

Expression of Interest

Hiring of Consultancy Firms for Preparing a Comprehensive Financial Model / Feasibility Study For PIA Plots at Various Locations.

1. Pakistan International Airline intends to develop different projects on its prime properties on Public Private Partnership (PPP) basis. A financial consultant is required to be hired to develop best financial model in line with market requirements and demands to attract potential investor for the following locations.
 - PIA Hospital plot, KDA Scheme 36 Gulistan-e-Jauhar Karachi.
 - PIA Sales Office, chamber of commerce, Paris road, Sialkot
 - Plot no. 57 Islamabad Blue Area
2. Interested parties must have demonstrated ample experience of preparing financial feasibility and models for large scale projects.
3. Bidding shall be conducted on '**Single Stage Two Envelop**' basis. The name of the Bidder and tender description shall be clearly marked on the envelopes for both Technical and Financial, separately.
4. A Pay order of PKR 5000/- (NON REFUNDABLE) in the favor of PIAC must be attached with the Technical bid.
5. The rates quoted should be valid for a period of one hundred and twenty days (120) days from the date of bid opening.
6. Details of properties, bidding documents containing NIT, Term of Reference (TORs), Evaluation Criteria and other terms & conditions can be downloaded from www.ppra.org.pk and www.piac.com.pk.
7. Prospective bidders are requested to drop their sealed proposals on or before 27th February 2019, at 15:00, in the office of **GENERAL MANAGER (FACILITIES MANAGEMENT DIVISION)**, 1ST FLOOR, FLIGHT OPERATION BUILDING PIA HEAD OFFICE.
8. Technical proposals will be opened on same date at 15:30 in the presence of bidder who intend to witness the proceedings.
9. The queries may be referred to General Manager Facilities Division at GM.FacilitiesManagement@piac.aero further information can be obtained from the address given below during office hours in all working days prior to the deadlines of submission of proposals.

GENERAL MANAGER (FACILITIES MANAGEMENT DIVISION)

1ST FLOOR, FLIGHT OPERATION BUILDING

PIA HEAD OFFICE.

Tel: 021-99044901

Email: GM.FacilitiesManagement@piac.aero

Notice Inviting Tender (NIT)

Pakistan International Airline intends to develop different projects on its prime properties on Public Private Partnership (PPP) basis. A financial consultant is required to be hired to develop best financial model in line with market requirements and demands to attract potential investor for the following locations.

- PIA Hospital plot, KDA Scheme 36 Gulistan-e-Jauhar Karachi.
- Sialkot plot
- Plot no. 57 Islamabad Blue Area

Scope Of Work:

The assignment to be conducted by the eligible consulting firm will cover but not be limited, to the following scope of work:

- Developing a detailed and comprehensive financial feasibility study and models of each component of the proposed project (and of the complete project as a whole). In coordination with PIA including following:
 - a. Phase / Scheduling of various component of the Project duly identifying / proposing the Timelines for capital outlays on part of potential investors.
 - b. Assessing demand / market projections for determining revenues from each segment of the project and its optimal capacity.
 - c. Financial and economic analysis (payback, breakeven)
- Developing operational models, financial protocols, process and procedures for smooth functioning of various activities of each components of the project while ensuring transparency and requisite internal controls.
- Suggesting Mechanism for identification of various cost elements and to determine the pricing for various services.
- To provide all needed support, inputs, documentation, services and content for the project.

Any other related aspects / assignments to be identified by the Client i.e. PIA .

Eligibility Criteria & Documents to be submitted:

Interested parties must have demonstrated ample experience of preparing financial feasibility and models for large scale projects.

1. Detailed profile of the firm including its owners / directors & key staff.
2. Details of key projects undertaken in the past (with clients name, size, cost, time, scope of services provided, etc.)
3. Income Tax / Sales Tax Returns of the last 03 years.
4. Bank certificates to demonstrate financial worthiness.
5. Client references.

Bidding shall be conducted on '**Single Stage Two Envelop**' basis. The name of the Bidder and tender description shall be clearly marked on the envelopes for both Technical and Financial, separately.

