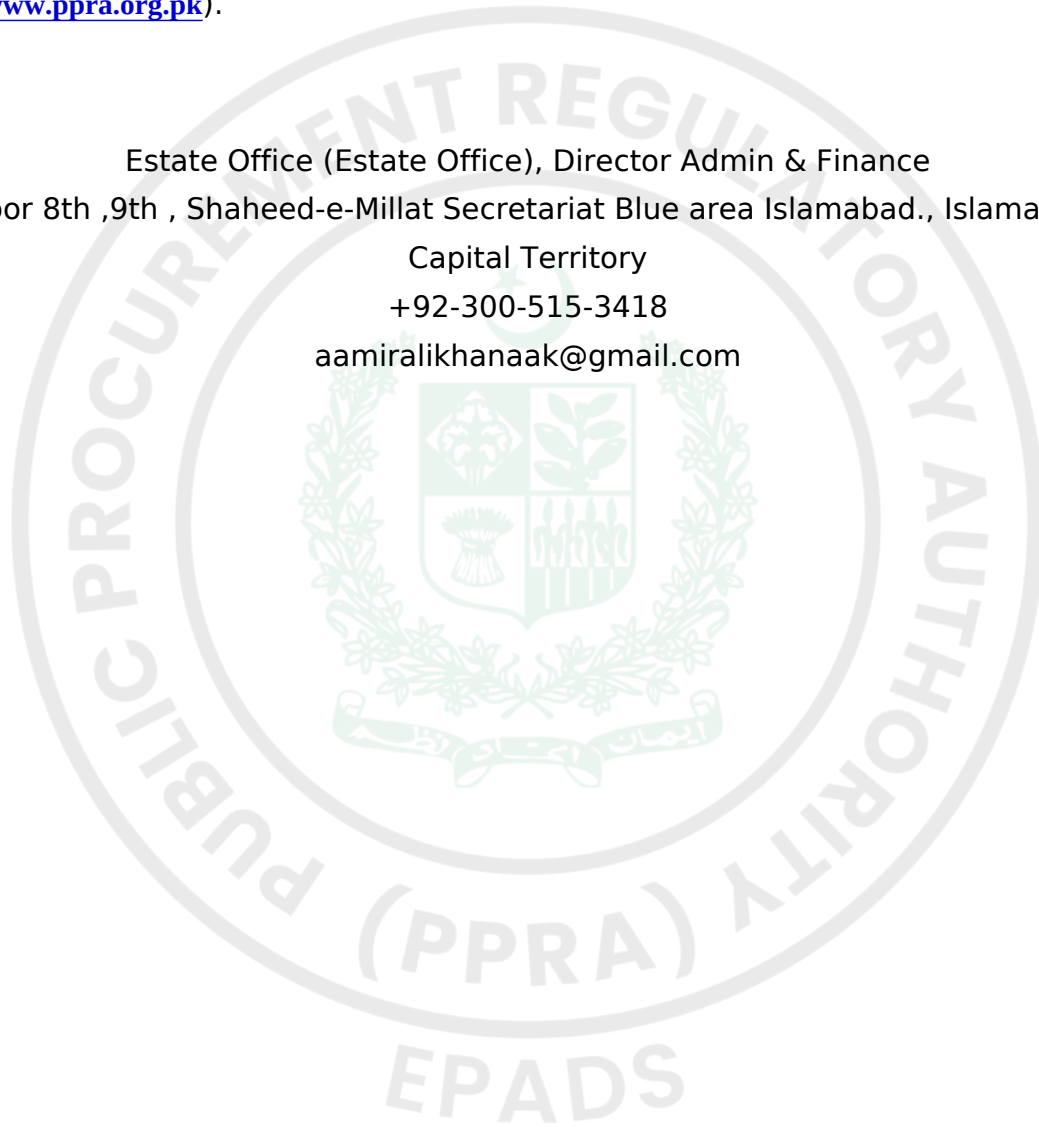
PROCUREMENT OF CONSULTANCY SERVICES

1. The **Estate Office (Estate Office)** has reserved Funds for the procurement planned for FY **2026-27**. The **Estate Office (Estate Office)** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the "**CONSULTANCY SERVICES FOR INTEGRATED NATIONAL URBAN REGENERATION IN ISLAMABAD AND OTHER MAJOR CITIES OF PAKISTAN**" with the reference of "**P171585**"
2. The **Estate Office (Estate Office)** intends to pre-qualify consulting firms / consultants for subsequent issuance of Request for Proposals (RFP), and sign the contract agreement(s) with the selected consultant(s) following the selection process.
3. The objective of the intended pre-qualification is the provision of "**CONSULTANCY SERVICES FOR INTEGRATED NATIONAL URBAN REGENERATION IN ISLAMABAD AND OTHER MAJOR CITIES OF PAKISTAN**" through engagement of qualified consultants, and the purpose of this Pre-qualification Notice is to provide basic information to enable potential applicants to decide whether or not to respond to this Pre-qualification Notice.
4. Only the pre-qualified applicants shall be invited to participate in the Request for Proposals (RFP) process, and it is expected that the RFP will be issued to the Pre-qualified Applicants.
5. The pre-qualification process is open to all **National** Applicants subject to fulfilling the eligibility requirements mentioned in the respective Pre-qualification Documents. Interested Applicants may obtain further information from the Estate Office (Estate Office) through **EPADS v2.0** during office hours. A complete set of Pre-qualification Documents may be accessed by interested Applicants through **EPADS v2.0** at **<https://epads.gov.pk/opportunities/federal/procurements/171585>**.
6. The application, prepared in accordance with the instructions in the Pre-qualification Documents, must be submitted through **EPADS v2.0** on or before **Friday, November 13, 2026 02:00 PM**. E-applications will be opened using **EPADS v2.0** on the same day at **Friday, November 13, 2026**

02:30 PM. Manual submission of applications shall not be entertained. Applicants who have not yet registered on the new version of **EPADS v2.0** may register themselves at <https://vendors.epads.gov.pk/>. A tutorial to explain the registration process is available at <https://www.youtube.com/watch?v=MNW6T38v7tc>.

In terms of Rule 48 of Public Procurement Rules, 2004, a Grievance Redressal Committee (GRC) is notified for the subject procurement and the notification copy is available on the procuring agency's website and on Authority's website at (www.ppra.org.pk).

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Instructions to Applicants

A. General

B. Contents of the Prequalification Documents

Sections of Prequalification Documents

1. **Scope of Application**

1.1. In connection with the “**Invitation for Prequalification**”, the Procuring Agency, as defined in Section II (Prequalification Data Sheet abbreviated as PDS), issues this set of Prequalification Documents (PD) to prospective applicants (also hereinafter referred as Applicants) interested in submitting applications (also hereinafter referred as Applications) to determine the capacity and capability of the Applicant(s) for supply of Goods and Related Services incidental thereto as specified in Section VII (Schedule of Requirements).

2. **Source of Funds**

2.1. Source of funds is same as referred in Invitation for Pre-qualification.

3. **Fraud and Corruption**

3.1. The Procuring Agency requires that the Applicants /Bidders/ Suppliers/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such agreements and contracts.

3.2. The Applicants/Bidders shall permit and shall cause their agents (whether declared or not), sub-contractors, sub-consultants, service providers, suppliers, and their personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any, Application/Bid submission, Secondary Procurement process, and to have them audited by auditors appointed by the Procuring Agency.

3.3. Any communications between the Applicant and the Procuring Agency related to matters of alleged corrupt and fraudulent practices must be made in writing or in electronic forms that provide record of the content of

communication.

3.4. Procuring Agency will reject an application or bid or proposal, if it is established that the Applicant or the Bidder or Prosper was engaged in corrupt and fraudulent practices in competing for the contract.

3.5. Procuring Agency will also declare the Applicant as blacklisted in accordance with rules and predefined standard mechanism.

4. Eligible Applicants

4.1. An Applicant may be a private entity, a state-owned enterprise or institution subject to ITB 4.6, or any combination of such entities in the form of a joint venture (JV) under an existing JV agreement or with the intent to enter into such an agreement supported by a letter of intent.

In case of single (private or state-owned entity), it shall be liable for execution of all the provisions of the Contract Agreement.

In the case of a joint venture, all members shall be jointly and severally liable for the execution of all the provisions of the Contract Agreement (if signed b/w the Procuring Agency and the JV), in accordance with the Contract conditions that apply.

The JV shall nominate a Representative who shall have the authority to conduct all business for and on behalf of any and all the members of the JV during the Prequalification process, Bidding process (in the event the prequalified JV submits a Bid) and during the period of contract agreement and contract execution (in the event the JV is awarded the Contract). Unless specified in the PDS, there is no limit on the number of members in a JV.

4.2. An Applicant may apply for Prequalification both individually, and as part of a joint venture, or participate as a subcontractor. If prequalified as a JV only, it will not be permitted to bid for the same contract as an individual entity. Bids submitted in violation of this provision will be rejected.

4.3. An Applicant and any of its affiliates (that directly or indirectly control, are controlled by or are under common control with that entity) may submit its Application for Prequalification either individually, as joint venture or as a sub-contractor among them for the same contract. However, if prequalified only one prequalified Applicant will be allowed to bid for the same contract.

All Bids submitted in violation of this provision will be rejected.

4.4. Applicants shall be considered to have a conflict of interest, if they participated as a consultant in the preparation of the design or technical specifications or have been hired or proposed to be hired by the Procuring Agency for execution of subsequent Contract Agreement. In addition, Applicants may be considered to have a conflict of interest if they have a close business or family relationship with such professional staff of the Procuring Agency (or a recipient of a part of the funds) who:

4.4.1. are directly or indirectly involved in the preparation of the Prequalification Documents or Bidding Documents or specifications of Contract and/or the Prequalification or Bid evaluation process of such Contract; or

4.4.2. would be involved in the implementation or supervision of such Agreement t, unless the conflict stemming from such relationship has been resolved throughout the Procurement Process, Bidding.

4.5. An Applicant that has been declared debarred or blacklisted shall be ineligible to be prequalified to bid for such period of time and for such type of procurement for which he has been declared debarred or blacklisted. The list of debarred firms and individuals is available at PPRA's website.

4.6. An Applicant shall provide such documentary evidence for determining the eligibility of the Applicant to the reasonable satisfaction of the Procuring Agency.

5. Eligibility (in terms of Nationality)

5.1. Applicants may be ineligible if they are nationals of ineligible countries as indicated in Section V.

B. Contents of the Prequalification Documents

6. Sections of Prequalification Documents

6.1. This set of Prequalification Documents consists of Parts 1 and 2 which comprise all the sections indicated below, and which should be read in conjunction with any Addendum issued in accordance with ITA 8.

PART 1 Prequalification Procedures PART 2 Supply Requirements

6.2. Section I - Instructions to Applicants (ITA)

6.3. Section II - Prequalification Data Sheet (PDS)

6.4. Section III - Qualification Criteria and Requirements

6.5. Section IV - Application Forms

6.6. Section V - Eligible Countries

6.7. Section VI - Fraud and Corruption

6.8. Section VII – Schedule of Requirements

6.9. The Procuring Agency accepts no responsibility for the completeness of the Prequalification documents, responses to requests for clarification, the minutes of the pre-Application meeting (if any), or Addenda to the Prequalification documents in accordance with ITA 8. In case of any discrepancies, documents issued directly through ePADS shall prevail.

6.10. The Applicant is expected to examine all instructions, forms, and terms in the Prequalification Documents and to furnish with its Application all information or documentation as is required by the Prequalification Documents.

7. Clarification of Pre-qualification Documents and Pre-Application Meeting

7.1. An Applicant requiring any clarification of the Pre-qualification Documents shall contact the Procuring Agency in writing through ePADS as. The Procuring Agency will respond in writing through ePADS to any request for clarification provided that such request is received no later than three (03) days prior to the deadline for submission of the Applications. The Procuring Agency shall forward a copy of its response to all prospective

Applicants through ePADS who have obtained the Prequalification Documents from ePADS, including a description of the inquiry but without identifying its source. If so indicated in the PDS, the Procuring Agency shall also promptly publish its response through ePADS. Should the Procuring Agency deem it necessary to amend the Prequalification Documents as a result of a clarification, it shall do so in accordance with the provisions of ITA 16.2.

7.2. If indicated in the PDS, the Applicant's designated representative is invited at the Applicant's cost to attend a pre-Application meeting through online platform / **EPADS v2.0** as per date and time mentioned in the PDS. During this Pre-Application meeting, prospective Applicants may request clarification of the schedule of requirement, the qualification criteria or any other aspects of the Pre-qualification Documents.

7.3. Minutes of the Pre-Application meeting, if applicable, including the text of the questions asked by Applicants, including those during the meeting (without identifying the source) and the responses given, together with any responses prepared after the meeting will be transmitted promptly through ePADS to all prospective Applicants who have obtained the Pre-qualification Documents. Any modification to the Pre-qualification Documents that may become necessary as a result of the pre-Application meeting shall be made by the Procuring Agency exclusively through the use of an Addendum pursuant to ITA 8 and through **EPADS v2.0**. Non-attendance at the pre-Application meeting will not be a cause for disqualification of an Applicant.

8. Amendment of Prequalification Documents

8.1. At any time prior to the deadline for submission of Applications, the Procuring Agency may amend the Prequalification Documents by issuing an Addendum through **EPADS v2.0**.

8.2. Any Addendum issued shall be part of the Prequalification Document and shall be communicated in writing through ePADS to all Applicants who have obtained the Prequalification Documents from the Procuring Agency. The Procuring Agency shall promptly publish the Addendum at the Procuring Agency's web page and **EPADS v2.0**.

Provided that an Applicant who had already submitted their Applications

prior to the issuance of any such addendum shall have the right to withdraw his already submitted Application and submit the revised Application prior to the original or extended Application submission deadline through **EPADS v2.0**.

8.3. To give Applicants reasonable time to take an Addendum into account in preparing their Applications, the Procuring Agency may at its discretion, extend the deadline for the submission of Applications in accordance with ITA 16.2:

Provided that the Procuring Agency shall extend the deadline for submission of Applications, if such an addendum is issued within last three (03) days of the Application submission deadline.

C. Preparation of Applications

9. Cost of Applications

9.1. The Applicant shall bear all costs associated with the preparation and submission of its Application. The Procuring Agency will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the Pre-qualification process.

10. Language of Application

10.1. The Application as well as all correspondence and documents relating to the Pre-qualification exchanged by the Applicant and the Procuring Agency, shall be written in the language specified in the PDS. Supporting documents and printed literature that are part of the Application may be in another language, provided they are accompanied by an accurate translation of the relevant passages in the language specified in the PDS, in which case, for purposes of interpretation of the Application, the translation shall govern.

11. Documents Comprising the Application

11.1. The Application shall comprise the following:

11.1.1. **Application Submission Letter**, in accordance with ITA 12.1;

11.1.2. **Eligibility**: documentary evidence establishing the Applicant's eligibility, in accordance with ITA 13.1;

11.1.3. **Qualifications**: documentary evidence establishing the Applicant's qualifications, in accordance with ITA 14; and

11.1.4. any other document required as specified in the PDS.

11.2. **Application Submission Letter**

11.2.1. The Applicant shall complete an Application Submission Letter as provided in Section IV (Application Forms). This Form must be completed without any alteration to its format.

11.3. **Documents Establishing the Eligibility of the Applicant**

11.3.1. To establish its eligibility in accordance with ITA 4, the Applicant shall complete the eligibility declarations in the Application Submission Letter and Form ELI-1.1 (eligibility), included in Section IV (Application Forms).

11.4. **Documents Establishing the Qualifications of the Applicant**

11.4.1. To establish its qualifications to perform the contract(s) in accordance with Section III (**Qualification Criteria and Requirements**), the Applicant shall provide the information requested in the corresponding Information Sheets included in **Section IV (Application Forms)**.

11.4.2. Wherever an Application Form requires an Applicant to state a monetary amount, Applicants should indicate the Pak Rupee equivalent using the rate of exchange determined as follows:

11.4.2.1. for turnover or financial data required for each year - Exchange rate prevailing on the last day of the respective calendar year (in which the amounts for that year is to be converted).

11.4.2.2. value of single contract - Exchange rate prevailing on the date of the contract.

11.4.3. Exchange rates shall be taken from the publicly available source identified in the PDS. Any error in determining the exchange rates in the Application may be corrected by the Procuring Agency.

11.4.4. The documentary evidence of the Applicant's qualifications to conclude a contract Agreement, shall establish to the Procuring Agency's satisfaction:

11.4.4.1. that, if required in the BDS, an Applicant that does not manufacture or produce the Goods it offers to supply shall submit the Manufacturer's Authorization using the form included in Section IV A (Bidding Forms) to demonstrate that it has been duly authorized by the manufacturer or producer of the Goods to supply these Goods in the Procuring Agency's Country;

11.4.4.2. that, if required in the BDS, in case of an Applicant not doing business within Islamic Republic of Pakistan (or the country where the procurement is being made), the Applicant is, or will be, (if awarded the call off contract) represented by an Agent in the country, equipped and able to carry out the Supplier's maintenance, repair, and spare parts stocking obligations in respect of the Goods.

D. Submission of Applications

15. Submission of the Applications through EPADS v2.0

15.1. The Bidder shall prepare and submit Bid with due diligence after carefully reading all the terms and condition before submission through ePADS in accordance with the procedures specified in the PDS.

15.2. In case the Applicant is a JV, the Application shall submit an authorized representative of the JV on behalf of the JV and so as to be legally binding on all the members as evidenced by a power of attorney signed by their legally

authorized signatories.

16. **Deadline for Submission of Applications**

16.1. Applicants shall be submitted through ePADS no later than the deadline indicated in the PDS.

16.2. If required in accordance with the provisions of ITA 8.3, the Procuring Agency will extend the deadline for the submission of Applications, in which case all rights and obligations of the Procuring Agency and the Applicants subject to the previous deadline shall thereafter be subject to the deadline as extended.

16.3. The deadline will be extended in the same manner as that of original Invitation for Prequalification (or the advertisement) through **EPADS v2.0**.

17. **Opening of Applications**

17.1. The Procuring Agency shall open all Applications on the date and time specified in the PDS through **EPADS v2.0**. Late Applications shall be treated in accordance with ITA 16.1.

E. Procedures for Evaluation of Applications

18. **Confidentiality**

18.1. Information relating to the Applications, their evaluation and results of the Prequalification shall not be disclosed to Applicants or any other persons not officially concerned with the Prequalification process until the notification of Prequalification results is made to all Applicants in accordance with ITA 26 through **EPADS v2.0**.

18.2. From the deadline for submission of Applications to the time of notification of the results of the Prequalification in accordance with ITA 26, any Applicant that wishes to contact the Procuring Agency on any matter related to the Prequalification process may do so only in writing through **EPADS v2.0**

19. **Clarification of Applications**

19.1. To assist in the evaluation of Applications, the Procuring Agency may, ask an Applicant for a clarification (including missing documents) of its Application, to be submitted within a stated reasonable period of time. Any request for clarification from the Procuring Agency and all clarifications from the Applicant shall be in writing through **EPADS v2.0**

19.2. If an Applicant does not provide clarifications and/or documents requested by the date and time set in the Procuring Agency's request for clarification, its Application shall be evaluated based on the information and documents available at the time of evaluation of the Application.

20. Responsiveness of Applications

20.1. The Procuring Agency may reject any Application which is not responsive to the requirements of the Prequalification Documents. In case the information furnished by the Applicant is incomplete or otherwise requires clarification as per ITA 19.1, and the Applicant fails to provide satisfactory clarification and/or missing information within prescribed time, it may result in disqualification of the Applicant.

21. Margin of Preference

21.1. Unless otherwise specified in the PDS, a margin of preference shall not apply in the Bidding process resulting from this Pre-qualification.

22. Sub-contractors

22.1. Subcontractors' qualification and experience will not be considered for evaluation of the Applicant. The Applicant on its own (without taking into account the qualification and experience of the Subcontractor) should meet the qualification criteria.

F. Evaluation of Applications and Prequalification of Applicants

23. Evaluation of Applications

23.1. The Procuring Agency shall use the factors, methods, criteria, and requirements defined in Section III, Qualification Criteria and Requirements, to evaluate the qualifications of the Applicants, and no other methods, criteria, or requirements shall be used. The Procuring Agency reserves the right to waive minor deviations from the qualification criteria if they do not materially affect the technical capability and financial resources of an Applicant to perform the contract, however subject to the provisions of ITA 25.

23.2. Subcontractors proposed by the Applicant shall be fully qualified for their parts of the Scope of Supply of the Goods and Allied Services.

23.3. In case of multiple contracts, Applicants should indicate in their Applications the individual contract or combination of contracts in which they are interested. The Procuring Agency shall prequalify each Applicant for the maximum combination of contracts for which the Applicant has thereby indicated its interest and for which the Applicant meets the appropriate aggregate requirements. The Qualification Criteria and Requirements are mentioned in Section III.

Only the qualifications of the Applicant shall be considered. The qualifications of other related entities such as the Applicant's subsidiaries, parent entities, affiliates, subcontractors or any other firm(s) different from the Applicant shall not be taken into consideration in determining the qualifications of the Applicant.

24. Procuring Agency's Right to Accept or Reject Applications

24.1. The Procuring Agency reserves the right to accept or reject all the Applications, and to annul the Prequalification process at any time, without thereby incurring any liability to the Applicants. However, the procuring agency shall record its reasons and justifications on **EPADS v2.0**, duly approved by the Principal Accounting Officer or Head of Organization.

25. Pre-qualification of Applicants

25.1. All Applicants whose Applications substantially meet or exceed the specified qualification requirements will be prequalified by the Procuring

Agency.

25.2. An Applicant may be “conditionally prequalified,” that is, qualified subject to the Applicant submitting or correcting certain specified nonmaterial documents or deficiencies to the satisfaction of the Procuring Agency.

25.3. Applicants that are conditionally prequalified will be so informed along with the statement of the condition(s) which must be met to the satisfaction of the Procuring Agency before or at the time of submitting their Bids.

26. Notification of Prequalification

26.1. The Procuring Agency shall notify all Applicants in writing through **EPADS v2.0** indicating the names of those Applicants who have been prequalified or conditionally prequalified. In addition, those Applicants who have been disqualified will be informed separately through **EPADS v2.0**.

26.2. The procuring agency shall communicate to those suppliers or contractors who have not been pre-qualified the reasons for not pre-qualifying them through **EPADS v2.0**

27. Request for Bids

27.1. Promptly after the notification of the results of the Prequalification, the Procuring Agency will invite the Bids from all the Applicants that have been prequalified through **EPADS v2.0**.

28. Changes in Qualifications of Applicants

28.1. Any change in the structure or formation of an Applicant after being prequalified in accordance with ITA 25 and invited to bid (including, in the case of a JV, any change in the structure or formation of any member thereto) shall be subject to the written approval of the Procuring Agency prior to the deadline for submission of Bids. Such approval shall be denied if:

28.1.1. a prequalified Applicant proposes to associate with a disqualified Applicant or in case of a disqualified joint venture, any of its members;

28.1.2. as a consequence of the change, the Applicant no longer substantially meets the qualification criteria set forth in Section III, Qualification Criteria and Requirements; or

28.1.3. in the opinion of the Procuring Agency, the change may result in a substantial reduction in competition.

