



**NED UNIVERSITY OF ENGINEERING AND TECHNOLOGY
GOVERNMENT OF SINDH**

**RESPONSES TO QUERIES AND ADDENDUM TO
REQUEST FOR PROPOSAL**

**Hiring of Consultants for Feasibility Study & Transaction Advisory Services
for**

NED TECHNOLOGY PARK KARACHI

June 2020

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THE CONTENTS OF IMPORTANT NOTICE AS PROVIDED IN THE REQUEST FOR PROPOSAL DATED 11TH MAY 2020 (“RFP”) SHALL ALSO BE APPLICABLE TO THIS DOCUMENT.

RESPONSES TO QUERIES AND AMENDMENTS IN THE RFP

Following are the answers / clarifications to the questions / queries raised by the interested / potential bidders during the pre-bid meeting held on Wednesday, 3rd June 2020, and subsequently through email(s), in respect of the Request of Proposals issued by the NED University of Engineering and Technology Karachi in relation to the captioned project.

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
1.	<p>Section 2 - Instructions to Consultants 2.18 Basic Eligibility Criteria: 2.18.2</p> <p>Comment: Foreign technical consultants will not have PEC registration.</p> <p>Recommendation: For technical consultants for whom PEC/PCATP registration is not required (i.e. Technical Team Lead, Technology Park Specialist, Innovation Service Specialist), waive the requirement for PEC registration. Alternatively, enable foreign technical consultants to submit proof of registration with the relevant board in their home country. PEC registration for local experts like Infrastructure Expert will be provided.</p>	<p>It is clarified that providing proof of PCATP membership is mandatory for any local architect / architectural firm. Any foreign firms/professionals may provide registration with the relevant and equivalent boards/associations in their respective countries, as applicable.</p> <p>As per the provisions stipulated in Sindh Public Procurement Rules (SPP Rules), registration with PEC is mandatory for all engineers and engineering firms (civil engineers or civil engineering firms in the case of NED Technology Park Project) participating in the public procurements. Any firm/professional without PEC registration is required to apply for registration with PEC and to provide a registration slip in the Proposal.</p> <p>Also, it should be noted that there is no PEC registration requirement for technology-based firms/professionals.</p>
2.	<p>Section 2 - Instructions to Consultants 2.26 Consortium Agreement: 2.27.1 v. ‘Consortium members are required to be jointly and severally liable.’</p> <p>Recommendation: Consortium members should be severally liable, but not jointly. Please note that the workstreams specified in the RFP are completely different, and as such no single firm is in a position to either deliver the project completely or supervise the work from other consortium members. Accordingly, joint and several liability creates unnecessary risks and, in line with precedent projects, this can be done away with.</p>	<p>As stated in the section 5.5 and 8.2(h) of Draft Consultancy Agreement, the consultants shall be severally liable for their respective tasks.</p> <p>Section 2.27.1(v) is corrected and shall be read as:</p> <p><i>“An undertaking that the firms are severally liable to the Procuring Agency for the performance of the services”</i></p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
3.	<p>Section 2 - Instructions to Consultants 2.28 Schedule of Deliverables: Phase-1: Feasibility Study</p> <p>Comment: There is no payment associated with the submission of the Inception Report. As currently structured, there will be no payment for this project until the 5th month of the project, which will be financially burdensome. There are precedents for payments tied to the submission of Inception Reports for other consultancy projects with public sector entities, e.g. Pakistan Rail and Investment Department, Government of Sindh.</p> <p>Recommendation: Amend the project's payment plan to allow 5% payment with the submission of the Inception Report.</p>	<p>Though, in most of the precedent transactions of Government of Sindh (GoS) under PPP modality, no payment is made on submission of inception report and any mobilization advance is not offered. However, due to nature of this Project and since it has been recognized that international consultants may require some amount of mobilisation advance, the query has been duly considered.</p> <p>Please see the revised table of Schedule of Deliverables and Fee Distribution attached as Annexure-A with this document.</p>
4.	<p>Section 2 - Instructions to Consultants 2.28 Schedule of Deliverables: Phase-1: Feasibility Study</p> <p>Comment: 35% payment with the submission of the Technical Feasibility Study is inadequate especially considering the participation of foreign consultants. On the whole, the payment plan does not link adequate payment with Phase 1 of the project.</p> <p>Recommendation: Amend the project's payment plan to allocate a total of 60% payment to Phase 1, with 45% payment released upon submission of the Technical Feasibility Study.</p>	<p>Please see the revised table of Schedule of Deliverables and Fee Distribution attached as Annexure-A with this document.</p>

