

REQUEST FOR QUALIFICATIONS

ESTABLISHMENT OF REFUSE DERIVED FUEL PLANT

On

Design-Build-Operate and Transfer Basis

Under

Public Private Partnership



October 2009

**City District Government
Rawalpindi**



DISCLAIMER

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



REQUEST FOR QUALIFICATION DOCUMENT

Schedule of Pre-qualification Process

(This RFQ is issued to the Bidder in response to the advertisement dated October 21, 2009)

Last date for receipt of queries	October 31, 2009, 3:00 pm Ph: 051-9270810 Fax: 051-9270808
Last date for submission of EOIs in response to this RFQ	November 2, 2009, 3:00 pm at the Office of the District Coordination Officer (DCO), City District Government Rawalpindi.
Date and time of Opening of EOIs in response to this RFQ	November 5, 2009, 1:00 pm at the Office of the District Coordination Officer, City District Government Rawalpindi.



NOTICE INVITING REQUEST FOR QUALIFICATION

**District Coordination Officer
City District Government
Rawalpindi.**

**ESTABLISHING REFUSE DERIVED FUEL PLANT IN RAWALPINDI
on
Design-Build-Operate and Transfer Basis
under
Public Private Partnership**

The Urban Areas of Punjab are experiencing increase in population and urban economy. Rawalpindi is no exception in this regard. The increase in population and growth in urban economy are two factors which are directly proportional to the amount of Municipal Solid Waste (MSW) generated in any city. The current urban population of 2.37 millions coupled with growing economy is a major cause of increasing MSW generation in Rawalpindi. Presently, an estimated amount of 1400 – 1500 tons of MSW is generated in Rawalpindi City¹. According to the data provided by (CDGR), only 600 - 700 tons of which is collected and transported to the disposal site every day.

CDGR is striving hard to improve its waste collection efficiency and find suitable waste treatment / disposal methods. To overcome these issues, CDGR has envisaged entering into Public Private Partnership (PPP) for an environment friendly waste treatment and disposal system using Refuse Derived Fuel (RDF) technology. The private partner will establish RDF plant for processing Municipal Solid Waste (MSW).

The development of the Refuse Drived Fuel Plant (RDF) Project is on Design-Build-Operate and Transfer (DBOT) basis under Public Private Partnership (PPP). The developer will Design, Finance, Construct, Maintain and Operate the project for a given period of time.

CDGR invites Expression of Interest from the eligible developers for Pre-qualification, either on their own or in consortium of up to four members, for shortlisting for the subsequent stages of issuance of Request for Proposal (RFP) Document.

The Eligibility Criteria and other terms and conditions are given in RFQ. The EOIs in response to this RFQ may be submitted latest by November 2, 2009, 3:00 pm at the Offices of the District Coordination Officer, City District Government Rawalpindi.

For further details please contact.

District Coordination Officer
City District Government
Rawalpindi.
Ph: 051-9270810 Fax: 051-9270808
www.urbanunit.gov.pk and www.rawalpindi.gov.pk.

¹ City area includes



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ACRONYMS

CDGR	City District Government Rawalpindi
DBOT	Design-Build-Operate and Transfer
DCO	District Coordination Officer
EOIs	Expressions of interests
EPD	Environmental Protection Department
GoPb	Government of the Punjab
PPP	Public Private Partnership
RDF	Refuse Derived Fuel
RFP	Request for Proposal
RFQ	Request for Qualification
SWM	Solid Waste Management



SECTION 1

INTRODUCTION AND BACKGROUND

A. *Background*

Solid Waste generation is on continuous rise due to rapid urbanization and growing economic activity in Punjab. The increasing amount of Solid Waste along with increasing awareness and expectation level of customers have put tremendous pressure on Local Governments (LGs) to maintain satisfactory level of service delivery. However, despite spending substantial financial resources, the LGs in Punjab are struggling to maintain reasonable level of SWM service delivery. The situation is aggravating more rapidly in the urban centers of Punjab Rawalpindi city is no exception in this regard.