28.2. Any such change should be submitted to the Procuring Agency before the date of “Invitation to Bids”.

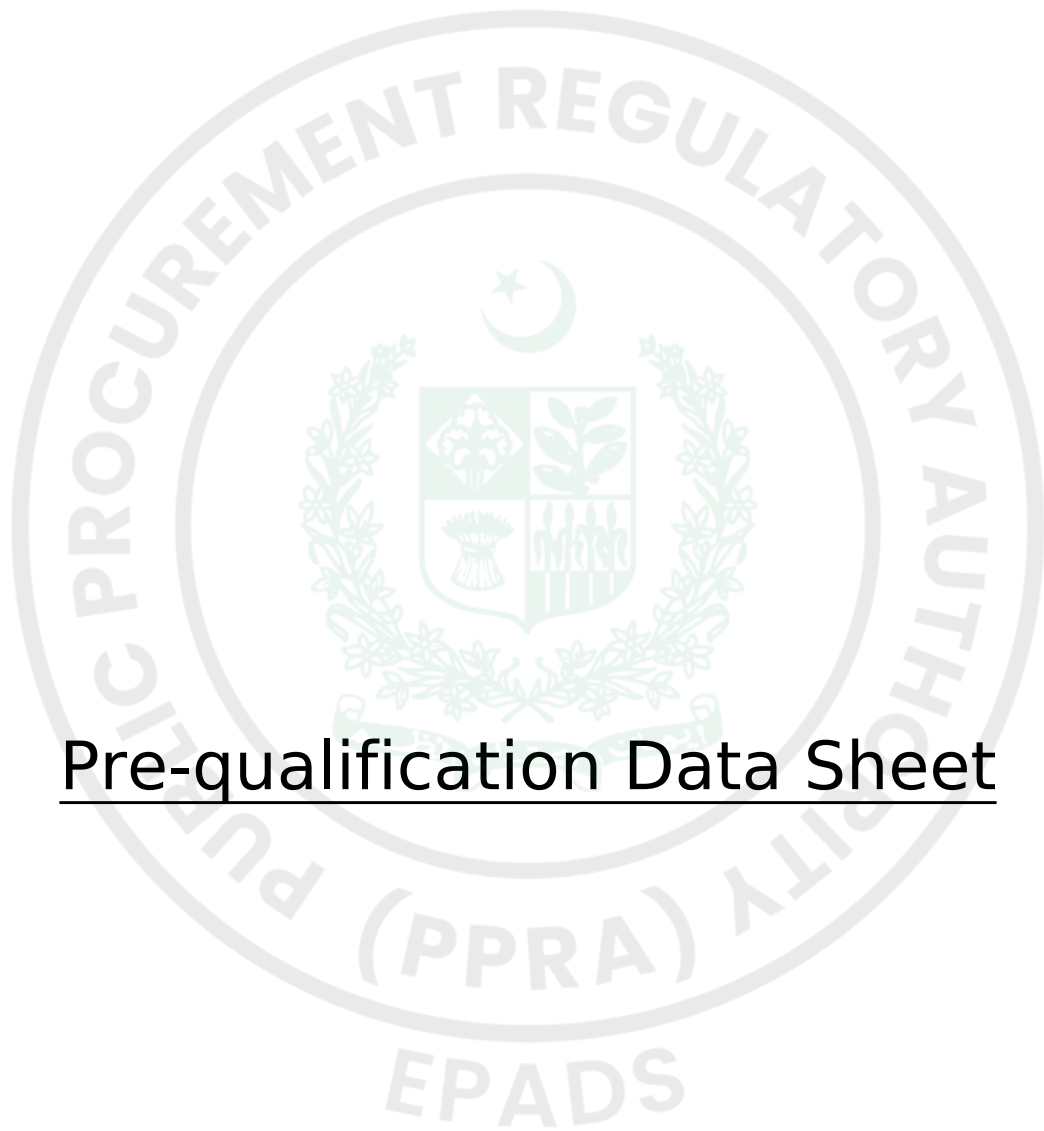
29. Redressal of Grievances

29.1. Procuring agency shall constitute a Grievance Redressal Committee (GRC) and proceed in accordance with the procedure and mechanism defined under Rule-48 of Public Procurement Rules, 2004.

29.2. The GRC shall not have any of the members of Procurement Evaluation Committee. The committee must have one subject specialist depending on the nature of the procurement.

30. Mechanism of Blacklisting

30.1. The procuring agency shall initiate blacklisting or debarment proceedings against any bidder, supplier or contractor in accordance with the mechanism prescribed under Rule-19 of Public Procurement Rules, 2004 read with “Mechanism for Blacklisting Regulations, 2024”.



Pre-qualification Data Sheet

Prequalification Data Sheet (PDS)

The following specific data for the Prequalification of Applicants shall complement, supplement, or amend the provisions in the Instructions to Applicants (ITA). Whenever there is a conflict, the provisions herein shall prevail over those in ITA.

PDS Clause Number

ITA Number

Amendments of, and Supplements to, Clauses in the Instructions to Applicants

A. General

PDS Clause Number 1

ITA Number 1.1

Identification Number of the Invitation for Prequalification: **P171585**

The Procuring Agency is: **Estate Office (Estate Office)**

List of Service Contracts:

See section services and Lots

PDS Clause Number 2

ITA Number 2.1

The name of Procuring Agency is: **Estate Office (Estate Office)**

The name of Project / Procurement is: **CONSULTANCY SERVICES FOR INTEGRATED NATIONAL URBAN REGENERATION IN ISLAMABAD AND OTHER MAJOR CITIES OF PAKISTAN**

PDS Clause Number 3

ITA Number 4.2

Maximum number of members in a Joint Venture (JV): **1**

PDS Clause Number 4

ITA Number 4.5

A list of debarred firms and individuals is available on PPRA website:
<https://ppra.gov.pk>

B. Contents of the Prequalification Document

PDS Clause Number 5

ITA Number 7.1

For clarification, the Applicant shall seek clarifications through: **EPADS v2.0**

PDS Clause Number 6

ITA Number 7.1 & 8.2

Information related to Prequalification shall be published on: **EPADS v2.0**

PDS Clause Number 7

ITA Number 7.2

Pre-Application Meeting: **Clarification Date: Tuesday, November 10, 2026**

Pre-Bid Meeting: Friday, November 6, 2026 02:30 PM

Venue: Floor 8th ,9th , Shaheed-e-Millat Secretariat Blue area Islamabad.

C. Preparation of Applications

PDS Clause Number 8

ITA Number 10.1

This Prequalification Document has been issued in the language: **English**

PDS Clause Number 9

ITA Number 11.1(d)

Additional documents to be submitted through EPADS v2.0:

1. Urban vs Rural Property Documentation Checklist Personal, income and entity / banking documents are broadly common; the land-ownership records differ by urban / rural setting. The Consultant shall verify the applicable set for each asset.
2. Urban Property Documents Registered Sale Deed / Registry Computerized land record / Fard (where applicable) Mutation / Intiqal Allotment Letter Transfer Letter Possession Letter NOC from housing society / development authority Approved building plan (development authority / municipal corporation) Property valuation by bank-approved / certified valuer Encumbrance verification
3. Rural Property Documents Registered Sale Deed / legally recognized ownership document Fard / Computerized Fard / Record of Rights Jamabandi

Allotment Letter Khasra Khatauni Khasra Girdawari (where applicable)
Mutation / Intiqal Land map / site plan (where required) NOC from local
authorities (where applicable) Approval from local authority / Tehsil
administration (where required) Property valuation by bank-approved /
certified valuer; Encumbrance verification

PDS Clause Number 10

ITA Number 14.2

Source for determining exchange rates: **Not Applicable**

D. Submission of Applications

PDS Clause Number 11

ITA Number 16.1

Deadline for Application Submission:

Day: **Friday**

Date: **Friday, November 13, 2026**

Time: **02:00 PM**

PDS Clause Number 12

ITA Number 17.1

Opening of Applications shall be conducted through: **EPADS v2.0**

Day: **Friday**

Date: **Friday, November 13, 2026**

Time: **02:30 PM**

Virtual participation link: **<https://vendors.epads.gov.pk/>**

E. Procedures for Evaluation of Applications

PDS Clause Number 13

ITA Number 21.1

Margin of Domestic Preference: **Not Applicable**

(Applicable only if authorized in Procurement Plan)

PDS Clause Number 14

ITA Number 29.1

Prequalification-related complaints / grievances shall be submitted in writing
through: **EPADS v2.0**

A complaint may challenge:

- The terms of the Prequalification Documents
- The Procuring Agency's decision not to prequalify an Applicant



Eligibility & Qualification Criteria

All Active Taxpayers shall be eligible to participate in the procurement process, unless expressly excluded or otherwise restricted under the Eligibility Criteria specified by the Procuring Agency.

Required Registration

NADRA CITIZENSHIP (CNIC/NICOP)

FBR (NTN)

FBR (GSTN)

PEC

Eligibility Criteria

Document

ELIGIBILITY CRITERIA 4.2.1 Technical Proposal The Consultant shall provide evidence of registration on PPRA EPADS and shall comply with all electronic submission requirements prescribed in the bidding documents. Where applicable under the bidding documents, the bidder shall submit the prescribed bid security in the form and amount specified by the Client.

Yes

4.2.2 The Technical Proposal is to be submitted along with following necessary documents:- i. The technical proposal should demonstrate firm's knowledge of the project requirements and its understanding of the requisite tasks set forth in the scope of work and terms of reference.

Yes

ii. In case of Joint Venture/Consortium the firm shall submit Joint Venture/Consortium agreement as per PEC standard format along with the technical proposal. iii. Name of the individual / organization, address, focal person, telephone & fax number, date of establishment, copy of Certificate of Incorporation or Registration, field of specialization.	Yes
iv. It should provide background of organization and experience of the firm in the relevant field and should provide a list of completed and on-going Urban Regeneration / Urban Renewal / Redevelopment / Area Development and similar infrastructure, housing, commercial, institutional or public-realm projects, with their value and client references. v. Give work program & its comprehensive methodology to take up this assignment most efficiently and professionally.	Yes
vi. CVs of staff to be deployed for this work, along with Focal Person and key staff personnel.vii. Proof of financial ability and Banker's Certificate of financial soundness. The Consultant shall submit the last five (5) years audited financial statements and evidence of an average annual turnover of not less than Rs. 50 million during the last three (3) financial years, or such higher threshold as may be stated in the Data Sheet.viii. Copy of National Tax Certificate and Sale Tax Registratio	Yes
viii. Copy of National Tax Certificate and Sale Tax Registration Clearance Certificate. ix. Computer facilities, equipment, transport & software in relevant field. x. Give valid Pakistan Engineering Council Certificate. xi. Non litigation & non-blacklisting Certificate. Bidders are advised to familiarize themselves with the relevant asset portfolio, available records and local/site conditions before submission. Any site visit shall be at the Bidder's own cost unless otherwise stated by the	Yes

Evaluation Criteria

Quality Based Selection (QBS)

Weightage (Without Financial Criteria)

Technical Evaluation %
100

Technical Marks	100
Passing Marks	70
Technical Evaluation Criteria	
Firm's relevant experience in sovereign / public-sector asset portfolios, urban regeneration, GIS land banking and PPP transactions (Qualitative)(Doc Required)	25
Methodology, work plan, understanding of the assignment, compliance approach and auditability (Qualitative)(Doc Required)	30
Qualifications and experience of Key Experts (Qualitative)(Doc Required)	30
Technology transfer, dashboard capability, local presence and institutional strengthening (Qualitative)(Doc Required)	10
Social safeguards, relocation experience and environmental-compliance capability (Qualitative)(Doc Required)	5

Positions Without Lots :

Position: CONSULTANCY SERVICES FOR INTEGRATED NATIONAL URBAN REGENERATION IN ISLAMABAD AND OTHER MAJOR CITIES OF PAKISTAN.

Specifications / Requirements:

Document Purpose and Status

This Terms of Reference ("this TOR") sets out the mandate, scope of services, deliverables, govern-ance and commercial framework for the engagement of a Tier-1 multidisciplinary consultancy firm or consortium (the "Consultant") to deliver the National Urban Regeneration Programme (the "Pro-gramme") of the Estate Office Management, Ministry of Housing & Works, Government of

Pakistan (the “Ministry” or “MoH&W”).

This TOR consolidates, supersedes and integrates the strongest provisions of the Ministry’s prior scoping and procurement documents into a single, sovereign-level, procurement-ready scope instrument. It is drafted to form the technical scope of a Request for Proposals (RFP) or a consultancy services contract, or the basis of a Cabinet / Ministry approval summary. It is a scope-of-services instrument, not a complete contract: before execution as a services agreement it must be paired with the standard General and Special Conditions of Contract (GCC / SCC) — covering liability, insurance, liquidated damages, suspension and termination, force majeure, dispute resolution, the defects-liability period, variation procedure, key-personnel substitution and the intellectual-property regime — the required content of which is listed at Annex I. Document Status

Consolidated Final Terms of Reference — approved basis for RFP issuance Supersedes

(i) Asset Optimisation and Development Management Consultant TOR; (ii) National Urban Regeneration Master Plan Scope of Work; (iii) TOR for 28,339 Government Residential Units; and (iv) the earlier Combined Final TOR Programme Character

A national urban regeneration programme — not a narrow asset-optimization or master-planning consultancy Primary Output Estate Office Management Ministry One-wide National Urban Regeneration Master Plan and Digital Land Bank, cascaded into city/site plans, feasibility, financing, PPP transactions and a Five-Year Rolling Implementation Programme Financing Principle Self-financing / zero-Government-capital wherever feasible, through cross-subsidy and land value capture Contracting Authority Estate Office Management, Ministry of Housing & Works, Government of Pakistan Legal Effect Mandatory. Obligations expressed by “shall”, “must” and “will be required to” are binding requirements of the assignment Date / Version

July 2026 — Version 1.3 (v1.2 plus the adopted CG Consultants review findings: Portfolio Decant Capacity & Sequencing Study; measured BUP / FAR deliverable and relabelled plot-area column; portfolio-level self-financing test; supervision-fee de-conflicted with a no-self-referential-fee rule; GCC/SCC contract-clause list and background-IP licence; full cross-reference audit; Ministry review clock; ‘Tier-1’ defined and core-vs-proposed experts; Ministry-set Annex B weightings with decant-capacity and statutory-uplift criteria; stage-based verify-then-regenerate packaging; custodianship and coordinate corrections)

Reading note Section references, deliverable codes (D1-D28) and annex letters (A-H) are internally consistent and cross-referenced. Where this TOR uses “shall”, “must” or “will be required to”, the obligation is mandatory. “May” denotes a permitted option at the Estate Management Office, MOH&W’s discretion. (

Scope of Work

The Client intends to engage a Tier-1 multidisciplinary consultancy firm / consortium to deliver the National Urban Regeneration Programme covering the identified Federal Government housing and real-estate portfolio. The Services include, inter alia, inception and programme design; GIS/DGPS/UAV-enabled Digital Land Bank and asset registry; legal, land-revenue, physical, infrastructure and social due diligence; national, city/cluster and site-specific regeneration planning; feasibility and business cases; cross-subsidy and zero-Government-funding financial modelling; PPP/JV/REIT/SPV transaction structuring; dashboard and decision-support systems; SFAROOQ_EO

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Assistant Director(P&C)

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and a Five-Year Rolling Investment & Implementation Programme, together with call-off transaction and implementation support, all as detailed in Appendix A (TOR).

Contract Period: Eighteen (18) months for the core advisory services from the Commencement Date, followed by call-off transaction-advisory and implementation-support services where instructed under the TOR.

Selection Method: Quality- and Cost-Based Selection (QCBS), Technical 80% and Financial 20%; minimum technical qualifying score: 70/100.

Scope Hierarchy: Appendix A (TOR) is the complete and binding technical Scope of Services. The summary scope in this RFP is for procurement guidance only. In case of inconsistency on technical scope or deliverables, the TOR shall prevail; procurement, evaluation and financial-submission provisions of the RFP shall govern the tender process.

2.1 The Consultant must comply with all requirements stated within this Request for Proposal; any exclusion should be highlighted with its impact on the proposed fees, failure to comply may result disqualifying the submitted proposal.

2.2. The Consultant shall serve as an integral part of the Client's team. The scope of work stated, concentrates on deliverables. However, the Consultant should provide a complete proactive consultancy service, attending periodic meetings give comments and advice to other team members when required.

2.3 Procedures employed by the Consultant shall provide for a proactive approach and shall be supported by efficient control systems.

2.4 The Consultant shall complete the whole of the Services and each part of the services at the times and within the periods stated in the Contract.

2.5 The Consultant shall, in performing the Services, take due account of the Client's primary objectives in relation to the project as described above.

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2.6 The Consultant shall submit reports to the Client on its progress in the performance of the Services at such intervals and in such form and numbers and with such detail as the Client may require.

2.7 The Consultant shall, in performing the services, use its best endeavors to identify those technical and economic solutions that are most suited to the requirements of the Project and the Project construction budget.

2.8 The Consultant shall carry out, manage, coordinate and facilitate Risk Management throughout the different design and construction phases.

2.9 The Consultant shall obtain all relevant information and data necessary to perform its obligations under this Request for Proposal.

2.10 The Consultants key design professionals, covering the various technical disciplines shall attend, actively participate and cooperate with the Clients request for meetings at its expense, which shall include but not be limited to the following meetings:

i. Design Review Meetings

ii. Progress Meetings.

iii. Risk Management (Technical Issues only)

iv. Any other meetings held in relation to the project.

2.11 The Consultant shall design the infrastructure services in accordance with applicable and acceptable recognized codes,

standards and recommended best practices.

2.12 The Consultant shall, on a regular basis, report on environmental issues (both positive and negative) and shall report on initiatives and practices which can be used to build into the design, construction and operation of the Project.

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2.13 In conjunction with the Client, the Consultant shall undertake constructability analysis of the design. Constructability is the process of review, analysis and application of ideas and methods that will result in a final product that can be built most cost effectively and in the shortest period of time without sacrificing quality, taking into consideration, such items as schedule, materials, required construction equipment, available manpower, work methods and required quality control measures, etc.

2.14 All the documents should be developed with consideration for constructability to make sure that there are no ambiguities, inconsistencies or other problems, which could lead to, otherwise, preventable difficulties during construction.

2.15 The Consultant shall check, report, suggest & satisfy the requirements of the Services Authorities including requirements of EIA study on the design of the Project. Subject to the approval of the Client, the Consultant shall incorporate all such requirements in the design of the Project at any stage of design or construction phase.

2.16 The Consultants deliverables shall be produced and submitted in accordance with an approved Program of work and in accordance with the time schedules identified in the Contract.

2.17 The Consultants deliverables shall be produced at appropriate scales. These shall be produced for all systems and services and shall be fully coordinated, each with the architectural and specialist elements and each service with one another.

2.18 The Consultant shall ensure, demonstrate and substantiate that materials, products and equipment specified for use on the project can be competitively procured by the Client from at least three different independent sources.

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2.19 Copyright and ownership of all Deliverables and Documents prepared by Consultant are the sole property of the Client. However, consultant may retain copy.

2.20 The duties of the Consultant shall include, inter alia, those prescribed herein and those which may reasonably be inferred from a professional Consultant to ensure the Project completion within the Client's time and budget constraints through effective management and control procedures. The Consultant shall ensure that the Client receives real "value" for the Project.

2.21 The design shall take into consideration environmental requirements and constraints that may be raised at different stages of the project whenever applicable.

2.22 The Consultant shall, in checking tender documents, contract documents and documentation required for the construction of the Project, take due care and attention to ensure that these are complete in all respects and there are no errors or omissions in relation thereto which may necessitate the issue of variation orders and / or entitle the contractor(s) to additional payments and / or time under the construction contract.

2.23 The Consultant shall pay at least one visit every month to the site of the Project to inspect and submit a monthly report on implementation of the approved urban regeneration plan, drawings, designs and specifications.

2.24 The EIA study report shall be submitted to the client and consultant shall facilitate the client to submit to relevant authority.

2.25 THE CONSULTANTS shall:-

- a) Prepare any further designs/drawings as may be necessary on the site executed as per drawings and specifications.
- b) Give comments in writing to the Engineer on quality of work, in general being executed as per drawings and specifications.
- c) Check / inspect, advice, approve and report on architectural finishing of materials to the Client. The term of materials include all finishing materials like terrazzo, marble, ceramic and split tile work, surface rendering, wood SFAROOQ_EO

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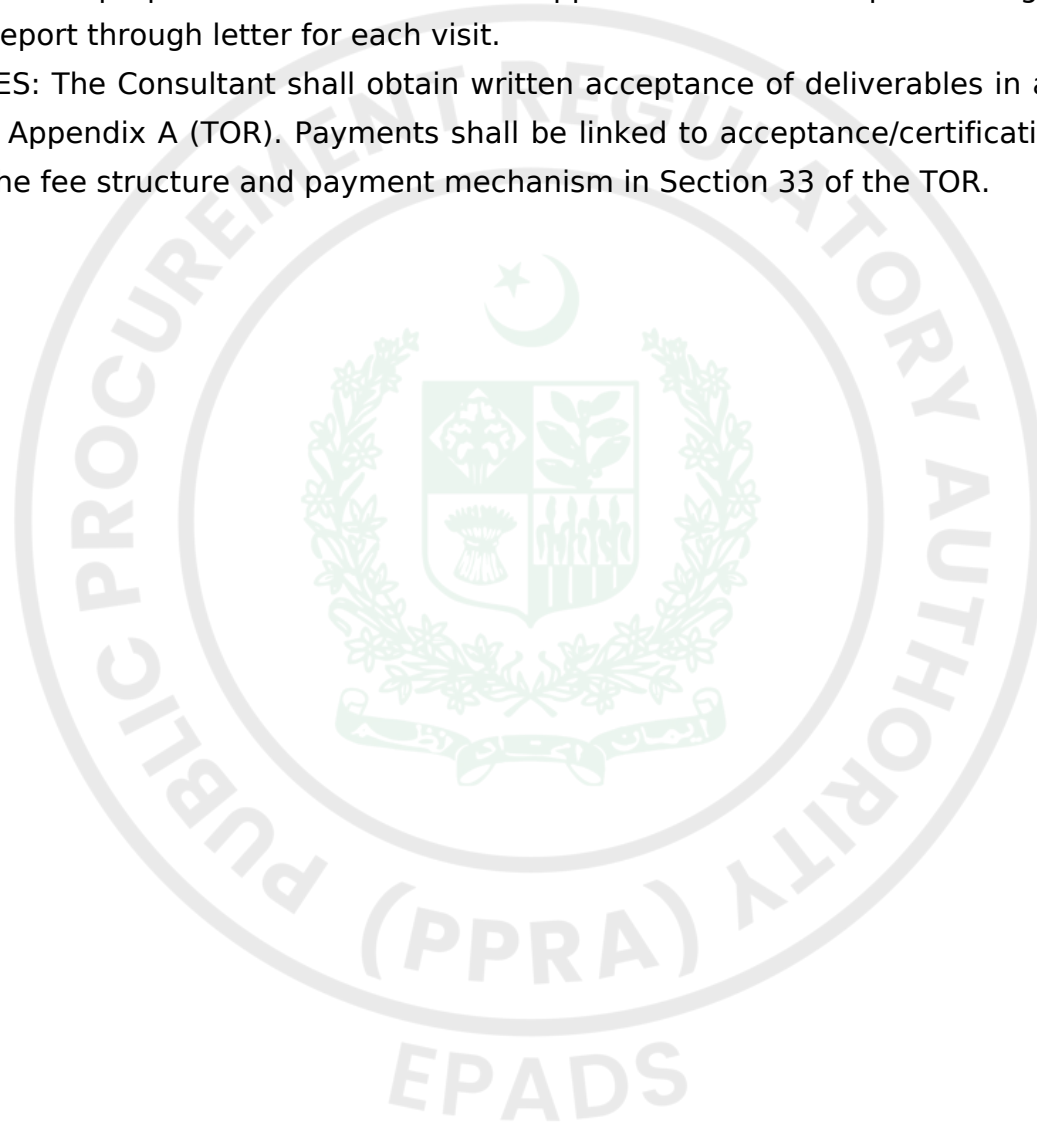
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work, doors and windows, fixtures and fittings, etc. Approve submittals of the above materials put up by the Contractors through the Engineer or his authorized representative.

d) The Consultants shall maintain a proper record of checks and approvals and shall report through observations on Site register, Minutes of meetings and site report through letter for each visit.

2.26 ACCEPTANCE OF SERVICES: The Consultant shall obtain written acceptance of deliverables in accordance with the review and approval procedure set out in Appendix A (TOR). Payments shall be linked to acceptance/certification of the applicable deliverable or milestone and shall follow the fee structure and payment mechanism in Section 33 of the TOR.







Annexure

RFP - CONSULTANCY SERVICES FOR INTEGRATED NATIONAL URBAN REGENERATION IN ISLAMABAD AND OTHER MAJOR CITIES OF PAKISTAN.