<p>5.</p>	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: 1. Firm's relevant Experience</p> <p>Comment: When evaluating the consultant experience during public procurements, there have been instances in the past where bidders have submitted projects for consideration that were not strictly speaking eligible, e.g. the projects may not have reached concession signing. Marks have been awarded and projects have been won by bidders who have misrepresented their experience.</p> <p>Recommendation: Request client references and contact information for each project submitted as consultant experience and ensure that the projects are eligible to receive marks during evaluation.</p>	<p>As stated in the RFP document, we have required bidders to provide relevant supporting documents to prove the legitimacy of their experience credentials. We further elaborate that the supporting documents / proof should, at the very least, consist of:</p> <ul style="list-style-type: none"> a. A copy of the relevant consultancy contract with the administrative agency / client which must show the name of the parties to the contract, name of the assignment and date of signing of the contract; and b. Proof of milestone completion in the form of cover page and first 2 pages of relevant deliverable <p>For (b) mentioned above, it is further elaborated that the following relevant deliverable shall be presented by the Bidders in the Proposal. The proof should clearly show name of the client, project name and date of issuance. The relevant deliverable shall be:</p> <ul style="list-style-type: none"> i. For ‘1a’ and ‘1b’ (Experience of feasibility study), finalized and approved feasibility study shall be presented by the Bidders ii. For ‘1d’ (Experience of development of regulatory framework / policy / law), finalized/approved framework/policy/law shall be presented by the Bidders iii. For ‘1e’ (Assistance in establishing technology based start-ups), client reference letter shall be presented by the Bidders iv. For ‘1f’ (Experience of development of bidding package), the published RFP and draft contract or draft concession agreement shall be presented by the Bidders v. For ‘1g’ (Experience of transaction advisory of completed PPP projects), executed contract or concession agreement shall be presented by the Bidders <p>As per the format provided in form Tech 2-B, the contact information of an authorized representative of the client is required and the same is to be provided by the Bidders.</p>
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S#	QUESTION / QUERY	ANSWER / CLARIFICATION
		<p>Score will not be awarded in case of non-provision of any required proof, or in case of provision of proof in an inapt format.</p> <p>It is further highlighted that, for verification purposes, the Procuring Agency has absolute right to contact the authorized representative of the client. Also, the Procuring Agency may verify the validity of any supporting documents / proof presented by the Bidders from its own sources.</p>
6	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: 1. Firm's relevant Experience</p> <p>Comment: Considering that the financial and legal members of a consortium perform very different tasks in transaction advisory projects, it is important to assess the relevant experience in transaction advisory of the financial and legal members independently of one another. This will ensure that each partner has the necessary qualifications to take on the project. As currently structured, the evaluation criterion lumps together the transaction advisory experience of the legal and financial partners, which prevents the scoring system from evaluating the strengths of each member.</p> <p>Recommendation: Increase the marks awarded for the category of transaction advisory from 10 to 15, and evaluate the experience of the financial member (10 marks) and legal member (5 marks) separately.</p>	<p>Due to a number of queries and valid recommendations of the interested bidders, the overall evaluation criteria and scoring system has been revisited and amended with the appropriate changes. This query has been duly considered and the experience credentials of legal and financial advisory firms have been separated in the criteria. Kindly refer to revised '6B – Scoring System' (Annexure B) attached with this document.</p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
7.	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: 1. Firm's relevant Experience</p> <p>Comment: Preparation of bidding documents is ultimately a task of the legal member of the consortium, even if financial members provide critical input. If the recommendation above is taken into consideration, then the 4th evaluation criterion (experience of developing bidding package) becomes redundant, since transaction advisory up to signing of concession for a legal member necessarily includes the development of bidding packages.</p> <p>Recommendation: Remove this evaluation category. Alternatively, apply this evaluation criterion to only the legal member of the consortium (not the financial member).</p>	<p>This query has been duly considered and the experience credentials of legal and financial advisory firms have been separated in the criteria. Kindly refer to revised '6B – Scoring System' (Annexure B) attached with this document.</p>
8.	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: 1. Firm's relevant Experience</p> <p>Comment: The first evaluation category related to feasibility studies of technology parks requires a minimum project size of Rs. 5 billion or equivalent. It is unclear if this requirement applies to the value of the contract signed by the technical consultant, the eventual total EPC cost of the technology park, or the value of the impact produced by the park.</p> <p>Recommendation: Clarify if this requirement applies to the value of the contract signed by the technical consultant, the eventual total EPC cost of the technology park, or the value of the impact produced by the park.</p>	<p>It is clarified that this refers to the eventual total EPC cost of the project or its estimated total project cost.</p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
9.	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: 2. Key Professional Staff</p> <p>Comment: The roles of Innovation Service Specialist and Business Development Specialist, assigned only 3 marks in the scoring system, are being undervalued relative to their importance to the success of this project. The roles of Environmentalist and Social Safeguard Specialist are relatively less important, but they have been allocated 2 marks each.</p> <p>Recommendation: Increase the marks awarded to Innovation Service Specialist and Business Development Specialist to at least 4. Reduce the marks awarded to Environmentalist and Social Safeguard Specialist to 1 mark each.</p>	<p>Due to a number of queries and valid recommendations of the interested bidders, the overall evaluation criteria and scoring system has been revisited and amended with the appropriate changes. This query has been duly considered and the scoring of Key Professional Staff has been changed. Kindly refer to revised ‘6B – Scoring System’ (Annexure B) attached with this document.</p>
10.	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: 3b. Understanding of the Assignment and Proposed Methodology</p> <p>Comment: The approach and methodology section has been assigned only 7 marks, which is very little considering the importance of this section to this project.</p> <p>Recommendation: Increase the marks for Understanding of the Assignment to 3 and Proposed Methodology to 7.</p>	<p>Assessment of ‘understanding of assignment’ and ‘proposed methodology’ is purely subjective in nature since it is based on the steps to be taken by the bidder in future. Correspondingly, lesser weightage has been given to these criteria. We understand that, higher score for this section may be justified in case of complex nature of projects or where no precedent transactions have been executed previously in the same sector.</p> <p>Given the unique and complex nature of the Project, this query has been duly considered and the scoring of 3b has been amended. Kindly refer to revised ‘6B – Scoring System’ (Annexure B) attached with this document.</p> <p>Note: Please note that, ‘Understanding of the Assignment’ and ‘Proposed Methodology’ presented by any Bidder in its Technical Proposal, shall not be more than 10 pages and 40 pages, respectively.</p>
11.	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: Evaluation criteria for qualifications and competence of key staff</p> <p>Comment: As currently structured, the experience of the Financial Team Leader will be assessed solely on the number of years of experience, and not on the number of projects successfully delivered. This is not a good evaluation of the quality of this key staff member. If a Finance Team Leader has say ten years of experience but has done only</p>	<p>This query has been duly considered and the scoring and required credentials of Key Professional Staff has been amended. Kindly refer to revised ‘6B – Scoring System’ (Annexure B) attached with this document.</p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
	<p>one or two project, s/he will be rated as similar to another Team Lead with more projects under their belt.</p> <p>Recommendation: Along with number of years of experience, the Financial Team Leader should be evaluated on the number of projects successfully delivered, with more marks awarded for more projects completed. These projects should be cited in the staff member's CV, along with a general undertaking that these projects are complete.</p>	
12	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: Evaluation criteria for qualifications and competence of key staff</p> <p>Comment: As currently structured, the experience of the Project Finance Specialist will be assessed solely on the number of years of experience of modelling and financial structuring, and not on their fundraising credentials. This is not a good evaluation of the quality of this key staff member.</p> <p>Recommendation: Along with number of years of experience in modelling and financial structuring, the Project Finance Specialist should be evaluated on their fundraising credentials, which should be cited in the staff member's CV. Based on estimate of project size say PKR 5 Billion – the project finance specialist should be asked to demonstrate for how many projects they have raised capital in excess of PKR 5 billion.</p>	<p>This query has been duly considered and the scoring and required credentials of Key Professional Staff has been amended. Kindly refer to revised '6B – Scoring System' (Annexure B) attached with this document.</p>