The current population of 2.37 million coupled with growing economy is major cause of increasing MSW generation in Rawalpindi. Presently, an estimated amount of 1400 – 1500 tons of MSW is generated in Rawalpindi City. According to the data provided by CDGR, only 600 - 700 tons of MSW is collected and transported to the disposal site every day. The uncollected MSW ends up onto streets and into open plot, sewerage and drainage system, alongside roads and railway lines. This uncollected waste is causing numerous issues related to public health and environment. Solid Waste Management is one of the major challenges faced by the CDGR. The present SWM system in Rawalpindi can be explained as given below:

- **Waste Generation:**

The current urban population of 2.37 million generates approximately 1400 – 1500 tons of MSW every day. In the absence of reliable data, the waste generation estimates have been based on generation rate of 0.6 kg / capita / day.

- **Waste Collection at Door Steps:**

There exists no concept of door-to-door waste collection either by the CDGR or formal private sector. However, informal sector in some of the developed areas is providing service for waste collection at door steps at nominal charges.

- **Street Sweeping:**

Most of the areas in Rawalpindi city are swept manually for six days a week except Sundays. The sweeping is collected in the traditional wheel barrows which are taken to the various waste storage points established within the city.

- **Waste Storage:**

In the absence of door-to-door waste collection, solid waste is thrown directly onto the streets and roads by the public. CDGR staff collects this waste and transports with the help of wheel barrows to waste collection points established at various locations within city limits. Most of these collection points are open heaps along roadsides. However, CDGR has also provided few waste containers for temporary storage of solid waste.

- **Waste Transportation:**

Waste temporarily stored in the shape of open heaps is collected and transported with the help of tractor trolleys and open trucks to the waste disposal sites. Presently CDGR is able to transport



approximately 40 – 43 % of MSW to disposal site. The uncollected 57 – 60 % of MSW ends up in open drains, vacant plots alongside roads and railway lines.

- **Waste Treatment / Disposal:**

CDGR does not possess any proper facility for waste treatment or disposal. However, a piece of land has been procured at **Losar** (approximately 37 km from the city center) to establish a sanitary landfill site. Waste collected from the urban area is disposed of at **Losar** without following principles of safe and environment friendly disposal. The waste is thrown haphazardly at site without compaction and soil covering. The current disposal practice is causing harm to public health and environment. In the absence of any monitoring mechanism in place only few vehicles report at disposal site whereas most of the vehicles prefer to unload waste at unauthorized places within and around city limits.

B. Project Area

The district lies between 330-04` and 340-01` north latitude and 720-38` and 730-37` east longitudes. Rawalpindi is located in the Punjab province, 275 km (171 miles) to the north-west of Lahore. The district is bounded on the north by Islamabad, Abbottabad and Haripur districts of NWFP, on the east by the river Jhelum across which lies Rawalakot and Kotli districts of Azad Kashmir, on the south by Chakwal and Jhelum districts and on the west by Attock district. Rawalpindi District is situated on the southern slopes of the north-western extremities of the Himalayas, including large mountain tracts. it contains the Murree hills; the chief hill-station in the Punjab. The total area of Rawalpindi District is 5,286 square Kilometers.

The Rawalpindi city has a vibrant economy and reasonably good physical infrastructure as compared to many other cities in Punjab. Rawalpindi city mainly comprises of two towns namely Rawal Town and Potohar Town . Rawal Town comprises of 46 Urban Unnion Councils whereas Potohar comprises of 8 Urban Union Councils. As a result, CDGR has planned for modernization of its SWM Services in the city and to do away with littering of domestic waste and commercial waste on the streets, dumping the waste in open places along the roadside, transporting it in uncovered trucks and disposing off the waste unscientifically at the dumpsite.

C. Project Details

CDGR is the responsible agency for collection, transfer, transport, treatment and disposal of MSW. However, owing to lack of technical / managerial skills and limited financial resources, CDGR has not been able to deliver SWM services to the satisfactory level. Presently, only 40 – 43 % of MSW is collected and disposed of at **Losar** dumpsite. The remaining MSW ends up in vacant plots and open drains. The uncollected as well as waste disposed off at **Losar** is causing harm to human health and damaging environment.

