

Request for Proposal

PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY
DIRECTORY, REVIEWING SUCCESSION PLANNING FRAMEWORK
AND CONDUCTING & REPORTING SKILLS GAP ANALYSIS (Re-
Tender)
(Consultancy Services)

National

Single Stage-Two Envelope



May 21, 2026

*Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA)), Manager
Plot # 73-West, A.K. Fazal-e-Haq Road, Shaheen Plaza, Blue Area., Islamabad Capital Territory
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Table of Contents

Instructions to Bidders	3
Bid Data Sheet	13
Proposal Data Sheet (BDS)	14
Eligibility Criteria	18
Evaluation Criteria	19
Required Services	23
Related Services :	24
TORS (Terms of References)	24
Price Schedule	27
General Conditions of Contract	29
Special Conditions of Contract	46
Bid Securing Declaration	51
Contract Form	53
Integrity Pact	56
Performance Guarantee Form	58
Annexure	60
Technical & Financial Formats	61
Procurement Forms	62
Additional Forms and Documents	65

PROCUREMENT OF CONSULTANCY SERVICES

1. The **Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA))** has reserved Funds for the procurement planned for FY **2025-26**. The **Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA))** intends to apply part of the proceeds of this Fund to cover eligible payments under the contract for the consultancy services of **“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY, REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING & REPORTING SKILLS GAP ANALYSIS (Re-Tender)”**
2. The **Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA))** 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 Document in the form of **Pay Order** 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 **Tuesday, June 9, 2026 02:00 PM**. Proposals will be opened on the same day at **Tuesday, June 9, 2026 02:30 PM**. 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>

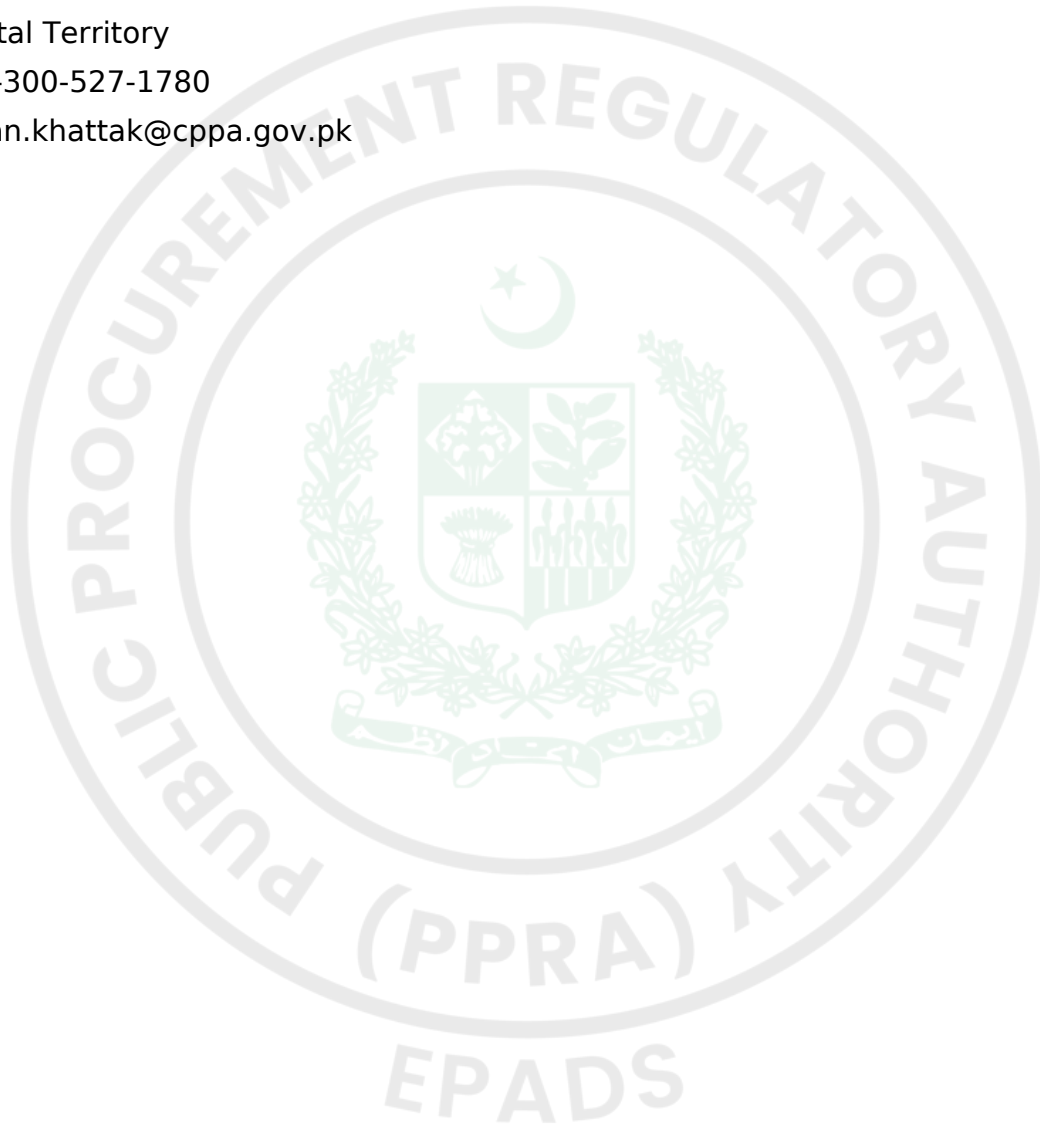
In terms of Rules 48 of Public Procurement Rules, 2004 Grievance Redressal Committee (GRC) is notified for the subject procurement and notification copy is available on the procuring agency's website and also available on **EPADS v2.0** as well as Authority's website at (www.ppra.org.pk).

Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA)), Manager

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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 severally 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. Clarification 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. In case 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 through **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 and time 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

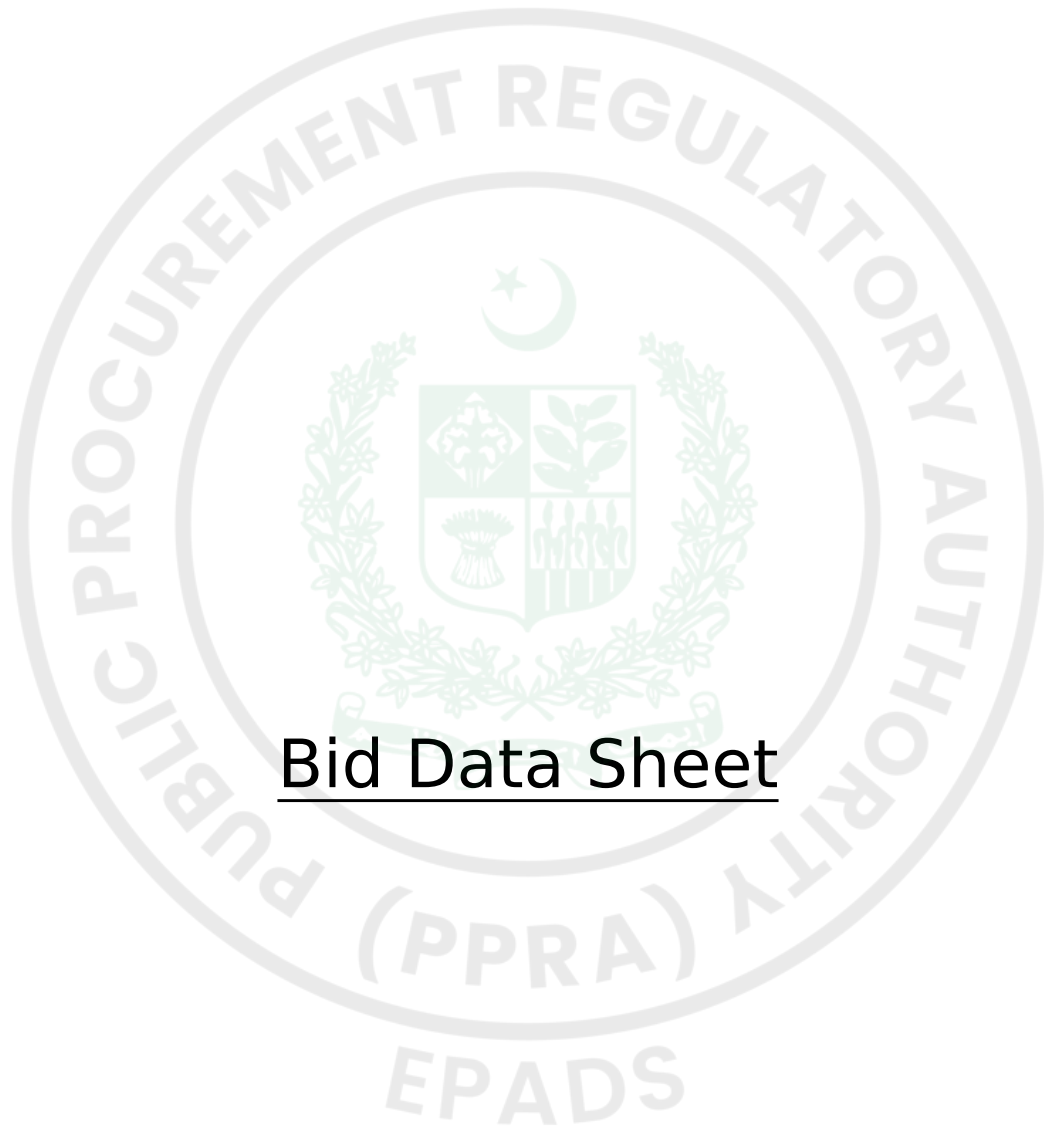
4.1. Grievance shall be redressed in accordance with procedure and mechanism defined under Rule 48 of the Public Procurement Rules, 2004 and Redressal of Grievance regulations.

5. Mechanism of Blacklisting

5.1. The Blacklisting shall be carried out in accordance with provision of Rule 19 of 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: **Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA))**

The subject of procurement is: **PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY, REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING & REPORTING SKILLS GAP ANALYSIS (Re-Tender)**

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

Name and identification number of the Contract: **P39905**

BDS Clause Number 2

ITB Number 1.2 & 9.1

The Bidders may seek clarifications through **EPADS v2.0**: Clarification Date: Thursday, June 4, 2026

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 **120 Days**

BDS Clause Number 7

ITB Number 9.1

List of documents required along with the bid:

Bid Security PKR @ 100,000/- in form Pay Order issued in favor of Central Power Purchasing Agency (Guarantee) Limited. Form 1.1, Detailing contact persons, registered offices etc. as specified on the format. Form 1.2 - A, including details of the project lead and the project team for the subject project. Form 1.2 - B, theoretical contributions of the project lead. Form 1.3 - A Clientele in Govt. / Semi-Govt / Public Sector-served in similar assignments. Form 1.3 - B Clientele in Private Sector-served in similar assignments. Form 1.3 - C International Clientele Details-served in similar assignments. Form 1.4 Details of quality assurance and accreditations (national / international). Form 1.5 Details of availability of digital platforms / existing technologies. Form 1.6 Financial turnover data for last 03 years (not later FY 2020-21). Form D as cover letter & Form 1.7 detailing the financial quote, strictly, in line with the specified format.

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 **Fixed**.

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 related documents:

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**

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;

Plot # 73-West, A.K. Fazal-e-Haq Road, Shaheen Plaza, Blue Area., Islamabad Capital Territory

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

The deadline for Bids submission is: **Tuesday, June 9, 2026 02:00 PM**

BDS Clause Number 15

ITB Number 15.1

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

Day : **Tuesday**

Date: **Tuesday, June 9, 2026**

Time : **02:30 PM**

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: **10.00%**.

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

G. Review of Procurement Decisions

BDS Clause Number 19

ITB Number 24.1

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

Eligibility Criteria

Bidder's Type	Required Registration
Sole Proprietorship	FBR (NTN)
Partnership Firm	FBR (GSTN)
Company (Private Limited)	
Company (Public Limited)	
Company (Holding Company)	
Company (Limited by Guarantee)	
State Owned Enterprise (Private Limited)	
State Owned Enterprise (Public Limited)	
NGO / NPO	
IGO	

Eligibility Criteria	Document
a) Submission of Technical and Financial Bids through E-PADS, in accordance with PPRA Rules, under cover letter as per the attached sample.	Yes

b) Submission of a Certificate of Conformance (Form-B) on the Firm's/Institute's letterhead, undertaking to maintain bid validity for the prescribed period and to abide by the agreed terms and conditions.	Yes
c) Submission of an Affidavit (Form-C), confirming that the Firm has not been blacklisted or banned by any Public, Private, Government, or Semi-Government organization.	Yes
d) The Service Provider must have proven experience in providing consultancy services (both in public & private sector of Pakistan), in following domains:• Development of Competency Directories (Technical & Leadership)• Succession Planning / Leadership Development Plans• Conducting Managerial / Leadership Assessments for Skills Gap Analysis• Preparing / Reporting Talent Gaps / Leadership Development Plans	Yes
e) The Bidder must fulfill the Technical Evaluation Criteria provided in Section-5 of this document.	Yes
f) The Service Provider must demonstrate a minimum of 06 years of existence from the date of its inception/registration.	Yes
g) The Service Provider status must be Active on FBR Listing (documentary evidence must be attached).	Yes
h) The service provider must be GST registered (documentary evidence must be attached).	Yes