Information (Read-Only)

See Form Under Additional Forms and Documents: **RFP - CONSULTANCY SERVICES FOR INTEGRATED NATIONAL URBAN REGENERATION IN ISLAMABAD AND OTHER MAJOR CITIES OF PAKISTAN.** (page number: 38)





Procurement Forms







Additional Forms and Documents



**CONSULTANCY SERVICES FOR THE NATIONAL URBAN REGENERATION
PROGRAMME FOR DIGITIZATION, LEGAL VERIFICATION, MASTER
PLANNING, REGENERATION, FINANCING AND PHASED IMPLEMENTATION
OF THE FEDERAL GOVERNMENT HOUSING & REAL-ESTATE PORTFOLIO
UNDER ESTATE OFFICE MANAGEMENT, MINISTRY OF HOUSING & WORKS,
ISLAMABAD**

REQUEST FOR PROPOSAL (RFP)

September, 2026

**GOVERNMENT OF PAKISTAN
MINISTRY OF HOUSING & WORKS**

**ESTATE OFFICE MANAGEMENT
Floor 8th -9th Shaheed -e- Millat Secretariat, Blue Area, Islamabad**

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1. LETTER OF INVITATION (LOI)

INTRODUCTION

- 1.1. Eligible Consultants are hereby invited to submit a Technical and a Financial Proposal for consulting services required for the Assignment named in the attached LOI Data Sheet (referred to as “Data Sheet” hereafter) annexed with this letter. Your Proposal could form the basis for future negotiations and ultimately a contract between your firm and the Client named in the Data Sheet.
- 1.2. A brief description of the Assignment and its objectives are given in Data Sheet. Details are provided in the attached TOR.
- 1.3. The Assignment shall be implemented in accordance with the methods briefly indicated in the Data Sheet and detailed in TOR. (When the Assignment includes several phases, continuation of services for the next phase shall be subject to satisfactory performance of the previous phase, as determined by the Client).
- 1.4. To obtain first-hand information on the Assignment and on the local conditions, you are encouraged to pay a visit to the Client before submitting a Proposal and attend a pre-Proposal conference if specified in the Data Sheet. Attending any such conference is optional and is at the Consultants’ expense. Your representative shall meet the officials named in the Data Sheet. Please ensure that these officials are advised of the visit in advance to allow adequate time for them to make appropriate arrangements. You must fully inform yourself of local conditions and take them into account in preparing your Proposal.
- 1.5. The Client shall provide the inputs specified briefly in the Data Sheet, details provided in attached TORs, to assist the Consultants in obtaining licenses and permits needed to carry out the services, and make available relevant project data and reports.
- 1.6. Please note that:
 - The cost of preparing the Proposal and of negotiating the contract, including a visit to the Client, are not reimbursable as a cost of the Assignment; and
 - The Client is not bound to accept any of the Proposals submitted and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultant.
- 1.7. The Consultant is required to provide professional, objective and impartial advice, at all times holding the Client’s interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without consideration for future work.

2. PROJECT BACKGROUND AND SCOPE OF SERVICES

DATA SHEET

Name of Assignment: Hiring of Tier-1 Multidisciplinary Consultancy Firm / Consortium for the National Urban Regeneration Programme for Digitization, Legal Verification, Master Planning, Regeneration, Financing and Phased Implementation of the Federal Government Housing & Real-Estate Portfolio under Estate Office Management, Ministry of Housing & Works, Government of Pakistan

The name of the Client / Executing Agency is: Estate Office Management, Ministry of Housing & Works, Government of Pakistan.

The description and the objectives of the Assignment are the followings:

Estate Office Management, Ministry of Housing & Works, is responsible for the administration and management of Federal Government housing and real-estate assets within its jurisdiction. The detailed activities and responsibilities are provided in the Terms of Reference (TOR) — Appendix A.

The key objectives are:

- Establish a complete GIS-enabled Digital Land Bank and asset registry, with parcel-level legal, spatial, physical, financial, social, environmental and implementation-readiness data
- Prepare and implement a national, portfolio-wide urban regeneration framework and prioritized regeneration pipeline, including city/cluster and site-specific planning, feasibility, financing, safeguards and implementation arrangements, in accordance with the TOR.

Estate Office Management intends to engage a Tier-1 multidisciplinary consultancy firm / consortium for the National Urban Regeneration Programme.

SCOPE OF SERVICES

The Client intends to engage a Tier-1 multidisciplinary consultancy firm / consortium to deliver the National Urban Regeneration Programme covering the identified Federal Government housing and real-estate portfolio. The Services include, inter alia, inception and programme design; GIS/DGPS/UAV-enabled Digital Land Bank and asset registry; legal, land-revenue, physical, infrastructure and social due diligence; national, city/cluster and site-specific regeneration planning; feasibility and business cases; cross-subsidy and zero-Government-funding financial modelling; PPP/JV/REIT/SPV transaction structuring; dashboard and decision-support systems;

and a Five-Year Rolling Investment & Implementation Programme, together with call-off transaction and implementation support, all as detailed in Appendix A (TOR).

Contract Period: Eighteen (18) months for the core advisory services from the Commencement Date, followed by call-off transaction-advisory and implementation-support services where instructed under the TOR.

Selection Method: Quality- and Cost-Based Selection (QCBS), Technical 80% and Financial 20%; minimum technical qualifying score: 70/100.

Scope Hierarchy: Appendix A (TOR) is the complete and binding technical Scope of Services. The summary scope in this RFP is for procurement guidance only. In case of inconsistency on technical scope or deliverables, the TOR shall prevail; procurement, evaluation and financial-submission provisions of the RFP shall govern the tender process.

- 2.1 The Consultant must comply with all requirements stated within this Request for Proposal; any exclusion should be highlighted with its impact on the proposed fees, failure to comply may result disqualifying the submitted proposal.
- 2.2. The Consultant shall serve as an integral part of the Client's team. The scope of work stated, concentrates on deliverables. However, the Consultant should provide a complete proactive consultancy service, attending periodic meetings give comments and advice to other team members when required.
- 2.3 Procedures employed by the Consultant shall provide for a proactive approach and shall be supported by efficient control systems.
- 2.4 The Consultant shall complete the whole of the Services and each part of the services at the times and within the periods stated in the Contract.
- 2.5 The Consultant shall, in performing the Services, take due account of the Client's primary objectives in relation to the project as described above.

- 2.6 The Consultant shall submit reports to the Client on its progress in the performance of the Services at such intervals and in such form and numbers and with such detail as the Client may require.
- 2.7 The Consultant shall, in performing the services, use its best endeavors to identify those technical and economic solutions that are most suited to the requirements of the Project and the Project construction budget.
- 2.8 The Consultant shall carry out, manage, coordinate and facilitate Risk Management throughout the different design and construction phases.
- 2.9 The Consultant shall obtain all relevant information and data necessary to perform its obligations under this Request for Proposal.
- 2.10 The Consultants key design professionals, covering the various technical disciplines shall attend, actively participate and cooperate with the Clients request for meetings at its expense, which shall include but not be limited to the following meetings:
- i. Design Review Meetings
 - ii. Progress Meetings.
 - iii. Risk Management (Technical Issues only)
 - iv. Any other meetings held in relation to the project.
- 2.11 The Consultant shall design the infrastructure services in accordance with applicable and acceptable recognized codes, standards and recommended best practices.
- 2.12 The Consultant shall, on a regular basis, report on environmental issues (both positive and negative) and shall report on initiatives and practices which can be used to build into the design, construction and operation of the Project.

- 2.13 In conjunction with the Client, the Consultant shall undertake constructability analysis of the design. Constructability is the process of review, analysis and application of ideas and methods that will result in a final product that can be built most cost effectively and in the shortest period of time without sacrificing quality, taking into consideration, such items as schedule, materials, required construction equipment, available manpower, work methods and required quality control measures, etc.
- 2.14 All the documents should be developed with consideration for constructability to make sure that there are no ambiguities, inconsistencies or other problems, which could lead to, otherwise, preventable difficulties during construction.
- 2.15 The Consultant shall check, report, suggest & satisfy the requirements of the Services Authorities including requirements of EIA study on the design of the Project. Subject to the approval of the Client, the Consultant shall incorporate all such requirements in the design of the Project at any stage of design or construction phase.
- 2.16 The Consultants deliverables shall be produced and submitted in accordance with an approved Program of work and in accordance with the time schedules identified in the Contract.
- 2.17 The Consultants deliverables shall be produced at appropriate scales. These shall be produced for all systems and services and shall be fully coordinated, each with the architectural and specialist elements and each service with one another.
- 2.18 The Consultant shall ensure, demonstrate and substantiate that materials, products and equipment specified for use on the project can be competitively procured by the Client from at least three different independent sources.

- 2.19 Copyright and ownership of all Deliverables and Documents prepared by Consultant are the sole property of the Client. However, consultant may retain copy.
- 2.20 The duties of the Consultant shall include, inter alia, those prescribed herein and those which may reasonably be inferred from a professional Consultant to ensure the Project completion within the Client's time and budget constraints through effective management and control procedures. The Consultant shall ensure that the Client receives real "value" for the Project.
- 2.21 The design shall take into consideration environmental requirements and constraints that may be raised at different stages of the project whenever applicable.
- 2.22 The Consultant shall, in checking tender documents, contract documents and documentation required for the construction of the Project, take due care and attention to ensure that these are complete in all respects and there are no errors or omissions in relation thereto which may necessitate the issue of variation orders and / or entitle the contractor(s) to additional payments and / or time under the construction contract.
- 2.23 The Consultant shall pay at least one visit every month to the site of the Project to inspect and submit a monthly report on implementation of the approved urban regeneration plan, drawings, designs and specifications.
- 2.24 The EIA study report shall be submitted to the client and consultant shall facilitate the client to submit to relevant authority.
- 2.25 THE CONSULTANTS shall:-
- a) Prepare any further designs/drawings as may be necessary on the site executed as per drawings and specifications.
 - b) Give comments in writing to the Engineer on quality of work, in general being executed as per drawings and specifications.
 - c) Check / inspect, advice, approve and report on architectural finishing of materials to the Client. The term of materials include all finishing materials like terrazzo, marble, ceramic and split tile work, surface rendering, wood

work, doors and windows, fixtures and fittings, etc. Approve submittals of the above materials put up by the Contractors through the Engineer or his authorized representative.

- d) The Consultants shall maintain a proper record of checks and approvals and shall report through observations on Site register, Minutes of meetings and site report through letter for each visit.

2.26 ACCEPTANCE OF SERVICES: The Consultant shall obtain written acceptance of deliverables in accordance with the review and approval procedure set out in Appendix A (TOR). Payments shall be linked to acceptance/certification of the applicable deliverable or milestone and shall follow the fee structure and payment mechanism in Section 33 of the TOR.

3. GENERAL TERMS OF BIDDING

- 3.1 The Bidding Documents including this RFP and all attached documents are and shall remain the property of the Client and are transmitted to the Bidders solely for the purpose of preparation and the submission of a Bid in accordance herewith. Bidders are instructed to treat all information as confidential and shall not use it for any purpose other than for preparation and submission of their Bid. The Client is not liable to return any Bid or any information provided along therewith except specifically mentioned.
- 3.2 The Client reserves the right to verify all statements, information and documents submitted by the Bidder in response to the RFP Documents. Failure of the Client to undertake such verification shall not relieve the Bidder of its obligations or liabilities hereunder nor will it affect any rights of the Client there under.
- 3.3 In case of a joint venture, the members thereof should furnish a Power of Attorney in favor of the Lead member. Any change in composition of the joint venture shall not be permitted. One firm can only submit proposal under one Joint Venture any duplication will lead to disqualification.
- 3.4 The Bidder should submit a Power of Attorney, authorizing the signatory of the Bid to commit the Bidder.
- 3.5 The Bidder shall provide all the information sought under this RFP. The Client will evaluate only those Bids that are received in the required formats and complete in all respect duly signed by the authorized signatory.

- 3.6 The Client reserves the right to reject any Bid if:
- (a) At any time, a material misrepresentation is made or uncovered, or
 - (b) The Bidder does not provide, within the time specified by the Authority, the supplemental information sought by the Client for evaluation of the Bid.
- 3.7 The Earnest Money shall be forfeited by the Client as genuine pre-estimated compensation and damages payable to the Client for, inter alia, time, cost and effort of the Client without prejudice to any other right or remedy that may be available to the Client hereunder or otherwise, under the following conditions:
- a) If a Bidder engages in a corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice
 - b) If a Bidder withdraws its proposal during the period of proposal validity as specified in this RFP;
 - c) In the case of Selected Bidder, if it fails within the specified time limit to sign the Contract Agreement.
- 3.8 Notwithstanding anything contained in this RFP, the Client reserves the right to accept or reject any Bid and to annul the Bidding Process and reject all Bids at any time without any liability or any obligation for such acceptance, rejection or annulment, as per PPRA Rules.
- 3.9 At any time prior to the deadline for submission of Bids, the Client may, for any reason, whether at its own initiative or in response to clarifications requested by a Bidder, modify the RFP by the issuance of Addenda.
- 3.10 The Client may, in its sole discretion, extend the proposal submission due Date.
- 3.11 The Bidder may modify, substitute or withdraw its Bid after submission, provided that written notice of the modification, substitution or withdrawal is received by the Client prior to Proposal Due Date. No Bid shall be modified, substituted or withdrawn by the Bidder on or after the Proposal Due Date.
- 3.12 The modification, substitution or withdrawal notice shall be prepared, sealed, marked, and delivered in envelopes being additionally marked “MODIFICATION”, “SUBSTITUTION” or “WITHDRAWAL”, as appropriate.
- 3.13 Any alteration/ modification in the Bid or additional information supplied subsequent to the Bid Due Date, unless the same has been expressly sought for by the Authority, shall be disregarded.
- 3.14 Information relating to the examination, clarification, evaluation and recommendation for the Bidders shall not be disclosed to any person who is not officially concerned with the process. The Client will treat all information, submitted as part of the Bid, in confidence and will require all those who have access to such material to treat the same in confidence. The Client may not divulge any such information unless it is directed to do so by any statutory entity that has the

power under law to require its disclosure or is to enforce or assert any right or privilege of the statutory entity and/ or the Authority.

- 3.15 The Bidders shall be responsible for all of the costs associated with the preparation and submission of their proposals and their participation in the Bidding Process. The Client will not be responsible or in any way liable for such costs, regardless of the conduct or outcome of the Bidding Process.
- 3.16 Proposals received by the Client after the specified proposal submission date and time shall not be considered.
- 3.17 The Bidders and their respective officers, employees, agents and advisers shall observe the highest standard of ethics during the Bidding Process and subsequent to the issue of the (Letter of Award) LOA and during the subsistence of the Agreement. Notwithstanding anything to the contrary contained herein, or in the LOA or the Agreement, the Client shall reject a proposal, withdraw the LOA, or terminate the Agreement, as the case may be, without being liable in any manner whatsoever to the Bidder if it determines that the Bidder has, directly or indirectly or through an agent, engaged in corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice in the Bidding Process. In such an event, the Client shall forfeit and appropriate the Earnest Money or Performance Security, as the case may be, without prejudice to any other right or remedy that may be available to the Client hereunder or otherwise.

4. GUIDELINES FOR PREPARATION OF TECHNICAL PROPOSAL

4.1 General

Final selection from amongst the Consultants shall be made on the basis of the Technical Proposal followed by the Financial Proposal in accordance with the applicable Public Procurement Rules / Regulations for procurement of consultancy services, using Quality- and Cost-Based Selection (QCBS) and the Single Stage Two Envelope procedure under the applicable PPRA framework. Where required by the Client, submission and procurement shall be conducted through PPRA EPADS in accordance with the prescribed procedure.

The Consultants shall develop a professional methodology, work plan and monitoring system appropriate to the National Urban Regeneration Programme and fully responsive to Appendix A (TOR), including assessment, planning, feasibility, financial structuring, implementation support and digital/GIS requirements.

4.2 ELIGIBILITY CRITERIA

4.2.1 Technical Proposal

The Consultant shall provide evidence of registration on PPRA EPADS and shall comply with all electronic submission requirements prescribed in the bidding documents.

Where applicable under the bidding documents, the bidder shall submit the prescribed bid security in the form and amount specified by the Client.

4.2.2 The Technical Proposal is to be submitted along with following necessary documents:-

- i. The technical proposal should demonstrate firm's knowledge of the project requirements and its understanding of the requisite tasks set forth in the scope of work and terms of reference.
- ii. In case of Joint Venture/Consortium the firm shall submit Joint Venture/Consortium agreement as per PEC standard format along with the technical proposal.
- iii. Name of the individual / organization, address, focal person, telephone & fax number, date of establishment, copy of Certificate of Incorporation or Registration, field of specialization.

- iv. It should provide background of organization and experience of the firm in the relevant field and should provide a list of completed and on-going Urban Regeneration / Urban Renewal / Redevelopment / Area Development and similar infrastructure, housing, commercial, institutional or public-realm projects, with their value and client references.
- v. Give work program & its comprehensive methodology to take up this assignment most efficiently and professionally.
- vi. CVs of staff to be deployed for this work, along with Focal Person and key staff personnel.
- vii. Proof of financial ability and Banker's Certificate of financial soundness. The Consultant shall submit the last five (5) years audited financial statements and evidence of an average annual turnover of not less than Rs. 50 million during the last three (3) financial years, or such higher threshold as may be stated in the Data Sheet.
- viii. Copy of National Tax Certificate and Sale Tax Registration Clearance Certificate.
- ix. Computer facilities, equipment, transport & software in relevant field.
- x. Give valid Pakistan Engineering Council Certificate.
- xi. Non litigation & non-blacklisting Certificate.

Bidders are advised to familiarize themselves with the relevant asset portfolio, available records and local/site conditions before submission. Any site visit shall be at the Bidder's own cost unless otherwise stated by the Client.

4.3 NOTES

- 4.3.1 The client reserves the right to reject any or all submitted proposals.
- 4.3.2 The cost of preparing the above proposals and negotiating the TOR, including visits to the client are not reimbursable.
- 4.3.3 Incomplete proposal will not be entertained.
- 4.3.4 Firm is required to be register with the Pakistan Engineering Council (PEC) and Pakistan Council of Architects and Town Planners (PCATP).
- 4.3.5 The Consultants shall be responsible for payment of all kind of taxes (i/c Income Tax and Sale Tax etc) and duties as may be the case, with no liability on the part of the Client.
- 4.3.6 All payments to the Consultants shall be made by the Client in Pak. Rupees.

4.4 CONSULTANT STAFF

Consultants are required to submit all relevant details of the personnel proposed for the assignment, including name, nationality, qualification and experience according to the format of CVs given in Form-5. The key personnel listed in Form-9 shall be evaluated under the Competence of Key Personnel criterion, with particular emphasis on qualifications, relevant professional experience and suitability for the Urban Regeneration assignment.

5. FINANCIAL PROPOSAL:

The Financial Proposal shall be submitted strictly in accordance with Section 33 of Appendix A (TOR) and the Financial Proposal Forms in Appendix C. Bidders shall quote the fixed lump-sum base portfolio advisory fee, the Schedule of Rates for selected assets/clusters, the site-specific design, tendering and implementation-support rates, and all other call-off rates/bases required by the TOR. No alternative fee basis shall be introduced by the Bidder.

5.1 The Client reserves the right to add, remove, defer, expand or contract assets, packages or call-off services in accordance with the TOR. Any commercial adjustment shall be made mechanically using the firm and fixed unit rates / Schedule of Rates stated in the Financial Proposal and Section 33 of the TOR, without renegotiation except where expressly permitted by the Contract.

5.2 The selected Consultant shall be paid on the basis of the rates quoted in the Financial Proposal and approved by the Client.

5.3 All rates shall be quoted in Pak Rupees and shall be inclusive of all overheads, applicable taxes, duties and other costs, except those specifically identified for reimbursement on actual-cost basis.

6. ACTION AGAINST THE CONSULTANTS

The Client reserves the right to initiate action against Consultants in case of:-

6.1 Planning/Design etc. of any work is found defective at any stage or in contradiction with Engineering Standards/by-laws.

6.2 Non completion of work by stipulated time period due to pending action's and decision's etc on the part of the Consultants.

7. EVALUATION OF PROPOSALS

The Technical Proposal shall carry 80% weightage and the Financial Proposal shall carry 20% weightage under Quality- and Cost-Based Selection (QCBS). The Technical Proposal shall be evaluated out of 100 marks. Firms scoring less than seventy (70) marks out of 100 shall be considered technically non-responsive and shall not qualify for financial evaluation. The Financial Proposals of technically qualified firms shall be evaluated in accordance with the applicable bidding documents. The final combined score shall be determined as: $S = S_t \times 80\% + S_f \times 20\%$. The detailed technical evaluation criteria are set out in the table below and are aligned with Appendix A (TOR).

CRITERIA

The Technical Proposal shall be evaluated out of 100 marks against the five criteria set out below. The detailed assessment shall be made on the basis of the information and documents submitted by the Consultant. A minimum score of seventy (70) marks out of 100 is required to qualify for financial evaluation.

Criterion	Indicative Weight
Firm's relevant experience in sovereign / public-sector asset portfolios, urban regeneration, GIS land banking and PPP transactions	25%
Methodology, work plan, understanding of the assignment, compliance approach and auditability	30%
Qualifications and experience of Key Experts	30%
Technology transfer, dashboard capability, local presence and institutional strengthening	10%
Social safeguards, relocation experience and environmental-compliance capability	5%
Total	100%

The lead firm shall demonstrate at least fifteen (15) years of relevant experience, and specialist consortium members shall demonstrate at least ten (10) years in their respective disciplines.

Relevant completed experience shall cover the following domains:

- Urban Regeneration and Redevelopment;
- Master Planning and Urban Planning;
- Feasibility Studies;
- Infrastructure Planning and Detailed Engineering Design;
- Public-Private Partnership (PPP) Advisory and Transaction Advisory;
- Financial and Economic Analysis;
- GIS-Based Spatial Planning and Database Development;
- Digital Dashboard and Decision-Support System Development;
- Asset Management and Land Information Systems; and
- Environmental and Social Impact Assessment (EIA / SIA).

B. Key Professional Staff — 30%

The TOR identifies twenty-six (26) key expert positions. CVs identified in the TOR; the remaining expert positions shall be proposed and justified in the bidder's staffing plan and methodology. Evaluation shall consider academic/professional qualification, valid professional registration where applicable, relevant background and experience, comparable project experience and suitability for the Assignment.

Key Expert	Minimum Indicative Profile
Programme Director / Team Leader (CORE)	Postgraduate qualification; 15+ years in urban development, public-asset management, real-estate advisory or portfolio-level programmes
Urban Regeneration Master Planner	10+ years in national / city / site planning, urban design, density, land use and regeneration frameworks
Urban Designer	8+ years in urban and public-realm design, mixed-use and TOD schemes
GIS / Geomatics Specialist (CORE)	8+ years in GIS survey, cadastral mapping, DGPS / drone mapping and web-GIS deployment
Digital Land Bank Specialist	8+ years in digital asset registries, land-information systems and data governance
Land Revenue / Title / Legal Expert (CORE)	10+ years in land records, title verification, mutation, lease, allotment, encroachment and litigation review
Public Procurement / PPP Legal Expert	10+ years in public-procurement, PPP, concession and contract law and government approvals
Real Estate / Valuation Expert	Recognized valuation credential (RICS / IVSC); 10+ years in HBU, market assessment, valuation and land value capture
Financial Modelling Expert (CORE)	10+ years in feasibility, NPV / IRR / FIRR / DCF modelling and cross-subsidy structuring
Financial Risk Manager	10+ years in real-estate / infrastructure financial risk, guarantee / VGF structuring, REIT / SPV risk allocation, contingent-liability and Government value protection
REIT / SPV Structuring Specialist	8+ years in REIT establishment, SPV and fund structuring and fractional-ownership / capital-markets transactions
PPP Transaction Advisor (CORE)	10+ years in PPP / JV / lease / concession structuring to financial close
Architect	8+ years in residential, mixed-use and government-building design
Structural Engineer (CORE)	8+ years in structural / safety assessment and adaptive reuse
Geologist / Geotechnical Specialist	8+ years in geotechnical investigation, soil / seismic assessment and foundation advisory
Infrastructure Engineer	8+ years in roads, water, sewerage, drainage, power and services planning
MEP Engineer	8+ years in building services and utility integration
Transport Planner	8+ years in mobility, traffic-impact and access planning
Environmental / Climate Resilience Specialist	8+ years in EIA / IEE / ESMP, climate, flood, energy and mitigation planning
Social Safeguards / Resettlement Specialist (CORE)	8+ years in census, resettlement, consultation, grievance redress and vulnerable-household assessment

Key Expert	Minimum Indicative Profile
Housing Policy Expert	10+ years in public / affordable-housing policy and delivery
Land Value Capture Expert	8+ years in value capture, betterment and asset-monetization mechanisms
Dashboard / MIS / Cybersecurity Expert	8+ years in digital asset systems, dashboards, access control, audit logs and data security
IT Systems / Solutions Architect (CTO / CIO-level)	10+ years architecting secure enterprise / geospatial data platforms and leading digital-transformation delivery
Project Management / M&E Expert	10+ years in programme controls, KPIs, reporting and delivery monitoring
Provincial Land-Administration Experts	Local experts for ICT, Punjab, Sindh, KP and Balochistan land-administration systems

8. REPORTING AND DELIVERABLES

The Consultant shall prepare and submit the following reports/deliverable as enshrined in Terms of Reference (TORs) – **Appendix-A**.

