# Request for Proposal

## CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY (Consultancy Services)

International

Single Stage-Two Envelope

*May 18, 2026*

*Pakistan Airports Authority (Planning & Development Directorate),Sr. Joint Director*
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PROCUREMENT NOTICE

# PROCUREMENT OF CONSULTANCY SERVICES

1. The **Pakistan Airports Authority (Planning & Development Directorate)** has reserved Funds for the procurement planned for FY **2025-26**. The **Pakistan Airports Authority (Planning & Development Directorate)** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the consultancy services of" **CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY**"

2. The **Pakistan Airports Authority (Planning & Development Directorate)** invites RFP through **EPADS v2.0** from eligible Bidders registered on **EPADS v2.0** for provision of Consultancy Services.

3. **Single Stage-Two Envelope**Procedure of Principal Method of Procurement (i.e. Open Competitive Bidding) will be used by adopting **Quality and Cost Based Selection (QCBS)**Technique for the subject procurement, in line with the Public Procurement Rules, 2004 and any Regulations, and Instructions issued by the Authority (from time to time).

4. All proposals must be accompanied by a Bid Security described in Bid Security Section in Bidding Documentin the form of **Pay Order, Bank Guarantee** or Bid Securing Declaration on the prescribed format described.

5. E-Bidding documents, containing detailed terms & conditions, specifications and requirements etc. are available on **e-Pak Acquisition and Disposal System (EPADS)** at **https://vendors.epads.gov.pk/**.

6. The RFP, prepared in accordance with the instructions in the e-Bidding documents, must be submitted through **EPADS v2.0**on or before **Thursday, July 9, 2026 11:00 AM**. Proposals will be opened on the same day at **Thursday, July 9, 2026 11:30 AM**. Manual submission of RFPs shall not be entertained. Those consultants/Firm who have not yet registered on the new version of**EPADS v2.0,** may register themselves on **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 Rules 48 of Public Procurement Rules, 2004 Grievance Redressal Committee (GRC) is notified for the subject procurement and notification copy is available on the procuring agency's websiteand also available on **EPADS v2.0** as well as Authority's website at (**www.ppra.org.pk**).

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# Instructions to Bidders

# A. General Provisions

1. **Introduction**

1.1. The Procuring Agency named in the Data Sheet intends to select a consultant, in accordance with the method of selection specified in the Data Sheet. The eligible Consultants are invited to submit a proposal, as specified in the Data Sheet, for consulting services required for the assignment named in the Data Sheet.

1.2. The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the Data Sheet. Attending any such pre-proposal conference is optional and is at the Consultants' expense.

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

2. **Corrupt and Fraudulent Practices**

2.1. The procuring agencies and the consultant are required to compliance Procurement Regulatory Framework in regard to corrupt and fraudulent practices as defined under Rule 2(1)(f) of the Public Procurement Rules.

# B. Preparation of Proposals

1. **General Considerations**

1.1. In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.

2. **Language**

3. The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Procuring Agency, shall

be written in the language(s) specified in the Data Sheet.

**Documents Comprising the Proposal**

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

4. **Only One Proposal**

4.1. The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If a Consultant, including any Joint Venture member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude a Sub-consultant, or the Consultant's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the **Data Sheet** and subject to regulatory instructions, if any.

5. **Proposal Validity**

5.1. Proposals shall remain valid for the period specified in the Data Sheet after the Proposal submission deadline prescribed by the Procuring Agency (PA). To ensure the validity of proposal, it shall contain bid security or bid Securing declaration as a complementary bid securing instrument having the validity twenty-eight days more than the bid validity period.

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

5.3. If it is established that any Key Expert nominated in the Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to blacklisting and debarment in accordance with Clause 5 of this ITC.

5.4. **Extension of Validity Period**

5.4.1. If considered necessary, an extension in the bid validity can be made in accordance with the provision of public procurement rules, 2004 or any instructions issued in this regard.

6. **Bid security/Bid Securing Declaration**

6.1. The consultant shall submit bid security in the form and amount specified by the procuring agency before the submission deadline. Provided that in case where the procuring agency does not require the bid security, the bidder shall submit bid securing declaration on the format prescribed by the Authority in Standard Procurement Documents.

6.2. Any Proposal not accompanied by a Bid Security or Bid Securing Declaration shall be rejected by the Procuring Agency as non-responsive.

6.3. The Bid Securing Declaration of a joint venture must be in the name of the joint venture submitting the Proposal indicating all the members are jointly and severely responsible.

6.4. The successful Consultant's Bid Securing Declaration will be discharged upon the signing the contract with the Successful Consultant, and furnishing the performance security

7. C**larification and Amendment of RFP**

7.1. The Consultant may request a clarification of any part of the RFP during the period indicated in the Data Sheet before three days prior to the Proposals' submission deadline through **EPADS v2.0**only. The Procuring Agency will respond to the same through **EPADS v2.0**. Should the Procuring Agency deem it necessary to amend the RFP as a result of a clarification or at its own initiative, it shall do so following the procedure described below:

7.1.1. At any time before the proposal submission deadline, the Procuring Agency may amend the RFP by issuing an amendment through **EPADS v2.0**.

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

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

8. **Preparation of Proposals – Specific Considerations**

8.1. While preparing the Proposal, the Consultant must give particular attention to the following:

8.1.1. The Procuring Agency may indicate in the Data Sheet the estimated Key Experts' time input (expressed in person-month) or the Procuring Agency's estimated total cost of the assignment, but not both. This estimate is indicative and the Proposal shall be based on the Consultant's own estimates for the same.

8.1.2. If stated in the Data Sheet, the Consultant shall include in its Proposal at least the same time input (in the same unit as indicated in the Data Sheet) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of proposals and decision for award in accordance with the procedure in the Data Sheet.

8.1.3. For assignments under the Fixed-Budget selection method, the estimated Key Experts' time input is not disclosed. Total available budget, with an indication whether it is inclusive or exclusive of taxes, is given in the Data Sheet, and the Financial Proposal shall not exceed this budget.

8.1.4. The proposal may be subject to price adjustment in accordance with Data sheet and formula specified.

9. **Financial Proposal**

9.1. The Financial Proposal shall be prepared using the Standard Forms provided in the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses indicated in the Data Sheet.

10. **Taxes**

10.1. The proposal submitted shall be inclusive of all the taxes unless otherwise stated in the Data Sheet. The Consultant and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the Data Sheet. Information on taxes in the Procuring Agency's country is provided in the Data Sheet.

11. **Currency of Proposal**

11.1. The Consultant may express the price for its Services in the currency or currencies as stated in the Data Sheet. If indicated in the Data Sheet, the portion of the price representing local cost shall be stated in the national currency. Payment shall also be made in the currency specified in the data sheet or condition of the contract.

## C. Submission, Opening and Evaluation

1. **Submission/withdrawal of Proposals**

1.1. The Consultant shall submit proposal through **EPADS v2.0**before the submission deadline.

1.2. A Proposal submitted by a Joint Venture shall be submitted through **EPADS v2.0** from the account of Lead Member. Reference to the EPADS account of all the JV Member shall be provided along with the proposal. Incase any of Member is not registered on the **EPADS v2.0**, may be registered on the **EPADS v2.0**or all his credential shall be provided along with the proposal for the evaluation of the procuring agency. JV agreement signed by all the members shall also be provided along with the proposal.

1.3. A Consultant may withdraw its Proposal after it has been submitted before the submission deadline.

2. **Opening of Proposal**

2.1. The Procuring Agency will open all Proposal though **EPADS v2.0**.

2.2. Financial Proposal, will remain unopened till the prescribed financial Proposal opening date.

3. **Evaluation of Technical Proposals**

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

4. **Opening of Financial Proposals**

4.1. After the technical evaluation is completed, the Procuring Agency shall issue the Technical Evaluation Report containing all the information regarding responsiveness or non-responsiveness of the consultant along with the technical scores (if any). The Procuring shall notify those Consultants that have achieved the minimum overall technical score and inform them of the date andtime for the opening of the Financial Proposals.

4.2. The Financial Proposals shall be opened and evaluated through **EPADS v2.0.**

5. **Correction of Errors**

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

5.2. The Procuring Agency's evaluation committee will

(a) correct any computational or arithmetical errors, and

(b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Procuring Agency's evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost.

## 6. **Conversion to Single Currency**

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

## 7. **Selection Technique**

### 7.1. **Quality and Cost Based Selection**

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

### 7.2. **Fixed-Budget Selection (FBS)**

7.2.1. In the case of FBS, those Proposals that exceed the budget indicated in the Data Sheet shall be rejected.

7.2.2. The Procuring Agency will select the Consultant that submitted the highest-ranked Technical Proposal that does not exceed the budget indicated in the RFP, and invite such Consultant to negotiate the Contract.

7.3. **Least-Cost Selection.**

In the case of Least-Cost Selection (LCS), the Procuring Agency will select the Consultant with the lowest evaluated total price among those consultants that achieved the minimum technical score, and invite such Consultant for discussion on technical issues, without changing the cost and scope of services.

# D. Negotiations and Award

1. **Negotiations**

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

1.2. The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Procuring Agency's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not alter the original scope of services under the TORs or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.

2. **Availability of Key Experts**

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

2.2. Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter

of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.

3. **Award of Contract**

3.1. The Procuring Agency will award the Contract to the Consultant whose Proposal has been determined to be substantially responsive to the RFP Documents and who has been declared as Successful Consultant, provided that the same is not in conflict with any other law or policy of the Federal Government

4. **Grievance Redressal Mechanism**

4.1. Grievance shall be redressed in accordance with procedure and mechanism defined under Rule 48of the Public Procurement Rules, 2004and Redressal of Grievance regulations.

5. **Mechanism of Blacklisting**

5.1. The Blacklisting shall be carried out in accordance with provision of Rule 19of the Public Procurement Rules, 2004 and for Procedure of Filing and Disposal of Review Petition under Rule 19 (3), 2021, to be read with the Regulations on "Mechanism for Blacklisting and Debarment of Bidders or Contractors Regulations, 2024".

6. **Environmental objectives**

6.1. As per Rule 4 of Public Procurement Rules, 2004, The procuring agency may seek to procure services with a reduced environmental impact throughout their life cycle when compared to services with the same primary function that may otherwise be procured

# Bid Data Sheet

# Proposal Data Sheet (BDS)

The following specific data for the procurement of Consultancy Services to be procured shall complement, supplement, or amend the provisions in the Instructions to Bidders (ITB). Whenever there is a conflict, the provisions herein shall prevail over those in ITB.

**BDS Clause Number**
**ITB Number**

**Amendments of, and Supplements to, Clauses in the Instruction to Bidders**

## A. General

**1**

**1.1**

Name of Procuring Agency:**Pakistan Airports Authority (Planning & Development Directorate)**

The subject of procurement is:**CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY**

Financial year for the operations of the Procuring Agency:**2025-26**

Name and identification number of the Contract: **P29090**

**BDS Clause Number 2**
**ITB Number 1.2 & 9.1**

The Bidders may seek clarifications through **EPADS v2.0**: Clarification Date: Thursday, June 25, 2026
Pre-Bid Meeting: Thursday, June 18, 2026 11:00 AM
Venue: P&D Dte. Headquarters Pakistan Airports Authority, Terminal -1, JIAP, Karachi, Pakistan

## B. Preparation of Proposals

**BDS Clause Number 3**
**ITB Number 4.1**

The language of the proposals is: **English**

**BDS Clause Number 4**
**ITB Number 6.1**

Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible? **No**

**BDS Clause Number 6**
**ITB Number 7.1**

Proposals shall be valid until **152 Days**

**BDS Clause Number 7**
**ITB Number 9.1**

List of documents required along with the bid: **No**

**BDS Clause Number 8**
**ITB Number 10.2**

The Consultant's Proposal must include the minimum Key Experts' time-input of _____person-months.

For the evaluation and comparison of Proposals only: if a Proposal includes less than the required minimum time-input, the missing time-input (expressed in person-month) is calculated as follows:

The missing time-input is multiplied by the highest remuneration rate for a Key Expert in the Consultant's Proposal and added to the total remuneration amount. Proposals that quoted higher than the required minimum of time-input will not be adjusted. ]

**BDS Clause Number 9**
**ITB Number 105**

The price shall be **Adjustable**.

Price schedule will be provided according to the format defined and acquired. see section price schedule.

**BDS Clause Number 10**
**ITB Number 11.1**

The qualification criteria to establish the supply / production capability of the bidder.

*see Eligibility Criteria*

**BDS Clause Number 11**
**ITB Number 7.6**
**Services and Their relateddocuments:**
*See section Required Services and ToR*

## C. Submission, Opening and Evaluation

**BDS Clause Number 12**
**ITB Number 8.1 & 8.2**

The amount of Bid Security shall be as defined in Bid Security Section for items and lots given in **BDS 6**
The Bid Security shall be in the form of:**Pay Order, Bank Guarantee**

**BDS Clause Number 13**
**ITB Number 13.1**

Currency of the Bids shall be : **PKR**

**BDS Clause Number 14**
**ITB Number 14.1**

Proposal shall be submitted online on EPADS v2.0 whereas hard copy of the bid security should be submitted to the following;

**P&D Dte. Headquarters Pakistan Airports Authority, Terminal -1, JIAP, Karachi, Pakistan**

Bids that are not submitted on EPADS v2.0 shall be disqualified.

The deadline for Bids submission is: **Thursday, July 9, 2026 11:00 AM**

**BDS Clause Number 15**
**ITB Number 15.1**

The Bids opening shall take place on **EPADS v2.0**.

Day *:* ***Thursday***

Date:***Thursday, July 9, 2026***

Time *:* ***11:30 AM***

**BDS Clause Number 16**
**ITB Number 20**

Selection technique adopted will be: **Quality and Cost Based Selection (QCBS)**

*see Evaluation Criteria*

## F. Negotiation and Award

**BDS Clause Number 18**
**ITB Number 21.5**

The Performance guarantee shall: **0%**.

The Performance Guarantee shall be acceptable in the form of:**Nil**

## G. Review of Procurement Decisions

**BDS Clause Number 19**
**ITB Number 24.1**

Grievence against this procurement shall be submitted online on **EPADS v2.0**.

# Eligibility Criteria

| Bidder's Type | Required Registration |
|---|---|
| Any | FBR (NTN)<br>PEC |

| Eligibility Criteria | Document |
|---|---|
| Valid Pakistan Engineering Council (PEC) Registration Certificate of the proposer or local JV partner(s) as consultant in project profile code 1216 “Airports”. In case of foreign firm not registered with PEC, Joint Venture (JV) with local PEC registered consultancy firm is mandatory in line with PEC bye laws. | Yes |
| Registration with the Federal Board of Revenue (FBR) as an active taxpayer. For foreign firms participating in a JV, registration with the relevant authority in the jurisdiction of their incorporation / origin is required. | Yes |
| Joint Venture agreement or a letter of intent to form such a JV, duly signed by allmembers (to be submitted only in the case of a Joint Venture). The maximum numberof partners in Joint Venture must not exceed three partners. If this requirement does not pertain to you, attach a single pager document stating this requirement as not applicable. | Yes |
| Power of Attorney (on non-judicial Stamp Paper valuing PKR 500) specifically authorizing the Authorized Representative to sign and submit the proposal on behalf of the consultant. In case of JV, the said power of Attorney shall be signed by Authorized Representative of each JV member. Moreover, the Power of Attorney for Authorized Representative of each JV member, to sign and submit the proposal on their behalf, shall also be appended therewith. | Yes |

| | |
|---|---|
| All proposals must be accompanied by a Bid Security described in Bid Security Section in Bidding Document in the form of Pay Order / Bank Guarantee in favour of Pakistan Airports Authority. Bid Security shall be submitted physically on or before this time at the address below along with the original TECHNICAL bid. FINANCIAL bid SHALL NOT be submitted as hard copy and shall only be uploaded to EPADS v2.0. | No |

# Evaluation Criteria

**Quality and Cost Based Selection (QCBS)**

| Technical Marks | 100 |
|---|---|
| **Passing Marks** | **70** |
| Financial Soundness - Refer to Annexure A PDS Clause 21.1 | |
| Average Annual turnover for the last three financial years. 05 marks if average annual turnover of last three financial years is PKR 200 million or above. [For average turnover of less than PKR 200 million, marks shall be awarded as per following formula: (A × 5 / 200), where ‘A’ is average annual turnover in Million] - Kindly attach filled FORM TECH-7 duly substantiated by audited financial statements last three financial years i.e. 2022-23, 2023-24, 2024-25 certified by a Chartered Accounting Firm (Qualitative)(Doc Required) | 5 |
| Average Annual Working Capital for the last three financial years. 05 marks if average annual working capital of last three financial years is PKR 50 million or above. [For average turnover of less than PKR 50 million, marks shall be awarded as per following formula: (A × 5 / 50), where ‘A’ is average annual working capital in Million] - Kindly attach filled FORM TECH-7 duly substantiated by audited financial statements last three financial years i.e. 2022-23, 2023-24, 2024-25 certified by a Chartered Accounting Firm (Qualitative)(Doc Required) | 5 |
| Specific/Similar Experience of the Consultant - Refer to Annexure A PDS Clause 21.1 | |

| | |
|---|---|
| Aviation & Infrastructure Engineering Consultancy Experience: Experience in aviation or transport infrastructure engineering consultancy in the last ten (10) years for large public sector clients (Airport Authorities, Civil Aviation Authorities, Airlines, Ports, Railways, Highways / Motorways) having cost at least PKR 10 billion PKR or equivalent USD @ PKR 280/USD At least two projects must be airport or civil aviation authority related, otherwise the consultant shall not score more than 4 marks under this sub-criterion. (Qualitative)(Doc Required)<br><br>5 or more projects - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(10)**<br><br>4 projects - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(8)**<br><br>3 projects - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(6)**<br><br>2 projects - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(4)**<br><br>1 project - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(2)**<br><br>Other - Attach nil document **(0)** | 10 |

| | |
|---|---|
| Organizational Process Analysis & Institutional Reform: Experience in consultancy assignments involving: End-to-end process mapping, Governance restructuring, RACI frameworks & Institutional reform for public sector organizations with minimum staff strength of 1,000 or more during last 10 years. Projects limited to ISO certification, HR manuals, or financial audits shall not be considered. (Qualitative)(Doc Required)<br><br>3 or more projects - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(15)**<br><br>2 projects - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(10)**<br><br>1 project - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(5)**<br><br>Other - Attach nil document **(0)** | 15 |

| | |
|---|---|
| Engineering / Infrastructure Digital Systems: Experience in development or implementation of digital systems for: Engineering project lifecycle management, Infrastructure asset management, Regulatory workflow platforms, Capital program governance systems in the last 10 years ERP, payroll, HRMS, accounting, or generic document management systems shall not be considered. (Qualitative)(Doc Required)<br><br>3 or more systems - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(15)**<br><br>2 systems - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(10)**<br><br>1 system - Kindly attach Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project submitted with Form TECH-2B and TECH-2C. **(5)**<br><br>Other - Attach nil document **(0)** | 15 |
| Project Methodology - Refer to Annexure A PDS Clause 21.1 | |
| Institutional Diagnosis & Process Mapping Approach - Kindly attach filled Form Tech 3, Tech 4 and Tech 5 (Refer to Annexure B - Technical Proposal Standard Forms) (Qualitative)(Doc Required) | 3 |
| Engineering Governance Redesign Framework - Kindly attach filled Form Tech 3, Tech 4 and Tech 5 (Refer to Annexure B - Technical Proposal Standard Forms) (Qualitative)(Doc Required) | 3 |
| Digital Transformation & PIEMS Strategy - Kindly attach filled Form Tech 3, Tech 4 and Tech 5 (Refer to Annexure B - Technical Proposal Standard Forms) (Qualitative)(Doc Required) | 2 |
| Change Management & Capacity Building - Kindly attach filled Form Tech 3, Tech 4 and Tech 5 (Refer to Annexure B - Technical Proposal Standard Forms) (Qualitative)(Doc Required) | 1 |

| | |
|---|---|
| Work Plan & Resource Deployment - Kindly attach filled Form Tech 3, Tech 4, Tech 5 and Tech 6 (Refer to Annexure B - Technical Proposal Standard Forms) (Qualitative)(Doc Required) | 1 |
| Key Personnel - Refer to Annexure A PDS Clause 21.1 | |
| Project Director(Aviation Infrastructure Expert) - Kindly attach the CV of the proposed personnel on Form Tech 6 (Refer to Annexure B - Technical Proposal Standard Forms) - Master's degree or higher in relevant field: 0.5 point Professional certification (PMP): 0.5 point Experience Years: ≥15 years (2.0), 12-14 years (1.5), 10- 11 years (0.5) Aviation Projects: ≥3 aviation transformation projects as Director (1.0), 2 projects (0.5) ICAO/IATA Standards: Demonstrated experience (0.5) Public Sector Reform: Experience with public institutional change (0.5) (Qualitative)(Doc Required) | 5 |
| Airport Planning & Development Expert - Kindly attach the CV of the proposed personnel on Form Tech 6 (Refer to Annexure B - Technical Proposal Standard Forms) - Master's degree in Planning/Transportation: 1.0 point ICAO/IATA specific training: 0.5 point Experience Years: ≥10 years (1.0), 8-9 years (0.75), 6-7 years (0.5) Master Plans Developed: ≥2 airport master plans (1.0), 1 plan (0.5) ICAO Standards: Annex 14/Doc 9184 experience (0.5) Capacity Analysis: Traffic forecasting experience (0.5) (Qualitative)(Doc Required) | 4 |
| IT Systems Architect / Digital Transformation Expert - Kindly attach the CV of the proposed personnel on Form Tech 6 (Refer to Annexure B - Technical Proposal Standard Forms) - Bachelor's degree in Computer Science/IT: 0.5 point Master's degree: 0.5 point Experience Years: ≥10 years (1.5), 8-9 years (1.0), 6-7 years (0.5) System Projects: ≥2 enterprise system implementations (1.0), 1 project (0.5) Workflow Automation: Specific experience (0.75) Engineering Sector IT: Aviation/infrastructure systems (0.75) (Qualitative)(Doc Required) | 5 |
| Legal / Regulatory Expert - Kindly attach the CV of the proposed personnel on Form Tech 6 (Refer to Annexure B - LL.B/LL.M degree: 1.0 point Additional qualification in Engineering/Public Admin: 0.5 point Experience Years: ≥10 years (1.0), 8-9 years (0.75), 6-7 years (0.5) PPRA Expertise: Demonstrated experience (1.0), basic knowledge (0.5) Code Drafting: Engineering procedure development (0.5) Public Procurement: Specific experience (0.5) (Qualitative)(Doc Required) | 4 |

| | |
|---|---|
| Sustainability & Resilience Expert - Kindly attach the CV of the proposed personnel on Form Tech 6 (Refer to Annexure B - Technical Proposal Standard Forms) - Master's degree in Environmental Eng/Sustainability: 0.5 point LEED/Green Building Certification: 0.5 point. Experience Years: ≥8 years (1.0), 6-7 years (0.75), 5 years (0.5) Green Projects: ≥2 infrastructure sustainability projects (1.0), 1 project (0.5) Local Codes: ECBC/GBC Pakistan experience (0.5) Climate Resilience: Adaptation strategy experience (0.5) (Qualitative)(Doc Required) | 4 |
| Change Management & Institutional Development Expert - Kindly attach the CV of the proposed personnel on Form Tech 6 (Refer to Annexure B - Technical Proposal Standard Forms) - Master's degree in Org. Psychology/HR/Management: 0.5 point Change Management Certification (Prosci): 0.5 point Experience Years: ≥8 years (1.0), 6-7 years (0.75), 5 years (0.5) Reform Projects: ≥2 public sector institutional reforms (1.0), 1 project (0.5) Capacity Building: Program development experience (0.5) Stakeholder Strategy: Engagement plan development (0.5) (Qualitative)(Doc Required) | 4 |
| Cost Estimation & Financial Modelling Expert- Kindly attach the CV of the proposed personnel on Form Tech 6 (Refer to Annexure B - Technical Proposal Standard Forms) - Bachelor's degree in Engineering/Quantity Surveying: 0.75 point Cost estimation certification: 0.25 point Experience Years: ≥10 years (1.5), 8-9 years (1.0), 6-7 years (0.5) Database Development: Rate database creation experience (1.0) Public Projects: Government project costing (0.75) Life-cycle Costing: Methodology application (0.75) (Qualitative)(Doc Required) | 5 |
| Training & Knowledge Management Expert - Kindly attach the CV of the proposed personnel on Form Tech 6 (Refer to Annexure B - Technical Proposal Standard Forms) - Master's degree in Education Tech/HR Development: 1.0 point Experience Years: ≥8 years (1.0), 6-7 years (0.75), 5 years (0.5) KM Systems: Development/implementation experience (1.0) Public Sector Training: Capacity building programs (0.5) Technical Training: Engineering/aviation sector (0.5) (Qualitative)(Doc Required) | 4 |

| | |
|---|---|
| Engineering Systems & Process Reengineering Expert - Kindly attach the CV of the proposed personnel on Form Tech 6 (Refer to Annexure B - Technical Proposal Standard Forms) - Bachelor's degree in Engineering: 0.75 point Master's degree in Engineering Management/Syste ms: 0.5 point Process certification (Six Sigma, BPM): 0.25 point Experience Years: ≥12 years (1.5), 10-11 years (1.0), 8-9 years (0.5) Process Projects: ≥3 comprehensive process redesign projects (1.0), 2 projects (0.5) Public Sector Experience: PPRA/PEC compliance work (0.75) Aviation/Transport Sector: Specific sector experience (0.75) (Qualitative)(Doc Required) | 5 |

# Required Services

**Positions Without Lots :**

| Position | Delivery Schedule | Quantity | Bid Security |
|---|---|---|---|
| CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY | **Address:** P&D Dte. Headquarters Pakistan Airports Authority,Terminal -1, JIAP, Karachi, Pakistan<br><br>**Schedule:** 730 Days **Quantity:** 1 | 1 | 1000000 |

# Related Services :

No

# TORS (Terms of References)

**Positions Without Lots :**

**Position:** CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY

**TORs (Terms of Reference):**

Refer to Annexure D - Terms of Reference.

