



REQUEST FOR EXPRESSION OF INTEREST

INTEGRATED STRATEGIC DEVELOPMENT PLAN FOR LAHORE REGION 2035 (ISDP-35)

March 2013

Lahore Development Authority (LDA)



DISCLAIMER

1. The information contained in this Request for Qualification (RFQ) document or subsequently provided to Bidder(s), whether verbally or in written form by or on behalf of the Lahore Development Authority (LDA) or any of their employees or advisors, shall be subject to the terms and conditions set out in this RFQ document and any other terms and conditions subject to which such information is provided.
2. This RFQ document does not purport to contain all the information each Bidder may require. This RFQ document may not be appropriate for all persons, and it is not possible for the LDA, their employees or advisors to consider the investment objectives, financial situation and particular needs of each Bidder who reads or uses this RFQ document. Certain Bidders may have better knowledge of the proposed Project than others. Each Bidder should conduct its own investigations and analysis and should check the accuracy, reliability and completeness of the information in this RFQ document and obtain independent advice from appropriate sources. LDA, its Representatives, their employees and advisors make no representation or warranty and shall incur no liability under any law, statute, rules or regulations as to the accuracy, reliability or completeness of the RFQ document.
3. LDA may, in their absolute discretion, but without being under any obligation to do so, update, amend, add to any or all of the provisions or supplement the information of this RFQ document or cancel the present Invitation and call for fresh Invitations. Such changes would be intimated to all Bidders using this RFQ Document.
4. LDA reserves the right to reject any or all of Expression of Interests (EOIs) submitted in response to this RFQ Invitation at any stage without assigning any reasons whatsoever. LDA also reserves the right to hold or withdraw from or cancel the process at any stage up to the final pre-qualification / shortlisting.
5. Neither LDA nor their employees or representative will have any liability in case of non receipt of any correspondence from them to the bidders due to the postal delays.
6. Mere submission of this RFQ or Pre-qualification or issue of RFP does not vest any right in the Bidder for being selected for the project.



REQUEST FOR QUALIFICATION DOCUMENT

Schedule of Pre-qualification Process

This RFQ is issued to the Bidder in response to the advertisement on Integrated Strategic Development Plan for Lahore Region 2035 (ISDP-35) in daily Jang dated March 08, 2013.

Last date for receipt of queries	March 25, 2013, 5:00 pm Contact Person: Mr. Wasim Khan, Chief Metropolitan Planner Ph: +92-42-99262332 Fax: +92-42-99262341 Email: cmpwinglda@gmail.com and info.isdp35@gmail.com
Last date for submission of EOIs in response to this RFQ	April 08, 2013 at 5:00 pm at the CMP Counter, One Window Cell, Lahore Development Authority 467-DII Johar Town Lahore, Pakistan
Date and time of Opening of EOIs in response to this RFQ	April 09, 2013 at 11:00 am (Tentative time) at the Committee Room, 9th Floor, LDA Plaza, Egerton Road, Lahore, Pakistan



NOTICE INVITING REQUEST FOR QUALIFICATION

Lahore Development Authority

INTEGRATED STRATEGIC DEVELOPMENT PLAN

for

LAHORE REGION 2035 (ISDP-35)

Urbanization, one of the key challenges of the new millennium, is taking place at a rapid rate and is unstoppable. The scale and complexity of urban problems are intensifying everywhere. Therefore, the urbanizing cities need to revisit and revitalise their strategic planning processes to address their future economic, social and environmental needs. Since a robust relationship exists between urbanization and per capita income, the cities have to urbanize to upgrade to the status from developing to developed cities.

The cities in Punjab are not only confronted with the task of managing unprecedented population growth, but are also under tremendous pressure to adequately cope with the resultant demands on urban land and infrastructure services.

The Government of the Punjab intends to develop urban areas of the Province as sustainable, liveable and well managed engines of economic growth. The City of Lahore and its surrounding towns have expanded greatly accommodating almost half population of the Province, and hence require a comprehensive, strategic, regional, and long-term plan.

Therefore, Lahore Development Authority (LDA) has been assigned the task to prepare the “Integrated Strategic Development Plan for Lahore Region – 2035 (ISDP-35)”. Since the scope of this Plan will be regional, Lahore Development Authority shall be the Client on behalf of all Districts of Lahore Division including Lahore, Sheikhpura, Kasur and Nankana Sahib.

Lahore Development Authority (LDA)

Contact: Mr. WASEEM Khan, Chief Metropolitan Planner

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ACRONYMS & ABBREVIATIONS

GoPb	Government of the Punjab
CDGL	City District Government, Lahore
DCO	District Coordination Officer
LDA	Lahore Development Authority
CMP	Chief Metropolitan Planner
ISDP-35	Integrated Strategic Development Plan for Lahore Region 2035
EOI	Expressions of interest
MOU	Memorandum of Understanding
RFP	Request for Proposal
RFQ	Request for Qualification
POA	Power of Attorney
CA	Cash Accrual
CSC	Consultant Selection Committee



SECTION I: INTRODUCTION & BACKGROUND

A. Background

1. Urbanization presents one of the key challenges and, at the same time, opportunities in the new millennium. Urbanization is taking place at a rapid pace and is beyond the effective control of most government across the world. Even in jurisdictions where growth control boundaries have been implemented, such as Portland, such boundaries have been repeatedly revised to meet the demands for growth. The scale and complexity of urban problems are increasing everywhere. All cities must plan ahead to enable a sustainable future in the rapidly changing urban environment. Cities must review their strategic plans to develop better economic, social and environmental future. Those cities that fail to plan ahead and execute the plans will not be competitive in the globalized world. Urban economies are contributing significantly more to national exchequer and at the same time have become key employment markets. Cities indeed are important engines of economic growth and provide significant economies of scale in the provision of jobs, housing and services.
2. The cities in Punjab, Pakistan are not only confronted with the task of managing unprecedented population growth, but are also under tremendous pressure to adequately cope with the resultant demands on urban land and infrastructure services.
3. The Government of the Punjab intends to develop urban areas of the Province as sustainable, liveable and well managed engines of economic growth. Lahore and its surrounding cities/towns have expanded greatly accommodating almost half population of the Province, and hence require a comprehensive, strategic, regional, and long-term plan.