All reports shall be submitted in English in editable formats (MS Word, Excel, AutoCAD, GIS database, financial models) and PDF, with the required hard copies. All datasets, GIS databases, source files, dashboards and models shall become the property of the Ministry on completion. Each deliverable shall undergo internal QA/QC before submission; drafts shall be reviewed by the Ministry and finals shall incorporate agreed comments before formal acceptance. Payment shall be linked to acceptance, not merely submission

Gate	Principal Deliverables	Acceptance Criteria
G1 — Inception	D1 Inception Report; D2 Data Collection & Verification Plan; D3 GIS Survey Methodology; QA plan, stakeholder map, risk register, data templates	Scope, asset universe, data formats, governance, sequence and schedule confirmed and approved
G2 — Strategy	D4 Ministry-Wide Strategic Urban Regeneration Framework	Vision, principles, financing policy, governance, approval gates and KPIs approved
G3 — Digital Land Bank	D5 Digital Asset Registry & GIS Land Bank; D6 Dashboard prototype	Each asset has a unique ID, mapped boundary, linked records, metadata, photographs and verification status
G4 — Due Diligence	D7 Legal / Title / Revenue Matrix; D8 Physical Condition Assessment (incl. measured built-up area, storey count and existing FAR per estate); D9 Infrastructure Condition Assessment; D10 Resident Census & Social Profile; D11 Environmental & Social Screening; D11a Portfolio Decant Capacity & Sequencing Study	Findings supported by source records and field evidence, with risk classification and corrective actions; measured BUP / FAR baseline established; decant concurrency ceiling accepted
G5 — Master Plan	D12 National Urban Regeneration Master Plan; D13 Site Prioritization Matrix	Internal consistency across national / city / site / parcel levels; approved priority hierarchy
G6 — Core Strategies	D14 Vacant Land Utilization Strategy; D15 Dilapidated Buildings Redevelopment Programme; D16 Resettlement & Rehabilitation Framework	Each mandatory core strategy complete, costed and integrated with financing and safeguards
G7 — City / Site Plans	D17 City / Cluster Regeneration Plans; D18 Site-Specific Master Plans & Development Briefs	Land use, density, phasing, residents, infrastructure, approvals, PPP potential and risks identified
G8 — Feasibility & Financing	D19 Feasibility Studies & Bankable Business Cases; D20 Cross-Subsidy Financing Framework; D21 Zero-Government-Funding Strategy & VfM	Models include assumptions, sensitivity, mitigation, cost estimates, fiscal impact and viability
G9 — Transactions	D22 PPP / JV Transaction Packages & Documentation	Structures pass legal, financial, social, fiscal, VfM and conflict-of-interest checks
G10 — Dashboard	D23 Operational Digital Dashboard; manuals, source files, credentials, training, support plan	System tested, accessible, exportable, auditable and handed over to the Ministry
G11 — Implementation	D24 Five-Year Rolling Investment & Implementation Programme; D25 Institutional Strengthening Plan	Clear sequence, responsible agencies, approvals, financing, risk triggers and review calendar
G12 — Handover	D26 Final Consolidated Report; D27 Final Handover Package; D28 Monthly / Quarterly progress reports (throughout)	All workstreams consolidated, data and systems handed over, Ministry sign-off obtained

9. AGREEMENT

- a. The contract with the successful bidder will be concluded on the applicable Pakistan Engineering Council Standard Form of Contract / Planning Commission standard consultancy contract, as approved by the Client, with the necessary Special Conditions. Consultancy services shall be paid on the basis of the rates and Schedule of Rates quoted in the Financial Proposal and approved by the Client.
- b. Successful bidder shall submit Professional Indemnity Policy amounting to twice (2) of the bid amount after signing of the contract agreement by AA rating approved Insurance Company.

10. SPECIAL CONDITIONS

10.1 Representative of Consultants

10.2 Representative of Client

Director General, Estate Office Management, M/o H&W Islamabad.
19/102

10.3 Venue of Arbitration

Islamabad

10.4 Location of Courts hiring Jurisdiction

Islamabad



11. APPENDIX A- TERMS OF REFERENCE (TOR)

Terms of Reference (TOR) Final Tender Issue, issued as a separate integral tender document and forming Appendix A to this RFP.

The attached Terms of Reference (TOR), Final Tender Issue, forms an integral part of this RFP and constitutes the complete and binding technical Scope of Services. The Consultant shall perform all services, prepare all deliverables and comply with all requirements specified in the TOR.



TERMS OF REFERENCE

National Urban Regeneration Programme

Land Utilization • Digital Land Banking • Public Housing Redevelopment
Asset Optimization • Cross-Subsidy Financing • PPP Structuring
and Five-Year Rolling Investment & Implementation Programme

Consultancy Services for the Digitization, Legal Verification, Master Planning, Regeneration, Financing and Phased Implementation of the Federal Government Housing & Real-Estate Portfolio

Contracting Authority: Estate Office Management, Ministry of Housing & Works, Government of Pakistan

1st Floor, B-Block, Pak Secretariat, Sector G-5/1, Islamabad
Engagement of a Tier-1 Multidisciplinary Consultancy Firm / Consortium
Selection Method: Quality- and Cost-Based Selection (QCBS)

Document Reference: MoH&W / NURP/ TOR / 2026
(Consolidated Final) • Date of Issue: July 2026

CLASSIFICATION: CONFIDENTIAL

1. Document Purpose and Status

This Terms of Reference (“this TOR”) sets out the mandate, scope of services, deliverables, governance and commercial framework for the engagement of a Tier-1 multidisciplinary consultancy firm or consortium (the “Consultant”) to deliver the National Urban Regeneration Programme (the “Programme”) of the Estate Office Management, Ministry of Housing & Works, Government of Pakistan (the “Ministry” or “MoH&W”).

This TOR consolidates, supersedes and integrates the strongest provisions of the Ministry’s prior scoping and procurement documents into a single, sovereign-level, procurement-ready scope instrument. It is drafted to form the technical scope of a Request for Proposals (RFP) or a consultancy services contract, or the basis of a Cabinet / Ministry approval summary. It is a scope-of-services instrument, not a complete contract: before execution as a services agreement it must be paired with the standard General and Special Conditions of Contract (GCC / SCC) — covering liability, insurance, liquidated damages, suspension and termination, force majeure, dispute resolution, the defects-liability period, variation procedure, key-personnel substitution and the intellectual-property regime — the required content of which is listed at Annex I.

Document Status	Consolidated Final Terms of Reference — approved basis for RFP issuance
Supersedes	(i) Asset Optimisation and Development Management Consultant TOR; (ii) National Urban Regeneration Master Plan Scope of Work; (iii) TOR for 28,339 Government Residential Units; and (iv) the earlier Combined Final TOR
Programme Character	A national urban regeneration programme — not a narrow asset-optimization or master-planning consultancy
Primary Output	Estate Office Management Ministry One-wide National Urban Regeneration Master Plan and Digital Land Bank, cascaded into city/site plans, feasibility, financing, PPP transactions and a Five-Year Rolling Implementation Programme
Financing Principle	Self-financing / zero-Government-capital wherever feasible, through cross-subsidy and land value capture
Contracting Authority	Estate Office Management, Ministry of Housing & Works, Government of Pakistan
Legal Effect	Mandatory. Obligations expressed by “shall”, “must” and “will be required to” are binding requirements of the assignment
Date / Version	July 2026 — Version 1.3 (v1.2 plus the adopted CG Consultants review findings: Portfolio Decant Capacity & Sequencing Study; measured BUP / FAR deliverable and relabelled plot-area column; portfolio-level self-financing test; supervision-fee de-conflicted with a no-self-referential-fee rule; GCC/SCC contract-clause list and background-IP licence; full cross-reference audit; Ministry review clock; ‘Tier-1’ defined and core-vs-proposed experts; Ministry-set Annex B weightings with decant-capacity and statutory-uplift criteria; stage-based verify-then-regenerate packaging; custodianship and coordinate corrections)

Reading note

Section references, deliverable codes (D1–D28) and annex letters (A–H) are internally consistent and cross-referenced. Where this TOR uses “shall”, “must” or “will be required to”, the obligation is mandatory. “May” denotes a permitted option at the Estate Management Office, MOH&W’s discretion. (

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2. Background and Strategic Context

The Estate Office Management, Ministry of Housing & Works is the principal custodian of the Federal Government's real-estate portfolio — an extensive array of housing estates, government residential colonies, flats and quarters, administrative complexes, institutional properties, commercial assets, vacant and underutilized parcels, obsolete structures and strategically located urban landholdings distributed across the Islamabad Capital Territory, Punjab, Sindh, Khyber Pakhtunkhwa and Balochistan. These holdings constitute a public resource of immense social, fiscal, economic and urban-regeneration value.

The present management paradigm, however, treats these assets largely as passive administrative inventory rather than as dynamic engines of national wealth creation, public-housing renewal and urban regeneration. Although many sites occupy prime, high-value urban corridors, they are frequently characterized by structural obsolescence, dilapidation and public-safety risk, inefficient and low-density land use, fragmented and siloed records, uncertain or unverified title, encroachment and litigation exposure, ageing infrastructure, weak asset visibility and limited investment readiness.

The absence of an integrated, GIS-enabled digital asset registry, a verified legal and land-revenue database, a portfolio-level land-use strategy and an implementation-ready project pipeline has constrained the Estate Office Management, the Ministry of Housing and Works ability to protect, optimize, redevelop and finance these public assets. It has also exposed the portfolio to encroachment, value erosion, legal dispute and rising maintenance liabilities, while foregoing substantial opportunities for public-housing improvement, private-investment mobilization and lawful revenue generation.

The indicative pilot portfolio scoped to date comprises 28,339 government residential accommodation units across approximately 1,357 acres and a built-up area exceeding 50.8 million square feet in 25 estates across Islamabad, Karachi, Lahore, Quetta and Peshawar (see Section 7 and Annex A). This portfolio is indicative and non-exhaustive; the full asset universe of the Estate Office, Ministry of H&W shall be reconciled and verified under this assignment.

This assignment is therefore not a routine planning study, an asset-management data exercise, or a single-project housing consultancy. It is a sovereign-level national programme to convert passive public land and housing holdings into a legally verified, spatially mapped, financially tested, socially responsible, environmentally compliant and implementation-ready national urban-regeneration portfolio, delivered — wherever feasible — without direct Government capital expenditure.

National alignment

The Programme advances the Government of Pakistan's objectives on digital governance and "Digital Pakistan", public-sector efficiency and fiscal consolidation, mobilization of private capital into infrastructure and housing, dignified public housing for federal servants, transparent public-asset stewardship, and climate-resilient, socially inclusive urban development.

3. Programme Definition

The Esate Office Management, MOH&W intends to establish, through this assignment, a National Urban Regeneration Programme covering its Federal Government housing and real-estate portfolio nationwide. The central, controlling deliverable of the Programme shall be a single National Urban Regeneration Master Plan (the “Master Plan”), supported by a GIS-based Digital Land Bank, a verified asset registry, city and cluster regeneration frameworks, site-specific master plans and development briefs, parcel-level land-banking classifications, a resident census and resettlement framework, environmental and social safeguards, cross-subsidy and zero-Government-funding financial models, PPP / JV / REIT / SPV transaction structures, a decision-support dashboard and a Five-Year Rolling Investment and Implementation Programme.

The following table defines what the assignment is, and — equally importantly — what it is not, so that bidders price and staff the engagement at the correct level of ambition.

The Assignment Is NOT	The Assignment IS
Only the preparation of drawings, layouts or master-planning drawings	The preparation of one integrated national master blueprint for all regeneration sites, cascaded to city, site and parcel level
Only a consultancy study or diagnostic report	A decision-support and execution programme leading to phased, financed and monitored implementation
Only site planning of selected priority assets	A national-to-parcel planning, legal, financial, social, environmental and digital transformation exercise covering the entire portfolio
Only public-housing redevelopment	A combined housing, land-use, vacant-land, relocation, infrastructure, finance, PPP, EIA, SIA and dashboard programme
Only asset monetization or land sale	Public-asset stewardship balancing revenue, public housing, social protection, compliance and long-term public value
Funded by Government capital budget	Designed, wherever feasible, on a self-financing, cross-subsidy, zero-Government-capital basis through land value capture

4. Core Principle

Core Principle — the Master Plan is the parent blueprint

The National Urban Regeneration Master Plan shall be the single integrated parent blueprint and controlling framework for the entire Programme. All city and cluster plans, site-specific plans, land-use designs, feasibility studies, financial models, cross-subsidy and PPP structures, relocation and resettlement plans, digital land-bank layers, dashboard tools, compliance requirements and five-year execution activities shall descend from, and remain consistent with, the approved Master Plan in a clear hierarchy of urgency, feasibility and strategic value.

Core Financing Principle — self-financing, zero-Government-capital where feasible

The Programme shall, wherever feasible, be designed on a self-financing and zero-Government-capital principle. The Government shall not rely on direct budgetary capital investment where land value capture, cross-subsidy and commercial optimization can finance redevelopment, public-housing replacement and enabling infrastructure. Direct fiscal outlay shall be treated as the exception, justified only where public-purpose, safety or social obligations cannot be met through self-financing structures.



5. Objectives of the Assignment

The overall objective of the assignment is to transform the Estate office Management, MOH&W's Federal Government housing and real-estate portfolio from a static, fragmented and passively held inventory into a professionally managed, digitally enabled, legally verified, strategically planned, socially responsible, self-financing and implementation-ready national urban-regeneration portfolio. The specific objectives are that the Consultant shall:

1. Prepare one National Urban Regeneration Master Plan covering all identified Estate Office, MoH&W's assets and proposed regeneration sites, as the parent blueprint for the Programme;
2. Establish a complete GIS-enabled Digital Land Bank and centralized asset registry, with parcel-level legal, spatial, physical, financial, social, environmental and implementation-readiness data;
3. Verify ownership, title, cadastral boundaries, land-revenue records, lease and allotment status, occupancy, encumbrances, litigation, encroachment and regulatory restrictions for each asset, under both urban and rural land-documentation systems;
4. Assess building condition, structural safety, infrastructure capacity and public-safety risk across the portfolio, with an emergency response track for unsafe structures;
5. Classify and prioritize all assets by urgency, safety risk, social sensitivity, land value, redevelopment readiness, PPP suitability and strategic importance, through a transparent scoring matrix;
6. Develop a dedicated vacant-land utilization strategy and a dilapidated-buildings redevelopment programme as core workstreams;
7. Prepare a mandatory Resident Census, Relocation and Resettlement Framework protecting residents through in-situ vertical rehabilitation, safeguards and grievance redress;
8. Develop cross-subsidy and zero-Government-funding financial models, land value capture mechanisms and value-for-money analysis for the Programme and for each priority site;
9. Prepare national, city/cluster, site-specific and parcel-level planning outputs and bankable feasibility studies that are internally consistent and implementation-ready;
10. Structure bankable PPP, JV, lease, concession, REIT, SPV, revenue-sharing, cross-subsidy and land-value-capture transactions, with the Estate Office, MoH&W -protective conflict-of-interest firewall;
11. Deliver a secure digital dashboard and decision-support system for leadership review, prioritization, approvals, monitoring, audit and five-year oversight;
12. Produce a Five-Year Rolling Investment and Implementation Programme with year-wise phasing, investment targets, procurement and PPP calendars, relocation schedules, statutory-clearance roadmaps and KPIs; and
13. Strengthen the Ministry's institutional capacity, governance, data ownership, cybersecurity, auditability and long-term asset-management capability.

6. Scope Coverage and Asset Universe

The assignment shall cover all identified Federal Government housing and real-estate assets under the Estate Office Management, MoH&W's jurisdiction across the five regions of Pakistan — the Islamabad Capital Territory (ICT), Punjab, Sindh, Khyber Pakhtunkhwa (KP) and Balochistan. The portfolio shall include, but shall not be limited to, housing estates and government residential colonies, flats and quarters, vacant and underutilized parcels, slum-adjacent lands, obsolete and dilapidated structures, institutional and administrative properties, commercial assets, utility infrastructure, parks and open space, roads, community facilities and future strategic land banks.

Any asset schedule provided by the Estate Office Management, MoH&W — including the indicative pilot schedule at Annex A — shall be treated as indicative until independently verified. The Consultant shall reconcile unit counts, land area, built-up area, title status, GPS coordinates, boundaries, encroachments and occupancy against land records and field evidence during the inception, GIS and due-diligence phases, and shall add or remove assets subject to the Estate Office Management, MoH&W's approval, with fees adjusted at the per-asset rates in [Section 33](#).

6.1 Indicative Pilot Portfolio (subject to verification)

Region	Estates	Housing Units	Land (Acres)	Plot Area in Sq.Ft* (unverified)
ICT — Islamabad	11	17,494	589.11	25,727,796
Sindh — Karachi	7	7,882	509.34	14,203,303
Punjab — Lahore	2	1,944	135.86	5,918,062
Balochistan — Quetta	3	498	80.25	3,496,320
KP — Peshawar	2	521	42.34	1,549,647
Total (indicative)	25	28,339	1,356.90	50,895,127

Source: Ministry Estate Office schedule, reconciled against the PropSure Digital Solutions site study (July 2026) — Annex A. Areas and unit counts remain subject to verification against land records; GPS coordinates and per-asset title status will be confirmed during due diligence. The full asset universe of the Estate Office, MoH&W extends beyond this pilot schedule.

Critical data-integrity, ownership and custodianship notes

*The "Built-up Area" figure in the source schedule is NOT a measured built-up area. For every ICT estate and for Lahore it equals the land area in acres multiplied by 43,560 (the number of square feet in one acre) — i.e. it is the plot area restated in square feet — and the Karachi rows do not even follow that rule. It is relabelled here as "Plot Area (unverified)" and must NOT be used for density, yield or revenue calculations. A measured built-up area, storey count and existing FAR per estate is a mandatory Gate G4 survey deliverable (Sections 9, 14, 28) and must be established before any financial model is built.

Ownership: The estates are Federal Government-owned residential colonies and parcels under the custody of the Ministry (Estate Office), occupied by allottees / government servants under the Accommodation Allocation Rules and, in places, by unauthorized occupants and encroachers; they are not privately titled land. This is the basis for the resident-census, rehousing and decant requirements in Section 17.

Custodianship: Several estates are held or maintained by other federal bodies (e.g. Pak PWD) and FGEHA has an overlapping federal-housing mandate. The custodian agency shall be confirmed and

recorded per asset in the Digital Land Bank, so that bidders and the Ministry know which agency governs each site.

Coordinates: GPS coordinates for two of the three Quetta sites and both Peshawar sites are incorrect and do not resolve on imagery; the F-6 and G-9 coordinates in the source data place those parcels roughly 30 km from their true location. Correcting and field-verifying all coordinates and boundaries is an explicit early GIS / due-diligence task (Sections 11–12).

Mandatory scope expansion

The Master Plan, Digital Land Bank, due-diligence, prioritization matrix, safeguards and financing frameworks shall address the entire portfolio identified during inception — not only the indicative pilot estates or a shortlist of priority assets. Portfolio-wide coverage is a mandatory core requirement of this assignment.

6.2 Packaging / Lot Structure and Scope Elasticity

To preserve competition, attract the strongest teams and give the Estate Office Management, MoH&W the flexibility to increase or reduce scope as requirements evolve, the assignment shall be capable of being procured and awarded on a packaged (lot) basis rather than only as one indivisible mandate. Bidders shall be permitted to propose to undertake the entire portfolio, a single package, or multiple packages, and to demonstrate the depth of team and methodology they would deploy to each.

The Ministry shall, in the RFP, define city / regional packages and reserve the right to award by package, by combination of packages, or as a whole, to one or more consortia, on the basis of the strongest overall value to the Estate office, MoH&W. An indicative packaging is set out below; bidders may also propose an alternative, justified grouping.

Indicative Package	Cities / Regions	Rationale
Package 1	Karachi (Sindh) and Quetta (Balochistan)	Distinct southern / western land-administration and market context; substantial Karachi land value anchoring a self-financing package
Package 2	Islamabad (ICT), Lahore (Punjab) and Peshawar (KP)	Federal-capital and northern corridor; high-value ICT estates anchoring cross-subsidy across the package
Whole-Portfolio Option	All five regions	Single integrated mandate where a consortium can evidence the capacity, philosophy and financing architecture to deliver the entire Programme coherently

The National Master Plan, Digital Land Bank, prioritization matrix, safeguards and financing architecture shall remain single, integrated and portfolio-wide irrespective of how delivery is packaged, so that packaging governs resourcing and award — not the coherence of the Programme. The Estate office of the Ministry shall retain the right, during the assignment, to add, remove, expand or contract sites and packages, with the commercial consequences settled through the per-unit rates in Section 33.2.

6.3 Stage-Based Packaging (preferred) — Establish the Base, then Regenerate

The Estate Office, MoH&W's preferred packaging is not only geographic but sequential, because the Estate office cannot credibly plan, finance or transact assets whose ownership it has not proven, whose density baseline it has not measured, and which it has no demonstrated physical capacity to empty. Pricing regeneration today prices it against unknowns; priced after the base is established, it can be firm. The assignment shall therefore be capable of being let as two stage-based packages:

Stage package	Scope	Basis / pricing
PACKAGE 1 — ESTABLISH THE BASE	Portfolio-wide: Digital Land Bank and GIS registry; title and land-revenue verification across the five provincial systems; measured built-up area and existing-FAR baseline; physical and infrastructure condition assessment; resident census and tenure verification; Portfolio Decant Capacity & Sequencing Study; and the prioritization matrix. Output: a verified asset universe.	Portfolio-wide, firm-priced lump sum; indicatively 9–12 months
PACKAGE 2 — REGENERATE	Per-asset / per-cluster: master planning; feasibility; cross-subsidy and zero-Government-funding financing; and PPP / JV / REIT structuring — scoped and priced against the VERIFIED universe from Package 1, with CDA and the provincial planning authorities engaged as parties.	Per-asset (Schedule of Rates), tendered or authorized after Package 1 completes

This stage-based structure resolves the fee / scope contradictions inherent in pricing the whole programme up front, aligns with the sequential logic of Section 9 and the phased approach of Section 9A, and gives the Estate Office, Ministry of H&W, a clean decision point between establishing the base and committing to regeneration. The geographic packages in Section 6.2 and the stage packages here may be combined (e.g. Package 1 nationwide, then Package 2 let city-by-city).

7. Estate Office Management, MoH&W-Wide National Urban Regeneration Framework

The Consultant shall, as an early strategic deliverable, prepare a Estate Office (MoH&W)-Wide Strategic Urban Regeneration Framework (the “Strategic Framework”) that sets the policy foundation for the Master Plan and all downstream activity. The Strategic Framework shall be concise, board-ready and formally approved before the detailed Master Plan is finalized. It shall define, at a minimum:

- Vision and strategic objectives for national urban regeneration and public-housing renewal;
- Core urban-regeneration principles (compact, mixed-use, transit-oriented, climate-resilient, inclusive, heritage-sensitive development);
- Public-housing redevelopment principles, including dignified in-situ rehousing of existing residents;
- Land value capture policy and the cross-subsidy policy underpinning redevelopment;
- The zero-Government-funding framework and the criteria under which limited public funding is exceptionally justified;
- Relocation and resident-protection policy, including the no-forced-eviction and minimum-displacement principles;
- Environmental, climate-resilience and disaster-risk principles;
- PPP and private-investment policy, including Government value-protection and risk-allocation principles;
- The Programme governance model, institutional responsibilities and delegated approval authorities;
- The approval gates and decision hierarchy governing progression between phases;
- The monitoring indicators (KPIs) and the structure of the decision-support dashboard; and
- The data-governance, ownership, cybersecurity and auditability principles for the Digital Land Bank.

8. Planning Hierarchy

All planning outputs shall be organized in the following five-level hierarchy. Each level shall descend from, and remain consistent with, the level above it. No site-level, parcel-level, financing or transaction output shall be finalized in a manner inconsistent with the approved National Master Plan.