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13.	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: Evaluation criteria for qualifications and competence of key staff</p> <p>Comment: As currently structured, the experience of the Technical Team Leader, Technology Park Specialist and Innovation Service Specialist will be assessed solely on the number of years of experience, and not on the number of projects completed. This is not a good evaluation of the quality of this key staff member.</p> <p>Recommendation: Along with number of years of experience, the Technical Team Leader, Technology Park Specialist and Innovation Service Specialist should be evaluated on the number of projects successfully delivered, with more marks awarded for more projects completed. These projects should be cited in the staff member's CV, along with a general undertaking that these projects are complete.</p>	<p>This query has been duly considered and the scoring and required credentials of Key Professional Staff has been amended. Kindly refer to revised ‘6B – Scoring System’ (Annexure B) attached with this document.</p>
14.	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: Evaluation criteria for qualifications and competence of key staff</p> <p>Comment: The Technical Team Leader and Technology Park Specialist are essentially duplicate roles with similar JDs. We believe these roles can easily be performed by the same staff member.</p> <p>Recommendation: Combine the roles of Technical Team Leader and Technology Park Specialist into a single role.</p>	<p>Not agreed.</p> <p>We need these two specialists as separate roles. The ‘Team Leader’ will be required for overall management of the technology-based assignment, and for strategic view and key input in the Project. The ‘Technology Park Specialist’ will be required for expert knowledge of technology parks and proposed structure/components of the Project.</p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
15.	<p>Section 6 – Evaluation Criteria and Scoring System 6B - Scoring System: Evaluation criteria for qualifications and competence of key staff</p> <p>Comment: As currently structured, the experience of the Legal Team Leader and Legal Expert will be assessed solely on the number of years of generic legal experience. This is not a good evaluation of the quality of this key staff member.</p> <p>Recommendation: Along with number of years of experience, the Legal Team Leader and Legal Expert should be evaluated on the number of projects they have undertaken, with more marks awarded for more projects. These projects should be cited in the staff member's CV.</p>	<p>This query has been duly considered and the scoring and required credentials of Key Professional Staff has been amended. Kindly refer to revised ‘6B – Scoring System’ (Annexure B) attached with this document.</p>
16.	<p>Appendix A – Draft Consultancy Agreement 6 – Fee: 6.4</p> <p>Comment: If invoices are to be paid individually by the client, in the case of consortium members who are foreign consultants, there are questions about transmitting payments to international bank accounts.</p> <p>Recommendation: Enable the client to pay foreign consultants directly to their international accounts. Alternatively, enable payments to be made to the Lead Member, who may transmit the relevant share of the payment to the foreign consultants. GoS should also consider assisting in coordinating with SBP to ensure remittances are made to the relevant consortium members on timely basis.</p>	<p>For swift disbursement process, international consultancy firms may open bank account in a scheduled bank operating in Pakistan and may transmit the payments to their main account in local banks. At the time of opening of bank account in Pakistan, the Procuring Agency may facilitate the consultancy firm in the shape of any required documentary support and in necessary approvals.</p>
17.	<p>We understand that the weight allocated to the understanding of the assignment and proposed methodology is 7% of the overall technical score, which would not give the authority much room for differentiation between bidders based on the quality of the approach proposed, and therefore on the likelihood of the transaction reaching a successful financial close. We would kindly request to consider increasing the weight given to that section. Note that internationally we are accustomed to seeing weights in the range of 20-40% of the overall technical score.</p>	<p>Please refer to response of query number 10 above.</p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
18.	Can you please kindly clarify the expected roles and responsibilities of the Environmentalist and (especially) Social Safeguard Specialist? Given that the NED Technology Park is planned to be established within the premises of the NED University Karachi, we do not anticipate any material environmental and (especially) resettlement issues. In any case, we kindly suggest that the weight given to those two profiles be eliminated or reduced so that there is room for heavier weighting on more critical aspects of the proposal (cf. point 1 above).	<p>Role of all the Key Professional staff can be assessed from Terms of Reference.</p> <p>This query related to weighting has been duly considered and the scoring of Key Professional Staff has been changed. Please refer to response of query number 9 above.</p>
19.	Regarding the criteria of key staff of the technical team, would the scoring be affected if the key staff have educational qualifications that are similar but not exactly the same as mentioned in the scoring criteria?	To obtain score, the qualification and educational background of the Key Professional Staff shall be in strictly accordance with the requirements of the RFP.
20.	Can the scoring of key staff be differentiated between a PhD and a Masters?	As stated in the RFP, the Key Professional Staff shall be given the same marks for PhD and Masters.
21.	Is it possible to submit our proposal, or a portion thereof (for international experts/firms), in United States Dollars or other foreign currency?	In the process of pricing and bid preparation, Bidders may compute their financial remuneration in their local currency as an internal working. This working may be part of the Financial Proposal. However, according to requirement of the RFP, Proposals must be submitted in terms of Pakistan Rupees. Please refer to the definition of 'Bid Price' in the RFP.
22.	We understand that the financial proposal is evaluated inclusive of taxes. As this would negatively impact international bidders who would be liable for withholding tax, we kindly request for the financial evaluation to be performed on a fair and equal basis, i.e. exclusive of local taxes.	We would like to clarify that the GoS is provincial government and as such it does not have any authority and influence in development or amendment in international tax treaties/matters. Therefore, GoS is unable to provide any provision in this regard.

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
23.	Is the funding source of the project federal or provincial?	<p>For the PPP initiatives undertaken by GoS, funding for feasibility studies and transaction advisory services, pursuant to an approval of the PPP Policy Board, is provided by Project Development Facility (PDF). The PDF is a dedicated fund for such purposes and it is managed by GoS.</p> <p>Sources of funding, financing and guarantees to be offered during the development phase of any PPP project will be determined as part of the financial viability assessment to be carried out as part of the consultants' scope of work. At that stage both federal and provincial resources may be used, if required.</p>
24.	Due to the current COVID-19 situation, is there any possibility of extension of the proposal deadline and electronic submission of documents?	<p>The query has been duly noted and bid submission deadline has been extended to <u>15th July 2020.</u></p> <p>All the public procurements are governed by Sindh Public Procurement Act 2009 and Sindh Public Procurement Rules 2010 (SPP Rules), amended from time to time. It has been mentioned in Rule 24 of SPP Rules that the bidders need to submit their proposals by mail or by hand and in the manner specified in the bidding documents (i.e. RFP). Correspondingly, Proposals must be submitted in physical form to the address mentioned in the RFP and any electronic submission shall not be accepted.</p>
25.	We understand that the power of attorney is requested to be notarized at the embassy of Pakistan. Given the current situation, as lockdowns have not fully ended, we would request waiving this requirement. We are willing to submit an undertaking to notarize requested documents at a later stage (if still needed) when measures have eased.	<p>Notarization of power of attorney is required to assess the genuineness of the document. It is a compulsory requirement.</p>
26.	Can we please have a copy of the required form of the bid security?	<p>The Bid Security shall be submitted in the form of a financial guarantee, pay order or bank draft issued by a scheduled commercial bank operating in Pakistan, as defined in section 2.1 of the RFP document.</p> <p>The guarantee should at least contain name of beneficiary, amount of guarantee, validity period and name of the bank. A format of a viable bank guarantee form has been attached in Annexure C with this document.</p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
27.	Once approved the project, is it possible to subcontract external local experts for the realization of some specific actions? Or is it necessary to include all such sub-contractors at RFP stage?	<p>Engagement of sub-consultants is allowed, however, profiles of the firms and the CVs of the professional staff must be presented by Bidders in the Proposal.</p> <p>It is further clarified that the financial advisory firm (being the Lead Member), legal advisory firm and technology based firms cannot be sub-contracted and must be a member of a Consortium.</p>
28.	<p>We understand that the lead partner will be in charge on the implementation of the project, and the coordination of the activities, and that the partners should refer to him for the implementation of the activities.</p> <p>Please confirm whether it is a mandatory requirement for a financial consultancy firm to be the “Lead Member” in case of consortium, as per definition of Lead Member stated in the RFP?</p>	<p>Financial advisory firm is required to lead the consortium due to the following reasons:</p> <ul style="list-style-type: none"> a. Lead member is responsible to administer the overall arrangement between the government and the consortium and reporting of deliverables. We feel that financial advisory firms, whether local or international, possess robust expertise and knowledge of the contract administration and report preparation / submission. b. In usual cases, technical/technological firms have major role in the initial part of the assignment i.e. feasibility. Following the feasibility stage, the major role of the overall consultancy services is played by financial advisory firm i.e. compiling of all the information and preparation of bidding package for the project, marketing of the project to the potential investors and commercial/financial close of the project. That’s why we prefer financial advisory firm to remain the lead member. c. In many cases, lead member is given responsibility to assume the overall contractual obligations, barring respective several liabilities, on behalf of the consortium/bidder. Usually, technical and legal firms are not ready to accept such obligations. <p>Therefore, Lead Member must be the financial advisory firm as per the requirement of the RFP.</p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
29.	As per clause 2.18.2 of RFP, registration with Pakistan Engineering Council (PEC) (In case of Consortium, the PEC registration of technical and environmental / social consulting firm members, as applicable, is required). Kindly confirm whether this requirement still exist/applicable if there is an international technical firm as part of consortium?	This query has already been answered in response to query number 1 provided above.
30.	Please confirm whether Architect/Master Planner and Infrastructure & Building Specialist roles are to be allotted to local person/local technical team only, considering there is a mandatory requirement for registration with PCATP and PEC, respectively.	This query has already been answered in response to question 1 provided above.
31.	Please provide further information on the scope of the project including the manner in which the land available with NED is expected to be utilized.	As stated in section 5 of the RFP document 1 acre of land is available for this project within the premises of NED.
32.	<p>The RFP makes references to “Government”, “Government Authority” and “Authority”. In the definitions, only the term “Government” has been defined as “Government of Sindh”.</p> <p>Please confirm the identity of the “Authority”.</p>	It is clarified that when the RFP states “Government Authority”, it refers to the Government of Sindh and when it states “Authority”, it refers to the Procuring Agency, i.e. NED University of Engineering and Technology.
33.	Under section 2.27.1, the firms are required to have joint and several liability to the Authority for the performance of the services. We propose that the liability of each firm shall be capped to the damages/compensation up to the extent of an amount equivalent to its share in the remunerations.	Please refer to response of query number 2 above.

