



NATIONAL HIGHWAY AUTHORITY

Procurement & Contract Administration Section
28 Mauve Area, G-9/I, Islamabad ☎ 051-9032727, 📠 051-9260419

No. 6(496)/GM(P&CA)/NHA/2020/ 71

9th April, 2020

Director General

Public Procurement Regulatory Authority
1st Floor FBC Building near State Bank,
Sector G-5/2, Islamabad

Subject: **ANNOUNCEMENT OF EVALUATION REPORT (PPRA RULE-35):
Consultancy Services for Supervision & Assisting the Newly
Established Quality Assurance Cell in Maintaining and
Continually Improving the Quality Management System (ISO
9001:2015) at NHA**

Reference: PPRA Rule-35

Find enclosed herewith the Combined Bid Evaluation Report for the subject Services in line with PPRA Rule-35 for uploading on PPRA website at the earliest, please.

for

9-04-2020
(HAFIZ MUHAMMAD TAHIR NADEEM)
General Manager (P&CA)

Encl: Evaluation Report along with **Annex-I**

Copy for kind information to:

- Member (Planning), NHA, Islamabad;
- Director (P&CA)-III, NHA, Islamabad;
- Director (MIS), NHA, Islamabad.

EVALUATION REPORT

(As Per Rule 35 of PP Rules, 2004)

| | | |
|-----|-------------------------------|---|
| 1. | Name of Procuring Agency: | National Highway Authority |
| 2. | Method of Procurement: | Single Stage Two Envelope Procedure |
| 3. | Title of Procurement: | Consultancy Services for Supervision & Assisting the Newly Established Quality Assurance Cell in Maintaining and Continually Improving the Quality Management System (ISO 9001:2015) at NHA |
| 4. | Tender Inquiry No.: | 6(496) |
| 5. | PPRA Ref. No. (TSE): | TS404738E |
| 6. | Date & Time of Bid Closing: | 28 th November, 2019 at 1130 hours local time |
| 7. | Date & Time of Bid Opening: | 28 th November, 2019 at 1200 hours local time |
| 8. | No of Bids Received: | Two (02) Proposals were received |
| 9. | Criteria for Bid Evaluation: | Criteria of Bid Evaluation is attached at Annex-I |
| 10. | Details of Bid(s) Evaluation: | As below |

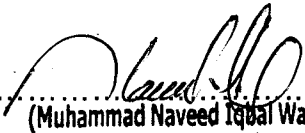
| Name of Bidder | Marks | | | Evaluated Cost (EC)* (PKR) | Rule/Regulation/SBD** /Policy/ Basis for Rejection / Acceptance as per Rule 35 of PP Rules, 2004. |
|--|---------------------------|-------------------------------|---------------------|----------------------------|---|
| | Technical (if applicable) | Financial (if applicable) | Total (out of 1000) | | |
| 1) M/s IOSHE JV with M/s CONSTECH | 666 | 200 | 866 | 9,803,963 | Top scoring firm in combined evaluation (PPRA Rule 36(b) (ix)) |
| 2) M/s Global Systems Compliance (Pvt.) Ltd JV with M/s Quality Management System 9000 | 385 | Technically Disqualified Firm | | | PPRA Rule 36(b) (v) |

**EC is the Evaluated Cost used for evaluation purpose and includes only the cost of competitive component (i.e. Remuneration and Direct Non-Salary Cost) and is exclusive of Provisional Sum, Contingency and Indirect Taxes.*

Top Ranked Bidder: M/s IOSHE JV with M/s CONSTECH

11. **Any other additional/ supporting information, the procuring agency may like to share:** The Procurement was carried out in line with PPRA Rules & Regulations. The bidding was done on QCBS method with 80:20 Technical to Financial Proposals ratio.

Signature:.....


(Muhammad Naveed Iqbal Wajid)
Member (Planning)
National Highway Authority
Islamabad

6/4/2020

Official Stamp:.....

****Standard Bidding Documents (SBD).**

National Highway Authority



Annex-I Criteria *FOR* Bid Evaluation

**Consultancy Services for Supervision
& Assisting the Newly Established Quality
Assurance Cell in Maintaining and
Continually Improving the Quality
Management System (ISO 9001:2015)
at NHA**

April, 2020



NATIONAL HIGHWAY AUTHORITY

Procurement & Contract Administration Section
28-Mauve Area, G-9/1, Islamabad Tel: 9032727, Fax: 9260419

Ref: 6(496)/DIR-III(P&CA)/NHA/2019/ 308


22nd November, 2019

All Prospective Consultants

Subject: **Minutes of Pre-Proposal Meeting and Addendum No.1: Supervision and Assisting the Newly Established Quality Assurance Cell in Maintaining and Continually Improving the Quality Management System (ISO 9001:2015) at NHA**

Reference: *Request for Proposal Notice for subject Services appeared in daily newspapers on 1st November, 2019*

The Minutes of Pre-Proposal Meeting held on 8th November, 2019 along with Addendum No.1 for subject Services being integral part of the Request for Proposal are enclosed herewith for necessary action, please.


(SAJJAD ALI SHAH)
Director (Consultancy) P&CA

Enclosure:

- Minutes of Pre-Proposal Meeting (01 Page);
- Addendum No.1 (01 Page);
- Attachment to Addendum No.1 (01 Page).

Copy for kind information to:

- Member (Planning), NHA, Islamabad;
- General Manager (Planning), NHA, Islamabad;
- General Manager (Design), NHA, Islamabad;
- General Manager (P&CA), NHA, Islamabad;
- Director (ISO-QMS), NHA, Islamabad.

MINUTES OF PRE-PROPOSAL
MEETING HELD ON 8TH NOVEMBER 2019

Consultancy Services for Supervision and Assisting the Newly Established
Quality Assurance Cell in Maintaining and Continually Improving the
Quality Management System (ISO 9001:2015) at NHA

A Pre-Proposal Meeting was held in NHA Auditorium at 1100 hours on 8th November 2019 to discuss the Request for Proposal (RFP) for subject Services. Following NHA officers and representatives of prospective consultants attended the meeting:

National Highway Authority

- Ms. Ayesha Tariq ... for General Manager (Planning)
- Mr. Allah Dad Khan ... General Manager (Finance)
- Hafiz M. Tahir Nadeem ... General Manager (P&CA)
- Mr. Muhammad Qayyum ... for General Manager (EC)-II
- Mr. Sajjad Ali Shah ... Director (P&CA)-III
- Mr. Ijaz Ahmed ... Director (Planning)
- Mr. Javed Iqbal ... Director (ISO)
- Ms. Saadia Rehman ... Deputy Director (P&CA)-II
- Ms. Shazia Riaz ... Assistant Director (ISO-QMS)

Consultants

- Mr. Ikram-Ul-haq ... Research Associate, M/s Cynosure Consultants.
- Mr. Haris Aqil ... General Manager, M/s EA Consultancy (Pvt) Ltd.
- Saqib Raiz ... Sr. Manager, M/s ACE Management Consultancy Services.
- Mr. Muhammad Irfan ... Director-M/s XPDNE.

2. The query submitted during the above-mentioned pre-proposal meeting and his clarification/ reply is summarized below for information of all prospective bidders:

| Sr. No. | Query | Reply |
|---------|--|-------------------------------------|
| 1. | Requirement of PEC registered firm is needed to be eligible for the task mentioned in TORs and we have discussed the issue during the conference also. Engineering firms are not related to the ISO 9001 Quality Management System Standard we cannot become member of PEC as we have our own registration with SECP and PEC registered firms are out of the domain of management consultancy firms. | Agreed. Please see Addendum No. 01. |

ADDENDUM No.1

Consultancy Services for Supervision and Assisting the Newly Established Quality Assurance Cell in Maintaining and Continually Improving the Quality Management System (ISO 9001:2015) at NHA

Following amendments have been made in the Request for Proposal (RFP) for subject Services under this Addendum No.1, which shall be read and construed as an integral part of RFP and shall take precedence in case of any conflict(s)/ambiguity(s) amongst this Addendum No.1 and other provisions of the RFP.

1. Data Sheet

(i) Refer page-11, Clause 1.8 (a) may be read as under:

(a) Any firm meeting the following requirements:

- (i) The firm must be having valid NTN Number.
- (ii) The firm should be registered from Securities & Exchange Commission of Pakistan (SECP).
- (iii) Failure to provide valid Registration Certificate (license) of the firm (each member in case of JV) will entitle the Client to reject the proposal.

(ii) Refer page-12, Clause 3.1.4 (a) may be added as under (Revised page-12 is attached as **Annexure-I to Addendum No. 1**):

- a. The Firm needs to be registered with Securities & Exchange Commission of Pakistan (SECP).

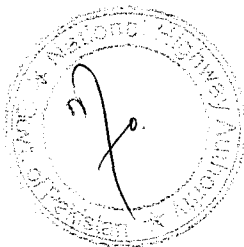
2. Checklist for Completeness of Proposal

Refer page-17, Description of Sr. No. 5 may be read as under:

Valid Registration Certificate of Securities & Exchange Commission of Pakistan (SECP).