# Price Schedule

**For Individual Positions**

| # | Position Title | Quantity | Unit Price (PKR) | Total Price (PKR) | Delivery Location | Delivery Period / Year | Country of Origin |
|---|---|---|---|---|---|---|---|
| 1 | | | | | | | |
| 2 | | | | | | | |

**For Lots**

| # | Lot Title | Total Lot Price (PKR) | Country of Origin |
|---|---|---|---|
| 1 | [Lot 1 Title] | | |

PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

# General Conditions of Contract

# A. General Provisions

1. **Definitions**

Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

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

1.2. "**Applicable Law**" means the laws and any other instruments having the force of law in Pakistan or as may be specified in the Special Conditions of Contract (SCC), as they may be issued and in force from time to time.

1.3. "**Consultant**" means an individual consultant or a consulting firm as the case may be;

1.4. "**Contractor's Personnel**" means personnel whom the Contractor utilizes in the execution of its contract, including the staff, labor and other employees of the Contractor and each subcontractor; and any other personnel assisting the Contractor in the execution of the contract to be supervised by the Consultant (if applicable).

1.5. "**Day**" means calendar day unless indicated otherwise.

1.6. "**Effective Date**" means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.

1.7. "**Experts**" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.

1.8. "**Foreign Currency**" means any currency other than the Pakistani Rupees.

1.9. "**GCC**" means these General Conditions of Contract.

1.10. "**Government**" means the Government of Pakistan.

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

1.12. "**Key Expert(s)**" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.

1.13. "**Local Currency**" means the currency of Pakistan

1.14. "**Non-Key Expert(s)**" means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract.

1.15. "**Party**" means the Procuring Agency or the Consultant, as the case may be, and "Parties" means both of them.

1.16. Procuring Agency's Personnel" refers to the staff, labor and other employees (if any) of the Procuring Agency engaged in fulfilling the Procuring Agency's obligations under the Contract; and any other personnel identified as Procuring Agency's Personnel, by a notice from the Procuring Agency to the Consultant

1.17. "**Proposal**" means the Technical Proposal and/or the Financial Proposal of the Consultant.

1.18. "**RFP**" means the Request for Proposals to be prepared by the Procuring Agency for the selection of consultants, based on the SRFP.

1.19. "**SCC**" means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.

1.20. "**Site**" (if applicable) means the land and other places where Works are to be executed or facilities to be installed, and such other land or places as may be specified in the Contractor's Contract as forming part of the Site.

1.21. "**SRFP**" means the Standard Request for Proposals, which must be used by the Procuring Agency as the basis for the preparation of the RFP.

1.22. "**Sub-consultants**" means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.

1.23. "**Third Party**" means any person or entity other than the Government, the Procuring Agency, the Consultant or a Sub-consultant.

1.24. "**TORs**" means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Procuring Agency and the Consultant, and expected results and deliverables of the assignment.

## 2. Relationship between the Parties

2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Procuring Agency and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

## 3. Law Governing Contract

3.1. The contract shall be governed and interpreted in accordance with the laws of Pakistan, unless otherwise specified in SCC.

## 4. Language

4.1. The Contract as well as all correspondence and documents relating to the Contract exchanged between the Consultant and the Procuring Agency, shall be written in the English language unless otherwise stated in the SCC. Supporting documents and printed literature that are part of the Contract may be in another language provided these are accompanied by an accurate translation of the relevant passages in English, in which case, for purposes of interpretation of the Contract, this translation shall govern.

## 5. Headings

5.1. The headings shall not limit, alter or affect the meaning of this Contract.

6. **Communications**

6.1. Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the SCC.

6.2. A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the SCC.

7. Location

7.1. The Services shall be performed at such locations as are specified in Appendix A hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Procuring Agency may approve.

8. **Authority of Member in Charge**

8.1. In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the SCC to act on their behalf in exercising all the Consultant's rights and obligations towards the Procuring Agency under this Contract, including without limitation the receiving of instructions and payments from the Procuring Agency.

9. **Authorized Representatives**

9.1. Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Procuring Agency or the Consultant may be taken or executed by the officials specified in the SCC.

10. **Fraud and Corruption**

10.1. Public Procurement Regulatory Authority requires that Procuring Agencies (including beneficiaries of Government funded projects) as well as Applicants/Bidders/Suppliers/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts in accordance with the requirement of Procurement Regulatory Framework

## B. Commencement, Completion, Modification and Termination of Contract

1. **Effectiveness of Contract**

1.1. This Contract shall come into force and effect on the date (the "Effective Date") of the Procuring Agency's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the SCC have been met.

2. **Termination of Contract for Failure to Become Effective**

2.1. If this Contract has not become effective within such time period after the date of Contract signature as specified in the SCC, either Party may, by not less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.

3. **Commencement of Services**

3.1. The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the SCC.

4. **Expiration of Contract**

4.1. Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the SCC.

5. **Entire Agreement**

5.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.

6. **Modifications or Variations**

6.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.

6.2. In cases of any modifications or variations, the prior written consent of the Procuring Agency is required.

7. **Force Majeure**

7.1. **Definition**

7.1.1. For the purposes of this Contract, “Force Majeure” means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party’s performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies.

7.1.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party’s Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.

7.1.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

7.2. **No Breach of Contract**

7.2.1. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

7.3. **Measures to be Taken**

7.3.1. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

7.3.2. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

7.3.3. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

7.3.4. During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Procuring Agency, shall either:

7.3.4.1. demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Procuring Agency, in reactivating the Services; or

7.3.4.2. continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

7.3.5. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 49& 50.

8. **Suspension**

8.1. The Procuring Agency may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

9. **Termination**

9.1. This Contract may be terminated by either Party as per provisions set up below:

a) **By the Procuring Agency**

9.1.1. The Procuring Agency may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Procuring Agency shall give at least thirty (30) days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) days' written notice in case of the event referred to in (e); and at least five (5) days' written notice in case of the event referred to in (f):

(a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;

(b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;

(c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 49

(d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days;

(e) If the Procuring Agency, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;

(f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13.

9.1.2. if the Consultant, in the judgment of the Procuring Agency has engaged in Fraud and Corruption, in competing for or in executing the Contract, then the Procuring Agency may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

9.2. **By the Consultant**

The Consultant may terminate this Contract, by not less than thirty (30) days' written notice to the Procuring Agency, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

(a) If the Procuring Agency fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clauses GCC 49.1 within forty-five (45) days after receiving written notice from the Consultant that such payment is overdue.

(b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days.

(c) If the Procuring Agency fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 49.1.

(d) If the Procuring Agency is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Procuring Agency of the Consultant's notice specifying such breach.

9.3. **Cessation of Rights and Obligations**

Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except

(i) such rights and obligations as may have accrued on the date of termination or expiration,

(ii) the obligation of confidentiality set forth in Clause GCC 22,

(iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth

in Clause GCC 25 and to cooperate and assist in any inspection or investigation, and (iv) any right which a Party may have under the Applicable Law.

9.4. **Cessation of Services**

9.4.1. Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Procuring Agency, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.

9.5. **e.Payment upon Termination**

Upon termination of this Contract, the Procuring Agency shall make the following payments to the Consultant:
(a) remuneration for Services satisfactorily performed prior to the effective date of termination, and reimbursable expenditures for expenditures actually incurred prior to the effective date of termination; and pursuant to Clause 43;
(b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

# C. Obligations of the Consultant

1. **General**

1.1. **Standard of Performance**

1.1.1. The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Procuring Agency, and shall at all times support and safeguard the Procuring Agency’s legitimate interests in any dealings with the third parties.

1.1.2. The Consultant shall employ and provide such qualified and experienced Experts and Sub-consultants as are required to carry out the Services.

1.1.3. The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be approved in advance by the Procuring Agency

1.2. **Law Applicable to Services**

1.2.1. The Consultant shall perform the Services in accordance with the Contract and in accordance with the Law of Pakistan and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

2. **Conflict of Interests**

2.1. The Consultant shall hold the Procuring Agency's interest's paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

2.1.1. **Consultant Not to Benefit from Commissions, Discounts, etc.**

2.1.1.1. The payment of the Consultant pursuant to GCC F (Clauses GCC 42 through 47) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment.

2.1.1.2. Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Procuring Agency on the procurement of goods, works or services. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Procuring Agency.

2.1.2. **Consultant and Affiliates Not to Engage in Certain Activities**

2.1.2.1. The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project, unless otherwise indicated in the SCC.

2.1.3. **Prohibition of Conflicting Activities**

2.1.3.1. The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.

2.1.4. **Strict Duty to Disclose Conflicting Activities**

2.1.4.1. The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Procuring Agency, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

3. **Confidentiality**

3.1. Except with the prior written consent of the Procuring Agency, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.

4. **Liability of the Consultant**

4.1. Subject to additional provisions, if any, set forth in the SCC, the Consultant's liability under this Contract shall be as determined under the Applicable Law.

5. **Insurance to be Taken out by the Consultant**

5.1. The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Procuring Agency, insurance against the risks, and for the coverage specified in the SCC, and (ii) at the Procuring Agency's request, shall provide evidence to the Procuring Agency showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.

6. **Accounting, Inspection and Auditing**

6.1. The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services in such form and detail as will clearly identify relevant time changes and costs.

6.2. Pursuant to paragraph 1.23 (e) of Attachment 1 to the General Conditions, the Consultant shall permit and shall cause its agents (where declared or not), subcontractors, sub-consultants, service providers, suppliers, and personnel, to permit, the procuring agency to inspect the site and/or the accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have such accounts, records and other documents. The Consultant's and its Subcontractors' and sub-consultants' attention is drawn to Sub-Clause 10.1 (Fraud and Corruption) which provides, inter alia, that acts intended to materially impede the exercise of the Procuring Agency's inspection and audit rights constitute a prohibited practice subject to contract termination.

7. **Reporting Obligations**

7.1. The Consultant shall submit to the Procuring Agency the reports and documents specified in Appendix A, in the form, in the numbers and within the time periods set forth in the said Appendix.

8. **Proprietary Rights of the Procuring Agency in Reports and Records**

8.1. Unless otherwise indicated in the SCC, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Procuring Agency in the course of the Services shall be confidential and become and remain the absolute property of the Procuring Agency. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Procuring Agency, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Procuring Agency.

8.2. If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Procuring Agency's prior written approval to such agreements, and the Procuring Agency shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be

specified in the SCC.

9. **Equipment, Vehicles and Materials**

9.1. Equipment, vehicles and materials made available to the Consultant by the Procuring Agency, or purchased by the Consultant wholly or partly with funds provided by the Procuring Agency, shall be the property of the Procuring Agency and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Procuring Agency an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Procuring Agency's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Procuring Agency in writing, shall insure them at the expense of the Procuring Agency in an amount equal to their full replacement value.

9.2. Any equipment or materials brought by the Consultant or its Experts into the Procuring Agency's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.

10. **Code of Conduct**

10.1. The Procuring Agencies and the Consultant are bound to follow the Code of Ethics to be issued by the Authority.

## D. Consultant's Experts and Sub-Consultants

1. **Description of Key Experts**

1.1. The title, agreed job description, minimum qualification and time-input estimates to carry out the Services of each of the Consultant's Key Experts are described in Appendix B.

1.2. If required to comply with the provisions of Clause GCC 20a, adjustments with respect to the estimated time-input of Key Experts set forth in Appendix B may be made by the Consultant by a written notice to the Procuring Agency, provided (i) that such adjustments shall not alter the original time-input estimates for any individual by more than 10% or one week, whichever is larger; and (ii) that the aggregate of such adjustments shall not cause payments under this Contract to exceed the ceilings set forth in Clause GCC 42.2.

1.3. If additional work is required beyond the scope of the Services specified in Appendix A, the estimated time-input for the Key Experts may be increased by agreement in writing between the Procuring Agency and the Consultant. In case where payments under this Contract exceed the ceilings set forth in Clause GCC 42.2, the Parties shall sign a Contract amendment.

2. **Replacement of Key Experts**

2.1. Except as the Procuring Agency may otherwise agree in writing, no changes shall be made in the Key Experts.

2.2. Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the

Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.

3. **Approval of Additional Key Experts**

3.1. If during execution of the Contract, additional Key Experts are required to carry out the Services, the Consultant shall submit to the Procuring Agency for review and approval a copy of their Curricula Vitae (CVs). If the Procuring Agency does not object in writing (stating the reasons for the objection) within twenty two (22) days from the date of receipt of such CVs, such additional Key Experts shall be deemed to have been approved by the Procuring Agency.
The rate of remuneration payable to such new additional Key Experts shall be based on the rates for other Key Experts position which require similar qualifications and experience.

4. **Removal of Experts or Sub-consultants**

4.1. If the Procuring Agency finds that any of the Experts or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or shall the Procuring Agency determine that a Consultant's Expert or Sub-consultant has engaged in Fraud and Corruption while performing the Services, the Consultant shall, at the Procuring Agency's written request, provide a replacement.

4.2. In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Procuring Agency to be incompetent or incapable in discharging assigned duties, the Procuring Agency, specifying the grounds therefore, may request the Consultant to provide a replacement.

4.3. Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Procuring Agency.

5. **Replacement/ Removal of Experts – Impact on Payments**

5.1. Except as the Procuring Agency may otherwise agree, (i) the Consultant shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Experts provided as a replacement shall not exceed the remuneration which would have been payable to the Experts replaced or removed.

6. **Working Hours, Overtime, Leave, etc.**

6.1. Working hours and holidays for Experts are set forth in Appendix B. To account for travel time to/from the Procuring Agency's country, experts carrying out Services inside the Procuring Agency's country shall be deemed to have commenced or finished work in respect of the Services such number of days before their arrival in, or after their departure from, the Procuring Agency's country as is specified in Appendix B.

6.2. The Experts shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in Appendix B, and the Consultant's remuneration shall be deemed to cover these items.

6.3. Any taking of leave by Key Experts shall be subject to the prior approval by the Consultant who shall ensure that absence for leave purposes will not delay the progress and or impact adequate supervision of the Services.

# E. Obligations of the Procuring Agency

1. Assistance and Exemptions

1.1. Unless otherwise specified in the SCC, the Procuring Agency shall use its best efforts to:

1.1.1. Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.

1.1.2. Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents.

1.1.3. Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.

1.1.4. Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Procuring Agency's country according to the applicable law in the Procuring Agency's country.

1.1.5. Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Procuring Agency's country, of bringing into the Procuring Agency's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.

1.1.6. Provide to the Consultant any such other assistance as may be specified in the SCC.

2. **Access to Project Site**

2.1. The Procuring Agency warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Procuring Agency will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

3. **Change in the Applicable Law Related to Taxes and Duties**

3.1. If, after the date of this Contract, there is any change in the applicable law in the Procuring Agency's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the ceiling amounts specified in Clause GCC 42.2.

4. **Services, Facilities and Property of the Procuring Agency**

4.1. The Procuring Agency shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (Appendix A) at the times and in the manner specified in said Appendix A.

4.2. In case that such services, facilities and property shall not be made available to the Consultant as and when specified in Appendix A, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services, (ii) the manner in which the Consultant shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause GCC 42.3.

5. **Counterpart Personnel**

5.1. The Procuring Agency shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Procuring Agency with the Consultant's advice, if specified in Appendix A.

5.2. If counterpart personnel are not provided by the Procuring Agency to the Consultant as and when specified in Appendix A, the Procuring Agency and the Consultant shall agree on (i) how the affected part of the Services shall be carried out, and (ii) the additional payments, if any, to be made by the Procuring Agency to the Consultant as a result thereof pursuant to Clause GCC 42.3.

5.3. Professional and support counterpart personnel, excluding Procuring Agency's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Procuring Agency shall not unreasonably refuse to act upon such request.

6. **Payment Obligation**

6.1. In consideration of the Services performed by the Consultant under this Contract, the Procuring Agency shall make such payments to the Consultant and in such manner as is provided by GCC F below.

# F. Payments to the Consultant

1. **Ceiling Amount**

1.1. An estimate of the cost of the Services is set forth in Appendix C (Remuneration) and Appendix D (Reimbursable expenses).

1.2. Payments under this Contract shall not exceed the ceilings in foreign currency and in local currency specified in the SCC.

1.3. For any payments in excess of the ceilings specified in GCC42.2, an amendment to the Contract shall be signed by the Parties referring to the provision of this Contract that evokes such amendment.

2. **Remuneration and Reimbursable Expenses**

2.1. The Procuring Agency shall pay to the Consultant (i) remuneration that shall be determined on the basis of time actually spent by each Expert in the performance of the Services after the date of commencing of Services or such other date as the Parties shall agree in writing; and (ii) reimbursable expenses that are actually and reasonably incurred by the Consultant in the performance of the Services.

2.2. All payments shall be at the rates set forth in Appendix C and Appendix D.

2.3. Unless the SCC provides for the price adjustment of the remuneration rates, said remuneration shall be fixed for the duration of the Contract.

2.4. The remuneration rates shall cover: (i) such salaries and allowances as the Consultant shall have agreed to pay to the Experts as well as factors for social charges and overheads (bonuses or other means of profit-sharing shall not be allowed as an element of overheads), (ii) the cost of backstopping by home office staff not included in the Experts' list in Appendix B, (iii) the Consultant's profit, and (iv) any other items as specified in the SCC.

2.5. Any rates specified for Experts not yet appointed shall be provisional and shall be subject to revision, with the written approval of the Procuring Agency, once the applicable remuneration rates and allowances are known.

3. **Taxes and Duties**

3.1. The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the SCC.

3.2. As an exception to the above and as stated in the SCC, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Procuring Agency on behalf of the Consultant.

4. **Currency of Payment**

4.1. Any payment under this Contract shall be made in the currency(ies) specified in the SCC.

5. **Mode of Billing and Payment**

5.1. Billings and payments in respect of the Services shall be made as follows:
(a) Advance payment. Within the number of days after the Effective Date, the Procuring Agency shall pay to the Consultant an advance payment as specified in the SCC. Unless otherwise indicated in the SCC, an advance payment shall be made against an advance payment bank guarantee acceptable to the Procuring Agency in an amount (or amounts) and in a currency (or currencies) specified in the SCC. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in Appendix E, or in such other form as the Procuring Agency shall have approved in writing. The advance payments will be set off by the Procuring Agency in equal installments against the statements for the number of months of the Services specified in the SCC until said advance payments have been fully set off.
(b) The Itemized Invoices. As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, or after the end of each time interval otherwise indicated in the SCC, the Consultant shall submit to the Procuring Agency, in duplicate, itemized invoices, accompanied by the receipts or other appropriate supporting documents, of the amounts payable pursuant to Clauses GCC 45 and GCC 46 for such interval, or any other period indicated in the SCC. Separate invoices shall be submitted for expenses incurred in foreign currency and in local currency. Each invoice shall show remuneration and reimbursable

expenses separately.
(c) The Procuring Agency shall pay the Consultant's invoices within sixty (60) days after the receipt by the Procuring Agency of such itemized invoices with supporting documents. Only such portion of an invoice that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to exist between actual payment and costs authorized to be incurred by the Consultant, the Procuring Agency may add or subtract the difference from any subsequent payments.
(d) The Final Payment .The final payment under this Clause shall be made only after the final report and a final invoice, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Procuring Agency. The Services shall be deemed completed and finally accepted by the Procuring Agency and the final report and final invoice shall be deemed approved by the Procuring Agency as satisfactory ninety (90) calendar days after receipt of the final report and final invoice by the Procuring Agency unless the Procuring Agency, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report or final invoice. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. Any amount that the Procuring Agency has paid or has caused to be paid in accordance with this Clause in excess of the amounts payable in accordance with the provisions of this Contract shall be reimbursed by the Consultant to the Procuring Agency within thirty (30) days after receipt by the Consultant of notice thereof. Any such claim by the Procuring Agency for reimbursement must be made within twelve (12) calendar months after receipt by the Procuring Agency of a final report and a final invoice approved by the Procuring Agency in accordance with the above.
(e) All payments under this Contract shall be made to the accounts of the Consultant specified in the SCC.
(f) With the exception of the final payment under (d) above, payments do not constitute acceptance of the Services nor relieve the Consultant of any obligations hereunder.

6. **Interest on Delayed Payments**

6.1. If the Procuring Agency had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 46.1 (c), interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the SCC.

# G. Fairness and Good Faith

1. **Good Faith**

1.1. The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

# H. Settlement of Disputes

1. **Amicable Settlement**

1.1. Any dispute of any kind whatsoever shall arise between the Procuring Agency and the Service Provider in connection with or arising out of the Contract, including without prejudice to the generality of the foregoing, any question regarding its existence, validity or termination, or the execution of the Project –whether during

developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall seek to resolve any such dispute or difference by mutual consultation. If the parties fail to resolve such a dispute or difference even after negotiations or mediation, then the dispute shall be referred within fourteen (14) days in writing by either party to the Arbitrator, with a copy to the other party.

1.2. Any dispute in respect of which a notice of intention to commence arbitration has been given, in accordance with GCC sub-clause 45.1, shall be finally settled by arbitration. Arbitration may be commenced prior to or after completion of the Project. Arbitration proceedings shall be conducted in accordance with Arbitration Act 1940.

1.3. Notwithstanding any reference to the arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree that the Procuring Agency shall pay the Service Provider any monies due the Service Provider.

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

# Special Conditions of Contract

# SPECIAL CONDITIONS OF CONTRACT

The following Special Conditions of Contract shall supplement the General Conditions of Contract. Whenever there is a conflict, the provisions herein shall prevail over those in the Conditions of Contract. The corresponding clause number of the GCC is indicated in parentheses.