B. Rationale for the Study

4. Since the Integrated Master Plan 2021 for Lahore was prepared in 2004, rapid urbanization of the City of Lahore and its surrounding towns has changed its economic & socio-economic characteristics and urban form. The urban area of Lahore has expanded much beyond the limits of defunct metropolitan corporations, resulting in unregulated urban

sprawl and has even expanded up to the urban areas of Sheikhpura and Kasur.

5. The estimated population of Lahore is around nine million, whereas the population of Lahore Division is estimated to be close to 15 million, further expected to double in next twenty five years. This implies, if the current trend of unplanned and unregulated growth has to continue, another Lahore City will be required to accommodate additional population of future, with poor quality of life and services delivery. Moreover, due to reliance on outdated estimates and secondary data, the requirements of future urban Lahore cannot be worked out.
6. In addition to spatial and physical expansion and lack of reliable data & studies on the existing profile of the City and Region, the Institutional set up of services delivery and Governance in Punjab and Lahore has undergone major changes during past few years, which requires carrying out of preparation of a master plan. The previous master plans and studies kept narrow focus on land use planning and lacked strategic vision and focus on economic development, environmental conditions, financial and implementation arrangements.
7. The City District Government, Lahore in collaboration with the District Governments of Kasur, Sheikhpura and Nankana Sahib, therefore have assigned the Lahore Development Authority (LDA) to hire services of a reputed international firm having vast experience in strategic, and urban and regional planning.

C. Study Area

8. The study area includes all urban areas/cities within Lahore Division which are likely to urbanize in next twenty years, to be later demarcated as the "*Lahore Region*". The study will include all urbanized areas including cantonment and Defence.

D. Goals & Objectives of the study

9. The overall goal of the ISDP-35 is to facilitate improved urban governance, and regional economic development in the *Lahore Region* to achieve economic, social, physical, environmental, and cultural sustainability, and consequently to improve the quality of life of



inhabitants. This broader goal will be achieved through the following objectives and strategies.

10. The main objectives of the ISDP-35 should include:

- i. Formulation of “vision” for the growth and development of the Lahore Region in consultation with decision makers, professionals, academia, civil society, students, and general public;
- ii. Improved economic productivity & financial sustainability through a 3-5 years rolling financing plan, Integration of a revenue collection/generation system which incorporates efficiency, transparency and accountability; and identification of buoyant sources of municipal tax revenue etc.
- iii. Efficient land use planning & growth management;
- iv. Improved mobility & accessibility across region for work/education and recreation including focus on non-motorized transportation;
- v. Social inclusion & poverty reduction;
- vi. Improved access to basic services & public amenities including establishment of standards for municipal service delivery;
- vii. Improved urban environment including adaptation to the impacts of climate change and energy conservation;
- viii. Disaster risk management;
- ix. Infrastructure Management maintenance, and efficient and cost effective use of existing infrastructure;
- x. Development of specific plans, programs and financing mechanisms for providing new infrastructure to support growth and infrastructure deficiencies;
- xi. Standardization and beautification of streetscape through formulated urban design guidelines;
- xii. Conservation, preservation & restoration of historical sites & built heritage for promoting tourism;
- xiii. Conservation & promotion of local culture;
- xiv. Development of financially self-sustaining entertainment infrastructure including but not limited to parks/theme parks/amusement, playgrounds, gardens, theatres, cultural complex etc.; and
- xv. Enabling environment and framework for private sector participation.



E. Tasks

11. Following points elaborate the scope of work:

- a. Formulation of Vision:
- b. Profile of Lahore Region:
- c. Assessment Report
- d. Formulation of Strategic Development Plan
- e. Implementation Framework & Guidelines:
- f. Monitoring & Evaluation Framework
- g. Communication & Consultation Plan

F. Timelines

12. The time period for the completion of the study shall be twenty four months from signing the contract.

G. Bidder's Expertise

13. The consulting firm must be well versed with the techniques and methodology for preparing strategic development, comprehensive and regional plans. The consulting firm must be a multi-disciplinary team of professionals and technical personnel. The firm must have the capacity to use different analytical techniques and software; and must demonstrate past experience of conducting similar studies for large cities or city regions. The local consulting firms forming consortiums with reputable international firms will be preferred.



SECTION 2: INSTRUCTION TO BIDDERS

A. Scope of Application

1. LDA wishes to receive EOIs for Qualification to shortlist experienced and capable Bidders for the RFP stage.
2. Shortlisted Bidders would be subsequently invited to submit the proposal in respect of the ISDP-35 referred to as “the Plan” hereinafter.