3. All other terms and conditions shall remain same.

---ooOoo---



| | <p>(d) Technical Proposal Forms.</p> <p>(e) Financial Proposal Forms.</p> <p>(f) Appendix – A: TOR and Background Information.</p> <p>(g) Appendix – B: Man-Months and Activity Schedule.</p> <p>(h) Appendix – C: Client’s Requirements from the Consultant.</p> <p>(i) Appendix – D: Personnel Equipment, Facilities and Other Services to be provided by the Client.</p> <p>(j) Appendix – E: Copy of Model Agreement/ Draft Form of Contract & Appendices etc.</p> <p>(k) Form of Contract <i>(For Consultants to perform services as a Joint Venture)</i></p> | | | | |
|--|--|--------------------------|--|--|--|
| 2.2 | <p>The words “Twenty-one (21)” is deleted in its entirety and replaced with “Five (05)”</p> <p>The address for seeking clarification is:</p> <p>General Manager (P&CA) National Highway Authority 28-Mauve Area, G-9/1, Islamabad E-mail: gmpca.nha@gmail.com</p> | | | | |
| 3.1.1 | <p>Add following:</p> <p>The proposals should be bound in the hard book binding form to deny the possibility of removal or addition of page(s). All the pages of proposal must be signed and stamped in original by authorized representative of the firm/JV. All the pages must be numbered starting from first page to last. Any proposal found not adhering to these requirements will be rejected at the time of opening.</p> | | | | |
| 3.1.4 | <p>a. The Firm needs to be registered with Securities & Exchange Commission of Pakistan (SECP).</p> <p>d. Proposed key staff shall preferably be permanent employees who are employed with the consultants at least six months prior to submission of Proposal.</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>The minimum required experience of proposed Key Personnel is given below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="text-align: center;">FOR KEY PERSONNEL</th> </tr> </thead> <tbody> <tr> <td style="width: 30%; vertical-align: top;">Principal Consultant/ Training Expert</td> <td> <p>Minimum MS degree and ISO trainings with Lead Auditor Course (Higher foreign qualification will be preferred).</p> <ul style="list-style-type: none"> Minimum Twenty-Five (25) years of experience of training and consultancy in public and private sector. Minimum fifty (50) trainings provided in last three years on ISO. Must have provided training on QMS implementation in the similar organizations. Familiarity with the systems of highway management organization. </td> </tr> </tbody> </table> | FOR KEY PERSONNEL | | Principal Consultant/ Training Expert | <p>Minimum MS degree and ISO trainings with Lead Auditor Course (Higher foreign qualification will be preferred).</p> <ul style="list-style-type: none"> Minimum Twenty-Five (25) years of experience of training and consultancy in public and private sector. Minimum fifty (50) trainings provided in last three years on ISO. Must have provided training on QMS implementation in the similar organizations. Familiarity with the systems of highway management organization. |
| FOR KEY PERSONNEL | | | | | |
| Principal Consultant/ Training Expert | <p>Minimum MS degree and ISO trainings with Lead Auditor Course (Higher foreign qualification will be preferred).</p> <ul style="list-style-type: none"> Minimum Twenty-Five (25) years of experience of training and consultancy in public and private sector. Minimum fifty (50) trainings provided in last three years on ISO. Must have provided training on QMS implementation in the similar organizations. Familiarity with the systems of highway management organization. | | | | |

National Highway Authority



REQUEST FOR PROPOSAL

For

**Consultancy Services for Supervision and
Assisting the Newly Established Quality
Assurance Cell in Maintaining and Continually
Improving the Quality Management System (ISO
9001:2015) at NHA**

Tender No. 6(496)

October, 2019



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**GOVERNMENT OF PAKISTAN
NATIONAL HIGHWAY AUTHORITY
27-Mauve Area, G-9/1,
Post Box No. 1205,
ISLAMABAD**

Dated the _____

Ref No. _____

LETTER OF INVITATION (LOI)

To,

All prospective consultants

Gentlemen!

We extend warm welcome to you and invite you for participating in this project. We hope that you will live up to your reputation and provide us accurate information so that the evaluation is carried out "just and transparent". Please understand that the contents of this RFP, where applicable, shall be deemed part of the contract agreement. An example to this affect can be the contents of your work plan and methodology which you shall be submitting in your technical proposal. Since that is the basis of the selection, therefore, it shall become part of the contract agreement subject to approval/revisions of the same by NHA during the negotiations. Similarly, all other services and the content contributing to services shall be deemed part of the contract agreement unless it is specified for any particular item up-front in your technical proposal which obviously will make your proposal a conditional proposal whereby, authorizing NHA to may or may not consider to evaluate your proposal. Please understand that if no such mention appears up-front (i.e. on front page of technical proposal) then it shall be deemed that the consultant is in 100% agreement to the above. You are also advised to kindly read the RFP thoroughly as it can drastically affect the price structure for various services which may not be appearing directly in the terms of reference. In the end, we appreciate your participation and hope that you will feed a good proposal to merit consideration by NHA.

General Manager (P&CA)

Telephone: +92-51-9032727

Fax : +92-51-9260419

E-mail : gmpca.nha@gmail.com,

Website: www.nha.gov.pk



ATTACHMENTS

1. Instructions to Consultants (Annex A)
2. Data Sheet (Annex B)
3. Checklist for Completeness of Proposal
4. Summary Evaluation Sheet
5. Personnel Evaluation Sheet
6. Technical Proposal Forms
7. Financial Proposal Forms
8. Appendix A (Terms of Reference)
9. Appendix B (Person-Months and Activity Schedule)
10. Appendix C (Client's Requirements from the Consultants)
11. Appendix D (Personnel, Equipment, Facilities and other services to be provided by the Client).
12. Appendix E (Copy of Model Agreement)



Annex A**INSTRUCTIONS TO CONSULTANTS****1. INTRODUCTION**

- 1.1 You are hereby invited to submit a technical and a financial proposal for consulting services required for the assignment named in the attached Data Sheet (referred to as "Data Sheet" hereafter) annexed with this letter. Your proposal could form the basis for future negotiations and ultimately a Contract between your firm and the Client named in the Data Sheet.
- 1.2 A brief description of the assignment and its objectives are given in the Data Sheet. Details are provided in the attached RFP for design services provided in the Documents and will become part of agreement subsequently.
- 1.3 The assignment shall be implemented in accordance with the phasing specified in the Data Sheet.
- 1.4 The Client has been entrusted the duty to implement the Project as Executing Agency by Government of Pakistan (GoP) and funds for the project shall be arranged by the Client.
- 1.5 To obtain first-hand information on the assignment and on the local conditions, you are encouraged to pay a visit to the Client before submitting a proposal and attend a pre-proposal conference if specified in the Data Sheet. Your representative shall meet the named officials on the date and time specified 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 inform yourself of local conditions and take them into account in preparing your proposal.
- 1.6 The Client shall provide the inputs specified in the Data Sheet, assist the Consultants in obtaining licenses and permits needed to carry out the services, and make available relevant project data and reports.
- 1.7 Please note that:
- i. The cost of preparing the proposal and of negotiating the Contract, including a visit to the Client, are not reimbursable as a direct cost of the Assignment, and
 - ii. The Client is not bound to accept any of the proposals submitted.
- 1.8 The names of the invited consultants are given in the Data Sheet.
- 1.9 We wish to remind you that in order to avoid conflicts of interest:



- a) Any firm providing goods, works, or services with which you are affiliated or associated is not eligible to participate in bidding for any goods, works, or services (other than the services and any continuation thereof) resulting from or associates' with the project of which this assignment forms a part; and
 - b) Any previous or ongoing participation in relation with the project by your firm, its professional staff, its affiliates or associates under a Contract may result in rejection of your proposal. You should clarify your situation in that respect with the Client before preparing the proposal.
- 1.10 A firm may submit its proposal for the Assignment either as an independent Consultant or as a Member of a JV Consultants but participation of a firm occurring in more than one proposal for the Assignment is not allowed. In case a firm participates in more than one proposal, all such proposals shall be **disqualified and rejected**. However this condition does not apply for individual Specialist Sub-consultant(s).

2. DOCUMENTS

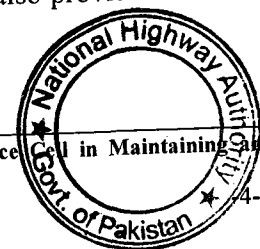
- 2.1 To prepare a proposal, please use the Documents specified in the Data Sheet.
- 2.2 Consultants requiring a clarification of the Documents must notify the Client, in writing, not later than twenty-one (21) days before the proposal submission date. Any request for clarification in writing, or by cable, telex or tele-fax shall be sent to the Client's address specified in the Data Sheet. The Client shall respond by cable, telex or tele-fax to such requests and copies of the response shall be sent to all invited Consultants.
- 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 an invited consulting firm, modify the Documents by amendment. The amendment shall be sent in writing or by cable, telex or tele-fax to all invited consulting firms and will be binding on them. The Client may at its discretion extend the deadlines for the submission of proposals.

3. PREPARATION OF PROPOSAL

It will consist of two parts – Technical and Financial

3.1 Technical Proposal

- 3.1.1 The Technical Proposal should be submitted using the format specified and shall include duly signed and stamped forms appended with the RFP. This is a mandatory requirement for evaluation of proposals and needs to be filled up carefully.
- 3.1.2 For Technical Proposal, the general approach and methodology which you propose for carrying out the services covered in the TOR, including such detailed information as you deem relevant, together with your appreciation of the Project from provided details and
- (a) A detailed overall work program to be provided with timing of the assignment of each expert or other staff member assigned to the project. This will also provide the Client an opportunity to effectively monitor work progress.

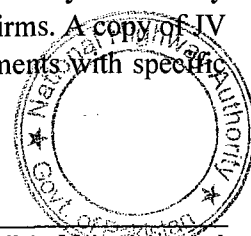


- (b) Total number of man-months and project duration as per TOR.
- (c) Clear description of the responsibilities of each expert staff member within the overall work program.
- (d) The Curriculum Vitae (CV) of all Key Staff members and an affidavit that proposed staff shall be available for the assignment during the project duration and their present place of duty may also be specified. The Consultants are advised to suggest such names that shall be available for the Assignment.
- (e) The technical proposal shall include duly filled in forms provided with this RFP. The name, background, and professional experience of each expert staff member to be assigned to the project, with particular reference to his experience of work of a nature similar to that of the proposed assignment.
- (f) Current commitments and past performance are the basic criteria of technical proposal. You are required to provide the details of present commitments/on- going jobs as referred in the Form A-10 of technical proposal. Further, the basis for the past performance is the report from Design Section and Construction Wing of the Client.

3.1.3 In preparing the technical proposal, you are expected to examine all terms and instructions included in the Documents. Failure to provide all requested information shall be at your own risk and may result adversely in the scoring of your proposal. The proposal should be prepared as per RFP and any suggestion or review of staff etc. should be clearly spelt out in form A-4. This will be discussed at the time of negotiation meeting as and when called.