**Number of GC Clause**

**Amendments of, and Supplements to, Clauses in the General Conditions of Contract**>

**Number of GC Clause 3.1**

The Contract shall be interpreted in accordance with the laws of Islamic Republic of Pakistan

**Number of GC Clause 4.1**

The language is **English**

**Number of GC Clause 6.1 and 6.2**

**The addresses are:**

**The Procuring Agency is:**Pakistan Airports Authority (Planning & Development Directorate),Sr. Joint DirectorP&D Dte. Headquarters Pakistan Airports Authority, Terminal -1, JIAP, Karachi, Pakistan

**The Consultant Address:**

**The title of the subject procurement is:CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY**

**Number of GC Clause 8.1**

*[Note: If the Consultant consists only of one entity, state "N/A";Or*

**The Lead Member on behalf of the JV is _____ _____** *[insert name of the member]*

**Number of GC Clause 9.1**

**The Authorized Representatives are:**

**The Authorized Representatives are:**

**For the Procuring Agency:**

Pakistan Airports Authority (Planning & Development Directorate),Sr. Joint Director
P&D Dte. Headquarters Pakistan Airports Authority, Terminal -1, JIAP, Karachi, Pakistan
+92-334-368-7182
kashi40a@gmail.com

**For the Bidder:**

**Name: ……**

**Designation: ……..**

**Address: ……..**

**Number of GC Clause 11.1**

*[Note: If there are no effectiveness conditions, state "N/A"]OR*

*List here any conditions of effectiveness of the Contract]*

**The effectiveness conditions are the following**: *[insert "N/A" or list the conditions]*

**Termination of Contract for Failure to Become Effective:**

**The time period shall be _____** *[insert time period, e.g.: four months]*.

**Commencement of Services:**

**The number of days shall be_____** *[e.g.: ten]*.

Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Procuring Agency in writing as a written statement signed by each Key Expert.

**Expiration of Contract:**

**The time period shall be _____** *[insert time period, e.g.: twelve months]*.

**Number of GC Clause 23.1**

**No additional provisions.**

The following limitation of the Consultant's Liability towards the Procuring Agency can be subject to the Contract's negotiations:

## Consultant's Liabilities

**Number of GC Clause 24.1**

**The insurance coverage against the risks shall be as follows:**

**(a) Professional liability insurance, with a minimum coverage of _____** *[insert amount and currency which should be not less than the total ceiling amount of the Contract]*;

**Number of GC Clause 33. Removal of Experts or Sub-consultants**

***[Note to Procuring Agency: include the following for supervision of infrastructure contracts (such as Plant or Works) and for other consulting service where the social risks are substantial or high, otherwise delete.]***

**Price adjustment on the remuneration …….. *[****insert* **"applies"** *or* **" does not apply"*]***

*[If the Contract is less than 18 months, price adjustment does not apply.*

*If the Contract has duration of more than 18 months, a price adjustment provision on the remuneration for foreign and/or local inflation shall be included here. The adjustment should be made every 12 months after the date of the contract for remuneration in foreign currency and – except if there is very high inflation in the Procuring Agency's country, in which case more frequent adjustments should be provided for – at the same intervals for remuneration in local currency. Remuneration in foreign currency should be adjusted by using the relevant index for salaries in the country of the respective foreign currency (which normally is the country of the Consultant) and remuneration in local currency by using the corresponding index for the Procuring Agency's country. A sample provision is provided below for guidance:*

Payments for remuneration made in [foreign *and/or* local] currency shall be adjusted as follows:

{or }

where

$R_f$ is the adjusted remuneration;

$R_{fo}$ is the remuneration payable on the basis of the remuneration rates (**Appendix C**) in foreign currency;

$I_f$ is the official index for salaries in the country of the foreign currency for the first month for which the adjustment is supposed to have effect; and

$I_{fo}$ is the official index for salaries in the country of the foreign currency for the month of the date of the Contract.

{or }

where

$R_l$ is the adjusted remuneration;

$R_{lo}$ is the remuneration payable on the basis of the remuneration rates (**Appendix D**) in local currency;

$I_l$ is the official index for salaries in the Procuring Agency's country for the first month for which the adjustment is to have effect; and

$I_{lo}$ is the official index for salaries in the Procuring Agency's country for the month of the date of the Contract.

**The currency of payment shall be the following:** *PKR*

*[The advance payment could be in either the foreign currency, or the local currency, or both; select the correct wording in the Clause here below. The advance bank payment guarantee should be in the same currency(ies)]*

The following provisions shall apply to the advance payment and the advance bank payment guarantee:

**Following is the guidance for Dispute Resolution**

1. If any dispute of any kind whatsoever shall arise between the Authority and the Bidder in connection with or arising out of the Contract, including without prejudice to the generality of foregoing, any question regarding its existence, validity, termination and the execution of the Contract – whether during developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall

seek to resolve any such dispute or difference by mutual diligent negotiations in good faith within 14 (fourteen) days following a notice sent by one Party to the other Party in this regard**.**

2. At future of negotiation the dispute shall be resolved through mediation and mediator shall be appointed with the mutual consent of the both parties**.**

3. At the event of failure of mediation to resolve the dispute relating to this contract such dispute shall finally be resolved through binding Arbitration by sole arbitrator in accordance with Arbitration Act 1940. The arbitrator shall be appointed by mutual consent of the both parties**.** The Arbitration shall take place in Islamabad, Pakistan and proceedings will be conducted in English language.

4. The cost of the mediation and arbitration shall be shared by the parties in equal proportion however the both parties shall bear their own costs and lawyer's fees regarding their own participation in the mediation and arbitration. However, the Arbitrator may make an award of costs upon the conclusion of the arbitration making any party to the dispute liable to pay the costs of another party to the dispute**.**

5. Arbitration proceedings as mentioned in the above clause regarding resolution of disputes may be commenced prior to, during or after completion of the contract.

Notwithstanding any reference to the arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree that the Authority shall pay the Bidder any monies due to the Bidder.

**Arbitrator's fee:**

The fee shall be specified in Pak Rupees, as determined by the Arbitrator, which shall be shared equally by both parties**.**

**Appointing Authority for Arbitrator:**

By the Mutual Consent or in accordance with the provisions of Arbitration Act, 1940, in case the parties fail to reach a consensus on the name of sole arbitrator, any party may submit an application to the Chief Justice Islamabad High Court for appointment of sole arbitrator. The Chief Justice IHC may appoint a former judge of any High Court or Supreme Court as the sole arbitrator to resolve the dispute between the parties.

**Rules of procedure for arbitration proceedings:**

Any dispute between the Authority and a Bidder who is a national of the Islamic Republic of Pakistan arising in connection with the present Contract shall be referred to adjudication or arbitration in accordance with the laws of the Islamic Republic of Pakistan including Arbitration Act 1940, however above provision shall prevail in referring the case to the Arbitrator.

**Place of Arbitration and Award:**

The arbitration shall be conducted in English language and place of arbitration shall be at Islamabad. The award of the arbitrator shall be final and shall be binding on the parties.

# Bid Securing Declaration

# Bid Securing Declaration

Date: *[insert date (as day, month and year)]*

Bid No.:***P29090***

To: **Pakistan Airports Authority (Planning & Development Directorate),Sr. Joint DirectorP&D Dte. Headquarters Pakistan Airports Authority, Terminal -1, JIAP, Karachi, Pakistan**

We, the undersigned, declare that:

We understand that, according to your conditions, Bids must be supported by a Bid Securing Declaration.

We accept that we will be blacklisted and henceforth cross debarred for participating in respective category of public procurement proceedings for a period of (not more than) six months, if fail to abide with a bid securing declaration, however without indulging in corrupt and fraudulent practices, if we are in breach of our obligation(s) under the Bid conditions, because we:

1. have withdrawn or modified our Bid during the period of Bid Validity specified in the Form of Bid;

2. Disagreement to arithmetical correction made to the Bid price; or

3. having been notified of the acceptance of our Bid by the Procuring Agency during the period of Bid Validity, (i) failure to sign the contract if required by Procuring Agency to do so or (ii) fail or refuse to furnish the Performance Security or to comply with any other condition precedent to signing the contract specified in the Bidding Documents.

We understand this Bid Securing Declaration shall expire if we are not the successful

Bidder, upon the earlier of (i) our receipt of your notification to us of the name of the successful Bidder; or (ii) twenty-eight (28) days after the expiration of our Bid.

# Contract Form

# FORM OF CONTRACT

This CONTRACT (hereinafter called the “Contract”) is made the *[number]* day of the month of *[month]*, *[year]*, between, on the one hand, *[name of Procuring Agency or Recipient]* (hereinafter called the “Procuring Agency”) and, on the other hand, *[name of Consultant]* (hereinafter called the “Consultant”).

*[If the Consultant consist of more than one entity, the above should be partially amended to read as follows:* “…(hereinafter called the “Procuring Agency”) and, on the other hand, a Joint Venture consisting of the following entities, each member of which will be jointly and severally liable to the Procuring Agency for all the Consultant’s obligations under this Contract, namely, *[name of member]* and *[name of member]* (hereinafter called the “Consultant”).]

WHEREAS

1. the Procuring Agency has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the “Services”);

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

3. the Procuring Agency has received [*or* has applied for] a loan [*or* credit *or* grant] from the *[Insert as appropriate:)]* toward the cost of the Services and intends to apply a portion of the proceeds of this [loan/credit/grant] to eligible payments under this Contract, it being understood that (i) payments will be made only at the request of the Procuring Agency; (ii) such payments will be subject, in all respects, to the terms and conditions of the [loan/financing/grant] agreement, including prohibitions of withdrawal from the [loan/credit/grant] account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import.

NOW THEREFORE the parties hereto hereby agree as follows:

The following documents attached hereto shall be deemed to form an integral part of this Contract:

- The General Conditions of Contract
- The Special Conditions of Contract;
- Appendices: Appendix
    - Terms of Reference Appendix
    - Key Experts Appendix
    - Remuneration Cost Estimates Appendix )
    - Reimbursable Cost Estimates Appendix
    - Form of Advance Payments Guarantee

In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A; Appendix B; Appendix C and Appendix D; and Appendix E. Any reference to this Contract shall include,

where the context permits, a reference to its Appendices.

2. The mutual rights and obligations of the Procuring Agency and the Consultant shall be as set forth in the Contract, in particular:

(a) the Consultant shall carry out the Services in accordance with the provisions of the Contract; and

(b) the Procuring Agency shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of *[Name of Procuring Agency]*

*[Authorized Representative of the Procuring Agency – name, title and signature]*

For and on behalf of *[Name of Consultant or Name of a Joint Venture]*

*[Authorized Representative of the Consultant – name and signature]*

*[For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.]*

For and on behalf of each of the members of the Consultant [insert the name of the Joint Venture]

*[Name of the lead member]*

*[Authorized Representative on behalf of a Joint Venture]*

*[add signature blocks for each member if all are signing]*

# Integrity Pact

Integrity Pact

# DECLARATION OF FEES, COMMISSION AND BROKERAGE ETC. PAYABLE BYTHE SUPPLIERS OF GOODS, SERVICES & WORKS IN CONTRACTS WORTHRS.10.00 MILLION OR MORE

**Contract** Number: Contract Value: Contract Title:

Dated:

[Name of Supplier] hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from Government of Pakistan or any administrative subdivision or agency thereof or any other entity owned or controlled by it (GoP) through any corrupt business practice.

Without limiting the generality of the foregoing [Name of Supplier] represents and warrants that it has fully declared the brokerage, commission, fee etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as consultations fee or otherwise, with the object of obtaining or inducing the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from GoP, except that which has been expressly declared pursuant hereto.

[Name of Supplier] certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction with GoP and has not taken any action or will not take any action to circumvent the above declaration, representative or warranty.

[Name of Supplier] accepts full responsibility and strict liability for making and false declaration, not making full disclosure, misrepresenting fact or taking any action likely to defeat the purpose of this declaration, representation and warranty. It agrees that any contract, right interest, privilege or other obligation or benefit obtained or procured as aforesaid shall, without prejudice to any other right and remedies available to GoP under any law, contract or other instrument, be voidable at the option of GoP.

Notwithstanding any rights and remedies exercised by GoP in this regard, [Name of Supplier] agrees to indemnify GoP for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to GoP in an amount equivalent to ten time the sum of any commission, gratification, bribe, finder's fee or kickback given by [Name of Supplier] as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form from GoP.

# Performance Guarantee Form

# Performance Guarantee Form

To: **Pakistan Airports Authority (Planning & Development Directorate),Sr. Joint DirectorP&D Dte. Headquarters Pakistan Airports Authority, Terminal -1, JIAP, Karachi, Pakistan**

WHEREAS *[name of Bidder]* (hereinafter called "the Bidder") has undertaken, in pursuance of Contract No. *[reference number of the contract]* dated *[insert date]* for provision of Goods(hereinafter called "the Contract").

AND WHEREAS it has been stipulated by you in the said Contract that the Bidder shall furnish you with a Bank Guarantee by a reputable bank for the sum specified therein as security for compliance with the Bidder's performance obligations in accordance with the Contract.

AND WHEREAS we have agreed to give the Bidders guarantee:

THEREFORE, WE hereby affirm that we are Guarantors and responsible to you, on behalf of the Bidder, up to a total of *[amount of the guarantee in words and figures]*, and we undertake to pay you, upon your first written demand declaring the Bidder to be in default under the Contract and without cavil or argument, any sum or sums within the limits of *[amount of guarantee]* as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

This guarantee is valid until the: *[insert date]*

Signature and seal of the Guarantors

_____

*[name of bank or financial institution]*

_____

*[address]*

_____

*[date}*

# Annexure

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

# Annexure A

The Instructions to Consultants(ITC) and ProposalData Sheet (PDS) attached herewith as Annexure Ashall form an integral and binding part of the Bidding Documents. Notwithstanding anything to the contrary contained in any system-generated content, the ITB and BDS generated through EPADS V2.0 shall be deemed non-binding and shall have no legal effect due to technical inconsistencies. In the event of any ambiguity, discrepancy, or conflict, the attached ITB and BDS shall prevail and be binding upon both the Procuring Agency and the Bidder. The Bidder is required to download, duly sign and stamp each page, and upload a scanned copy as part of its bid submission.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annexure A** (page number: 66)

# Annexure B

Technical Proposal Standard forms

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annexure B** (page number: 96)

# Annexure C

Financial Proposal Standard Forms

Financial Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annexure C** (page number: 110)

# Annexure D

Terms of Reference

Information (Read-Only)

See Form Under Additional Forms and Documents: **Annexure D** (page number: 122)

# Annexure E

The General Conditions of Contract (GCC) and Special Conditions of Contract (SCC) attached herewith shall constitute an integral part of the Bidding Documents and shall form part of the Contract Agreement upon award. Notwithstanding anything to the contrary contained in any system-generated documents, the GCC and SCC generated through EPADS V2.0 shall be treated as non-binding due to technical inconsistencies. In case of any ambiguity or conflict, the attached GCC and SCC shall prevail. The Bidder shall download, sign, stamp, and upload a scanned copy as a token of acceptance.

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Annexure E** (page number: 131)

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

# Procurement Forms

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# Additional Forms and Documents

# Section II. Instructions to Consultants

## A. General Provisions

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| **1. Definitions** | 1.1 Definition<br>a) "Affiliate(s)" means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the Consultant.<br>b) "Applicable Law" means the laws and any other instruments having the force of law in Pakistan, or in such other country as may be specified in the Data Sheet, as they may be issued and in force from time to time.<br>c) "Consultant" means a legally-established professional consulting firm or an entity that may provide or provides the Services to the Procuring Agency under the Contract.<br>d) "Contract" means a legally binding written agreement signed between the Procuring Agency and the Consultant and includes all the attached documents listed in its Clause 1 (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices).<br>e) "Data Sheet" means an integral part of the Instructions to Consultants (ITC) Section 2 that is used to reflect specific country and assignment conditions to supplement, but not to over-write, the provisions of the ITC.<br>f) "Day" means a calendar day.<br>g) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or Joint Venture member(s).<br>h) "Joint Venture (JV)" means an association with or without a legal personality distinct from that of its members, of more than one Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Procuring Agency for the performance of the Contract.<br>i) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the technical evaluation of the Consultant's proposal.<br>j) "ITC" (this Section 2 of the RFP) means the Instructions to Consultants that provides the Consultants with all information needed to prepare their Proposals.<br>k) "LOI" (this Section 1 of the RFP) means the Letter of Invitation being sent by the Procuring Agency to the Consultants.<br>l) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.<br>m) "Proposal" means the Technical Proposal and the Financial Proposal of the Consultant. |



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| | n) "RFP" means the Request for Proposals to be prepared by the Procuring Agency for the selection of Consultants, based on the SRFP.<br>o) "Services" means the work to be performed by the Consultant pursuant to the Contract.<br>p) "SRFP" means the Standard Request for Proposals, which must be used by the Procuring Agency as the basis for the preparation of the RFP.<br>q) "Sub-consultant" means an entity to whom the Consultant intends to subcontract any part of the Services while remaining responsible to the Procuring Agency during the performance of the Contract.<br>*r)* "TORs" (this Section 6 of the RFP) means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Procuring Agency and the Consultant, and expected results and deliverables of the assignment. |
| **2. Introduction** | 2.1 The Procuring Agency *n*amed in the Data Sheet intends to select a Consultant from those listed in the Letter of Invitation, in accordance with the method of selection specified in the Data Sheet. The eligible Consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the Data Sheet, for consulting services required for the assignment named in the Data Sheet. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Consultant.<br>2.2 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the Data Sheet. Attending any such pre-proposal conference is optional and is at the Consultants' expense.<br>2.3 The Procuring Agency will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant's Proposal as specified in the Data Sheet. |
| **3. Conflict of Interest** | 3.1 The Consultant is required to provide professional, objective, and impartial advice, at all times holding the Procuring Agency's interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work.<br><br>3.2 The Consultant has an obligation to disclose to the Procuring Agency any situation of actual or potential conflict that impacts its capacity to serve the best interest of its Procuring Agency. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract and/or sanctions by the Authority.<br><br>3.3 Without limitation on the generality of the foregoing, the Consultant shall not be hired under the circumstances set forth below: |



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| **a. Conflicting activities** | (i) Conflict between consulting activities and procurement of goods, works or non-consulting services: a firm that has been engaged by the Procuring Agency to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting services resulting from or directly related to the consulting services for such preparation or implementation. |
| **b. Conflicting assignments** | (ii) Conflict among consulting assignments: a Consultant (including its Experts and Sub-consultants) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant for the same or for another Procuring Agency. |
| **c. Conflicting relationships** | (iii) Relationship with the Procuring Agency's staff: a Consultant (including its Experts and Sub-consultants) that has a close business or family relationship with a professional staff of the Procuring Agency, or of a recipient of a part of the financing in case the project is financed by some financing institution) who are directly or indirectly involved in any part of (i) the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Authority throughout the selection process and the execution of the Contract. |
| 4. **Unfair Competitive Advantage** | 4.1 Fairness and transparency in the selection process require that the Consultants or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Procuring Agency shall indicate in the Data Sheet and make available to all eligible Consultants together with this RFP all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants. |
| **5. Corrupt and Fraudulent Practices** | 5.1 The Authority requires compliance with its Regulatory Framework in regard to corrupt and fraudulent practices as set forth in Section 6.<br>5.2 In further pursuance of this Regulatory Framework, Consultants shall permit and shall cause their agents (where declared or not), sub-contractors, sub-consultants, service providers, suppliers, and personnel, to permit the Procuring Agency to inspect all accounts, records and other documents relating to any shortlisting process, Proposal submission, and contract performance (in the case of |



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| | award), and to have them audited by auditors appointed by the Procuring Agency. |
| **6.** | 6.1 The Procuring Agency permits consultants (individuals and firms, including Joint Ventures and their individual members) from all countries to offer consulting services for the project.<br>6.2 Furthermore, it is the Consultant's responsibility to ensure that its Experts, joint venture members, Sub-consultants, agents (declared or not), sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements.<br>As an exception to the foregoing Clauses 6.1 and 6.2 above: |
| **a. Sanctions** | 6.3 A firm or an individual declared blacklisted by the Authority in accordance with the above Clause 5.1 shall be ineligible to participate in the procurement process or to be awarded a contract, during such period of time as the Authority shall determine. The list of debarred firms and individuals is available at the electronic address specified in the **Data Sheet**. |
| **b. Prohibitions** | 6.4 Firms and individuals of a country or goods manufactured in a country may be ineligible if so indicated in Section 5 (Eligible Countries). |
| **c. Restrictions for public employees** | 6.5 Government officials and civil servants of Pakistan are not eligible to be included as Experts in the Consultant's Proposal unless such engagement does not conflict with any employment or other laws, regulations, or policies of the Government of Pakistan, and they<br>(i) are on leave of absence without pay, or have resigned or retired;<br>(ii) are not being hired by the same agency they were working for before going on leave of absence without pay, resigning, or retiring<br>(In case of resignation or retirement, for a period of at least two years, or the period established by statutory provisions applying to civil servants or government employees whichever is longer. Experts who are employed by the government-owned universities, educational or research institutions are not eligible unless they have been full time employees of their institutions for a year or more prior to being included in Consultant's Proposal.; and<br>(iii) their hiring would not create a conflict of interest. |
| **B. Preparation of Proposals** | |
| **7. General Considerations** | 7.1 In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal. |
| **8. Cost of Preparation of Proposal** | 8.1The Consultant shall bear all costs associated with the preparation and submission of its Proposal, and the Procuring Agency shall not be responsible or liable for those costs, regardless of the conduct or |



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| | outcome of the selection process. The Procuring Agency is not bound to accept any proposal and reserves the right to annul the selection process in accordance with the procurement regulatory framework at any time prior to Contract award, without thereby incurring any liability to the Consultant. |
| **9. Language** | 9.1 The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Procuring Agency, shall be written in the language(s) specified in the Data Sheet. |
| 10. **Documents Comprising the Proposal** | 10.1 The Proposal shall comprise the documents and forms listed in the **Data Sheet**.<br><br>If specified in the **Data Sheet**, the Consultant shall include a statement of an undertaking of the Consultant to observe, in competing for and executing a contract, the Procuring Regulatory Framework regarding corrupt and fraudulent practices. |
| **11. Only One Proposal** | 11.1 The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If a Consultant, including any Joint Venture member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude a Sub-consultant, or the Consultant's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the **Data Sheet** and subject to regulatory instructions, if any. |
| 12. **Proposal Validity** | 12.1 Proposals shall remain valid for the period specified in the Data Sheet after the Proposal submission deadline prescribed by the PA. To ensure the validity of proposal, it shall contain bid/proposal security or bid/proposal securing declaration as a complementary bid/proposal securing instrument having the validity twenty-eight days more than the bid/proposal validity period.<br><br>12.2 During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.<br><br>12.3 If it is established that any Key Expert nominated in the Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to blacklisting and debarment in accordance with Clause 5 of this ITC. |
| **a. Extension of Validity Period** | 12.4 If considered necessary, an extension can be made in case of exceptional circumstances (beyond the control of the procuring agency) after recording the reason(s) in writing. Such extension shall |



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| | be only once, and the period of the extension should be determined keeping in view of the circumstances under which such extension is deemed to be necessary, however, the same shall not be more than the original bid validity period. The request and the responses shall be made in writing. Moreover, any such extension shall be solicited and procured in advance prior to the expiry of original (or initial) bid validity period. Bid/Proposal Securing Instrument shall also be extended in conformity with the period of extension.<br><br>12.5 If the Consultant agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Key Experts.<br><br>12.6 The Consultant has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated. |
| **b. Substitution of Key Experts at Validity Extension** | 12.7 If any of the Key Experts become unavailable for the extended validity period, the Consultant shall provide a written adequate justification and evidence satisfactory to the Procuring Agency together with the substitution request. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.<br><br>12.8 If the Consultant fails to provide a replacement Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Procuring Agency, such Proposal will be rejected. |
| **c. Sub-Contracting** | 12.9 The Consultant shall not subcontract the whole of the Services. |
| | 12.10 The Proposal Securing Declaration is required to protect the Procuring Agency against the risk of Consultant's conduct which would warrant the consultant to face the blacklisting or debarment proceedings in accordance with regulatory framework. |
| | 12.11 Any Proposal not accompanied by a Proposal Securing Declaration shall be rejected by the Procuring Agency as non-responsive. |
| | 12.12 The Proposal Securing Declaration of a joint venture must be in the name of the joint venture submitting the Proposal. |
| | 12.13 The successful Consultant's Proposal Securing Declaration will be discharged upon the signing the contract with the Successful Consultant, and furnishing the performance security. |
| | 12.14 A Consultant shall be suspended from being eligible for tendering in any contract with the Procuring Agency for the period of time indicated in the Proposal Securing Declaration: |