B. Eligible Bidders

1. May be a single company or a group of maximum 4 companies (hereinafter referred to as Consortium), coming together to prepare the Plan. The term Bidder used hereinafter would therefore apply to a single entity and/or a Consortium or joint venture. However, a local firm forming consortium with a reputed international firm will be preferred.
2. The Bidder should submit a Power of Attorney as per the format enclosed at Appendix 1A, authorizing the signatory of the EOI Application to commit the Bidder.
3. EOIs submitted, in response to the RFQ, by a Consortium should comply with the following additional requirements:
 - a. Number of members in a consortium would be limited to maximum of 4;
 - b. The EOIs should contain the information required for each member of the Consortium;
 - c. An individual Bidder cannot at the same time be member of a Consortium applying for this Project. Further, a member of a particular Consortium cannot be member of any other Consortium applying for this Project; an undertaking towards this end needs to be submitted by all members;
 - d. Members of the Consortium shall nominate one member as the Lead Member. The nomination shall be supported by a Power of Attorney as per the format enclosed at Appendix 1B;
 - e. Members of the Consortium shall enter into a Memorandum of Understanding (MOU) as per the format enclosed at Appendix 10 and duly notarized for the purpose of making the EOI Application and submitting a Proposal. The MOU shall, inter alia:
 - i. Convey the intent to enter into the Contract Agreements and subsequently carry out all the responsibilities specified in the Contract Agreement, in case the assignment is awarded to the Bidder; and
 - ii. Clearly outline the proposed roles and responsibilities of each member in case of Consortium at each stage.
4. Notwithstanding anything stated elsewhere in this document, LDA shall have the right to seek updated information from the Bidder to ensure their continued eligibility. Bidder(s) shall provide evidence of their continued eligibility in a manner that is satisfactory to the LDA. Bidder may be disqualified if it is determined by the LDA, at any stage of the process, that the Bidder will be



unable to fulfill the requirements of the Project or fails to continue to satisfy the Eligibility Criteria. Supplementary information or documentations may be sought from Bidders at any time and must so be provided within a reasonable time frame as stipulated by the LDA.

5. A firm which has been barred or disqualified either by any department/agencies of the Government of Pakistan /Punjab or Government departments/agencies of their respective country, in case of International bidder(s) would not be eligible to submit an EOI Application, either individually or as member of a Consortium. Bidder to submit an affidavit to this effect.

C. Changes in Consortium Composition

After short listing, change in the composition of the Consortium (except lead member which could not be changed) will be subject to approval of LDA but applications to change the consortium should reach LDA at least 10 days before the last date for submission of proposal. Conditions for such approval will be provided in the RFP document.

D. Number of EOIs

Each Bidder shall submit only one (01) EOI in response to this RFQ. Any Bidder, which submits or participates in more than one EOIs Application will be disqualified and will also cause the disqualification of the Consortiums of which it is a member as the case may be.

E. EOI Preparation Cost

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

F. Examination of RFQ

1. It would be deemed that by submitting the EOI, Bidder has:
 - a. Made a complete and careful examination of the RFQ; and
 - b. Received all relevant information requested from the LDA.
2. The LDA shall not be liable for any mistake or error on the part of the Bidder in respect of the above.

G. Right to Accept or Reject any or all Applications

1. Notwithstanding anything contained in this RFQ, the LDA reserves the right to accept or reject any EOI and to annul the pre-qualification process and reject all EOIs / proposals, at any time without any liability or any obligation for such acceptance, rejection or annulment, without assigning any reasons.
2. The LDA reserves the right to reject any EOI Application if:
 - a. At any time, a material misrepresentation is made or uncovered, or
 - b. The Bidder does not respond promptly and thoroughly to requests for supplemental information required for the evaluation of the EOI.



3. Such misrepresentation / improper response would lead to the disqualification of the Bidder. If the Bidder is a Consortium, then the entire Consortium would be disqualified / rejected.

H. Contents of RFQ

The RFQ Document comprises the contents as given in the Table of Contents and would additionally include any Addenda issued in accordance with the provisions of this Document.

I. Clarifications

Interested parties may address their queries relating to the RFQ to the Office of the Chief Metropolitan Planner, LDA. The queries should reach the above latest by March 25, 2013, 5:00 pm, Ph: +92-42-99262332 Fax: +92-42-99262341; Email: cmpwinglda@gmail.com and info.isdp35@gmail.com. The LDA would endeavor to respond to the queries. The responses will be sent by fax/ email.

J. Amendment of RFQ

1. At any time prior to the deadline for submission of EOI Application, the LDA may, for any reason, whether at its own initiative or in response to clarifications requested by any Bidder, modify the RFQ Document by the issuance of an Addendum.
2. Any Addendum thus issued will be sent in writing to all those who have sent queries to the RFQ Document, and shall also be uploaded on www.lda.gov.pk and www.urbanunit.gov.pk

K. Language

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

L. Currency

The currency for the purpose of the EOIs; Application shall be the Pak Rupee (PKR). The conversion to Pak Rupees shall be clearly indicated in the Appendix 6. In all such cases, the original figures in the relevant foreign currency and the PKR equivalent thereof must be given. **The exchange rate(s) applied shall be clearly stated.** The conversion to PAK Rupees shall be based on currency exchange rate at the end of reporting financial year. The LDA reserves the right to use any other suitable exchange rate for the purposes of uniform evaluation for all Bidders.

M. Validity of EOIs

EOIs shall remain valid for a period not less than 90 days from the EOI Application Due Date. The LDA reserves the right to reject any EOI Application, which does not meet this requirement.



N. Format and Signing of EOI Application

1. The Bidder would provide all the information as per this RFQ. The LDA would evaluate only those EOIs that are received in the required format and are complete in all respects.
2. The Bidder shall prepare one original of the documents comprising the EOI Application and clearly marked "ORIGINAL". In addition, the Bidder shall make two copies of the EOI Application, clearly marked "COPY". In the event of any discrepancy between the original and the copies, the original shall prevail.
3. The EOI Application and its copies shall be typed or written in indelible ink and each page shall be initialled and stamped by the Bidder. All the alterations, omissions, additions, or any other amendments made to the EOI Application shall be initialled by the person(s) signing the EOI Application.