Level	Planning Output	Function	Result
Level 0	National Urban Regeneration Policy Framework	Government-approved policy establishing objectives, institutional arrangements, eligibility criteria, financing options and the legal / regulatory basis for regeneration of public assets, deteriorated urban areas and katchi abadis through PPPs	Policy mandate and legal basis
Level 1	National Urban Regeneration Master Plan	Unified blueprint of all sites, asset classes and land-use categories, integrating housing policy, infrastructure investment, transport integration, redevelopment principles, climate resilience, disaster-risk reduction, green infrastructure, carbon-reduction strategy, financing and PPP policy, governance and the digital-transformation roadmap, with execution priorities	Ministry-wide control framework
Level 2	City / Cluster Regeneration Plans	Translation of the national blueprint into city / cluster strategies through population and housing-demand forecasting, economic-development planning, infrastructure-investment strategies, environmental and climate-risk assessment, carbon-emission baselines, mobility planning, GIS spatial analysis and investment prioritization	City-wise priority portfolios
Level 3	Site-Specific Master Plans & Development Frameworks	Detailed master plans for estates, colonies, vacant / brownfield lands, informal settlements and dilapidated blocks, incorporating urban-design guidelines, mixed-use, affordable housing, heritage conservation, mobility, utilities, environmental / social safeguards, renewable energy, nature-based solutions and stakeholder participation	Implementable project packages
Level 4	Parcel-Level Land-Banking Plans	Parcel inventories classified by legal ownership, cadastral and spatial characteristics, infrastructure availability, environmental constraints, social impacts, financial viability, market potential, climate risks, development readiness, PPP suitability and investment attractiveness, using GIS-enabled land-information systems	PPP-ready, implementation-ready land bank
Level 5	Implementation, Financing & Monitoring Plans	Phased programmes covering scheduling, financing, procurement, relocation and resettlement, EIA / SIA, PPP transaction management, institutional responsibilities, risk management, digital dashboards, GIS monitoring and performance measurement	Five-Year Rolling Implementation Programme with integrated financing, monitoring and decision-support dashboard
Level 6	Monitoring, Evaluation & Adaptive-Management Framework	Continuous M&E using KPIs, GIS dashboards, infrastructure-performance monitoring, climate-resilience indicators, citizen engagement and stakeholder feedback, financial audits, PPP-performance reviews and periodic policy updates	Continuous, evidence-based improvement, accountability and adaptive policy refinement

9. Sequential Implementation Logic

The assignment shall follow the mandatory fourteen-step sequence set out below. Later steps shall not be finalized until the outputs on which they depend have been accepted, save where the Estate office, Ministry of H&W expressly authorizes concurrent or region-parallel working to compress the programme. This sequence is binding and shall structure the work plan, the deliverables schedule and the payment milestones.

1. Estate Office, Ministry-Wide Strategic Urban Regeneration Framework and Master Plan architecture;
2. Digital GIS asset inventory and Digital Land Bank;
3. Legal, title, land-revenue, cadastral, physical, engineering, social and environmental due diligence, including measured built-up area, storey count and existing FAR per estate;
4. Site screening and classification;
5. Portfolio Decant Capacity and Sequencing Study (Section 17.3);
6. Urban-regeneration site prioritization matrix;
7. City / cluster regeneration frameworks;
8. Site-wise feasibility studies;
9. Site-specific master plans and development briefs;
10. Strategic development and financing plan;
11. Cross-subsidy and zero-Government-funding financial model;
12. PPP / JV / REIT / SPV / lease / concession transaction structuring;
13. Five-Year Rolling Investment and Implementation Programme; and
14. Digital dashboard, monitoring, audit and institutional handover.

The Programme shall not treat all sites and activities as equal. All assets and proposed activities shall be arranged in an urgency hierarchy — from extremely urgent to long-term strategic — which shall govern planning, financing, approvals, feasibility sequencing, PPP packaging and execution. The urgency categories are defined below in this Section and applied through the prioritization matrix at Annex B.

Urgency Category	Typical Assets / Issues	Required Planning Response
Extreme Urgent	Unsafe structures, collapsing infrastructure, high-risk resident occupancy, critical public-safety concerns	Immediate assessment, emergency plan, emergency relocation, rehabilitation or re-development package
Very Urgent	Dilapidated colonies, obsolete housing blocks, severe infrastructure failure, high social pressure	Priority site-specific plan, feasibility and first-wave execution
Urgent	Vacant / underutilized high-value land, low-density prime assets, ready PPP opportunities	Fast-track land-bank verification, financial model and PPP packaging
Necessary	Assets needing documentation correction, boundary verification, zoning alignment or infrastructure planning	Legal, technical and planning preparation before launch
Strategic / Long-Term	Large land banks, complex sites, disputed parcels, future-expansion assets	Retention, policy decision, long-term development strategy and monitoring

9A. National Policy Framework and Phased, Gate-Driven Delivery

As an early (Level 0) output, and before the detailed Master Plan is finalized, the Consultant shall prepare — or, where one exists, align the Programme to — a National Urban Regeneration Policy Framework. Consistent with the planning hierarchy (Section 8), this Framework shall establish clear objectives, institutional arrangements, eligibility criteria, implementation mechanisms, financing options and the legal / regulatory basis for regenerating underutilized public assets, deteriorated urban areas and katchi abadis, including through Public-Private Partnerships. It shall be submitted for Government approval at Gate G2 and shall provide the policy and legal mandate on which all subsequent stages rely.

9A.1 Reconciliation with a Phased, Policy-First Approach

A phased, policy-driven sequence — policy first, then macro screening, then prioritization, then project-specific PPP procurement — is sound, and this TOR fully embodies it. The distinction the Estate Office Management, MH&W should note is that these stages are delivered as gated phases within one integrated, continuously-owned Programme, rather than fragmented into disconnected, separately-procured consultancies. This preserves the single Master Plan, Digital Land Bank and financing architecture as the connective tissue of the Programme, avoids the loss of philosophy and data that occurs when each stage is re-tendered to a different firm, and retains design-to-execution continuity (Section 24.4). The mapping below shows how the reviewer's phased logic is already delivered:

Phased-Approach Step	How this TOR delivers it
1. National Policy Framework first	Section 9A / Level 0 output, approved at Gate G2 before the Master Plan is finalized
2. Macro-level screening of all assets	Digital Land Bank + due diligence (Sections 11–15) produce the screened, attribute-tagged asset base
3. Site prioritization	Prioritization matrix (Section 5 logic; Annex B) classifies and ranks every site by urgency and readiness
4. Project-specific PPP procurement	Site-specific development briefs, feasibility and transaction packages (Sections 20–25) generate project-by-project PPP / REIT procurements — issued as separate competitive processes, protected by the conflict-of-interest firewall (Section 34)

Where the Estate Office, MH&W, prefers to commission the Policy Framework and the macro screening as a discrete first stage before committing to the full Programme, this TOR supports that through the packaging and staged-gate mechanisms (Sections 6.2 and 28): Part 0 and Part I may be let as an initial stage, with continuation into planning, financing and transactions authorized at the relevant gate. This gives the Estate Office office, MH&W, an off-ramp for staged commitment without fragmenting the Programme or re-tendering its foundational data and philosophy.

10. Detailed Scope of Services by Workstream

The scope of services is organized into fourteen integrated workstreams (A–N). The Consultant shall perform all services necessary for the successful completion of the assignment, whether expressly stated herein or reasonably implied by international best practice. The workstream architecture below maps each workstream to the mandatory sequence (Section 9) and to the detailed requirements set out in Sections 12–27, which form an integral part of this scope.

WS	Workstream	Detailed requirements in
A	Inception, Diagnostic Review, Strategic Framework and Programme Design	Sections 7, 9A, 30
B	Digitisation, GIS Survey and Digital Land Bank	Section 11
C	Legal, Title, Land-Revenue and Documentation Verification	Sections 12–13
D	Building, Infrastructure and Public-Safety Condition Assessment	Section 14
E	Vacant Government Land Utilization Strategy	Section 15
F	Dilapidated Buildings Redevelopment Programme	Section 16
G	Resident Census, Relocation and Resettlement Framework	Section 17
H	National Urban Regeneration Master Plan	Section 18
I	City / Cluster Regeneration Plans and Site-Specific Master Plans	Sections 19–20
J	Technical, Financial, Economic, Environmental & Social Feasibility	Section 21
K	Cross-Subsidy, Zero-Government-Funding Financing & Land Value Capture	Sections 22–23
L	PPP / JV / REIT / SPV Transaction Structuring & Advisory	Section 24
M	Digital Dashboard and Decision-Support System	Section 25
N	Five-Year Rolling Investment & Implementation Programme; Institutional Strengthening	Sections 26, 31

10.1 Cross-Cutting Requirements (all workstreams)

The following requirements shall be embedded within every workstream and reflected in every relevant deliverable: (i) institutional strengthening, capacity building and knowledge transfer to the Ministry staff; (ii) digital transformation and smart asset management aligned with Digital Pakistan; (iii) environmental, climate-resilience and social sustainability (ESG) integration; (iv) gender equality, disability inclusion and universal-accessibility considerations; (v) stakeholder engagement and inter-agency coordination; (vi) rigorous quality assurance and quality control (QA/QC) before each submission; and (vii) full auditability, with each record traceable to source documents, field evidence, assumptions, the responsible reviewer and the date of last update.

11. Digital GIS Asset Inventory and Digital Land Bank

The Consultant shall convert scattered paper records and physically dispersed assets into a single, verified, GIS-enabled Digital Land Bank that becomes the Estate Office of the Ministry of H&W's authoritative system of record. Every subsequent decision — due diligence, valuation, prioritization, financing and transaction — shall depend on this registry. The platform shall be a proportionate, secure, web-based decision-support and record-keeping system, not an over-scaled enterprise GIS programme.

11.1 Records Digitisation

- Digitisation of all paper records; scanning, indexing and metadata development;
- A searchable digital document repository with each document linked to the relevant asset;
- Data validation, reconciliation and de-duplication against land records; and
- Version control and an audit trail for every record.

11.2 Survey and GIS Mapping

- GIS survey and DGPS survey to sub-parcel accuracy;
- Drone / UAV survey, aerial photography and orthophoto generation;
- Topographic survey and digital elevation models (DEM);
- Geo-referencing and boundary demarcation of every parcel;
- Parcel mapping, building-footprint mapping and utility mapping;
- Road-network mapping; and
- Cadastral overlay reconciling survey boundaries with revenue records.

11.3 Asset Inventory and Parcel Classification

The Consultant shall create a comprehensive GIS-enabled Digital Asset Management System (DAMS) with a unique record for each asset, linking cadastral information, title documents, survey plans, geo-referenced photographs, UAV / drone imagery (where applicable), condition assessments, engineering reports, asset valuations, occupancy status, encumbrances, legal status, infrastructure availability and redevelopment potential within a centralized spatial database. Every parcel shall be tagged, at a minimum, across the following attribute groups:

Legal & tenure: legal status; occupancy status; encroachment status; litigation status; acquisition requirements; regulatory approvals; heritage-protection status; easements and rights-of-way.

Physical & spatial: parcel size and geometry; physical / building condition; structural integrity; brown-field / greenfield classification; topography.

Infrastructure & accessibility: road accessibility; public-transport accessibility; water supply; sewerage; storm-water drainage; electricity; gas; telecommunications and broadband; solid-waste management; social infrastructure (schools, hospitals, parks).

Environmental & climate: environmental constraints and sensitivity; flood risk; seismic risk; air and noise pollution; soil contamination; biodiversity value; green-infrastructure potential; carbon-sequestration potential; estimated lifecycle carbon emissions; EIA screening requirement.

Social: social sensitivity; Social Impact Assessment (SIA) status.

Economic, financial & development: Highest and Best Use (HBU); market demand; development-cost estimate; expected financial return; land-value-capture potential; investment attractiveness;

financial feasibility; PPP readiness; mixed-use potential; affordable-housing potential; Transit-Oriented Development (TOD) suitability; urban-densification potential; economic-revitalization opportunities.

Prioritization & delivery: regeneration-priority ranking; phasing priority; implementation readiness. The complete minimum data-field register is specified at Annex C.

11.4 Digital Land Bank Platform, Governance and Handover

- An interactive map viewer displaying parcels, footprints, encroachments and utilities over satellite / drone imagery;
- Dashboard filters and decision buttons (e.g. Ready for PPP, Ready for Feasibility, Extreme Urgent, Dilapidated, Vacant Land, Encroached, Legal Issue, Socially Sensitive, High Value, Quick Win, Long-Term Reserve);
- Role-based access control, user management and comprehensive audit logs;
- Cybersecurity controls, encryption, backup and disaster-recovery protocols;
- Defined data ownership vesting all data and source files in the Ministry;
- Standard exports (PDF, MS Excel, shapefile / GeoJSON) and printable one-page asset fact sheets;
- Deployment on Ministry-approved hosting, with all source files, databases and administrator credentials handed over on completion; and
- User and administrator manuals, hands-on training for designated Ministry staff, and a twelve (12) month post-deployment support and defect-rectification period.

12. Legal, Title, Land-Revenue and Documentation Verification

This workstream confirms what the Estate Office, Ministry of H&W, actually owns and can lawfully transact. The Consultant shall independently verify title, encumbrances, occupancy and physical status before any asset is carried to market, so that investment risk is understood at the outset rather than discovered during a transaction. The Consultant shall not rely solely on unverified records provided by the Ministry.

12.1 Legal and Land-Revenue Due Diligence

- Ownership and chain-of-title verification;
- Land-revenue record verification and reconciliation;
- Mutation / intiqal, lease, tenancy, allotment and possession verification;
- Encroachment and illegal-occupation assessment;
- Litigation and interdepartmental-claim review;
- Easements, third-party rights, utility rights and land-acquisition history;
- Boundary and cadastral reconciliation; and
- Regulatory, zoning and land-classification (including reclassification) review.

12.2 Parcel-Wise Legal Risk Matrix

The Consultant shall prepare a parcel-wise legal risk matrix classifying each asset as Clear, Correctable, Encumbered, Disputed, Sensitive or Non-developable, supported by source references and field evidence, and shall recommend documentation correction, possession strengthening, boundary demarcation, title protection and legal-preparation steps required before redevelopment or PPP packaging. A Title Clearance Report shall be prepared for each priority asset, recommending the legal instruments required to vest clear, defensible title in the Estate Office, Ministry of H&W.

13. Urban and Rural Property Documentation Framework

Property-documentation requirements differ materially between urban and rural land in Pakistan, principally in the land-ownership record system. The Consultant shall verify property records according to the relevant provincial land-revenue, development-authority, municipal, housing-society and local-government systems applicable to each asset, and shall adapt the checklists below to Estate Office Ministry of Housing & Works's assets. The full checklist is at Annex E.

13.1 Urban Property Documentation

- Registered Sale Deed / Registry;
- Computerized land record / Fard, where applicable;
- Mutation / Intiqal;
- Allotment Letter; Transfer Letter; Possession Letter;
- NOC from the housing society or development authority;
- Approved building plan from the development authority or municipal corporation;
- Property valuation by a bank-approved / certified valuer; and
- Encumbrance verification.

13.2 Rural Property Documentation

- Registered Sale Deed or legally recognized ownership document;
- Fard / Computerized Fard / Record of Rights;
- Jamabandi; Khasra; Khatauni;
- Khasra Girdawari, where applicable;
- Mutation / Intiqal;
- Land map / site plan, where required;
- NOC from local authorities, where applicable;
- Approval from the local authority or Tehsil administration, where required;
- Property valuation by a bank-approved / certified valuer; and
- Encumbrance verification.

Common documentation

Personal, income and banking / entity documents are broadly common across urban and rural cases; it is principally the land-ownership records that differ. The Consultant shall design the Digital Land Bank so that each asset record captures the correct urban or rural documentation set and flags any missing instrument as a legal-readiness gap.

14. Building and Infrastructure Condition Assessment

The Consultant shall survey and assess all buildings, quarters, flats, roads, drainage, water, sewerage, power, gas, utilities, open spaces, parking and public amenities, and shall classify each structure as retainable, repairable, retrofittable, obsolete, unsafe, demolishable or suitable for vertical replacement. The assessment shall integrate with the dilapidated-buildings programme (Section 17) and the prioritization matrix (Annex B).

- A measured built-up area, storey count and existing Floor-Area Ratio (FAR) for every estate — this is a mandatory Gate G4 deliverable that replaces the unreliable “built-up area” in the source schedule (see Section 6.1) and underpins every downstream density, yield and financial calculation;
- Building-condition and structural-safety surveys, including structural, architectural and MEP evaluation;
- Geotechnical, soil, material and structural testing where required for redevelopment design;
- Infrastructure and utility capacity assessment (water, sewerage, storm-water, power, gas, telecom / ICT);
- Road, drainage and public-realm condition assessment;
- Identification of immediate public-safety hazards and infrastructure failures requiring emergency response; and
- Estimation of rehabilitation, retrofitting, demolition, redevelopment and service-upgrade requirements, with preliminary cost estimates.

15. Vacant Government Land Utilization Strategy

The Consultant shall prepare a dedicated Vacant Government Land Utilization Strategy as a mandatory core deliverable, recognizing that vacant and underutilized parcels are among the fastest routes to self-financing regeneration and land value capture. The Strategy shall convert idle public land into structured, PPP-ready development packages while reserving land for public housing, resident rehousing and strategic public purposes.

15.1 Required Components

- A complete vacant-parcel inventory, geo-referenced and reconciled with the Digital Land Bank;
- Infill development potential on scattered and interstitial parcels;
- Land readjustment and land pooling to rationalize fragmented holdings;
- Cross-subsidy land development linking high-value parcels to public-housing replacement;
- Allocation between public-housing use, commercial use and mixed-use development;
- Identification and ring-fencing of strategic land reserves for future public need;
- Assembly of PPP-ready vacant-land packages with indicative development parameters; and
- Land value capture mechanisms (lease, revenue share, development rights, betterment / value uplift capture).

15.2 Multi-Criteria Land Suitability Analysis

Each parcel shall be assessed through a Multi-Criteria Land Suitability Analysis (MCLSA), weighting the following criteria to determine development suitability and optimal use:

- Existing land use and proposed land use;
- Accessibility, infrastructure availability and public-transport accessibility;
- Environmental constraints, climate risks, flood susceptibility, soil suitability and topography;
- Heritage significance and social sensitivity;
- Affordable-housing suitability, mixed-use development potential and Transit-Oriented Development (TOD) potential (where applicable);
- Economic-development potential and green-infrastructure opportunities.

15.3 Infrastructure-Capacity and Land-for-Public-Use Assessment

The Consultant shall assess existing and future infrastructure capacity — roads, water supply, sewerage, storm-water drainage, electricity, gas, telecommunications, public transport, schools, healthcare facilities, and parks and recreational facilities — and identify the infrastructure investments required to unlock development potential. The Consultant shall further identify land suitable for affordable housing, social housing, mixed-income housing, student housing, community facilities, schools, healthcare, public open spaces and recreation areas, and shall assess current land value, HBU, market demand, development costs, investment returns, socio-economic benefits, employment generation, fiscal impact and cost-benefit for each parcel.

15.2 Saleable versus Non-Saleable Analysis

For each vacant parcel, the Consultant shall determine the split between saleable / commercially deployable land and non-saleable land reserved for public housing, amenities, circulation and strategic use, and shall quantify how the commercial component finances the public-purpose component under the cross-subsidy framework (Section 23).

16. Dilapidated Buildings Redevelopment Programme

The Consultant shall prepare a Dilapidated Buildings Redevelopment Programme as a mandatory core deliverable, addressing the safety, dignity and redevelopment of obsolete and unsafe government housing stock. The Programme shall be tightly integrated with the condition assessment (Section 14), the resettlement framework (Section 18) and cross-subsidy financing (Section 23).

16.1 Required Components

- Building-condition classification across the portfolio (retain / repair / retrofit / redevelop / demolish);
- Structural-safety audit of at-risk and ageing structures;
- Clear demolition criteria and rehabilitation / retrofit criteria;
- A retrofit strategy for structures capable of safe extension of life;
- Redevelopment priority ranking, integrated with the prioritization matrix (Annex B);
- An emergency-relocation protocol for imminently unsafe structures, triggered ahead of the wider programme;
- Redevelopment phasing and decanting sequences;
- Cost estimates for demolition, redevelopment and interim measures;
- Resident-protection measures throughout demolition and reconstruction; and
- Integration with cross-subsidy financing so that redevelopment is, wherever feasible, self-financing.

Life-safety override — and its funding route

Where the structural-safety audit identifies imminent risk to life, the Consultant shall immediately notify the Ministry and prepare an emergency assessment, emergency relocation plan and stabilization or decommissioning recommendation, irrespective of the asset's position in the wider prioritization sequence.

Funding: emergency works of this kind cannot wait for a PPP transaction to reach financial close and, by definition, cannot be financed by land value capture. The Ministry shall therefore identify and ring-fence a dedicated emergency-works budget line — from Ministry contingency and/or the Public Sector Development Programme (PSDP) — against which the life-safety override can be executed. Without an identified funding route the override is unexecutable in practice.

17. Resident Census, Relocation and Resettlement Framework

Ownership status and why a resident census is required

The assets are Federal Government-owned. The estates in scope are Government-owned residential colonies and land parcels held by the Ministry; they are not privately titled land. A resident census is nonetheless required — and is not a land-acquisition exercise — because these Government estates are physically occupied by allottees and serving / retired government servants (with allotment and possession rights), together with, in places, unauthorized occupants, tenants and encroachers. Redevelopment cannot lawfully or humanely proceed without first establishing who occupies each unit, on what basis, and what their rehousing entitlement is.

Applicable framework: rehousing and reallocation shall be governed by the Ministry's allotment / estate-management rules and Federal Government accommodation policy (not by private-land compensation law). Where any non-Government or privately held interest, or an acquisition requirement, is identified during due diligence (Section 12), the applicable land-acquisition, compensation and resettlement law and policy shall be triggered for that parcel and documented in the Resettlement Framework.

The Consultant shall prepare a mandatory Resettlement and Rehabilitation Framework (the "Resettlement Framework") protecting residents affected by redevelopment. The Framework shall be founded on the principles of minimum displacement, in-situ vertical rehousing wherever feasible, no forced eviction, and the protection of vulnerable and low-income households. It shall be prepared to standards acceptable to Government and to international financial institutions, and shall govern the sequencing of every relocation-affected project.

17.1 Required Components

- A resident census and occupancy verification for every redevelopment-affected site;
- Tenure verification and allotment verification;
- Household vulnerability assessment (income, disability, elderly-headed, women-headed households);
- A compensation framework where applicable, consistent with law and policy;
- A temporary-relocation strategy, applied only where unavoidable and for the minimum necessary duration;
- An in-situ vertical relocation strategy rehousing residents within the same or an adjacent area;
- Return and reallocation policy and rules governing re-entry to redeveloped accommodation;
- Livelihood-restoration measures where livelihoods are affected;
- A grievance-redress mechanism accessible to all affected persons;
- A communication, consultation and disclosure strategy;
- Explicit protection of vulnerable households and gender / disability inclusion measures; and
- Monitoring and audit of resettlement commitments, with indicators tracked on the dashboard.

17.2 Sequencing Rule

No demolition or construction on any occupied site shall be programmed until the resident census, tenure verification, relocation plan and grievance mechanism for that site have been completed and accepted. Resettlement performance shall be a gating condition for release of the relevant implementation-phase activities and payments.

17.3 Portfolio Decant Capacity and Sequencing Study (mandatory precondition)

Why this is a precondition to the whole Programme

In-situ vertical redevelopment of an occupied colony is physically impossible without first emptying it. A single estate such as G-6 holds over 4,000 occupied units held by serving federal employees under the Accommodation Allocation Rules — not informal occupancy that can simply be cleared — and federal accommodation already carries multi-year waiting lists. Unless transit / decant accommodation physically exists or can be built first, redevelopment cannot begin, however sound the financing. This is a capacity question that a census, a compensation framework or a grievance mechanism cannot answer.

The Consultant shall therefore prepare, as a mandatory early deliverable at Gate G4 (and confirmed at Gate G5), a Portfolio Decant Capacity and Sequencing Study. This Study shall be a hard precondition for the phasing of the Five-Year Rolling Programme (Section 26); the phasing shall have no valid physical basis until it is accepted. The Study shall, at a minimum:

- Quantify the transit / decant accommodation that currently exists and that can be constructed early (including on vacant government parcels identified under Section 15) before any occupied estate is decanted;
- Identify which estates or parcels can serve as decant reserves, and designate a phased decant-reserve pool;
- Establish, for the portfolio and per city, the maximum number of units that can be under redevelopment concurrently given available and constructible decant stock (the “concurrency ceiling”);
- Sequence redevelopment as a rolling “build-first, then-decant, then-demolish” chain wherever feasible, so that newly built units release the next estate;
- Feed the concurrency ceiling and decant sequence directly into the prioritization matrix (Annex B) and the Five-Year Programme (Section 26); and
- Be updated as estates are delivered, so that the decant pool is maintained on a rolling basis.

18. National Urban Regeneration Master Plan

The National Urban Regeneration Master Plan shall be the principal, controlling output of the assignment. It shall not be limited to land-use maps: it shall integrate all sites, all asset categories, all land uses, all redevelopment options, all relocation principles, all safeguards, all financing principles and all implementation priorities into one blueprint from which every downstream output descends. The Master Plan shall incorporate, at a minimum, the following integrated blueprints:

- A national map and schedule of all proposed urban-regeneration sites;
- A portfolio-wide land-use blueprint (residential, mixed-use, commercial, institutional, community, open-space and infrastructure);
- A redevelopment blueprint for obsolete, dilapidated and low-density housing assets;
- A vertical relocation and in-situ rehabilitation blueprint for existing residents;
- A land-banking blueprint covering legal status, valuation, development readiness and PPP potential;
- A vacant-land utilization blueprint (Section 15);
- An infrastructure-modernization blueprint (roads, utilities, drainage, water, sewerage, power, parking, amenities);
- A financial and commercial blueprint covering land value capture, cross-subsidy, zero-Government-funding, viability and investment phasing;
- A PPP blueprint covering project packaging, concession options, risk allocation and investor readiness;
- An environmental, climate-resilience and social-safeguard blueprint (EIA, SIA, mitigation, public acceptance);
- A digital-dashboard and monitoring blueprint; and
- A five-year execution blueprint converting the plan into a phased, financed project pipeline.