A Pay order of PKR 5000/- (NON REFUNDABLE) in the favor of PIAC must be attached with the Technical bid.

The rates quoted should be valid for a period of one hundred and twenty days (120) days from the date of bid opening.

Details of properties, bidding documents containing NIT, Term of Reference (TORs), Evaluation Criteria and other terms & conditions can be downloaded from www.ppra.org.pk and www.piac.com.pk.

Prospective bidders are requested to drop their sealed proposals on or before 27th February 2019, at 15:00, in the office of **GENERAL MANAGER (FACILITIES MANAGEMENT DIVISION)**, 1ST FLOOR, FLIGHT OPERATION BUILDING PIA HEAD OFFICE.

Technical proposals will be opened on same date at 15:30 in the presence of bidder who intend to witness the proceedings.

The queries may be referred to General Manager Facilities Division at GM.FacilitiesManagement@piac.aero further information can be obtained from the address given below during office hours in all working days prior to the deadlines of submission of proposals.

GENERAL MANAGER (FACILITIES MANAGEMENT DIVISION)

1ST FLOOR, FLIGHT OPERATION BUILDING

PIA HEAD OFFICE.

Tel: 021-99044901

Email: GM.FacilitiesManagement@piac.aero



TOR
TERMS OF REFERENCES

***Hiring of Consultancy Firms for
Preparing a Comprehensive Financial
Model / Feasibility Study for PIA Plots
at Various Locations.***

M/S. _____

You are hereby invited to submit a technical and financial bid for Hiring of Consultancy Firms for Preparing a Comprehensive Financial Model / Feasibility Study for PIA plots at various locations, required for the Assignment in the Data Sheet, annexed herewith. Your proposal could form the basis for future negotiations and ultimately a contract between your firm and the executing agency named in the Data Sheet.

1. INTRODUCTIONS

- 1.1 A brief description of the Assignment and its objectives are given in the Data Sheet.
- 1.2 The Client is undertaking the duty to implement the Project as Executing Agency.
- 1.3 To obtain first-hand information on the Assignment and on the local conditions, you are encouraged to visit the Client before submitting a proposal and attend a pre-proposal conference if specified in the Data Sheet. Your representative shall meet the officials named in the Data Sheet. Please ensure that these officials are advised of the visit in advance to allow adequate time for them to make appropriate arrangements. You must fully update yourself of local conditions and take them into account in preparing your proposal.
- 1.4 The Client shall provide the inputs specified in the Data Sheet.
- 1.5 Please note that:
 - a) The cost of preparing the proposal and negotiating the contract, including a visit to the Client, are not reimbursable as a direct cost for the Assignment and
 - b) The Client is not bound to accept any of the proposals submitted.
 - c) Also please note that, the evaluation committee will correct any computational errors. When correcting computational errors, in case of discrepancy between a partial amount and the total amount, or between word and figures the former will prevail. In addition to the above correction, activities and items described in the technical Proposals but not priced in the financial proposals shall be assumed to be included in the prices of other activities or items. In case any activity or item is quantified in the financial proposal differently from the technical proposal, the evaluation committee shall correct the quantification indicated in the financial proposal to make it consistent with that indicated in the technical proposal.

2. DOCUMENTS

- 2.1 To prepare a proposal, please use the attached forms/documents listed in RFP.
- 2.2 Suppliers requiring a clarification of the documents must notify the Client, in writing, not later than seven **(07)** days before the proposal submission date. Any request for clarification in writing, or by cable, telex or email shall be sent to the Client's address indicated in the Data Sheet.

The Client shall respond by cable, telex or email to such request and copies of the response shall be sent to all invited suppliers.
- 2.3 At any time before the submission of proposals, the Client may, for any reason, whether at its own initiative or in response to a clarification requested by consulting firm, modify the Documents by amendment.

The amendment shall be sent in writing or by cable, telex or email to all short listed consulting firms and will be binding on them. The Client may at its discretion extend the deadlines for the submission of proposals.