O. Sealing and Marking of EOI Applications

1. The Bidder shall seal the original and copy duly marking the envelopes as "ORIGINAL" and "COPY". The envelopes shall then be sealed in an outer envelope super scribing 'RFQ for [insert name of Project]' and also the name(s) of bidder / consortium.
2. Each EOI (original and copy) shall contain:
 - a. Power of Attorney (POA) for the signing authority as per the format enclosed at Appendix 1A. Alternatively, at RFQ stage, authorization letter issued by the CEO or suitably authorized person would suffice subject to the power of attorney being submitted before the RFP submission deadline;
 - b. Power of Attorney for the Lead member of the consortium as per the format enclosed at Appendix 1B, in case of Consortium;
 - c. Bidder details (Appendix 2);
 - d. EOI's Application in the prescribed format (Appendix 3) along with supporting documents;
 - e. Completed Format for Experience as in Appendix 4, along with supporting documents;
 - f. Completed Format for Financial Capability as in Appendix 5 6 & 7, alongwith supporting documents;
 - g. A consortium applying at RFQ stage, if unable to submit Power of Attorney (POA) for lead member nomination, MOU, Board resolutions, etc, may submit the Letter of intent signed by all Consortium members to form a Consortium including nomination of a lead member and to ensure submission of related documents including (b) above and the MOU (k below), etc before signing of contract agreement, if selected. (Appendix 6);
 - h. Format of Anti collusion certificate as in Appendix 8;
 - i. Format of Assignment Undertaking as in Appendix 9A;
 - j. In case of a Consortium, an undertaking from each member of Consortium certifying that it is an exclusive member of that particular consortium alone, and not a member of any other consortium nor an independent Bidder, bidding for this Project and has submitted only one (01) EOI Application in response to this RFQ (Appendix 9 B).
 - k. MOU in case of a Consortium (Appendix 10); and
 - l. Documentary evidence, if applicable, relating to experience of group companies/associates.



3. The envelope shall be addressed to:

Mr. Wasim Khan, Chief Metropolitan Planner
CMP Counter, One Window Cell,
Lahore Development Authority
467-DII Johar Town Lahore, Pakistan

4. If the envelope is not sealed and marked as instructed above, the LDA assumes no responsibility for the misplacement or premature opening of the contents of the EOI Application submitted.

P. EOI Application Due Date

EOI Applications should be submitted before 5:00 pm PST on the EOI Application Due Date mentioned in the Schedule of Pre-qualification Process, at the address provided above in the manner and form as detailed in this RFQ. EOI Applications submitted by either facsimile transmission, telex or e-mail will not be considered for evaluation and shortlisting. However, the LDA reserves the right to extend the EOI Application Due Date and Time, at any time prior to opening of EOIs in response to this RFQ. In such cases the EOI applications received prior to such extension shall not be opened. Further, if the RFQ document is materially modified long/during such extended period, the EOI application received prior to extension shall be returned to the bidders and appropriate time shall be allowed for resubmission of the EOI applications.

Q. Late EOI Applications

EOI Applications received after the Due Date shall not be considered

R. Modifications/ Substitution/ Withdrawal of EOIs

The Bidder may modify, substitute or withdraw its EOIs after submission, provided that written notice of the modification, substitution or withdrawal is received by the LDA before the EOI's Due Date and time. No EOI shall be modified or substituted or withdrawn by the Bidder after the EOI Due Date and time.

S. Evaluation of Application - Due Date

The LDA would open the Applications on the opening due date mentioned in the Schedule of Pre-qualification Process, for the purpose of evaluation.

T. Evaluation of EOI – Criteria

The LDA would subsequently examine and evaluate EOIs in Accordance with the criteria set out in Section 3.

U. Evaluation of EOI - Supporting Documents

The LDA reserves the right to call for supporting documentation to verify the data provided by Bidder, at any time during the pre-qualification process. The Bidder in such cases would need to provide the requested clarification / documents promptly and within the stipulated time failing which the Bidder is liable to be disqualified at any stage of the shortlisting process.



V. Evaluation of EOI - Right to Reject

The LDA reserves the right to reject any EOI Application if:

1. At any time, a material misrepresentation is made or uncovered; or
2. The Bidder does not respond promptly and thoroughly to requests for supplemental information required for the evaluation of the EOI.

W. Confidentiality

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

X. Tests of responsiveness

Prior to evaluation of EOIs, the LDA will determine whether each EOI Application is responsive to the requirements of the RFQ. An EOI Application shall be considered responsive if the EOI Application:

1. is received by the Due Date including any extension thereof;
2. is accompanied by the letter of intent (Appendix 6), if applicable, (to form a consortium and submission of MOU duly supported by Board resolution and charter documents before the RFP submission deadline); and
3. contains information required as per Appendix 3, 4, 5, 6 and 7.

The LDA reserves the right to reject any EOI Application which is non-responsive and no request for alteration, modification, substitution or withdrawal shall be entertained by LDA in respect of such EOI Applications.

Y. Clarifications

To facilitate evaluation of EOIs, the LDA may at its sole discretion, seek clarifications in writing from any Bidder regarding its EOI.

Z. Qualification and Notification

After the evaluation of EOIs, the LDA would announce a list of shortlisted Bidders who meet the Qualification Criteria. At the same time, the LDA would notify other Bidders that their EOI Applications have been unsuccessful. The shortlisted Bidders would then be requested by the LDA to submit a detailed Proposal in the form and manner to be set out in the RFP Document.



SECTION 3: CRITERIA FOR EVALUATION

A. Shortlisting

The Bidder/consortium shall be pre-qualified using criteria given below on the basis of their:

1. Technical Experience; and
2. Financial capability in terms of:
 - a. Turn over
 - b. Net worth
 - c. Net cash flow

On each of these parameters, the Bidder would be required to meet the evaluation criteria. Bidders meeting all the criteria will only be qualified for issuance of request for proposal.