The Master Plan shall be internally consistent across national, city, site and parcel levels, shall establish the approved priority hierarchy, and shall be formally approved in a **period prescribed by the competent authority** before city/site plans, feasibility studies, financing models, PPP packages and the implementation plan are finalized.

19. City / Cluster Regeneration Plans

The Consultant shall translate the approved Master Plan into city-wise and cluster-wise regeneration frameworks for Islamabad, Karachi, Lahore, Quetta, Peshawar and any other cities identified during inception. Each city / cluster plan shall:

- Identify high-value land clusters, obsolete colonies, slum-adjacent areas, vacant parcels and infrastructure-constrained sites;
- Assess market potential, infrastructure capacity, regulatory conditions, land value, mobility, public amenities and social sensitivity;
- Establish the city-level regeneration strategy consistent with the national blueprint; and
- Set out first-wave, second-wave, third-wave and long-term city-level project pipelines feeding the Five-Year Programme.

20. Site-Specific Master Plans and Development Briefs

Design Guidelines and Concept Development; which will include:

- Master Planning and Development Framework
- Architectural Design Guidelines
- Urban Design Framework
- Infrastructure Planning and Engineering Design Guidelines
- Landscape Architecture and Public Open Spaces
- Sustainable and Green Development Guidelines
- Smart City and Digital Infrastructure Planning
- Heritage Conservation and Adaptive Reuse
- Universal Accessibility, Safety and Inclusive Design
- Concept Development and Visualization
- Regulatory Compliance and Statutory Approvals

For each priority colony, estate, vacant parcel, dilapidated block or redevelopment area, the Consultant shall prepare a site-specific master plan and development brief. Each shall:

- Define proposed land use, density, housing replacement, commercial components, open space, amenities, roads, utilities, parking and phasing;
- Establish, at micro level, the land reserved for existing residents, land available for PPP development, land for public amenities, and land reserved for future strategic use;
- Comply with applicable master plans, zoning, building by-laws, height / FAR / FSI controls, fire and life-safety, parking and accessibility standards, with a statutory-approval pathway; and
- Be structured as a development brief convertible into feasibility studies, engineering designs, PPP packages and implementation contracts.

Design guidelines shall interalia encompasses climate-responsive and green-building design, universal accessibility, inclusive and gender-responsive design, Crime Prevention Through Environmental Design (CPTED), fire and life safety, and concept visualization (including 3D visualizations and investment-presentation materials) for priority assets.

20.1 Housing and Community Development

Each site-specific plan shall address: housing-demand assessment; housing-typology mix; affordable-housing strategy; social-housing integration; mixed-income neighbourhood planning; community, educational, healthcare, recreational and religious / cultural facilities; gender-sensitive design; and child-friendly and age-friendly neighbourhood planning.

20.2 Mobility, Utilities and Smart Infrastructure

Assessment and design of the road network, public-transport integration, Transit-Oriented Development (TOD), parking management, water supply, sewerage, storm-water drainage, electricity, gas, ICT and broadband, smart utilities and solid-waste management.

20.3 Social Assessment and Participatory Planning

The Consultant shall undertake Social Impact Assessment (SIA), stakeholder mapping, community consultation, participatory-planning workshops, relocation and livelihood-restoration planning, vulnerable-group assessment, a social-inclusion strategy and a public-participation framework.

20.4 Content of the Development Brief

Each Development Brief shall include: risk assessment; climate-risk analysis; disaster-risk-reduction measures; financial-risk assessment; implementation schedule; procurement strategy; PPP procurement roadmap; institutional responsibilities; monitoring framework; and Key Performance Indicators (KPIs).



21. Feasibility Studies

The Consultant shall prepare comprehensive technical, financial, commercial, economic, environmental, legal, institutional and social feasibility studies for all priority assets and development options, of a quality sufficient to support Government approvals, private-sector investment decisions, lender due diligence and the procurement of development partners. A weak feasibility stage is the most common reason public real-estate transactions fail to reach financial close; the Consultant shall treat this workstream as the bankability evidence base of the Programme.

21.1 Technical Feasibility

Existing-condition and constraints assessment, including topographical features, existing demographics, land-ownership verification, possession status and regulatory analysis; engineering feasibility; infrastructure and utility demand / supply analysis; transport accessibility and traffic-impact assessment; product mix and space planning; project alternative development scenarios; construction-technology options; preliminary structural / foundation considerations; construction methodology, phasing and sequencing; technical-risk identification; and a preliminary implementation schedule.

21.2 Financial and Commercial Feasibility

Development-cost estimates, CAPEX and OPEX, life-cycle costing; revenue forecasting and income modelling; sale / lease / rental projections and asset-monetization analysis; funding and financing strategy, debt / equity analysis and financial structuring; and full return metrics — NPV, IRR, FIRR, BCR, payback, DCF — with scenario, sensitivity, break-even and financial-risk analysis.

21.3 Economic Analysis

EIRR, ENPV and cost-benefit analysis; national and regional economic impact; employment generation; contribution to housing supply and urban development; enhancement of public-asset value; fiscal benefits; investment mobilization; and wider socio-economic benefits and long-term sustainability.

21.4 Environmental, Social, Legal, Carbon and Risk Assessment

Environmental screening / EIA / IEE and climate-resilience assessment; ESG integration and green-building opportunities; Social Impact Assessment, gender inclusion, universal accessibility and health-and-safety considerations; legal, institutional and regulatory assessment; and a comprehensive Risk Register and Risk-Mitigation Plan for each priority project. In addition, the Consultant shall undertake:

Carbon Footprint Assessment — estimation of baseline and projected greenhouse-gas (GHG) emissions associated with existing conditions and proposed redevelopment scenarios, together with identification of low-carbon and net-zero development opportunities; and

Carbon Sequestration Assessment — evaluation of existing and proposed green infrastructure, urban forests, parks, wetlands, street trees, green roofs and other nature-based solutions to quantify and enhance carbon-storage and sequestration potential.

21.5 Bankable Business Cases

For each priority project the Consultant shall prepare a fully bankable Business Case — comprising executive summary, strategic justification, market and HBU analysis, technical solution, development strategy, financial model, economic analysis, risk assessment, implementation and procurement strategy, PPP / JV / investment structure, institutional arrangements, phasing, funding strategy, expected returns, sensitivity analysis and a recommended preferred option with an implementation roadmap — suitable for Government approval, investment promotion, lender due diligence and partner procurement.



22. Cross-Subsidy and Zero-Government-Funding Financing Framework

This is a central policy requirement of the Programme. The Consultant shall design the regeneration of the portfolio, wherever feasible, on a self-financing, zero-Government-capital basis, whereby the commercial optimization of high-value land finances public-housing replacement, resident rehousing and enabling infrastructure without direct budgetary capital investment. The Consultant shall demonstrate, for the Programme and for each priority site, how public-purpose outcomes are financed from captured land value rather than from the public purse.

22.1 Mandatory Financial Analyses and Models

- Cross-subsidy financial models linking saleable / commercial components to public-purpose components;
- Self-financing redevelopment models at site and programme level;
- Saleable versus non-saleable land analysis for each site;
- Commercial versus public-purpose land-allocation analysis;
- Internal cross-financing plans within and across sites and city clusters;
- Land value capture mechanisms (see Section 24);
- Public-housing replacement financing (funding the rehousing obligation from value capture);
- PPP viability models and revenue-sharing models;
- Long-term lease and mixed-use monetization models;
- An explicit zero-Government-capital-contribution strategy, with the conditions and residual public-support requirements clearly stated;
- Fiscal-impact and contingent-liability assessment (including guarantees, viability-gap and revenue risk); and
- Value-for-money (VfM) analysis comparing self-financing / PPP delivery against conventional public procurement.

22.2 Zero-Government-Funding Test

The self-financing principle applies at PORTFOLIO level, not as a site-by-site pass/fail gate

Cross-subsidy works only where commercial land-value uplift exceeds the cost of rehousing plus enabling infrastructure. That condition holds at the high-value ICT and Karachi estates (e.g. F-6, F-7, G-6, G-7, Bath Island) but will not hold at peripheral, thin-market estates (e.g. Sariab Road, Quetta; Hasan Ghari, Peshawar; Dhana Singh Wala). The zero-Government-capital principle shall therefore be tested and satisfied across the PORTFOLIO — with surplus-generating prime assets cross-subsidising deficit peripheral assets — rather than being imposed as a pass/fail gate on every individual site. Applied site-by-site it would fail a large share of the asset count and generate exceptions rather than solutions.

Accordingly, the Consultant shall apply the Zero-Government-Funding Test at two levels. (i) As a portfolio target: the Programme as a whole, and each city cluster where feasible, shall be structured so that surplus assets finance deficit assets and the net call on Government capital tends to zero. (ii) As a site-level classifier (not a gate): each asset shall be graded Self-Financing, Cross-Subsidy-Dependent, or Public-Support-Required, and this grade shall feed the prioritization matrix (Annex B) and the sequencing of the Five-Year Programme. Where a residual public contribution is unavoidable at portfolio level, the Consultant shall quantify it, justify it on public-purpose, safety or social grounds, and

set out the value-for-money and fiscal-responsibility case. The checklist for the cross-subsidy financial model is at **Annex H**.



23. Land Value Capture and Asset Monetization

The Consultant shall determine the highest and best use (HBU) of each parcel — based on legal status, market value, planning context, resident needs, public interest and fiscal impact — and shall identify which assets to retain, rehabilitate, redevelop, vertically replace, monetize, lease, package for PPP, reserve or defer. The Consultant shall design land value capture and monetization mechanisms that protect long-term public ownership and value, including:

- Long-term lease and ground-lease structures;
- Revenue-sharing and development-agreement structures;
- Sale or transfer of development rights and air rights, where lawful;
- Mixed-use development and cross-subsidy housing;
- Betterment / value-uplift capture and rental-income streams;
- Concession-based and asset-recycling models; and
- Strategic land banking and phased release to optimize value.

The Consultant shall categorize assets into quick wins, high-value PPP projects, socially sensitive projects, litigation-sensitive assets, infrastructure-first sites and long-term strategic reserves, consistent with the prioritization matrix (Annex B).

24. PPP / JV / REIT / SPV Transaction Structuring and Advisory

The Consultant shall provide comprehensive transaction advisory services to structure priority projects and take them to market and to award, maximizing long-term public value while ensuring transparency, financial sustainability, optimal risk allocation and legal / regulatory compliance. Transaction support shall remain strictly advisory and Ministry-protective; the Consultant shall acquire no developer, equity, investor or beneficial interest in any transaction (Section 34), save where the Ministry expressly elects the master-developer / strategic-partner route under Section 24.4.

24.1 Delivery-Model Assessment and Structuring

- PPP-suitability assessment for each priority asset;
- Evaluation and comparison of JV, PPP, BOT / BOOT, long-term lease / concession, development agreement, REIT, SPV, asset-leasing / licensing, asset-recycling, and outright development or disposal (where appropriate);
- Development of the preferred transaction structure per asset, with commercial, legal, technical, financial and operational frameworks;
- Cross-subsidy PPP models that embed the rehousing and public-purpose obligations;
- Financial and commercial structuring, capital structures, concession periods, payment mechanisms and returns, with VfM assessment; and
- A risk-allocation framework assigning each risk to the party best able to manage it, consistent with applicable PPP legislation and international best practice.

24.2 Institutional, Governance and Market Engagement

- Recommendations on SPVs, asset-management companies, holding companies or trust structures where appropriate;
- Investor sounding and market testing to validate structures and appetite;
- Preparation of transaction documentation — transaction strategy, Information Memoranda, EOI, RFQ, RFP, evaluation criteria, draft concession / JV / development / lease / shareholders' agreements, commercial term sheets, risk-allocation matrix, financial models and procurement plans; and
- Bid-process support, response to bidder queries, prequalification, evaluation, negotiation, and support through commercial and financial close, where approved by the Ministry.

24.3 Preferred Ownership Architecture — Government-Majority, REIT-Backed Fractional Model

Given the extraordinary strategic value of these public assets, the Consultant shall not default to a single, plain-vanilla PPP concession. There are many modes of public-private structuring, and for crown-jewel assets the Ministry's preferred architecture — which the Consultant shall evaluate as the base case, alongside alternatives — is a Government-majority, REIT-backed fractional-ownership model that retains public control while mobilizing private capital and professional management. The Consultant shall design and stress-test this architecture, and shall recommend the optimal structure per asset / package on value-for-money and risk grounds. The indicative architecture is:

- The Government / Ministry retains a substantial majority ownership stake (indicatively a controlling interest) in each asset-holding vehicle, preserving public ownership and long-term value;

- Assets are contributed to Special Purpose Vehicles (SPVs) which are held by, or converted into, Real Estate Investment Trusts (REITs) — Rental, Developmental or Hybrid — listed and regulated under the SECP REIT framework;
- A professionally licensed asset / risk manager is allocated a defined minority economic interest and mandate to engage REIT investors, SPV co-investors, institutional and fractional (retail) investors, and to manage the asset over its life;
- Private and fractional investors subscribe REIT units, providing development and working capital without direct Government fiscal outlay, consistent with the zero-Government-funding principle (Section 22);
- A transparent split of economic interests (indicatively: Government majority; asset / risk manager and private investors the balance) is defined per asset, with the exact allocation set by the value-for-money and risk analysis; and
- Government value is protected through independent valuation, an owner's-interest firewall, board / trustee representation, distribution waterfalls, buy-back / drag-along protections and SECP / P3A regulatory oversight.

The Consultant shall align this architecture with the SECP REIT Regulations (including the public-private REIT model), the federal Public-Private Partnership Authority framework and applicable fiscal approval requirements, and shall prepare the SPV / REIT establishment roadmap, the fractional-investment structure, the asset-management mandate and the Government value-protection package as part of the transaction documentation. This model is the reason the financial-risk-management and REIT / SPV structuring disciplines are mandatory team requirements under Section 31.

Conflict-of-interest firewall

All transaction advisory shall be performed exclusively on behalf of, and in the best interests of, the Ministry. Should the Ministry subsequently procure any development, PPP, JV, REIT, concession or lease, that procurement shall be undertaken through a separate, transparent, competitive process; the Consultant engaged under this assignment shall not be eligible to participate as investor, developer, contractor, concessionaire, operator, sponsor or bidder, save as expressly permitted by law and after expiry of any mandatory restriction period (Section 34). Where the Ministry elects the master-developer / strategic-partner delivery route (Section 24.4), the applicable integrity safeguards in that Section shall govern.

24.4 Optional Delivery Route — Design-to-Execution Continuity (Master Developer / Strategic Partner)

The Estatae Office, Ministry of H&W, may, as a policy decision recorded before RFP issuance, elect to preserve continuity between the entity that authors the Programme's strategy and the entity that executes it, in recognition that the philosophy, sequencing and financing architecture are most faithfully delivered by the team that designed them. Where the Ministry so elects, the engagement may be structured as a Master Developer / Strategic Development Partner mandate rather than a pure advisory consultancy, in which case the following integrity safeguards shall apply in place of an absolute downstream bar: (i) the strategy / master-plan stage and the execution stage shall be separately priced and separately gated; (ii) all valuations shall be performed by an independent, Ministry-appointed valuer; (iii) an independent owner's engineer / transaction auditor shall protect Government value at each transaction; (iv) any equity or fractional interest taken by the partner shall be minority, competitively benchmarked and capped; and (v) the arrangement shall obtain PPP Authority and requisite fiscal / Cabinet approvals. Absent such an election, the default firewall in Section 34 applies.

25. Digital Dashboard and Decision-Support System

The Consultant shall develop a secure digital dashboard and decision-support system linked to the GIS asset inventory and Digital Land Bank, enabling national, city, site and parcel-level review of legal status, occupancy, utilization, condition, redevelopment potential, social risk, environmental clearance, financing status and PPP readiness. The dashboard shall support leadership review, prioritization, approval tracking, monitoring, audit and five-year oversight.

- Decision filters and buttons (Ready for PPP, Ready for Feasibility, Extreme Urgent, Dilapidated, Vacant Land, Encroached, Legal Issue, Socially Sensitive, High Value, Quick Win, Long-Term Reserve);
- Executive dashboards summarizing portfolio status, valuations, due-diligence findings, financing status and implementation progress;
- Role-based access control, user management and comprehensive audit logs;
- Cybersecurity controls, data-update protocols, backup and disaster recovery;
- Defined data ownership vesting all data, source files and databases in the Ministry;
- Source-file, database and administrator-credential handover on Ministry-approved hosting; and
- User / administrator manuals, staff training, and a twelve (12) month post-deployment support and defect-rectification period.

The minimum dashboard and Digital Land Bank data fields are specified at Annex C.

26. Five-Year Rolling Investment and Implementation Programme

The Consultant shall convert the approved Master Plan into a prioritized Five-Year Rolling Investment and Implementation Programme — a live, annually updated programme rather than a static document. It shall sequence relocation, demolition, infrastructure, construction, PPP bidding, monitoring and review, and shall define institutional roles, regulatory clearances, procurement requirements, legal preparation and financing strategy. Its physical phasing shall be governed by the concurrency ceiling from the Portfolio Decant Capacity and Sequencing Study (Section 17.3): no more units may be programmed into concurrent redevelopment than there is transit / decant capacity to accommodate. It shall include, at a minimum:

- Year-wise investment phasing and, as targets OWNED BY THE MINISTRY (which the Consultant models rather than commits to, since realized investment depends on the Ministry's project-selection decisions after prioritization), indicative annual investment envelopes;
- First-wave, second-wave, third-wave and long-term project classification, consistent with the decant concurrency ceiling;
- Year-wise project sequencing across the portfolio;
- A financing strategy consistent with the cross-subsidy and zero-Government-funding framework;
- A procurement strategy for each project and wave;
- A PPP transaction calendar (pipeline, launch, award, financial close);
- A relocation and resettlement schedule aligned to project sequencing;
- An approval and statutory-clearance roadmap (NOCs, environmental, planning, PPP, fiscal approvals);
- KPIs and dashboard monitoring indicators, with reporting formats, risk triggers and escalation; and
- An annual review and roll-forward procedure keeping the programme current.

27. Compliance, Audit and Safeguards Framework

The Consultant shall design and deliver all outputs in a manner that is legally defensible, procurement-compliant, auditable, environmentally responsible, socially legitimate and fiscally responsible, and capable of review by Government, audit, regulatory, financial and judicial authorities. The following compliance requirements are mandatory:

Compliance Area	Minimum TOR Requirement
Public procurement	All procurement and transaction recommendations shall comply with PPRA Rules 2004 and applicable Government of Pakistan procurement rules, approval requirements and RFP conditions.
PPP law and regulation	PPP, JV, lease, concession, REIT, SPV and monetization structures shall comply with applicable federal / provincial PPP frameworks, concession laws, fiscal approvals and value-for-money principles.
Land-revenue and title	All land records, cadastral boundaries, revenue records, mutations, leases, allotments, encumbrances and litigation shall be verified and documented with source references, under the correct urban / rural system.
Planning and zoning	All plans shall identify applicable master plans, zoning, land-use policy and approval pathways (CDA, provincial and municipal development authorities where applicable).
Building control	Compliance with the National Building Code of Pakistan, provincial building-control regulations, PEC guidelines, height / FAR / FSI controls, fire and life safety, parking and accessibility.
Development / municipal approvals	Identification of all statutory approvals, NOCs and clearances and preparation of a regulatory-compliance roadmap.
Environmental	EIA / IEE / environmental screening, ESMP, climate resilience, flood / drainage, energy and waste requirements per the Pakistan Environmental Protection Act and provincial regulations.
Social and resettlement safeguards	Resident census, tenure, vulnerability, consultation, in-situ rehabilitation, grievance redress, gender and disability inclusion, and livelihood protection.
Financial audit trail	Financial models with documented assumptions, sensitivity, scenario analysis, affordability, fiscal impact, contingent liability and value-for-money.
GIS / data audit trail	Each record traceable to source documents, verification status, field evidence, assumptions, responsible reviewer and date of last update.
Digital governance & security	Data ownership, cybersecurity, role-based access, audit logs, backup, update protocols and source handover.
Integrity	Conflict-of-interest, confidentiality, anti-corruption, non-participation, beneficial-ownership disclosure and public-asset-protection restrictions throughout.
Approval readiness	All major outputs prepared to a standard suitable for Cabinet / Ministry approval and external audit.

28. Deliverables and Acceptance Criteria

The Consultant shall prepare, submit and present all deliverables listed below. All reports shall be submitted in English in editable formats (MS Word, Excel, AutoCAD, GIS database, financial models) and PDF, with the required hard copies. All datasets, GIS databases, source files, dashboards and models shall become the property of the Estate Office, Ministry of H&W, on completion. Each deliverable shall undergo internal QA/QC before submission; drafts shall be reviewed by the Ministry and finals shall incorporate agreed comments before formal acceptance. Payment shall be linked to acceptance, not merely submission (**Section 33**).

28.1 Deliverables Schedule and Approval Gates

Gate	Principal Deliverables	Acceptance Criteria
G1 — Inception	D1 Inception Report; D2 Data Collection & Verification Plan; D3 GIS Survey Methodology; QA plan, stakeholder map, risk register, data templates	Scope, asset universe, data formats, governance, sequence and schedule confirmed and approved
G2 — Strategy	D4 Ministry-Wide Strategic Urban Regeneration Framework	Vision, principles, financing policy, governance, approval gates and KPIs approved
G3 — Digital Land Bank	D5 Digital Asset Registry & GIS Land Bank; D6 Dashboard prototype	Each asset has a unique ID, mapped boundary, linked records, metadata, photographs and verification status
G4 — Due Diligence	D7 Legal / Title / Revenue Matrix; D8 Physical Condition Assessment (incl. measured built-up area, storey count and existing FAR per estate); D9 Infrastructure Condition Assessment; D10 Resident Census & Social Profile; D11 Environmental & Social Screening; D11a Portfolio Decant Capacity & Sequencing Study	Findings supported by source records and field evidence, with risk classification and corrective actions; measured BUP / FAR baseline established; decant concurrency ceiling accepted
G5 — Master Plan	D12 National Urban Regeneration Master Plan; D13 Site Prioritization Matrix	Internal consistency across national / city / site / parcel levels; approved priority hierarchy
G6 — Core Strategies	D14 Vacant Land Utilization Strategy; D15 Dilapidated Buildings Redevelopment Programme; D16 Resettlement & Rehabilitation Framework	Each mandatory core strategy complete, costed and integrated with financing and safeguards
G7 — City / Site Plans	D17 City / Cluster Regeneration Plans; D18 Site-Specific Master Plans & Development Briefs	Land use, density, phasing, residents, infrastructure, approvals, PPP potential and risks identified
G8 — Feasibility & Financing	D19 Feasibility Studies & Bankable Business Cases; D20 Cross-Subsidy Financing Framework; D21 Zero-Government-Funding Strategy & VfM	Models include assumptions, sensitivity, mitigation, cost estimates, fiscal impact and viability
G9 — Transactions	D22 PPP / JV Transaction Packages & Documentation	Structures pass legal, financial, social, fiscal, VfM and conflict-of-interest checks
G10 — Dashboard	D23 Operational Digital Dashboard; manuals, source files, credentials, training, support plan	System tested, accessible, exportable, auditable and handed over to the Ministry
G11 — Implementation	D24 Five-Year Rolling Investment & Implementation Programme; D25 Institutional Strengthening Plan	Clear sequence, responsible agencies, approvals, financing, risk triggers and review calendar

Gate	Principal Deliverables	Acceptance Criteria
G12 — Handover	D26 Final Consolidated Report; D27 Final Handover Package; D28 Monthly / Quarterly progress reports (throughout)	All workstreams consolidated, data and systems handed over, Ministry sign-off obtained



29. Assignment Duration and Phasing

The assignment shall be implemented in a phased and region-wise manner across ICT, Punjab, Sindh, KP and Balochistan, with activities undertaken concurrently in multiple regions where practicable. The indicative core advisory period is eighteen (18) months from the Commencement Date, revised upward from an earlier twelve-month estimate to reflect the geographically dispersed portfolio (25 estates across five regions, ~1,357 acres) and the field-intensive nature of nationwide GIS survey, coordinate correction, legal and land-revenue verification, resident census and multi-stakeholder consultation.; the Consultant shall confirm a detailed, resource-loaded schedule in the Inception Report. The core period is followed by call-off transaction-advisory and implementation-support services as required.