3.1.4 During preparation of the technical proposal, you must give particular attention to the following:

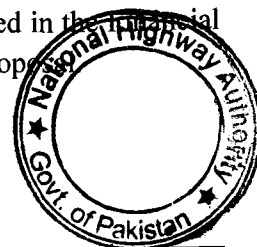
- a. The Firm needs to be registered with Pakistan Engineering Council (PEC).
- b. If you consider that your firm does not have all the expertise for the assignment you may obtain a full range of experience by associating with other firms or entities. You may also utilize the services of expatriate experts but only to the extent for which the requisite expertise is not available in any Pakistani firm. In case of Joint Venture, the proposal should state clearly partners will be "Jointly and Severally" responsible for performance under the Contract and one (Representative) partner will be responsible for all dealings with the Client on behalf of the Joint Venture. Its "Power of Attorney" on this account is to be enclosed. The representative partner shall retain the responsibility for the performance of obligations and satisfactory completion of the consultancy services. PEC registers a foreign consulting firm for issuing license to provide consultancy services in Pakistan, which is based on formation of JV with the condition that the foreign consulting firm shall provide only that share of consultancy services by the JV for which expertise is not available with Pakistani consulting firms. A copy of JV agreement to be provided at the time of finalizing the contract documents with specific responsibilities and assignments to be looked after by each partner.



- c. Subcontracting part of the assignment to the other Consultants is not discouraged and Specialist Sub-Consultants may be included.
 - d. The key professional staff proposed shall be permanent employees of the firm unless otherwise specified in the Data Sheet. The minimum stay with the firm for such persons is Six months. No alternative to key professional staff may be proposed and only one CV may be submitted for each position. The minimum required experience of proposed Key Staff is specified in the Data Sheet.
 - e. The training shall be imparted during the currency of the contract if specified in the Data Sheet.
- 3.1.5 The technical proposal shall not include any financial information. The Consultant's comments, if any, on the data, services and facilities to be provided by the Client and specified in the TOR shall be included in the technical proposal.

3.2 Financial Proposal

- 3.2.1 The financial proposal should be submitted using the format specified and enclosed with this RFP. This is a mandatory requirement for evaluation of proposals and needs to be filled up carefully. The total cost is to be specified in the Form A-17 and accordingly also in Form A-11.
- 3.2.2 The financial proposal should list the costs associated with the Assignment. These normally cover remuneration for staff in the field and at headquarters, per diem, housing, transportation for mobilization and demobilization, services and equipment (vehicles, office equipment furniture and supplies), printing of documents, surveys and investigations. These costs should be broken into foreign (if applicable) and local costs. Your financial proposal should be prepared using the formats attached as forms A-11 to A-17.
- 3.2.3 The financial proposal shall also take into account the professional liability as provided under the relevant PEC Byelaws and cost of insurances specified in the Data Sheet.
- 3.2.4 Costs may be expressed in currency (s) listed in the Data Sheet.
- 3.2.5 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 formers will prevail. In addition to the above corrections, 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 an activity or item is quantified in the Financial Proposal differently from the Technical Proposal, the evaluation committee shall correct the quantification specified in the Financial Proposal so as to make it consistent with that specified in the Technical Proposal.



4. SUBMISSION OF PROPOSALS

- 4.1 You shall submit one original technical proposal and one original financial proposal and the number of copies of each specified in the Data Sheet. Each proposal shall be in a separate envelope indicating original or copy, as appropriate. All technical proposals shall be placed in an envelope clearly marked "Technical Proposal" and the financial proposals in the one marked "Financial Proposal". These two envelopes, in turn, shall be sealed in an outer envelope bearing the address and information specified in the Data Sheet. The envelope shall be clearly marked, "DO NOT OPEN, EXCEPT IN PRESENCE OF THE EVALUATION COMMITTEE."
- 4.2 In the event of any discrepancy between the copies of the proposal, the original shall govern. The original and each copy of the technical and financial proposals shall be prepared in indelible ink and shall be signed by the authorized Consultant's representative. The representative's authorization shall be confirmed by a written power of attorney accompanying the proposals. All pages of the technical and financial proposals shall be initialed by the person or persons signing the proposal.
- 4.3 The proposal shall contain no interlineations or 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.
- 4.4 The completed technical and financial proposals shall be delivered on or before the time, date, and the location specified in the Data Sheet.
- 4.5 The proposals shall be valid for the number of days stated in the Data Sheet from the date of its submission. During this period, you shall keep available the professional staff proposed for the assignment. The Client shall make its best effort to complete negotiations at the location stated in the Data Sheet within this period.

5. PROPOSAL EVALUATION

- 5.1 A Single-Stage-Two-Envelope procedures shall be adopted in ranking of the proposals. The technical evaluation shall be carried out first, followed by the financial evaluation. The Consultants shall be ranked using a combined technical/financial score.
- 5.2 Technical Proposal**
- 5.2.1 The evaluation committee appointed by the Client shall carry out its evaluation for all the projects as listed in Para 1.1, applying the evaluation criteria and point system specified in the Data Sheet. Each responsive proposal shall be given a technical score:St. The Consultants scoring less than seventy (70) percent points shall be rejected and their financial proposals returned un-opened.



5.3 Financial Proposal

5.3.1 The financial proposals of the three top-ranking qualifying Consultants on the basis of evaluation of technical proposals shall be opened in the presence of the representatives of these Consultants, who shall be invited for the occasion and who care to attend. The Client shall inform the date, time and address for opening of financial proposals as specified in the Data Sheet. The total cost and major components of each proposal shall be publicly announced to the attending representatives of the firms.

5.3.2 The evaluation committee shall determine whether the financial proposals are complete and without computational errors. The lowest financial proposal (F_m) among all shall be given a financial score: S_f of 1000 points. The financial scores of the proposals shall be computed as follows:

$$S_f = (1000 \times F_m) / F$$

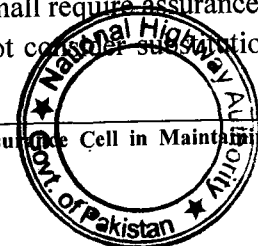
(F = amount of specific financial proposal)

5.3.3 Proposals, in the Quality Cum Cost Based Selection (QCBS) shall finally be ranked according to their combined technical (S_t) and financial (S_f) scores using the weights (T- the weight given to the technical proposal, P = the weight given to the financial proposal, and $T+P=1$) stated in the Data Sheet:

$$S = S_t \times T \% + S_f \times P \%$$

6. NEGOTIATION

- 6.1 Prior to the expiration of proposal validity, the Client shall notify the successful Consultant who submitted the highest-ranking proposal in writing, by registered letter, cable telex or facsimile and invite it to negotiate the Contract.
- 6.2 Negotiations normally take from two to five days. The aim is to reach agreement on all points and initial a draft contract by the conclusion of negotiations.
- 6.3 Negotiations shall commence with a discussion of your technical proposal. The proposed methodology, work plan, staffing and any suggestions you may have made to improve the TOR. Agreement shall then be reached on the final TOR, the staffing, and the bar charts, which shall indicate activities, staff, and periods in the field and in the home office, staff months, logistics and reporting.
- 6.4 Changes agreed upon shall then be reflected in the financial proposal, using proposed unit rates (no negotiation of the staff month rates).
- 6.5 Having selected Consultants on the basis of, among other things, an evaluation of proposed key professional staff, the Client expects to negotiate a contract on the basis of the staff named in the proposal. Prior to contract negotiations, the Client shall require assurances that the staff members will be actually available. The Client shall not consider substitutions of



key staff except in cases of un-expected delays in the starting date or incapacity of key professional staff for reasons of health.

- 6.6 The negotiations shall be concluded with a review of the draft form of the contract. The Client and the Consultants shall finalize the contract to conclude negotiations. If negotiations fail, the Client shall invite the Consultants that received the second highest score in ranking to Contract negotiations. The procedure will continue with the third in case the negotiation process is not successful with the second ranked consultants.

7. AWARD OF CONTRACT

- 7.1 The contract shall be awarded after successful negotiations with the selected Consultants and approved by the competent authority. Upon successful completion of negotiations/initialing of the draft contract, the Client shall promptly inform the other Consultants that their proposals have not been selected.
- 7.2 The selected Consultant is expected to commence the assignment on the date and at the location specified in the Data Sheet.

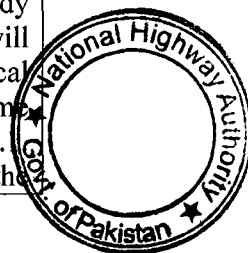
8. CONFIRMATION OF RECEIPT

- 8.1 Please inform the Client by telex/facsimile courier or any other means:
- (i) That you received the letter of invitation;
 - (ii) Whether you will submit a proposal; and
 - (iii) If you plan to submit a proposal, when and how you will transmit it.