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
34.	<p>In relation to “Performance Security”:</p> <p>i) Please confirm the timelines within which the Performance Security shall be provided. section 2.25.2 mentions, “After publishing of award of contract, the Preferred Bidder is required to submit Performance Security as indicated in Data Sheet.” However, such detail has not been provided therein.</p> <p>ii) The Performance Security should be returned by the Procuring Agency at the end of its validity period.</p> <p>iii) The Performance Security will be in favour of favoring “Director Finance - NED University Karachi”?</p>	<p>Responses to the queries are:</p> <p>i) Requirements of the Performance Security have been provided in Data Sheet. These details include amount of the security, acceptable forms and validity period.</p> <p>ii) It is clarified that on achievement of Terminate Date, as defined in the draft Consultancy Agreement, Performance Security will be returned to the Advisory Consortium. Please note that the following sentence is added in the section 16.8.1 of the Draft Consultancy Agreement: <i>“On completion of Termination Date, the Performance Security shall be returned by the Client to the Advisory Consortium.”</i></p> <p>iii) It is confirmed here the Performance Security shall be furnished in favour of “Director Finance – NED University Karachi”</p>
35.	<p>Please confirm what is meant by “certified true copy” in section 27.2.1 (submission of certified true copy of consortium agreement). Please further clarify meaning of section 2.27.6.</p>	<p>A certified true copy implies a copy of the original consortium agreement that is signed and stamped as a true copy of the original by a licensed notary public.</p> <p>It is further clarified that the requirements of a Consortium Agreement, as provided under section 2.26 of the RFP shall be complied with. However in case, where any international firm(s) is part of a Consortium, we understand that it will not be possible for them to send an authorized signatory/representative to Karachi, Pakistan and sign the Consortium Agreement on the local non-judicial stamp paper. Therefore, in case of any international firm(s) being part of a Consortium, the Consortium Agreement printed on Lead Member / Consultant’s letter head, complying with the requirements of section 2.26 of the RFP, duly signed by all the parties to the agreement, will be deemed acceptable.</p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION												
36.	<p>In Phase 2, the bidding process (including market sounding process) is likely to take at least 3-4 months, keeping specifically in view likely participation of foreign investors. In Phase 3, the execution of concession documents and financial closing is also likely to take more time than envisaged in the RFP. We therefore proposed revisions to Phase 2 and Phase 3 of the Schedule of Deliveries (section 2.28) as follows:</p> <table border="1" data-bbox="185 403 1211 710"> <thead> <tr> <th data-bbox="185 403 736 488">Milestone</th> <th data-bbox="736 403 925 488">Required time in RFP</th> <th data-bbox="925 403 1211 488">Recommended Time for Milestone</th> </tr> </thead> <tbody> <tr> <td data-bbox="185 488 736 572">Issuance of Bid Documents and Market Sounding</td> <td data-bbox="736 488 925 572">1 month</td> <td data-bbox="925 488 1211 572">2 months</td> </tr> <tr> <td data-bbox="185 572 736 657">Transaction Negotiation & Signing of Concession Agreement</td> <td data-bbox="736 572 925 657">1 month</td> <td data-bbox="925 572 1211 657">2 months</td> </tr> <tr> <td data-bbox="185 657 736 710">Financial Close</td> <td data-bbox="736 657 925 710">3 months</td> <td data-bbox="925 657 1211 710">5 months</td> </tr> </tbody> </table>	Milestone	Required time in RFP	Recommended Time for Milestone	Issuance of Bid Documents and Market Sounding	1 month	2 months	Transaction Negotiation & Signing of Concession Agreement	1 month	2 months	Financial Close	3 months	5 months	<p>This query has been duly considered. Schedule of deliverables have been revisited and it has been amended.</p> <p>For ‘Issuance of Bid Documents and Market Sounding’, time period of one month is doable as it mainly needs approval of the procurement committee. Market sounding is an ongoing process and it is performed simultaneously with development of bidding package and also during the bidding stage in the form of dialogue with interested parties.</p> <p>‘Transaction Negotiation & Signing of Concession Agreement’ is doable in one month as it mainly involves conclusion of procurement process and making administrative arrangements for execution of the agreement. As per the standard practices of procurement, minimal negotiations which are basically immaterial and drafting changes in nature, are performed with the selected party.</p> <p>For ‘Submission of Bid Evaluation Report’, time period has been increased since the private party of the Project will be hired through international competitive bidding process.</p> <p>For ‘Financial Close’, time period of 5 months have already been provided for in the RFP as the process of financial close will initiate from the time of signing of concession agreement. We acknowledge that financial close of such projects may take notable amount of time, hence, time period for this milestone has been increased to 6 months.</p> <p>Kindly refer to revised Schedule of Deliverables (Annexure - A) attached with this document.</p>
Milestone	Required time in RFP	Recommended Time for Milestone												
Issuance of Bid Documents and Market Sounding	1 month	2 months												
Transaction Negotiation & Signing of Concession Agreement	1 month	2 months												
Financial Close	3 months	5 months												
37.	<p>In form Tech-1 (Technical Proposal Submission Form) it states: “We undertake, if our Bid is accepted, to initiate the consulting services related to the Assignment not later than the date indicated in the Data Sheet.” Such date has not been specified in the Data Sheet.</p>	<p>This sentence has been amended and shall be read as:</p> <p><i>“We undertake, if our Bid is accepted, to initiate the consulting services related to the Assignment not later than one week of the signing of the Consultancy Agreement.”</i></p>												