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| | (a) if the Consultant withdraws its Proposal, except as provided in **ITC 12.6** or<br><br>(b) in the case of a successful Consultant, if the Consultant fails within the specified time limit to:<br><br>(i) sign the contract, or<br><br>(ii) furnish the required performance security |
| **13. Clarification and Amendment of RFP** | 13.1 The Consultant may request a clarification of any part of the RFP during the period indicated in the **Data Sheet** before the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Procuring Agency's address indicated in the **Data Sheet**. The Procuring Agency will respond in writing, or by standard electronic means, and will send written copies of the response (including an explanation of the query but without identifying its source) to all eligible Consultants. Should the Procuring Agency deem it necessary to amend the RFP as a result of a clarification or at its own initiative, it shall do so following the procedure described below:<br><br>i. At any time before the proposal submission deadline, the Procuring Agency may amend the RFP by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all shortlisted Consultants and will be binding on them. The shortlisted Consultants shall acknowledge receipt of all amendments in writing.<br><br>ii. If the amendment is substantial, the Procuring Agency may extend the proposal submission deadline to give the shortlisted Consultants reasonable time to take an amendment into account in their Proposals.<br><br>13.12 The Consultant who has already submitted the proposal prior to any amendments in the RFP, may submit a modified Proposal or a modification to any part of it based on the respective amendment in the RFP at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline. |
| **14. Preparation of Proposals – Specific Considerations** | 14.1 While preparing the Proposal, the Consultant must give particular attention to the following:<br><br>i. The Procuring Agency may indicate in the **Data Sheet** the estimated Key Experts' time input (expressed in person-month) or the Procuring Agency's estimated total cost of the assignment, but not both. This estimate is indicative and the Proposal shall be based on the Consultant's own estimates for the same.<br>ii. If stated in the **Data Sheet**, the Consultant shall include in its Proposal at least the same time input (in the same unit as indicated in the **Data Sheet**) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of |



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| | proposals and decision for award in accordance with the procedure in the **Data Sheet**.<br>iii. For assignments under the Fixed-Budget selection method, the estimated Key Experts' time input is not disclosed. Total available budget, with an indication whether it is inclusive or exclusive of taxes, is given in the **Data Sheet**, and the Financial Proposal shall not exceed this budget. |
| **15. Technical Proposal Format and Content** | 15.1 The Technical Proposal shall not include any information regarding Financial Proposal. A Technical Proposal containing material financial information shall be declared non-responsive.<br><br>15.2 Depending on the nature of the assignment, the Consultant is required to submit a Full Technical Proposal (FTP), or a Simplified Technical Proposal (STP) as indicated in the **Data Sheet** and using the Standard Forms provided in Section 3 of the RFP. |
| **16. Financial Proposal** | 16.1 The Financial Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses indicated in the **Data Sheet**. |
| **a. Taxes** | 16.2The Consultant and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the Data Sheet. Information on taxes in the Procuring Agency's country is provided in the Data Sheet. |
| **b. Currency of Proposal** | 16.3The Consultant may express the price for its Services in the currency or currencies as stated in the Data Sheet. If indicated in the Data Sheet, the portion of the price representing local cost shall be stated in the national currency. |
| **c. Currency of Payment** | 16.4Payment under the Contract shall be made in the currency or currencies in which the payment is requested in the Proposal. |
| **C. Submission, Opening and Evaluation** | |
| **17. Submission, Sealing, and Marking of Proposals** | 17.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms in accordance with Clause 10 (Documents Comprising Proposal). The submission can be done by mail or by hand. If specified in the **Data Sheet**, the Consultant has the option of submitting its Proposals electronically.<br><br>17.2 An authorized representative of the Consultant shall sign the original submission letters in the required format for both the Technical Proposal and, if applicable, the Financial Proposal and shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.<br><br>17.2.1 A Proposal submitted by a Joint Venture shall be signed by all members so as to be legally binding on all |



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| | members, or by an authorized representative who has a written power of attorney signed by each member's authorized representative.<br><br>17.3 Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.<br><br>17.4 The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate. The number of copies is indicated in the **Data Sheet**. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.<br><br>17.5 The original and all the copies of the Technical Proposal shall be placed inside of a sealed envelope clearly marked "**TECHNICAL PROPOSAL**", "[Name of the Assignment]", reference number, name and address of the Consultant, and with a warning "**DO NOT OPEN UNTIL [INSERT THE DATE AND THE TIME OF THE TECHNICAL PROPOSAL SUBMISSION DEADLINE]**."<br><br>17.6 Similarly, the original Financial Proposal (if required for the applicable selection method) shall be placed inside of a sealed envelope clearly marked "**FINANCIAL PROPOSAL**" followed by the name of the assignment, reference number, name and address of the Consultant, and with a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL**."<br><br>17.7 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall bear the submission address, RFP reference number, the name of the assignment, Consultant's name and the address, and shall be clearly marked "**DO NOT OPEN BEFORE** [insert the time and date of the submission deadline indicated in the Data Sheet]".<br><br>17.8 If the envelopes and packages with the Proposal are not sealed and marked as required, the Procuring Agency will assume no responsibility for the misplacement, loss, or premature opening of the Proposal. |
| **Withdrawal of bids** | 17.9 The Proposal or its modifications must be sent to the address indicated in the **Data Sheet** and received by the Procuring Agency no later than the deadline indicated in the **Data Sheet**, or any extension to this deadline. Any Proposal or its modification received by the Procuring Agency after the deadline shall be declared late and rejected, and promptly returned unopened.<br><br>17.10 A Consultant may withdraw its Proposal after it has been submitted, provided that written notice of the withdrawal of the |



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| | Proposal, is received by the Procuring Agency prior to the deadline for submission of Proposal.<br><br>17.11 Revised Proposal may be submitted after the withdrawal of the original Proposal.<br><br>17.12 First, envelopes marked "WITHDRAWAL" shall be opened and read out and the envelope with the corresponding bid shall not be opened, but returned to the Bidder. No bid withdrawal shall be permitted unless the corresponding Withdrawal Notice contains a valid authorization to request the withdrawal and is read out at bid opening. |
| **18. Confidentiality** | 18.1 From the time the Proposals are opened to the time the Evaluation Report is published, the Consultant should not contact the Procurement Evaluation Committee of the Procuring Agency on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals shall not be disclosed to the Consultants who submitted the Proposals or to any other party not officially concerned with the process, until the publication of the Evaluation Report.<br><br>18.2 Any attempt by Consultants or anyone on behalf of the Consultant to influence improperly the Procuring Agency in the evaluation of the Proposals may result in the rejection of its Proposal, and may be subject to the application of prevailing blacklisting procedures.<br><br>18.3 Notwithstanding the above provisions, from the time of the Proposals' opening to the time of publication of evaluation report, if a Consultant wishes to contact the Procurement Evaluation Committee or the Procuring Agency on any matter related to the selection process, it should do so only in writing. |
| **19. Opening of Proposal (Technical Proposals)** | 19.1 The Procuring Agency will open all Proposal, in public, in the presence of Consultant' or their representatives who choose to attend, and other parties with a legitimate interest in the Proposal proceedings at the place, on the date and at the time, specified in the **Data Sheet**. The Consultant' representatives present shall sign a register as proof of their attendance.<br><br>19.2 First, envelopes marked "WITHDRAWAL" shall be opened and read out and the envelope with the corresponding Proposal shall not be opened, but returned to the Consultant. No Proposal withdrawal shall be permitted unless the corresponding Withdrawal Notice contains a valid authorization to request the withdrawal and is read out at bid opening.<br><br>19.3 Second, outer envelopes marked "SUBSTITUTION" shall be opened. The inner envelopes containing the Substitution Proposal shall be exchanged for the corresponding Original Proposal being substituted, which is to be returned to the Consultant unopened. No envelope shall be substituted unless the corresponding Substitution |



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| | Notice contains a valid authorization to request the substitution and is read out and recorded at bid opening.<br><br>19.4 Next, outer envelopes marked "MODIFICATION" shall be opened. No Technical Proposal and/or Financial Proposal shall be modified unless the corresponding Modification Notice contains a valid authorization to request the modification and is read out and recorded at the opening of the Proposal. Any Modification shall be read out along with the Original Proposal except in case of Single Stage Two Envelope Procedure where only the Technical Proposal, both Original as well as Modification, are to be opened, read out, and recorded at the opening. Financial Proposal, both Original and Modification, will remain unopened till the prescribed financial Proposal opening date.<br><br>19.5 The Procuring Agency's evaluation committee shall conduct the opening of the Technical Proposals in the presence of the Proposer Consultants' authorized representatives who choose to attend (in person, or online if this option is offered in the **Data Sheet**). The opening date, time and the address are stated in the **Data Sheet**. The envelopes with the Financial Proposal shall remain sealed until they are opened in accordance with Clause 23 of the ITC.<br><br>19.6 At the opening of the Technical Proposals the following shall be read out: (i) the name and the country of the Consultant or, in case of a Joint Venture, the name of the Joint Venture, the name of the lead member and the names and the countries of all members; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate or as indicated in the **Data Sheet**. |
| **20. Proposals Evaluation** | 20.1 Subject to provision of Clause 15.1 of the ITC, the evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.<br><br>20.2 The Consultant is not permitted to alter or modify its Proposal in any way after the proposal submission deadline. While evaluating the Proposals, the Procuring Agency will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals. |
| **21. Evaluation of Technical Proposals** | 21.1 The Procuring Agency's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the **Data Sheet**. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the **Data Sheet**. |



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| **22. Financial Proposals for QBS** | 22.1 Following the ranking of the Technical Proposals, when the selection is based on quality only (QBS), the top-ranked Consultant is invited to negotiate the Contract.<br><br>22.2 Only the Financial Proposal of the technically top-ranked Consultant (as predefined in the Evaluation Criteria) is opened by the Procuring Agency's evaluation committee. All other Financial Proposals are returned unopened after the Contract negotiations are successfully concluded and the Contract is signed. |
| **23. Public Opening of Financial Proposals (for QCBS, FBS, and LCS methods)** | 23.1 After the technical evaluation is completed, the Procuring Agency shall issue the Technical Evaluation Report containing all the information regarding responsiveness or non-responsiveness of the consultant along with the technical scores. The Financial Proposals of non-responsive consultants will be returned unopened after completing the selection process and Contract signing. The Procuring shall notify in writing those Consultants that have achieved the minimum overall technical score and inform them of the date, time and location for the opening of the Financial Proposals. The opening date should allow the Consultants sufficient time to make arrangements for attending the opening. The Consultant's attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the **Data Sheet**) is optional and is at the Consultant's choice.<br><br>23.2 The Financial Proposals shall be opened by the Procuring Agency's evaluation committee in the presence of the representatives of those Consultants whose proposals have passed the minimum technical score. At the opening, the names of the Consultants, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copies of the record shall be sent to all Consultants who submitted Proposals. |
| **24. Correction of Errors** | 24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal. |
| **a. Time-Based Contracts** | 24.1.1 If a Time-Based contract form is included in the RFP, the Procuring Agency's evaluation committee will (a) correct any computational or arithmetical errors, and (b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Procuring Agency's evaluation committee shall correct |



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| | the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost. |
| **25. Taxes** | 25.1 The Procuring Agency's evaluation of the Consultant's Financial Proposal shall exclude taxes and duties in accordance with the instructions in the **Data Sheet**. |
| **26. Conversion to Single Currency** | 26.1 For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the **Data Sheet**. |
| **27. Combined Quality and Cost Evaluation** | |
| **a. Quality- and Cost-Based Selection (QCBS)** | 27.1 In the case of QCBS, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the Data Sheet. The Consultant achieving the highest combined technical and financial score will be invited for negotiations. |
| **b. Fixed-Budget Selection (FBS)** | 27.2 In the case of FBS, those Proposals that exceed the budget indicated in Clause 14.1.4 of the Data Sheet shall be rejected.<br><br>27.3 The Procuring Agency will select the Consultant that submitted the highest-ranked Technical Proposal that does not exceed the budget indicated in the RFP, and invite such Consultant to negotiate the Contract. |
| **Least-Cost Selection** | 27.4 In the case of Least-Cost Selection (LCS), the Procuring Agency will select the Consultant with the lowest evaluated total price among those consultants that achieved the minimum technical score, and invite such Consultant to negotiate the Contract. |
| **D. Negotiations and Award** | |
| 28. **Negotiations** | 28.1 The negotiations will be held at the date and address indicated in the **Data Sheet** with the Consultant's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Consultant.<br><br>28.2 The Procuring Agency shall prepare minutes of negotiations that are signed by the Procuring Agency and the Consultant's authorized representative. |
| **a. Availability of Key Experts** | 28.3 The invited Consultant shall confirm the availability of all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with Clause 12 of the ITC. Failure to confirm the Key Experts' availability may result in the rejection of the Consultant's Proposal and the Procuring Agency proceeding to negotiate the Contract with the next-ranked Consultant. |



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| | 28.4 Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate. |
| **b. Technical negotiations** | 28.5 The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Procuring Agency's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not alter the original scope of services under the TORs or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected. |
| **c. Financial Negotiations** | 28.6 There shall be no financial negotiations, however, it may include only the clarification of the Consultant's tax liability and how it should be reflected in the Contract. |
| **29. Conclusion of Negotiations** | 29.1 The negotiations are concluded with a review of the finalized draft Contract, which then shall be initialed by the Procuring Agency and the Consultant's authorized representative.<br><br>29.2 If the negotiations fail, the Procuring Agency shall inform the Consultant in writing of all pending issues and disagreements and provide a final opportunity to the Consultant to respond. If disagreement persists, the Procuring Agency shall terminate the negotiations informing the Consultant of the reasons for doing so; and the Procuring Agency will invite the next-ranked Consultant to negotiate a Contract. Once the Procuring Agency commences negotiations with the next-ranked Consultant, the Procuring Agency shall not reopen the earlier negotiations. |
| **30. Award of Contract** | 30. Subject to ITC 29, the Procuring Agency will award the Contract to the Consultant whose Proposal has been determined to be substantially responsive to the RFP Documents and who has been declared as Most Advantageous Consultant, provided that such Consultant has been determined to be:<br><br>a) eligible in accordance with the provisions of ITC 6;<br>b) is determined to be qualified to perform the Contract satisfactorily; and |



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| | c) | Successful negotiations have been concluded, if any. |
| **31. Grievance Redressal Mechanism** | 31.1 | Procuring agency shall constitute a Grievance Redressal Committee (GRC) comprising of odd number of person with proper power and authorization to address the complaint. The GRC shall not have any of the members of Procurement Evaluation Committee. The committee must have one subject specialist depending the nature of the procurement. |
| | 31.2 | Any party can file its written complaint against the eligibility parameters or any other terms and conditions prescribed in the prequalification or bidding documents found contrary to provision of Procurement Regulatory Framework, and the same shall be addressed by the GRC well before the bid submission deadline. |
| | 31.3 | Any Bidder feeling aggrieved by any act of the procuring agency after the submission of his bid may lodge a written complaint concerning his grievances not later than seven days of the announcement of technical evaluation report and five days after issuance of final evaluation report. |
| | 31.4 | In case, the complaint is filed against the technical evaluation report, the GRC shall suspend the procurement proceedings. |
| | 31.5 | In case, the complaint is filed after the issuance of the final evaluation report, the complainant cannot raise any objection on technical evaluation of the report:<br><br>Provided that the complainant may raise the objection on any part of the final evaluation report in case where single stage one envelop bidding procedure is adopted. |
| | 31.6 | The GRC, in both the cases shall investigate and decide upon the complaint within ten days of its receipt. |
| | 31.7 | Any bidder or the procuring agency not satisfied with the decision of the GRC may file Appeal before the Appellate Committee of the Authority on prescribed format after depositing the fee as prescribed in "Redressal of Grievance Regulations, 2021". |
| | 31.8 | The Committee, upon receipt of the Appeal against the decision of the GRC complete in all respect shall serve notices in writing upon all the parties to Appeal. |
| | 31.9 | The committee shall call the record from the concerned procuring agency or the GRC as the case may be, and the same shall be provided within prescribed time. |
| | 31.10 | The committee may after examination of the relevant record and hearing all the concerned parties, shall decide the complaint within fifteen (15) days of receipt of the Appeal. |



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| | 31.11 The decision of the Committee shall be in writing and shall be signed by the Head and each Member of the Committee. The decision of the committee shall be final. |
| **32. Mechanism of Blacklisting** | 32.1 The Procuring Agency shall bar for not more than the time prescribed in Rule-19 of the Public Procurement Rules, 2004, from participating in their respective procurement proceedings, bidder or contractor who either:<br>i. Involved in corrupt and fraudulent practices as defined in Rule-2 of Public Procurement Rules;<br>ii. Fails to perform his contractual obligations; and<br>Fails to<br>iii. abide by the Bid securing declaration.<br>32.2 The show cause notice shall contain: (a) precise allegation, against the bidder or contractor; (b) the maximum period for which the Procuring Agency proposes to debar the bidder or contractor from participating in any public procurement of the Procuring Agency; and (c) the statement, if needed, about the intention of the Procuring Agency to make a request to the Authority for debarring the bidder or contractor from participating in public procurements of all the procuring agencies.<br>32.3 The procuring agency shall give minimum of seven days to the bidder or contractor for submission of written reply of the show cause notice.<br>32.4 In case, the bidder or contractor fails to submit written reply within the requisite time, the Procuring Agency may issue notice for personal hearing to the bidder or contractor/ authorize representative of the bidder or contractor and the procuring agency shall decide the matter on the basis of available record and personal hearing, if availed.<br>32.5 In case the bidder or contractor submits written reply of the show cause notice, the Procuring Agency may decide to file the matter or direct issuance of a notice to the bidder or contractor for personal hearing.<br>32.6 The Procuring Agency shall give minimum of seven days to the bidder or contractor for appearance before the specified officer of the Procuring Agency for personal hearing. The specified officer shall decide the matter on the basis of the available record and personal hearing of the bidder or contractor, if availed.<br>32.7 The procuring Agency shall decide the matter within fifteen days from the date of personal hearing unless the personal hearing is adjourned to a next date and in such an eventuality, |



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| | the period of personal hearing shall be reckoned from the last date of personal hearing.<br>32.8 The Procuring Agency shall communicate to the bidder or contractor the order of debarring the bidder or contractor from participating in any public procurement with a statement that the bidder or contractor may, within thirty days, prefer a representation against the order before the Authority.<br>32.9 Such blacklisting or barring action shall be communicated by the procuring agency to the Authority and respective bidder or bidders in the form of decision containing the grounds for such action. The same shall be publicized by the Authority after examining the record whether the procedure defined in blacklisting and debarment mechanism has been adhered to by the procuring agency.<br>32.10 The bidder may file the review petition before the Review Petition Committee Authority within thirty days of communication of such blacklisting or barring action after depositing the prescribed fee and in accordance with "Procedure of filing and disposal of review petition under Rule-19(3) Regulations, 2021". The Committee shall evaluate the case and decide within ninety days of filing of review petition.<br>32.11 The committee shall serve a notice in writing upon all respondent of the review petition. The notices shall be accompanied by the copies of review petition and all attached documents of the review petition including the decision of the procuring agency. The parties may file written statements along with essential documents in support of their contentions. The Committee may pass such order on the representation may deem fit.<br>32.12 The Authority on the basis of decision made by the committee either may debar a bidder or contractor from participating in any public procurement process of all or some of the procuring agencies for such period as the deemed appropriate or acquit the bidder from the allegations. The decision of the Authority shall be final. |



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# Section III. Proposal Data Sheet

| A. General | |
|---|---|
| **ITC Clause Reference** | |
| **2.1** | **Name of the Procuring Agency:** Pakistan Airports Authority (PAA)<br><br>**Method of selection**: Quality and Cost Based Selection (QCBS) as per Applicable Selection Technique |
| **2.1** | **Financial Proposal is to be submitted along with Technical Proposal as per the Single Stage two envelope Bidding Procedure**<br><br>**The name of the assignment is:** HIRING OF CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY (PAA) |
| **2.2** | **A pre-proposal conference/meeting will be held**: Yes<br><br>Date of pre-proposal conference/meeting: **18th June 2026**.<br><br>Time: 11:00AM<br><br>Headquarters, Pakistan Airports, Terminal-1, JIAP Karachi<br>Ph # (92-21) 99072251<br>Fax # (92-21) 99242683<br><br>**Contact person/conference coordinator:**<br><br>**Engr. Kashif Ali**<br>Sr. Joint Director Projects (M&E)<br>Contact No. +9299072243 |
| **2.3** | **The Procuring Agency will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals**:<br><br>All existing data, information, studies and reports available with PAA. The data collection from other relevant agencies will be the responsibility of the consultants however PAA will facilitate for the needed correspondence with the concerned agencies as required |
| **4.1** | All existing data, information, studies and reports available with PAA shall be shared with all the participants. |



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| **6.3.1** | **A list of debarred firms and individuals is available at the PPRA website**: https://ppra.org.pk/ |
| | **B. Preparation of Proposals** |
| **9.1** | The **language of the Bid** is English.<br>All correspondence shall be in English.<br>The language for translation of supporting documents and printed literature is English. |
| **10.1** | **The Proposal shall comprise the following**:<br><br>**<u>For FULL TECHNICAL PROPOSAL (FTP):</u>**<br><br>**1st Inner Envelope with the Technical Proposal:**<br>(1) Power of Attorney to sign the Proposal.<br>(2) TECH-1<br>(3) TECH-2<br>(4) TECH-3<br>(5) TECH-4<br>(6) TECH-5<br>(7) TECH-6<br>(8) TECH-7<br>(9) RFP DOCUMENT (duly signed and stamped)<br><br>**AND**<br><br>**Financial Proposal:**<br><br>(1) FIN-1<br>(2) FIN-2<br>(3) FIN-3<br>(4) FIN-4<br>(5) Statement of Undertaking<br><br>*{Proposal Security to be enclosed with the Technical Proposal.}* |
| **10.2** | **Statement of Undertaking is required.**<br>Yes, the standard format of Statement of Undertaking is provided as **Appendix – E** |
| **11.1** | **Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible.**<br><br>The participation of sub-consultants is not permissible. |
| **12.1** | **Proposals shall be valid for 152 calendar days after the proposal submission deadline.** |



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| **12.11, 12.12, 12.13** | Replace the text "Proposal Securing Declaration" with the text Proposal Security wherever referred in these ITCs.<br><br>The Proposal Security shall be in the form of a Pay Order / Bank Guarantee from any Employer's approved Scheduled Banks in Pakistan (annexed to this document) amounting to **PKR 1,000,000 (One Million Only)**. The pay order / Bank Guarantee shall be in favor of the Employer valid for a period of One Hundred and Eighty (180) days i.e. 28 days beyond the bid validity date.<br><br>Any proposal not accompanied by an acceptable Proposal Security shall be rejected by the Procuring Agency as non-responsive. The standard form of Proposal Security is provided in this document.<br><br>Proposal Securing Declaration is not required.<br><br>The Proposal Security of the successful proposer will be returned when the Contract Agreement is signed whereas the Proposal Securities of unsuccessful applicants / proposers will be returned as promptly as possible, but not later than 28 days after the expiration of the period of Proposal Validity.<br><br>The Proposal Security may be forfeited:<br><br>a) If the Consultant withdraws its proposal, except as provided in ITC 12.6 or<br>b) In the case of a successful Consultant, if the Consultant fails within the specified time limit to:<br>i. Sign the contract or<br>ii. Furnish the required warranties/guarantees under the Contract.<br><br>In case of failure in negotiations the proposal security may be returned. |
| **13.1** | **Clarifications may be requested no later than 03 days prior to Pre-Proposal meeting.**<br><br>The contact information for requesting clarifications is:<br><br>Director P&D,<br>Headquarters Pakistan Airports Authority,<br>Terminal -1, JIAP, Karachi, Pakistan.<br>Ph # (92-21) 99072081 |