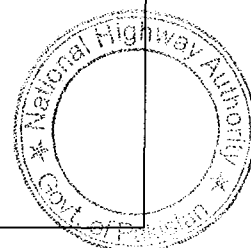


DATA SHEET

| LOI Clause No. | DESCRIPTION OF CLAUSE |
|-----------------------|--|
| 1.1 | <p>The name of Assignment is: - “Consultancy Services for Supervision and Assisting the newly Established Quality Assurance Cell in Maintaining and Continually improving the Quality Management System (ISO 9001:2005) at NHA”</p> <p>The Client’s Name is: - National Highway Authority</p> |
| 1.2 | <p>The description and the objectives of the assignment are: As per TOR</p> |
| 1.3 | <p>Phasing of the Assignment (if any): Nil</p> <p>The Consultant shall commence the assignment upon signing of Contract Agreement between NHA and the successful Consultant.</p> |
| 1.5 | <p>Pre-Proposal Conference: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>The name(s) and address(es) of the Official(s) is (are):</p> <p>General Manager (P&CA) National Highway Authority 28, Mauve Area, G-9/1 Islamabad</p> <p>Date, Time and Venue for Pre-Proposal Conference:</p> <p>Date: 05th November 2019 Time: 1100 hours Venue: NHA Auditorium (HQ) National Highway Authority 28, Mauve Area, G-9/1 Islamabad.</p> |
| 1.6 | <p>The Client shall provide the following inputs:</p> <p>As per TOR and Appendix D.</p> |
| 1.7 | <p>Following sub-clauses are added:</p> <p>iii. The Consultant may please note not to suggest names of key staff already proposed in other proposals with the Client or awarded recently. This will affect adversely marking of these professionals in evaluation of the technical proposal. Their secured points are liable to be reduced by 50% if their name appears in more than 1 previous proposal in which they are ranked No. Also, the existing load of work with a firm shall be considered as one of the</p> |



| | |
|-------------------|--|
| | <p>factors for the consideration in the award of the work.</p> <p>iv. Form A-4 is meant for comments on provision contained in RFP and Terms of Reference (TOR) and unless the observations are noted in this particular form, anything written elsewhere on this account including financial implications, if any, shall be considered of no consequence in the evaluation process.</p> <p>v. Consultants may form a Joint Venture (JV) to qualify for the Assignment in which case the contract will be signed between the Client and all members of the JV on the prescribed Form included in Appendix E (copy of Model Agreement) subject to the ranking and successful negotiations. A JV may include at the most four members. To promote the consultancy industry in the country, 50 marks (out of 1000 for Evaluation) are allocated for Transfer of Knowledge in the form of JV with a new / less experienced firm by sharing at least 20% of Assignment with them.</p> |
| <p>1.8</p> | <p>The Invited Consultants / Eligible Consultants are:</p> <p>Any firm meeting the following requirements:</p> <p>(a) Valid Registration Certificate of Pakistan Engineering Council with relevant Project Profile Codes. Foreign consulting firms shall make JV in accordance with Byelaw 6(2) and Byelaw 9 of the Pakistan Engineering Council (Conduct and Practice of Consulting Engineers) Bye-Laws 1986. Failure to provide valid Registration Certificate (license) of the firm (each member in case of JV) by the PEC will entitle the Client to reject the proposal.</p> <p>(b) Affidavit in original bearing the subject with project name on stamp paper duly attested by the Oath Commissioner to the effect that the firm has neither been blacklisted nor any contract rescinded in the past for non-fulfillment of contractual obligations (By all member firms in case of JV and/or sub-consultant).</p> <p>(c) Facilities available with the Consultant to perform their functions effectively (proper office premises, software, hardware, record keeping etc.)</p> <p>(d) Client's satisfaction certificates (Performance Reports) for the last three relevant assignments from the respective Clients. Moreover, any adverse report regarding performance of Consultant on NHA projects received from NHA's any relevant quarter may become basis for its disqualification from the services above named in clause 1.1.</p> <p>(e) Signing and certification of the Checklist for Completeness of the Proposal as per attachment at the end of Data Sheet.</p> <p>(f) Man-months of staff and Project Duration as per TOR.</p> |
| <p>2.1</p> | <p>The Documents are:</p> <p>(a) Letter of Invitation (LOI).</p> <p>(b) Instructions to Consultants (ITC).</p> <p>(c) Data Sheet.</p> |



| | <p>(d) Technical Proposal Forms.</p> <p>(e) Financial Proposal Forms</p> <p>(f) Appendix – A: TOR and Background Information.</p> <p>(g) Appendix – B: Man-Months and Activity Schedule</p> <p>(h) Appendix – C: Client’s Requirements from the Consultant.</p> <p>(i) Appendix – D: Personnel Equipment, Facilities and Other Services to be provided by the Client.</p> <p>(j) Appendix – E: Copy of Model Agreement/ Draft Form of Contract & Appendices etc.</p> <p>(k) Form of Contract (<i>For Consultants to perform services as a Joint Venture</i>)</p> | | | | |
|---|---|--------------------------|--|---|--|
| 2.2 | <p>The words “Twenty-one (21)” is deleted in its entirety and replaced with “Five (05)”</p> <p>The address for seeking clarification is:</p> <p>General Manager (P&CA) National Highway Authority 28, Mauve Area, G-9/1, Islamabad E-mail: gmpca.nha@gmail.com</p> | | | | |
| 3.1.1 | <p>Add following:</p> <p>The proposals should be bound in the hard book binding form to deny the possibility of removal or addition of page(s). All the pages of proposal must be signed and stamped in original by authorized representative of the firm/JV. All the pages must be numbered starting from first page to last. Any proposal found not adhering to these requirements will be rejected at the time opening.</p> | | | | |
| .1.4 | <p>d. Proposed key staff shall preferably be permanent employees who are employed with the consultants at least six months prior to submission of Proposal.</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>The minimum required experience of proposed Key Personnel is given below:</p> <table border="1" style="width: 100%;"> <thead> <tr> <th colspan="2" style="text-align: center;">FOR KEY PERSONNEL</th> </tr> </thead> <tbody> <tr> <td style="width: 30%;">Principal Consultant/Training Expert</td> <td> <p>Minimum MS degree and ISO trainings with Lead Auditor Course (Higher foreign qualification will be preferred.</p> <ul style="list-style-type: none"> • Minimum Twenty-Five (25) years of experience of training and consultancy in public and private sector • Minimum fifty (50) trainings provided in last three years on ISO. • Must have provided training on QMS implementation in the similar organizations • Familiarity with the systems of highway management organization </td> </tr> </tbody> </table> | FOR KEY PERSONNEL | | Principal Consultant/Training Expert | <p>Minimum MS degree and ISO trainings with Lead Auditor Course (Higher foreign qualification will be preferred.</p> <ul style="list-style-type: none"> • Minimum Twenty-Five (25) years of experience of training and consultancy in public and private sector • Minimum fifty (50) trainings provided in last three years on ISO. • Must have provided training on QMS implementation in the similar organizations • Familiarity with the systems of highway management organization |
| FOR KEY PERSONNEL | | | | | |
| Principal Consultant/Training Expert | <p>Minimum MS degree and ISO trainings with Lead Auditor Course (Higher foreign qualification will be preferred.</p> <ul style="list-style-type: none"> • Minimum Twenty-Five (25) years of experience of training and consultancy in public and private sector • Minimum fifty (50) trainings provided in last three years on ISO. • Must have provided training on QMS implementation in the similar organizations • Familiarity with the systems of highway management organization | | | | |



| | |
|--|---|
| | <ul style="list-style-type: none"> • Must have provided services to international organizations • Good analytical, decision-making and communication skills. <p>At least 50 ISO 9001 consultancies</p> |
| QMS Documentation Expert/Coordinator | <p>Minimum Master degree in Quality Management and ISO trainings with Lead Auditor Course (Higher qualification will be preferred)</p> <ul style="list-style-type: none"> • Minimum fifteen (15) years of experience of quality management system-ISO 9001 in Public and Private sector organizations • Minimum ninety (90) consultancies of quality management system-ISO 9001 be completed in last 5 years in Public and Private sector organizations • Must have developed ISO documentation of at least fifty (50) public and private sector organizations • Must have prepared ISO documentation for similar nature organization during last two-three years |
| Auditing Experts | <p>ISO training with lead Auditing course.</p> <ul style="list-style-type: none"> • Minimum twenty (20) years of experience of QMS • Minimum five hundred (500) audits conducted in last 7 years • Must have audited similar organizations. |
| <p><u>Note: The Consultants are advised to submit updated CV's strictly in compliance with the format of CVs given in Technical Proposal Form A-5. CVs submitted without regard to the said format may score low.</u></p> | |
| <p>e. Training is an important feature of this Assignment:</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If Yes, details of training are given in TOR</p> | |



| | |
|-------|---|
| 3.2.3 | <p>Professional liability, insurances (description or reference to appropriate documentation):</p> <p>i. The Consultants shall be responsible for Professional Indemnity Bond of the required amount at their own cost. This bond shall be in the joint name of Consultant and the Client.</p> <p>ii. The Consultants are required to insure their Employees and Professionals for Hospitalization/ Medical, Travel and Accident Cover for the duration of the Contract. The details provided in Para 3.5 of Special Conditions of Contract in Model Contract.</p> |
| 4.1 | <p>The number of copies of the Proposal required is:</p> <p>Technical Proposal: One Original and Three copies with CD (soft form of complete Technical Proposal in PDF Form) in sealed envelope.</p> <p>Financial Proposal: One Original with CD (soft form of complete Financial Proposal in PDF as well as MS Word/Excel Forms) in sealed envelope.</p> <p>The address for writing on the proposal is:</p> <p>General Manager (P&CA) National Highway Authority 28, Mauve Area G-9/1 Islamabad Telephone: +92-51-9032727 Facsimile: +92-51-9260419</p> |
| 4.4 | <p>The date and time of proposal submission is:</p> <p>Date: (19th November 2019) Time: 1130 hours Location of Submission: NHA Main Auditorium National Highway Authority 27-Mauve Area G-9/1 Islamabad.</p> |
| 4.5 | <p>Validity period of the proposal is: 180 days</p> <p>The bid shall remain valid up to 13th May 2020</p> <p>The location for negotiation of proposal is:</p> <p>General Manager (P&CA) National Highway Authority 28-Mauve Area G-9/1 Islamabad Telephone: +92-51-9032727 Facsimile: +92-51-9260419</p> |