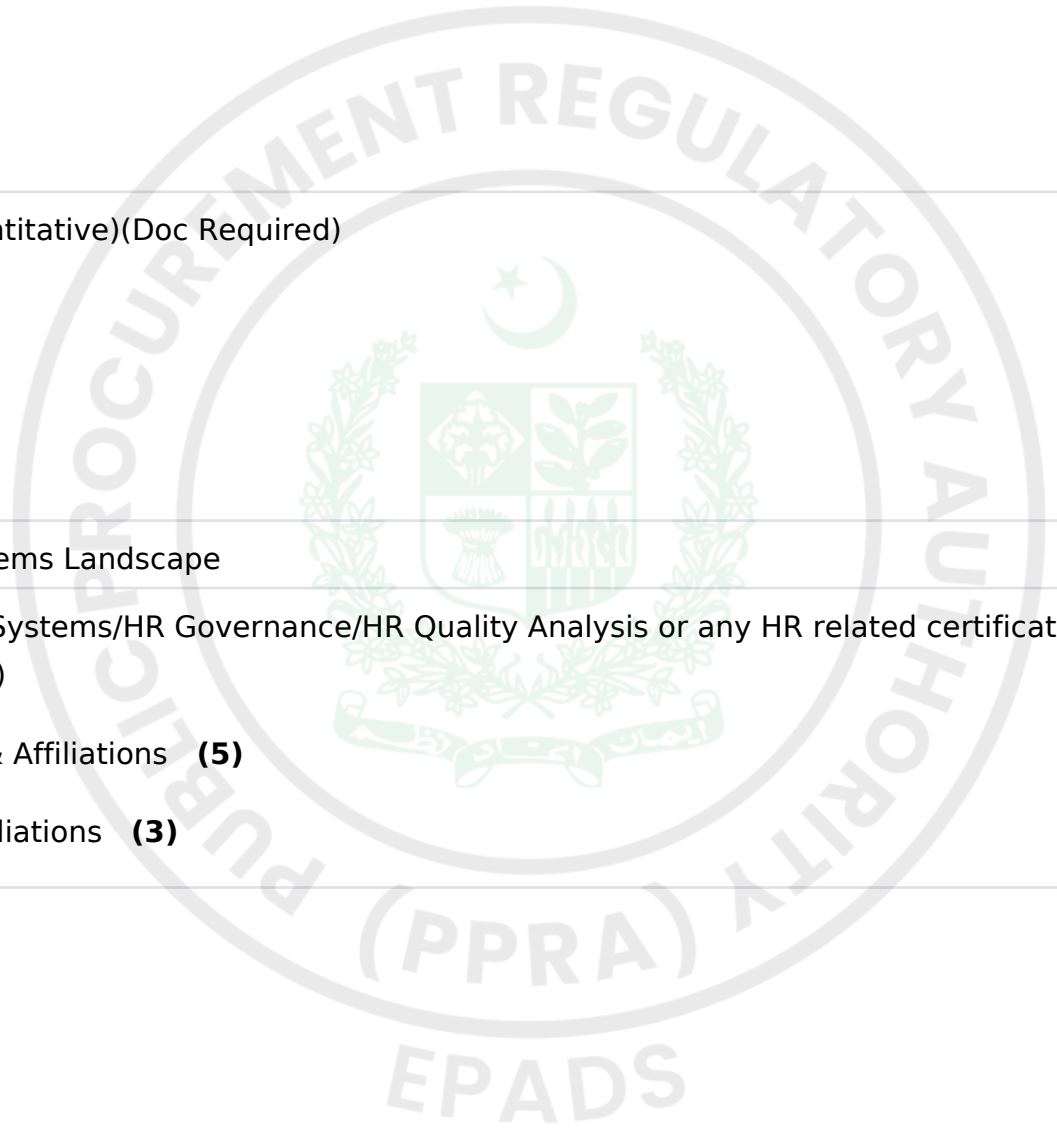
Evaluation Criteria

Quality and Cost Based Selection (QCBS)

Technical Marks	100
Passing Marks	60
Company Profiling	

<p>Service provider's existence (Quantitative)(Doc Required)</p> <p>More than 10 years (5)</p> <p>Between 08 to 10 years (3)</p> <p>Between 06 to 08 years (1)</p>	5
<p>Average (last) 03 years annual turnover (Quantitative)(Doc Required)</p> <p>More than 30 Millions (5)</p> <p>Between 20 to 30 Millions (3)</p> <p>Between 10 to 20 Millions (1)</p>	5
<p>Clientele Details (for the projects related to Development of Competency Directories (Technical & Leadership), Succession Planning / Leadership Development Plans, Conducting Managerial / Leadership Assessments for Skills Gap Analysis, Preparing / Rep</p>	
<p>Clientele in Govt. / Semi-Govt. / Public Sector (Quantitative)(Doc Required)</p> <p>10 or more Clients (10)</p> <p>06 to 09 Clients (7)</p> <p>02 to 05 Clients (4)</p>	10

<p>Clientele in Private Sector (Quantitative)(Doc Required)</p> <p>10 or more Clients (10)</p> <p>06 to 09 Clients (7)</p> <p>02 to 05 Clients (4)</p>	<p>10</p>
<p>International Clientele (Quantitative)(Doc Required)</p> <p>10 or more Clients (10)</p> <p>06 to 09 Clients (7)</p> <p>02 to 05 Clients (4)</p>	<p>10</p>
<p>HR Domain Footprint & Systems Landscape</p>	
<p>Accreditation related to HR Systems/HR Governance/HR Quality Analysis or any HR related certifications? (Quantitative)(Doc Required)</p> <p>International Accreditation & Affiliations (5)</p> <p>National Accreditation & Affiliations (3)</p>	<p>5</p>



Existing Technology / Digital platforms / Assessment Toolkits for the subject project. (Quantitative)(Doc Required)	5
Online / Web-based Assessment & Reporting Tools (5)	
Manual but structured Assessment & Reporting (2)	
Technical Evaluation Criteria	
Project Lead's theoretical contributions towards the subject matter (Quantitative)(Doc Required)	5
More than 05 publication, conference papers, articles (5)	
02-05 publications, conference papers, articles (2)	
Number / Strength of subject matter experts (with expertise in similar assignments) deputed for successful completion of the subject assignment: (Quantitative)(Doc Required)	5
05 or more experts (5)	
3 or 4 experts (3)	
Less than 03 experts (1)	
Project Lead's Qualification (only Degrees relevant to the subject matter) (Quantitative)(Doc Required)	5
MS / M.Phil. / PhD. (18 Years or above) (5)	
Masters / Bachelor's Degree (16 Years) (3)	

<p>Projects Lead's Professional Experience (Consultancy + Related Industry Experience) (Quantitative)(Doc Required)</p> <p>More than 20 years (5)</p> <p>Between 10 to 20 years (3)</p> <p>Between 05 to 10 years (1)</p>	5
Approach & Methodology (Presentation)	
<p>The Service Provider shall present a comprehensive methodology aligned with industry best practices, detailing the proposed approach, task-wise strategy, tools & techniques and timelines. The methodology shall include the firm's unique selling point, enhancement recommendations, risk identification with mitigation strategies, and advanced innovative improvements for effective delivery. Assessment will be based on quality of similar assignments, institutional reputation, team strength, and overall delivery capability. (The Service Provider will be required to present a demonstration on the above areas to the CPPA-G Management or any forum/authority as communicated by CPPA-G). (Qualitative)(Doc Required)</p>	30

Required Services

Positions Without Lots :

Position	Delivery Schedule	Quantity	Bid Security
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PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY, REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING & REPORTING SKILLS GAP ANALYSIS (Re-Tender)	Address: Plot # 73-West, A.K. Fazal-e-Haq Road, Shaheen Plaza, Blue Area., Islamabad Capital Territory Schedule: 120 Days Quantity: 1	1	100000
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Related Services :

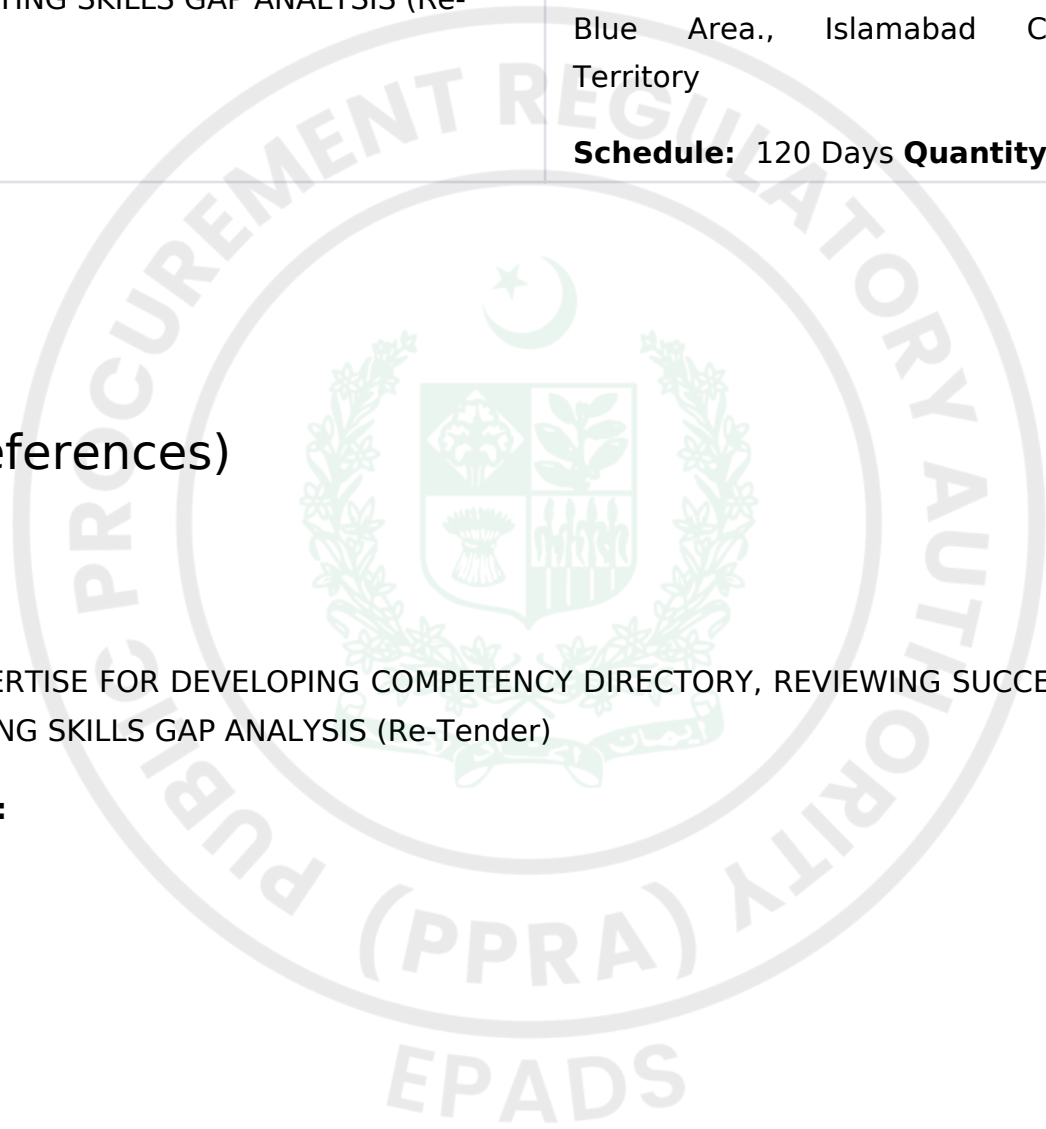
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TORS (Terms of References)

Positions Without Lots :

Position: PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY, REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING & REPORTING SKILLS GAP ANALYSIS (Re-Tender)

TORs (Terms of Reference):





A. Competency Directory Development

Design of Competency Directory

- Develop a comprehensive Competency Directory for all three management levels:
 - Junir Management (Gr G-06 & G-07)
 - Middle Management (Gr G-08 & G-09)
 - Senir Management (Gr G-10 & G-11)
- Competencies may include **technical, behavioral, managerial, and leadership** dimensions.
- Define proficiency levels (basic, intermediate, advanced, expert) & scoring logic for each competence with reference to the management level / grades.
- Validate the competency model through workshops and consultations

Develop a comprehensive Competency Directory for all three management levels as this will serve as a foundational framework for talent management across the organization and will encompass:

i. Categorization of Competencies

- Competencies shall be systematically defined and categorized for **Senior, Middle, and Junior Management tiers**.
- Categories must reflect both functional (technical) and behavioral dimensions required for organizational effectiveness.
- Technical competencies should cover all unique roles in the senior, middle and junior Management tiers of CPPA-G.

ii. Competency Levels and Proficiency Bands

- Competencies shall be articulated across **graded proficiency levels or scoring bands**, reflecting the expectations from each management level.

The framework must allow for transparent evaluation and comparison across roles, explained through scoring logics.

iii. Capacity Building of Project Team

- Validate the competency model through workshops and consultations with CPPA-G HR department representatives.
- The Service Provider shall transfer knowledge to the HR Project Team through practical workshops to equip them with practical tools and

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]		





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.