B. Eligibility

The presence of the following items has to be checked before Bidders are evaluated for shortlisting:

1. Registration Certificate (name of relevant professional institutions) along with latest renewal letter;
2. Copy of Registration with Securities & Exchange Commission or Registrar of Firms; / Relevant registration Authority (in case of international bidder)
3. Copy of Registration with Income Tax Department;
4. List of permanent professional staff along with C.Vs of relevant core staff showing project-wise experience with exact time duration for each project (Appendix 4);
5. List of similar works completed during last 10 years and similar works in hand, indicating total cost of such works and cost of projects received against those works along with date of start and completion or expected date of completion (Appendix 4);
6. A certificate / affidavit that Bidder is not blacklisted by any Government / Autonomous Body;
7. Audited statements of accounts for the last 3 years (Appendix 5);
8. Any other relevant information.

C. Evaluation Criteria

Once all Bidders that have not submitted the required items, or those that are non compliant to the terms laid out in the RFQ's Instructions to Bidders are removed from the list, remaining Bidders would be evaluated according to the following criteria:



Criteria for Shortlisting of Expression of Interests

S.No	Criteria	Marks
1	Technical criteria	70%
1a	Bidders experience and standing in the field for last ten years	45%
1b	Permanent Staff	25%
2	Financial criteria	30%

The RFP will be issued to firms/bidders securing at least 65% marks. However, an alternative criterion will be used as per decision of the Consultant Selection Committee (CSC) in case less than three firms/bidders secure 65% marks.

1. *Technical Experience*

For the purpose of this RFQ, the Bidder which could be single entity or the consortium shall be evaluated on the following:

1. Experience and standing in the field for last ten years;
2. Experience of similar assignments in scope and scale (either individually or as a consortium member);
3. Experience of similar assignments (either individually or as a consortium member) each having a minimum project cost of PKR 30 million.
4. Professional capability of the Bidder such as availability of qualified and experienced managerial and diverse technical professionals; and
5. Other relevant documents such ISO certification, and working experience in South Asia.
6. The lead member of the consortium must secure 30% of the technical marks.
7. A consortium with a reputed international firm.

• *Eligible project:*

1. Projects awarded/awarded and under preparation/completed during the last ten years shall only be considered.
2. Only eligible projects shall be considered for estimation of technical experience.
3. More weightage will be given to experience of similar kind of assignments in terms of technical & financial capability, professional diversity, and having minimum project cost of at least PKR 30 million.

• *Details of Experience*

The Bidder should furnish details of technical experience as on the date of submission of RFQ as per Appendix 4.



2. *Financial Capability*

The financial capability of the bidder / consortium will be evaluated on the basis of:

1. Turnover
2. Net Worth and
3. Net Cash flow

The Bidders should provide information regarding the above based on audited annual accounts. The Application must be accompanied by the audited Balance Sheet and Profit and Loss Account of the Bidder (of each member in case of a consortium) as per Appendix 5 for the last three (3) Financial Years not prior to 2007-08.

For the purpose of Qualification, the Bidder – a single entity or a consortium should demonstrate the Threshold Financial Capability including the following:

1. Minimum Turnover in each of the last three financial years not earlier than 2007-08
2. Minimum Net worth as on 31st December 2010 as certified by Chartered Accountant.
3. Minimum Average Annual Net Cash during the last three (3) financial years not prior to 2007-08
4. Single entity bidder and all members of the consortium, if applicable, should be profit-making concerns for the last 3 yrs not prior to 2007-08.

3. *Special Conditions for a Consortium*

In case the Bidder is a Consortium, turnover, net worth and net cash flow would be taken as an arithmetic sum of net worth, turnover and net cash flow of each member of the Consortium, calculated in the ratio of their stake in the consortium. The Consortium would be required to meet the threshold criteria on the basis of aggregate figures subject to provisions of this Clause.

In case the Bidder claims the technical and/or financial capacity of Bidder's companies/associates, the bidder shall necessarily submit documentary evidence in proof of such claims. Such documentary evidence shall consist of CA certificates to support such capacity.



APPENDIX 1A

FORMAT FOR POWER OF ATTORNEY FOR SIGNING PROPOSAL

(On a Stamp Paper of appropriate value)

POWER OF ATTORNEY

Know all men by these presents, we _____ (name and address of the registered office) do hereby constitute, appoint and authorize Mr./Ms. _____ (name and address of residence) who is presently employed with us and holding the position of _____ as our attorney, to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to our EOI for the [insert name of project in the Pakistan, including signing and submission of all documents and providing information/ responses to Lahore Development Authority (LDA), representing us in all matters before GoPb, and generally dealing with LDA in all matters in connection with our proposal for the said project.

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

For -----

(Signature)
(Name, Title and Address)

Accepted

(Name, Title and Address of the Attorney)

Bidder seal & stamp

Notes:

- 1. To be executed by the sole Bidder or the Lead Member in case of a Consortium duly supported .by a Board Resolution*
- 2. The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executants (s) and when it is so required the same should be under common seal affixed in accordance with the required procedure.*
- 3. Also, where required, the executants(s) should submit for verification the extract of the charter documents and documents such as a resolution / power of attorney in favor of the Person executing this Power of Attorney for the delegation of power hereunder on behalf of the Bidder.*



APPENDIX 1B
FORMAT FOR POWER OF ATTORNEY FOR LEAD MEMBER OF CONSORTIUM
(On a Stamp Paper of appropriate value)

POWER OF ATTORNEY

Whereas, the Lahore Development Authority (LDA) has invited RFQ from interested Bidders for the [insert name of project].

Whereas, the members of the Consortium are interested in competing for the Project in accordance with the terms and conditions of the RFQ and other connected documents in respect of the Project, and

Whereas, it is necessary under the RFQ for the members of the Consortium to nominate one of them as the Lead Member with all necessary power and authority to do for and on behalf of the Consortium, all such acts, deeds and things as may be necessary in connection with or incidental to the Consortium's proposal for the Project .