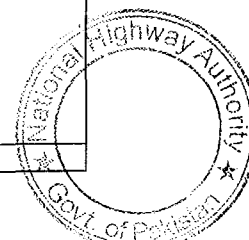
| 5.2 | <p>The evaluation of technical proposal shall be based on following criteria:</p> <table border="1"> <thead> <tr> <th>Description / Items</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>1. Consultancy Firm Experience</td> <td>300</td> </tr> <tr> <td>a) Past Experience in work of similar nature-ISO Consultancy</td> <td>(150)</td> </tr> <tr> <td>b) Experience of providing consultancy for implementation of ISO 9001:2015 to at least 2 donor funded project/ organization</td> <td>(40)</td> </tr> <tr> <td>c) Provided consultancy to Federal Ministries/ Divisions organizations which successfully certified to latest version of ISO 9001:2015: 05 and above</td> <td>(110)</td> </tr> <tr> <td>2. Experience/ Skills and Competencies of Consulting Team</td> <td>500</td> </tr> <tr> <td>a) Principal Consultant/ Training Expert</td> <td>(280)</td> </tr> <tr> <td>b) QMS Documentation Expert/ Coordinator</td> <td>(110)</td> </tr> <tr> <td>c) Auditing Expert</td> <td>(110)</td> </tr> <tr> <td>3. Approach and methodology</td> <td>170</td> </tr> <tr> <td>4. Present commitment of firm</td> <td>30</td> </tr> <tr> <td style="text-align: right;">Total Points:</td> <td>1000</td> </tr> </tbody> </table> | Description / Items | Points | 1. Consultancy Firm Experience | 300 | a) Past Experience in work of similar nature-ISO Consultancy | (150) | b) Experience of providing consultancy for implementation of ISO 9001:2015 to at least 2 donor funded project/ organization | (40) | c) Provided consultancy to Federal Ministries/ Divisions organizations which successfully certified to latest version of ISO 9001:2015: 05 and above | (110) | 2. Experience/ Skills and Competencies of Consulting Team | 500 | a) Principal Consultant/ Training Expert | (280) | b) QMS Documentation Expert/ Coordinator | (110) | c) Auditing Expert | (110) | 3. Approach and methodology | 170 | 4. Present commitment of firm | 30 | Total Points: | 1000 |
|--|--|---------------------|------------|--|------------|--|-------|---|------|--|------------|--|------------|--|-------|--|-------|--------------------|-------|------------------------------------|------------|--------------------------------------|-----------|----------------------|-------------|
| Description / Items | Points | | | | | | | | | | | | | | | | | | | | | | | | |
| 1. Consultancy Firm Experience | 300 | | | | | | | | | | | | | | | | | | | | | | | | |
| a) Past Experience in work of similar nature-ISO Consultancy | (150) | | | | | | | | | | | | | | | | | | | | | | | | |
| b) Experience of providing consultancy for implementation of ISO 9001:2015 to at least 2 donor funded project/ organization | (40) | | | | | | | | | | | | | | | | | | | | | | | | |
| c) Provided consultancy to Federal Ministries/ Divisions organizations which successfully certified to latest version of ISO 9001:2015: 05 and above | (110) | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. Experience/ Skills and Competencies of Consulting Team | 500 | | | | | | | | | | | | | | | | | | | | | | | | |
| a) Principal Consultant/ Training Expert | (280) | | | | | | | | | | | | | | | | | | | | | | | | |
| b) QMS Documentation Expert/ Coordinator | (110) | | | | | | | | | | | | | | | | | | | | | | | | |
| c) Auditing Expert | (110) | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. Approach and methodology | 170 | | | | | | | | | | | | | | | | | | | | | | | | |
| 4. Present commitment of firm | 30 | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Points: | 1000 | | | | | | | | | | | | | | | | | | | | | | | | |
| | <p>Minimum qualifying technical score: 700</p> <p>* Transfer of knowledge would be in the form of joint venture with new/ less experienced firm(s) by sharing at least 20% of Assignment with them for promoting the consultancy industry in the country.</p> <p>The points earmarked for evaluation sub-criteria (3) for suitability of Key Staff are: -</p> <table border="1"> <thead> <tr> <th>Description / Items</th> <th>Points (%)</th> </tr> </thead> <tbody> <tr> <td>i. Academic and General Qualifications</td> <td>30</td> </tr> <tr> <td>ii. Professional experience related to the Project</td> <td>60</td> </tr> <tr> <td>iii. Status with the firm (Permanent & duration with Firm as per LOI Clause 3.1.4 (d))</td> <td>10</td> </tr> <tr> <td style="text-align: right;">Total Points:</td> <td>100</td> </tr> </tbody> </table> | Description / Items | Points (%) | i. Academic and General Qualifications | 30 | ii. Professional experience related to the Project | 60 | iii. Status with the firm (Permanent & duration with Firm as per LOI Clause 3.1.4 (d)) | 10 | Total Points: | 100 | | | | | | | | | | | | | | |
| Description / Items | Points (%) | | | | | | | | | | | | | | | | | | | | | | | | |
| i. Academic and General Qualifications | 30 | | | | | | | | | | | | | | | | | | | | | | | | |
| ii. Professional experience related to the Project | 60 | | | | | | | | | | | | | | | | | | | | | | | | |
| iii. Status with the firm (Permanent & duration with Firm as per LOI Clause 3.1.4 (d)) | 10 | | | | | | | | | | | | | | | | | | | | | | | | |
| Total Points: | 100 | | | | | | | | | | | | | | | | | | | | | | | | |
| 5.3.1 | <p>Following is added:</p> <p>The words “three top-ranking qualifying consulting firms” is deleted in its entirety and replaced with the words “qualifying consultants”</p> <p>The date, time, and address of the financial proposal opening are: After evaluation and approval of technical proposals (TO BE INFORMED LATER).</p> | | | | | | | | | | | | | | | | | | | | | | | | |

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| 5.3.3 | <p>The weights given to the Technical and Financial Proposals are:</p> <p>Technical: 80% Financial: 20%</p> |
| 6.3 | <p>Add following at the end of this Para:</p> <p>The final person-months of each expert are subject to adjustment at the stage of contract negotiation in line with demonstrated approaches methodology and need basis.</p> |
| 7.2 | <p>The assignment is expected to commence in: January 2020</p> |
| 8 | <p>The Clause is deleted in its entirety</p> |



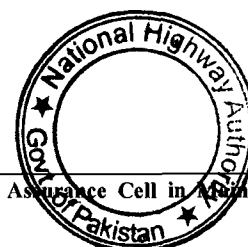
Checklist for Completeness of Proposal

| S. No. | Description | Must attach Documents | | Annexures |
|--------|--|--|---|-----------|
| | | In case of Single Entity | In case of JV/ Sub-Consultants | |
| 1. | Power of Attorney to submit the Proposal (Original, scanned copy is not acceptable) | a. By the owner/owners of Firm to authorized representative. b. In case of more than one owner, legal authority of issuing Power of Attorney of Executant itself. | a. By the owner/owners of each Firm to authorized representative. b. In case of more than one owner, legal authority of issuing Power of Attorney of Executant itself. c. Power of Attorney by the duly authorized representative(s) of member firm(s)/sub-consultant(s) to the authorized representative of Lead Firm | |
| 2. | Power of Attorney to sign the Proposal (Original, scanned copy is not acceptable) | a. By the owner/owners of Firm to authorized representative. b. In case of more than one owner, legal authority of issuing Power of Attorney of Executant itself. | a. By the owner/ owners of each Firm to authorized representative. b. In case of more than one owner, legal authority of issuing Power of Attorney of Executants itself. c. Power of Attorney by the duly authorized representative(s) of member firm(s)/ sub-consultant(s) to the authorized representative of Lead Firm | |
| 3. | Letter of Intent to form JV on firm's letterhead/ JV agreement on stamp paper (Original, scanned copy is not acceptable) | N. A | Each Firm (all JV members), including the Lead Firm, to sign through its authorized representative (along with authorization) | |
| 4. | TECHNICAL PROPOSAL FORMS TECH-1 to TECH-9 duly completed as per Instructions to Consultants/ Data Sheet and requirements of TOR (To be attached with Technical Proposal) | Must provide | Must provide | |
| 5. | Valid Registration Certificate of Pakistan Engineering Council/ Relevant Council with relevant Project Profile Codes | Must provide | Must provide | |
| 6. | Foreign consulting firms shall make JV in accordance with Bye-Law 6(2) and Bye-Law 9 of the Pakistan Engineering Council (Conduct and Practice of Consulting Engineers) Bye-Laws 1986 | Ineligible | PEC License(s) must be provided at the time of proposal submission | |
| 7. | Affidavit on stamp paper duly attested by the Oath Commissioner to the effect that the firm has neither been blacklisted nor any contract rescinded in the past for non-fulfillment of contractual obligations | Must provide | Must be provided by all member firm(s) including the Lead firm (and sub-consultant(s) if applicable) | |
| 8. | Lists of facilities available with the | Must provide | Must be provided for | |



| S. No. | Description | Must attach Documents | | Annexures |
|--------|---|------------------------------|---|-----------|
| | | In case of Single Entity | In case of JV/ Sub-Consultants | |
| | Consultant to perform their functions effectively (proper office premises, software, hardware, record keeping etc.) | | each JV member including the Lead firm separately. In case of involvement of sub-consultant(s), will also be provided | |
| 9. | Affidavit on stamp paper duly attested by the Oath Commissioner to the effect that the proposed Personnel shall be available as per their proposed inputs in the Personnel Schedule and TOR | Must provide | Must be provided for each JV member including the Lead firm separately who has proposed Personnel. In case of involvement of Specialist sub-consultant(s), the affidavit will be signed by the individual himself | |
| 10. | Performance Certificate/ Assignment Completion Certificate (All completed projects mentioned under TECHNICAL PROPOSAL FORM A-2 CLIENT'S REFERENCE Note: Any project mentioned completed under Form TEC-2B will not be considered for evaluation unless Performance Certificate/ Assignment Completion Certificate with satisfactory remarks by the client's representative is not attached. The Client NHA reserves the right to verify the Performance/Assignment Completion Certificates. | Must provide | Must be provided for completed projects of each member including Lead firm | |
| 11. | Integrity Pact Document duly filled in the blank spaces with requisite information and signed/ stamped | Must provide | Must provide | |
| 12. | FINANCIAL PROPOSAL FORMS FIN-1 to FIN-7 duly completed as per Instructions to Consultants/ Data Sheet and requirements of TOR (To be attached with Financial Proposal) | Must provide | Must provide | |
| 13. | Audit Reports of the firm for past three years duly certified by Chartered Accountant (To be attached with Financial Proposal) | Must provide | Must be provided for each firm who proposes Personnel for the Assignment | |
| 14. | The Proposal is bound as hard book to deny addition/ removal of pages. | Must fulfill the requirement | Must fulfill the requirement | |
| 15. | Sequential page numbering of Proposal. Signing and stamping of proposal (Technical and Financial) wherever indicated as well as initial/ signature and seal on all other pages of proposals. | Must fulfill the requirement | Must fulfill the requirement | |

Certification:-I, the undersigned, certify to the best of my knowledge and belief that all above mentioned documents (as applicable), Sr. No.1 to 14 have been attached to our proposal and signed and stamped as per requirement mentioned at Sr. No.15. In the event of any sort of falsification of this certification, the Client NHA may at its sole discretion disqualify our firm from bidding for the Assignment named under Data Sheet Sub-Clause 1.1.