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:Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA)),ManagerPlot # 73-West, A.K. Fazal-e-Haq Road, Shaheen Plaza, Blue Area., Islamabad Capital Territory

The Consultant Address:

The title of the subject procurement is:PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY, REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING & REPORTING SKILLS GAP ANALYSIS (Re-Tender)

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:

Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA)),Manager Plot # 73-West, A.K. Fazal-e-Haq Road, Shaheen Plaza, Blue Area., Islamabad Capital Territory
+92-300-527-1780
adnan.khattak@cpga.gov.pk

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:

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.: **P39905**

To: **Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA)), Manager Plot # 73-West, A.K. Fazal-e-Haq Road, Shaheen Plaza, Blue Area., Islamabad Capital Territory**

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]

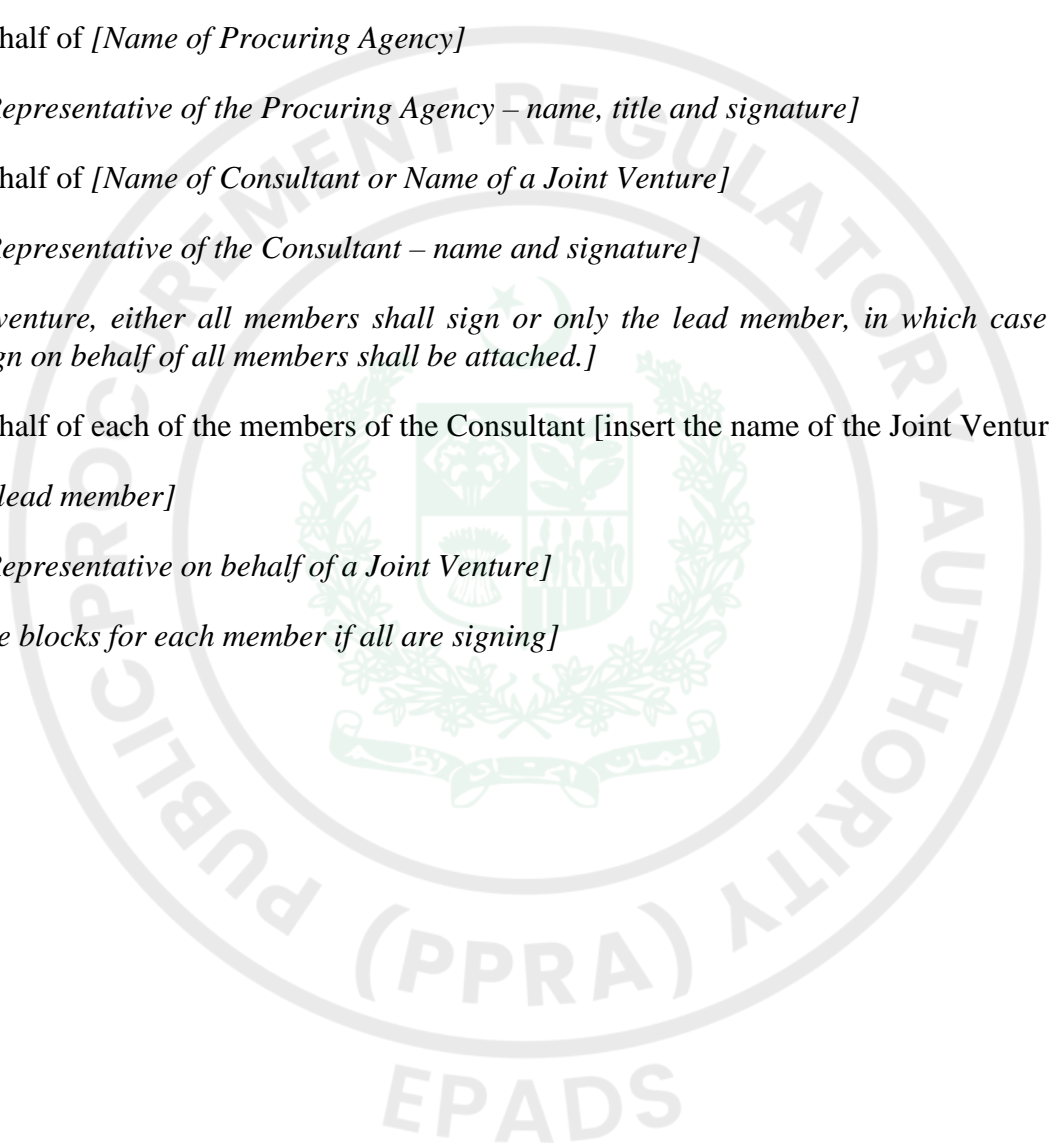
[For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.]

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 BY THE SUPPLIERS OF GOODS, SERVICES & WORKS IN CONTRACTS WORTH RS.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 times 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: **Central Power Purchasing Agency (CPPA) (Central Power Purchasing Agency (CPPA)), Manager Plot # 73-West, A.K. Fazal-e-Haq Road, Shaheen Plaza, Blue Area., Islamabad Capital Territory**

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

Technical & Financial Formats

RFP

Technical Submission (Vendor)

Document Required

See Form Under Additional Forms and Documents: **Technical & Financial Formats** (page number: 66)





Procurement Forms







Additional Forms and Documents

REQUEST FOR PROPOSAL

FOR

**PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS**

(Tender No. TS 000000 - - - - E)

MAY 2026

CENTRAL POWER PURCHASING AGENCY (CPPA-G)



**POWER DIVISION, MINISTRY OF ENERGY
GOVERNMENT OF PAKISTAN**

(PPRA)

EPADS

Table of Contents

SECTION 01	3-10
TERMS OF REFERENCE (TSOR).....	3
SECTION – 02:	11
TENDER SCHEDULE:.....	11
SECTION – 03:	12-15
INSTRUCTIONS TO BIDDERS (ITB).....	12
SECTION 04	16
MANDATORY / ELIGIBILITY CRITERIA.....	16
SECTION – 05	16
TECHNICAL EVALUATION CRITERIA	17
SECTION 06	19
FORMS	19
SECTION – 07	31-33
FINANCIAL PROPOSAL	31
SECTION – 08	34-35
SAMPLE DRAFT CONTRACT	34

SECTION – 01

TERMS OF REFERENCE (TsOR)

1.1 CPPA-G INTRODUCTION

CPPA-G is a State-Owned Company operating under the administrative control of the Ministry of Energy (Power Division) and governed in accordance with the Companies Act, 2017 and the State-Owned Enterprises (Governance and Operations) Act, 2023. CPPA-G functions as a Special Purpose Agent on the part of DISCOS under Purchase Power Agency Agreement (PPAA). The Company's Operations are segregated into five core and two support functions. The core functions include:

1. Power Procurement
2. Billings & Settlement
3. Corporate Accounts & Treasury
4. Legal and Corporate Affairs
5. Policy Coordination and Regulatory Affairs

The support functions include:

1. Human Resource Management
2. Information Technology

CPPA-G has employees from various professional disciplines including Finance, Accounting, Engineering, Law, Business Studies, Public Administration, Economics, Information Technology and Human Resources. The working strength of CPPA-G is approx. 210 which comprises 80% professionals and 20% as support / administrative staff. The grade wise details of titles / nomenclatures are given below:

Breakup of CPPA-G Workforce				
Grades	Category	Level	Head Count	
G-11	Chief Executive Officer	Professionals	Executive Leadership	01
G-10	Chief Officers / Functional Heads			07
G-10	Dy. General Manager		Senior Management	04
G-09	Manager		Middle Management	27
G-08	Dy. Manager			52
G-07	Asst. Manager		Junior Management	61
G-06	Jr. Executive			16

G-01 to G-05	Support Staff (Sr. Assistant, Assistant, Jr. Assistant, Supervisor, Caretaker, Driver, Plumber, Electrician, Dak Runner, Security Guard, Sanitary Worker, Naib Qasid)	Support Staff	43
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1.2 SCOPE OF WORK & DELIVERABLES

The firm will design a competency directory covering all three levels of management (junior, middle, senior) as well as assess existing employees' competence levels, highlight skill gaps, and provide actionable recommendations. The firm shall align the existing Training Needs Assessments process and their assessment model. Moreover, it will also review CPPA-G's existing succession planning framework, in alignment with organizational needs and market best practices, and propose improvements (if required) to build sustainable future leadership.

High Level Scope	Detailed Terms of Reference /Deliverables
<p>A. Competency Directory Development</p> <p><u>Design of Competency Directory</u></p> <ul style="list-style-type: none"> Develop a comprehensive Competency Directory for all three management levels: <ul style="list-style-type: none"> Junior Management (Gr G-06 & G-07) Middle Management (Gr G-08 & G-09) Senior Management (Gr G-10 & G-11) Competencies may include technical, behavioral, managerial, and leadership dimensions. Define proficiency levels (basic, intermediate, advanced, expert) & scoring logic for each competence with reference to the management level / grades. Validate the competency model through workshops and consultations with CPPA-G HR department representatives. 	<p>Develop a comprehensive Competency Directory for all three management levels as this will serve as a foundational framework for talent management across the organization and will encompass:</p> <p><u>i. Categorization of Competencies</u></p> <ul style="list-style-type: none"> Competencies shall be systematically defined and categorized for Senior, Middle, and Junior Management tiers. Categories must reflect both functional (technical) and behavioral dimensions required for organizational effectiveness. Technical competencies should cover all unique roles in the senior, middle and junior Management tiers of CPPA-G. <p><u>ii. Competency Levels and Proficiency Bands</u></p> <ul style="list-style-type: none"> Competencies shall be articulated across graded proficiency levels or scoring bands, reflecting the expectations from each management level. <p>The framework must allow for transparent evaluation and comparison across roles, explained through scoring logics.</p>

	<p><u>iii. Capacity Building of Project Team</u></p> <ul style="list-style-type: none"> • Validate the competency model through workshops and consultations with CPPA-G HR department representatives. • The Service Provider shall transfer knowledge to the HR Project Team through practical workshops to equip them with practical tools and methodologies to <i>independently conduct competency evaluations and mappings</i>. <p><u>iv. Competency Mapping Mechanism</u></p> <ul style="list-style-type: none"> • A structured mechanism for annual competency mapping shall be proposed, ensuring integration with CPPA-G's existing Training Needs Assessment and performance evaluation process. • The mechanism shall align with the Annual Training & Development Plan, thereby institutionalizing continuous learning and development in connection with agreed competencies.
<p>B. Skills Gap Assessment:</p> <p><u>Assessment of Middle & Senior Management</u></p> <ul style="list-style-type: none"> • Conduct structured assessments to determine the current competence levels of: <ul style="list-style-type: none"> ○ ~10 Senior Management / Leadership ○ ~10 Middle Management employees • Competency-based questionnaires, self-assessments through Leadership assessment tools, and/or historic performance evaluations. <p><u>Gap Identification & Reporting</u></p> <ul style="list-style-type: none"> • Identify key gaps between current competence levels in alignment with competency directory. • Prioritize gaps based on organizational strategy, risk, and future readiness. • Present findings in a Skills Gap Analysis Report (individual and consolidated). 	<p>A structured Skills Gap Analysis shall be conducted for Middle and Senior Management, <u>leading to the formulation of a targeted development plan.</u></p> <p><u>i. Senior Management & Leadership (G 10–11)</u></p> <ul style="list-style-type: none"> • Approximately 10 senior leaders shall be assessed using robust diagnostic tools to identify developmental areas. • Findings shall be compiled into a comprehensive report (on individual basis), shared with CPPA-G in a professional manner, in the shape of development plan. <p><u>ii. Middle Management (G 08-09)</u></p> <ul style="list-style-type: none"> • Approximately 10 middle managers shall be assessed to evaluate capability gaps. • Results shall be consolidated into a structured report with clear recommendations in the shape of development plan.

<ul style="list-style-type: none"> Propose Trainings and development requirements to bridge the gap. 	<p><u>iii. Capacity Building of Project Team</u></p> <ul style="list-style-type: none"> The HR Project Team shall be trained to link the outcomes of the Skills Gap Analysis with the organization’s Training & Development Plan. This will ensure skill gaps are systematically addressed and management is groomed for future leadership roles. <p><u>iv. Integration Mechanism</u></p> <ul style="list-style-type: none"> Establish an annual review mechanism to continuously update skills gap data and align it with CPPA-G’s training plan. <p>Ensure that the Skills Gap Analysis Report, Development Plan, and Competency Directory are consistently harmonized and formally integrated into CPPA-G’s Annual Training Plan, thereby institutionalizing a continuous improvement cycle.</p>
<p>C. Succession Planning Framework Review</p> <p><u>Review & Benchmarking</u></p> <ul style="list-style-type: none"> Review the existing succession planning process. Benchmark against market best practices and industry standards. Identify strengths, weaknesses, and areas for enhancement. <p><u>Recommendations & Redesign</u></p> <ul style="list-style-type: none"> Recommend improvements in succession planning processes, criteria, and methodology. Integrate competency-based succession planning aligned with the newly developed directory. Define roles, responsibilities, and governance for effective implementation. <p><u>Successor Development Plan</u></p> <ul style="list-style-type: none"> Propose short-term, medium-term and long-term development plans for future leaders. 	<p>The Service Provider shall review CPPA-G’s succession strategy and framework, proposing improvements aligned with best practices that complement the organizational culture and business requirements. The framework shall be refined in line with globally recognized standards, with emphasis on business continuity and leadership pipeline development. Deliverables shall include:</p> <p><u>i. Critical Position Identification</u></p> <ul style="list-style-type: none"> Evaluate the existing criteria and methodology for identifying critical positions essential for organizational sustainability. Provide practical guidance tailored to CPPA-G’s structure and sectoral dynamics.

- Recommend measurable KPIs to track progress of successor development and their readiness level.

ii. Successor Identification & Readiness Assessment

- Review of parameters for categorizing successors into “**Ready Now**” and “**Potential Successors**.”
- Propose structured assessment methods to ensure objectivity and consistency.

iii. Enablement of Project Team

- Provide a review on existing **succession planning framework / toolkit** to the HR Project Team, enabling them to independently conduct and update succession planning exercises in the future.
- Embed knowledge transfer as a core outcome of this milestone.

iv. Succession Planning Mechanism

- Propose improvements in the current mechanism (if any required), supported by **globally recognized standards and HR manual of CPPA-G**, to ensure CPPA-G always maintains adequate bench strength.
- The mechanism shall focus specifically on successor development plans and its tracking.