NOW THIS POWER OF ATTORNEY WITNESSETH THAT:

We, M/s. _____, and M/s. _____ (the respective names and addresses of the registered office) do hereby constitute, appoint and authorize M/s. _____ as the Lead Member of the Consortium and as our attorney, to do on behalf of the Consortium, all or any of such acts, deeds or things as may be necessary in connection with or incidental to the Consortium's proposal for the Project, including submission of EOI application/ proposal, participating in conferences, responding to queries, submission of information/ documents and generally to represent the Consortium in all its dealings with Lahore Development Authority (LDA) or any other Government Agency or any person, in connection with the Project until culmination of the process of selection and thereafter till the Contract Agreement is entered into with the Lahore Development Authority (LDA).

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

Dated this _____ Day of _____ 2013_.

(Executants)

(To be executed by all the members of the Consortium)

Bidder seal & stamp

Note:

- 1. The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executants(s) and when it is so required the same should be under common seal affixed in accordance with the required procedure.*
- 2. The executants(s) should submit for verification the extract of the charter documents and documents such as Board Resolution and Power of Attorney in favor of the person executing this Power of Attorney in favor of the Lead Member.*



APPENDIX 2

DETAILS OF BIDDER

1. (a) Name
(b) Country of Incorporation
(c) Address of the corporate headquarters and its branch office (s), Pakistan
(d) Date of incorporation and / or commencement of business
2. Brief description of the Bidder's company including details of its main lines of business and proposed roles and responsibilities in this Project.
3. Name, Designation, Address and Phone Nos. of Authorized Signatory of the Bidder:
 - (a) Name:
 - (b) Designation:
 - (c) Bidder's Company:
 - (d) Address:
 - (e) Telephone No:
 - (f) E-mail Address:
 - (g) Fax No:
4. Details of individual (s) who will serve as the point of contact / communication for the Lahore Development Authority (LDA), within the Bidder's company.
 - (a) Name:
 - (b) Designation:
 - (c) Address:
 - (d) Telephone No.
 - (e) E-mail address:
 - (f) Fax No.
5. In case of Consortium:
 - (a) The information above (1-4) should be provided for all the Members of the Consortium
 - (b) Information regarding role of each Member should be provided as per table below:

Sr. No.	Name of Member	Lead Member / Associate	Role of the Member
1			
2			

Specify whether Lead Member, Associate Member

(Signature of Authorized Signatory)

Bidder seal & stamp



APPENDIX 3
FORMAT FOR LETTER OF EOI APPLICATION

[On the Letter Head of the Bidder (in case of Single or Lead Member (in case of a Consortium))]

Date: -----

The Chief Metropolitan Planner,
Lahore Development Authority (LDA)

[insert name of Project]

Sir,

Being duly authorized to represent and act on behalf of _____ (hereinafter referred to as "the Bidder"), and having reviewed and fully understood all of the qualification requirements and information provided, the undersigned hereby expresses its interest and apply for qualification for the [insert name of Project].

We are enclosing our Expression of Interests (EOIs), in one Original and two Copies, with the details as per the requirements mentioned in the RFQ, for your evaluation.

The undersigned hereby also declares that the statements made and the information provided in the EOI is complete, true and correct in every detail.

It is confirmed that the EOI application is valid for a period of 90 days from the due date of submission of EOI application and is unconditional.

Yours faithfully,

(Signature of Authorized Signatory)

(Name, Title and Address of the Bidder)

Bidder seal & stamp



APPENDIX 4
INFORMATION RELATED TO EXPERIENCE
FORM 1

[Using the format below, provide information on each project for which you, and each associate for this project, was legally contracted as a corporate entity or as one of the major members within an consortium, for carrying out project similar to the ones requested under this Project. Use maximum 20 pages. Please provide Client's certification and/or evidence of the contract agreement.]

Project name:	Value of the agreement (in current PKR):
Country: Location within country:	Duration of project (months):
Name of Client:	Total No. of staff-months (by your company) on the project:
Start date (month/year): Completion date (month/year):	Value of total project provided under an agreement (in current PKR) In case of consortium, value of part of the project provided by Bidder under the agreement (in current PKR):
Name of associated members, if any:	No. of professional staff-months provided by associated members:
Name of senior professional staff of your company involved and functions performed (indicate most significant profiles such as Team Leader, Urban Economist etc):	
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

Note:

- 1. Only the eligible projects that satisfy technical criteria shall be included.*
- 2. All the Financial numbers are to be given in Pak Rupees*
- 3. The format shall be filled up for each member of the consortium and as a cumulative experience for the consortium*

(Signature of Authorized Signatory)

Bidder seal & stamp

**FORM 2: CURRICULUM VITAE (CV) FOR PROFESSIONAL STAFF**

1. **Current Position** [*only one candidate shall be nominated for each position*]: _____

2. **Name of Company** [*Insert name of company proposing the staff*]: _____

3. **Name of Staff** [*Insert full name*]: _____

4. **Date of Birth:** _____ **Nationality:** _____

5. **CNIC No (if Pakistani):** _____ **or Passport No:** _____

6. **Education :**

<i>Degree</i>	<i>Major/Minor</i>	<i>Institution</i>	<i>Year</i>

7. **Membership of Professional Associations:** _____

8. **Other Training** [*Indicate significant training since degrees under 6 - Education were obtained*]: _____

9. **Languages** [*For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing*]: _____

10. **Employment Record** [*Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.*]:



<i>Employer</i>	<i>Position</i>	<i>From (MM/YYYY)</i>	<i>To (MM/YYYY)</i>

11. Detailed Tasks Assigned

[List all tasks to be performed under this Project]

12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned

[Among the assignments in which the staff has been involved, indicate the following information for those projects that best illustrate staff capability to handle the tasks listed under point 11.]