Part	Indicative Period	Coverage	Gates
Part 0	Months 1–2	Policy alignment and inception: confirm scope and asset universe, prepare / align the National Urban Regeneration Policy Framework (Section 9A) and the Strategic Framework, mobilize regional teams	G1–G2
Part I	Months 2–7	Digitisation, nationwide GIS / DGPS / drone survey and coordinate correction, Digital Land Bank build, and legal / physical / technical / social / environmental due diligence across all regions	G3–G4
Part II	Months 7–12	Market assessment and HBU, prioritization matrix, National Master Plan, city / cluster frameworks, vacant-land and dilapidated-building strategies, resettlement framework, site-specific plans and design guidelines	G5–G7
Part III	Months 12–18	Priority feasibility studies and business cases, cross-subsidy and zero-Government-funding financing, PPP / REIT / JV structuring, dashboard finalisation, Five-Year Rolling Programme and institutional strengthening	G8–G12
Call-Off / Extension	As required	Transaction support to award / financial close (Section 24), and implementation support, delivery management and construction supervision for approved projects	Per project agreements

Where the assignment is procured on a packaged (lot) basis (Section 6.2), each package shall carry its own resource-loaded schedule, and the period above applies per package with regionally parallel mobilization. The Consultant shall demonstrate parallel execution where practicable. Delays attributable to data unavailability on the part of the Ministry shall not constitute a breach by the Consultant, provided the Consultant has given timely written notice.

30. Governance and Client Inputs

30.1 Programme Governance

The assignment shall be governed by a three-tier structure. The Estate Office Management/Ministry of H&W, shall nominate the bodies below and ensure timely decision-making at each approval gate.

Body	Composition	Role
Steering Committee (SC)	Minister / Secretary, MoH&W; relevant Federal Ministries and Divisions	Strategic oversight, gate approvals, escalation resolution
Project Management Unit (PMU)	Joint Secretary (Housing) as Project Director; technical focal points	Day-to-day contract management, deliverable review, inter-agency coordination
Technical Review Committee (TRC)	Independent technical experts nominated by the Ministry	Quality assurance and peer review of technical deliverables
Consultant Team Leader	Partner-level engagement lead from the appointed firm	Single point of accountability for the Consultant's performance

30.2 Client Inputs

The Estate Office, Ministry of H&W shall: provide available records, maps, cadastral information, ownership and lease records, inventories, layouts, drawings and prior studies; facilitate access to all sites and to relevant Federal, provincial and local agencies, revenue departments, development authorities and utilities; nominate the Project Focal Person, SC, PMU and TRC; issue letters of introduction and authorization for data collection, field surveys and record verification; review and approve deliverables within agreed periods; provide timely approvals and policy directions at decision gates; and support the Consultant in obtaining statutory clearances. The Consultant shall remain responsible for independently verifying all information provided and shall not rely solely on unverified records for legal, financial or transaction recommendations.

30.3 Estate Office Management , Ministry of H&W Review Clock and Deemed Progression

Because the critical path of the assignment runs through Estate Office, Ministry of H&W, and Steering-Committee approvals at twelve gates, the review timetable is defined and enforceable rather than left to “agreed periods”. The Ministry shall review and either accept or return with consolidated comments within the maximum periods below. Where a maximum review period is exceeded, the Consultant shall be entitled to a day-for-day extension of time (and, where a critical-path deliverable is affected, to associated standby costs) — this is a time-relief entitlement, not a penalty on the Ministry — and, for non-dependent workstreams, the Consultant may progress conditionally pending sign-off of the gating deliverable.

Deliverable class	Maximum Ministry review period	Consequence if exceeded
Draft major deliverable / gate submission	15 working days	Day-for-day extension of time; conditional progression on non-dependent workstreams
Final (revised) deliverable	10 working days	Day-for-day extension of time; deemed accepted for progression purposes if not returned, subject to SC ratification

Deliverable class	Maximum Ministry review period	Consequence if exceeded
Routine submissions / working papers	7 working days	Extension of time

30.4 Reporting

The Consultant shall submit monthly progress reports (by the 5th of each month), quarterly Steering Committee presentations with a KPI dashboard, a deliverable cover note for each submission, bi-weekly risk-register updates, and ad-hoc briefings at the request of the Secretary or Minister. All major deliverables shall be subject to formal review, comment resolution, approval gates and version control.



31. Consultant Team and Eligibility

The assignment spans urban planning and regeneration, urban design, architecture and engineering, GIS and digital systems, land banking and land administration, legal and land-revenue verification, real-estate valuation, financial modelling and risk management, and REIT / SPV / PPP transaction structuring — a credential span that no single firm can credibly hold in depth. The Estate Office Management, MoH&W therefore expects, and shall give due weight in evaluation to, a consortium-led delivery model: a lead consortium, headed by a single strong entrepreneurial lead firm that owns the philosophy and context of the Programme, and integrating the specialist architects, engineers, surveyors, geologists, digital / IT experts, financial (CFO-level), technology (CTO / CIO-level) and risk-management professionals required to carry the mandate from strategy through to execution. Where a consortium is proposed, one firm shall be designated Lead Consultant and single point of contact, and all members shall be jointly and severally liable.

Why a consortium, not a single firm

The Programme requires the simultaneous mastery of design philosophy, spatial and geotechnical science, digital systems, legal / land-administration rigour and sophisticated real-estate finance and risk management. Requiring one firm to evidence all of this would exclude the strongest teams and reward breadth of registration over depth of capability. A lead-firm-led consortium, jointly and severally liable, delivers the full capability while preserving a single accountable point of contact.

31.1 Definition of “Tier-1” and structure of the expert requirement

“Tier-1” is used in this TOR as a defined, evaluable qualification standard, not a marketing label. A Tier-1 firm or consortium is one that meets the quantified firm-eligibility thresholds at Section 31.3 (minimum years, number and value of comparable completed assignments, multidisciplinary capability, and financial standing). Bidders shall be assessed against those objective thresholds; the term confers no advantage that is not so measured, and shall not be applied in a manner inconsistent with PPRA Rules 2004.

To keep the field competitive, the key-expert requirement is split into a mandatory core and a bidder-proposed complement. The Estate Office Management, MoH&W shall require CVs and commitment for the CORE MANDATORY experts marked below; the remaining roles are indicative and shall be proposed and justified by each bidder in its staffing plan, sized to its methodology. Over-specifying every role as mandatory would, in effect, restrict the field to two or three consortia — which is not the Ministry’s intention.

Core mandatory experts (CVs required): Programme Director / Team Leader; Land Revenue / Title / Legal Expert; GIS / Geomatics Specialist; Financial Modelling Expert; PPP Transaction Advisor; Social Safeguards / Resettlement Specialist; and Structural Engineer. All other roles below are bidder-proposed within the staffing plan.

31.2 Indicative Key Experts

Key Expert	Minimum Indicative Profile
Programme Director / Team Leader (CORE)	Postgraduate qualification; 15+ years in urban development, public-asset management, real-estate advisory or portfolio-level programmes
Urban Regeneration Master Planner	10+ years in national / city / site planning, urban design, density, land use and regeneration frameworks
Urban Designer	8+ years in urban and public-realm design, mixed-use and TOD schemes
GIS / Geomatics Specialist (CORE)	8+ years in GIS survey, cadastral mapping, DGPS / drone mapping and web-GIS deployment
Digital Land Bank Specialist	8+ years in digital asset registries, land-information systems and data governance
Land Revenue / Title / Legal Expert (CORE)	10+ years in land records, title verification, mutation, lease, allotment, encroachment and litigation review
Public Procurement / PPP Legal Expert	10+ years in public-procurement, PPP, concession and contract law and government approvals
Real Estate / Valuation Expert	Recognized valuation credential (RICS / IVSC); 10+ years in HBU, market assessment, valuation and land value capture
Financial Modelling Expert (CORE)	10+ years in feasibility, NPV / IRR / FIRR / DCF modelling and cross-subsidy structuring
Financial Risk Manager	10+ years in real-estate / infrastructure financial risk, guarantee / VGF structuring, REIT / SPV risk allocation, contingent-liability and Government value protection
REIT / SPV Structuring Specialist	8+ years in REIT establishment, SPV and fund structuring and fractional-ownership / capital-markets transactions
PPP Transaction Advisor (CORE)	10+ years in PPP / JV / lease / concession structuring to financial close
Architect	8+ years in residential, mixed-use and government-building design
Structural Engineer (CORE)	8+ years in structural / safety assessment and adaptive reuse
Geologist / Geotechnical Specialist	8+ years in geotechnical investigation, soil / seismic assessment and foundation advisory
Infrastructure Engineer	8+ years in roads, water, sewerage, drainage, power and services planning
MEP Engineer	8+ years in building services and utility integration
Transport Planner	8+ years in mobility, traffic-impact and access planning
Environmental / Climate Resilience Specialist	8+ years in EIA / IEE / ESMP, climate, flood, energy and mitigation planning
Social Safeguards / Resettlement Specialist (CORE)	8+ years in census, resettlement, consultation, grievance redress and vulnerable-household assessment
Housing Policy Expert	10+ years in public / affordable-housing policy and delivery
Land Value Capture Expert	8+ years in value capture, betterment and asset-monetization mechanisms
Dashboard / MIS / Cybersecurity Expert	8+ years in digital asset systems, dashboards, access control, audit logs and data security

Key Expert	Minimum Indicative Profile
IT Systems / Solutions Architect (CTO / CIO-level)	10+ years architecting secure enterprise / geospatial data platforms and leading digital-transformation delivery
Project Management / M&E Expert	10+ years in programme controls, KPIs, reporting and delivery monitoring
Provincial Land-Administration Experts	Local experts for ICT, Punjab, Sindh, KP and Balochistan land-administration systems

31.3 Firm Eligibility and Quantified Thresholds

Eligibility shall be assessed against quantified thresholds so that evaluation is transparent and only firms / consortia with demonstrable technical and financial capacity qualify. The RFP shall specify, for the consortium as a whole and for the lead firm, the minimum values below (indicative figures to be confirmed by the Estate Office Management, MoH&W):

Threshold	Indicative Minimum Requirement
Firm-level experience	At least fifteen (15) years' relevant experience for the lead firm; at least ten (10) years for each specialist consortium member in its discipline
Completed projects (per domain)	At least three (3) successfully completed assignments in each relevant domain (see domain list below)
Minimum project value	At least [] comparable assignment(s) of contract value not less than PKR [] / USD [], demonstrating capacity at the scale of this Programme
Average annual turnover	Average annual turnover over the last three (3) years of not less than [] times the estimated annual contract value
Financial standing	Positive net worth, adequate liquidity / working-capital lines, and no insolvency, blacklisting or default

The RFP shall specify minimum experience requirements (years, number of projects and value) in each of the following domains:

- Urban Regeneration and Redevelopment;
- Master Planning and Urban Planning;
- Feasibility Studies;
- Infrastructure Planning and Detailed Engineering Design;
- Public-Private Partnership (PPP) Advisory and Transaction Advisory;
- Financial and Economic Analysis;
- GIS-Based Spatial Planning and Database Development;
- Digital Dashboard and Decision-Support System Development;
- Asset Management and Land Information Systems; and
- Environmental and Social Impact Assessment (EIA / SIA).

Required registrations and professional standing

The firm / consortium and its relevant experts shall hold, or engage members holding, the applicable Pakistani professional registrations, including as relevant: Pakistan Council of Architects and Town Planners (PCATP); Pakistan Engineering Council (PEC); Pakistan Bar / legal registration for the legal adviser; Securities-and-registration standing for financial / transaction advisers; and Institute of Chartered Accountants of Pakistan (ICAP) membership for the audit / financial-assurance function.

International consortium members shall associate with locally registered firms / professionals to satisfy these requirements.

Firms shall further demonstrate: multidisciplinary capability across all workstreams (single firm or formal consortium); experience deploying Web-GIS platforms, digital asset registries and dashboards for public-sector clients; a track record in bankable feasibility, financial modelling and PPP / REIT / JV structuring to financial close; experience advising public institutions, statutory authorities or IFIs; multi-city / multi-site programme management; experience in Pakistan or comparable jurisdictions (a significant advantage); sound financial standing; and all statutory / tax registrations required to contract with the Government of Pakistan, with no conflict of interest with any likely downstream bidder.



32. Evaluation Criteria

Proposals shall be evaluated on a Quality- and Cost-Based Selection (QCBS) basis, or such other method as the Estate Office Management, MoH&W may specify in the RFP. The indicative technical : financial weighting shall be 80 : 20, and a minimum technical qualifying score shall be specified in the RFP. The indicative technical evaluation criteria are:

Criterion	Indicative Weight
Firm's relevant experience in sovereign / public-sector asset portfolios, urban regeneration, GIS land banking and PPP transactions	25%
Methodology, work plan, understanding of the assignment, compliance approach and auditability	30%
Qualifications and experience of Key Experts	30%
Technology transfer, dashboard capability, local presence and institutional strengthening	10%
Social safeguards, relocation experience and environmental-compliance capability	5%
Total	100%

32.1 Quality-Dominant Selection and Packaged Award

This is a strategy-and-philosophy commission for extraordinarily valuable public assets, not a commodity contract to be decided on the lowest unit price. Selection shall accordingly be quality-dominant. The Estate Office Management, MoH&W shall adopt a high technical weighting (indicatively 80:20, and the Ministry may adopt up to 90:10 or a Quality-Based Selection (QBS) approach for the strategic components), and the technical evaluation shall give decisive weight to the depth, coherence and credibility of each consortium's approach, philosophy, methodology, team and financing architecture. The per-unit and package rates (Sections 6.2 and 33.2) shall be used to normalize and compare cost and to administer scope, but shall not, of themselves, determine the award.

Proposals shall be evaluated per package (Section 6.2) and, where a bidder proposes the whole portfolio, on that basis also. The reserves the right to award by package, by combination of packages, or as a whole, to the consortium(s) offering the best overall value, and to decline any proposal whose price is achieved at the expense of the methodological depth, team strength or safeguards this Programme requires.

33. Fee Structure and Payment Mechanism

The assignment comprises services with different cost drivers and shall adopt a phase-differentiated hybrid fee structure. This protects the Estate Office Management, MoH&W against cost escalation on a portfolio whose full extent is not known at the outset, while aligning the Consultant's incentives with sound and completed outcomes. Payments shall be linked to acceptance of deliverables, not merely to submission.

Service Component	Workstreams / Phases	Fee Basis	Paid By
Base portfolio advisory (incl. the full survey programme)	A–D, H (Parts I–II)	Fixed lump sum, firm-priced at bid, released against accepted gate milestones; covers the whole portfolio, including the DGPS / UAV / DEM / cadastral survey programme under WS B	Estate Office Management, MoH&W
City / site planning & feasibility (selected assets)	I–J (Parts II–III)	Fixed rate per Ministry-selected asset / cluster (Schedule of Rates)	Estate Office Management, MoH&W
Financing & structuring advisory	K	Included in base plus per-asset where selected	Estate Office Management, MoH&W
PPP / JV / transaction support	L	Success-linked advisory fee payable only at financial close, subject to a cap and conflict-of-interest firewall	Estate Office Management, MoH&W
Implementation / supervision support	N and call-off	Fixed lump sum or time-based rate, quoted at bid, invoiced by the Ministry and reimbursed by the developer under the project agreement. It shall NOT be a percentage of any revenue or value figure produced by the Consultant's own feasibility work (see 33.3)	Estate Office Management, MoH&W (developer-reimbursed)
Field logistics & reimbursables (out-of-pocket only)	B–D	Provisional sum reimbursed against evidence up to an approved ceiling — covers travel, per-diems and mobilization only; it does NOT duplicate the survey programme, which sits wholly within the base lump sum	Estate Office Management, MoH&W
Dashboard build & support	B / M	Build included in base; the 12-month post-deployment support (which runs beyond the advisory term) is a separately quoted, funded call-off line item	Estate Office Management, MoH&W

33.1 Payment and Commercial Terms

- Base advisory (Parts I–II) — indicative milestone weighting: Inception & Strategic Framework 15%; Digital Land Bank 25%; Due Diligence 20%; Master Plan & Prioritization 20%; Core Strategies (vacant land, dilapidated buildings, resettlement) 20%;
- Selected-asset advisory (Phases I–J) — the quoted per-asset rate multiplied by the number of assets the Estate Office Management, MoH&W selects, payable on acceptance of each asset's deliverables; rates firm and fixed throughout;
- Transaction success fee (Phase L) — a fixed percentage set in the RFP (bidders compete on the fixed advisory portion, not the success fee), payable only at financial close, subject to an absolute per-transaction cap, and conferring no equity, development or beneficial interest whatsoever;

- Delivery-supervision fee (call-off) — a fixed lump sum or time-based rate, quoted at bid, invoiced by the Estate Office Management, MoH&W and reimbursed by the developer under the project agreement, with the Consultant appointed by and reporting to the Ministry. It shall never be a percentage of the developer's projected project revenue or any other figure generated by the Consultant's own feasibility work (see Section 33.3);
- Reimbursables — provisional sum against documentary evidence up to a not-to-exceed ceiling; over-ceiling expenditure requires prior written approval;
- Retention of 10% withheld from lump-sum payments, released on final acceptance or on expiry of the defects-liability period, whichever is later. For the avoidance of doubt, the defects-liability period is twelve (12) months from acceptance of the final consolidated deliverable, and for the digital platform it is the twelve (12) month post-deployment support period;
- Payments within 30 days of acceptance / certification; all applicable taxes deducted at source; currency Pakistan Rupees, with a permitted foreign-currency portion for international consortium members; and
- No advance except a mobilization advance of up to a specified percentage against an unconditional bank guarantee of equal value.

33.3 Fee-Integrity Rule (no self-referential fees)

No component of the Consultant's remuneration shall be calculated as a percentage of any revenue, value, cost-saving or return figure that the Consultant itself has produced, projected or is relied upon to verify — including, without limitation, the delivery-supervision fee. Such a structure would give the Consultant an incentive to inflate the very figures the Estate Office Management, MoH&W relies upon to test viability. Success-linked fees under Phase L are permitted only as a fixed percentage of an independently realized transaction value at financial close, subject to a cap (Section 33.1), and confer no equity or beneficial interest (Section 34).

The Schedule of Rates (per selected asset) for design guidelines, master planning, technical feasibility, and financial / economic feasibility plus business case shall be quoted by the bidder in the financial proposal and shall remain firm throughout the Contract.

33.2 Per-Unit Rate Quotation, Package Pricing and Scope Elasticity

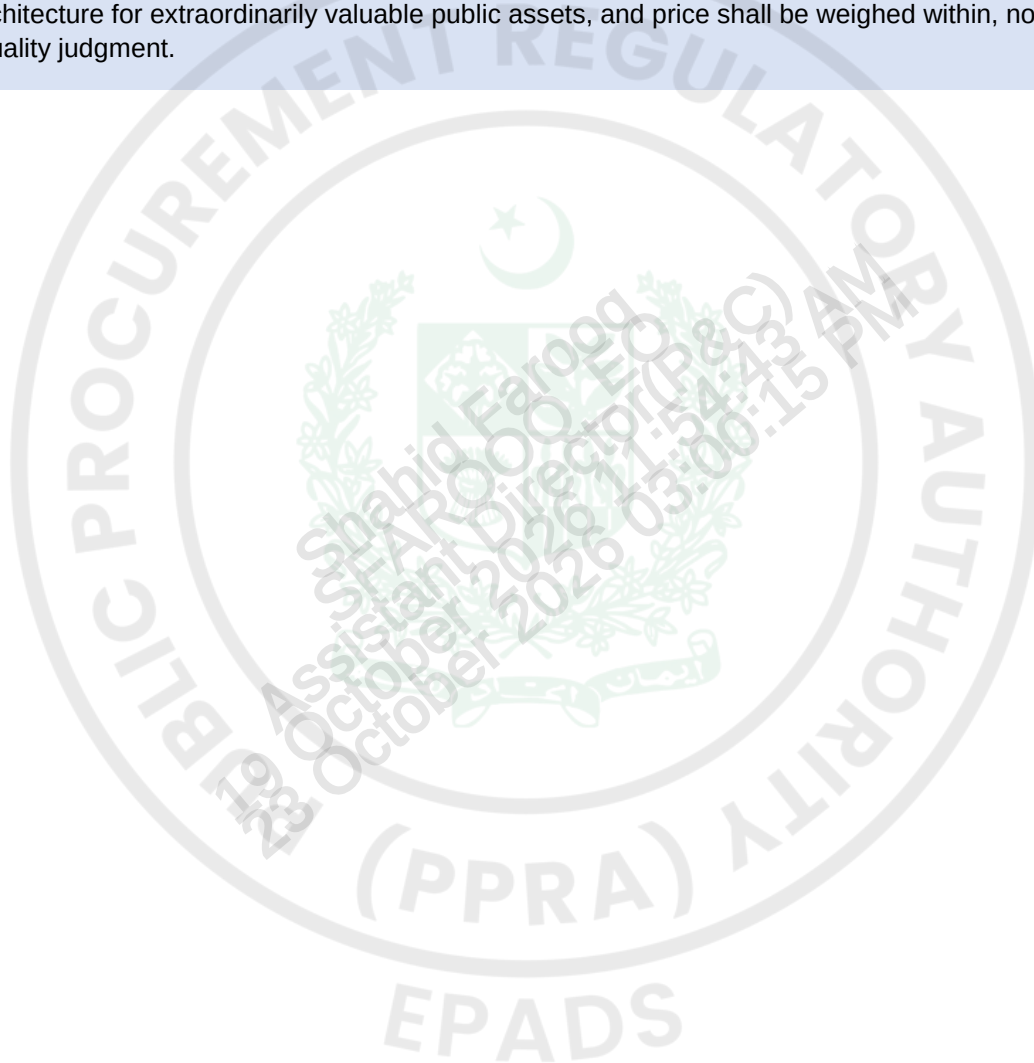
To enable normalized, like-for-like comparison across bidders and to give the Estate Office Management, MoH&W the ability to increase or reduce the volume of work without renegotiating rates, bidders shall quote firm unit rates on standardized measures in addition to any lump-sum. Unit rates shall be quoted per package (Section 6.2) and, within a package, on the following normalized bases so that pricing scales transparently with the actual quantum of work:

- Per square metre / per square foot of surveyed and built-up area (BUP) — for GIS survey, condition assessment and design workstreams;
- Per acre of land — for land-bank, due-diligence and land-use / master-planning workstreams;
- Per housing unit — for resident-census, resettlement and housing-redevelopment workstreams;
- Per asset / per estate — for site-specific master plans, feasibility studies and business cases; and
- Per transaction — for PPP / REIT / SPV structuring and transaction advisory (with the success-fee mechanism at Section 33.1).

Quoted unit rates shall remain firm and fixed throughout the Contract and shall apply uniformly however many units, acres, estates or packages the Estate Office Management, Ministry H&W selects. Where the Estate Office, Ministry H&W expands or contracts scope — for example by adding an estate, deferring a package, or transferring a city between packages — the commercial adjustment shall be computed mechanically from these unit rates, with no renegotiation. This mechanism gives the Ministry an auditable, apples-to-apples cost basis for comparing proposals and full elasticity to right-size the assignment.

Unit rates support — but do not decide — selection

The per-unit rates provide comparability and scope flexibility; they are not the basis on which the winning consortium is chosen. As set out in Section 32, selection is quality-dominant: the Estate Office, Ministry of H&W is procuring the strength of a team's approach, philosophy, methodology and financing architecture for extraordinarily valuable public assets, and price shall be weighed within, not over, that quality judgment.



34. Conflict of Interest and Integrity Safeguards

The Consultant, its parent, subsidiaries, affiliates, consortium members, subcontractors and key experts shall act solely in the interest of the Ministry and shall provide independent professional advice throughout. Neither the Consultant nor any affiliate or key expert shall, directly or indirectly:

- Acquire, hold or seek any ownership, equity, leasehold, development, financial or beneficial interest in any asset, project, PPP, JV, REIT, concession, lease, monetization or transaction arising from this assignment;
- Participate as developer, investor, sponsor, contractor, concessionaire, joint-venture partner, operator or bidder in any transaction prepared, evaluated, structured or recommended under this assignment;
- Receive any commission, success fee, brokerage, referral fee or other benefit from any third party in relation to assets or transactions covered by this consultancy; or
- Engage in any activity that may impair, or reasonably be perceived to impair, the Consultant's independence, objectivity or professional judgment.