Summary

Deliverables

The consultancy firm shall provide the following deliverables:

- **Competency Directory** for junior, middle, and senior management (validated and approved).
- **Skills Gap Analysis Report** (on individual basis).
- **Succession Planning Review Report**, including benchmarking and proposal for improvements.
- **Successor Development & Gap Bridging Plan**, including training/workshop proposals and competency development roadmap.
- **Final Consolidated Report & Presentation** to CPPA-G senior management and other relevant forums.

Expected Participants For Skill Gap Assessment

- Sr. Management & Leadership: ~10 employees (Grade G-10 & G-11)
- Middle Management: ~10 employees (Grade G-08 & G-09)

<p>Program Duration & Venue</p> <ul style="list-style-type: none"> • Duration: To be proposed by the consultancy firm, ensuring adequate time for assessments, consultations, reporting, and validation (<i>not exceeding 120 calendar days from award of contract</i>). • Venue: CPPA-G Office, online assessments, and facilitated workshops (as mutually agreed).
Presentations
<p>Presentation of Findings</p> <ul style="list-style-type: none"> • The consultant will directly interact with relevant functional heads and their staff (through facilitation of HR Project Team) for data gathering and assessment purposes. • At the completion of each task, the Service Provider shall deliver a formal presentation of findings, methodologies, and recommendations to CPPA-G's designated Committee(s) / Management team. • Throughout the project, the Service Provider shall maintain continuous coordination and progress updates with CPPA-G's HR Project Team.

1.3 ELIGIBILITY / MANDATORY REQUIREMENTS:

- a) Submission of **Technical and Financial Bids** through E-PADS, in accordance with PPRA Rules, under cover letter as per the attached sample (Form-A).
- b) Submission of a **Certificate of Conformance** (Form-B) on the Firm's/Institute's letterhead, undertaking to maintain bid validity for the prescribed period and to abide by the agreed terms and conditions.
- c) Submission of an **Affidavit** (Form-C), confirming that the Firm has not been blacklisted or banned by any Public, Private, Government, or Semi-Government organization.
- d) The Service Provider must have **proven experience** in providing consultancy services (both in public & private sector of Pakistan), in following domains:
 - Development of Competency Directories (Technical & Leadership)
 - Succession Planning / Leadership Development Plans
 - Conducting Managerial / Leadership Assessments for Skills Gap Analysis
 - Preparing / Reporting Talent Gaps / Leadership Development Plans
- e) The Bidder must fulfill the **Technical Evaluation Criteria** provided in Section-5 of this document.

- f) The Service Provider must demonstrate a **minimum of 06 years of existence** from the date of its inception/registration.
- g) The Service Provider status must be **Active on** FBR Listing (documentary evidence must be attached).
- h) The service provider must be **GST registered** (documentary evidence must be attached).

1.4 QUERIES

For any queries or additional information, please contact

For queries related to procurement:

1. Mr. Adnan Khattak, Manager HR&A (051-111-922-772 Ext 116) adnan.khattak@cpga.gov.pk

For queries related to scope of work:

1. Mrs. Rida Javaid, Addl Manager HR (0300-8591882 / 051-9216917) rida.javaid@cpga.gov.pk
2. Mr. Ahmed Faraz Awan, Asst. Manager HR (0313-7861990) ahmed.faraz@cpga.gov.pk

1.5 PAYMENT TERMS

1. The service provider may raise first invoice @ 50% of quoted amount (with tax breakups) upon submission of Inception Report on Methodology and Timeline of activities to be undertaken.
2. Final invoice of 50% (with tax breakup) will be raised on successful completion of the entire project in line with section 1.6 Deliverables of the project. Closure / completion of the project will be communicated formally in writing by the HR Department of CPPA-G, after approval of the Consultant's submissions from the relevant Competent authorities.
3. Upon submission of the invoice, payment shall be made between 15 to 20 (working days).

1.6 Milestones & Timelines

The assignment shall be structured around **three major milestones**, as mentioned here below:

a) **First Milestone – Competency Directory**

- Submission of a Competency Directory.
- Incorporation of management feedback until final acceptance.

b) **Second Milestone – Succession Planning Framework Review**

- Submission of a review of Succession Planning framework, successor development plan and its

tracking methods, in consultation with CPPA-G's Management & HR Team and propose amendments / changes.

- Milestone deemed achieved upon approval by the **Competent Authority / Relevant Forum**.

c) Third Milestone – Skills Gap Analysis

- Submission of a **structured report** on skill gaps for Senior Management & Leadership.
- The report shall be accompanied by a **Development Plan**, linked to the Competency Directory, enabling CPPA-G to transform the successors into **ready-now leaders** and sustain a strong leadership pipeline.
- Milestone shall be deemed achieved upon acceptance of report by the CEO (CPPA-G).

The Service Provider shall propose its schedule in the Inception Report to achieve the defined deliverables. However, in all cases, the **total duration of the project shall not exceed 120 calendar days** from the date of contract award.

<u>Sr#</u>	<u>Targets</u>	<u>Submission Timeline</u>	<u>Payment Terms</u>
1	Acceptance of Letter of Intent (LOI)	Within 5 working days from the date of issuance	N/A
2	Signing of Contract	Within 5 working days from the date of issuance	N/A
3	Submission & Acceptance of Inception Report on Methodology and Timelines of activities to be undertaken.	Within 10 days from the date of award of contract	1 st invoice to be generated upon acceptance of timelines and methodology (50% of the total fee)

DELIVERABLES OF THE PROJECT			
1-a	1-b	2-a	2-b
Competency Directory	Skills Gap Analysis	Succession Planning Framework Review	Development Plan

CLOSURE / COMPLETION OF THE PROJECT		
Announcement of the Closure / Completion of project by CPPA-G	Within a week from the acceptance of all reports from respective / relevant forums	Final invoice to be raised upon project closure email from CPPA-G (50% of the total fee)

SECTION – 02
TENDER SCHEDULE

Sr #	Action	Details
1.	Tender Publication	Tender notice will publish on EPADs, 02 National Dailies and CPPA-G Official website. (Sunday - 03 May 2026)
2.	Queries on Tender Document	Bidders may send their queries / questions / issues (if any), regarding scope of work and other terms of conditions, to the Point of contact (HR & Admin Department CPPA-G) in writing (via email) at following email id's: to: adnan.khattak@cpga.gov.pk cc: rida.javaid@cpga.gov.pk & ahmed.faraz@cpga.gov.pk
3.	Last date for submission of tenders	02:00 PM on June 09, 2026
4.	Opening of Tenders / Technical bid	02:30 PM on June 09, 2026
5.	Financial Proposal Opening	Only technically qualified bidders will be called for financial bid opening.

(PPRA)
EPADS

SECTION – 03: INSTRUCTIONS TO BIDDERS

3.1. Definitions

- *“Applicable Rules” means the applicable Public Procurement Rules (as amended from time to time) governing the selection and Contract award process as set forth in this RFP.*
- *“Applicable Law” means the laws of Islamic Republic of Pakistan, as they may be issued and in force from time to time.*
- *“Procuring Agency” means the Central Power Purchasing Agency (Guarantee) Limited (“CPPA-G”).*
- *“Services Provider” means a legally established Consultancy Firm/Institute/Company providing services for the subject matter.*
- *“Services” means completing the tasks as provided under TsOR (Scope and Deliverables).*
- *“Contract” means a legal binding based on the written agreement including TsOR of RFP signed between the Procuring Agency and the Services Provider.*
- *“Proposal” means the Technical Proposal and the Financial Proposal*
- *“Employees” mean all staff members on the payroll.*
- *“Clients” means the firms / company / organization to whom the services were/are provided by the Service Provider.*
- *“Consultant” for the purpose of this tender refers to the firms/bidder intended to provide the required services.*
- *“Bidder” means the firm/consultants/organizations who have submitted the bid documents.*
- *“Documentary evidence” means the documents that may substantiate the claim of the bidder and must be counter verifiable.*
- *“Project Lead” means the person nominated by bidding firm to lead the execution of the subject task of the tender*
- *“Project Team” means the team directly involved in the execution of the tasks, sub-tasks of the subject tender*
- *“Similar Assignment” means same nature of services as mentioned in clause 1.3-D of this document.*

3.2. Service Required

1. The Central Power Purchasing Agency (Guarantee) Limited (CPPA-G) intends to select a

Services Provider to perform and complete the tasks in line with the terms stated in “Section No. 1: TORs (under, Scope of Work and Deliverables)”

2. The Services Providers are invited to submit a Technical Proposal and a Financial Proposal for the subject assignments through PPRA E-PADS.

3.3. Conflict of Interest

1. The Services Provider must disclose any situation of actual or potential conflict of interest that may impact its ability to serve the best interest of CPPA-G.
2. Failure to disclose such situations may result in disqualification or termination of the contract.

3.4. Corruption and Fraud

1. The Government of Pakistan defines Corrupt and Fraudulent Practices as “corrupt and fraudulent practices” which includes the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official or the supplier or contractor in the procurement process or in contract execution to the detriment of the procuring agencies; or misrepresentation of facts in order to influence a procurement process or the execution of a contract, collusive practices among bidders (prior to or after bid submission) designed to establish bid prices at artificial, non-competitive levels and to deprive the procuring agencies of the benefits of free and open competition and any request for, or solicitation of anything of value by any public official in the course of the exercise of his duty”.
2. Indulgence in corrupt and fraudulent practices is liable to result in rejection of bids, cancellation of contracts, debarring and blacklisting of the bidder, for a stated or indefinite period of time.

3.5. Preparation of Proposals

1. Bidders must carefully review the RFP and provide all required information. Material deficiencies may result in rejection.
2. The cost of preparation and submission of proposals shall be borne by the Service Provider.
3. CPPA-G is not bound to accept any proposal and reserves the right to annul the entire process at any time.
4. Proposals must be written in English.
5. The proposal shall include all required documents as listed in Section 4, 5 and Section 7.
6. Only one proposal per bidder is allowed. Joint ventures are not permitted.

3.6. Proposal Validity

1. Proposals must remain valid for 120 days from technical bid opening.
2. For revalidation of bid, rule 26 (3 & 4), shall be referred to.

3.8. Technical Proposal Format and Content

1. The Technical Proposal must be submitted separately and should not include financial information.
2. Technical proposal should be based upon the requirements as specified in the technical evaluation criteria "Section No. 5" and sequentially arranged according to "Section No. 4".

3.9. Financial Proposal

1. The Financial Proposal shall be prepared as per the standard forms in the RFP.
2. All financial transactions shall be made in Pakistani Rupees (PKR).
3. In case of non-compliance of financial bid form (Form 1.7), bid shall be rejected.
4. The Service Provider is responsible for all applicable taxes.

3.10. Submission, Opening, and Evaluation

1. The single-stage two envelop bidding procedure shall be adopted for the subject procurement.
2. Proposals must be submitted via the Public Procurement Regulatory Authority (PPRA) e-Pak Acquisition & Disposal System (EPADS).
3. Technical Proposals will be opened on the last date (as mentioned in Section 02 of this RFP).
4. Financial Proposals will be opened for only technically qualified bidders.
5. The selection method will be based on PPRA Rule 2(h) Most advantageous bid (Based on Cost or Quality or Qualification or any Combination thereof).

3.11. Contract Award and Execution

1. After evaluation, CPPA-G will issue a Letter of Intent to the most advantageous (highest-ranked) bidder.
2. The contract must be signed within 10 working days as defined in clause 1.6 of this RFP.
3. The successful bidder must provide a Performance Guarantee of 10% (in the shape of Bank Guarantee / Pay-order, D/D) of the contract value within 10 working days from the date of award of contract.
4. Confidentiality must be maintained throughout the assignment.

5. The service provider must comply with copyright and plagiarism laws.
6. Subcontracting is not allowed.

3.12. Force Majeure

1. Notwithstanding any provision to the contrary contained for damages or be deemed in default of the provisions of the Contract for failure to perform or delay in the performance of obligations assumed by such party pursuant hereto in-so-far as the said affected party can clearly establish that its performance has been prevented or delayed by Force Majeure. A "Force Majeure" as employed herein shall mean acts of Government in their sovereign capacity, riots, strikes, lockouts, fire, political disturbances, mobilization, wars, unprecedented flood, storms, pandemics, hurricanes or acts of God.
2. If a party wishes to claim relief on account of reasons of Force Majeure, it shall, within seven days of its occurrence, serve written notice on the other party through registered posts or courier services. The two parties shall consult each other and agree upon the measures to be taken. As soon as the Force Majeure ends, the affected party shall promptly resume performance of its obligations under the contract and intimate the other party about this.
3. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a party or its employees, nor (2) any event which a diligent party could reasonably have been expected to both (A) take in to account at the time of conclusion of this Contract (B) avoid or overcome in carrying out of its obligations hereunder.
4. If the event of Force Majeure persists for the period of 30 days, CPPA-G shall be entitled to terminate the Contract.

3.13. Contract Termination

1. CPPA-G may terminate the contract if:
 - a) The service provider fails to meet deadlines as agreed / as provided in Section 1: TsOR.
 - b) The service provider fails to fulfill contractual obligations as stated in Section 1: TsOR.
 - c) The service provider does not rectify failures within 15 days of notices served by CPPA-G.

SECTION 04
MANDATORY SUBMISSIONS / ELIGIBILITY CRITERIA

Sr.#	Description
1	Must have Incorporation / Registration Certificate from relevant authority (FBR, SECP)
2	Service provider must have a minimum of 06years of existence from date of inception / registration.
3	Must submit Form: B – Certificate of Conformance
4	Must submit Form: C that the Service Provider is not blacklisted or banned
5	Active status on FBR Taxpayer List (ATL) and Active / Registered GST

* Bidder is bound to provide verifiable proof of documents of above descriptions

Technical Proposal Checklist – Sequence of documents should remain same.