3. PREPERATION OF PROPOSAL

3.1 You are requested to submit technical & financial proposal. Your proposal shall be written in English language.

3.2 Technical Proposal

- a. In preparing the technical proposal, you are expected to examine all terms and instructions included in this RFP. Failure to provide requested information shall be at your own risk and may result in rejection of your proposal.
- b. During preparation of the technical proposal you must give particular attention to the followings:

Details of key projects undertaken in the past (with clients name, size, cost, time, scope of services provided, etc.)
Income Tax / Sales Tax Returns of the last 03 years.
Bank certificates to demonstrate financial worthiness.
Client references.

- c. The technical proposal shall not include any financial information.

3.3 Financial Proposal

The financial proposal should be prepared and submitted in accordance with forms provided under Annexure – C.

3.4 Scope of Work / Terms of Reference

Scope of Work is provided in the TOR attached as Annexure – B

4. SUBMISSION OF PROPOSAL

4.1 You shall submit one original technical proposal and one original financial proposal and number of copies of each indicated in the Data Sheet. Each proposal shall be in a separate envelop indicating original or copy, as appropriate. All copies of technical proposal shall be placed in an envelope clearly marked "Technical Proposal" and the financial proposals in the one marked "Financial Proposal". These two envelops, in turn, shall be sealed in an outer envelope bearing the address and information indicated in the Data Sheet. The envelope shall be clearly marked "DO NOT OPEN, EXCEPT IN PRESENCE OF THE EVALUATION COMMITTEE".

4.2 The proposal shall contain no interlineations of overwriting except as necessary to correct errors made by the consultants themselves. Any such corrections shall be initialed by the person or persons signing the proposal.

4.3 The completed technical and financial proposals shall be delivered on or before the time and date indicated in the Data Sheet.

4.4 The proposal shall be valid for the number of days indicated in the Data Sheet from the date of its submission. During this period, you shall keep available the professional staff proposed for the assignment.

5. PROPOSAL EVALUATION

5.1 Technical Proposal

The evaluation committee appointed by the CLIENT shall carry out Technical Proposal Evaluation, applying the evaluation criteria and point system specified in the Data Sheet. Each responsive proposal shall be attributed a technical score (ts). Firms scoring less than seventy five (75) percent points shall be rejected and their financial proposal shall be returned unopened.

5.2 Financial Proposal

The financial proposals of the technically qualified consulting firms on the basis of evaluation of technical proposals shall be opened in the presence of the representatives of these firms, who shall be invited for the occasion and care to attend. Client shall inform the technically qualified firms regarding the date and time for opening the financial proposals. The total cost of each proposal shall be publicly announced to the attending representatives of the firms. The evaluation committee shall determine whether the financial proposals are complete and without computational errors. The lowest financial proposal (Fm) among all the qualified bidders shall be given a financial score of (Sf) 100 points. The financial scores of the other qualified proposals shall be computed as follows:

$$Sf = \frac{100 \times Fm}{F}$$

(F= amount of specified financial proposal)

After evaluation of Financial Proposals, final ranking of technically qualified firms shall be worked out for a combined technical and financial score using the weights indicated in the Data Sheet.

6. NEGOTIATIONS

The proposal evaluated as combined ranked No.1, will be invited to negotiate technical and other terms of the contract without delay. The representatives conducting negotiations on your behalf must have written authority to negotiate all terms and to conclude a binding agreement failing which proposal evaluated as combined ranked No.2 will be invited for negotiations.

The negotiations will conclude with an agreed form of the contract. On completion of negotiations the client and the firm will initial the agreed draft contract.

7. AWARD OF CONTRACT

The contract shall be awarded after successful negotiations with the selected supplier and approved by the Competent Authority.