- 1) Name of project: _____
Year: _____
Location: _____
Client: _____
Main project features: _____
Positions held: _____
Activities performed: _____



2) Name of assignment or project: _____
 Year: _____
 Location: _____
 Client: _____
 Main project features: _____
 Positions held: _____
 Activities performed: _____

3) Name of assignment or project: _____
 Year: _____
 Location: _____
 Client: _____
 Main project features: _____
 Positions held: _____
 Activities performed: _____

[Unroll the project details group and continue numbering (4, 5, ...) as many times as is required]

13. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

[Signature of staff member or authorized representative of the staff] Date: _____
Day/Month/Year

Full name of authorized representative: _____



APPENDIX 5
FORMAT FOR ESTABLISHING FINANCIAL CAPABILITY

FINANCIAL CAPABILITY OF SINGLE ENTITY

Turnover, Net Worth and Net Cash Flow

Net Worth (PKR. Millions)	Net Cash Flow (CA) (PKR. Millions)			Turnover (PKR. Millions)		
	Year	Year	Year	Year	Year	Year
As on closing date of last financial year						

{Exchange Rate}

(Signature of Authorized Signatory)

Bidder seal & stamp

Signature , Name, Address and Membership No. of Chartered Accountant

NOTE

Please attach detail of calculation of above financial values and their basis of calculation.

**FINANCIAL CAPABILITY OF CONSORTIUM****Turnover, Net Worth and Net Cash Flow**

Member	Equity Share (%)	Turn Over (PKR million)			Net worth (PKR million) As on closing date of last financial year	Net Cash Flow (AC) (PKR million)			
		Year	year	year		Year	year	year	Total AC
Members (Consortium 1)									
Members (Consortium 2)						=			
Members (Consortium 3)									
Total									

{Exchange Rate}

Aggregate Turnover = Rs ----- millions

Aggregate Net worth = Rs _____ millions

Aggregate Net Cash Flow = Rs _____ millions

(Signature of Authorized Signatory)

Bidder seal & stamp

Signature , Name, Address and Membership No. of Chartered Accountant

NOTE

PLEASE ATTACH DETAIL OF CALCULATION OF ABOVE FINANCIAL VALUES AND THEIR BASIS OF CALCULATION.



**APPENDIX 6
LETTER OF INTENT TO FORM A CONSORTIUM**

[On the Letter Head of the Bidder (in case of Single Entity) or Lead Member (in case of a Consortium)]

Date: -----

The Chief Metropolitan Planner,
Lahore Development Authority (LDA)

[insert name of Project]

Sir,

We, hereby convey our intent to form a consortium with and for the successful execution of the captioned Project. The Lead member of the Consortium will be

We commit to provide the following appendices and documents before the RFP submission deadline:

1. Appendix 1A – The Power of Attorney for signing authority
2. Appendix 1B – The Power of Authority for Lead Member
3. Appendix 10 - Duly notarized MOU of the Consortium.
4. Documentary Evidence

The mode of execution of the Power of Attorney would be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the consortium members and when it is so required the same would be under common seal affixed in accordance with the required procedure.

The consortium members would submit for verification the extract of the charter documents and documents such as Board Resolution and Power of Attorney in favor of the person executing this Power of Attorney in favor of the Lead Member.

Yours faithfully,

(Signature of Authorized Signatory)

(Name, Title and Address of the Bidder)

Bidder seal & stamp



APPENDIX 7

GUIDELINES FOR PROVIDING INFORMATION RELATED TO FINANCIAL CAPABILITY

1. The Bidder should provide the Financial Capability based on its own audited financial statements. Financial capability of the Bidder's parent company or its subsidiary or any associate company (who are not Members of the Consortium) will not be considered for computation of the Financial Capability of the Bidder.
2. Member Code LM = Lead member, AM = Associate Member
3. Instructions for calculation of Financial Capability:
 - (a) **Net Cash Flow** = (Profit After Tax + Depreciation + Other non-cash expenditure)
 - (b) **Net Worth** = Subscribed and Paid-up Equity (including Share Premium, if any) + Reserves - Revaluation Reserves - Miscellaneous expenditure not written off-Deferred Revenue Expenditure-Deficit in Profit & Loss Account
 - (c) **The financial year** would be the same as followed by the Bidder for its annual report. Year 1 will be the last Financial Year. Year 2 shall be the year immediately preceding Year 1.
 - (d) The Bidder shall provide audited Annual Reports as required under this Bid Document. For a Consortium, audited Annual Reports of all Members shall be provided.
 - (e) In case of a Consortium comprising of members with holdings in each other, the cross holdings between the group companies comprising part of the Consortium will be deducted for the purpose of Net Worth calculations.
4. **Financial details of the Bidder.** If the Bidder is a consortium the Financial Details of all the members should be provided in the following manner.



Name of Member		Role of Member			
Sr. #	Particulars as per the Audited Balance Sheet	Year 3	Year 2	Year 1	Total
1	Profit After Tax (PAT)				
2	Depreciation				
3	Other non-cash expenditure				
4	Subscribed and Paid up Equity				
5	Reserves				
6	Revaluation reserves				
7	Miscellaneous expenditure not written off				
8	Deferred Revenue Expenditure				
9	Deficit in Profit & Loss Account				
10	Net Cash Flow = (1+2+3)				
11	Net Worth = (4+5-6-7-8-9)				

(Signature of Authorized Signatory)

Bidder seal & stamp

Signature, Name, Address and Membership No. of the Chartered Accountant



APPENDIX 8

FORMAT FOR ANTI-COLLUSION CERTIFICATE

[To be submitted on the letter heads of the Bidder separately]

Anti-Collusion Certificate

Date: -----

The Chief Metropolitan Planner,
Lahore Development Authority (LDA)

[insert name of Project]

Sir,

We hereby certify and confirm that in the preparation and submission of this EOIs, we have not acted in concert or in collusion with any other Bidders or other person(s) and also not done any act, deed or thing which is or could be regarded as anti-competitive, restrictive or monopolistic trade practice.