Signature & initials of authorized representative of
the firm(s)

Date: _____
Day/Month/Year

Full name of authorized representative: _____

For and on behalf of: _____ {Name of the bidder} _____

(Seal)

Note: copy or scanned signatures are not allowed, otherwise the client may have a right to reject the proposal.



SUMMARY EVALUATION SHEET FOR FULL TECHNICAL PROPOSALS (QCBS)**1. BID EVALUATION CRITERIA**

To comply the transparency requirements of PPRA Code of Pakistan, the technical proposal will be evaluated as per the following criteria.

| BID EVALUATION CRITERIA | | | |
|---|--|-----------------------------|------------------------|
| CRITERIA-1 | | 300 MARKS (Max) | |
| Consultancy Firm Experience | | | |
| 1. Past Experience in work of similar nature – ISO consultancy | | | |
| 1.1 | Number of ISO 9001 completed consultancy assignments: | 50 (Assignment) | 50 Marks |
| 1.2 | | 80 (Assignment) | 80 Marks |
| 1.3 | | 109 (Assignment) | 120 Marks |
| 1.4 | | 110 and above (Assignment) | 150 Marks (Max) |
| 1.5 | Experience of providing consultancy for implementation of ISO 9001:2015 to at least 2 donor funded project/organization | | 40 Marks (Max) |
| 1.6 | Provided consultancy to Federal Ministries/Divisions organizations which successfully certified to latest version of ISO 9001:2015 : 02 | | 20 Marks |
| 1.7 | Provided consultancy to Federal Ministries/Divisions organizations which successfully certified to latest version of ISO 9001:2015: 03-04 | | 50 Marks |
| 1.8 | Provided consultancy to Federal Ministries/Divisions organizations which successfully certified to latest version of ISO 9001:2015: 05 and above | | 110 Marks (Max) |
| CRITERIA-2 | | 500 MARKS (Max) | |
| 2. Experience/skills and competencies of consulting team | | | |
| Principal Consultant/Training Expert | | | 280 Marks |



| | | | | |
|-----|---|--|---|-----------|
| | auditor course | training and consultancy in public and private sector | provided in public and private sector, out of which at least 10 training programs completed assignment with Federal Ministries/Divisions/Departments last 3-4 years on ISO. Must have provided training on QMS implementation/auditing in the similar organizations and at least 10 ISO consultancies | |
| 2.2 | Master degree + ISO training with lead auditor course | 15 years' of experience of training and consultancy in public and private sector | At least 30 trainings provided in public and private sector, out of which at least 10 training programs completed assignment with Federal Ministries/Divisions/Departments last 3-4 years on ISO. Must have provided training on QMS implementation/auditing in the similar organizations and at least 20 ISO consultancies | 140 Marks |
| 2.3 | MS degree + ISO training with lead auditor course | 20 years' of experience of training and consultancy in public and private sector | Above fifty (50) trainings provided in public and private sector, out of which at least 10 training programs completed assignment with Federal Ministries/Divisions/Departments last 3-4 years on ISO. Must have provided training on QMS | 180 Marks |



| | | | | |
|-----|--|--|---|-----------|
| | | | <p>implementation/auditing in the similar organizations Familiarity with the systems of highway management organization Must have provided services to international organizations and at least 30 ISO consultancies</p> | |
| 2.4 | PhD degree + ISO training with lead auditor course | 25 years' of experience of training and consultancy in public and private sector | <p>Above fifty (50) trainings provided in public and private sector, out of which at least 10 training programs completed assignment with Federal Ministries/Divisions/Departments last 3-4 years on ISO. Must have provided training on QMS implementation/auditing in the similar organizations Familiarity with the systems of highway management organization Must have provided services to international organizations and at least 40 ISO consultancies</p> | 220 Marks |



| | | | | |
|---|--|--|---|------------------------|
| 2.5 | PhD degree (foreign degree) + ISO training with lead auditor | 25 years' of experience of training and consultancy in public and private sector | Above fifty (50) trainings provided in public and private sector, out of which at least 10 training programs completed assignment with Federal Ministries/Divisions/Departments last 3-4 years on ISO. Must have provided training on QMS implementation/auditing in the similar organizations Familiarity with the systems of highway management organization Must have provided services to international organizations and at least 50 ISO consultancies | 280 Marks (Max) |
| QMS documentation Expert/Coordinator | | | | 110 Marks |
| | Qualification | Experience in the relevant field | No. of completed ISO 9001 assignments | |



| | | | | |
|-----|--|--|--|------------------------|
| 2.6 | Graduation + ISO training with lead auditor | At least 05 years of experience of QMS-ISO 9001 in Public and Private sector organizations | At least 20 consultancies completed in public and private sector, out of which at least 10 consultancies completed with Federal Ministries/Divisions/Departments on ISO. Must have prepared ISO documentation for similar organization during last two-three years | 20 Marks |
| 2.7 | Master degree + ISO training with lead auditor | At least 10 years of experience of QMS-ISO 9001 in Public and Private sector organizations | At least 50 consultancies completed in public and private sector, out of which at least 20 consultancies completed with Federal Ministries/Divisions/Departments on ISO. Must have prepared ISO documentation for similar organization during last two-three years | 50 Marks |
| 2.8 | Master degree in Quality Management + ISO training with lead auditor | At least 15 years of experience of QMS-ISO 9001 in Public and Private sector organizations | 90 and above consultancies completed in public and private sector, out of which at least 20 consultancies completed with Federal Ministries/Divisions/Departments on ISO. Must have prepared ISO documentation for similar organization | 110 Marks (Max) |



| | | | | |
|--------------------------------------|--|--|-----------------------------|------------------------|
| | | | during last two-three years | |
| Auditing Expert | | | | 110 Marks |
| | Experience in the relevant field | No. of completed ISO 9001 assignments | | |
| 2.9 | At least 10 years of experience of QMS | At least 300 audits conducted in last 3 years in public and private sector out of which at least 70 audit completed in Public sector organizations | | 20 Marks |
| 2.10 | At least 15 years of experience of QMS | At least 400 audits conducted in last 5 years in public and private sector out of which at least 90 audit completed in Public sector organizations | | 50 Marks |
| 2.11 | At least 20 years of experience of QMS | Above 500 audits conducted in last 7 years in public and private sector out of which at least 100 audit completed in Public sector organizations | | 110 Marks (Max) |
| CRITERIA-3 | | | | 170 MARKS (MAX) |
| 3. Approach and methodology | | | | |
| 3.1 | Understanding of Objectives | | | 30 Marks |
| 3.2 | Quality of Methodology | | | 50 Marks |
| 3.3 | Innovativeness/Comments on TOR | | | 10 Marks |
| 3.4 | Work Program | | | 40 Marks |
| 3.5 | Staffing Schedule | | | 20 Marks |
| 3.6 | Conciseness, clarity and completeness in proposal presentation | | | 20 Marks |
| CRITERIA-4 | | | | 30 MARKS (MAX) |
| 4. Present commitment of firm | | | | |



Excellent - 100% Very Good - 90-99% Above Average – 80-89% Average – 70-79% Below Average – 1-69% Non-complying – 0%

Score: Maximum Weight x rating / 100.

Minimum qualifying score is 70% or 700 marks.

PERSONNEL EVALUATION SHEET

| POSITION / AREA OF EXPERTISE | Name | Academic and General Qualification* Weight 30% | | Project related Experience Weight 60% | | Status with the Firm** 10% | | OVERALL RATING (Sum of Weighted Ratings) (A+B+C) |
|---|------|---|---------------------|--|---------------------|-------------------------------|---------------------|---|
| | | Percentage Rating | Weighted Rating (A) | Percentage Rating | Weighted Rating (B) | Percentage Rating | Weighted Rating (C) | |
| (Show all experts to be evaluated) | | | | | | | | |
| a) Principal Consultant/Training Expert | | | | | | | | |
| b) QMS Documentation Expert/Coordinator | | | | | | | | |
| c) Auditing Experts | | | | | | | | |

Rating: - Excellent - 100% Very good – 90-99% Above Average – 80-89% Average – 70-79% Below Average – 1-69%
 Non-complying - 0%

Score: Maximum Weight X rating / 100.

