

# **Prequalification Document (PQD)**

**For**

## **RETAINERSHIP OF INTERNATIONAL / GLOBALLY RECOGNIZED FIRM/COMPANY /GROUP OF COMPANIES FOR AUGMENTATION OF LEGAL, FINANCIAL AND TECHNICAL CAPACITY OF GOVERNMENT DEPARTMENTS**

**GOVERNMENT OF THE PUNJAB, PAKISTAN.**



**PLANNING & DEVELOPMENT DEPARTMENT**



**April, 2017**

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## **1. Introduction**

According to the vision of Chief Minister Punjab, Government Departments need Capacity Building by retaining a top level international / globally recognized Firm /Company / Group of Companies having composite expertise in Legal, Financial and Technical areas for augmenting the Capacity of Government Departments in development projects / programmes initially for a period of one year. The consultant will be housed at Planning & Development Department, Government of Punjab, Pakistan and will be in advisory role. They will provide support and technical inputs while making high level technical and administrative decisions regarding Project design, approval, implementation and evaluations. They may also be called in high level committee meetings, consultative session and PDWP meetings to give their expert opinions on project design, implementation / execution and post completion sustainability for optimizing public benefits.

Under this arrangement, firm will provide services of total 10 high quality experts (06 Internationals + 04 High Profile Locals) with the following details;

- a. Legal (20% weight of total HR input) - 2 Experts (One International + One National Resource)
- b. Financial (20% weight of total HR input) - 2 Experts (One International + One National Resource)
- c. Technical 1: Public Health, Water Supply & Sanitation (20% weight of total HR input) - 2 Experts (One International + One National Resource)
- d. Technical 2: Infrastructure (20% weight of total HR input) - 2 Experts (One International + One National Resource)
- e. Technical 3: Environment (10% weight of total HR input) - 1 Expert (International)
- f. Technical 4: Information Technology (10% weight of total HR input) - 1 Expert (International)

## **2. Objective**

The objective of this assignment is to have high quality input for successful project implementation and results. The individuals provided by the retained firm will be of very high quality who will be in advisory role. They will augment the capacity of

the Government while making important investment decisions. They will also be called in high level committee meetings, to give their expert opinion on project design, implementation / execution and post completion sustainability for optimizing public benefits. The consultant may also be asked to review the project design, find legal constraints in projects, to identify and mitigate risks associated with the projects, to supervise or vet EIA report of project, to device monitoring and evaluation plan, conduct post completion evaluation of project, review project documents and finding compliance with existing norms and policies etc.

The total assignments input is divided into three broader parts i.e. financial, legal and technical, The expectations of client regarding these described below:

In terms of **financial capacity augmentation**, financial experts of selected firm may be asked to make business models of projects. They will be asked to find / analyze financial / technical / economic and social viability of projects considering global and national financial / economic parameters and variables in vogue. To analyses, payback periods, internal rate of return, external rate of return, benefit cost ratio etc. Further, financial and performance audit / third party review or advices / consultation may be sought from selected firm on retainership.

In terms of **legal capacity augmentation**, the objective is drafting and reviewing new laws / acts, framing rules and regulations, preparation/ drafting and signing of contracts for different projects, expert legal opinion on various techno-legal matters, vetting of contract, agreements and disputes resolution / negotiations. Assisting Government of Punjab for enactment of law / act which may relate to any sector falling under the jurisdiction of any Government department may be sought from selected firm on retainership.

In terms of **technical capacity augmentation**, the objective is to support infrastructural, Public Health, Water supply & Sanitation, Environment and Information Technology projects by providing services of design vetting, third party analysis, appraisal, examination, vetting of project concept and implementation.

### **3. Scope of Work**

The scope of work is divided into three broad areas i.e. Financial, Legal and Technical.