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**14.1.(i)**

**Estimated input of Key Experts' time-input:**

| Key Experts – Estimated Person-Months | | |
|---|---|---|
| **Position** | **Primary Workstream(s)** | **Estimated Input (Person-Months)** |
| Project Director (Aviation Infrastructure Expert) | Overall leadership & coordination | 14 |
| Engineering Systems & Process Reengineering Expert | A (Diagnosis), D (Process Redesign) | 8 |
| Airport Planning & Development Expert | C (Future Planning & Sustainability), B | 6 |
| Sustainability & Resilience Expert | C, D (sustainability integration) | 6 |
| IT Systems Architect / Digital Transformation Expert | E (Technology & PIEMS) | 10 |
| Change Management & Institutional Development Expert | Change Management, D (capacity), E (adoption) | 6 |
| Legal / Regulatory Expert | A (compliance gaps), D (governance), all | 6 |
| Cost Estimation & Financial Modelling Expert | D (cost estimation framework), C (plans) | 8 |
| Training & Knowledge Management Expert | D (capacity building), E (PIEMS training) | 6 |
| **Total** | | **70** |
| | | |
| **Non-Key / Supporting Specialists – Estimated Person-Months** | | |
| Business Process Analysts | Process mapping, As-Is/To-Be modeling, gap analysis | **8** |
| Software Developers | PIEMS development, coding, integration, testing | **6** |
| Data Analysts | Data collection, traffic forecasting, benchmarking metrics, dashboards | **6** |
| Documentation Specialists | Report writing, manuals, specifications formatting, deliverables compilation | **6** |
| Airport Engineering Specialists (Civil, Electrical, MEP) | Technical input to design guides, specifications, sustainability integration | **10** |
| **Total** | | **36** |

**14.1.(ii)**

**The Consultant's Proposal must include <u>the minimum</u> Key Experts' time-input of: 106 person months**

For the evaluation and comparison of Proposals only: if a Proposal includes less than the required minimum time-input, the missing time-input (expressed in person-month) is calculated as follows:



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| | The missing time-input is multiplied by the highest remuneration rate for a Key Expert in the Consultant's Proposal and added to the total remuneration amount. Proposals that quoted higher than the required minimum of time-input will not be adjusted. |
| **14.1.(iii) and 27.2** use for Fixed Budget method | Not Applicable. |
| **15.2** | The format of the Technical Proposal to be submitted is: FTP<br>Submission of the Technical Proposal in a wrong format may lead to the Proposal being deemed non-responsive to the RFP requirements. |
| **16.1** | (b) reimbursable expenses are not applicable. |
| **16.2** | Information on the Consultant's tax obligations in the Procuring Agency's country can be found at Federal Board of Revenue [https://www.fbr.gov.pk] and relevant provincial revenue authority / department |
| **16.3** | The Financial Proposal shall be denominated in local currency i.e. Pakistani Rupees (PKR). However, a foreign currency component in USD, not exceeding 24% of the total proposal cost, may be included. For the purpose of determining the percentage and facilitating the evaluation process, a conversion rate of PKR 280 per USD shall be applied. |
| **16.4** | The foreign currency component shall be paid in USD and the local currency component shall be paid in PKR. |
| | **C. Submission, Opening and Evaluation** |
| **17.1** | **The Consultants shall not have the option of submitting their Proposals only electronically.** |
| **17.4** | **The Consultant must submit:**<br><br>**<u>i) THROUGH EPADS</u>:**<br><br>(a) **Technical Proposal:**<br>Scanned copy of original proposal in pdf format.<br><br>(b) **Financial Proposal:**<br>Scanned copy of Original Proposal in pdf format.<br><br>**<u>ii) MANUAL SUBMISSION</u>**:<br><br>(a) **Technical Proposal:**<br>One (01) original in sealed envelope. |



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| | *RFP must be submitted electronically through EPADS and also in the hard format on the address as mentioned in PDS 17.7 and 17.9.*<br>In case of discrepancy between the hardcopy and scanned/copy, the proposal submitted on EPADS shall prevail. |
| **17.7 and 17.9** | **The Proposals must be submitted no later than:**<br>1100 hrs (PST) on 09th July, 2026 or Time & Date indicated in the corrigendum notice (if issued), whichever is later<br><br>**The Proposal submission address is:**<br><br>Director P&D,<br>Headquarters Pakistan Airports Authority,<br>Terminal -1, JIAP, Karachi, Pakistan.<br>Ph # (92-21) 99072081 |
| **19.4** | **An online option of the opening of the Technical Proposals is offered: No**<br><br>**The opening shall take place at:**<br><br>Same as the Proposal submission address<br><br>1130 hrs (PST) on 09th July, 2026 or Time & Date indicated in the corrigendum notice (if issued), whichever is later |
| **19.5** | **In addition, the following information will be read aloud at the opening of the Technical Proposals**<br><br>Not Applicable. |
| **21.1**<br>(for FTP) | **Criteria, sub-criteria, and point system for the evaluation of the Full Technical Proposals:**<br><br>**Mandatory Requirements:**<br><br>All participating consultants must fulfill the mandatory requirements specified below and provide the supporting documentation accordingly. The documents submitted shall be considered final, and no amendments or additional submissions will be accepted thereafter. Failure to comply with the mandatory requirements set forth below will result in the proposal being deemed non-compliant and shall lead to the disqualification. The mandatory requirements are outlined as follows<br><br>• Valid Pakistan Engineering Council (PEC) Registration Certificate of the proposer or local JV partner(s) as consultant in project profile code 1216 “Airports”.<br>• In case of foreign firm not registered with PEC, Joint Venture (JV) with local PEC registered consultancy firm is mandatory in line with PEC bye laws<br>• Registration with the Federal Board of Revenue (FBR) as an active taxpayer. For foreign firms participating in a JV, registration with the relevant authority in the jurisdiction of their incorporation / origin is required. |



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- Joint Venture agreement or a letter of intent to form such a JV, duly signed by all members (to be submitted only in the case of a Joint Venture). The maximum number of partners in Joint Venture must not exceed three partners.
- Power of Attorney (on non-judicial Stamp Paper valuing PKR 500) specifically authorizing the Authorized Representative to sign and submit the proposal on behalf of the consultant. In case of JV, the said power of Attorney shall be signed by Authorized Representative of each JV member. Moreover, the Power of Attorney for Authorized Representative of each JV member, to sign and submit the proposal on their behalf, shall also be appended therewith.

**Evaluation Criteria:**

After the preliminary examination as per Section – II and mandatory requirement set forth herein above, a detailed evaluation of substantially responsive proposals shall be carried out using the following criteria based on the scoring system as follows

The Consultants shall be required to qualify by meeting the minimum qualifying threshold in individual categories and overall qualification points as well. In case of Joint Venture (JV), the JV must collectively qualify the criteria as given hereafter:

| Category | Points | |
|---|---|---|
| | **Max. Points** | **Min. Qualifying threshold** |
| I. Financial Soundness | 10 | [60% of 10] = 06 |
| II. Specific / Similar Experience | 40 | [60% of 40] = 24 |
| III. Project Methodology | 10 | [60% of 10] = 06 |
| IV. Personnel | 40 | [60% of 40] = 24 |
| **Total Points** | 100 | [70% of 100] =70 |

**I. Financial Soundness:**

- The financial capacity and soundness of the Consultant shall be ascertained on the basis of filled FORM TECH-7 duly substantiated by audited financial statements certified by a Chartered Accounting Firm.
- Marks shall be awarded on the basis of the following criteria: -

| **Criteria, sub-criteria for assessment of Financial Soundness.** | **Points** |
|---|---|
| (1) **Average Annual Turnover of the Applicant**<br>Average Annual turnover for the last three financial years i.e. 2022-23, 2023-24, 2024-25 (FORM **TECH-7** shall be filled in this regard)<br>[05 marks if average annual turnover of last three financial years is PKR 200 million or above.]<br>[For average turnover of less than PKR 200 million, marks shall be awarded as per following formula: (A × 5 / 200), where 'A' is average annual turnover in Million] | **05** |



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| (2) **Average Annual Working Capital**<br>Average Annual Working Capital for the last three financial years i.e. 2022-23, 2023-24, 2024-25 (FORM **TECH-7** shall be filled in this regard).<br>[05 marks if average working capital of last three financial years is PKR 50 million or above]<br>[For average working capital of less than PKR 50 million, marks shall be awarded as per following formula: (A × 5 / 50), where 'A' is average annual working capital in Million] | **05** |
| **Total Points for this criterion – 'A'** | **10** |

**II. Specific/Similar Experience of the Consultant:**

Marks shall be awarded based on the following criteria for evaluation of the experience of the Consultants.

Note: For the Applicant's experience, either independent or as a member of JV, marks shall be awarded if the "Project Completion Certificate" or any other supporting document (clearly stating the date of completion and project cost) of the respective project is submitted with Form TECH-2B and TECH-2C. A particular project can only be claimed against one of the sub-criteria below

| **Criteria, sub-criteria for assessment of Experience** | **Points** |
|---|---|
| **[1] Aviation & Infrastructure Engineering Consultancy Experience:**<br><br>Experience in aviation or transport infrastructure engineering consultancy in the last ten (10) years for large public sector clients (Airport Authorities, Civil Aviation Authorities, Airlines, Ports, Railways, Highways / Motorways) having cost at least PKR 10 billion PKR or equivalent USD @ PKR 280/USD<br>Scoring:<br>2 marks per completed project<br>Maximum 10 marks for ≥ 5 projects<br>*At least two projects must be airport or civil aviation authority related, otherwise the consultant shall not score more than 4 marks under this sub-criterion.* | **10** |
| **[2] Organizational Process Analysis & Institutional Reform**<br><br>Experience in consultancy assignments involving: End-to-end process mapping, Governance restructuring, RACI frameworks & Institutional reform for public sector organizations with minimum staff strength of 1,000 or more during last 10 years<br><br>Scoring:<br>5 marks per completed assignment<br>Maximum 15 marks for ≥ 3 assignments | **15** |



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| *Projects limited to ISO certification, HR manuals, or financial audits shall not be considered.* | |
| **[3] Engineering / Infrastructure Digital Systems**<br><br>Experience in development or implementation of digital systems for: Engineering project lifecycle management, Infrastructure asset management, Regulatory workflow platforms, Capital program governance systems in the last 10 years<br><br>Scoring:<br>5 marks per system<br>Maximum 15 marks for ≥ 3 systems<br><br>*ERP, payroll, HRMS, accounting, or generic document management systems shall not be considered.* | **15** |
| **Total Points for this criterion – 'II'** | **40** |

**III. Project Methodology:**

[Notes to Consultant: The Procuring Agency will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall team composition is balanced and has an appropriate skills mix; and the work plan has right input of Experts.]

Marks shall be awarded based on the following criteria for exhibiting proper work methodology to be adopted for the provision of services:

| Sub-criterion | Marks |
|---|---|
| Institutional Diagnosis & Process Mapping Approach | 3 |
| Engineering Governance Redesign Framework | 3 |
| Digital Transformation & PIEMS Strategy | 2 |
| Change Management & Capacity Building | 1 |
| Work Plan & Resource Deployment | 1 |
| **Total** | **10** |

**IV. Key Personnel:**

[Notes to Consultant: each position number corresponds to the same for the Key Experts in Form TECH-6 to be prepared by the Consultant. Marks shall be awarded on the basis of qualification and experience of the staff]
The following key experts shall be evaluated:



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| S. # | Expert | Min. Academic Qualification | Specific Experience | Max Score | Threshold for Passing |
|---|---|---|---|---|---|
| 1 | Project Director (Aviation Infrastructure Expert) | Master's degree or higher in relevant field: 0.5 point<br>Professional certification (PMP): 0.5 point | Experience Years: ≥15 years (2.0), 12-14 years (1.5), 1-11 years (0.5)<br>Aviation Projects: ≥3 aviation transformation projects as Director (1.0), 2 projects (0.5)<br>ICAO/IATA Standards: Demonstrated experience (0.5)<br>Public Sector Reform: Experience with public institutional change (0.5) | 5 | 2.5 |
| 2 | Engineering Systems & Process Reengineering Expert | Bachelor's degree in Engineering: 0.75 point<br>Master's degree in Engineering Management/Systems: 0.5 point<br>Process certification (Six Sigma, BPM): 0.25 point | Experience Years: ≥12 years (1.5), 10-11 years (1.0), 8-9 years (0.5)<br>Process Projects: ≥3 comprehensive process redesign projects (1.0), 2 projects (0.5)<br>Public Sector Experience: PPRA/PEC compliance work (0.75)<br>Aviation/Transport Sector: Specific sector experience (0.75) | 5 | 2.5 |
| 3 | Airport Planning & Development Expert | Master's degree in Planning/Transportation: 1.0 point<br>ICAO/IATA specific training: 0.5 point | Experience Years: ≥10 years (1.0), 8-9 years (0.75), 6-7 years (0.5)<br>Master Plans Developed: ≥2 airport master plans (1.0), 1 plan (0.5)<br>ICAO Standards: Annex 14/Doc 9184 experience (0.5)<br>Capacity Analysis: Traffic forecasting experience (0.5) | 4 | 2.5 |
| 4 | Sustainability & Resilience Expert | Master's degree in Environmental Eng/Sustainability: 0.5 point<br>LEED/Green Building Certification: 0.5 point | Experience Years: ≥8 years (1.0), 6-7 years (0.75), 5 years (0.5)<br>Green Projects: ≥2 infrastructure sustainability projects (1.0), 1 project (0.5)<br>Local Codes: ECBC/GBC Pakistan experience (0.5)<br>Climate Resilience: Adaptation strategy experience (0.5) | 4 | 2.5 |



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|---|---|---|---|---|---|---|
| | 5 | IT Systems Architect / Digital Transformation Expert | Bachelor's degree in Computer Science/IT: 0.5 point<br>Master's degree: 0.5 point | Experience Years: ≥10 years (1.5), 8-9 years (1.0), 6-7 years (0.5)<br>System Projects: ≥2 enterprise system implementations (1.0), 1 project (0.5)<br>Workflow Automation: Specific experience (0.75)<br>Engineering Sector IT: Aviation/infrastructure systems (0.75) | 5 | 2.5 |
| | 6 | Change Management & Institutional Development Expert | Master's degree in Org. Psychology/HR/Management: 0.5 point<br>Change Management Certification (Prosci): 0.5 point | Experience Years: ≥8 years (1.0), 6-7 years (0.75), 5 years (0.5)<br>Reform Projects: ≥2 public sector institutional reforms (1.0), 1 project (0.5)<br>Capacity Building: Program development experience (0.5)<br>Stakeholder Strategy: Engagement plan development (0.5) | 4 | 2.5 |
| | 7 | Legal / Regulatory Expert | LL.B/LL.M degree: 1.0 point<br>Additional qualification in Engineering/Public Admin: 0.5 point | Experience Years: ≥10 years (1.0), 8-9 years (0.75), 6-7 years (0.5)<br>PPRA Expertise: Demonstrated experience (1.0), basic knowledge (0.5)<br>Code Drafting: Engineering procedure development (0.5)<br>Public Procurement: Specific experience (0.5) | 4 | 2.5 |
| | 8 | Cost Estimation & Financial Modelling Expert | Bachelor's degree in Engineering/Quantity Surveying: 0.75 point<br>Cost estimation certification: 0.25 point | Experience Years: ≥10 years (1.5), 8-9 years (1.0), 6-7 years (0.5)<br>Database Development: Rate database creation experience (1.0)<br>Public Projects: Government project costing (0.75)<br>Life-cycle Costing: Methodology application (0.75) | 5 | 2.5 |
| | 9 | Training & Knowledge Management Expert | Master's degree in Education Tech/HR Development: 1.0 point | Experience Years: ≥8 years (1.0), 6-7 years (0.75), 5 years (0.5)<br>KM Systems: Development/implementation experience (1.0) | 4 | 2 |



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| | | | | | |
|---|---|---|---|---|---|
| | | | Public Sector Training: Capacity building programs (0.5)<br>Technical Training: Engineering/aviation sector (0.5) | | |
| | **Total** | | | **40** | **22** |

*The evaluation of the consultant's professional team may be carried out through interviews with key team members, discussions with the consultant's past Procuring Agencies and project end-users, and inspections of past projects.*

**Total for the Four Criteria (I+II+III+IV)*:*** **[100 Points]**

| | |
|---|---|
| **23.1** | **An online option of the opening of the Financial Proposals is offered:**<br>No |
| **23.2** | Following the completion of the evaluation of the Technical Proposals, the Procuring Agency will notify all Consultants of the date and time of the public opening of Financial Proposals.<br><br>**The Financial Proposal Opening address is:**<br><br>Same as the Proposal submission address |
| **24 (b)** | **Add this sub-clause at the end of 24.1 (a) with the following:**<br><br>**b. Lump-sum Services**<br><br>The Consultant is deemed to have included all prices in the Financial Proposal (excluding Provincial Sales Tax) for Lump-sum services, so only arithmetical/typo error corrections shall be made, if applicable. The total price, net of taxes understood as per ITC 25, specified in the Financial Proposal (Form FIN-1) shall be considered as the offered price. Where there is a discrepancy between the amount in words and the amount figures, the amount in words shall prevail. |
| **25.1** | For the purpose of the evaluation, the Procuring Agency will exclude: (a) all local identifiable indirect taxes such as sales tax, excise tax, VAT, or similar taxes levied on the contract's invoices; and (b) all additional local indirect tax on the remuneration of services rendered by non-resident experts in the Procuring Agency's country. If a Contract is awarded, at Contract negotiations, all such taxes will be discussed, finalized (using the itemized list as a guidance but not limiting to it) and added to the Contract amount as a separate line, also indicating which taxes shall be paid by the Consultant and which taxes are withheld and paid by the Procuring Agency on behalf of the Consultant. |
| **26.1** | **The single currency for the conversion of all prices expressed in various currencies into a single one is**: PKR [Pak Rupees] |
| **27.1 (QCBS only)** | **The lowest evaluated Financial Proposal (Fm) is given the maximum financial score (Sf) of 100.** |



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| | |
|---|---|
| | **The formula for determining the financial scores (Sf) of all other Proposals is calculated as following:**<br><br>Sf = 100 x Fm/ F, in which "Sf" is the financial score, "Fm" is the lowest price, and "F" the price of the proposal under consideration.<br><br>**The weights given to the Technical (T) and Financial (P) Proposals are**:<br>**T = 0.9 and**<br>**P = 0.1**<br><br>Proposals are ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) as following: S = St x T% + Sf x P%. |
| **D. Negotiations and Award** | |
| **28.1** | **Expected date and address for contract negotiations:**<br>**Date**: August 2026<br><br>**Address:**<br><br>Director P&D,<br>Headquarters Pakistan Airports Authority,<br>Terminal -1, JIAP, Karachi, Pakistan.<br>Ph # (92-21) 99072081 |
| **30.2** | **Expected date for the commencement of the Services:**<br>August 2026 at P&D Directorate Headquarters, Pakistan Airports Authority, Terminal-1, JIAP Karachi. |



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# Section IV. Technical Proposal – Standard Forms

{Notes to Consultant shown in brackets { } throughout Section 3 provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.}

**CHECKLIST OF REQUIRED FORMS**

| Required for FTP or STP (√) | | FORM | DESCRIPTION | Page Limit |
|---|---|---|---|---|
| FTP | STP | | | |
| √ | √ | TECH-1 | Technical Proposal Submission Form. | 2 |
| "√ " If applicable | | TECH-1 Attachment | If the Proposal is submitted by a joint venture, attach a letter of intent or a copy of an existing agreement. | 5 |
| "√" If applicable | | Power of Attorney | No pre-set format/form. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members | 5 |
| √ | | TECH-2 | Consultant's Organization and Experience. | 50 |
| √ | | TECH-2A | A. Consultant's Organization | 15 |
| √ | | TECH-2B | B. Consultant's Experience | 35 |
| √ | | TECH-3 | Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Procuring Agency. | 10 |
| √ | | TECH-3A | A. On the Terms of Reference | 05 |
| √ | | TECH-3B | B. On the Counterpart Staff and Facilities | 05 |
| √ | √ | TECH-4 | Description of the Approach, Methodology, and Work Plan for Performing the Assignment | 50 |
| √ | √ | TECH-5 | Work Schedule and Planning for Deliverables | 10 |
| √ | √ | TECH-6 | Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV) | 100 |
| √ | √ | TECH-7 | Financial Soundness | 200 |

**All pages of the original Technical and Financial Proposal shall be initialed by the same authorized representative of the Consultant who signs the Proposal. CVs of key staff shall be signed by the individual himself.**



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# Form TECH-1
# Technical Proposal Submission Form

{Location, Date}

To: **Director P&D, HQs, Pakistan Airports Authority, Terminal-1, JIAP Karachi.**

Dear Sirs:

We, the undersigned, offer to provide the consulting services for **HIRING OF CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY (PAA).**

in accordance with your Request for Proposals dated *[Insert Date]* and our Proposal. *We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.*

{If the Consultant is a joint venture, insert the following*:* We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

{OR

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

We hereby declare that:

(a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Procuring Agency.

(b) Our Proposal shall be valid and remain binding upon us until *[insert day, month and year in accordance with ITC 12.1]*.

(c) We have no conflict of interest in accordance with ITC 3.

(d) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Procuring Agency.



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(e) Except as stated in the Data Sheet, Clause 12.7, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.

(f) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

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

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

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____
Name and Title of Signatory: _____
Name of Consultant (company's name or JV's name):
In the capacity of: _____

Address: _____
Contact information (phone and e-mail): _____

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



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# Form TECH-2 (FOR FULL TECHNICAL PROPOSAL ONLY)

## CONSULTANT'S ORGANIZATION AND EXPERIENCE

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

**A - Consultant's Organization**

1. Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.

2. Include organizational chart, a list of Board of Directors, and beneficial ownership

**B - List of General/Specific Experience for Completed Projects**

1. List only previous similar assignments successfully completed in the last 15 years.

2. Complete the form below, listing each project under its respective category. Each project will be evaluated against only one sub-criterion. For each project listed, a separate Form TECH-2C must be submitted, accompanied by supporting documentation that is properly cross-referenced. Projects listed in Form TECH-2B shall be used for evaluation and any other information provided shall not be considered for evaluation.

**C – General / Specific Experience Details of Each Completed Project**

.



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**FORM TECH – 2B**

**List of General/Specific Experience for Completed Projects**

| |
|---|
| *Name of Applicant or partner of a joint venture* |

The State Bank's "Exchange Rates for Market-to-Market Revaluation by Authorized Dealers in Foreign Exchange - Ready" 14 days prior to the submission deadline shall be used for conversion of other currencies to PKR.

**[1] Aviation & Infrastructure Engineering Consultancy Experience**

| Sr. | Name of the Project | Employer | Date of Completion | Completion Cost of Project (PKR) |
|---|---|---|---|---|
| 1. | | | | |
| 2. | | | | |

**[2] Organizational Process Analysis & Institutional Reform**

| Sr. | Name of the Project | Employer | Date of Completion | Organizational Staff Strength |
|---|---|---|---|---|
| 1. | | | | |
| 2. | | | | |

**[3] ] Engineering / Infrastructure Digital Systems**

| Sr. | Name of the Project | Employer | Date of Completion | Completion Cost of Project (PKR) |
|---|---|---|---|---|
| 1. | | | | |
| 2. | | | | |



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## FORM TECH – 2C

**General / Specific Experience Details of Each Completed Project**

| *Name of Applicant or partner of a joint venture* |
|---|

*Use a separate sheet for each contract and attach a substantiating document with each sheet separately along with this Form to facilitate in evaluation process*

The State Bank's "Exchange Rates for Market-to-Market Revaluation by Authorized Dealers in Foreign Exchange - Ready" 14 days prior to the submission deadline shall be used for conversion of other currencies to PKR.

| | |
|---|---|
| Assignment name: | Approx. value of the contract (in current PKR): |
| Country:<br>Location within country: | Duration of assignment (months): |
| Name of Client<br>Name of Contractor | Total No. of staff-months of the assignment: |
| Address: | Approx. value of the services provided by your firm under the contract (in current PKR): |
| Start date (month/year):<br>Completion date (month/year): | No. of professional staff-months provided by associated consultants: |
| Name of associated consultants, if any: | Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader): |
| Sub-Criteria for Assessment of Experience as per table in Clause 3.1.1.2<br>*[A particular project will be considered against only one sub-criteria]* | Please tick the relevant sub-criteria:<br>[1] Aviation & Infrastructure Engineering Consultancy Experience<br>[2] Organizational Process Analysis & Institutional Reform<br>[3] Engineering / Infrastructure Digital Systems |
| Narrative description of project: | |
| Description of actual services provided by your staff within the assignment: | |



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## FORM TECH-3 (FOR FULL TECHNICAL PROPOSAL)

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

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

**A - On the Terms of Reference**

{Improvements to the Terms of Reference, if any}

**B - On Counterpart Staff and Facilities**

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



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## FORM TECH-4 (FOR FULL TECHNICAL PROPOSAL ONLY)
## DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

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

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

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

a) ***Technical Approach and Methodology.*** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks including on the [environmental and] social aspects)" to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}

The consultants are expected to include but not limited to following in the methodology:

- A clear understanding of the project objectives and scope.
- A detailed work plan that outlines the tasks to be performed, the timeline for completion, and the resources required.
- A description of the proposed approach, including any innovative or alternative solutions that may be considered.
- A risk management plan that identifies potential risks and outlines strategies for mitigating them.
- A quality management plan that outlines the consultant's approach to ensuring that the work is completed to a high standard.
- A communication plan that outlines how the consultant will communicate with the Procuring Agency and other stakeholders throughout the project.