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
38.	As you know that the offices are not fully operated in Pakistan & all over the world and there were one-week Eid holidays in this period. So, can you please extend the date of submission by at least two weeks?	This query has been duly considered and the bid submission deadline has been extended. Please refer to response of query number 24 above.
39.	On Page 42 of the RFP in Scoring criteria, you require Real Estate projects on PPP Modality from Legal and financial. As you know that in Pakistan there isn't much real estate project that have be done through PPP. We suggest you that please reconsider this requirement and can ask real estate project only.	Given the fundamentals of the Project and its unique nature, this requirement has been developed in the RFP with due consideration. This project requires for experience of consultancy services of the projects related to real estate and industrial development.
40.	Is it allowable to have sub-consultant on board for this project and can we submit their CVs and experience?	<p>As stated in response to question 27 provided above, engagement of sub-consultants is allowed for the Project. It is further clarified that sub-consultancy is allowed for key individuals and also for firms.</p> <p>For individual sub-consultants, the condition has been provided in Form Tech-6 of the RFP whereby it states <i>“if the CV is signed by the staff not currently employee of the Bidder, insert...”</i>.</p> <p>Profile and credentials of the firms engaged as sub-consultants shall be presented in the Proposal in the format given in Form Tech-2 of the RFP. Also, the firms engaged as sub-consultants, an undertaking of the firms engaged as sub-consultants must be presented in the Proposal which must mention that it will collaborate with the Consortium and will be available to carry out the assignment for which its profile has been submitted in the Proposal.</p>
41.	Can you please let us know the total area allocated for this project and tentative project cost of this project?	As stated in section 5 of the RFP the total area available for the project is 1 acre. At this stage we cannot share any estimate of the project cost as this will be determined after feasibility study.
42.	Section 2.18.2: It is our understanding that for technical firms PEC registration is requirement only for the local firms and not international firms of the consortium. Please confirm.	Please refer to response of query number 1 above.
43.	Section 2.18.2: It is our understanding that registration with tax authorities in Pakistan is a requirement only for the local firms and not international firms of the consortium. Please confirm.	Registration with tax authorities of Pakistan is a requirement for the local firms. However, a firm from any other country is required to provide registration with the relevant tax authority in their respective jurisdiction.

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
44.	Section 2.27.1: It is requested that for the Certified True Copy of the JV Agreement, a color print of the scanned document is accepted. This is in necessary due to uncertain delivery timings of the courier companies.	Please refer to response of query number 35 above.
45.	Section 2: Data Sheet Bidding Data item 10 calls for Minimum 70 points for technical Proposal qualification. However, Page 41 Evaluation Criteria item 6.1.1 calls for 75 marks as the minimum for technical score to be qualified. Please clarify.	This is a typo mistake in the RFP document and should be read as “Minimum 75 points for technical Proposal qualification”. Minimum qualifying marks for technical qualification are 75.
46.	Section 6B: Scoring System Item 1 Firm’s Relevant Experience Note (i) says that Scores will be awarded to a Bidder based on milestones achieved for a project. Can you please clarify? Please identify the milestones and scores associated with these?	This implies that scores shall only be awarded for the tasks the Bidder has actually completed. In case, the required deliverable has been submitted by the Consultant to the client but it has not yet been approved by the client, score will not be given for such project/milestone. The milestones have been provided in section 2.28 of the RFP. The table of schedule of deliverables and fee distribution has been revised and attached in Annexure-A of this document.
47.	Section 6B: Scoring System Item 1 Firm’s Relevant Experience Note (iv) says that Experience of Advisors will only be considered for public sector projects / client. However, a lot of such projects have been undertaken in private sector. It is suggested that experts’ private projects as long as they meet the other criteria may be allowed for scoring consideration.	This criterion will remain unchanged and the score will only be awarded for public sector projects or public sector clients.
48.	Section 6B: Scoring System Item 1 Firm’s Relevant Experience Note (v) Historical exchange rate prevailing on completion of milestone will be used to convert foreign currency to PKR. Please clarify for which purpose this rate is to be used.	This rate will only be used to assess the estimated/actual project cost of projects presented by the Bidders in their Proposals.

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
49.	<p>Section 6B: Scoring System Item 1 Firm's Relevant Experience: The requirement of number of projects (05) and its size (PKR 5 Billion or equivalent) pertaining to science and technology parks and areas of innovation is difficult to meet. It is requested that these requirements are relaxed with projects down to 03 to increase competition.</p> <p>Further\, kindly confirm if experience in areas of innovation other than science and technology parks are also considered in the experience.</p>	<p>The number of projects required to obtain maximum marks from this sub-section are three (3) not five (5). This criterion has been developed with due consideration given to the fundamental requirements of the Project and will remain unchanged.</p> <p>Any experience other than science and technology parks will be irrelevant for NED Technology Park project and hence it will not be acceptable.</p>
50.	<p>Section 6B: Scoring System Item 1 Firm's Relevant Experience: The requirement of number of projects (05) pertaining to development of bidding package of a PPP project is difficult to meet. It is requested that this requirement is relaxed with projects down to 03 to increase competition.</p>	<p>This criterion has been changed. Experience of legal advisory firms is required under this section. Kindly refer to revised '6B – Scoring System' (Annexure B) attached with this document.</p> <p>It is clarified that this requirement is not limited to projects related to technology sector. PPP Projects of any sector are acceptable under this criterion.</p>
51.	<p>Section 6B: Scoring System Item 1 Firm's Relevant Experience: The requirement of number of projects (05) pertaining to transaction advisory of completed PPP project is difficult to meet. It is requested that this requirement is relaxed with projects down to 03 to increase competition.</p>	<p>This criterion has been changed. Experience of financial advisory firms is required under this section. Kindly refer to revised '6B – Scoring System' (Annexure B) attached with this document.</p> <p>It is clarified that this requirement is not limited to projects related to technology sector. PPP Projects of any sector are acceptable under this criterion.</p>
52.	<p>Section 9: Power of Attorney: It is requested that the Power of Attorney for the foreign consortium members be allowed on the cover letter of the company in lieu of stamp paper. Also, a color print of the scanned document may please be allowed due to uncertain delivery timings of the courier companies</p>	<p>Notarization of power of attorney is required to assess the genuineness of the document. It is a compulsory requirement.</p>
53.	<p>We feel that land allocation of 1 acre may not be sufficient for the technology park. In addition to multiple buildings, there will be some other spatial requirements of structures such as requirement land scaping etc and hence a bigger land parcel should be considered if possible (10 acres)</p>	<p>As stated in section 5 of the RFP, size of the available land is limited to 1 acre. However, the size and dimensions of the technology park building shall be determined as part of the project's feasibility study.</p>

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
54.	<p>The Technology parks require careful planning and consideration, and therefore the score for “Understanding of the Assignment” and “Proposed Methodology” should reflect the effort and understanding of the consortium. We suggest marks to be increased for this section in the evaluation and scoring criteria as follows:</p> <p>a. “Understanding of the Assignment” : 5-8 points</p> <p>b. “Proposed Methodology”: 5-10 points, this should include points for Project organization and management approach as the consultants will be compelled to delve deeper into the planning and considerations while appreciating the aspirations of NED university to help come up with a world class facility attracting students from all over the region and revive its 100 year position in engineering education sector.</p>	Please refer to response of query number 10 above.
55.	Consultant supervision during construction + quality control should also be made a part of the scope of work and hence points should be allocated accordingly.	The scope of work of this assignment shall be concluded at achieving financial close. The tasks associated with construction, operation and transfer back of the Project shall be carried out, respectively, by the Government and the Concessionaire.
56.	The consortium limit of 5 or more association should be waived. The scope of work is broad and end objective is to provide a good quality consultancy which may require an association of more than 5 bidders. The lead firm will take the responsibility of coordinating with the multiple bidders	In order to accommodate for the requirements of diverse expertise in the project, the Government has allowed consortiums to engage sub-consultants. It is expected that larger consortiums may lead to problems with coordination and other complexities and due to which the limit on the number of consortium members is capped at 5 members.