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DATA SHEET

1.	The name of the Assignment is: Hiring of Consultancy Firms for Preparing a Comprehensive Financial Model / Feasibility Study For PIA Plots at Various Locations
2.	The name of the Client is: Pakistan International Airlines Company Limited (PIACL)
3.	The description and the objectives of the assignment are: Pakistan International Airline intends to invite consultants for preparing, financial model for Public Private Partnership (PPP) with private financial firms, as the project shall be materialized in win win situation for both the parties.
4.	Phasing of the Assignment (if any): No
5.	Pre-Proposal Conference: As desired by any one or all consultants before submission of bids.
6.	The consultant's are requested to submit written queries on the content of these documents if they wish. A written addendum can be issued subsequently, to all invited participants.
7.	The name(s) and address(es) of the Client's Official(s) is (are): GENERAL MANAGER FACILITIES MANAGEMENT DIVISION 1 ST FLOOR, FLIGHT OPERATION BUILDING PIA HEAD OFFICE. Tel: 021-99044650 Email: GM.FacilitiesManagement@piac.aero
8.	The Client shall provide the following inputs: All Data and Reports available with Client
10.	Association with other Short Listed supplying Firms : Not Allowed
11.	The number of copies of the Financial Proposal required are: Original Only
12.	The address for writing on the proposal is GENERAL MANAGER FACILITIES MANAGEMENT DIVISION 1 ST FLOOR, FLIGHT OPERATION BUILDING PIA HEAD OFFICE. Tel: 021-99044650 GM.FacilitiesManagement@piac.aero
13.	Date and time of proposal submission is 27 th February 2019 @1500 HRS.
14.	Date and time of opening of Technical Proposal is 27 th February 2019@ 1530 Hours
15.	Opening of Financial Proposal shall be intimated separately after technical evaluation process is completed.
16.	Validity period of the proposal is: 120 Days
17.	The location for submission of proposal is: GENERAL MANAGER FACILITIES MANAGEMENT DIVISION 1 ST FLOOR, FLIGHT OPERATION BUILDING PIA HEAD OFFICE. Tel: 021-99044650

	Email: GM.FacilitiesManagement@piac.aero
18.	Method of Evaluation Proposals will be evaluated in accordance with Quality cum Cost Based Selection Method. Weightings given to Technical & Financial Proposal are as under: Technical Proposal 80% Financial Proposal 20%
19	Assignment Completion Period- 60 days

Qualification Marks: 75

Participants will be evaluated as per criteria defined below:

1. Profile & Experience

(Marks Allocated 20)

Experience (Years)	Marks
10	20
5	10
3	05

*Experience of the only registered consultants will be accepted from the date of registration with Securities & Exchange Commission of Pakistan. (SECP)

*In case of firm, experience certificate should be signed by CEO / Senior Executive with supporting documents.

2. No. of Assignments / Projects successfully completed (Marks allocated 30)

Client Details	Marks
Over 10, well recognized firms, preparing financial models, feasibility reports undertaken in last 10 years, preferably multinational companies or public sector Enterprise at National / International level.	30
Over 7, well recognized firms, preparing financial models, feasibility reports, undertaken in last 10 years, preferably multinational companies or public sector Enterprise at National / International level.	20
Over 5 well recognized firms, preparing financial models, feasibility reports, undertaken in last 10 years, preferably multinational companies or public sector Enterprise at National / International level.	10

*Participant will provide the list of clients along with completion certificates.

3 . Financial Position of the Firm (Marks allocated 20)

Annual Turn Over	Marks
Average Annual turnover of last three years > PKR 75 Millions	20
Average Annual Turnover of last three years > PKR 50 Millions	15
Average Annual Turnover of last three years > PKR 25 Millions	10

* Financial statement duly audited by a firm of chartered accountant registered with institute of chartered of Pakistan (ICAP).

4. Adequacy of the proposed Work Plan and Methodology in responding to TORs (Marks allocated 30)

Qualification	Marks
Organizational Structure illustrating the composition and reporting relationship of the team	5
Methodology and approach for tasks identified in TORs	5
<p>Method statement for implementation of works</p> <p>-Developing operational models, financial protocols, process and procedures for smooth functioning of various activities of each components of the project while ensuring transparency and requisite internal controls.</p> <p>-Suggesting Mechanism for identification of various cost elements and to determine the pricing for various services.</p> <ul style="list-style-type: none"> - Proposed draft Project Management Plan and systems to be implemented - Proposed schedule demonstrating completion of works within the specified timeframe, Gantt Chart and a comprehensive Work Breakdown Structure 	20

Annexure-A
Technical Proposal Forms

TECHNICAL PROPOSAL SUBMISSION LETTER

To: (insert name and address of client)

Sub:

Dear Sir,

We, the undersigned, offer to provide the **Hiring of Consultancy Firms for Preparing a Comprehensive Financial Model / Feasibility Study For PIA PLOTS at various locations**

In accordance with your request for proposal vide Advertisement dated _____. We are hereby submitting our Proposal which includes this Technical Proposal (original only) and Financial Proposal sealed under a separate envelope.