As discussed above, CDGR has planned for modernization of its SWM Services in the city to do away with existing issues related to unsatisfactory service delivery. It has been envisaged that CDGR can improve waste collection by improving managerial capacity and by investing in procurement of collection vehicles. Waste collection efficiency can be improved in relatively short – medium term. However, keeping in view, associated health and environmental impacts of insufficient waste treatment / disposal system, CDGR has plans to enter into a Public Private Partnership for environment friendly waste treatment and disposal system using the option of Refuse Derived Fuel (RDF) technology. As per the proposed agreement the private partner will establish an RDF plant for processing Municipal Solid Waste (MSW) on Design, Built, Operate



and Transfer (DBOT) basis under PPP. The Project has been conceptualized in a way that it clearly describes functions to be performed by the CDGR as well as private partner. These functions will be as follows:

- **Functions to be Performed by CDGR**

1. Street sweeping from residential as well as commercial areas;
2. Primary waste collection of daily waste generated i.e. shifting of collected waste to collection points;
3. Secondary waste collection i.e. transportation of waste from collection points to the Waste Transfer Station(s);
4. Provision of land for the establishment of Waste Transfer Station(s); and
5. Provision of available land at **Losar**, on long term lease, to the private party for the development of RDF Plant and other facilities;

- **Functions to be Performed by Private Party**

- Establishment of Waste Transfer Station(s) on a DBOT basis;
- Operation and maintenance of Waste Transfer Station(s);
- Transportation of waste delivered at Waste Transfer Station(s) by the CDG-Rawalpindi staff to the site of RDF Plant at *Losar*;
- Procurement of sufficient number of vehicles for transporting waste from Waste Transfer Station(s) to RDF Plant;
- Operation and maintenance of vehicles to be used for transporting waste from Waste Transfer Station(s) to RDF Plant;
- Establishment of RDF Plant and other facilities on a DBOT basis;
- Operation and maintenance of RDF Plant and other facilities;
- Disposal of all the residual waste in accordance with the prevalent laws, rules, regulations and guidelines for the safety of environment and public health, as would be agreed at the time of contract.
- Direct payment (financial incentive) to the waste collection staff on the basis of rate to be agreed between CDGR and the private party; and
- Return of the infrastructure after end of the contract agreement to CDGR

- **Incentive for the Private Sector**

The success of PPP depends on sharing of capital cost (lease of land) between public and private sector and generation of sufficient revenue by the private sector for financial sustainability of the project. The revenue can be generated through sale of Recyclables, Refuse Derived Fuel (RDF), composting and by earning carbon credits (under the *Kyoto Protocol*).