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

d) ***Organization and Staffing.*** {Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}



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## FORM TECH-5

# WORK SCHEDULE AND PLANNING FOR DELIVERABLES

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

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



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## FORM TECH-6
# TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

| N° | Name | Expert's input (in person/month) per each Deliverable (listed in TECH-5) | | | | | | | | | | Total time-input (in Months) | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Position | | D-1 | D-2 | D-3 | ..... | D-... | | | | Home | Field | Total |
| **KEY EXPERTS** | | | | | | | | | | | | | | |
| K-1 | {e.g., Mr. Abbbb} | [Team Leader] | [*Home*] | [2 month] | [1.0] | [1.0] | | | | | | | | |
| | | | [*Field*] | [0.5 m] | [2.5] | [0] | | | | | | | | |
| K-2 | | | | | | | | | | | | | | |
| K-3 | | | | | | | | | | | | | | |
| n | | | | | | | | | | | | | | |
| | | | | | | | | **Subtotal** | | | | | | |
| **NON-KEY EXPERTS** | | | | | | | | | | | | | | |
| N-1 | | | [*Home*] | | | | | | | | | | | |
| | | | [*Field*] | | | | | | | | | | | |
| N-2 | | | | | | | | | | | | | | |
| n | | | | | | | | | | | | | | |
| | | | | | | | | **Subtotal** | | | | | | |
| | | | | | | | | **Total** | | | | | | |

1 For Key Experts, the input should be indicated individually for the same positions as required under the Data Sheet ITC21.1.

2 Months are counted from the start of the assignment/mobilization. One (1) month equals twenty-two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.

3 "Home" means work in the office in the expert's country of residence. "Field" work means work carried out in the Procuring Agency's country or any other country outside the expert's country of residence.

Full time input

Part time input



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# FORM TECH-6
# (CONTINUED)

**CURRICULUM VITAE (CV)**

| | |
|---|---|
| **Position Title and No.** | {e.g., K-1, TEAM LEADER} |
| **Name of Expert:** | {Insert full name} |
| **Date of Birth:** | {day/month/year} |
| **Country of Citizenship/Residence** | |

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

_____

_____

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

| **Period** | **Employing organization and your title/position. Contact info for references** | **Country** | **Summary of activities performed relevant to the Assignment** |
|---|---|---|---|
| [e.g., May 2005-present] | [e.g., Ministry of ……, advisor/consultant to…<br><br>For references: Tel……/e-mail……; Mr. Hbbbbb, deputy minister] | | |
| | | | |
| | | | |

**Membership in Professional Associations and Publications:** _____

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

_____



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**Adequacy for the Assignment:**

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

**Expert's contact information:** (e-mail ……., phone……)

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

{day/month/year}

Name of Expert Signature
Date

{day/month/year}

Name of authorized Signature
Date
Representative of the Consultant
(the same who signs the Proposal)

**<u>Page limit: Maximum of five (5) pages per CV (excluding Certification, which does not count toward the five-page limit)</u>**



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## FORM TECH-7
# FINANCIAL SOUNDNESS

[The Consultant's financial capacity to mobilize and sustain the Services is imperative. In the Proposal, the Consultant is required to provide information on its financial status. This requirement can be met by submission of the audited financial statements for the last three (3) years, supported by audit letters.

If the Proposal is submitted by a joint venture, all parties of the joint venture are required to submit their financial statements. The reports should be submitted in the order of the associate's significance in the joint venture, greatest to least.

Additionally, the following financial data form shall be filled out for the Consultant and all named associates, *and any other information necessary to verify the Annual Turnover and Working Capital of the Consultant*. The Procuring Agency reserves the right to request additional information about the financial capacity of the Consultant. A Consultant that fails to demonstrate through its financial records that it has the financial capacity to perform the required Services may be disqualified.]

| **Financial Information (PKR)** | **Historical information for the previous three (3) years (most recent to oldest or equivalence in (PKR)** | | |
|---|---|---|---|
| | Year 1 (Year) | Year 2 (Year) | Year 3 (Year) |
| **Information from Balance Sheet** | | | |
| (1) Total Assets (TA) | | | |
| (2) Current Assets (CA) | | | |
| (3) Total Liabilities (TL) | | | |
| (4) Current Liabilities (CL) | | | |
| **Information from Income Statement** | | | |
| (5) Total Revenue (TR) | | | |
| (6) Profits before Taxes (PBT) | | | |
| Net Worth (1) – (3) | | | |
| Current Ratio (2) / (4) | | | |

**[Provide information on current or past litigation or arbitration over the last ten (10) years as shown in the form below.]**[1]

[1] This information will be required only if the value of the procurement is over 5 million PKR.



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Litigation or arbitration in the last ten (10) years: No:_____Yes:_____ (See below).

| **Litigation and Arbitration During Last Ten (10) Years** | | |
|---|---|---|
| **Year** | **Matter in Dispute** | **Value of Award Against Consultant in PKR Equivalent** |
| | | |
| | | |
| | | |
| | | |



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# Section IV. Financial Proposal - Standard Forms



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PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

{*Notes to Consultant* shown in brackets { } provide guidance to the Consultant to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.}

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

FIN-1 Financial Proposal Submission Form

FIN-2 Summary of Costs

FIN-3 A: Breakdown of Remuneration: Design Services, including Appendix A "Financial Negotiations."

B: Breakdown of Remuneration: Project Execution Supervision Services, including Appendix A "Financial Negotiations."

FIN-4 Reimbursable Expenses

**NOTE:**
{Consultants to note that a ***separate*** financial proposal should be prepared for each phase (i.e Phase 1 and Phase 2) and, in FIN-1, there should be clearly indicated ***separate*** price for each phase and a ***combined*** total for the two phases.}.



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# FORM FIN-1
# Financial Proposal Submission Form

{Location, Date}

To: **Director P&D, HQs, Pakistan Airports Authority, Terminal-1, JIAP Karachi**

Dear Sirs:

We, the undersigned, offer to provide the consulting services for **HIRING OF CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY (PAA).**

in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is:

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

The total of our financial proposal for services is for the amount of {Indicate the corresponding to the amount(s) currency(ies)} {Insert amount(s) in words and figures}, [Insert "excluding"] of all indirect local taxes in accordance with ITC 25.1 in the Data Sheet

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

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

| Name and Address of Agents | Amount and Currency | Purpose of Commission or Gratuity |
|---|---|---|
| | | |
| | | |

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

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



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We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____
Name and Title of Signatory: _____
In the capacity of: _____
Address: _____
E-mail:_____

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



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# Form FIN-2 Summary of Costs

| Item | Cost | | | |
|---|---|---|---|---|
| | {Consultant must state the proposed Costs in accordance with Clause **16.4 of the Data Sheet**; delete columns which are not used} | | | |
| | *{Insert Foreign Currency # 1}* | *{Insert Foreign Currency # 2, if used}* | *{Insert Foreign Currency # 3, if used}* | *{Insert Local Currency, if used and/or required (16.4 Data* |
| **Cost of the Financial Proposal** | | | | |
| Including: | | | | |
| (1) **Remuneration** | | | | |
| (2) **Reimbursable** | | | | |
| **Total Cost of the Financial Proposal:** {Should match the amount in Form FIN-1} | | | | |
| **Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded** | | | | |
| {insert type of tax. e.g., VAT or sales tax on services} | | | | |
| Total Estimate for Indirect Local Tax: | | | | |

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



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# FORM FIN-3A BREAKDOWN OF REMUNERATION

[Information to be provided in this Form shall only be used to demonstrate the basis for the calculation of the ceiling amount; to calculate applicable taxes at contract negotiations; and, if needed, to establish payments to the Consultant for possible additional services requested by the Procuring Agency. This Form shall not be used as a basis for payments.]

**A. Remuneration:**

| No. | Name | Position (as in TECH-6) | Person-month Remuneration Rate | Time Input in Person/Month (from TECH-6) | {*Currency # 1- as in FIN-2*} | {*Currency # 2- as in FIN-2*} | {*Currency# 3- as in FIN-2*} | {*Local Currency- as in FIN-2*} |
|---|---|---|---|---|---|---|---|---|
| ____ | **Key Experts** | _____ | _____ | _____ | _____ | _____ | _____ | _____ |
| K-1 | _____ | | [*Home*] | _____ | | | | |
| ____ | | | [*Field*] | _____ | | | | |
| K-2 | | | | _____ | | | | |
| ____ | _____ | | | _____ | | | | |
| ____ | | | | _____ | | | | |
| ____ | | | | _____ | | | | |
| ____ | _____ | | | _____ | | | | |
| ____ | | | | _____ | | | | |
| ____ | **Non-Key Experts** | _____ | _____ | | _____ | | | |
| N-1 | | | [*Home*] | _____ | | | | |
| N-2 | _____ | _____ | [*Field*] | _____ | | | | |
| ____ | | | | _____ | | | | |
| ____ | _____ | | | _____ | | | | |
| ____ | | | | _____ | | | | |
| | | | | Total Costs | | | | |



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# Sample Form

Consultant: Country:
Assignment: Date:

**Consultant's Representations Regarding Costs and Charges**

We hereby confirm that:

(a) the basic fees indicated in the attached table are taken from the firm's payroll records and reflect the current rates of the Experts listed which have not been raised other than within the normal annual pay increase policy as applied to all the Consultant's Experts.

(b) attached are true copies of the latest pay slips of the Experts listed.

(c) the away- from- home office allowances indicated below are those that the Consultant has agreed to pay for this assignment to the Experts listed.

(d) the factors listed in the attached table for social charges and overhead are based on the firm's average cost experiences for the latest three years as represented by the firm's financial statements; and

(e) said factors for overhead and social charges do not include reimbursable (FIN-4), any bonuses or other means of profit-sharing.

_____
[Name of Consultant]

_____ _____
Signature of Authorized Representative Date

Name: _____

Title: _____



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# Consultant's Representations Regarding Costs and Charges
# (Model Form I)

(Expressed in {insert name of currency*})

| Personnel | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|---|
| Name | Position | Basic Remuneration Rate per Working Month/Day/Year | Social Charges [1] | Overhead[1] | Subtotal | Profit[2] | Away from Home Office Allowance | Proposed Fixed Rate per Working Month/Day/Hour | Proposed Fixed Rate per Working Month/Day/Hour[1] |
| Home Office | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| Procuring Agency's Country | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

{* If more than one currency is used, use additional table(s), one for each currency}

1. Expressed as percentage of 1, It should not include reimbursable.
2. Expressed as percentage of 4



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# FORM FIN-4 BREAKDOWN of Reimbursable Expenses

Information to be provided in this Form shall only be used to demonstrate the basis for the ceiling amount; to calculate applicable taxes at contract negotiations; and, if needed, to establish payments to the Consultant for possible additional services requested by the Procuring Agency. This Form shall not be used as a basis for payments, hence not separately billable.

**B. Reimbursable Expenses**

| N° | Type of Reimbursable Expenses | Unit | Unit Cost | Quantity | {Currency # 1- as in FIN-2} | {Currency # 2- as in FIN-2} | {Currency# 3- as in FIN-2} | {Local Currency- as in FIN-2} |
|---|---|---|---|---|---|---|---|---|
| __ | {e.g., Per diem | {Day} | | _____ | | | | |
| __ | {e.g., International flights} | {Ticket} | | _____ | | | | |
| __ | {e.g., In/out airport transportation} | {Trip} | | | | | | |
| | {e.g., Communication costs between Insert place and Insert place} | | | | _____ | | | |
| | { e.g., reproduction of | | | | _____ | | | |
| | {e.g., Office rent} | | | | _____ | | | |
| | ..... | | | | _____ | | | |
| | {Training of the Procuring Agency's personnel – if required in TOR} | | | | _____ | | | |
| | {Premium Amount of Professional Liability Insurance} | | | | _____ | | | |
| | | | | Total Costs | | | | |

Legend:
"Per diem allowance" is paid for each night the expert is required by the Contract to be away from his/her usual place of residence.



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## 1. : Proposal Security Form

To: Pakistan Airports Authority

Whereas *[name of the Consultant]* (hereinafter called "the Consultant/Service Provider) has submitted its proposal dated *[date of submission of Proposal]* for the provision of *[name and/or description of the consultancy services]* (hereinafter called "the proposal").

KNOW ALL PEOPLE by these presents that WE *[name of Financial Institution]* of *[name of country]*, having our registered office at *[address of Financial Institution]* (hereinafter called "the Bank"), are bound unto *[name of PA]* (hereinafter called "the Procuring Agency") in the sum of *[amount]* for which payment well and truly to be made to the said Procuring Agency, the Bank binds itself, its successors, and assigns by these presents.

Sealed with the Common Seal of the said Bank this _____ day of _____ 20____.

THE CONDITIONS of this obligation are:

1. If the Proposal

   (a) have withdrawn or modified our Proposal during the period of Proposal Validity specified in the Form of Proposal;

   (b) Disagreement to arithmetical correction made to the Proposal price; or

   (c) having been notified of the acceptance of our Proposal by the Procuring Agency during the period of Proposal Validity, (i) failure to sign the contract if required by Procuring Agency to do so or (ii) fail or refuse to furnish the Performance Security or to comply with any other condition precedent to signing the contract specified in the SRFP Documents.

2. We undertake to pay to the Procuring Agency up to the above amount upon receipt of its first written demand, without the Procuring Agency having to substantiate its demand, provided that in its demand the Procuring Agency states the amount claimed by it is due to it, owing to the occurrence of one or both of the conditions, specifying the occurred condition or conditions.

This guarantee shall remain in force up to and including twenty-eight (28) days after the period of Proposal Validity, and any demand in respect thereof should reach the Bank not later than the above date.

Name: ..... in the capacity of .....
signed



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_____

*[Signature of the Bank]*

**Dated on ..... day of ..... 20 .....**



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# Section VI. Terms of Reference



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## 1. BACKGROUND

Pakistan Airports Authority (PAA) is responsible for the planning, development, operation, and maintenance of airport infrastructure across Pakistan. In view of increasing traffic volumes, complexity of infrastructure systems, and rising compliance and sustainability requirements, PAA intends to undertake a comprehensive transformation of its engineering systems, procedures, and institutional capacity.

PAA seeks to engage a reputable and experienced consultancy firm to undertake a structured review and redesign of its engineering project lifecycle, with a view to establishing standardized, efficient, transparent, and technology-enabled processes aligned with international aviation best practices.

## 2. OBJECTIVE OF THE ASSIGNMENT

The objective of this consultancy is to redesign, standardize, digitize, and institutionalize the engineering project governance framework of PAA, covering the full lifecycle of engineering projects, including:

- Project inception and approvals
- Planning and feasibility
- Design development and review
- Cost estimation and budgeting
- Procurement and contracting
- Construction and implementation
- Monitoring, reporting and control
- Project close-out and post-evaluation

The consultancy shall establish a lean, agile, and compliant engineering management system aligned with:

- International aviation standards (ICAO, IATA, FAA and other relevant bodies)
- International project management best practices (PMI / ISO 21500)
- National regulatory frameworks including PCAA, PPRA Rules, Planning Commission Guidelines, Pakistan Engineering Council Regulations, and PAA Administrative & Financial Frameworks.

The ultimate goal is to enable predictable project delivery, cost certainty, schedule control, improved transparency, institutional knowledge retention, and enhanced accountability within PAA.

## 3. SCOPE OF SERVICES

The Consultant shall perform the assignment through the following interlinked workstreams.

### Workstream A – Institutional Diagnosis and Root Cause Analysis

The Consultant shall:

1. Map and document end-to-end engineering workflows currently in place for:
    - ADP and non-ADP projects
    - Maintenance works
    - Emergency works



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- Consultancy services
- Design approvals and technical vetting

2. Prepare detailed process architecture maps identifying:
    - Process owners
    - Approval authorities
    - Time taken at each stage
    - Bottlenecks and redundancies
    - Non-value-adding activities
3. Conduct root cause analysis for delays, cost overruns, and quality issues using recognized diagnostic tools.
4. Review the implementation and effectiveness of applicable regulatory frameworks including PPRA Rules, Planning Commission procedures, PEC Regulations, and PAA internal rules.
5. Identify compliance gaps, governance weaknesses, and systemic inefficiencies.

**Deliverables:**

D1. Baseline Engineering Process Report
D2. Root Cause and Delay Diagnostic Report
D3. Engineering Compliance Gap Matrix
D4. Process Architecture Diagrams (As-Is)

**Workstream B – Benchmarking and Best Practices**

The Consultant shall:

1. Benchmark PAA's engineering governance framework against international airport authorities and aviation organizations, including but not limited to:
    - FAA (USA)
    - Changi Airport Group (Singapore)
    - Heathrow Airport Ltd (UK)
    - Dubai Airports
    - AENA (Spain)
    - Airports Authority of India
2. Review selected public and private sector organizations in Pakistan for comparative institutional practices (PSO, NHA, PPL etc.).
3. Identify global best practices in aviation project planning, approvals, contracting, and delivery.
4. Develop key performance benchmarks for engineering project governance.

**Deliverables:**

D5. International Airport Engineering Governance Report



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D6. Benchmark KPI Matrix
D7. Gap Analysis Report (PAA vs International Best Practices)

**Workstream C – Future Planning and Sustainability**
The Consultant shall:

1. Review ICAO and IATA planning manuals and prepare PAA's planning frameworks accordingly.
2. Integrate sustainability principles, including environmental, energy, and resilience considerations, in accordance with international standards and Pakistan's regulatory frameworks (ECBC, GBC, Rain Water Harvesting Provisions).
3. Assess PAA's market position against regional and international airports using traffic forecasts and capacity analysis.
4. Prepare structured long-term and medium-term development plans.

**Deliverables:**
D8. PAA Airport Development Planning Manual
D9. 25-Year Aviation Infrastructure Master Framework
D10. 10-Year Capital Investment Plan
D11. 5-Year Rolling Development Program
D12. Sustainability Integration Framework

**Workstream D – Process Redesign and Capacity Reform**
The Consultant shall:

1. Redesign all engineering processes from project initiation to close-out, incorporating:
    - Simplified workflows
    - Defined approval hierarchies
    - Time-bound stages
    - Escalation and accountability mechanisms
2. Develop a comprehensive PAA Engineering Process Code (Works Procedure).
3. Prepare standardized airport design guides covering all major systems, including:
    - Airside infrastructure
    - Landside facilities
    - Terminal systems
    - ATC infrastructure
    - Cargo facilities
    - MEP and utilities
    - Safety and security systems
    - Sustainability and green infrastructure



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4. Develop standardized technical specifications for all airport systems, in a format (e.g. CSI format) suitable for tender documents.
5. Design a standardized cost estimation framework including:
    - Rate databases
    - Parametric estimation models
    - Life-cycle costing methodologies
6. Prepare standardized scope definition and project structuring tools.
7. Develop a capacity building and knowledge management framework for PAA engineers.

**Deliverables:**

D13. Organizational Process Assessment and Redesign Report
D14. PAA Engineering Process Code (Works Procedure)
D15. PAA Standard Airport Design Guide
D16. PAA Standard Technical Specifications Library
D17. Standard Cost Estimation Framework
D18. Standard Scope Definition Toolkit
D19. Capacity Building and Knowledge Management Program

**Workstream E – Technology and Digital Transformation**

The Consultant shall design, develop, and implement a comprehensive IT-based system titled: *PAA Intelligent Engineering Management System (PIEMS).* The system shall be delivered with full administrative rights, unrestricted access to source code, and deployment on infrastructure owned or controlled by the Procuring Agency.

The system shall support and automate all redesigned engineering processes and shall include, at minimum:

- Project initiation and approval workflows
- Design management
- Cost estimation and budgeting
- Tender preparation and packaging
- Contract management
- Construction monitoring
- Variations and claims management
- Project completion and evaluation
- Compliance dashboards and reporting

The Consultant shall:

1. Prepare system architecture and functional design documents.
2. Develop or customize the software platform.
3. Ensure data security, system scalability, and integration capability.
4. Conduct user training and pilot implementation.



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5. Provide post-implementation support.

**Deliverables:**

D20. Functional Requirements Specification (FRS)
D21. System Design Document (SDD)
D22.Fully Functional Software Platform (PIEMS)
D23. User Manuals and Training Materials
D24. Technology Roadmap for Future IT Systems
D25. Minimum 12 months post-go-live technical support

**4. PERFORMANCE INDICATORS**

The Consultant shall define measurable Key Performance Indicators (KPIs) for:

- Engineering project cycle time
- Approval turnaround time
- Cost variance
- Schedule variance
- Compliance levels

These KPIs shall be integrated into PIEMS dashboards.

**5. CHANGE MANAGEMENT AND IMPLEMENTATION**

The Consultant shall prepare and implement a Change Management Strategy, including:

- Stakeholder mapping
- Communication and engagement plan
- Resistance management strategy
- Pilot implementation framework
- Adoption and institutionalization roadmap

**6. GOVERNANCE AND OWNERSHIP**

The Consultant shall propose:

- Process ownership structures
- RACI (Responsible, Accountable, Consulted, Informed) matrices
- Engineering governance committees
- Amendments to existing Delegation frameworks (if required)

**7. INTELLECTUAL PROPERTY RIGHTS**

All intellectual property, software source code, documentation, methodologies, databases, and reports developed under this assignment shall be the exclusive property of Procuring Agency.

**8. DURATION OF ASSIGNMENT**

The total duration of the assignment shall be twenty-four (24) months, comprising:

- Twelve (12) months for core consultancy and system implementation; and
- Twelve (12) months for post-go-live technical support.



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## 9. REPORTING AND COORDINATION

The Consultant shall report to a Steering Committee constituted by PAA and shall submit all deliverables for review and approval in accordance with the agreed implementation schedule.

## 10. KEY PERSONNEL AND EXPERTISE

The Consultant shall provide a multidisciplinary team including following key-experts, at minimum:

- Project Director (Aviation Infrastructure Expert)
- Engineering Systems & Process Reengineering Expert
- Airport Planning & Development Expert
- Sustainability & Resilience Expert
- IT Systems Architect / Digital Transformation Expert
- Change Management & Institutional Development Expert
- Legal / Regulatory Expert
- Cost Estimation & Financial Modelling Expert
- Training & Knowledge Management Expert

The Consultant shall also provide specialists as required:

- Business Process Analysts
- Software Developers
- Data Analysts
- Documentation Specialists
- Airport Engineering Specialists (Civil, Electrical, MEP)

## 11. COMMON SERVICES

The following obligations shall apply during consultant's performance of the services in the above stated stages:

- Any service required but not specifically indicated by the scope of services but is deemed necessary by Procuring Agency for proper completion of the services for suitability of the intended purpose shall be performed by consultant at no extra cost.
- Consultant shall notify Procuring Agency of any conflicts or discrepancies between the various sections /attachments of this TOR.
- Consultant shall search out and collect any documentation as required from Procuring Agency records department via site visits. Procuring Agency shall provide access to consultant to all available records / sites as may be necessary to complete the consultant's scope of services. It is the responsibility of the consultant to gather all the relevant existing data necessary to carry out the services. This may be either from Procuring Agency's head offices or during site visits.
- Consultant shall bring to the attention of Procuring Agency within two weeks of site visit surveys, any problem areas noted as a result of site visit surveys.
- Participation of consultant in any review exercise, meeting or workshop organized by Procuring Agency for this project.