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

If negotiations are held during the period of validity of the Proposal i.e. indicated in the Data Sheet, we undertake to negotiate on the basis of the proposed Personnel. Our proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

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

We remain,

Yours sincerely,

For _____

Signature _____

Designation

Official Stamp

Form – 2

Provide brief description of the firm (not more than 02 A4 size pages)

Form – 3

FIRM REFERENCE RELEVANT SERVICES CARRIED OUT THAT BEST ILLUSTRATE QUALIFICATION

PR NAME:		COUNTRY:
PROJECT LOCATION WITHIN COUNTRY:		PROFESSIONAL STAFF PROVIDED BY THE FIRM :
NAME OF CLIENT:		NO. OF STAFF:
ADDRESS:		NO. OF STAFF MONTHS:
START DATE (Month/Year):	COMPLETION DATE (Month/Year).	APPROX. VALUE OF SERVICES:
NAME OF FUNCTIONS PERFORMED:		
DETAILED NARRATIVE DESCRIPTION OF PROJECT:		

Form – 4

Comments or Suggestions on TOR

It is suggested that any Comments / Observations on Terms of Reference may be presented in this form.

Form – 5

Approach Paper on Methodology Proposed for Performing the Assignment

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present the Technical Proposal, divided into following sections.

- Understanding of Project Objectives and Scope of Work
- Technical Approach and Methodology
- Work Plan
- Organization and Staffing

Form 6

WORK PLAN, ILLUSTRATED WITH A BAR CHART OF ACTIVITIES

Form – 7

CURRENT COMMITMENTS OF THE FIRM

It is suggested that detail of firm's current project (in hand assignments) are provided under this section as per format given below.

Sr. No.	Name of Project	Project cost (million Rs.)	Start Date	Expected Date of Completion	Client
1					
2					

Form – 8

ADDITIONAL INFORMATION

It is suggested that any additional information, for which the firm believes that the same may enhance its standing, may be provided under this section.

Annexure – B
Scope of Work & Special conditions

Annexure – B

Scope of Work & Duties / Responsibilities of Consultant

1. Background

Pakistan International Airline tends to invite consultants for preparing a financial model for PPP PUBLIC PRIVATE PARTNERSHIP with private financial firms, to contribute the construction cost of the project as per design & requirements given by the PIA & shared with potential financier. A financial consultant is required to be hired to develop best financial model in line with market requirements and demands to attract potential investor for the following locations.

- PIA Hospital plot, KDA Scheme 36 Gulistan-e-Jauhar Karachi.
- Sialkot plot
- Plot no. 57 Islamabad Blue Area

2. Scope Of Work:

The assignment to be conducted by the eligible consulting firm will cover but not be limited, to the following scope of work:

- Developing a detailed and comprehensive financial feasibility study and models of each component of the proposed project (and of the complete project as a whole). In coordination with PIA and the Technical Consultants including following:
 - a) Identification of various financing options based upon PIA financial strength.
 - b) Phase / Scheduling of various component of the Project duty identifying / proposing the Timelines for capital outlays.
 - c) Assessing demand / market projections for determining revenues from each segment of the project and its optimal capacity.
 - d) Financial and economic analysis (payback, breakeven)
- Developing operational models, financial protocols, process and procedures for smooth functioning of various activities of each components of the project while ensuring transparency and requisite internal controls.
- Suggesting Mechanism for identification of various cost elements and to determine the pricing for various services.
- To provide all needed support, inputs, documentation, services and content for the project.
- Initially preliminary design which elaborates covered area in lieu with present rules & regulations of Capital Development Authority.
- Preparation of design / financial / rate of returns, presentation to be given at highest level of PIA hierarchy.
- The Consultant will remain part of negotiations between PIACL & potential investor.
- To ascertain prevailing best available markup rates of different financial institutions.
- Rate of return an investment of each party i.e. PIACL & Potential Investor.
- Duration of holding of property till break even of financier investment along with handsome returns. (Detail financial model shall require to be submitted).
- There is no bar of participants of financier nationality, except the countries prohibited by the Govt. of Pakistan.