Sr.#	Description
1	Bid Security PKR @ 100,000/- in form Demand Draft/Pay Order/Bank Guarantee issued in favor of Central Power Purchasing Agency (Guarantee) Limited.
2	Form 1.1 , Detailing contact persons, registered offices etc. as specified on the format.
3	Form 1.2 – A , including details of the project lead and the project team for the subject project.
4	Form 1.2 – B , theoretical contributions of the project lead
5	Form 1.3 – A Clientele in Govt. / Semi-Govt / Public Sector–served in similar assignments
6	Form 1.3 – B Clientele in Private Sector–served in similar assignments
7	Form 1.3 – C International Clientele Details–served in similar assignments
8	Form 1.4 Details of quality assurance and accreditations (national / international)
9	Form 1.5 Details of availability of digital platforms / existing technologies
10	Form 1.6 Financial turnover data for last 03 years (not later FY 2020-21)

* All pages of the original Technical Proposal and supporting documents shall be signed and stamped by the authorized representative of the Services Provider.

Financial Proposal – Not to be made part of or disclosed in Technical Bid.

Sr.#	Description
1	Form D as cover letter & Form 1.7 detailing the financial quote, strictly, in line with the specified format.

SECTION – 05
TECHNICAL EVALUATION CRITERIA

Sr.	Domain & Scoring		Max. Marks
1	Company Profiling		10
a	Service provider's existence		
	More than 10 years	= 05 Marks	
	Between 08 to 10 years	= 03 Marks	
	Between 06 to 08 years	= 01 Marks (minimum)	
b	Average (last) 03 years annual turnover		
	More than 30 Millions	= 05 Marks	
	Between 20 to 30 Millions	= 03 Marks	
	Between 10 to 20 Millions	= 01 Marks (minimum)	
2	Clientele Details (for the projects related to Development of Competency Directories (Technical & Leadership), Succession Planning / Leadership Development Plans, Conducting Managerial / Leadership Assessments for Skills Gap Analysis, Preparing / Reporting Talent Gaps / Leadership Development Plans)		30
a	Clientele in Govt. / Semi-Govt. / Public Sector		
	10 or more Clients	= 10 Marks	
	06 to 09 Clients	= 07 Marks	
	02 to 05 Clients	= 04 Marks	
b	Clientele in Private Sector		
	10 or more Clients	= 10 Marks	
	06 to 09 Clients	= 07 Marks	
	02 to 05 Clients	= 04 Marks	
c	International Clientele		
	10 or more Clients	= 10 Marks	
	06 to 09 Clients	= 07 Marks	
	02 to 05 Clients	= 04 Marks	
3	HR Domain Footprint & Systems Landscape		10
a	Accreditation related to HR Systems/HR Governance/HR Quality Analysis or any HR related certifications?		
	International Accreditation & Affiliations	= 05 Marks	
	National Accreditation & Affiliations	= 03 Marks	
b	Existing Technology / Digital platforms / Assessment Toolkits for the subject project.		
	Online / Web-based Assessment & Reporting Tools	= 05 Marks	
	Manual but structured Assessment & Reporting	= 02 Marks	
4	Project Lead & Project Team Expertise		20
a	Project Lead's Qualification (<i>only Degrees relevant to the subject matter</i>)		
	MS / M.Phil. / PhD. (18 Years or above)	= 05 Marks	
	Masters / Bachelor's Degree (16 Years)	= 03 Marks	
b	Projects Lead's Professional Experience (Consultancy + Related Industry Experience)		
	More than 20 years	= 05 Marks	
	Between 10 to 20 years	= 03 Marks	
	Between 05 to 10 years	= 01 Marks	
c	Project Lead's theoretical contributions towards the subject matter		
	More than 05 publication, conference papers, articles	= 05 Marks	
	02-05 publications, conference papers, articles	= 02 Marks	

d	Number / Strength of subject matter experts (with expertise in similar assignments) deputed for successful completion of the subject assignment:	
	05 or more experts	= 05 Marks
	3 or 4 experts	= 03 Marks
	Less than 03 experts	= 01 Marks
5	Approach & Methodology (Presentation)	
	The Service Provider shall present a comprehensive methodology aligned with industry best practices, detailing the proposed approach, task-wise strategy, tools & techniques and timelines. The methodology shall include the firm's unique selling point, enhancement recommendations, risk identification with mitigation strategies, and advanced innovative improvements for effective delivery. Assessment will be based on quality of similar assignments, institutional reputation, team strength, and overall delivery capability. (The Service Provider will be required to present a demonstration on the above areas to the CPPA-G Management or any forum/authority as communicated by CPPA-G).	30
Total Marks		100

Technical & Financial Bid Scoring

The minimum technical qualifying score:

Total Score: 100
Qualifying Marks in Technical Evaluation: 60
Technical Proposal Weightage: 70%

Financial Proposal:

Financial Proposals of only those consulting firms who score minimum 60 points in technical evaluation as per above criteria will be opened/considered while the remaining will be returned unopened.

The **lowest bid price (LB)** is given as the **maximum financial score (FS)** i.e. **30**.

The **formula** for determining the financial scores (FS) of all other Proposals is calculated as following:

$FS = 30 \times LB / FB$; in which "FS" is the financial score, FB is the financial bid and "LB" is the lowest bid.

The **weights** given to the **Technical (T)** and **Financial (F)** Proposals are:

T = 70% / *weight*, and

F = 30% / *weight*

Total Score: Technical + Financial Score (Highest Marks will be considered as most advantageous bid)

The weighted average scores of the technical and financial proposals for each party will be combined, and the assignment will be awarded to the party securing the highest total score. The final selection will follow the "Quality/Cost-Based Selection" procedure.

Section 06
TECHNICAL PROPOSAL & ITS FORMS

Technical Proposal Submission Form (Form – A)

{Location, Date}

To:

Chief (HR&A) Officer,
Central Power Purchasing Agency Guarantee Limited,
Shaheen Plaza, Plot No. 73-West, Fazl-ul-Haq Road,
Blue Area, Islamabad.

Dear Sir,

We, the undersigned, offer to provide the **“Expertise For Developing Competency Directory, Reviewing Succession Planning Framework And Conducting & Reporting Skills Gap Analysis”** in accordance with your Request for Proposal No. _____ dated _____.

We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

We undertake, if our Proposal is accepted, to initiate the required services not later than the date indicated in RFP.

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

Yours Sincerely,

Signature: _____

Name & Title of Signatory: _____

(Note: ***This pro-forma should be prepared on the letterhead of the Services Provider.***)

Certificate of Conformance (Form – B)

{Location, Date}

I/We hereby confirm to have read carefully all the terms & conditions of your Request for Proposal, due for opening on _____ for providing the **Expertise For Developing Competency Directory, Reviewing Succession Planning Framework And Conducting & Reporting Skills Gap Analysis**. In addition to the conditions, we also agree to abide by all the areas and special instructions detailed in RFP document.

We also hereby categorically confirm that we are fully capable of providing the subject services for CPPAG as laid down in terms of reference. We have subject matter experts to provide the required services as specified in TORs.

Our Bid shall be valid for a period of 120 Days from technical bid opening, and it shall remain binding upon us.

Signature: _____

Name & Address _____

Designation & ID Card No. _____

NTN _____ **GST No.** _____

Date: _____ **Official Seal:** _____

WITNESS
Signature: _____

Designation: _____

CNIC No. _____

WITNESS
Signature: _____

Designation: _____

CNIC No. _____

(Note: ***This pro-forma should be prepared on the letterhead of the Services Provider.***)

Undertaking - Blacklisting (Form-C)

Affidavit on non- judicial stamp paper confirming that the bidding firm has never been blacklisted.

Bid No: _____

Bid Title:

**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

In the context of above stated tender, We M/s _____, hereinafter referred as “bidding firm”, hereby solemnly state and confirm:

- That as of today, we have never been blacklisted by any Public/Private/Govt/Semi Govt etc organization.

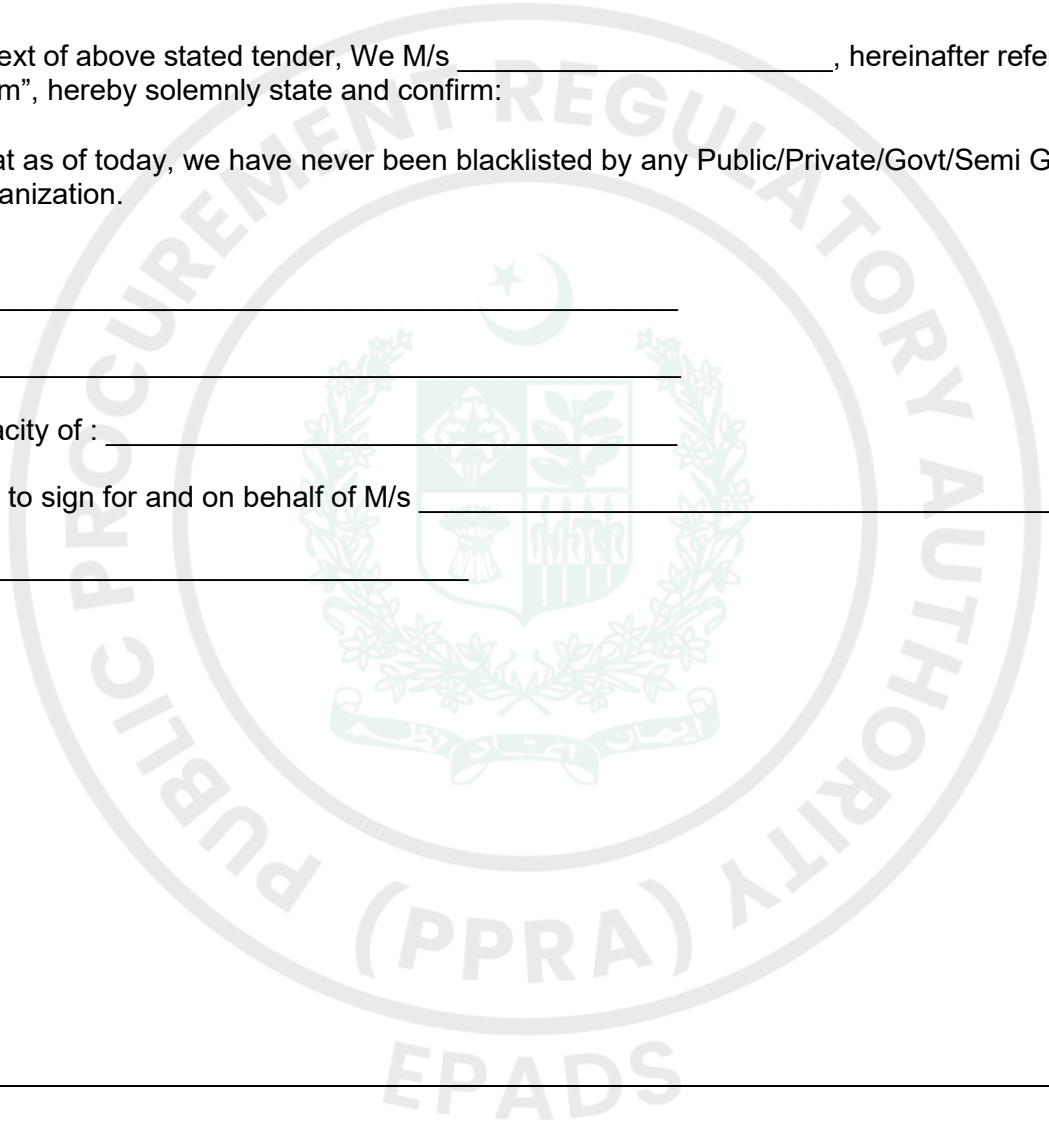
Signed : _____

Name : _____

In the capacity of : _____

Authorized to sign for and on behalf of M/s _____

Date : _____



Bid No: _____

Bid Title:

“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY, SUCCESSION PLAN AND CONDUCTING & REPORTING SKILLS GAP ANALYSIS”

Company Profile

Legal Name of the Bidding Firm		
a.	Registered/ Incorporated in Pakistan	Registration Authority: <input type="radio"/> FBR <input type="radio"/> SECP <input type="radio"/> Other____ Registered as: <input type="radio"/> Pvt Ltd <input type="radio"/> Partnership Firm <input type="radio"/> Other_____ Registration Date: _____ Age of Firm: _____ (Yrs) Registration No: _____ <u>(Certificate of Registration/incorporation with relevant authority be attached)</u>
b.	National Tax Number	NTN No. _____ NTN Issued on _____ Title on NTN Certificate: _____ <u>(Attach copy of NTN Certificate of the firm)</u>
c.	Sales Tax Registration (GST)	STR No. _____ Registered for Sales Tax with <input type="radio"/> KPK <input type="radio"/> Punjab <input type="radio"/> Sindh, <input type="radio"/> Baluchistan <input type="radio"/> ICT <input type="radio"/> AJK <input type="radio"/> GB
d.	Active Tax Payers	Status on Active Payers List of FBR <input type="radio"/> Active <input type="radio"/> In-Active
e.	Registered RTO Office	
f.	Registered Address of the Company	
g.	Phone, Fax and Website	
h.	Details of Registered Branch Offices (Address with Phone, Fax)	1- Address, Landline Number, Point of contact, Official Email, Fax 2- 3-
i.	Any other relevant information of the company	

Notes:

- Documentary proof should be properly referenced and must be enclosed in the same sequence as mentioned in the above table.
- Any entry without documentary proof will not be marked.