**Financial**

Cost Estimation, devising / vetting business model or financial plans of a proposal / project, financial and economic analysis of multi sectoral development projects to be executed by different line departments by taking following points into consideration:

- a. Reviewing and validating assumption for financial and economic feasibilities of a particular project or program;
- b. To find Benefit Cost Ratio, Internal Rate of Return (IRR), External Rate of Return (ERR), Net Present Worth (NPV) and Payback period etc. of projects of various sectors.
- c. To perform or review financial audit, third party audit and performance audit of development projects
- d. To conduct the Alternate analysis of development projects.
- e. Cost accountancy / analysis of various projects, designs / proposals while evaluating projects in implementation of post completing stage.
- f. Budgeting and analysis of financial statements of projects.
- g. To make a comparison whether the particular sector requires a subsidy or a tax break by taking into consideration the current economic scenario;

**Legal**

Following are the broader areas of expertise required:

- a. Preparation / review / vetting of new laws/acts subsequent rules/regulation required by different line departments, agencies, authorities, foundation and companies of Government of Punjab;
- b. Preparation / review / vetting of contract agreements / concession agreements and other legal documents required by different line departments, agencies, authorities, foundation and companies of Government of Punjab;
- c. Drafting and vetting of the legal framework in the periphery of approved laws for different provincial government department and agencies;
- d. Legal opinion on the proposed legislation by Government of Punjab;
- e. Providing legal opinion / services on the contract agreements, concession agreements, draft laws & rules / regulation under the framework of development projects.

- f. Providing legal advisory services to different departments of Government of the Punjab in case of disputes with different stakeholders including contractors, consultants and implementing partners.

### **Technical**

The technical augmentation in capacity of Government departments is required through providing expertise in the field of infrastructure, Environment, Public Health, Water Supply & Sanitation and Information Technology. The scope of work included following points.

#### **Technical 1: Public Health, Water Supply & Sanitation**

- a. Reviewing feasibility studies of projects by taking into consideration, surveys, geotechnical investigations and other such activities;
- b. Review of design of water supply scheme (including all components), sanitation, waste water treatment and disposal.
- c. Technical input/review/recommendation on use of various material and technology available in the field for water supply scheme (including all components), sanitation, waste water treatment and disposal. E.g. mild steel pipe v/s HDP or PPR, open cutting v/s pressurized boring technique in development projects.
- d. To analyze and recommend the defective and nonfunctional water supply schemes (including all components), sanitation, sewerage systems, waste water treatment plants etc. by adopting standard quality parameters and proposing mitigation measure and corrective action;
- e. Review, validate and recommend the design already prepared by the departments / consultants and recommending modifications where necessary;
- f. Supervision and Testing / Third Party Validation of completed water supply schemes (including all components), sanitation, and sewerage systems. Waste water treatment plants, disposal and others;

#### **Technical 2: Infrastructure**

- a. Provide support to P&DD and line departments while selecting/identifying development projects and proposing economic alternatives keeping in view the budgetary constraints of the Govt.
- b. Review of feasibility studies by taking into consideration, surveys, geotechnical investigations, assessment of the project;
- c. Review of design of various infrastructure projects by checking and ensuring the adequacy of the design criteria as per national or international standards;

- d. Prepare or Review the project management plans/implementation plans and monitoring and evaluation plans of various infrastructure projects by checking and ensuring the adequacy of the design criteria as per national or international standards;
- e. To test and recommend appropriately the defective/ nonfunctional/ underutilized infrastructure projects by adopting national or international quality standard and proposing mitigation measure and corrective action;
- f. Third Party Validation of infrastructure project including canals, Public Building, Roads and small / mini dams of development projects.

### **Technical 3: Environment**

- a. To review and comment existing environmental policy, laws, rules, regulations in vogue.
- b. Conducting and review of feasibility studies and carrying out surveys for Environmental aspects of a community, mapping through GIS tools, and expertise of conducting EIA (Environment Impact Studies of a Project Site);
- c. Review overall comprehensive Master plans, Feasibility studies, Environmental Impact Assessments (EIAs) of mega projects
- d. Incorporation of environment related modalities in project Planning, Design and Management and indicators & parameters in preparation of reports keeping in view the aspects of climate change.
- e. Design and planning for Environmental security protocols/guidelines of various infrastructure projects;
- f. To ensure the compliance and requirements of international environmental laws and Sustainable Development Goals (SDGs) in development projects by guiding and providing technical inputs to line departments of Govt. of the Punjab.