3. Salient Features of the Properties

PIA HOSPITAL PLOT, KDA SCHEME 36 GULISTAN-E-JAUHAR KARACHI.

1. Description of property: Open plot measuring 9.96 acres .
1. Location/address: Gulistan-e-Jauhar KDA Scheme no. 36.
2. Permissible height of construction:
3. NOC for construction: clients responsibility to be obtained from CDA
4. Clearance of outstanding dues: client's responsibility to be cleared

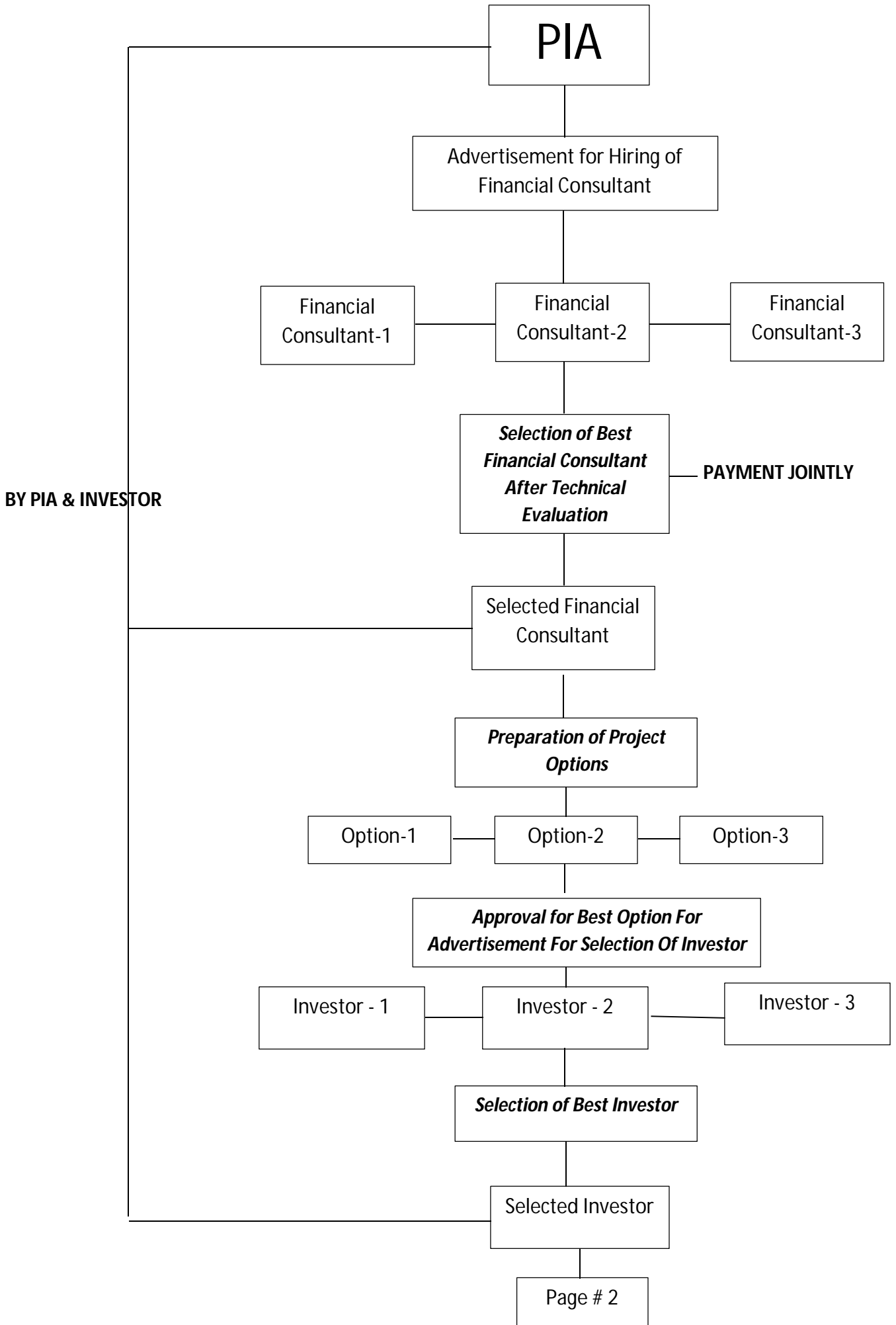
SIALKOT PLOT

2. Description of property: Open amenity plot 1778 sq.yards
3. Location/address: situated opposite to chamber of commerce, Paris road, Sialkot
4. Permissible height of construction: 7 floors.
5. NOC for construction: clients responsibility to be obtained from CDA
6. Clearance of outstanding dues: client's responsibility to be cleared