Form 1.2 (A)

Bid No: _____

Bid Title:

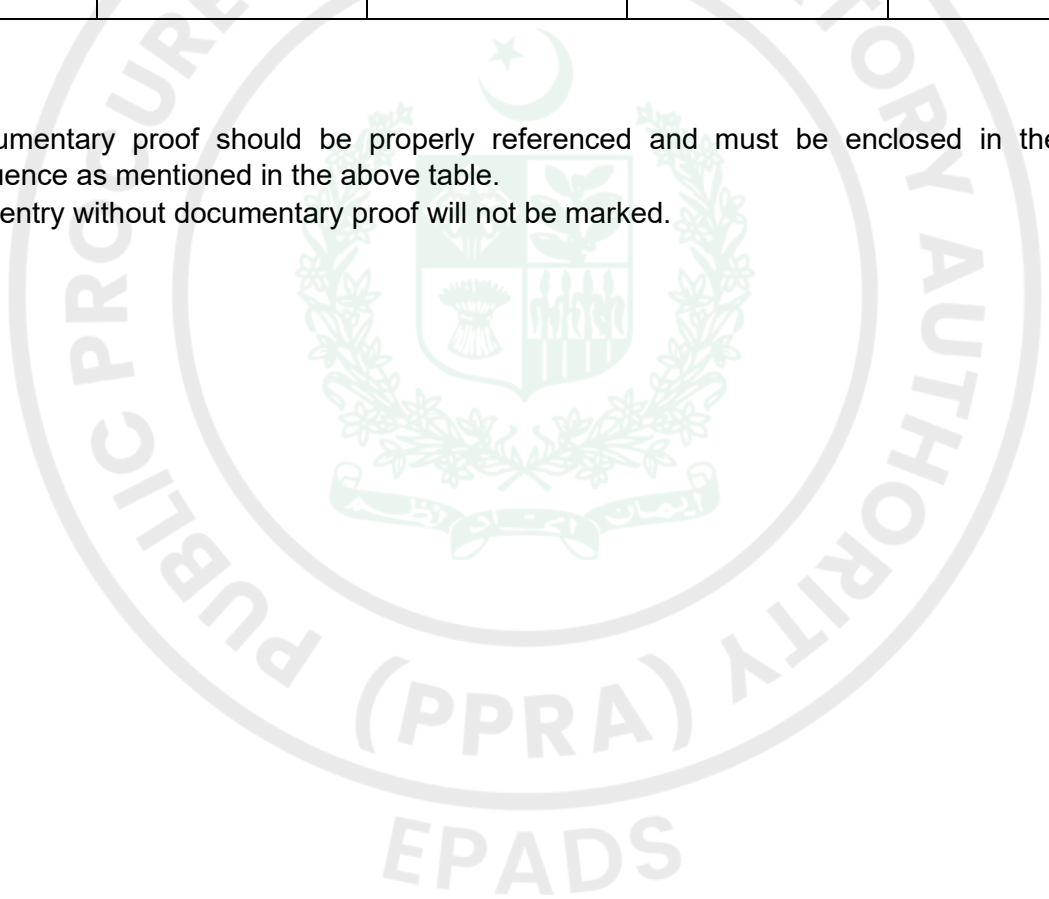
**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

Project Lead, Project Team (Dedicated for the subject assignment)

PROJECT LEAD(S)				
Name	Highest Qualification	Professional Experience	Area of Expertise	Attachments Required
				CV & Degrees
PROJECT TEAM MEMBERS				
Name	Highest Qualification	Professional Experience	Area of Expertise	Attachments Required
				CV
				CV

Notes:

- Documentary proof should be properly referenced and must be enclosed in the same sequence as mentioned in the above table.
- Any entry without documentary proof will not be marked.



Form 1.2 (B)

Bid No: _____

Bid Title:

**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

List down the theoretical contributions of the Project Lead towards the subject matter.

Conference Paper			
Type (National / International)	Conference Agenda / Programme Title	Conference paper / Research Title	Online Reference / Link
Journal Articles / Research Papers			
Impact Factor	Article / Research Paper Title	Journal Name	Online Link / Reference
Blog / Book / Article			
Date / Year	Title of work	Publishers Name	Online Link / Reference

Notes:

- Documentary proof should be properly referenced and must be enclosed in the same sequence as mentioned in the above table.
- Any entry without documentary proof will not be marked.

Form 1.3 (A)

Bid No: _____

Bid Title:

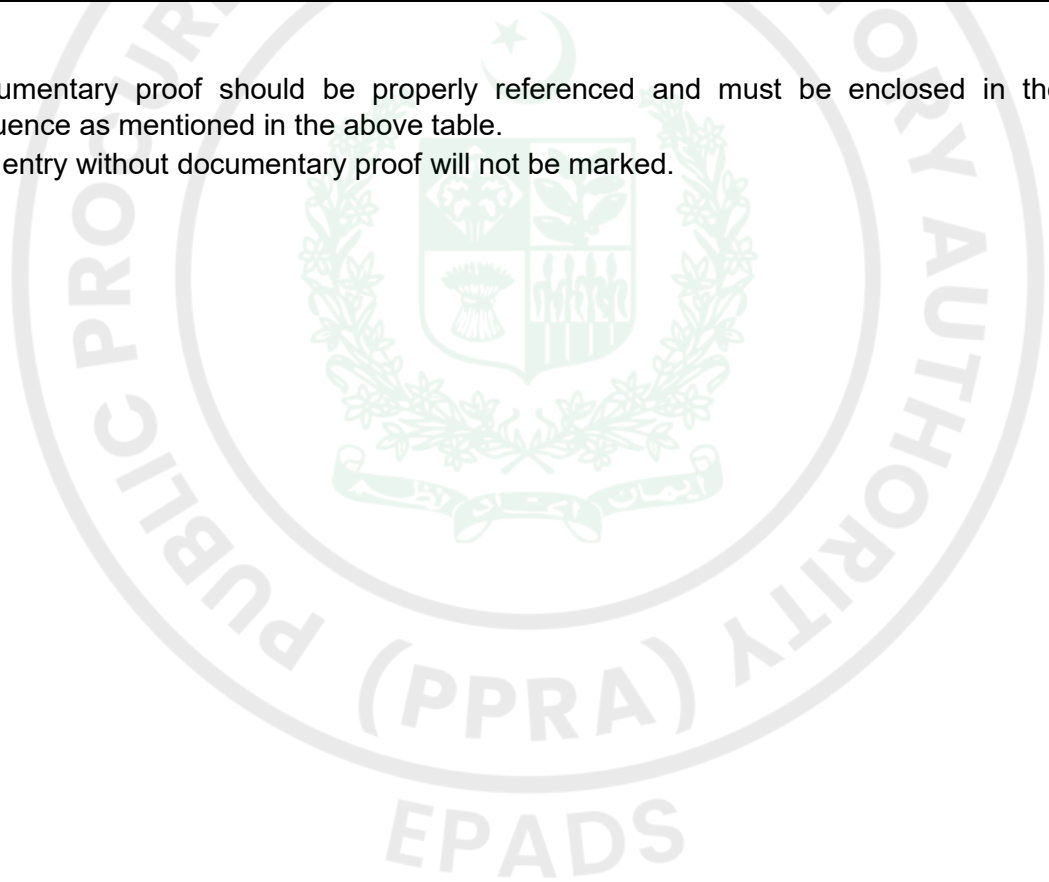
**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

Clientele in Govt. / Semi Govt. / Public sector, where similar services have been delivered.

Sr. No	Name of Organization	Project Title	Project Timeline		Work Completion Certificate / Work order Attached Yes / No
			Project Start Date DD/MM/YY	Project End Date DD/MM/YY	
					Yes / No
					Yes / No
					Yes / No

Notes:

- Documentary proof should be properly referenced and must be enclosed in the same sequence as mentioned in the above table.
- Any entry without documentary proof will not be marked.



Form 1.3 (B)

Bid No: _____

Bid Title:

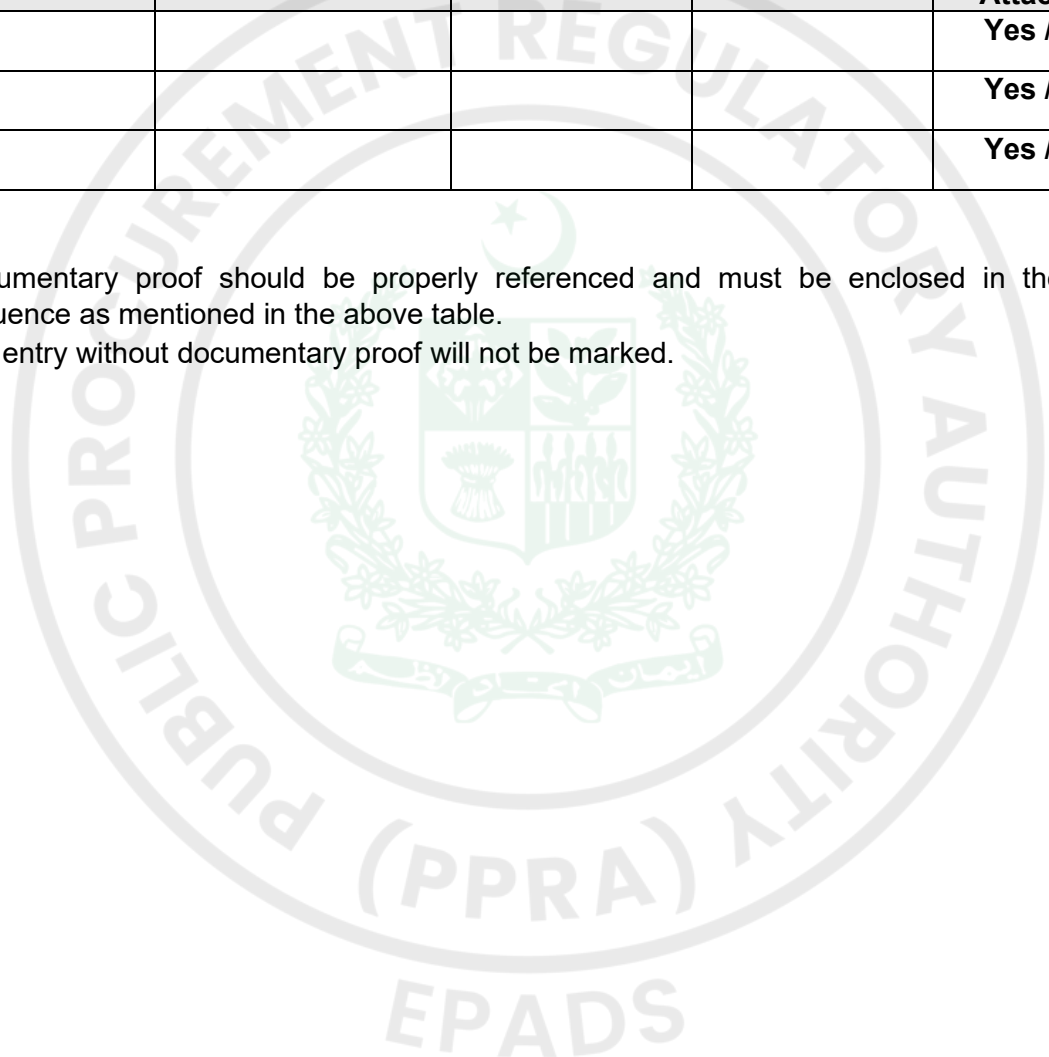
**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

Clientele details in private sector, where similar services have been delivered.

Sr. No	Name of Organization	Project Title	Project Timeline		Work Completion Certificate / Work order Attached Yes / No
			Project Start Date DD/MM/YY	Project End Date DD/MM/YY	
					Yes / No
					Yes / No
					Yes / No

Notes:

- Documentary proof should be properly referenced and must be enclosed in the same sequence as mentioned in the above table.
- Any entry without documentary proof will not be marked.



Form 1.3 (C)

Bid No: _____

Bid Title:

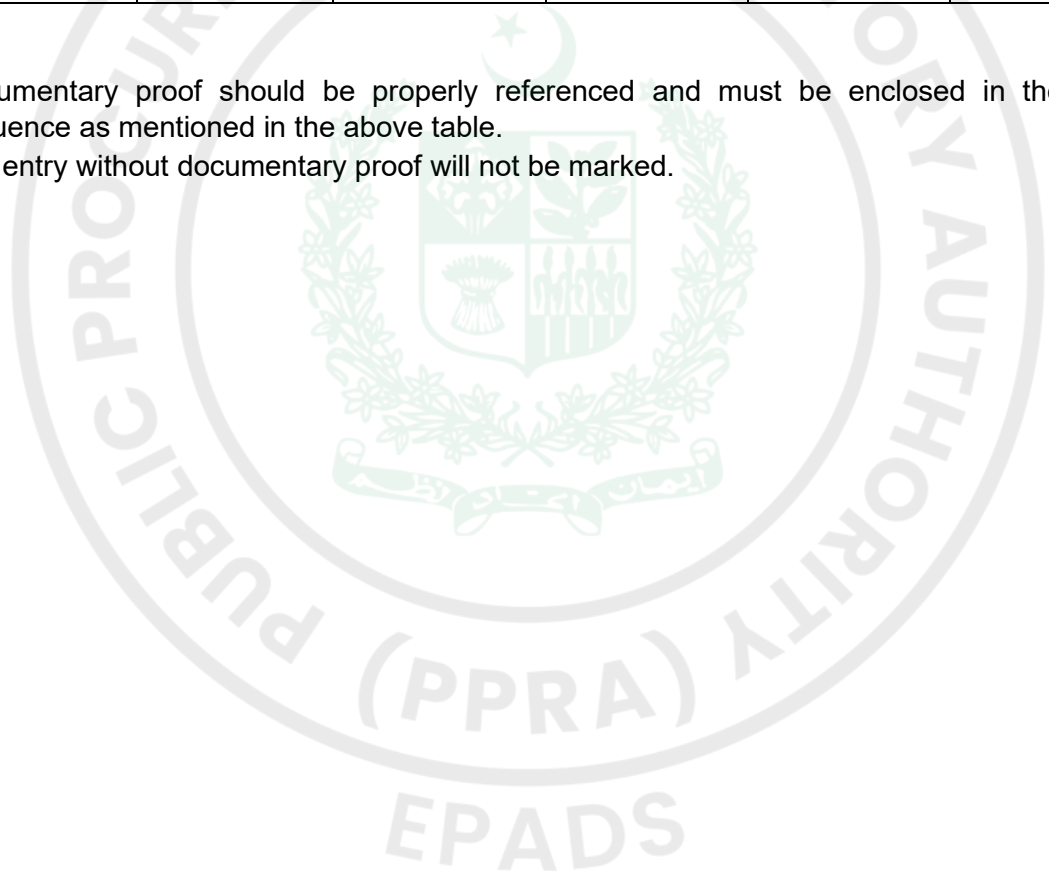
**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

International Clientele details, where similar services have been delivered.