* For Principal Consultant/Training Expert, QMS Documentation Expert/Coordinator, Auditing Experts, M.Sc. with additional trainings/courses relevant to assignment - 90%; B.Sc. with additional trainings/ courses relevant to assignment - 80%; B.Sc. - 70%

** Regular Employee - 100%;
 First time for this assignment- 0%



Technical Proposal – Forms

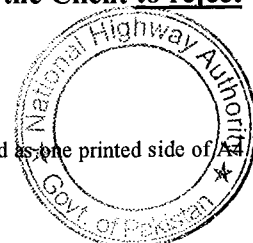
{Notes to Consultant shown in brackets throughout this Section provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.}

Checklist of Required Forms (subparagraph 3.1.3 of ITC)

| Required, (√) | FORM | DESCRIPTION | Page Limit |
|-------------------|----------------------------------|--|-----------------------------|
| √ | A-1 | Technical Proposal Submission Form | |
| √ | A-1 Attachment | Proof of legal status and eligibility | |
| “√” If applicable | A-1 Attachment | If the Proposal is submitted by a joint venture, attach a letter of intent or a copy of an existing agreement. | |
| “√” If applicable | A-1 Attachment Power of Attorney | No pre-set format/form. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member and a Special power of attorney for the representative of the lead member to represent all JV members. | |
| √ | A-2 | Consultant's Organization and Experience. | As given below |
| √ | A-2A | A. Consultant's Organization | 3 |
| √ | A-2B | B. Consultant's Experience/ Client's Reference | 20 |
| √ | A-3 | Approach Paper on Methodology proposed for Performing the Assignment | 50 |
| √ | A-4 | Comments/ Suggestions of Consultant | [See footnote] ³ |
| √ | A-4A | A. On the Terms of Reference | n/a |
| √ | A-4B | B. On the Counterpart Staff and Facilities | 2 |
| √ | A-5 | Format of Curriculum Vitae (CV) for proposed Key Personnel | 8 pages each CV |
| √ | A-6 | Completion and Submission of Reports as per TOR | n/a |
| √ | A-7 | Composition of the Team Personnel and the Tasks to be Assigned to each Team Member | n/a |
| √ | A-8 | Work Plan /Activity Schedule | n/a |
| √ | A-9 | Work Plan and Time Schedule for Key Personnel | n/a |
| √ | A-10 | Current Commitments of the Firm | n/a |

Note: Failure to provide required attachments with Form A-1 will entitle the Client to reject the proposal

³ The total number of pages for combined forms A-3 and A-4 should not exceed 50. A page is defined as one printed side of A4 or letter-size paper with font size of 10 or more.



TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the **“Consultancy Services for Supervision and Assisting the newly Established Quality Assurance Cell in Maintaining and Continually improving The Quality Management System (ISO 9001:2005) at NHA”**

In accordance with your Request for Proposals dated [Insert Date]. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

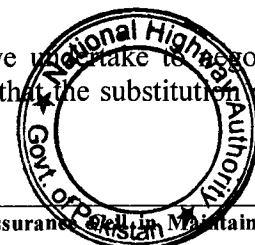
[{If the Consultant is a joint venture, insert the following: We are submitting our Proposal in a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: “of our letter of intent to form a joint venture” or, if a JV is already formed, “of the JV agreement”} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

OR

If the Consultant’s Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firm(s) as Sub-consultants: {Insert a list with full name and country of each Sub-consultant.}]

We hereby declare that:

- (a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification and/or may be sanctioned by the Client.
- (b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, Clause 4.5.
- (c) We have no conflict of interest in accordance with LOI Clause 1.9.
- (d) We meet the eligibility requirements as stated in Data Sheet Clause 1.8.
- (e) Neither we, nor our JV Partner(s)/sub-consultant(s) or any of the proposed experts prepared the TOR for this consulting assignment.
- (f) Within the time limit stated in the Data Sheet, Clause 4.5, we will make to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key



Experts for reasons other than those stated in Letter of Invitation, Clause 6.5 may lead to the termination of Contract negotiations.

- (g) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.
- (h) our firm/ each member of our JV is not participating in any other proposal for this Assignment.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the Assignment not later than the date mentioned in Data Sheet 4.5 *(or the date extended with the written consent of Consultant in case of delay in procurement process)*

We understand that the Client is not bound to accept any or all Proposal(s) that the Client receives.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

Name of Consultant (company's name or JV's name): _____

In the capacity of: _____

Address: _____

Contact information (phone and e-mail): _____

{For a joint venture, either all members shall sign or only the representative member, in which case the power of attorney to sign on behalf of all members shall be attached}



CLIENT'S REFERENCE

Relevant Services (as per RFP notice) Carried Out in the Last Ten Years Which Best Illustrate Qualifications

Using in the format below, provide information on each reference assignment for which your firm, either individually as a corporate entity or as one of the major companies within a consortium, was largely contracted.

| | | |
|--|--------------------------|--|
| Assignment Name: | | Country: |
| Location within Country: | | Professional Staff Provided by Your Firm: |
| Name of Client: | | No of Staff: |
| Address: | | No of Staff Months: |
| Start Date (Month/Year): | Completion (Month/Year): | Date |
| | | Approx. Value of Services (in Current US\$/Rs.) |
| Name of Associated Firm (s), if any: | | No. of Months of Professional Staff Provided by Associated Firm(s) |
| Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed: | | |
| Narrative Description of Project | | |
| Description of Actual Services Provided by Your Staff | | |

Consultants' Name: _____



Form A-3

**APPROACH PAPER ON METHODOLOGY PROPOSED FOR PERFORMING THE
ASSIGNMENT**



COMMENTS/SUGGESTIONS OF CONSULTANT

On the Terms of Reference (TOR)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Etc.

On the data, services and facilities to be provided by the Client specified in the TOR.

- 1.
- 2.
- 3.
- 4.
- 5.

Etc.



Form A-5**FORMAT OF CURRICULUM VITAE (CV) FOR PROPOSED KEY STAFF**

1. Proposed Position: _____
2. Name of Firm: _____
3. Name of Staff: _____
4. Profession: _____
5. Date of Birth: _____
6. Years with Firm: _____
7. Nationality: _____
8. N.I.C Number: _____
9. Cell Number: _____
10. Membership in Professional Societies: _____
(Membership of PEC/relevant council is Mandatory. Copy of online updated PEC/relevant council details, as per Membership Number shall be attached)
11. Detailed Tasks Assigned on the Project: _____

◆ Key Qualifications:

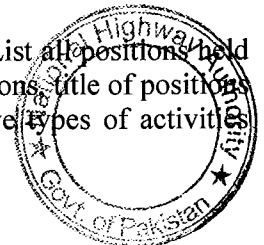
[Give an outline of staff member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use up to one page].

◆ Education

[Summarize college/university and other specialized education of staff member, giving names of institutions, dates attended and degrees obtained].

◆ Employment Record

[Starting with present position, list in reverse order every employment held. List all positions held by staff member since graduation, giving dates, names of employing organizations, title of positions held and location of assignments. For experience in last ten years, also give types of activities performed and Client references, where appropriate].



◆ Languages

[Indicate proficiency in speaking, reading and writing of each language: excellent, good, fair, or poor].

◆ Certification

I, the undersigned, certify to the best of my knowledge and belief that

- (i) This CV correctly describes my qualifications and experience.
- (ii) I am not a current employee of the Executing or the Implementing Agency.
- (iii) In the absence of medical incapacity, I will undertake this assignment for the duration and in terms of the inputs specified for me in Form A-9 provided team mobilization takes place within the validity of this proposal.
- (iv) I was not part of the team who wrote the terms of reference for this consulting services assignment
- (v) I am not currently debarred by any department/organization/ (semi-autonomous/ autonomous) bodies or such like institutions in Pakistan.
- (vi) I certify that I have been informed by the firm that it is including my CV in the Proposal for the {name of project and contract}. I confirm that I will be available to carry out the assignment for which my CV has been submitted in accordance with the implementation arrangements and schedule set out in the Proposal.

If CV is signed by the firm's authorized representative:

- (vii) I, as the authorized representative of the firm submitting this Proposal for the {name of project and contract}, certify that I have obtained the consent of the named expert to submit his/her CV, and that s/he will be available to carry out the assignment in accordance with the implementation arrangements and schedule set out in the Proposal, and confirm his/her compliance with paras (i) to (v) above.
- (viii) Latest colored attested photograph stapled attached with the CV.

I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.

Signature of expert or authorized
representative of the firm

Date: _____
Day/Month/Year

Full name of authorized representative: _____

Note: copy or scanned signatures are not allowed



COMPLETION AND SUBMISSION OF REPORTS AS PER TOR

| Reports | | Date |
|---------|--|------|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 7. | | |
| 8. | | |
| 9. | | |



COMPOSITION OF THE TEAM PERSONNEL AND THE TASKS TO BE ASSIGNED TO EACH TEAM MEMBER

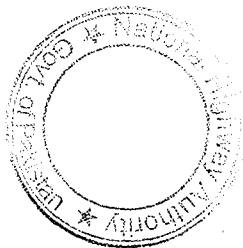


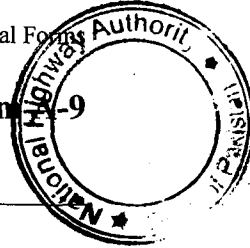
1. **Technical/Managerial Staff**

| NAME | POSITION | Tasks Assignment | Present location | Name of assignment involved and clients name |
|------|----------|------------------|------------------|--|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

WORK PLAN /ACTIVITY SCHEDULE

| Items of Work/Activities | Monthly Program from date of assignment (in the form of a Bar Chart) | | | | | | | | | | | | | | |
|--------------------------|--|---|---|---|---|---|---|---|---|----|----|----|----|----|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
| | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | |





WORK PLAN AND TIME SCHEDULE FOR KEY PERSONNEL

| Name | Position | Months (in the form of a Bar Chart) | | | | | | | | | | | | | | | Number of Months | |
|------|----------|-------------------------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|------------------|--|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | |

Full Time: _____

Part Time: _____

Activities Duration _____

Yours faithfully,

Signature _____
(Authorized Representative)

Full Name _____
Designation _____
Address _____

CURRENT COMMITMENTS OF THE FIRM

(List MUST be comprehensive including projects from clients other than NHA as well)

| Name of project | Single or JV | Task Assignment | Start date of the project | Expected date of completion |
|-----------------|--------------|-----------------|---------------------------|-----------------------------|
| | | | | |
| | | | | |
| | | | | |



FINANCIAL PROPOSAL FORMS



Form A-11**FINANCIAL PROPOSAL SUBMISSION FORM**

{Location, Date}

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide **“Consultancy Services for Supervision and Assisting the newly Established Quality Assurance Cell in Maintaining And Continually improving the Quality Management System (ISO 9001:2005) at NHA”**
 . In accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Insert amount in words and figures}, *including all Federal, Provincial & Local taxes applicable as per law of the land.* {Please note that all amounts shall be the same as in Financial Proposal Form A-17}.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Clause 4.5 of the Data Sheet.

We confirm that we have no condition to state that may have financial implications over and above the amount quoted above.