Transaction-advisory, delivery-management and construction-supervision services shall be strictly professional advisory and oversight services performed exclusively for the Ministry, and shall not include participation as a private investor, developer, equity partner, contractor, concessionaire, operator or commercial beneficiary. No fee shall be self-referential (Section 33.3). Any subsequent development / PPP / JV / REIT / concession procurement shall be undertaken through a separate, transparent, competitive process.

34.1 Restriction Period (defined)

The “mandatory restriction period” referred to above is defined: the Consultant, its affiliates and consortium members shall be ineligible to bid on, invest in, or hold any interest in any transaction arising from this assignment for the duration of the Contract plus twenty-four (24) months from its completion or termination, save where the Ministry expressly elects the master-developer / strategic-partner route under Section 24.4 and its safeguards apply.

34.2 Eligibility of TOR / Specification Authors

Consistent with PPRA Rules 2004 and to protect the Estate Office Management, Ministry of H&W, against post-award challenge, any firm (and its affiliates) that has authored or materially shaped this TOR, its annexes, or the technical specification of any downstream transaction shall disclose that involvement, and shall ordinarily be excluded from bidding on the corresponding assignment or transaction. Any exception shall be expressly justified, disclosed to all bidders, and approved by the competent authority.

34.3 Intellectual Property

All foreground intellectual property created under this assignment — every report, dataset, GIS database, model, dashboard configuration and deliverable — together with all Ministry data, shall vest in and be the exclusive property of the Estate Office, Ministry of H&W. However, the Estate Office/Ministry does not thereby acquire ownership of the Consultant's pre-existing background IP (its proprietary platforms, source code, libraries, tools, templates and methodologies): in respect of background IP the Ministry shall instead be granted a perpetual, irrevocable, royalty-free, worldwide licence to use, operate, maintain and modify it for the purposes of the Programme, including after the Consultant's departure. This balance secures full Estate Office Management of Ministry of H&W ownership of

outputs and data while allowing firms with proprietary web-GIS or land-bank platforms to deploy them without either forfeiting their IP or being forced to build bespoke at the Ministry's cost.

The Consultant shall disclose in writing, immediately upon becoming aware, any actual, potential or perceived conflict of interest, and shall submit beneficial-ownership disclosures for the firm and consortium members. The Consultant shall maintain strict confidentiality of all data, valuations, commercial and transaction information, and shall not disclose or use it other than for the performance of the Contract without prior written Estate Office Management, MoH&W approval. Anti-corruption, integrity and public-asset-protection obligations shall apply throughout, and breach may result in disqualification, suspension, termination, forfeiture of payments and other remedies under the Contract and the laws of Pakistan.



35. Final Institutional Outcome

At completion, the Estate Office, Ministry of H&W, shall not merely possess reports. It shall possess an operational national master blueprint; a verified Digital Land Bank and GIS asset register; a legal, title and vulnerability matrix; a vacant-land utilization strategy; a dilapidated-buildings redevelopment programme; a resident-relocation and resettlement framework; an environmental and social safeguard framework; cross-subsidy and zero-Government-funding financial models; a prioritized project pipeline; site-specific development packages; PPP-ready opportunities and transaction documentation; a decision-support dashboard; a Five-Year Rolling Investment and Implementation Programme; and strengthened institutional capacity.

The Programme shall enable the Estate Office Management, MoH&W to move from passive land and housing asset holding to active public-asset stewardship — delivering planned urban regeneration, improved and dignified public housing, lawful land value capture, self-financing redevelopment, private-investment mobilization, transparent procurement, social legitimacy, environmental and climate compliance, and disciplined, monitored implementation.



36. Annexes

The following annexes form an integral part of this TOR and shall be completed / verified during the assignment. Annex A is the indicative asset schedule; Annexes B–I are the standard matrices and checklists governing classification, prioritization, data capture, documentation, safeguards, financing and RFP conversion.

Annex A — Schedule of Assets (Indicative Portfolio)

The following assets constitute the indicative pilot portfolio. The list is subject to verification during Parts I–III; the Estate Office Management, MoH&W may add or remove assets, with fees adjusted at the per-asset rates in Section 33. Areas and unit counts are as provided by the Estate Office; measured built-up area / FAR, GPS coordinates, custodian agency and per-asset title status will be established and confirmed during due diligence.

How to read the last column of this schedule

The final column is the source “built-up area”, which is in fact the plot area in square feet (acres × 43,560) and is NOT a measured built-up area (see Section 6.1). It is retained only for traceability to the source schedule and shall not be used for density or financial calculations. Before this schedule is issued to bidders it shall carry, per asset: (i) a measured built-up area, storey count and existing FAR; (ii) verified GPS coordinates (the F-6 and G-9 source coordinates are erroneous); and (iii) the custodian agency (e.g. Estate Office, Pak PWD, FGEHA).

Sr.	Province	City / Area	Units	Area (Acres)	Plot Area Sq.Ft* (unverified)
1	ICT	G-6, Islamabad	4,026	139.00	6,070,530
2	ICT	G-7, Islamabad	4,560	69.35	3,020,746
3	ICT	G-8, Islamabad	450	7.16	361,936
4	ICT	G-9, Islamabad	3,128	51.06	2,224,580
5	ICT	G-10, Islamabad	1,867	97.19	4,233,914
6	ICT	G-11, Islamabad	753	13.24	576,576
7	ICT	F-6, Islamabad	790	122.67	5,343,310
8	ICT	F-7, Islamabad	22	5.95	259,200
9	ICT	F-8, Islamabad	42	9.92	432,000
10	ICT	I-8, Islamabad	463	52.74	2,297,460
11	ICT	I-9, Islamabad	1,393	20.83	907,544
12	Sindh	Bath Island, Karachi	22	14.33	462,172
13	Sindh	Officers Colony, Garden, Karachi	132	16.43	522,720
14	Sindh	Pakistan Quarters, Karachi	394	32.13	1,306,800
15	Sindh	FC Area, Karachi	4,474	208.00	1,524,643
16	Sindh	Jehangir Rd (West), Patel Para & Old, Karachi	852	89.45	3,896,442
17	Sindh	Martin & Jail Rd Quarters, Karachi	1,176	81.00	3,528,403
18	Sindh	Clayton & Jehangir Road (East), Karachi	832	68.00	2,962,123
19	Punjab	Wafaqi Colony, Dhana Singh Wala	1,666	123.40	5,375,304

20	Punjab	CGE Colony, Lahore	278	12.46	542,758
21	Balochistan	CGS Colony, Satellite Town, Quetta	202	16.68	727,000
22	Balochistan	Pak PWD Colony, Sariab Road, Quetta	48	4.07	177,500
23	Balochistan	250 Colony, Sariab Road, Quetta	248	59.50	2,591,820
24	KP	CGE Residential Colony, Hasan Ghari, Peshawar	482	31.65	1,280,120
25	KP	CGE Residential Colony, Peshawar	39	10.69	269,528
	Total	25 Estates	28,339	1,356.90	50,895,127

Annex B — Site Prioritization Scoring Matrix

The prioritization matrix shall be consistent with, and draw its inputs directly from, the parcel-attribute register in Section 11.3 and the Multi-Criteria Land Suitability Analysis in Section 15.2, so that no inconsistency arises between the main TOR and this annex. Each asset shall be scored (e.g. 1–5) against the criteria below, grouped by theme, and the weighted score shall assign each site to an urgency / readiness category.

The weightings are a Estate Office of the Ministry of H&W policy decision — set them early

On a portfolio of this political sensitivity the weightings are not a technical detail; they determine which colonies are redeveloped first, and are therefore a policy decision. The Estate Office Management, MoH&W (not the Consultant) shall set, or at minimum formally approve, the theme and criterion weightings — and shall do so at Gate G2 as part of the Strategic Framework, rather than at Gate G5 when the ranking is already being produced.

Theme	Scoring Criteria (aligned to Section 11.3)
Legal & tenure	Legal / title readiness; litigation risk; encroachment risk; acquisition requirement; heritage constraint
Physical & safety	Building condition; structural integrity; public-safety risk; brownfield / greenfield
Infrastructure & accessibility	Infrastructure readiness; road and public-transport accessibility; utility availability; TOD suitability
Environmental & climate	Environmental sensitivity; flood risk; seismic risk; contamination; green-infrastructure / carbon potential
Social	Social impact / sensitivity; relocation complexity; public-housing impact; SIA outcome
Economic & financial	Land value; commercial viability; HBU; land-value-capture potential; investment attractiveness; PPP readiness
Deliverability (mandatory)	DECANT CAPACITY — whether transit accommodation physically exists or can be built to empty the site (Section 17.3); and STATUTORY UPLIFT ACHIEVABILITY — whether the relevant planning authority (CDA / LDA / SBCA) has indicated willingness to grant the density increase on which the site's viability depends
Strategic & delivery	Strategic urban importance; quick-win potential; implementation readiness; phasing priority

The two Deliverability criteria are mandatory: without them the matrix can rank highly a site that cannot in fact be emptied or cannot obtain the density its financing assumes. Resulting classification categories: Extreme Urgent; Very Urgent; Urgent; Necessary; Strategic / Long-Term; PPP-Ready; Feasibility-Ready; Legally Constrained; Socially Sensitive; Infrastructure-First; Long-Term Reserve.

Annex C — GIS / Digital Land Bank / Dashboard Minimum Data Fields

The register below is the minimum; it corresponds field-for-field to the parcel-attribute groups in Section 11.3.

- Identity & geometry: asset ID, province, city, site name, parcel boundary, GPS coordinates (verified), parcel size and geometry, area, built-up area and housing units;
- Legal & tenure: ownership, title, mutation, lease, allotment, occupancy, encroachment, litigation, acquisition requirement, heritage-protection status, easements / rights-of-way and source-document status;
- Documentation: urban / rural documentation set captured, with missing-instrument flags;
- Physical & structural: building condition, structural integrity, brownfield / greenfield classification, topography, public-safety risk and service gaps;
- Infrastructure & accessibility: road accessibility, public-transport accessibility, water, sewerage, storm-water drainage, electricity, gas, telecommunications / broadband, solid-waste management and social infrastructure (schools, hospitals, parks);
- Environmental & climate: environmental sensitivity, flood risk, seismic risk, air / noise pollution, soil contamination, biodiversity value, green-infrastructure potential, carbon-sequestration potential, estimated lifecycle carbon emissions and EIA screening requirement;
- Social: social sensitivity, SIA status, resident count, tenure status, relocation requirement, vulnerability, consultation status and grievance status;
- Economic & financial: HBU, market demand, development-cost estimate, expected financial return, valuation, land-value-capture potential, investment attractiveness, financial feasibility, PPP readiness, mixed-use / affordable-housing / TOD / densification potential;
- Financing status: cross-subsidy classification, saleable / non-saleable split, model status and zero-Government-funding test result;
- Prioritization & delivery: regeneration-priority ranking, priority category, phasing priority, implementation wave, approval status, procurement status and KPI tracking; and
- Audit metadata: source documents, verification status, field evidence, assumptions, responsible reviewer and date of last update.

Annex D — Asset Classification Matrix

Every asset shall be classified across the following dimensions to drive the Digital Land Bank filters, the prioritization matrix and the strategic decision on each parcel.

Dimension	Classification Options
Legal	Clear; correctable; encumbered; disputed; sensitive; non-developable
Physical	Safe; repairable; retrofittable; obsolete; unsafe; demolishable
Occupancy / Social	Vacant; low / medium / high sensitivity; relocation required; in-situ replacement required
Financial	Commercially viable; cross-subsidy required; public funding required; PPP-ready; not bankable
Environmental	No major constraint; screening required; EIA / IEE required; mitigation required; high-risk
Implementation	Immediate; first wave; second wave; third wave; long-term reserve; defer

Dimension	Classification Options
Strategic Decision	Retain; rehabilitate; redevelop; vertically replace; monetize; PPP / JV; lease; reserve

Annex E — Urban vs Rural Property Documentation Checklist

Personal, income and entity / banking documents are broadly common; the land-ownership records differ by urban / rural setting. The Consultant shall verify the applicable set for each asset.

Urban Property Documents	Rural Property Documents
Registered Sale Deed / Registry	Registered Sale Deed / legally recognized ownership document
Computerized land record / Fard (where applicable)	Fard / Computerized Fard / Record of Rights
Mutation / Intiqal	Jamabandi
Allotment Letter	Khasra
Transfer Letter	Khatauni
Possession Letter	Khasra Girdawari (where applicable)
NOC from housing society / development authority	Mutation / Intiqal
Approved building plan (development authority / municipal corporation)	Land map / site plan (where required)
Property valuation by bank-approved / certified valuer	NOC from local authorities (where applicable)
Encumbrance verification	Approval from local authority / Tehsil administration (where required)
—	Property valuation by bank-approved / certified valuer; Encumbrance verification

Annex F — Legal Documentation Checklist

- Ownership and chain-of-title verified with source references;
- Land-revenue records reconciled (Fard / Jamabandi / Khasra / Khatauni as applicable);
- Mutation / intiqal, lease, tenancy, allotment and possession status confirmed;
- Encumbrance and litigation search completed; interdepartmental claims identified;
- Easements, third-party rights, utility rights and acquisition history recorded;
- Boundary and cadastral reconciliation completed;
- Zoning / land-classification and any reclassification requirement identified;
- Parcel-wise legal risk classification assigned (clear / correctable / encumbered / disputed / sensitive / non-developable);
- Title Clearance Report and recommended vesting instruments prepared for priority assets; and
- Legal-readiness gaps and corrective actions logged in the Digital Land Bank.

Annex G — Resettlement Checklist

- Resident census and occupancy verification completed;
- Tenure and allotment verification completed;

- Household vulnerability assessment (income, disability, elderly- and women-headed households);
- Compensation framework defined where applicable;
- In-situ vertical relocation strategy prepared; temporary relocation only where unavoidable;
- Return, reallocation and re-entry rules defined;
- Livelihood-restoration measures identified where livelihoods affected;
- Grievance-redress mechanism established and accessible;
- Communication, consultation and disclosure strategy in place;
- Vulnerable-household, gender and disability inclusion measures embedded;
- Resettlement KPIs on the dashboard; and
- Monitoring and audit of resettlement commitments established as a gating condition.

Annex H — Cross-Subsidy / Zero-Government-Funding Financial Model Checklist

- Saleable vs non-saleable land quantified per site;
- Commercial vs public-purpose land allocation defined;
- Cross-subsidy linkage from commercial value to public-housing replacement demonstrated;
- Land value capture mechanism(s) selected and quantified;
- CAPEX, OPEX, life-cycle costs, revenue forecasts and cash flows modelled;
- Return metrics computed (NPV, IRR, FIRR, BCR, payback, DCF);
- Scenario, sensitivity and break-even analysis completed;
- Zero-Government-Funding Test applied; residual public contribution (if any) quantified and justified;
- PPP viability, revenue-sharing, lease and mixed-use monetization models prepared;
- Fiscal-impact and contingent-liability assessment completed;
- Value-for-money assessment versus conventional procurement documented; and
- Assumptions, sources and reviewer recorded for audit.

Annex I — Contract Conversion Checklist.

Mandatory General & Special Conditions of Contract (GCC / SCC) to be added before execution as a contract

- Limitation of liability / liability cap; professional-indemnity insurance requirement and level;
- Liquidated damages for delay;
- Suspension and termination (for convenience and for cause);
- Force majeure;
- Dispute resolution and governing law (laws of Pakistan);
- Defects-liability period (defined at Section 33.1);
- Variation / change-order procedure and pricing mechanism (linked to the per-unit and Schedule of Rates);
- Key-personnel substitution rules and consequences (with the CORE experts of Section 31.1 named);

- Intellectual-property regime per Section 34.3 (Ministry owns foreground IP and all data; perpetual royalty-free licence to background IP); and
- Anti-corruption, integrity, confidentiality and beneficial-ownership provisions, including the TOR-drafter exclusion and restriction period (Section 34.1–34.2).

END OF TERMS OF REFERENCE

Estate Office Management, Ministry of Housing & Works, Government of Pakistan — National Urban Regeneration Programme — , July 2026



APPENDIX-B

12. TECHNICAL PROPOSAL FORMS



FIRM'S REFERENCE

Relevant Services Carried Out in the Last Five Years

Which Best Illustrate Qualifications

Using in the format below, provide information on each reference assignment for which your firm, either individually as a corporate entity or as one of the major companies within a consortium, was largely contracted.

Assignment Name:		Country:
Location within Country:		Professional Staff Provided by Your Firm:
Name of Client:		No of Staff:
Address:		No of Staff Months:
Start Date (Month/Year):	Completion (Month/Year):	Approx. Value of project
	Date	

		Approx. Value of Services
Name of Associated Firm (s), if any:		No. of Months of Professional Staff Provided by Associated Firm(s)
Name of Senior Staff (Team Leader, Design Engineer, Architect etc) involved and functions performed:		
Narrative Description of Project		
Description of Actual Services Provided by Your Staff		

* Provide the copy of signed contract agreements and certificate from the client against the same for satisfactory performance against each project.

Consultants' Name: _____

PRESENT STAFF DEPLOYMENT

(As of _____)

Major Project(s) Presently Undertaken**Project Name Location Associates(s)**

Field of Expertise	Total Number of Permanent Staff	Staff Assigned to Above Projects



APPROACH PAPER ON METHODOLOGY PROPOSED
FOR PERFORMING THE ASSIGNMENT



COMMENTS/SUGGESTIONS OF CONSULTANT

On the Terms of Reference (TOR)

1.

2.

3.

4.

5.

6.

Etc.

On the data, services and facilities to be provided by the Client indicated in the TOR:-

1.

2.

3.

4.

5.

Etc.

FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED KEY STAFF

1. Proposed Position: _____

2. Name of Firm: _____

3. Name of Staff: _____

4. Profession: _____

5. Date of Birth: _____

6. Years with Firm: _____

7. Nationality: _____

8. Membership in Professional Societies: _____

(Membership of PEC is Mandatory)

9. Detailed Tasks Assigned on the Project: _____

10. Key Qualifications:

[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use up to one page].

11. Education:

[Summarize college/university and other specialized education of staff member, giving names of institutions, dates attended and degrees obtained.]

12. Employment Record:

[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, title of positions held and location of assignments. For experience in last ten years, also give types of activities performed and client references, where appropriate.

Note:- Provide proof of the employee association with the firm in the shape of salary slips/ income tax certificates

13. Languages:-

[Indicate proficiency in speaking, reading and writing of each language: excellent, good, fair, or poor].

14. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these bio-data correctly describe myself, my qualifications and my experience.

Date: _____

Signature of Staff Member

Day/Month/Year

or:

Authorized official from the firm

Items of Work/Activities	Monthly Programme from date of assignment (in the form of a Bar Chart)														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Completion and Submission of Reports

Reports	Date
1. Inception Report	
2. Interim Progress Report(s) - Monthly - Quarterly - Yearly	
3. Draft Completion Report	
4. Final Completion Report	

WORK PLAN AND TIME SCHEDULE FOR KEY PERSONNEL

Name	Position	Months (in the form of a Bar Chart)															Number of Months
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	

Full Time: _____

Part Time: _____

Activities Duration _____

Yours faithfully,

Signature _____

(Authorized Representative)

Full Name _____

Designation _____

Address _____

**COMPOSITION OF THE TEAM PERSONNEL AND THE TASKS TO
BE ASSIGNED TO EACH TEAM MEMBER FOR THE SPECIFIC PROJECT**

**CONSULTANT KEY PROFESSIONAL STAFF — CORE MANDATORY AND BIDDER-
PROPOSED EXPERTS**

CONSULTANT KEY STAFF MEMBERS

S.#	Name	Position	Assignment
1			
2			
3			
4			
5			
6			

Continued:.....

Note:-

- I. Provide details of junior staff available at the pay roll of the consulting engineering and planning firm to assist the key members comprising of the minimum following members;
 - a) Junior Architect's
 - b) Junior Town Planner's
 - c) Junior Design Engineer's (i/c Structure, Road Profile, Water Supply, Sanitation etc)
 - d) Junior Financial Experts
 - e) Auto Cad Operator's
 - f) Quantity Surveyor's
 - g) Field Surveyor's

- II. The consultants is required to provide a certificate that the key staff will be on the rolls of the Consulting Engineer and the services of nominated expert will be available up to the end of the validity period of the consultant's proposals.



**FORM 10 — DETAILS OF SPECIFIC AND GENERAL PROJECTS CARRIED OUT DURING THE
LAST 10 YEARS WITH COMPLETE DETAILS**

SPECIFIC PROJECTS — Relevant Urban Regeneration / Urban Renewal / Redevelopment / Area Development

S. No.	Name of the project	Value of the project	Value of the services	Description of Actual Services Provided
1				
2				
3				
4				
5				

GENERAL PROJECTS

S. No.	Name of the project	Value of the project	Value of the services	Description of Actual Services Provided
1				
2				
3				

APPENDIX-C

13. FINANCIAL PROPOSAL FORMS



COST OF SERVICES

CONSULTANTS FEE STRUCTURE

Cost/ quoted by the consultant against all the tasks/activities given in TOR (Appendix-A),

S. No.	Description / Phase	Consultant's Quoted Rate / Basis
1	Base portfolio advisory (A–D, H — Parts I–II)	Fixed lump sum, firm-priced at bid: Rs. _____
2	City / site planning & feasibility for selected assets (I–J)	Rs. _____ per selected asset / cluster
3	Financing & structuring advisory (K)	Included in base; additional per-asset rate, if applicable: Rs. _____
4	PPP / JV / transaction support (L)	Client-set fixed success fee at financial close: _____ % of independently realized transaction value; absolute per-transaction cap: Rs. _____. Not subject to bidder competition.
5	Implementation / supervision support (N and call-off)	Rs. _____ per month / approved call-off lump sum
6	12-month post-deployment dashboard support (B / M)	Rs. _____ lump sum / call-off
7	Approved field logistics / reimbursables (B–D)	Provisional sum ceiling: Rs. _____; reimbursed only against evidence and approved ceiling
Note: The Financial Proposal shall be completed strictly in accordance with Section 33 of Appendix A (TOR). The base portfolio advisory fee is firm and fixed; selected-asset rates shall apply uniformly; transaction success fee is payable only at financial close; reimbursables are limited to the approved ceiling; and no fee shall be calculated as a percentage of value or revenue produced by the Consultant's own feasibility work.		

Please refer to section 33 of the Terms of Reference (**Appendix-A**), titled ‘Fee Structure and Payment Mechanism’

Service Component	Work streams / Phases	Fee Basis	Paid By
Base portfolio advisory (incl. the full survey programme)	A–D, H (Parts I–II)	Fixed lump sum, firm-priced at bid, released against accepted gate milestones; covers the whole portfolio, including the DGPS / UAV / DEM / cadastral survey programme under WS B	Estate Office Management , MoH&W
City / site planning & feasibility (selected assets)	I–J (Parts II–III)	Fixed rate per Ministry-selected asset / cluster (Schedule of Rates)	Estate Office Management , MoH&W
Financing & structuring advisory	K	Included in base plus per-asset where selected	Estate Office Management , MoH&W
PPP / JV / transaction support	L	Success-linked advisory fee payable only at financial close, subject to a cap and conflict-of-interest firewall	Estate Office Management , MoH&W
Implementation / supervision support	N and call-off	Fixed lump sum or time-based rate, quoted at bid, invoiced by the Ministry and reimbursed by the developer under the project agreement. It shall NOT be a percentage of any revenue or value figure produced by the Consultant's own feasibility work (see 33.3)	Estate Office Management , MoH&W (developer-reimbursed where applicable)
Field logistics & reimbursables (out-of-pocket only)	B–D	Provisional sum reimbursed against evidence up to an approved ceiling — covers travel, per-diems and mobilization only; it does NOT duplicate the survey programme, which sits wholly within the base lump sum	Estate Office Management , MoH&W
Dashboard build & support	B / M	Build included in base; the 12-month post-deployment support (which runs beyond the advisory term) is a separately quoted, funded call-off line item	Estate Office Management , MoH&W

Note: The Consultant shall provide details of the applicable per-unit quotations, package-wise and scope-wise, in accordance with Clause 33.2 of Appendix A (TOR), for reference and application where required. Such quotations shall remain firm and fixed in accordance with the Contract and shall not by themselves constitute any financial commitment or guaranteed volume of work by the Client.

Name of the firm: _____

Signature of the authorized personnel: - _____

Seal of the firm: - _____



Appendix B-Reporting Requirements

101/102

The consultant shall submit original hard and soft copies of reports relating to all the activities/services mentioned in the Terms of Reference (TOR) (Appendix-A)

Appendix B-1 Communication Protocol

Appendix C-Key Personnel and Sub-Consultants

Appendix D-Services and Facilities to be provided by the Client

Appendix G-Integrity Pact