### **Technical 4: Information Technology**

1. To review and comment on existing IT policy, laws, rules, regulations in vogue.
2. review of master plans to identify economical and sustainable IT/ ICT/ e-Governance solutions for various departments, organizations and systems to improve the service delivery and efficiency;
3. Review of feasibility studies of IT/ ICT/ e-Governance projects by taking into consideration, surveys, technical investigations and beneficiary assessment;

4. Review of design of various IT/ ICT/ e-Governance projects by checking and ensuring the adequacy of the design criteria as per national or international standards;
5. Review of design of various IT/ ICT/ e-Governance projects by checking the social and economic aspects of the Govt.
6. Conduct/ Review the implementation/ monitoring and evaluation of various IT/ ICT/ e-Governance projects
7. To conduct the third party validation/ quality audit and efficiency analysis studies of completed or ongoing IT/ ICT/ e-Governance and propose recommendations feedbacks and design improvement if any ;
8. Provide support to P&DD and PITB while selecting/ identifying development projects and proposing economic alternatives keeping in view the budgetary constraints of the Govt.

#### **4. Eligibility Criteria**

Following are the details on the basis of which Firm / Company / Group of Companies will be shortlisted:

##### **i. Pre-Requisite**

- a. Registration with the National / International Professional body or Association (PEC, PCATC, EU, ICE or equivalent in the country of the origin of the firm)
- b. Registration with SECP or Registrar of firms/ Chamber of Commerce or equivalent for international firms/ Global firms
- c. Tax Registration with the recognized organization of the Govt. of the Country of its origin (e.g. Federal Board of Revenue, IRS or equivalent).
- d. Minimum 500 million USD annual turnover.
- e. Minimum 10 years of reputable International Experience.

##### **ii. Firm Experience**

Firms should provide information regarding;

- a. General experience by providing the list of most important of projects/ assignments performed so far as per **Annex – A (List should not include more than 50 projects)**
- b. Relevant experience in the subject field by submitting the detail of (6 Nos.) recent, most relevant mega projects undertaken in the following fields during past (10 years) as per **Annex – B.**



- i. Financial Advisory / Services (01 Project)
- ii. Legal Services (01 Project)
- iii. Infrastructure (Road, Bridges, Canal and Barrages and Dams etc.) (01 Project)
- iv. Infrastructure (Water supply, sanitation, sewerage and public health etc.) (01 Project)
- v. Environment (01 Project)
- vi. Information Technology IT/ICT/e-Governance (01 Project)

**c. Detailed description of the Firm Profile by providing the following**

- a. Organizational Structure,
- b. List of key permanent relevant staff (Max. 10 as per below requirements mentioned in Section iv)
- c. Number of permanent staff at payroll of the firm (Don't provide detail just give number)
- d. Quality management system of firm (Internal and/or external).

**iii. Joint Venture:**

Joint Venture may also apply for this assignment having one international or one local firm however, the evaluation of the JVs will be based on 60:40 ratio (International Firm: Local / National Firm). Lead Firm must be international firm and the financial requirement that is 500 million USD will be gauged with reference to above mentioned ratio.

**iv. Human Resource Capacity**

- a. List of 10 key personnel proposed having expertise in required aforementioned areas as per requirement of the assignment. **Annex – C.**
- b. CVs of 10 key personnel proposed as per requirement of the assignment and aforementioned areas **Annex – D.**

The required qualification and experience for this assignment by the client is as follows (Standard for EOI evaluation);