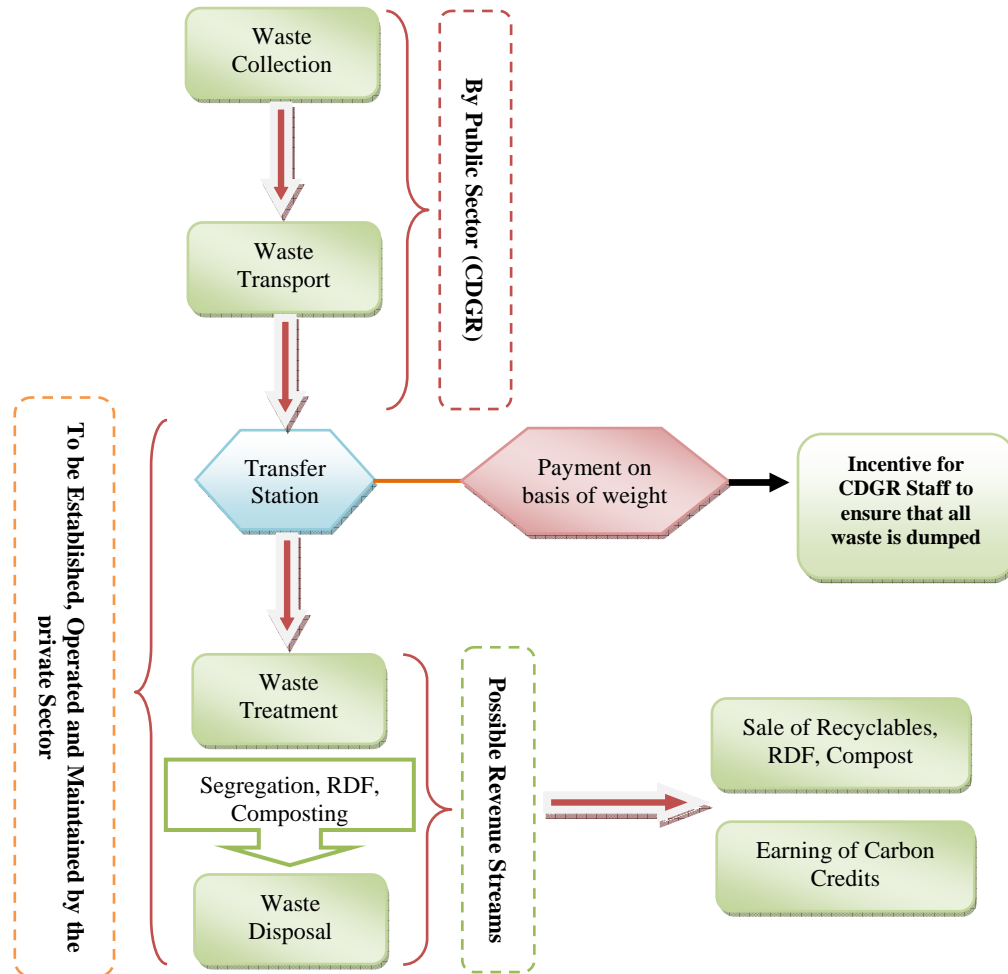
- **Incentive for the CDGR**

The success of PPP depends on sharing of capital cost (lease of land) between public and private sector and provision of sufficient incentive for both the parties. The CDGR would save on the cost of establishing transfer station and the cost of building and maintaining treatment / disposal facilities and on fuel cost as the unloading would be at the nearby transfer station and not at the landfill site.



D. Project Concept

The Project has been conceptualized as extraction of RDF from the municipal solid waste generated in the CDGR area. The proposed model can be illustrated schematically as below:



Conceptual Diagram

E. Development Mode

The Project is proposed to be developed on a Design-Build-Operate and Transfer Basis under Public Private Partnership.

F. Permits and Clearance

- Prior Environmental Clearance for the Environmental Protection Department (EPD);
- Development Plan Approval;
- Industrial Department Approval.

Requirements of such clearances normally act as stumbling blocks for the implementation of the Project. The successful bidder, to whom the project shall be awarded, will apply for various



statutory and non-statutory clearances for the project from all competent authorities. The responsibility of obtaining the clearances will be solely on the successful bidder. The successful bidder has to apply and or follow-up for the clearances applied, which are not in place on the day of his selection. The clearances obtained would be available with the successful bidder as an asset for the Project.

G. Successful Bidder:

The Successful Bidder, to whom the contract shall be awarded, would be responsible for designing, financing, constructing, operating & maintaining the facility for the entire contract agreement period. At the end of concession period the Project site and the entire facility thereon shall transferred back w/o any encumbrance and at NIL value. The proposed contract period is for between 15-30 years, and would be finalized at the contract stage.

H. O&M:

The O&M requirement including inspection schedule etc. prescribed by the RDF /technology provider shall be obtained and submitted along with the bid. During concession/operation period, the RDF plant shall be maintained in accordance with the maintenance standard set-out by the CDGR and relevant Government Departments.

I. Brief Description of Bidding Process

1. CDGR intends to follow a two stage selection process for selection of the Preferred Bidder for the Project comprising a Pre-Qualification Stage followed by a Proposal Stage. The first stage involves pre-qualification of EOIs of the interested bidders.
2. Queries with respect to the Project may be sent through the address and contacts provided in this RFQ document before the submission date.
3. During the Qualification stage interested bidders would be required to furnish the information specified in this RFQ Document.
4. This RFQ deals with the first stage (Qualification Stage) and at the end of this stage CDGR will announce shortlisted bidders for the next stage (Proposal Stage) who would then be invited to submit detailed proposals (Proposal) in respect of the Project in accordance with a Request for Proposal (RFP) Document issued by the CDG R.
5. A pre bid meeting will be held before Request for Proposal (RFP) submissions. Queries with respect to the Project will be sent through email or address which will be provided in the RFP document.
6. During the Proposal Stage, short-listed bidders would be expected to examine the Project in further detail, and to carry out such studies as they deem fit to submit Proposals for the execution of the Project.
7. The Project would be awarded to the Successful Bidder after evaluating the technical and financial Proposals on the basis of the evaluation criteria specified in the RFP document for the Project.
8. Further details of the process to be followed at the Proposal Stage, including the bid parameters, would be spelt out in the RFP Document (to be issued to shortlisted bidders).