Sr. No	Name of Organization	Project Title	Country	Project Timeline		Work Completion Certificate / Work order Attached Yes / No
				Project Start Date DD/MM/YY	Project End Date DD/MM/YY	
						Yes / No
						Yes / No
						Yes / No

Notes:

- Documentary proof should be properly referenced and must be enclosed in the same sequence as mentioned in the above table.
- Any entry without documentary proof will not be marked.



Form 1.4

Bid No: _____

Bid Title:

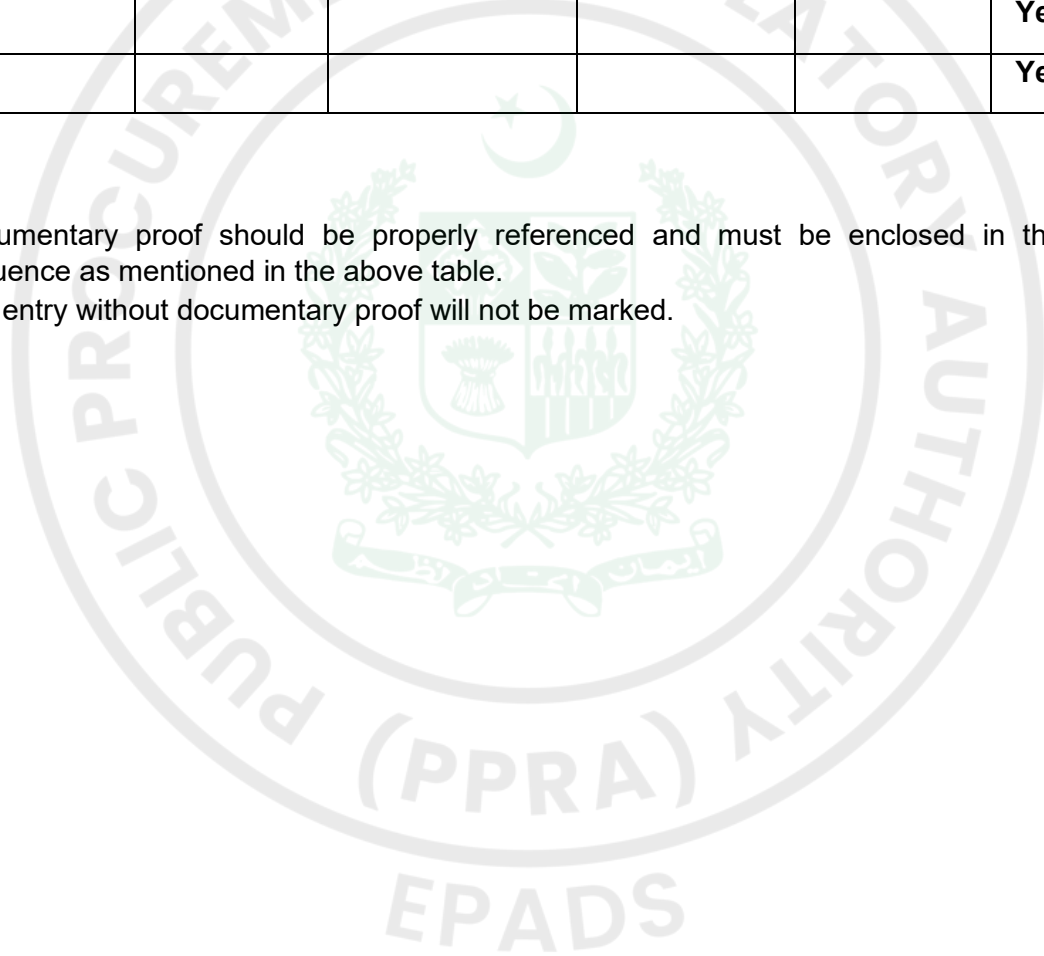
**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

- Quality assurance and accreditation details (National / International)
- The submission only related to the subject assignment shall be considered for scoring purpose, any irrelevant submission in this section will not be marked/considered.

Sr. No	Accreditation Authority	Authorizing Country	Certification/ Accreditation Title	Accreditation dates		Attached Evidence
				Authorization Date DD/MM/YY	Validity Date (if any) DD/MM/YY	
						Yes / No
						Yes / No

Notes:

- Documentary proof should be properly referenced and must be enclosed in the same sequence as mentioned in the above table.
- Any entry without documentary proof will not be marked.



Form 1.5

Bid No: _____

Bid Title:

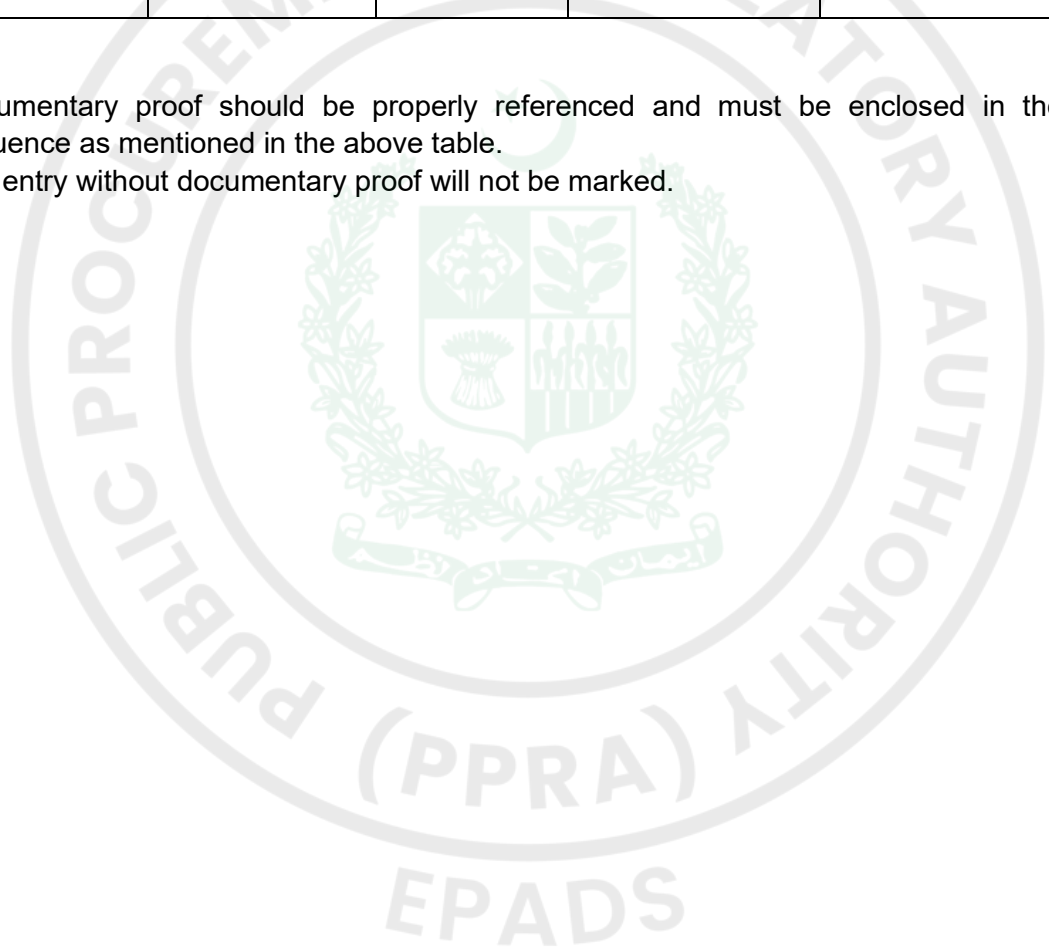
**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

Available tools / technology / digital platform details, for conducting Assessment and reporting skills gap.

Sr. No	Tools Name	Registered / Licensed	Evidence Attached	Availability of Report Generation Feature	List down Features and Attach Sample or Screen shots
		Yes / No		Yes / No	
		Yes / No		Yes / No	

Notes:

- Documentary proof should be properly referenced and must be enclosed in the same sequence as mentioned in the above table.
- Any entry without documentary proof will not be marked.



Form 1.6

Bid No: _____

Bid Title:

**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

Average Annual Turnover of the Service Provider for last 03 Years but not beyond FY-2020-21

(Please Enclose copies of Income tax returns for verification of Average Annual Turnover)

Financial Year	Annual Turnover (PKR)	Evidence Document (Annual Income Tax Return)	Attached
			Yes / No
			Yes / No
			Yes / No

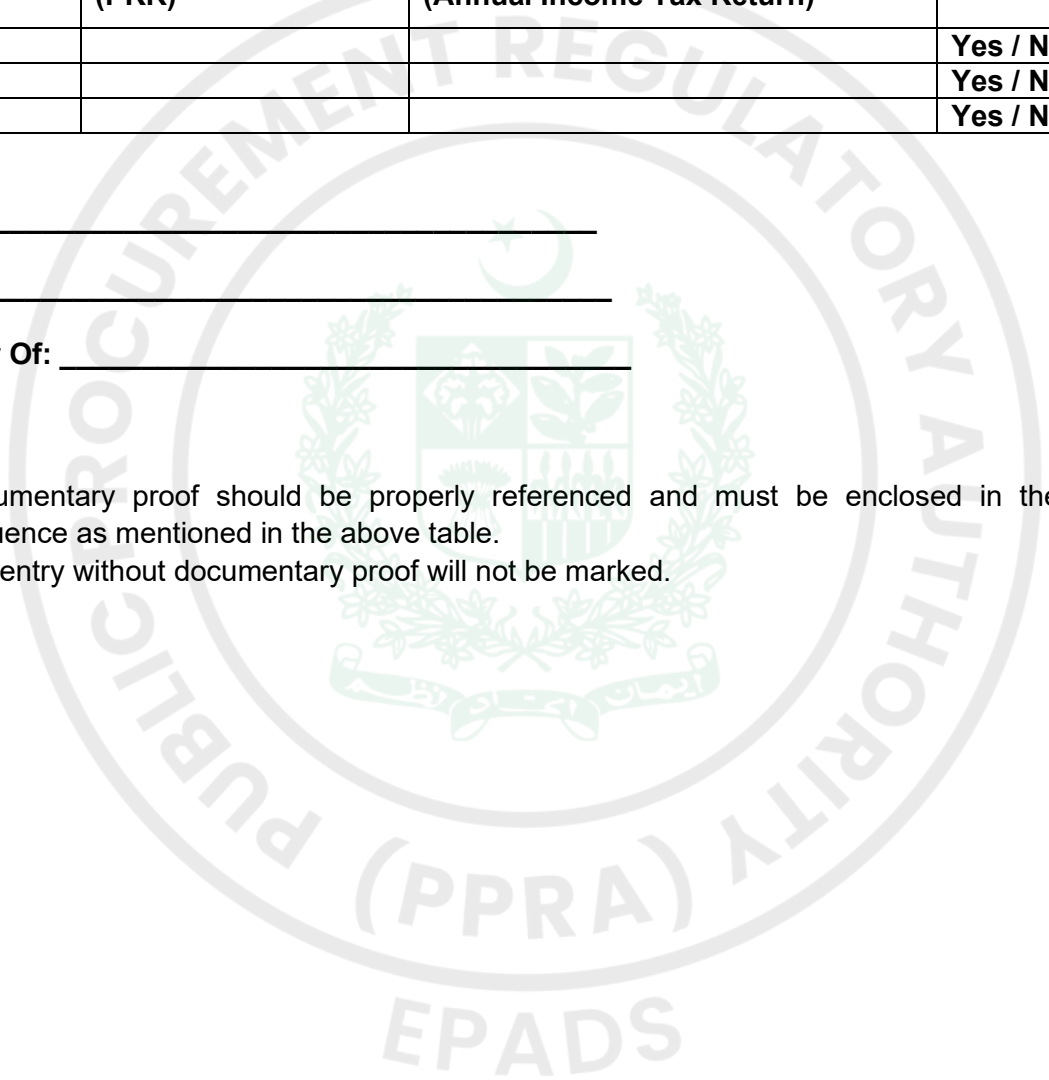
Signed: _____

Name: _____

In Capacity Of: _____

Notes:

- Documentary proof should be properly referenced and must be enclosed in the same sequence as mentioned in the above table.
- Any entry without documentary proof will not be marked.



Section – 07
FINANCIAL PROPOSAL & ITS FORMS

Evaluation Criteria for Financial Proposals

1. Evaluation of financial proposals will be made only for those bidders who are found technically responsive.
2. Financial Proposals shall be submitted on the prescribed format regarding "Form 1.7" along with the financial proposal submission form (Form-D).
3. Financial Proposals for technically responsive bidders will be opened, and scores will be assigned in accordance with the following criteria:

Combined evaluation of Technical & Financial Proposals:

The combined evaluation of Technical and Financial proposals will be performed as follows:

$$\begin{aligned} \text{Total Score of the Bidder} &= (\text{Total Technical score obtained} \times 70 / 100) \\ &+ \\ &(\text{Total Financial score obtained} \times 30 / 100) \end{aligned}$$

Financial Proposal submission Form (Form-D)

Date

To:
Chief (HR&A) Officer,
Central Power Purchasing Agency Guarantee Limited,
Shaheen Plaza, Plot No. 73-West, Fazl-ul-Haq Road,
Blue Area, Islamabad.
Dear Sir,

We, the undersigned, offer to conduct compensation and benefits study for CPPA-G in accordance with your Request for Proposal No. _____.