<b>Designation</b>	<b>Qualification</b>	<b>Expertise Required</b>	<b>Expected consultant's Input</b>
Financial Advisor	MBA/ Master Degree or PhD in Finance / CA / ACCA or equivalent from an international university of global repute	Requires minimum 7 years expertise of advisory on mega (multibillion, USD) projects	<b>International input:</b> must hold multidisciplinary consultancy experience of providing advisory / consultancy services in financial planning & management, accountancy, budgeting and taxation etc.
Financial Consultant	MBA/ Master Degree in Finance or equivalent from foreign / internationally recognized university	Requires 7 years of experience in financial analyst Advisory on mega projects desirable.	<b>National input:</b> must hold an advisory / consultancy experience of a top class consultancy firm providing services
Contract Drafting / Vetting Expert	Masters/ Bachelor Degree in Law, Engineering or Construction / Contract Management or equivalent from well reputed internationally recognized university	Requires minimum 7 years' experience in contract drafting, vetting, legal services, negotiations and alternate dispute resolution in mega projects	<b>International Input:</b> must hold a consultancy experience in a top class consultancy firm providing services for Contract Drafting, Vetting and legal services, negotiations and alternate dispute resolution in mega projects.
Legal Consultant	Bar at Law/ Masters/ Bachelor Degree in Law from recognized international university.	Minimum 7 years of experience in providing legal services	<b>National Input:</b> must hold expertise in vetting of newly drafted Laws / rules / regulations, providing legal opinion on legal / contractual matter, advices on international procurement and other cases of litigation, JVs in development projects

Infrastructure Advisor	MS / PhD in Infrastructure Development / Civil Engineering / Project Management from world leading university	Requires minimum 7 years expertise in Infrastructure Development Project Management of Public / Private Sector Projects	<b>International input:</b> must hold consultancy experience in an internationally recognized consultancy firm providing solutions in Project Management
Infrastructure Expert	MS in Infrastructure Development / Civil Engineer from recognized international University	Require minimum 7 years of experience in infrastructure Development project management of Public / private sector projects	<b>National Input:</b> must hold consultancy experience in an internally recognized consultancy firm providing solutions in infrastructure development projects
Public Health and water Supply & Sanitation Consultant	PhD / MS in Public Health Engineering from World Leading University	Require minimum 7 years expertise in Public Health Engineering and designing of water supply schemes	<b>International Input:</b> must hold consultancy experience in an international recognized consultancy firm providing solution in Public Health Engineering and Water Supply & Sanitation Projects
Public Health and Water Supply & Sanitation Expert	MS in Public Health Engineering from internationally recognized University	Require minimum 7 years expertise in Public Health Engineering of Public / Private sector Projects	<b>National Input:</b> must hold consultancy experience in an internationally recognized consultancy firm providing solution in Public Health Engineering Projects preferably in developing countries(Asian / African)

Information Technology Consultant	PhD / MS in Information Technology or equivalent from world leading University	Require minimum 7 years expertise in Information Technology projects	<b>International Input:</b> must hold consultancy experience in an internationally recognized consultancy firm providing Policy guidelines and solutions in design and execution of IT/ICT/e-Governance Projects.
Environment Expert	PhD / MS in Environmental Science from world leading University	Require minimum 7 years of expertise in Environmental Aspects of Projects	<b>International Input:</b> must hold consultancy experience in internally recognized consultancy firm providing solution in Environment Aspects of development projects

**v. Financial Capabilities**

Detail of financial capabilities to be provided as per **Annex- E**.

**\*All documents should be in English.**

**\*\*Any misinformation, false and forged statement will lead to disqualification from being shortlisted/pre-qualified and any other action as per applicable laws.**

Criteria, sub-criteria, and point system for the evaluation of Expression of Interest (EOIs) are as follows:

<b>A1</b>	<b>Firm Experience</b>	<b>Points</b>
a)	General Experience	<b>10</b>
b)	Relevant Experience	<b>10</b>
c)	Number of Assignments (Relevant) <sup>1</sup>	<b>40</b>
	i. Number of Similar Assignments <sup>2</sup>	20
	ii. Value of Similar Assignment	20
	a. Recency Value <sup>3</sup>	14
	b. Monetary value <sup>4</sup>	06
d)	<b>Firm Profile</b>	<b>40</b>
	i. Organizational Structure <sup>5</sup>	10

	i. No. of Permanent Staff <sup>6</sup>	10
	ii. International Work Experience <sup>7</sup>	10
	iv. Quality Management System <sup>8</sup>	10
<b>Total A1</b>		<b>100</b>
<b>A2</b>	<b>Human Resource Capacity<sup>9</sup></b>	<b>Points</b>
a)	Financial Advisor	10
b)	Financial Consultant	10
c)	Contract Drafting / Vetting Expert	10
d)	Legal Consultant	10
e)	Infrastructure Advisor	10
f)	Infrastructure Expert	10
g)	Public Health and water Supply & Sanitation Consultant	10
h)	Public Health and Water Supply & Sanitation Expert	10
i)	Information Technology Consultant	10
j)	Environment Expert	10
<b>Total A2</b>		<b>100</b>
<b>A3</b>	<b>Financial Capacity</b>	<b>Points</b>
a)	Annual Turn Over	35
b)	Current Ratio	35
c)	Net Worth	30
<b>Total A3</b>		<b>100</b>
<b>Score = A1[35%] + A2[30%] + A3[35%]</b>		
<b>Scoring Criteria: The minimum score required to be shortlisted is: <u>75 Points</u></b>		
<p>1. Maximum number of 6 most relevant assignments to be provided. Assignments provided beyond the limit of 6 will be given no weightage.</p> <p>2. It shall be evaluated from the scope of services provided by consulting firm in the relevant assignment.</p> <p>3. Recency value shall be evaluated at three scales: 50%, 75% and 100%. 100% score is assigned to the projects completed in past 05 years. 75% marks is assigned to the projects which were completed in last 5-7 years. 50% score is assigned for the projects completed in last 8-10 years.</p>		

4. Monetary Value of assignment shall be evaluated after analyzing and comparing the total cost of relevant assignments of all consulting firms who have applied.
5. Strength of the Organogram shall be considered to assign score.
6. Details are mentioned in **Annex-C**.
7. The marking depends upon international exposure of the firm/company.
8. If the firm is certified by quality standards such as ISO 9000, SA 8000, ISO 14000 or any other international body which certifies the Quality Management system, it will achieve these marks
9. For each human resource, 30% score shall be assigned to Qualification and 70% to Experience. Moreover, quality of experience of individual shall also be given special advantage while assigning score.

### **5. Firm Detail**

Firm should provide its detail as per **Annex-F**. In this PQD the word Firm has been used for both Firm/Company and Group of Companies.

### **6. Client Detail**

**Directorate General of Monitoring & Evaluation,**



**Planning and Development Department**

**Government of Punjab**

**72-Graden Block, Garden Town, Lahore,**

**Punjab, Pakistan**

### **7. EOI Deadline**

Deadline for submission of the EOIs is 07<sup>th</sup> August, 2017 till 04:00 pm.

However, for Clarification/Coordination Firm/Company may contact to:

**Senior Specialist (R&D)**

**Directorate General (M&E), P&D Department**



**Government of Punjab**

**72-Garden Block, Garden Town, Lahore**

**Contact No. +92-42-99230077 Mob: +92-321-4471220**

**Email: [ghanzanfar.mubin@dgmepunjab.gov.pk](mailto:ghanzanfar.mubin@dgmepunjab.gov.pk)**

**Annex-A Firm Experience (General)**

<b>General<sup>1</sup></b>									
<b>S. No</b>	<b>Name of Project</b>	<b>Location (Country/Province/Division)</b>	<b>Client</b>	<b>Project Description</b>	<b>Implementation</b>		<b>Total Cost of Project</b>	<b>Cost of Consultancy Services Provided by the Firm</b>	<b>Actual Services Provided by the Consultant</b>
					<b>Star t</b>	<b>Completion</b>			
<b>1</b>									
<b>2</b>									
<b>3</b>									
<b>4</b>									
<b>5</b>									
<b>----</b>									