S#	QUESTION / QUERY	ANSWER / CLARIFICATION
57.	<p>Experience of foreign consultants is essential for delivery of a quality product. The Client should consider payment in foreign currency or else accommodate the following:</p> <p>a. Ask the bidders to earmark local and foreign components in the financial bid</p> <p>b. Provide benchmark exchange rates (USD, Euro, Pound etc) for conversions to equivalent PKR for bid evaluations</p> <p>c. Even though it is explicitly stated that the bid should be in PKR, the Client is requested to adjust the equivalent the foreign exchange component of the financial bid in the scenario of PKR deval (or reval) in excess of 7%</p> <p>d. Client should facilitate the consortium in SBP approvals for remitting payments to foreign consortium member(s)</p>	<p>Responses to queries are:</p> <p>a) This provision will not be allowed and Bids must be furnished as per the provided format in Pakistani Rupee</p> <p>b) The evaluation team shall determine the historical exchange rates from reliable sources and those will be used for calculation of estimated/actual project cost. The bidders are assured that the same source shall be used in evaluation of all the Proposals in order to ensure uniformity and fairness.</p> <p>c) Any risks associated with exchange rate devaluation and/or escalation shall be borne by the Consultants. The Government or Procuring Agency will not provide any relief in this matter. The bidders are expected to adjust this concern in their Bid Price.</p> <p>d) Please refer to response of query number 16 above.</p>
58.	<p>Client is requested to arrange security if required for foreign consultants and accommodation in the university premises in the vicinity of the park</p>	<p>NED University shall only arrange security when the Consultants are within the premises of the park. The consultants may incorporate all expenditure pertaining to accommodation and/or security (if there is any required) in their Bid Price.</p>
59.	<p>In Pakistan, PPP in real estate sectors is limited and therefor the condition of “Experience of feasibility study during last 10 years of a PPP project pertaining to the promotion of real estate development of new infrastructure by financial/ legal member of the consortium” in the scoring system should be revised to “Experience of feasibility study of a PPP project pertaining to new infrastructure by financial/ legal member of the consortium”. Revision of this condition is likely to attract more competition</p>	<p>Please refer to response of query number 39 above.</p>

ANNEXURE A
Revised Schedule of Deliverables and Fee Distribution

	Phase-1: Feasibility Study	Timeline <i>(from signing of Consultancy Contract)</i>	Payment
1	Inception Report <i>(shall cover 5.3.1.1 of TORs)</i>	Two Weeks	3%
2	Technical Feasibility Study <i>(shall cover 5.3.1.2 of TORs)</i>	5 months	37%
3	Financial Viability Assessment Report & PPP Options Analysis Report <i>(shall cover 5.3.1.3 and 5.3.1.4 of TORs)</i>	6 months	05%
4	Legal, Institutional and Regulatory Assessment Report <i>(shall cover 5.3.1.5 of TORs)</i>	6 months	05%
			50%

	Phase-2: Transaction Advisory	Timeline <i>(from signing of Consultancy Contract)</i>	Payment
5	Preparation and Submission of Procurement Package <i>(shall cover 5.3.2.1 of TORs)</i>	8 Months	15%
6	Issuance of Bid Documents and Market Sounding <i>(shall cover 5.3.2.2 and 5.3.2.3 of ToRs)</i>	9 Months	05%
7	Submission of Bid Evaluation Report <i>(shall cover 5.3.2.4 of ToRs)</i>	12 Months	05%
8	Issuance of Letter of Award/Acceptance <i>(shall cover 5.3.2.5 of ToRs)</i>	13 Months	05%
			30%

	Phase-3: Transaction Negotiation and Financial Closure	Timeline <i>(from signing of Consultancy Contract)</i>	Payment
9	Transaction Negotiation & Signing of Concession Agreement <i>(shall cover 5.3.3.1 of ToRs)</i>	14 months	5%
10	Execution of ancillary agreements and other required documents <i>(shall cover 5.3.3.2 of ToRs)</i>	16 months	10%
11	Financial Close <i>(shall cover 5.3.3. of ToRs)</i>	20 Months	5%
			20%

ANNEXURE B
Revised Scoring System & Evaluation Criteria

The Technical Proposal will be evaluated on the basis of the criteria given below:

Criteria	Marks
<p>1. Firm's relevant Experience</p> <p>Note:</p> <p>(i) Scores will be awarded to a Bidder based on milestones achieved for a project</p>	18
<p>1a. Experience of feasibility study during last 10 years of projects pertaining to science and technology parks (of minimum size of Rs. 5 billion or equivalent) by technical member of the Consortium</p> <p>03 or more Projects 18 marks 02 Projects 12 marks 01 Project 06 marks</p>	
<p>(ii) In case of the Consortium, scores will be allotted only once for the same project / milestone</p> <p>(iii) Bidders shall attach supporting document / evidence of experience.</p>	04
<p>1b. Experience of feasibility study during last 10 years of a PPP project pertaining to the promotion of real estate development of new infrastructure (of minimum size of Rs. 5 billion or equivalent) by financial member of the Consortium</p> <p>02 or more Projects 04 marks 01 Project 02 marks</p>	
<p>(iv) Except for 1e, experience of Consultants advisors will only be considered for public sector projects / clients</p>	02
<p>1c. Experience of firm providing consulting services in the area of environmental assessment and / or environmental management</p> <p>10 years or more 02 marks 5 years to less than 10 years 01 mark</p>	
<p>(v) Historical exchange rate prevailing on completion of milestone will be used to convert foreign currency to PKR</p> <p>(vi) Procuring Agency has right to verify the validity of any supporting documents / proof presented by the Bidders.</p>	04
<p>1d. Completed legislative drafting by legal member of the Consortium in the form of development of Regulatory Framework / Policies / Law, in any of the following areas (during last 10 years):</p> <p>(i) Infrastructure development (ii) New investment policies, (iii) Public private partnerships; (iv) Corporate rehabilitations; (v) Financial inclusion; (vi) Secured transactions; and (vii) Banking laws.</p> <p>02 or more completed assignments 04 marks 01 completed assignment 02 marks</p> <p>Note: Founding member / partner of a firm may present for evaluation in the Proposal the experience gained in previous employments/affiliations where the relevant founding member / partner was affiliated/engaged, at the very minimum, as a partner. In such cases, the firm may present the experience of such founding member / partner according to Form Tech-2 B.</p>	