Quoted rates specified in Financial Proposal are exclusive of all applicable taxes as per prevailing laws. Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in RFP.

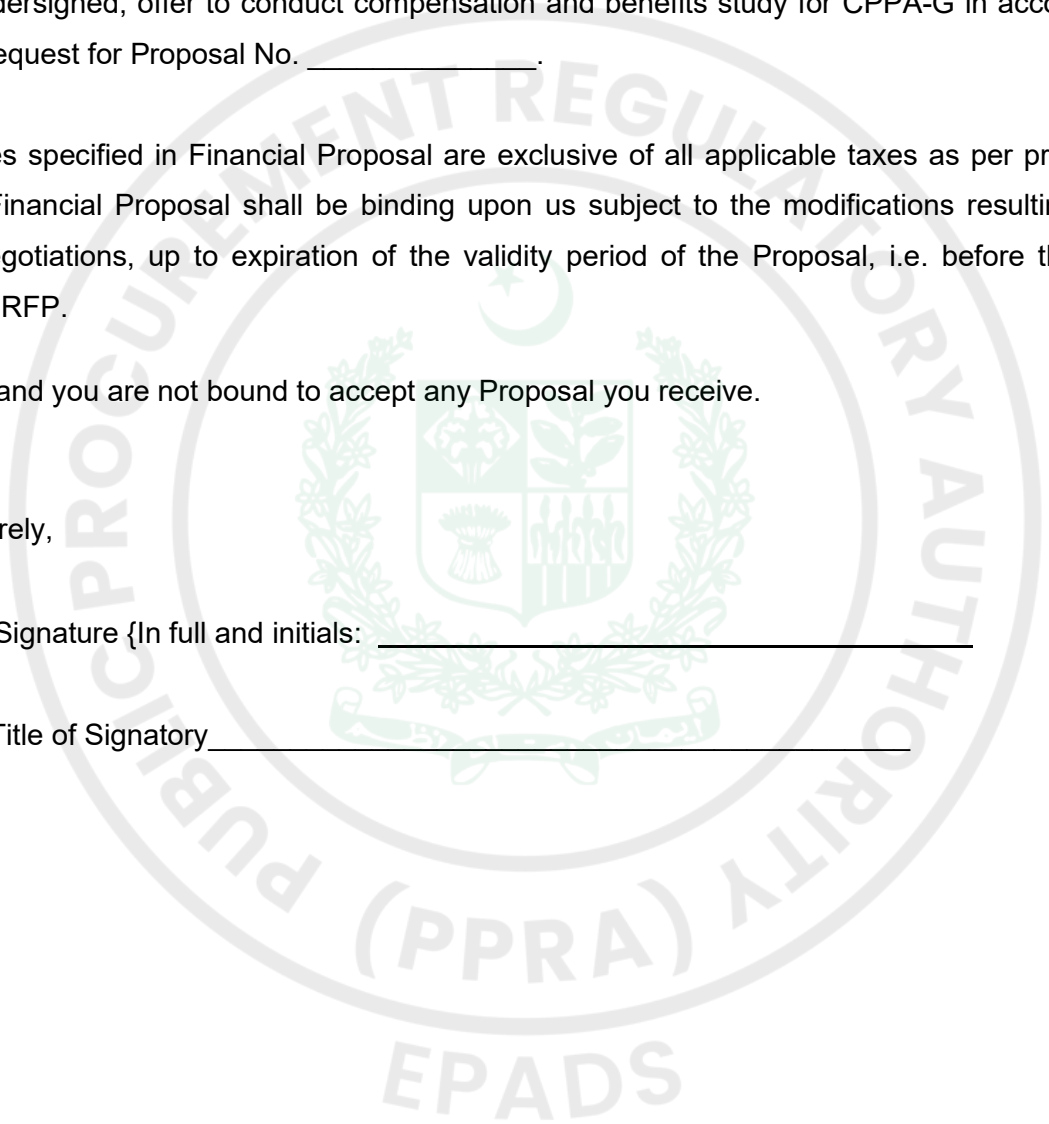
We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Authorized Signature {In full and initials: _____}

Name and Title of Signatory _____



Financial Proposal Submission Sheet

Bid No: _____

Bid Title:

**“PROVISION OF EXPERTISE FOR DEVELOPING COMPETENCY DIRECTORY,
REVIEWING SUCCESSION PLANNING FRAMEWORK AND CONDUCTING &
REPORTING SKILLS GAP ANALYSIS”**

In connection with the aforesaid services, bid amount (including all taxes) with breakup is tabulated below:

Financial Quote	
Amount	
Add GST	
Total Amount	

Please note, All the bidders are required to submit their bid as per given parameter. No other format of the quoted price will be accepted.

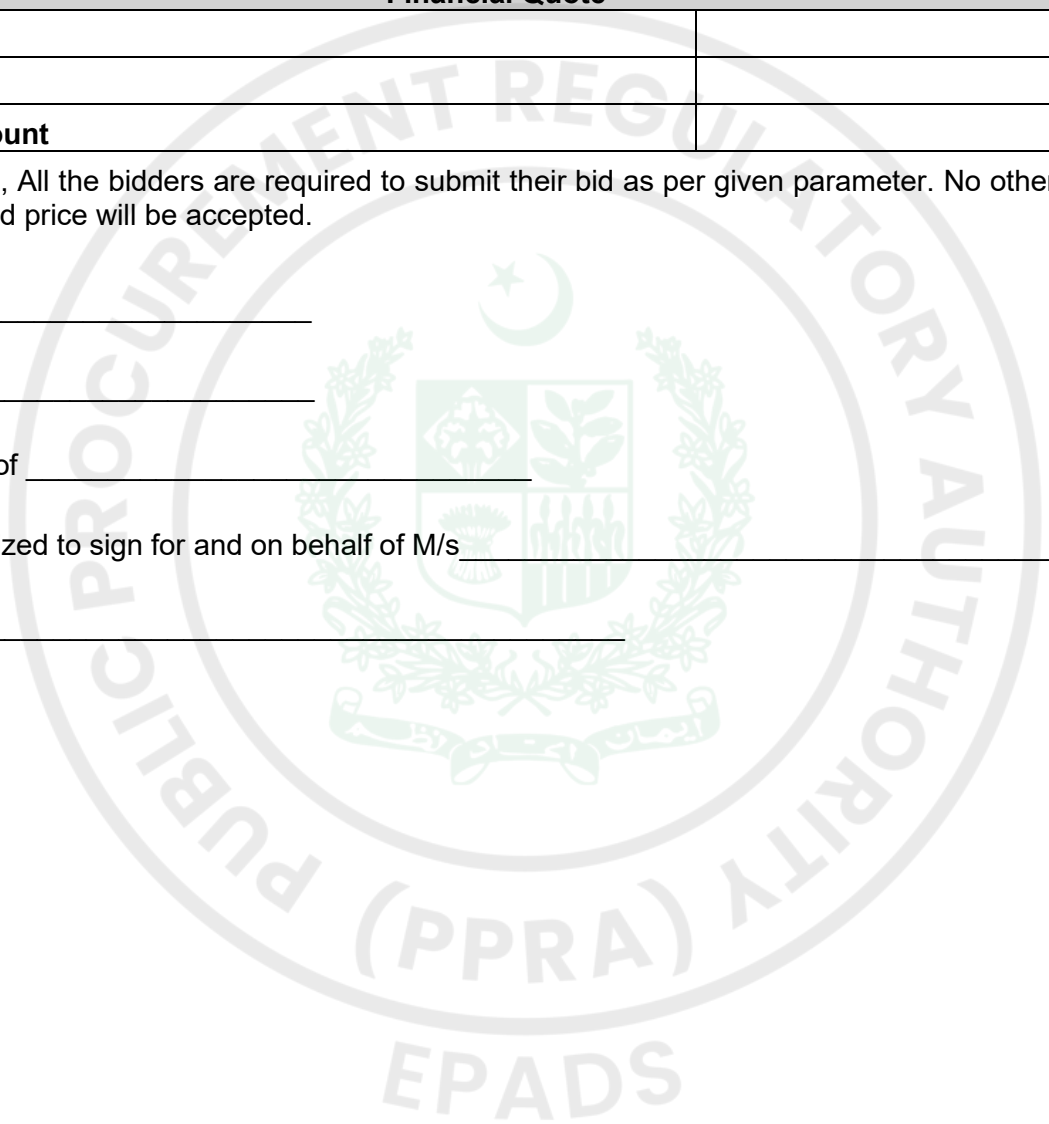
Signed: _____

Name: _____

In capacity of _____

Duly authorized to sign for and on behalf of M/s _____

Dated: _____



Section – 08

SAMPLE DRAFT CONTRACT

Agreement For Providing Expertise For Developing Competency Directory, Reviewing Succession Planning Framework and Conducting & Reporting Skills Gap Analysis

THIS AGREEMENT, together with Annexures which constitute an integral part thereof (herein referred to as the Agreement), is entered into on this _____ day of _____ (month), 2026.

Between (i)-----& (ii)----- (herein referred to as the “Procuring Agency”) of the first part and (herein referred to as “Services Provider”), of the second part. The Parties hereto agree as below: -

ARTICLE 1: THE ASSIGNMENT

The Services Provider, will develop Competency Directory, Review Succession Plan framework, Conduct & Report Skills Gap Analysis and will provide the Development Plan, in light of the Chapter 1 of the RFP.

ARTICLE 2: SCOPE OF SERVICES

The Services Provider will render services as outlined in the TsOR of the RFP NO _____, titled " For Developing Competency Directory, Reviewing Succession Planning Framework And Conducting & Reporting Skills Gap Analysis " dated _____ May 2026.

ARTICLE 3: COMMENCEMENT AND DURATION

- **Commencement Date:** The services will commence on [Date].
- **Term:** Till completion of assignment (Submission and acceptance of final report).

ARTICLE 4: MODE OF OPERATION

- **Obligations of the Services Provider:**
 - a) The Services Provider will perform services as per clause _____.
 - b) The Services Provider must keep the Procuring Agency informed of progress.
 - c) The service provider shall adhere to the timelines (submitted and accepted accordingly).
 - d) The service provider shall nominate at least two focal points (one must be the team lead for the subject assignment) for coordination with the procuring agency.
- **Obligations of the Procuring Agency:** The Procuring Agency will appoint a representative for coordination and ensure timely provision of the record required from CPPA-G and assist the Services Provider in obtaining relevant information, as may be possible.
- **Joint Venture Restrictions:** The Services Provider shall not form any joint venture or collaborate with other Services Providers in performing the services under this Agreement.

ARTICLE 5: REMUNERATION AND PAYMENT (Section No. 1: TORs - Clause No.1.5)

- **Payment:** The Procuring Agency will pay the Services Provider as tabulated below:

Sr No.	Task / Milestone	%age Payable	Amount in PKR
1	Submission & acceptance of report on methodology and timeline of activities to be undertaken (Inception Report)	50%	
2	After Completion of all tasks, submission of relevant records and official notification from CPPA-G regarding successful completion and closure of the project	50%	

a- Total service charges for performing the task shall be PKR {---} which shall be inclusive of all applicable taxes along-with breakup (Reference: Financial Bid Form 1.7).

b- Service charges shall be payable against the relevant invoices generated by the service provider, within the 15-20 working days from receipt of invoices and its being due (Ref: Table under Clause 1.6 of TORs).

c-Income tax, sales tax withholdings will be deducted as per applicable laws.

ARTICLE 6: ADDITIONAL SERVICES: Additional services may be requested by the Procuring Agency with prior approval. The Services Provider will provide a time and cost estimate for such services.

ARTICLE 7: TERMINATION

Either party can terminate the contract agreement by serving a 30 days notice in writing.

ARTICLE 8: FORCE MAJEURE

Neither party will be liable for delays or failure to perform obligations due to events beyond their control (e.g., natural disasters, strikes). Force majeure does not include financial insufficiency.

ARTICLE 9: BLACKLISTING

CPPA-G may blacklist the Services Provider for delays, breaches, or fraudulent practices, either indefinitely or for a specified period.

ARTICLE 10: DISPUTE RESOLUTION

In case of disputes, the parties will first attempt mediation. If unresolved, arbitration will take place in Islamabad under the Arbitration Act, 1940.

ARTICLE 11: APPLICABLE LAWS

This Agreement shall be governed by the laws of Pakistan, with exclusive jurisdiction in Islamabad courts.

ARTICLE 12: AMENDMENTS

No amendments shall be made to the Agreement except in writing, signed by both parties.

ARTICLE 13: NOTICES

Any notices must be delivered in writing, either in person or via registered mail, to the respective addresses provided by both parties in person or through registered mail as follows:

To: The Procuring Agency _____

To: The Services Provider _____

or to such other addresses as either of these Parties shall designate by notice given as required herein. Notices shall be effective when delivered.

IN WITNESS WHEREOF, the Parties have executed this Agreement, in two (2) identical counterparts, each of which shall be deemed as original, as of the day, month and year first above written.

**FOR AND ON BEHALF OF
PROCURING AGENCY**

**FOR AND ON BEHALF OF THE SERVICES
PROVIDER**

Signed by: _____

Signed by: _____

Designation: _____

Designation: _____

(Seal) _____

(Seal) _____

Witness: _____

Witness: _____

Sign: _____

Sign: _____