SECTION 2

INSTRUCTION TO BIDDERS

A. Scope of Application

1. CDGR wishes to receive EOIs for Qualification to shortlist experienced and capable Bidders for the RFP stage.
2. Shortlisted Bidders would be subsequently invited to submit the proposal in respect of the Project(s).

B. Eligible Bidders

1. The Bidder may be a single company or a group of maximum 4 companies (hereinafter referred to as Consortium), coming together to implement the Project. The term Bidder used hereinafter would therefore apply to both a single entity and/or a Consortium.
2. The Bidder should submit a Power of Attorney as per the format enclosed at Appendix 1A, authorizing the signatory of the EOI Application to commit the Bidder.
3. EOIs submitted, in response to the RFQ, by a Consortium should comply with the following additional requirements:
 - a. Number of members in a consortium would be limited to maximum of 4;
 - b. The EOIs should contain the information required for each member of the Consortium;
 - c. An individual Bidder cannot at the same time be member of a Consortium applying for this Project. Further, a member of a particular Consortium cannot be member of any other Consortium applying for this Project; an undertaking towards this end needs to be submitted by all members;
 - d. Members of the Consortium shall nominate one member as the Lead Member. The nomination shall be supported by a Power of Attorney as per the format enclosed at Appendix 1B;
 - e. Members of the Consortium shall enter into a Memorandum of Understanding (MOU) as per the format enclosed at Appendix 10 and duly notarized for the purpose of making the EOI Application and submitting a Proposal. The MOU shall, inter alia:
 - i. Convey the intent to enter into the Contract Agreements and subsequently carry out all the responsibilities specified in the Contract Agreement, in case the assignment is awarded to the Bidder;
 - ii. Clearly outline the proposed roles and responsibilities of each member in case of Consortium at each stage;
 - iii. Commit the minimum equity stake as stipulated; and
 - iv. include a statement to the effect that all members of the Consortium shall be liable jointly severally for the execution of the Project in accordance with the terms of the Contract Agreement;
 - f. In case of consortium, the Lead Member shall hold at least 51% share in shareholding; and
 - g. The other members of the consortium hold a minimum of 11% share each in shareholding



4. Notwithstanding anything stated elsewhere in this document, CDGR shall have the right to seek updated information from the Bidder to ensure their continued eligibility. Bidder shall provide evidence of their continued eligibility in a manner that is satisfactory to CDGR. Bidder may be disqualified if it is determined by the CDGR, at any stage of the process, that the Bidder will be unable to fulfill the requirements of the Project or fails to continue to satisfy the Eligibility Criteria. Supplementary information or documentations may be sought from Bidders at any time and must so be provided within a reasonable time frame as stipulated by CDGR.
5. Any entity which has been barred or disqualified either by Government of the Punjab (GoPb) or their Departments or agencies from participating in projects (BOT or otherwise) and such disqualification subsists as on the EOIs; Application date, would not be eligible to submit an EOI Application, either individually or as member of a Consortium. Bidder to submit an affidavit to this effect.

C. Changes in Consortium Composition

After shortlisting, change in the composition of the Consortium (except lead member) will be subject to approval of CDGR but applications to change the consortium should reach CDGR at least 10 days before the last date for submission of RFP. Conditions for such approval will be provided in the RFP document.

D. Number of EOIs

Each Bidder shall submit only one (1) EOI Application in response to this RFQ. Any Bidder, which submits or participates in more than one EOI Application will be disqualified and will also cause the disqualification of the Consortiums of which it is a member as the case may be.