	<p>1e: Assistance provided by legal member of the Consortium to the client in establishing technology based start-ups / companies in Pakistan (during last 10 years), which may include (i) Drafting of constitutive documents; (ii) Procuring regulatory approvals from bodies such as SBP, SECP, FBR and other authorities as applicable; and (iii) Assistance in inbound / outbound investment approvals / registrations</p> <p>02 or more completed assignments 04 marks 01 completed assignment 02 marks</p> <p><i>Note: Founding member / partner of a firm may present for evaluation in the Proposal the experience gained in previous employments/affiliations where the relevant founding member / partner was affiliated/engaged, at the very minimum, as a partner. In such cases, the firm may present the experience of such founding member / partner according to Form Tech-2 B.</i></p>	04
	<p>1f. Experience of development of bidding package during last 10 years (including RFQ/RFP and draft concession agreement, etc.) of a PPP project of minimum size of Rs. 3 billion or equivalent, by legal member of Consortium</p> <p>03 or more Projects 05 marks 02 Projects 04 marks 01 Project 02 marks</p> <p><i>Note: Founding member / partner of a firm may present for evaluation in the Proposal the experience gained in previous employments/affiliations where the relevant founding member / partner was affiliated/engaged, at the very minimum, as a partner. In such cases, the firm may present the experience of such founding member / partner according to Form Tech-2 B.</i></p>	05
	<p>1g. Experience of transaction advisory of completed PPP project (up to signing of concession agreement) of minimum size of Rs. 3 billion or equivalent by financial member of Consortium during last 10 years</p> <p>03 or more Projects 08 marks 02 Projects 06 marks 01 Project 03 marks</p>	08
	TOTAL	45
2. Key Professional Staff	<u>Financial Team</u>	09
(Age limit = 65 years)	<p>Financial Team Leader 06 marks Project Finance Specialist 03 marks</p>	
	<u>Technical Team</u>	25
	<p>Team Leader 06 marks Technology Park Specialist 05 marks Innovation Service Specialist 04 marks Business Development Specialist 04 marks Architect / Master Planner 02 marks Infrastructure & Building Specialist 02 marks Environmentalist 01 mark Social Safeguard Specialist 01 mark</p>	

The weightage points given to evaluation sub-criteria for qualifications and competence of key staff are:

#	FINANCIAL TEAM	Weightage								
1.	Financial Team Leader	<p><u>Qualification:</u> CA/CFA/ICMA/ACCA/MBA (25%) Bachelors in Finance/Accounting/Business Administration (15%)</p> <p><u>Relevant Experience</u> Transaction advisory experience of minimum 3 infrastructure projects of minimum size of Rs. 3 billion which have achieved commercial / financial close.</p> <p><u>Scoring based on experience of infrastructure transaction advisory:</u></p> <table> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>20%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	20%
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2.	Project Finance Specialist	<p><u>Qualification:</u> CA/CFA/ICMA/ACCA/MBA (25%) Bachelors in Finance/Accounting/Business Admin (15%)</p> <p><u>Relevant Experience</u> Transaction advisory experience of minimum 2 infrastructure projects or project finance deals of minimum size of Rs. 3 billion which have achieved commercial / financial close.</p> <p><u>Scoring based on experience of infrastructure transaction advisory</u></p> <table> <tr> <td>More than 7 years</td> <td>75%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>60%</td> </tr> <tr> <td>3 years to less than 5 years</td> <td>40%</td> </tr> <tr> <td>Less than 3 years</td> <td>20%</td> </tr> </table>	More than 7 years	75%	5 years to less than 7 years	60%	3 years to less than 5 years	40%	Less than 3 years	20%
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3 years to less than 5 years	40%									
Less than 3 years	20%									
	TECHNICAL TEAM	Weightage								
1	Team Leader	<p><u>Qualification:</u> Phd / Masters in (Computer Engineering/Sciences & allied disciplines, Engineering management, IT / Compute Science) discipline from reputable university (25%) Bachelors in Computer Engineering /Sciences & allied disciplines, Engineering management, IT / Computer Science related programs from reputable universities (15%)</p> <p><u>Relevant Experience</u> Experience in consultancy, project development, management of science and/or technology parks, business incubators and other related experience. The candidate have completed at least 2 projects of minimum size of Rs. 5 billion, related to science and/or technology or business incubators.</p> <p><u>Scoring based on relevant experience</u></p> <table> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>20%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	20%
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Less than 5 years	20%									

2	Technology Park Specialist	<p><u>Qualification:</u> PhD / Masters in areas related to Entrepreneurship. Technology Transfer, Entrepreneurial eco systems, Strategic Management, Science and Technology based regional entrepreneurship (25%)</p> <p>Bachelors in areas related to Technology Transfer, Entrepreneurship, Entrepreneurial eco systems, entrepreneurial university, Strategic Management and Entrepreneurship, Science and Technology based regional entrepreneurship. (15%)</p> <p><u>Relevant Experience:</u> Experience in design, development and operations of technology parks / incubation / technology based entrepreneurial eco systems. Research publications and consultancy project undertaken in this space are preferred. The candidate have completed at least 2 projects of minimum size of Rs. 5 billion, related to science and/or technology or business incubators.</p> <p><u>Scoring based on relevant experience</u></p> <table border="0"> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>20%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	20%
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3	Innovation Service Specialist	<p><u>Qualification:</u> PhD / Masters in areas related to Innovation or Entrepreneurship or Economics / MBA (25%)</p> <p>Bachelors in areas related to Innovation and Entrepreneurship /Management. Strategy management and Research Organizations management. (15%)</p> <p><u>Relevant Experience:</u> Experience in design, development and implementation of Strategy and Culture of Innovation between University – Industry. Design and development of start-ups incubators. Training programs for promoting innovation and entrepreneurship of university students and technology centers. Projects on corporate innovation and corporate venturing. The candidate have completed at least 1 project of minimum size of Rs. 5 billion, related to science and/or technology or business incubators.</p> <p><u>Scoring based on relevant experience</u></p> <table border="0"> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>20%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	20%
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4	Business Development Specialist	<p><u>Qualification:</u> Phd / Masters in Business Administration / Economics / Engineering Management degree reputable universities (25%)</p> <p>Bachelors in Business Administration from reputable universities (15%)</p> <p><u>Relevant Experience:</u> Experience of business development in the space science and/or technology parks, incubators, and entrepreneurial centers. The person shall be well conversed with business development i.e. marketing strategy, branding, customer acquisition etc.</p> <p><u>Scoring based on relevant experience</u></p> <table border="0"> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>20%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	20%
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5	Architect / Master Planner	<p><u>Qualification:</u> Bachelors in Civil Engineering or Architecture or relevant (25%)</p> <p>(PCATP registration is mandatory)</p> <p><u>Relevant Experience</u> Experience in relevant field</p> <p><u>Scoring based on relevant experience</u></p> <table border="0"> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>15%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	15%
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5 years to less than 7 years	40%									
Less than 5 years	15%									
6	Infrastructure & Building Specialist	<p><u>Qualification:</u> Masters in Civil and/or Structural Engineering (25%) Bachelors in Civil and/or Structural Engineering (15%)</p> <p>(PEC registration is mandatory)</p> <p><u>Relevant Experience</u> Experience in relevant field</p> <p><u>Scoring based on relevant experience</u></p> <table border="0"> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>15%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	15%
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7 years to less than 10 years	60%									
5 years to less than 7 years	40%									
Less than 5 years	15%									
7	Environmentalist	<p><u>Qualification:</u> Minimum Masters in Environmental Engineering or allied Environmental Sciences/Management (25%)</p> <p><u>Relevant Experience</u> Experience in conducting environmental studies for infrastructure projects</p> <p><u>Scoring based on relevant experience</u></p> <table border="0"> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>15%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	15%
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8	Social Safeguard Specialist	<p><u>Qualification:</u> Minimum Masters in Social Sciences or related field (25%)</p> <p><u>Relevant Experience</u> Experience in conducting studies pertaining to social aspects such as baseline / demographic studies, involuntary resettlement studies and plans, as per national/provincial guidelines or IFIs standards.</p> <p><u>Scoring based on relevant experience</u></p> <table border="0"> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>15%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	15%
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Less than 5 years	15%									