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## 12. COMPLETION OF SERVICES

All the study outputs including primary data shall be compiled, classified and submitted by the Consultant to the Procuring Agency in soft / digital form apart from the reports indicated in the Deliverables hereinbefore. The study outputs shall remain the property of the Procuring Agency and shall not be used for any purpose other than that intended under these Terms of Reference without the permission of the Procuring Agency. The Consultancy shall stand completed on acceptance by the Procuring Agency of all the Deliverables of the Consultant.

## 13. CONFIDENTIALITY

The Consultant shall maintain strict confidentiality of all project-related information and shall not disclose any data, reports, or documents to any third party without the prior written consent of the Procuring Agency.



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PUBLIC PROCUREMENT REGULATORY AUTHORITY
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# Section VIII STANDARD FORM OF CONTRACT



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PUBLIC PROCUREMENT REGULATORY AUTHORITY
(PPRA)
EPADS

# Contract for Consultant's Services

**Project Name _____**

***[Loan/Credit/Grant]* No._____**

**Contract No. _____**

**between**

_____

***[Name of the Procuring Agency]***

**and**

_____

***[Name of the Consultant]***

**Dated: _____**



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# 2. Form of Contract

(Text in brackets [ ] is optional; all notes should be deleted in the final text)

This CONTRACT (hereinafter called the "Contract") is made the *[number]* day of the month of *[month]*, *[year]*, between, on the one hand, *[name of Procuring Agency or Recipient]* (hereinafter called the "Procuring Agency") and, on the other hand, *[name of Consultant]* (hereinafter called the "Consultant").

*[If the Consultant consist of more than one entity, the above should be partially amended to read as follows:* "…(hereinafter called the "Procuring Agency") and, on the other hand, a Joint Venture (name of the JV) consisting of the following entities, each member of which will be jointly and severally liable to the Procuring Agency for all the Consultant's obligations under this Contract, namely, *[name of member]* and *[name of member]* (hereinafter called the "Consultant").]

WHEREAS

(a) the Procuring Agency has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the "Services");

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

(c) the Procuring Agency has received [*or* has applied for] a loan [*or* credit *or* grant] from the *[Insert as appropriate:)]* toward the cost of the Services and intends to apply a portion of the proceeds of this [loan/credit/grant] to eligible payments under this Contract, it being understood that (i) payments will be made only at the request of the Procuring Agency; (ii) such payments will be subject, in all respects, to the terms and conditions of the [loan/financing/grant] agreement, including prohibitions of withdrawal from the [loan/credit/grant] account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import.

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:

   (a) The General Conditions of Contract
   (b) The Special Conditions of Contract;
   (c) Appendices:

   Appendix A: Terms of Reference
   Appendix B: Key Experts
   Appendix C: Remuneration Cost Estimates

   In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A; Appendix B; Appendix C and Appendix-D~~;~~. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.



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2. The mutual rights and obligations of the Procuring Agency and the Consultant shall be as set forth in the Contract, in particular:

   (a) the Consultant shall carry out the Services in accordance with the provisions of the Contract; and
   (b) the Procuring Agency shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of *[Name of Procuring Agency]*

*[Authorized Representative of the Procuring Agency – name, title and signature]*

For and on behalf of *[Name of Consultant or Name of a Joint Venture]*

_____

*[Authorized Representative of the Consultant – name and signature]*

*[For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.]*

For and on behalf of each of the members of the Consultant [insert the name of the Joint Venture]

*[Name of the lead member]*

_____

*[Authorized Representative on behalf of a Joint Venture]*

*[add signature blocks for each member if all are signing]*



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# General Conditions of the Contract

## A. General Provisions

### 1. Definitions

1.1 Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

(a) **"Applicable Law"** means the laws and any other instruments having the force of law in Pakistan or as may be specified in the **Special Conditions of Contract (SCC)**, as they may be issued and in force from time to time.

(b) **Procuring Agency"** means:-

(c) any Ministry, Division, Department or any Office of the Federal Government;

(d) any authority, corporation, body or organization established by or under a Federal Law or which is owned or controlled by the Federal Government;.

(e) **Procuring Agency's Personnel"** refers to the staff, labor and other employees (if any) of the Procuring Agency engaged in fulfilling the Procuring Agency's obligations under the Contract; and any other personnel identified as Procuring Agency's Personnel, by a notice from the Procuring Agency to the Consultant.

(f) **"Consultant"** means an individual consultant or a consulting firm as the case may be;

(g) **"Contract"** means an agreement enforceable by law;

(h) **"Contractor"** means a person, consultant, firm, company or an organization who undertake to supply goods, services or works;

(i) **"Contractor's Personnel"** means personnel whom the Contractor utilizes in the execution of its contract, including the staff, labor and other employees of the Contractor and each subcontractor; and any other personnel assisting the Contractor in the execution of the contract to be supervised by the Consultant (if applicable).

(j) **"Day"** means calendar day unless indicated otherwise.

(k) **"Effective Date"** means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.

(l) **"Experts"** means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.

(m) **"Foreign Currency"** means any currency other than the Pakistani Rupees.

(n) **"GCC"** means these General Conditions of Contract.

(o) **"Government"** means the Government of Pakistan.

(p) **"Joint Venture (JV)"** means an association with or without a legal personality distinct from that of its members, of more than one entity



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where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Procuring Agency for the performance of the Contract.

(q) **"Key Expert(s)"** means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.

(r) **"Local Currency"** means the currency of Pakistan

(s) **"Non-Key Expert(s)"** means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract.

(t) **"Party"** means the Procuring Agency or the Consultant, as the case may be, and "Parties" means both of them.

(u) **"SCC"** means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.

(v) **"Services"** means any object of procurement other than goods or works; the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto.

(w) **"Site"** (if applicable) means the land and other places where Works are to be executed or facilities to be installed, and such other land or places as may be specified in the Contractor's Contract as forming part of the Site.

(x) **"Sub-consultants"** means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.

(y) **"Third Party"** means any person or entity other than the Government, the Procuring Agency, the Consultant or a Sub-consultant.

**2. Relationship between the Parties**

2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Procuring Agency and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

**3. Law Governing Contract**

3.1. The contract shall be governed and interpreted in accordance with the laws of Pakistan, unless otherwise specified in **SCC.**

**4. Language**

4.1. The Contract as well as all correspondence and documents relating to the Contract exchanged between the Consultant and the Procuring Agency, shall be written in the English language unless otherwise stated in the **SCC**. Supporting documents and printed literature that are part of the Contract may be in another language provided these are accompanied by an accurate



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translation of the relevant passages in English, in which case, for purposes of interpretation of the Contract, this translation shall govern.

**5. Headings**

5.1. The headings shall not limit, alter or affect the meaning of this Contract.

**6. Communications**

6.1. Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the **SCC**.

6.2. A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the **SCC**.

**7. Location**

7.1. The Services shall be performed at such locations as are specified in **Appendix A** hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Procuring Agency may approve.

**8. Authority of Member in Charge**

8.1. In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the **SCC** to act on their behalf in exercising all the Consultant's rights and obligations towards the Procuring Agency under this Contract, including without limitation the receiving of instructions and payments from the Procuring Agency.

**9. Authorized Representatives**

9.1. Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Procuring Agency or the Consultant may be taken or executed by the officials specified in the **SCC.**

**10. Fraud and Corruption**

1 Public Procurement Regulatory Authority requires that Procuring Agencies (including beneficiaries of Government funded projects) as well as Applicants/Bidders/Suppliers/Contractors under Government financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts.

10.2 The Consultant/Applicant/ 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, Bid submission, Primary Procurement process, Framework Agreement performance, Secondary Procurement process, and/or Call-off Contract performance (in the case of award of a Call-off Contract), and to have them audited by auditors appointed by the Procuring Agency.

10.3 Any communications between the Bidder and the Procuring Agency related to matters of alleged corrupt and fraudulent practices must be made in



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writing or in electronic forms that provide record of the content of communication.

10.4 Procuring Agency will reject proposal, if it is established that the Bidder was engaged in corrupt and fraudulent practices in competing for the contract.

10.5 Procuring Agency will also declare the bidder/Firm as blacklisted in accordance with the regulatory provisions PP Rule 19 and predefined standard mechanism.

**B.** Commencement, Completion, Modification and Termination of Contract

**11. Effectiveness of Contract**

11.1. This Contract shall come into force and effect on the date (the "Effective Date") of the Procuring Agency's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the **SCC** have been met.

**12. Termination of Contract for Failure to Become Effective**

12.1. If this Contract has not become effective within such time period after the date of Contract signature as specified in the **SCC**, either Party may, by not less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.

**13. Commencement of Services**

13.1. The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the **SCC**.

**14. Expiration of Contract**

14.1. Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the **SCC**.

**15. Entire Agreement**

15.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.

**16. Modifications or Variations**

16.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.

16.2. In cases of any modifications or variations, the prior written consent of the Procuring Agency is required.

**17. Force Majeure**

**a. Definition**

17.1. For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder



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impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies.

17.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.

17.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

**b. No Breach of Contract**

17.4. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

**c. Measures to be Taken**

17.5. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

17.6. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

17.7. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

17.8. During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Procuring Agency, shall either:

(a) demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Procuring Agency, in reactivating the Services; or

(b) continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the



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terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

17.9. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 49& 50.

**18. Suspension**

18.1. The Procuring Agency may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

**19. Termination**

19. 1 This Contract may be terminated by either Party as per provisions set up below:

**a. By the Procuring Agency**

19.1.1 The Procuring Agency may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Procuring Agency shall give at least thirty (30) calendar days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e); and at least five (5) calendar days' written notice in case of the event referred to in (f):

(a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;

(b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;

(c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 49

(d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

(e) If the Procuring Agency, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;

(f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13.



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19.1.2 if the Consultant, in the judgment of the Procuring Agency has engaged in Fraud and Corruption, as defined in paragraph 1.23 of Attachment 1 to the GCC, in competing for or in executing the Contract, then the Procuring Agency may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

**b. By the Consultant**

19.1.3 The Consultant may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Procuring Agency, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

(a) If the Procuring Agency fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clauses GCC 50.1 within forty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue.

(b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days.

(c) If the Procuring Agency fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 50.1.

(d) If the Procuring Agency is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Procuring Agency of the Consultant's notice specifying such breach.

**c. Cessation of Rights and Obligations**

19.1.4 Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25 and to cooperate and assist in any inspection or investigation, and (iv) any right which a Party may have under the Applicable Law.

**d. Cessation of Services**

19.1.5 Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the



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Procuring Agency, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.

**e. Payment upon Termination**

19.1.6 Upon termination of this Contract, the Procuring Agency shall make the following payments to the Consultant:

(a) remuneration for Services satisfactorily performed prior to the effective date of termination, and reimbursable expenditures for expenditures actually incurred prior to the effective date of termination; and pursuant to Clause 43;

(b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

## C. Obligations of the Consultant

### 20. General

**a. Standard of Performance**

20.1 The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Procuring Agency, and shall at all times support and safeguard the Procuring Agency's legitimate interests in any dealings with the third parties.

20.2 The Consultant shall employ and provide such qualified and experienced Experts and Sub-consultants as are required to carry out the Services.

20.3 The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be approved in advance by the Procuring Agency.

**b. Law Applicable to Services**

20.4 The Consultant shall perform the Services in accordance with the Contract and in accordance with the Law of Pakistan and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

### 21. Conflict of Interests

21.1 The Consultant shall hold the Procuring Agency's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

**a. Consultant Not to Benefit from Commissions, Discounts, etc.**

21.1.1 The payment of the Consultant pursuant to GCC F (Clauses GCC 42 through 47) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants,



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as well as the Experts and agents of either of them, similarly shall not receive any such additional payment.

21.1.2 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Procuring Agency on the procurement of goods, works or services. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Procuring Agency.

**b. Consultant and Affiliates Not to Engage in Certain Activities**

21.1.3 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project, unless otherwise indicated in the **SCC**.

**c. Prohibition of Conflicting Activities**

21.1.4 The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.

**d. Strict Duty to Disclose Conflicting Activities**

21.1.5 The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Procuring Agency, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

**22. Confidentiality**

22.1 Except with the prior written consent of the Procuring Agency, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.

**23. Liability of the Consultant**

23.1 Subject to additional provisions, if any, set forth in the **SCC**, the Consultant's liability under this Contract shall be as determined under the Applicable Law.

**24. Insurance to be Taken out by the Consultant**

24.1 The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Procuring Agency, insurance against the risks, and for the coverage specified in the **SCC,** and (ii) at the Procuring Agency's request, shall provide evidence to the Procuring Agency showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.



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**25. Accounting, Inspection and Auditing**

25.1 The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services in such form and detail as will clearly identify relevant time changes and costs.

25.2. Pursuant to paragraph 1.23 (e) of Attachment 1 to the General Conditions, the Consultant shall permit and shall cause its agents (where declared or not), subcontractors, sub-consultants, service providers, suppliers, and personnel, to permit, the procuring agency to inspect the site and/or the accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have such accounts, records and other documents. The Consultant's and its Subcontractors' and sub-consultants' attention is drawn to Sub-Clause 10.1 (Fraud and Corruption) which provides, inter alia, that acts intended to materially impede the exercise of the Procuring Agency's inspection and audit rights constitute a prohibited practice subject to contract termination.

**26. Reporting Obligations**

26.1 The Consultant shall submit to the Procuring Agency the reports and documents specified in **Appendix A**, in the form, in the numbers and within the time periods set forth in the said Appendix.

**27. Proprietary Rights of the Procuring Agency in Reports and Records**

27.1 Unless otherwise indicated in the **SCC**, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Procuring Agency in the course of the Services shall be confidential and become and remain the absolute property of the Procuring Agency. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Procuring Agency, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Procuring Agency.

27.2 If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Procuring Agency's prior written approval to such agreements, and the Procuring Agency shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the **SCC**.

**28. Equipment, Vehicles and Materials**

28.1 Equipment, vehicles and materials made available to the Consultant by the Procuring Agency, or purchased by the Consultant wholly or partly with funds provided by the Procuring Agency, shall be the property of the Procuring Agency and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Procuring Agency an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Procuring Agency's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Procuring Agency in writing, shall insure them at the



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expense of the Procuring Agency in an amount equal to their full replacement value.

28.2 Any equipment or materials brought by the Consultant or its Experts into the Procuring Agency's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.

**29. Code of Conduct**

29.1 The Procuring Agencies and the Consultant are bound to follow the Code of Ethics issued by the Authority.

**D. Consultant's Experts and Sub-Consultants**

**30. Description of Key Experts**

30.1 The title, agreed job description, minimum qualification and time-input estimates to carry out the Services of each of the Consultant's Key Experts are described in **Appendix B.**

30.2 If required to comply with the provisions of Clause GCC 20a, adjustments with respect to the estimated time-input of Key Experts set forth in **Appendix B** may be made by the Consultant by a written notice to the Procuring Agency, provided (i) that such adjustments shall not alter the original time-input estimates for any individual by more than 10% or one week, whichever is larger; and (ii) that the aggregate of such adjustments shall not cause payments under this Contract to exceed the ceilings set forth in Clause GCC 42.2.

30.3 If additional work is required beyond the scope of the Services specified in **Appendix A**, the estimated time-input for the Key Experts may be increased by agreement in writing between the Procuring Agency and the Consultant. In case where payments under this Contract exceed the ceilings set forth in Clause GCC 42.2, the Parties shall sign a Contract amendment.

**31. Replacement of Key Experts**

31.1 Except as the Procuring Agency may otherwise agree in writing, no changes shall be made in the Key Experts.

31.2 Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.

**32. Approval of Additional Key Experts**

32.1 If during execution of the Contract, additional Key Experts are required to carry out the Services, the Consultant shall submit to the Procuring Agency for review and approval a copy of their Curricula Vitae (CVs). If the Procuring Agency does not object in writing (stating the reasons for the objection) within twenty two (22) days from the date of receipt of such CVs, such additional Key Experts shall be deemed to have been approved by the Procuring Agency.



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The rate of remuneration payable to such new additional Key Experts shall be based on the rates for other Key Experts position which require similar qualifications and experience.

**33. Removal of Experts or Sub-consultants**

33.1 If the Procuring Agency finds that any of the Experts or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or shall the Procuring Agency determine that a Consultant's Expert or Sub-consultant has engaged in Fraud and Corruption while performing the Services, the Consultant shall, at the Procuring Agency's written request, provide a replacement.

33.2 In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Procuring Agency to be incompetent or incapable in discharging assigned duties, the Procuring Agency, specifying the grounds therefore, may request the Consultant to provide a replacement.

33.3 Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Procuring Agency.

**34. Replacement/ Removal of Experts – Impact on Payments**

34.1 Except as the Procuring Agency may otherwise agree, (i) the Consultant shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Experts provided as a replacement shall not exceed the remuneration which would have been payable to the Experts replaced or removed.

**35. Working Hours, Overtime, Leave, etc.**

35.1 Working hours and holidays for Experts are set forth in **Appendix B**. To account for travel time to/from the Procuring Agency's country, experts carrying out Services inside the Procuring Agency's country shall be deemed to have commenced or finished work in respect of the Services such number of days before their arrival in, or after their departure from, the Procuring Agency's country as is specified in **Appendix B**.

35.2 The Experts shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in **Appendix B**, and the Consultant's remuneration shall be deemed to cover these items.

35.3 Any taking of leave by Key Experts shall be subject to the prior approval by the Consultant who shall ensure that absence for leave purposes will not delay the progress and or impact adequate supervision of the Services.

## E. Obligations of the Procuring Agency

**36. Assistance and Exemptions**

36.1 Unless otherwise specified in the **SCC**, the Procuring Agency shall use its best efforts to:

(a) Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.

(b) Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit



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visas, residence permits, exchange permits and any other documents required for their stay in the Procuring Agency's country while carrying out the Services under the Contract.

(c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents.

(d) Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.

(e) Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Procuring Agency's country according to the applicable law in the Procuring Agency's country.

(f) Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Procuring Agency's country, of bringing into the Procuring Agency's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.

(g) Provide to the Consultant any such other assistance as may be specified in the **SCC**.

**37. Access to Project Site**

37.1 The Procuring Agency warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Procuring Agency will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

**38. Change in the Applicable Law Related to Taxes and Duties**

38.1 If, after the date of this Contract, there is any change in the applicable law in the Procuring Agency's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the ceiling amounts specified in Clause GCC 42.2.

**39. Services, Facilities and Property of the**

39.1 The Procuring Agency shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (**Appendix A)** at the times and in the manner specified in said **Appendix A.**



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**Procuring Agency**

39.2 In case that such services, facilities and property shall not be made available to the Consultant as and when specified in **Appendix A**, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services, (ii) the manner in which the Consultant shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause GCC 42.3.

**40. Counterpart Personnel**

40.1 The Procuring Agency shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Procuring Agency with the Consultant's advice, if specified in **Appendix A**.

40.2 If counterpart personnel are not provided by the Procuring Agency to the Consultant as and when specified in **Appendix A**, the Procuring Agency and the Consultant shall agree on (i) how the affected part of the Services shall be carried out, and (ii) the additional payments, if any, to be made by the Procuring Agency to the Consultant as a result thereof pursuant to Clause GCC 42.3.

40.3 Professional and support counterpart personnel, excluding Procuring Agency's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Procuring Agency shall not unreasonably refuse to act upon such request.

**41. Payment Obligation**

41.1 In consideration of the Services performed by the Consultant under this Contract, the Procuring Agency shall make such payments to the Consultant and in such manner as is provided by GCC F below.

## F. Payments to the Consultant

**42. Ceiling Amount**

42.1 An estimate of the cost of the Services is set forth in **Appendix C** (Remuneration) and **Appendix D** (Reimbursable expenses).

42.2 Payments under this Contract shall not exceed the ceilings in foreign currency and in local currency specified in the **SCC**.

42.3 For any payments in excess of the ceilings specified in GCC42.2, an amendment to the Contract shall be signed by the Parties referring to the provision of this Contract that evokes such amendment.

**43. Remuneration and Reimbursable Expenses**

43.1 The Procuring Agency shall pay to the Consultant (i) remuneration that shall be determined on the basis of time actually spent by each Expert in the performance of the Services after the date of commencing of Services or such other date as the Parties shall agree in writing; and (ii) reimbursable expenses that are actually and reasonably incurred by the Consultant in the performance of the Services.



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43.2 All payments shall be at the rates set forth in **Appendix C** and **Appendix D**.

43.3 Unless the **SCC** provides for the price adjustment of the remuneration rates, said remuneration shall be fixed for the duration of the Contract.

43.4 The remuneration rates shall cover: (i) such salaries and allowances as the Consultant shall have agreed to pay to the Experts as well as factors for social charges and overheads (bonuses or other means of profit-sharing shall not be allowed as an element of overheads), (ii) the cost of backstopping by home office staff not included in the Experts' list in **Appendix B**, (iii) the Consultant's profit, and (iv) any other items as specified in the **SCC**.

43.5 Any rates specified for Experts not yet appointed shall be provisional and shall be subject to revision, with the written approval of the Procuring Agency, once the applicable remuneration rates and allowances are known.

**44. Taxes and Duties**

44.1 The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the **SCC**.

44.2 As an exception to the above and as stated in the **SCC**, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Procuring Agency on behalf of the Consultant.

**45. Currency of Payment**

45.1 Any payment under this Contract shall be made in the currency(ies) specified in the **SCC.**

**46. Mode of Billing and Payment**

46.1 Billings and payments in respect of the Services shall be made as follows:

(a) *Advance payment*. Within the number of days after the Effective Date, the Procuring Agency shall pay to the Consultant an advance payment as specified in the **SCC**. Unless otherwise indicated in the **SCC**, an advance payment shall be made against an advance payment bank guarantee acceptable to the Procuring Agency in an amount (or amounts) and in a currency (or currencies) specified in the **SCC**. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in **Appendix E**, or in such other form as the Procuring Agency shall have approved in writing. The advance payments will be set off by the Procuring Agency in equal installments against the statements for the number of months of the Services specified in the **SCC** until said advance payments have been fully set off.

(b) *The Itemized Invoices.* As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, or after the end of each time interval otherwise indicated in the **SCC**, the Consultant shall submit to the Procuring Agency, in duplicate, itemized invoices, accompanied by the receipts or other appropriate supporting documents, of the amounts payable pursuant to



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Clauses GCC 45 and GCC 46 for such interval, or any other period indicated in the **SCC**. Separate invoices shall be submitted for expenses incurred in foreign currency and in local currency. Each invoice shall show remuneration and reimbursable expenses separately.

(c) The Procuring Agency shall pay the Consultant's invoices within sixty (60) days after the receipt by the Procuring Agency of such itemized invoices with supporting documents. Only such portion of an invoice that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to exist between actual payment and costs authorized to be incurred by the Consultant, the Procuring Agency may add or subtract the difference from any subsequent payments.

(d) *The Final Payment* .The final payment under this Clause shall be made only after the final report and a final invoice, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Procuring Agency. The Services shall be deemed completed and finally accepted by the Procuring Agency and the final report and final invoice shall be deemed approved by the Procuring Agency as satisfactory ninety (90) calendar days after receipt of the final report and final invoice by the Procuring Agency unless the Procuring Agency, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report or final invoice. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. Any amount that the Procuring Agency has paid or has caused to be paid in accordance with this Clause in excess of the amounts payable in accordance with the provisions of this Contract shall be reimbursed by the Consultant to the Procuring Agency within thirty (30) days after receipt by the Consultant of notice thereof. Any such claim by the Procuring Agency for reimbursement must be made within twelve (12) calendar months after receipt by the Procuring Agency of a final report and a final invoice approved by the Procuring Agency in accordance with the above.

(e) All payments under this Contract shall be made to the accounts of the Consultant specified in the **SCC**.

(f) With the exception of the final payment under (d) above, payments do not constitute acceptance of the Services nor relieve the Consultant of any obligations hereunder.

**47. Interest on Delayed Payments**

47.1 If the Procuring Agency had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 46.1 (c), interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the **SCC.**

## G. Fairness and Good Faith



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**48. Good Faith**

48.1 The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

## H. Settlement of Disputes

**49. Amicable Settlement**

49.1 Any dispute of any kind whatsoever shall arise between the Authority and the Service Provider in connection with or arising out of the Contract, including without prejudice to the generality of the foregoing, any question regarding its existence, validity or termination, or the execution of the Project –whether during developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall seek to resolve any such dispute or difference by mutual consultation. If the parties fail to resolve such a dispute or difference even after negotiations or mediation, then the dispute shall be referred within fourteen (14) days in writing by either party to the Arbitrator, with a copy to the other party.