E. EOI Preparation Cost

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

F. Project Inspection and Site Visit

1. It is desirable that each Bidder submits its EOI after visiting the Solid Waste Management (SWM) facilities; and ascertaining for itself the location, surroundings, access, transport, right of way or any other matter considered relevant by it.
2. SWM facilities visit may be facilitated by CDGR. A prospective Bidder may notify CDGR in writing 24 hrs prior to planned visit. CDGR would endeavour to facilitate the site visit depending upon the availability of the concerned officials.
3. It would be deemed that by submitting the EOI, Bidder has:
 - a. Made a complete and careful examination of the RFQ; and
 - b. Received all relevant information requested from CDGR.
4. The CDGR shall not be liable for any mistake or error on the part of the Bidder in respect of the above.



G. Right to Accept or Reject any or all Applications

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

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

H. Contents of RFQ

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

I. Clarifications

Interested parties may address their queries relating to the RFQ to the Offices of the DCO, CDGR. The queries should reach the above latest by October 31, 2009, 3:00 pm Ph: 051-9270810 Fax: 051-9270808

The CDGR would endeavor to respond to the queries. The responses will be sent by fax/ email.

J. Amendment of RFQ

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

K. Language

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

L. Currency

The currency for the purpose of the EOIs; Application shall be the Pak Rupee (PKR). The conversion to Pak Rupees shall be clearly indicated in the Appendix 6. In all such cases, the original figures in the relevant foreign currency and the PKR equivalent thereof must be given. **The exchange rate(s) applied shall be clearly stated.** The conversion to PAK Rupees shall be based on the closing exchange rate published by the State Bank of Pakistan as on submission



date. CDGR reserves the right to use any other suitable exchange rate for the purposes of uniform evaluation for all Bidders.

M. Validity of EOIs

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

N. Format and Signing of EOI Application

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

O. Sealing and Marking of EOI Applications

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



1. Documentary evidence, if applicable, relating to experience of group companies/associates.
3. The envelope shall be addressed to:

District Coordination Officer
City District Government
Rawalpindi.
Ph: 051-9270810 Fax: 051-9270808
4. If the envelope is not sealed and marked as instructed above, CDGR assumes no responsibility for the misplacement or premature opening of the contents of the EOI Application submitted.

P. EOI Application Due Date

EOI Applications should be submitted before 3:00 pm PST on the EOI Application Due Date mentioned in the Schedule of Pre-qualification Process, at the address provided above in the manner and form as detailed in this RFQ. EOI Applications submitted by either facsimile transmission, telex or e-mail will not be considered for evaluation and shortlisting. However CDGR reserves the right to extend the EOI Application Due Date and Time, at any time prior to opening of EOIs in response to this RFQ. EOI Applications; in such cases the EOI applications received prior to such extension shall not be opened. Further if the RFQ document is materially modified long/during such extended period, the EOI application received prior to extension shall be returned to the bidders and appropriate time shall be allowed for resubmission of the EOI applications.

Q. Late EOI Applications

EOI Applications received after the Due Date shall not be considered,

R. Modifications/ Substitution/ Withdrawal of EOIs

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

S. Evaluation of Application - Due Date

The LG&CD Department would open the Applications after on the Application opening Due Date mentioned in the Schedule of Pre-qualification Process, for the purpose of evaluation.

T. Evaluation of EOI - Criteria

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

U. Evaluation of EOI - Supporting Documents

The CDGR reserves the right to call for supporting documentation to verify the data provided by Bidder, at any time during the pre-qualification process. The Bidder in such cases would need to



provide the requested clarification / documents promptly and within the stipulated time failing which the Bidder is liable to be disqualified at any stage of the shortlisting process.

V. Evaluation of EOI - Right to Reject

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

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

W. Confidentiality

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

X. Tests of responsiveness

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

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

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

Y. Clarifications

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

Z. Qualification and Notification

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



SECTION 3

CRITERIA FOR EVALUATION

A. SHORTLISTING

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

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

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

B. Eligibility

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

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

C. Evaluation Criteria

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



CRITERIA FOR SHORTLISTING OF EXPRESSION OF INTERESTS

S.No	Criteria	Marks
1	Technical criteria	50%
1a	Bidders experience and standing in the industry for last ten years	40%
1b	Permanent Staff	10%
3	Financial criteria	40%
4	Other relevant information	10%

Any Bidder that scores less than 65 is removed from the list.