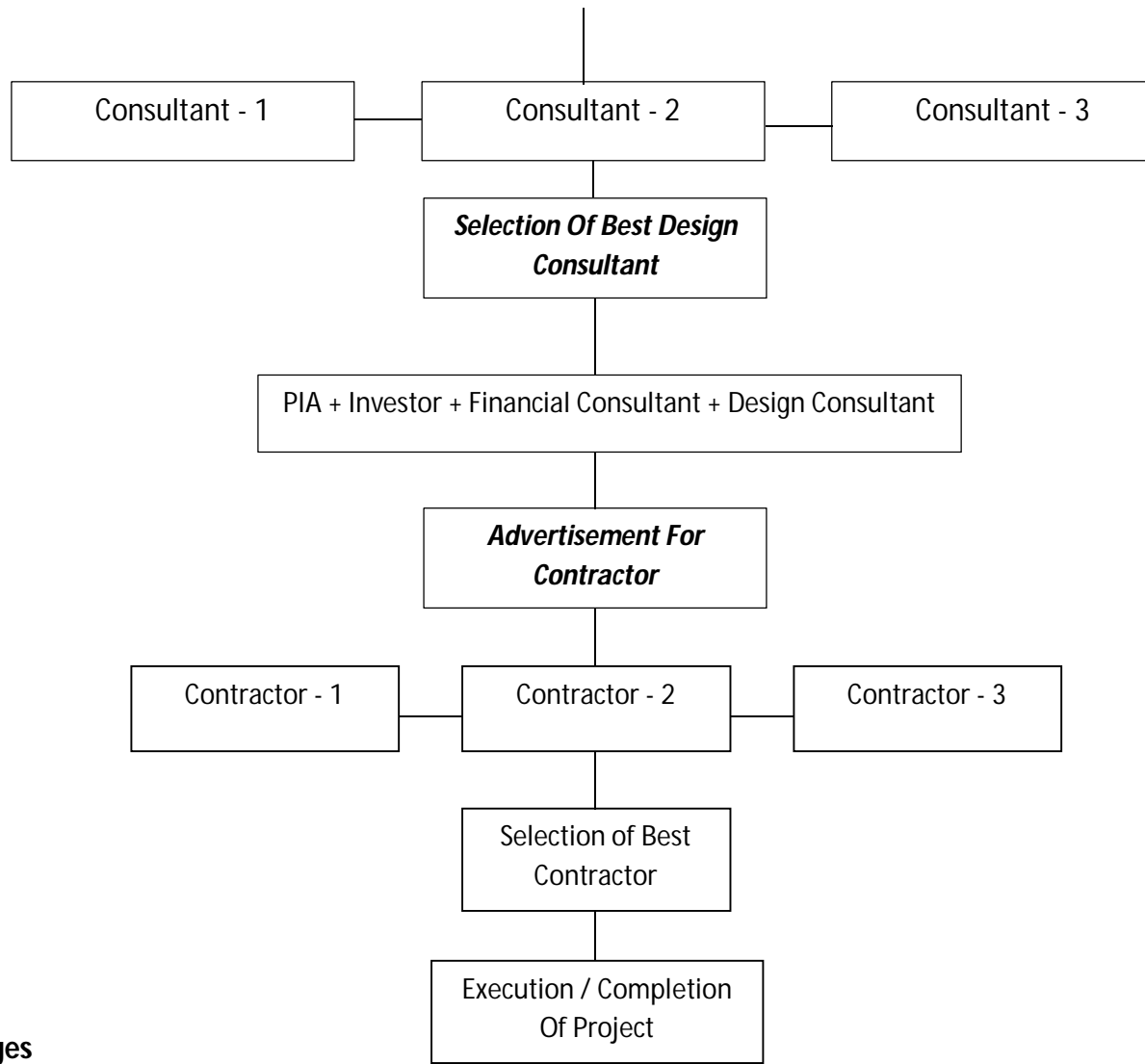
PLOT NO. 57 ISLAMABAD BLUE AREA

7. Description of property: Open amenity plot measuring 4608 sq. yards.
8. Location/address: Plot #57, sector F7/G7 Blue Area Islamabad.
9. Permissible height of construction: 19 floors + 2 floor basement
10. NOC for construction: clients responsibility to be obtained from CDA
5. Clearance of outstanding dues: client's responsibility to be cleared

4. Flow Of Work



Hiring of Design Consultant, (**Paid By Investor**) Selected Jointly By PIA, Financial Consultant & Investor



5. Payment Stages

S.NO.	PAYMENT STAGES	% OF PAYMENT	PAID BY
1	Signing of the CONTRACT and against the submission of AA+ insurance bond	5%	PIA
2	Submission of project options	10%	PIA
3	Advertisement for selection of investor	5%	PIA
4	Selection of investor	10%	INVESTOR
5	Signing of agreement with investor on finalization of financial model	20%	INVESTOR
6	Selection of design consultant	10%	INVESTOR
7	On completion of project	20%	50% PIA 50% INVESTOR
8	On successful completion of 1 st year and materialization of financial model	20%	50% PIA 50% INVESTOR
	TOTAL	100%	

6. Performance Warranty/ Bank Guarantees

Performance warranty equivalent to total bid amount will be submitted by the supplier in shape of bank guarantee or AA plus rating insurance firm.

This warranty will remain withheld at PIA Finance section for 1 year after expiry of completion date, PIA reserves the right to en-cash this warranty if there would be any failure in deliverables as mentioned in scope of work.