	LEGAL TEAM	Weightage								
1.	Legal Team Leader	<p><u>Qualification:</u> LLM / Bar at Law (25%) LLB (15%)</p> <p><u>Relevant Experience</u> Legal advisory experience of minimum 3 infrastructure projects of minimum size of Rs. 3 billion which have been achieved commercial close / financial close.</p> <p><u>Experience of legal advisory on infrastructure projects:</u></p> <table> <tr> <td>More than 10 years</td> <td>75%</td> </tr> <tr> <td>7 years to less than 10 years</td> <td>60%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>40%</td> </tr> <tr> <td>Less than 5 years</td> <td>20%</td> </tr> </table>	More than 10 years	75%	7 years to less than 10 years	60%	5 years to less than 7 years	40%	Less than 5 years	20%
More than 10 years	75%									
7 years to less than 10 years	60%									
5 years to less than 7 years	40%									
Less than 5 years	20%									
2.	Legal Expert	<p><u>Qualification:</u> LLM / Bar at Law (25%) LLB (15%)</p> <p><u>Relevant Experience</u> Legal advisory experience of minimum 2 infrastructure projects of minimum size of Rs. 3 billion which have been achieved commercial close / financial close.</p> <p>OR</p> <p>Experience of legislative drafting in the form of development of Regulatory Framework / Policies / Law</p> <p><u>Scoring on either relevant experience:</u></p> <table> <tr> <td>More than 7 years</td> <td>75%</td> </tr> <tr> <td>5 years to less than 7 years</td> <td>60%</td> </tr> <tr> <td>3 years to less than 5 years</td> <td>40%</td> </tr> <tr> <td>Less than 3 years</td> <td>20%</td> </tr> </table>	More than 7 years	75%	5 years to less than 7 years	60%	3 years to less than 5 years	40%	Less than 3 years	20%
More than 7 years	75%									
5 years to less than 7 years	60%									
3 years to less than 5 years	40%									
Less than 3 years	20%									

ANNEXURE C
Form of Bank Guarantee

....., 2020

To:

Director Finance - NED University Karachi, [*Insert Address*] (the “**Beneficiary**”)

Guarantee No: _____ (**the Guarantee**)

Date of Issue: _____

Date of Expiry: _____

Guarantee Amount: _____

Name of Guarantor: _____

Name of Principal: _____

We, [●]¹, being the Guarantee issuing bank (the **Issuing Bank**) understand that the following party / parties have responded to the ‘Request for Proposal’ issued by the NED University of Engineering & Technology (the **Procuring Agency**), dated [●] in relation to the ‘Hiring of consultants for feasibility study and transaction advisory services (as amended and/or supplemented from time to time) (the **RFP**), by submitting their respective formal proposals / bids:

[*Name of the Bidder*], a [*Insert legal status*] existing under the laws of [*Insert Country*] having its [*registered office OR place of business*] located at [*Insert address*], (the **Bidder**, which expression includes its successors, assignees and transferees)

Further, We, the Issuing Bank, understand that pursuant to the RFP, the Bidder is required to provide the Procuring Agency (the **Beneficiary**), a bid security in the form of a bank guarantee equal to PKR [●] and issued by a scheduled commercial bank operating in Pakistan (with a minimum credit rating of at least ‘A+’ as rated by JCR VIS or an equivalent rating by PACRA).

The above premised, we (the **Issuing Bank**) hereby undertake irrevocably and unconditionally on demand to pay to the Beneficiary, without any notice, reference, recourse, evidence, document in support of the demand, the validity, proprietary or legality of the said demand to the Bidder or to any other entity or without any recourse or reference to the RFP or any other document, agreement, instrument or deed, any sum or sums (or any part thereof) equivalent in aggregate up to but not exceeding a maximum amount of:

PKR [●]/- (Pakistani Rupees [●])
(the **Guaranteed Amount**)

¹ Insert name of issuing Bank;

at sight and immediately, provided however not later than 1 business day from the date of receipt of the Beneficiary's first written demand (the **Demand**) at the Issuing Bank's offices located at [●], such Demand referring to this Guarantee and stating the amounts demanded.

We, the Issuing Bank, shall unconditionally honour a Demand hereunder made in compliance with this Guarantee at sight and immediately on the date of receipt of your Demand, as stated earlier, and shall transfer the amount specified in the Demand to the bank account, as notified in the Demand, in immediately available and freely transferable funds in the currency of this Guarantee, free and clear of and without any set-off or deduction for or on account of any present or future taxes, levies, imposts, duties, charges, fees, deductions or withholdings of any nature whatsoever and by whomsoever imposed.

This Guarantee shall come into force and shall become automatically effective upon the submission of the Proposal by the Guarantor to the Beneficiary in response to the RFP.

After having come into force, this Guarantee and our obligations hereunder will expire on the earlier of:

- (i) Proposal Deadline + [90 days] (the **Guarantee Original Expiry Date**) provided that, in the event the Issuing Bank has receipt of the Demand on or immediately prior to the Guarantee Original Expiry Date, the Issuing Bank shall honour that Demand; or
- (ii) when the aggregate of all payments made by us under this Guarantee equals the Guaranteed Amount.

Upon expiry, this Guarantee shall be returned to the Guarantor in terms of the conditions stipulated under the RFP. Multiple Demands may be made by the Beneficiary under this Guarantee but our aggregate liability will be restricted up to the Guaranteed Amount.

We hereby agree that any amendment, renewal, extension, modification, compromise, release or discharge by mutual agreement by the Beneficiary, the Bidder or any other entity of any document, agreement, instrument or deed shall not in any way impair or affect our liabilities hereunder and maybe undertaken without notice to us and without the necessity for any additional endorsement, consent or guarantee by us.

This Guarantee for its validity period shall not be prejudiced or affected in any manner by any change in our constitution or of the Bidder's constitution or of their successors and assignees and this Guarantee shall be legally valid, enforceable and binding on each of their successors and permitted assignees.

All references to any contract, agreement, deed or other instruments or documents are by way of reference only and shall not affect our obligations to make payment under the terms of this Guarantee.

The Beneficiary may not assign / transfer or cause or permit to be assigned or transferred any of their rights, interests and benefits of this Guarantee without our prior written consent, which consent shall not be unreasonably withheld or delayed.

If one or more of the provisions of this Guarantee are held or found to be invalid, illegal, or unenforceable for any reason whatsoever, in any respect, any such invalidity, illegality, or unenforceability of any provision shall not affect the validity of the remaining provisions of this Guarantee.

We hereby declare and confirm that under our constitution and applicable laws and regulations, we have the necessary power and authority, and all necessary authorizations, approvals and consents thereunder to enter

into, execute, deliver and perform the obligations we have undertaken under this Guarantee, which obligations are valid and legally binding on and enforceable against us under the Pakistani law and under the laws of the jurisdiction where this Guarantee is issued. Further, that the signatory(ies) to this Guarantee is/are our duly authorized officer(s) to execute this Guarantee.

This Guarantee and all rights and obligations arising from this Guarantee shall be governed and construed in all respects in accordance with the laws of Pakistan. The courts of Pakistan shall have exclusive jurisdiction in respect of any dispute relating to any matter contained herein.

The issuance of this Guarantee is permitted according to the Pakistani law and the laws of the jurisdiction where this Guarantee is issued.

Authorized signatory: _____
Date: _____
Place: _____
Authorized signatory: _____
Date: _____
Place: _____