1. Technical Experience

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

1. Experience and standing in the industry for last ten years;
2. Development or construction of core infrastructure projects (either individually or as a consortium member);
3. Development or construction of similar Infrastructure projects (either individually or as a consortium member) each having a minimum project cost of PKR 500 million.
4. Professional capability of the Bidder's Company such as availability of qualified and experienced managerial and diverse technical professionals; and
5. Other relevant Documents such ISO certification, experience in CDM and working experience in South Asia.

• **Eligible project:**

1. Projects awarded/awarded and under execution/completed during the last ten years shall only be considered.
2. Only eligible projects should be considered for category (1) above for estimation of the technical experience. An eligible project would have minimum project cost of at least PKR 500 million. For such category (1) evaluation, core infrastructure projects would mean national highways and expressway, airports, railways, ports, power, telecom, industrial parks, Group Housing and Township.
3. More weightage will be given to experience of similar kind of infrastructure projects. Similar kind of projects means project involving technical complexity, managerial complexity, professional diversity, component of environmental management and having minimum project cost of at least PKR 500 million.

• **Details of Experience**

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

2. Financial Capability

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



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

The Bidders should provide information regarding the above based on audited annual accounts. The Application must be accompanied by the audited Balance Sheet and Profit and Loss Account of the Bidder (of each member in case of a consortium) as per Appendix 5 for the last three (3) Financial Years not prior to 2005-06.

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

1. Minimum Turnover of PKR. 1000 million in each of the last three financial years not earlier than 2005-06
2. Minimum Net worth of PKR. 700 million as on 31st December 2008 as certified by Chartered Accountant.
3. Minimum Average Annual Net Cash Accruals of PKR. 500 millions during the last three (3) financial years not prior to 2005-06
4. Single entity bidder and all members of the consortium, if applicable, should be profit-making concerns for the last 3 yrs not prior to 2005-06.

3. Special Conditions for a Consortium

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

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



APPENDIX 1A

FORMAT FOR POWER OF ATTORNEY FOR SIGNING PROPOSAL

(On a Stamp Paper of appropriate value)

POWER OF ATTORNEY

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

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

For -----

(Signature)
(Name, Title and Address)

Accepted

(Signature)
(Name, Title and Address of the Attorney)

Bidder seal & stamp

Notes:

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



APPENDIX 1B

FORMAT FOR POWER OF ATTORNEY FOR LEAD MEMBER OF CONSORTIUM

(On a Stamp Paper of appropriate value)

POWER OF ATTORNEY

Whereas District Government Rawalpindi (CDGR) has invited Proposals from interested Bidders for the [insert name of project].

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

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

NOW THIS POWER OF ATTORNEY WITNESSETH THAT:

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

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

Dated this _____ Day of _____ 2009_.

(Executants)

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

Bidder seal & stamp

Note:

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



APPENDIX 2

DETAILS OF Bidder

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

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

Specify whether Lead Member, Associate Member

(Signature of Authorized Signatory)

Bidder seal & stamp



APPENDIX 3 FORMAT FOR LETTER OF EOI APPLICATION

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

Date: -----

The District Coordination Officer,
City District Government Rawalpindi.

[insert name of Project]

Sir,

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

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

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

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

Yours faithfully,

(Signature of Authorized Signatory)

(Name, Title and Address of the Bidder)

Bidder seal & stamp



APPENDIX 4
INFORMATION RELATED TO EXPERIENCE
FORM 1

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

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



Note:

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

(Signature of Authorized Signatory)

Bidder seal & stamp



FORM 2

Key Professional Staff to be proposed for the Project					
Name of Staff	CNIC No./Passport No.	Company/ Member	Area of Expertise	Current Position	Task Assigned



CURRICULUM VITAE (CV) FOR PROFESSIONAL STAFF

1. **Current Position** [*only one candidate shall be nominated for each position*]: _____
2. **Name of Company** [*Insert name of company proposing the staff*]: _____

3. **Name of Staff** [*Insert full name*]: _____
4. **Date of Birth:** _____ **Nationality:** _____
5. **CNIC No** (if Pakistani): _____ **or Passport No:** _____
6. **Education :**

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

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

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

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

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



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

11. Detailed Tasks Assigned

[List all tasks to be performed under this Project]