Annexure – C
Financial Proposal Forms

FIN-1 FINANCIAL PROPOSAL SUBMISSION LETTER

To:

Sub: _____

Dear Sir,

We, the undersigned, offer to the **Hiring of Consultancy Firms for Preparing a Comprehensive Financial Model / Feasibility Study For PIA PLOTS AT VARIOUS LOCATIONS**

In accordance with your request for Proposal vide Advertisement dated _____ and our Technical Proposal.

Our financial proposal shall be binding upon us and subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal i.e. indicated in the Data Sheet.

If negotiations are held during the period of validity of the Proposal, we confirm availability of our team of proposed personnel. Our proposal is binding upon us and subject to the modification resulting from Contract negotiations.

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

We remain,

Yours sincerely,

For _____

Signature _____
Designation
Official Stamp

SUMMARY OF COST:

1. PIA HOSPITAL PLOT, KDA SCHEME 36 GULISTAN-E-JAUHAR KARACHI

Consultancy charges for preparation of financial model/feasibility study	

2. SIALKOT PLOT

Consultancy charges for preparation of financial model/feasibility study	

3. PLOT NO. 57 ISLAMABAD BLUE AREA

Consultancy charges for preparation of financial model/feasibility study	

NOTE: The charges for the financial consultant are to be provided separately for 03 properties, payments will be made on materialization of each property stages wise as per clause no. 5 "stages of payment"