49.2 Any dispute in respect of which a notice of intention to commence arbitration has been given, in accordance with GCC sub-clause 45.1, shall be finally settled by arbitration. Arbitration may be commenced prior to or after completion of the Project. Arbitration proceedings shall be conducted in accordance with Arbitration Act 1940.

49.3 Notwithstanding any reference to the arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree that the Authority shall pay the Service Provider any monies due the Service Provider.



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# Special Conditions of Contract

*[Notes in brackets are for guidance purposes only and should be deleted in the final text of the signed contract]*

| Number of GC Clause | Amendments of, and Supplements to, Clauses in the General Conditions of Contract |
|---|---|
| **1.1 Definitions** | *The following shall be appended as GC 1.1(z) to (hh):*<br>(z) "Coercive practice" means impairing or harming or threatening to impair or harm, directly or indirectly, persons or their property, to influence their participation in a procurement process, or affect the execution of a contract.<br>(aa)"Collusive practice" means a scheme or arrangement between two or more parties, with or without the knowledge of the Procuring Agency, designed to establish prices at artificial, non-competitive levels or to otherwise deprive the Procuring Agency and the Government of the benefits of free and open competition.<br>(bb) "Corrupt practice" means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the actions of a public official (including the Procuring Agency's Representative, PAA staff and employees or reviewing the selection decisions) in the selection process or in contract execution or the making of any payment to any third party, in connection with or in furtherance of a contract, in violation of (A) The Prevention of Corruption Act, 1947, (B) Sindh Enquiries And Anti-Corruption Act, 1991, (C) The Punjab Anti-Corruption Establishment Rules 2014, (D) The Balochistan Enquiries and Anti-Corruption Act, 2010, (E) The Khyber Pakhtunkhwa Ehtesab Commission Act, 2014, and/or any other relevant applicable rules, laws in the **Islamic Republic of Pakistan** made thereunder and any statutory modifications/amendments thereto, as in force on the date of this Contract.<br>(cc)"Obstructive practice" means<br>i. destroying, falsifying, altering or concealing evidence material to the investigation or making false statements to investigators in order to impede an investigation into allegations of a corrupt, fraudulent, coercive, collusive, or prohibited practice; and threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, and<br>ii. acts intended to impede the exercise of the inspection and audit rights of the PAA. |



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| | (dd) "Prohibited practice" means any action that violates Section C (Compliance with Anti-Corruption, Anti-Money Laundering and Terrorist Financing Statutes.<br>(ee)"Project" means CONSULTANCY SERVICES FOR ENGINEERING SYSTEMS TRANSFORMATION OF PAKISTAN AIRPORTS AUTHORITY (PAA).<br>(ff) "Tax" and "Taxes" means any and all taxes, levies, imposts, duties, deductions, charges or withholdings imposed by Federal, Provincial, or Local Government, including any interest, additions to tax or penalties applicable thereto. For the purpose of this Contract, Total Price of the Financial Proposal submitted in connection with this Contract shall be considered inclusive of all taxes (but excluding provincial sales tax on services) as applicable fourteen (14) days prior to the deadline for submission of Proposals.<br>(gg) Any word, phrase, terminology not specifically defined in this document shall have the same meaning as prescribed/defined under PPRA Ordinance 2002 and PPRA Rules 2004.<br>(hh) In case of any conflict, the provisions of PPRA Ordinance 2002 and PPRA Rules 2004 shall prevail. |
| **1.1(a) and 3.1** | **The Contract shall be construed in accordance with the law of Pakistan.** |
| **4.1** | **The language is: English.** |
| **6.1 and 6.2** | **The addresses are:**<br>Procuring Agency:<br>**Director P&D**<br>Headquarters, Pakistan Airports Authority, Terminal-1, JIAP Karachi<br>Ph # (92-21) 99072081<br>Consultant : _____<br>_____<br>Attention : _____<br>E-mail (where permitted) :_____ |
| **8.1** | *[Note: If the Consultant consists only of one entity, state "N/A";*<br>*OR* |



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| | *If the Consultant is a Joint Venture consisting of more than one entity, the name of the JV member whose address is specified in Clause SCC6.1 should be inserted here. ]*<br><br>**The Lead Member on behalf of the JV is** _____ _____*[insert name of the member]* |
| **9.1** | **The Authorized Representatives are:**<br>**For the Procuring Agency:**<br>Director P&D<br>**For the Consultant:** *[name, title]*_____ |
| **11.1** | **The effectiveness conditions are the following**:<br><br>The date on which this Contract shall come into force and effect, is the date when the following conditions are met:<br><br>i. Issuance of "Letter of Commencement of Services" from the Procuring Agency<br>ii. Contract is signed by both the Parties |
| **12.1** | **Termination of Contract for Failure to Become Effective:**<br><br>The time period shall be six (06) months. |
| **13.1** | **Commencement of Services:**<br><br>The number of days shall be 07 days after the Contract effectiveness**.**<br><br>Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Procuring Agency in writing as a written statement signed by each Key Expert.<br><br>Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Procuring Agency in writing as a written statement signed by each Key Expert at the contract negotiation stage. |
| **14.1** | **Expiration of Contract:**<br><br>**The time period of completion of services shall be:**<br><br>The total duration of the assignment shall be twenty-four (24) months, comprising:<br>• Twelve (12) months for core consultancy and system implementation; and<br>• Twelve (12) months for post-go-live technical support. |
| **14.2** | **Add this sub-clause 14.2 "Extension of Time for Completion" as follows:** |



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| | If the scope of the Services is increased:<br><br>(a) the Consultants shall inform the Procuring Agency of the circumstances and probable effects;<br><br>(b) the increase shall be regarded as Additional Services; and<br><br>(c) the Procuring Agency shall extend the time for Completion of the Services accordingly. |
| **14.3** | Add this sub-clause 14.3 Additional Services as follows:<br><br>Additional Services means:<br><br>(a) Services as approved by the Procuring Agency outside the Scope of Services described in Appendix A;<br><br>(b) any re-doing of any part of the Services as a result of Procuring Agency's instructions after a deliverable has been accepted and approved and payment thereof has been made.<br><br>If, in the opinion of the Procuring Agency, it is necessary to perform Additional Services during the currency of the Contract for the purpose of the Project, such Additional Services shall be performed with the prior concurrence of both the Parties. The Consultants shall inform the Procuring Agency of the additional time (if any), and the additional remuneration and reimbursable direct costs expenditure for such Additional Services. If there is no disagreement by the Procuring Agency within two weeks of this intimation, such additional time, remuneration and reimbursable direct costs expenditure shall be deemed to become part of the Contract. Such remuneration and reimbursable direct costs expenditure shall be determined on the basis of rates provided in FIN FORM 3 and FIN FORM 4, in case the Additional Services are performed during the scheduled period of the Services, otherwise remuneration for Additional Services shall be determined on the basis of Consultants' billing rates prevailing at the time of performing the Additional Services. |
| **17. Force Majeure**<br>**a. Definition** | **The following shall be appended after GC 17.3(a) to (c);**<br><br>(a) Force Majeure shall not include Pandemic related smart lockdowns imposed by the Federal or Provincial Governments.<br><br>(b) During Force Majeure, the contracts shall be considered temporarily suspended and no claims against idle charges or losses shall be entertained.<br><br>(c) Following the normalcy of the situation after any Force Majeure event, the contract shall be resumed at the same terms and conditions**.** |



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| **21 b.** | **The Procuring Agency reserves the right to determine on a case-by-case basis whether the Consultant should be disqualified from providing goods, works or non-consulting services due to a conflict of a nature described in Clause GCC 21.1.3**<br>Yes |

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| **23.1** | The following limitation of the Consultant's Liability towards the Procuring Agency can be subject to the Contract's negotiations:<br>"Limitation of the Consultant's Liability towards the Procuring Agency:<br>(a) Except in the case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Procuring Agency's property, shall not be liable to the Procuring Agency:<br>(i) for any indirect or consequential loss or damage; and<br>(ii) for any direct loss or damage that exceeds 1.5 times the total value of the Contract;<br>(b) This limitation of liability shall not<br>(i) affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services;<br>(ii) be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the Applicable Law<br>The Professional Liability of the Consultant shall expire after five (05) years from date of completion of project. |
| **24.1** | **The insurance coverage against the risks shall be as follows:**<br>**(a) Professional liability insurance, with a minimum coverage of** the 1.5 times of the value of the contract and claimable in Islamic Republic of Pakistan. The Professional Liability of the Consultant shall expire after five (05 years) from the date of completion of project.<br><u>Copy of the above insurance policy shall be presented to the Procuring Agency within 30 days after the Effective Date of this Contract</u> |
| **29.2 Consultants' Actions Requiring Procuring Agency's Prior Approval (Additional Clause)** | Add this sub-clause 29.2 at the end of GCC as follows:<br>The Consultants shall obtain the Procuring Agency's prior approval in writing before taking any of the following actions:<br>a. Appointing such Personnel as are listed in Appendix-B merely by title but not by name; |



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| | b. Entering into a subcontract for the performance of any part of the Services, it being understood (i) that the selection of Subconsultants and the terms and conditions of the subcontract shall have been approved in writing by the Procuring Agency prior to the execution of the subcontract, and (ii) that the Consultants shall remain fully liable for the performance of the Services by the Subconsultants and its Personnel pursuant to this Contract;<br>c. any other action that may be specified in the SC. |
| **27.2** | All documents, reports, designs, research work and all deliverables prepared by the Consultant shall become and remain the property of the Procuring Agency.<br><br>Any future use of these documents and software by the Consultant shall not be done without permission of the Procuring Agency |
| **29. Code of Conduct** | The Consultant is required to have a Code of Conduct for Experts as per the policy of the Authority |
| **32 Approval of Additional Key Experts** | Not Applicable |
| **33. Removal of Experts or Sub-consultants** | Add this sub-clause 33.4 at the end of GCC as follows:<br><br>The Consultant shall bear all costs arising out of or incidental to any removal and/or replacement of such Experts. |
| **34 Replacement/ Removal of Experts – Impact on Payments** | Not Applicable |
| **35 Working Hours, Overtime, Leave, etc.** | Not Applicable |
| **36.1(b) thru (f)** | Not Applicable. |
| **38.1 Change in the Applicable Law Related to Taxes and Duties** | Replace the words “Ceiling amounts” with “Contract price amount” in the last row of the GCC.<br><br>Add the word “indirect” before the word “taxes” in the second row of the GCC. |
| **40 Counterpart Personnel** | Not Applicable. |
| **42 Ceiling Amount** | This Clause is deleted in its entirety and replaced as follows: |



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| | **42.1 The Contract Price for the two stages of Services is _____[[insert total amount of services in PKR exclusive of provincial sales taxes].**<br><br>The Consultant's total remuneration for shall not exceed the Price as indicated under 42.1 and shall be on the basis lumpsum. |
| **43 Remuneration and Reimbursable Expenses** | Add the following text as the end of sub-clause 43.1:<br><br>The Procuring Agency shall pay to the Consultant lumpsum remuneration in accordance with the breakdown of contract prices mentioned in Appendix-C. |
| **44.1 and 44.2** | The Consultant, the Sub-consultants and the Experts shall pay any indirect taxes, duties, fees, levies and other impositions imposed, under the applicable law in the Procuring Agency's country, on the Consultant, the Sub-consultants and the Experts in respect of:<br><br>(a) any payments whatsoever made to the Consultant, Sub-consultants and the Experts (other than nationals or permanent residents of the Procuring Agency's country), in connection with the carrying out of the Services;<br><br>(b) any equipment, materials and supplies brought into the Procuring Agency's country by the Consultant or Sub-consultants for the purpose of carrying out the Services and which, after having been brought into such territories, will be subsequently withdrawn by them;<br><br>(c) any equipment imported for the purpose of carrying out the Services and paid for out of funds provided by the Procuring Agency and which is treated as property of the Procuring Agency;<br><br>(d) any property brought into the Procuring Agency's country by the Consultant, any Sub-consultants or the Experts (other than nationals or permanent residents of the Procuring Agency's country), or the eligible dependents of such experts for their personal use and which will subsequently be withdrawn by them upon their respective departure from the Procuring Agency's country, provided that:<br><br>(i) the Consultant, Sub-consultants and experts shall follow the usual customs procedures of the Procuring Agency's country in importing property into the Procuring Agency's country; and<br><br>(ii) if the Consultant, Sub-consultants or Experts do not withdraw but dispose of any property in the Procuring Agency's country upon which customs duties and taxes have been exempted, the Consultant, Sub-consultants or Experts, as the case may be, (a) shall bear such customs duties and taxes in conformity with the regulations of the Procuring Agency's country, or (b) shall reimburse them to the Procuring Agency |



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| | if they were paid by the Procuring Agency at the time the property in question was brought into the Procuring Agency's country. |
| **45.1** | The foreign currency component shall be paid in USD and the local currency component shall be paid in PKR. |
| **46 Mode of Billing and Payment** | Delete the sub-clause 46.1 (a) as Advance Payment is not applicable**.**<br><br>Add the sub-clause 46.1(b1) at the end of sub-clause 46.1(b) as follows:<br><br>46.1 (b1): The payments under this Contract shall be made in lump-sum instalments against deliverables specified in Appendix A. The payments will be made according to the payment schedule stated below: |

| **Milestone** | **Linked Workstream(s)** | **Key Deliverables / Acceptance Criteria** | **% of Contract Price** |
|---|---|---|---|
| 1. Contract Signing & Inception | All | Submission and approval of Inception Report | 10% |
| 2. Completion of Diagnostic & Benchmarking Phase | Workstream A + B | - D1 to D7 fully approved | 10% |
| 3. Approval of Future Planning & Sustainability Deliverables | Workstream C | - D8 to D12 approved | 10% |
| 4. Approval of Process Redesign & Institutional Outputs | Workstream D | - D13 to D19 approved | 20% |
| 5. Approval of PIEMS Functional & Design Documents | Workstream E (early) | - D20 & D21 approved | 10% |
| 6. Successful Development, Pilot & Go-Live of PIEMS | Workstream E (core) | - D22 & D23 delivered & accepted | 20% |
| 7. Approval of Change Management, Governance & Final Outputs | Cross-cutting (D, E & others) | Change Management Strategy implemented<br>- Governance proposals (RACI, committees) approved<br>- Technology Roadmap (D24) approved<br>- Final Consolidated Report & Handover Package | 10% |



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| 8. End of Post-Go-Live Support Period (Month 24) | Workstream E (support) | - D25 fulfilled | 10% |

**Lump-Sum Installment Payments**. The Procuring Agency shall pay the Consultant within sixty (60) days after the receipt by the Procuring Agency of the deliverable(s) and the cover invoice for the related lump-sum installment payment. The payment can be withheld if the Procuring Agency does not approve the submitted deliverable(s) as satisfactory in which case the Procuring Agency shall provide comments to the Consultant within the same sixty (60) days period. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated.

**The Final Payment for Lump-Sum Services**. The final payment shall be made only after the final report have been submitted by the Consultant and approved as satisfactory by the Procuring Agency. The Services shall then be deemed completed and finally accepted by the Procuring Agency. The last lump-sum installment shall be deemed approved for payment by the Procuring Agency within ninety (90) calendar days after receipt of the final report by the Procuring Agency unless the Procuring Agency, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated.

Add the following sub-clause 46.1 (g) at the end of this clause:

46.1(g) **Retention Money**. Each payment of services shall be made after deduction of the refundable retention money which shall not exceed five (05) % of the Contract Cost. The retention money so deducted shall be released after successful completion of 6-month defect liability / warranty period following Month 24.

46.1 (e) All payments under this Contract shall be made to the accounts of the Consultant for local currency as mentioned below:

Account of the Consultant for Local Currency:

*[Insert Account Details]*

Account of the Consultant for Foreign Currency:

*[Insert Account Details]*



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| | Alternatively, an irrevocable unconfirmed LC will be opened for making payments for foreign currency. |
| **47.1** | **The interest rate is**: 01% annual rate. |
| **49.** | **Dispute Resolution**<br>i. If any dispute of any kind whatsoever shall arise between the Procuring Agency and the Consultant in connection with or arising out of the Contract, including without prejudice to the generality of foregoing, any question regarding its existence, validity, termination and the execution of the Project – whether during developing phase or after their completion and whether before or after the termination, abandonment or breach of the Contract – the parties shall seek to resolve any such dispute or difference by mutual diligent negotiations in good faith within 14 (fourteen) days following a notice sent by one Party to the other Party in this regard.<br><br>ii. At future of negotiation the dispute shall be resolved through mediation and mediator shall be appointed with the mutual consent of the both parties.<br><br>iii. At the event of failure of mediation to resolve the dispute relating to this contract such dispute shall finally be resolved through binding Arbitration by sole arbitrator in accordance with Arbitration Act 1940. The arbitrator shall be appointed by mutual consent of the both parties. The Arbitration shall take place in Karachi, Pakistan and proceedings will be conducted in English language.<br><br>iv. The cost of the mediation and arbitration shall be shared by the parties in equal proportion however the both parties shall bear their own costs and lawyer's fees regarding their own participation in the mediation and arbitration. However, the Arbitrator may make an award of costs upon the conclusion of the arbitration making any party to the dispute liable to pay the costs of another party to the dispute.<br><br>v. Arbitration proceedings as mentioned in the above clause regarding resolution of disputes may be commenced prior to, during or after completion of the project.<br><br>Notwithstanding any reference to the arbitration herein, the parties shall continue to perform their respective obligations under the Contract unless they otherwise agree that the Procuring Agency shall pay the Consultant any monies due to the Service Provider.<br>**Arbitrator's fee:** |



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| | The fee shall be specified in Pak Rupees, as determined by the DG PAA, which shall be shared equally by both parties.<br><br>**Appointing Authority for Arbitrator:**<br>By the Mutual Consent or in accordance with the provisions of Arbitration Act, 1940, in case the parties fail to reach a consensus on the name of sole arbitrator, any party may submit an application to the Chief Justice Islamabad High Court for appointment of sole arbitrator. The Chief Justice IHC may appoint a former judge of any High Court or Supreme Court as the sole arbitrator to resolve the dispute between the parties.<br><br>**Rules of procedure for arbitration proceedings:**<br>Any dispute between the Procuring Agency and Consultant who is a national of the Islamic Republic of Pakistan arising in connection with the present Contract shall be referred to adjudication or arbitration in accordance with the laws of the Islamic Republic of Pakistan including Arbitration Act 1940, however above provision shall prevail in referring the case to the Arbitrator.<br><br>**Place of Arbitration and Award:**<br>The arbitration shall be conducted in English language and place of arbitration shall be at Karachi. The award of the arbitrator shall be final and shall be binding on the parties. |



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# I. Appendices

## Appendix A – Terms of Reference

*[This Appendix shall include the final Terms of Reference (TORs) worked out by the Procuring Agency and the Consultant during the negotiations; dates for completion of various tasks; location of performance for different tasks; detailed reporting requirements; Procuring Agency's input, including counterpart personnel assigned by the Procuring Agency to work on the Consultant's team; specific tasks that require prior approval by the Procuring Agency.*

*Insert the text based on the Section 7 (Terms of Reference) of the ITC in the RFP and modified based on the Forms TECH-1 through TECH-5 in the Consultant's Proposal. Highlight the changes to Section 7 of the RFP]*

## Appendix B - Key Experts

*[Insert a table based on Form TECH-6 of the Consultant's Technical Proposal and finalized at the Contract's negotiations. Attach the CVs (updated and signed by the respective Key Experts) demonstrating the qualifications of Key Experts.]*

*[Specify Hours of Work for Key Experts: List here the hours of work for Key Experts; travel time to/ from the Procuring Agency's country; entitlement, if any, to leave pay; public holidays in the Procuring Agency's country that may affect Consultant's work; etc. Make sure there is consistency with Form TECH-6. In particular: one month equals twenty two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours. ]*

## Appendix C – Remuneration Cost Estimates

*Insert the table with the unit rates to arrive at the breakdown of the Lump-Sum Price . The table shall be based on [Form FIN-3 and FIN-4] of the Consultant's Proposal and reflect any changes agreed at the Contract negotiations, if any. The footnote shall list such changes made to [Form FIN-3 and FIN-4] at the negotiations or state that none has been made.]]*

*When the Consultant has been selected under Quality-Based Selection method, or the Procuring Agency has requested the Consultant to clarify the breakdown of very high remuneration rates at the Contract's negotiations also add the following:*

> *"The agreed remuneration rates shall be stated in the attached Model Form I to be used separately. This form shall be prepared on the basis of Appendix A to Form FIN-3A&B of the RFP "Consultants' Representations regarding Costs and Charges" submitted by the Consultant to the Procuring Agency prior to the Contract's negotiations.*
>
> *Should these representations be found by the Procuring Agency (either through inspections or audits pursuant to Clause GCC 25.2 or through other means) to be materially incomplete or inaccurate, the Procuring Agency shall be entitled to introduce appropriate modifications in the remuneration rates affected by such materially incomplete or inaccurate representations. Any such modification shall have retroactive effect and, in case remuneration has already been paid by the Procuring Agency before any such modification, (i) the Procuring Agency shall be entitled to offset any excess payment against the next monthly payment to the Consultants, or (ii) if there are no further payments to be made by the Procuring Agency to the Consultants, the Consultants*



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*shall reimburse to the Procuring Agency any excess payment within thirty (30) days of receipt of a written claim of the Procuring Agency. Any such claim by the Procuring Agency for reimbursement must be made within twelve (12) calendar months after receipt by the Procuring Agency of a final report and a final statement approved by the Procuring Agency in accordance with Clause GCC 46.1(d) of this Contract."*



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**Model Form I Breakdown of Agreed Fixed Rates in Consultant's Contract**

We hereby confirm that we have agreed to pay to the Experts listed, who will be involved in performing the Services, the basic fees and away from the home office allowances (if applicable) indicated below:

(Expressed in [insert name of currency]) *

| Experts | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
|---|---|---|---|---|---|---|---|---|---|
| Name | Position | Basic Remuneration rate per Working Month/Day/Year | Social Charges[1] | Overhead[1] | Subtotal | Profit[2] | Away from Home Office Allowance | Agreed Fixed Rate per Working Month/Day/Hour | Agreed Fixed Rate per Working Month/Day/Hour[1] |
| Home Office | | | | | | | | | |
| | | | | | | | | | |
| Work in the Procuring Agency's Country | | | | | | | | | |
| | | | | | | | | | |

1 Expressed as percentage of 1
2 Expressed as percentage of 4

* If more than one currency, add a table

Signature _____ Date _____

Name and Title: _____



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**APPENDIX D – Reimbursable Expenses**

1. [Insert the table with the reimbursable expenses rates quoted. The table shall be based on [Form FIN-4] of the Consultant's Proposal and reflect any changes agreed at the Contract negotiations, if any. The footnote shall list such changes made to [Form FIN-4] at the negotiations or state that none has been made.

2. All reimbursable expenses shall be reimbursed at actual cost, unless otherwise explicitly provided in this Appendix, and in no event shall reimbursement be made in excess of the Contract amount.]

PUBLIC PROCUREMENT REGULATORY AUTHORITY (PPRA) EPADS

Time-Based

## APPENDIX E – STATEMENT OF UNDERTAKING

I, [Full Name], the undersigned, being the authorized representative of [Name of the Consulting Firm], hereby solemnly affirm:

That the Consultant undertakes to fully observe and comply with the Public Procurement Regulatory Authority (PPRA) framework regarding corrupt and fraudulent practices in competing for and executing any contract.

That the Consultant commits to refrain from any corrupt, fraudulent, collusive, obstructive or coercive practices during the procurement process or contract execution, as defined under the PPRA framework.

That any violation of this undertaking may lead to disqualification, contract termination, or other legal remedies as prescribed under the PPRA framework.

Executed on: [Date]

[Signature of the Authorized Representative]
[Full Name]
[Designation]
[Name of the Consulting Firm]
[Address]
[Contact Information]



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