We further confirm that we have not offered nor will offer any illegal gratification in cash or kind to any person or agency in connection with the instant EOIs.

Dated this _____ Day of _____, 2013_

Name of the Bidder

Signature of the Authorized Person

Note:

To be submitted by each Member in case of Consortium.



APPENDIX 9A
FORMAT FOR PROJECT UNDERTAKING

[In case of Single Bidder]
[To be submitted on the letter heads of the Bidder separately]

Date: -----

The Chief Metropolitan Planner,
Lahore Development Authority (LDA)

[insert name of Project]

Sir,

We have read and understood the RFQ Document in respect of the captioned Project provided to us on www.lda.gov.pk and www.urbanunit.gov.pk

We hereby agree and undertake as under:

- (a) Notwithstanding any qualification or conditions, whether implied or otherwise, contained in our EOI, we hereby represent and confirm that our EOIs is unqualified and unconditional in all respects.
- (b) We are not barred by the Government or any of its Department or Agency from participating in any project.

Dated this _____ Day of _____, .

Name of the Bidder

Signature of the Authorized Person

Bidder seal & stamp



APPENDIX 9B
FORMAT FOR PROJECT UNDERTAKING

[In case of Consortium]
[To be submitted on the letter heads of the Bidder separately]

Date: -----

The Chief Metropolitan Planner,
Lahore Development Authority (LDA)

[insert name of Project]

Sir,

We have read and understood the RFQ Document in respect of the captioned Project provided to us on www.lda.gov.pk and www.urbanunit.gov.pk

We hereby agree and undertake as under:

- (a) We hereby agree and undertake to be an exclusive member of the consortium and not a member of any other consortium nor an independent bidder, applying for this Project and have submitted only one (01) EOI Application in response to this RFQ
- (b) Notwithstanding any qualification or conditions, whether implied or otherwise, contained in our EOI, we hereby represent and confirm that our EOIs is unqualified and unconditional in all respects.
- (c) We are not barred by the Government or any of its Department or Agency from participating in any project.

Dated this _____ Day of _____, .

Name of the Bidder

Signature of the Authorized Person

Bidder seal & stamp



APPENDIX 10
FORMAT FOR MEMORANDUM OF UNDERSTANDING (MOU)

(On Non – judicial stamp paper of appropriate value duly attested by notary public)

This Memorandum of Understanding (MOU) entered into this ____day of _____ 2013 at _____ Between _____(hereinafter referred as” _____”) and having office at _____, Pakistan. Party of the First Part

And _____(hereinafter referred as” _____”) and having office at _____, Pakistan Party of the Second Part. The member is individually referred to as Party and collectively as Parties.

WHEREAS the Lahore Development Authority (LDA) has invited Request for Qualification (RFQ) from entities interested in [insert name of Project].

AND WHEREAS the Parties have had discussions for formation of a Consortium for competing for the said project and have reached an understanding on the following points with respect to the Parties’ rights and obligations towards each other and their working relationship.

IT IS HEREBY AS MUTUAL UNDERSTANDING OF THE PARTIES AGREED AND DECLARED AS FOLLOWS:

1. The parties undertake that there shall be no changes in respect of the lead member in case of a consortium till the execution of the contract agreement.
2. That the Parties shall carry out all responsibilities which will be specified in terms of the Contract Agreement.
3. That the roles and the responsibilities of each Party at each stage of the section shall be as follows:

Name of the Member	Type of Member	Roles and Responsibilities

4. That the Parties shall be jointly and severally liable for the execution of the Project in accordance with the terms of the Contract agreement to be executed on award of the Project.
5. That the Parties affirm that they shall execute the Project in good faith and shall take all necessary steps to see the Project through expeditiously. They shall not negotiate with any other party for this Project.
6. That this MOU shall be governed in accordance with the laws of Pakistan and courts in Punjab shall have exclusive jurisdiction to adjudicate disputes arising from the terms herein.

In witness whereof the Parties affirm that the information provided is accurate and true and have caused this MOU to be duly executed on the date and year above mentioned.

Witness:

1. First Party
2. Second Party

Bidder seal & stamp



CHECKLIST OF DOCUMENTS TO BE SUBMITTED

EOI containing the following:

1. Original
2. 2 Copies

Contents of EOI:

- Letter of EOI Application (*Appendix 3*)
- Letter of intent to form a Consortium (*Appendix 6*) and the MOU (*Appendix 10*)
- Power of Attorney for signing of proposal (*Appendix 1A*)
- Power of Attorney for lead member of consortium (*Appendix 1B*)
- Bidder details (*Appendix 2*) including the following:
- a. Registration Certificate (name of relevant professional institutions) along with latest renewal letter;
 - b. Copy of Registration with Securities & Exchange Commission or Registrar of Firms; / Relevant registration Authority (international bidder)
 - c. Copy of Registration with respective Income Tax Department;
 - d. A certificate / affidavit that Bidder is not blacklisted by any Government / Autonomous Body;
- Completed Format for Experience (*Appendix 4*)
- Completed Format for Financial Capability (*Appendix 5 & 7*)
- Documentary evidence, relating to experience of group companies/associates, (if applicable)
- Anti collusion certificate (*Appendix 8*)
- Project Undertaking (*Appendix 9A or 9B*, whichever applicable)