1. Provide list of total number of projects/assignments performed so far

**Annex-B Firm Experience (Relevant)**

Relevant <sup>1</sup>									
S. No <sup>2</sup>	Name of Project <sup>3</sup>	Location (Country/Province/Division)	Client	Project Description	Implementation		Total Cost of Project	Cost of Consultancy Services Provided by the Firm	Actual Services Provided by the Consultant
					Start	Completion			
<b>1</b>									
<b>2</b>									
<b>3</b>									
<b>4</b>									
<b>5</b>									
<b>6</b>									

1. Maximum number of(6) most relevant assignments to be submitted
2. Assignments provided beyond the limit of 6 will be given no weightage.
3. Project/Assignment provided must be supported with the completion certificate issued by the procuring agency/executing agency of that particular project.



**Annex-C: (List of 10 Key Personnel)**

<b>S. No.</b>	<b>Area of Expertise required by Client</b>	<b>Name</b>	<b>Qualification</b>	<b>Total Experience in Years</b>	<b>Position Proposed</b>	<b>Current Responsibilities</b>
	Financial					
	Legal					
	Infrastructure					
	Environment					
	Information Technology					

**b) No. of permanent staff\_\_\_\_\_**

If No. &gt; 1000 (Maximum marks, 100%)

500 to 1000 (85%)

250 to 500 persons (75%)

&lt; 250 (65%)

**Annex-D** (CVs of Key Personnel)**CURRICULUM VITAE (CV)**

1. **Name of Personnel:** \_\_\_\_\_
2. **Current Position in the Firm :** \_\_\_\_\_
3. **Date of Birth:** \_\_\_\_\_
4. **Nationality** \_\_\_\_\_
5. **CNIC No (if Pakistani):** \_\_\_\_\_ **or Passport No:** \_\_\_\_\_
6. **Education :**

Degree	Major/Minor	Institution	Date (MM/YYYY)

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):

Employer	Position	From (MM/YYYY)	To (MM/YYYY)

**11. Detail of Work Undertaken**

Name of assignment or project: \_\_\_\_\_

Cost of Project \_\_\_\_\_ Location: \_\_\_\_\_

Date of Start: \_\_\_\_\_ Date of Completion: \_\_\_\_\_

Client: \_\_\_\_\_ Main project features: \_\_\_\_\_

Positions held: Activities performed: \_\_\_\_\_

Actual time spent on the project: \_\_\_\_\_ in months.

**12. 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 willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

\_\_\_\_\_ Date: \_\_\_\_\_

[Signature of the proposed staff] Day/Month/Year

\_\_\_\_\_ Date: \_\_\_\_\_

[Counter Signature of authorized signatory] Day/Month/Year

**Annex-E (Financial Capabilities)**

<b>Year<sup>1</sup></b>	<b>Annual turnover</b>	<b>Current Ratio</b>	<b>Net Worth</b>
<b>2013-2014</b>			
<b>2014-2015</b>			
<b>2015-2016</b>			

1. Data provided under the head of financial capabilities must be supported by the Audited Annual Financial Statements
2. Annual Turnover shall be evaluated on the following criteria.
  - 0.5 – 1.0 Billion USD = 75%
  - 1.0 – 1.5 billion USD = 85%
  - > 1.5 billion = 100%
3. Current Ratio
  - 1 – 1.5 = 75%
  - 1.5 – 2 = 85%
  - > 2 = 100%
4. Networth shall be evaluated on the following criteria.
  - 0.4 – 1.0 Billion USD = 75 %
  - 1.0 – 1.5 billion USD = 85 %
  - > 1.5 billion = 100%

**Annex-F** (Firm Detail)

<b>Name of Firm</b>	<b>Address</b>	<b>Contact No.</b>	<b>Authorized Personnel Name</b>	<b>Authorized Personnel Contact No.</b>
Lead Firm				
Joint Venture Firm(s)				

1. In case of Joint Venture (JV), 60% score shall be considered for Lead Firm and 40% for Partner Firm. In addition, Annual Turnover mentioned in the pre-requisite shall be calculated with the same formula.