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

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

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



2) Name of assignment or project: _____ Year: _____ Location: _____ Client: _____ Main project features: _____ Positions held: _____ Activities performed: _____
3) Name of assignment or project: _____ Year: _____ Location: _____ Client: _____ Main project features: _____ Positions held: _____ Activities performed: _____
<p>[Unroll the project details group and continue numbering (4, 5, ...) as many times as is required]</p>

13. Certification:

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

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

Full name of authorized representative: _____

APPENDIX 5



FORMAT FOR ESTABLISHING FINANCIAL CAPABILITY

FINANCIAL CAPABILITY OF SINGLE ENTITY

Turnover, Net Worth and Net Cash Accruals

Net Worth (PKR. Millions)	Net Cash Accruals (CA) (PKR. Millions)			Turnover (PKR. Millions)		
As on date of submission of RFQ	Year	Year	Year	Year	Year	Year

(Signature of Authorized Signatory)

Bidder seal & stamp

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



FINANCIAL CAPABILITY OF CONSORTIUM

Turnover, Net Worth and Net Cash Accruals

Member	Equity Share (%)	Turn Over (PKR million)			Net worth (PKR million) As on date of submission of RFQ	Net Cash Accruals (AC) (PKR million)			
		Year	year	year		Year	year	year	Total AC
Members (Consortium 1)									
Members (Consortium 2)						=			
Members (Consortium 3)									
Total									

Aggregate Turnover = Rs ----- millions

Aggregate Net worth = Rs _____ millions

Aggregate Net Cash Accruals = Rs _____ millions

(Signature of Authorized Signatory)

Bidder seal & stamp

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



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

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

Date: -----

The District Coordination Officer,
City District Government Rawalpindi.

[insert name of Project]

Sir,

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

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

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

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

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

Yours faithfully,

(Signature of Authorized Signatory)

(Name, Title and Address of the Bidder)

Bidder seal & stamp



APPENDIX 7

GUIDELINES FOR PROVIDING INFORMATION RELATED TO FINANCIAL CAPABILITY

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



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

(Signature of Authorized Signatory)

Bidder seal & stamp

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



APPENDIX 8

FORMAT FOR ANTI-COLLUSION CERTIFICATE

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

Anti-Collusion Certificate

Date: -----

The District Coordination Officer,
City District Government Rawalpindi.

[insert name of Project]

Sir,

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

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

Dated this _____ Day of _____, 200_

Name of the Applicant

Signature of the Authorized Person

Note:

To be submitted by each Member in case of Consortium.



APPENDIX 9A
FORMAT FOR PROJECT UNDERTAKING

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

Date: -----

The District Coordination Officer,
City District Government Rawalpindi.

[insert name of Project]

Sir,

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

We hereby agree and undertake as under:

(a) Notwithstanding any qualification or conditions, whether implied or otherwise, contained in our EOIs we hereby represent and confirm that our EOIs is unqualified and unconditional in all respects.

(b) We are not bared by the Government or any of its Department or Agency from participating in any project.

Dated this _____ Day of _____, .

Name of the Bidder

Signature of the Authorized Person

Bidder seal & stamp



APPENDIX 9B
FORMAT FOR PROJECT UNDERTAKING

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

Date: -----

The District Coordination Officer,
City District Government Rawalpindi.

[insert name of Project]

Sir,

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

We hereby agree and undertake as under:

We hereby agree and undertake to be an exclusive member of the consortium and not a member of any other consortium nor an independent bidder, applying for this Project and have submitted only one (1) EOI Application in response to this RFQ

Dated this _____ Day of _____, .

Name of the Bidder

Signature of the Authorized Person

Bidder seal & stamp



APPENDIX 10 FORMAT FOR MEMORANDUM OF UNDERSTANDING (MOU)

(On Non – judicial stamp paper of Rs 100/- or such appropriate document duly attested by notary public)

This Memorandum of Understanding (MOU) entered into this ____ day of _____ 2009 at _____ Between _____ (hereinafter referred as” _____”) and having office at _____, Pakistan. Party of the First Part

And

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

WHEREAS the City District Government Rawalpindi has invited Request for Qualification (RFQ) from entities interested in [insert name of Project].

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

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

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

Name of the Member	Type of Member	Roles and Responsibilities

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

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

Witness:

1. First Party
2. Second Party

Bidder seal & stamp