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

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____

Name and Title of Signatory: _____

In the capacity of: _____

Address: _____

E-mail: _____

{For a joint venture, either all members shall sign or only the representative member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached.}



Form A-12

BREAKDOWN OF RATES FOR CONSULTANCY CONTRACT

Project: _____ Consultant: _____

| Name | Position | Basic Salary per Cal. Month | Social Charges (%age of 1) | Overhead (%age of 1+2) | Sub-Total (1+2+3) | Fee (%age of 4) | Rate per Month for project Office | Field Allow. (%age of 1) | Rate per Month for Field Work |
|------|----------|-----------------------------|----------------------------|------------------------|-------------------|-----------------|-----------------------------------|--------------------------|-------------------------------|
| | | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

Notes:

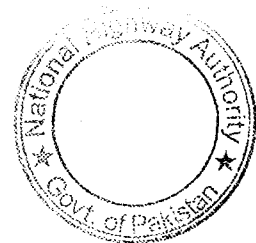
- Item No. 1 Basic salary shall include actual gross salary before deduction of taxes. Payroll sheet for each proposed personnel should be submitted at the time of negotiations.
- Item No. 2 Social charges shall include Client's contribution to social security, paid vacation, average sick leave and other standard benefits paid by the company to the employee. Breakdown of proposed percentage charges should be submitted and supported (see Form A-13).
- Item No. 3 Overhead shall include general administration cost, rent, clerical and junior professional staff and business getting expenses, etc. Breakdown of proposed percentage charges for overhead should be submitted and supported (see Form A-14).
- Item No. 5 Fee shall include company profit and share of salary of partners and directors (if not billed individually for the project) or specified in overhead costs of the Company.
- Item No. 7 Normally payable only in case of field work under hard and arduous conditions.
- Note 1 The minimum percentage of item (1) should preferably be 50% of (8).
- Note 2 The consultant is to provide appointment letter and affidavit/undertaking duly signed by each of the individual staff members showing salary rates as above. Further during execution each invoice will also be provided showing that the professionals have been paid their salaries as per basic rates specified therein. Failing to which, the Client will take punitive action against the consultant and shall deduct the deficient amount from his monthly invoice. Moreover, it will be considered as a negative mark on his performance that will be considered for future projects.

Full Name: _____
 Signature: _____
 Title: _____



ESTIMATED LOCAL CURRENCY SALARY COSTS/REMUNERATION

| Sr. No. | Position | No. of persons | Individual man months | Monthly Billing Rate | Total Estimated Amount (Rs.) |
|------------------------------------|----------|----------------|-----------------------|----------------------|------------------------------|
| I. Professional / Key Staff | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| Sub-Total: | | | | | |



Form A-15

Page 2 of 2

ESTIMATED LOCAL CURRENCY SALARY COSTS/REMUNERATION

| Sr. No. | Position | Staff-Months | Monthly Billing Rate | Total Estimated Amount (Rs.) |
|------------------------------------|----------|--------------|----------------------|------------------------------|
| II. Non-Key / Support Staff | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| Sub-Total: | | | | |

Note: The bidders are required to quote the rates of Non Key/Support Staff given in the TOR in above table. The bidder(s) may propose Non Key/ Support Staff Person-Months in addition to those given in TOR; however, in such a case tenable reasons must be given in the Technical Proposal Submission Form A-4 "Comments on TOR". The Client's negotiation committee will deliberate on the requirement of additional staff during negotiation meeting. It is also to be noted that the Client is not bound to agree to the reasons given in Form A-4.



Form A-16**DIRECT (NON-SALARY) COSTS**

| Sr. No. | Nomenclature | Unit | Qty. | Unit Price (Rs.) | Total Amount (Rs.) |
|--------------|---|------|------|------------------|--------------------|
| 1. | Rent for Office Accommodation | N/A | N/A | N/A | N/A |
| 2. | Office Utilities Costs | N/A | N/A | N/A | N/A |
| 3. | Cost / rental of Furniture / Furnishings | N/A | N/A | N/A | N/A |
| 4. | Cost (rentals) of Office/Other Equipment | N/A | N/A | N/A | N/A |
| | i. Computers and accessories | | | | |
| | ii. Photocopy machines (Rentals) | | | | |
| | iii. Communication equipment | | | | |
| | v. Transport Vehicles (Rentals) | | | | |
| | vi. Visits at regional offices of NHA across the country (travelling , tickets , boarding , lodging as per actual) | L.S | | | |
| 5. | Communication expenses | N/A | N/A | N/A | N/A |
| 6. | Office/ Drafting Supplies | N/A | N/A | N/A | N/A |
| 7. | Others not covered above to comply with TOR requirement: | L.S | | | |
| 8. | For recertification of ISO 9001 | L.S | | | |
| Total | | | | | |

NOTE:

* Any additional item\ cost quoted against this line item must have provided solid\tenable justification(s) detailed in technical proposal submission Form A-4 "Comments on TOR" without indicating financial value therein. The client's negotiation committee will deliberate on the requirement of additional item\ cost in case such firm stands top ranked. It is also to be noted by the consultants that the clients are not bound to agree to the reasons given in Form A-4.

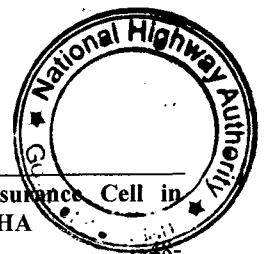



Form A-17

SUMMARY OF COST

| Sr. No. | Description | Amount (Rs.) |
|---------|---|---|
| 1. | Salary Cost/Remuneration | |
| 2. | Direct (Non-Salary) Cost | |
| 3. | Sub Total (1+2): | |
| 4. | Sales Tax @ 16% on item S.No.3 above which shall be kept as Provisional Sum in the Contract Agreement | Not Applicable till final decision of the Court of Law ⁽⁴⁾ |
| 5. | Grand Total: | |

- Note:
- 1- This cost is supposed to be built up in bid price and if anything is left blank it shall be deemed to be included in the cost.
 - 2- The dues and salaries of staff are payable by the consultant in time and not later than 10th of the following month positively. In case of failure to do so Client shall intervene and pay these dues and salaries of the concerned Personnel and recover from the invoice of the consultant at actual charges paid plus 1% of the amount. This will also be accounted for adversely in making assessment of the Consultants in the next evaluation process for selection of consultants with report of such defaults.
 - 3- Any Omission or arithmetical error made by the Consultants in entering the amount against item 4 above shall also be rectified during evaluation of the Financial Proposal.
 - 4- Relevant documents are attached at the end of RFP.
 - 5- The grand total is inclusive of all the applicable Federal, Provincial and Local taxes. All these taxes (except the Sales Tax) are required to be built in the quoted rates and not be mentioned separately.



APPENDIX-A

TERMS OF REFERENCE

(TOR)



**TERMS OF REFERENCE FOR PROCUREMENT OF CONSULTANCY SERVICES FOR
SUPERVISION AND ASSISTING THE NEWLY ESTABLISHED QUALITY ASSURANCE
CELL IN MAINTAINING AND CONTINUALLY IMPROVING THE QUALITY
MANAGEMENT SYSTEM (ISO 9001:2015) AT NHA**

1. INTRODUCTION

The National Highway Authority (NHA) was established in 1991, through an Act of the Parliament, for planning, development, operation, repair and maintenance of National Highways and Strategic Roads, specially entrusted to NHA by the Federal Government, Provincial Government or any other authority concerned. NHA is custodian of the Highway assets of Pakistan's road network, committed to provide a safe, modern and efficient transportation system, playing an important role in the development of micro and macro economy and enhancing the national integration by increasing the social and economic dependence among the provinces.

2. QUALITY MANAGEMENT SYSTEM (QMS)

ISO 9001:2015 standard is a worldwide most popular standard of Quality Management System (QMS), which is a process based international standard covering all aspects of an organization. It builds the capacity of an organization to consistently develop and strengthen its systems and procedures alongside providing quality services. Major features of the system are consistency in the quality of services and continual improvement. To integrate the concept of quality assurance in development processes with enhanced level of compatibility ISO 9001 is a best tool. It provides a framework for systematically institutionalized strategic plan for improvement. It has built-in characteristics that help identifying gaps and strengths-carrying out force analysis of an organization in terms of management systems and the identification of contemporary market needs and expectations. It provides a mechanism to design and develop innovative solutions under controlled environment where review, verification, validation and relevant quality control and quality assurance parameters are in place to ensure quality of outputs. This standard recommends that organizations should plan to perform at higher level than the existing situation. This standard has built-in characteristics to ensure the system sustainability through Monitoring and Evaluation System (M&E). Under M&E internal quality auditors/monitors are trained to perform the M&E activities on regular basis. Non-conformances in the system are identified and possible corrective/preventive actions are taken. M&E forms basics of performance improvement. It requires continual review of the system and enables necessary measures to improve the system.

3. ISO 9001:2015 CERTIFIED QMS AT NHA

The NHA has implemented its Quality Policy by establishing a quality management system certified against international ISO 9001:2015 standard by an internationally accredited certification agency in 2018. The NHA is committed to maintain and continually improve its QMS in accordance with guidelines of latest version of International Standard of Quality Management System standard (ISO 9001:2015). For sustainability of ISO 9001:2015 certified QMS, the NHA has established a Quality Assurance Cell and intends to retain a consulting firm initially for three years but extendable, for assisting the newly established



Quality Assurance Cell, supervision of maintaining and continually improving the implementation of QMS for ISO 9001:2015 certification to ensure sustainability.

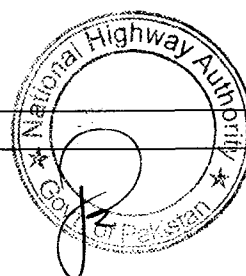
4. OBJECTIVE

The objective is to supervise and assist in maintaining and continually improve the quality management system (ISO 9001:2015) at NHA. NHA has existing working strength of 3477 employees working in HQ and regional offices i.e. Peshawar, Lahore, Karachi, Quetta and sub offices across the country

5. GEOGRAPHICAL SCOPE OF ASSIGNMENT

Following areas will be covered during ISO 9001 consultancy

| Sr.# | Key Areas/ Functions to be covered under ISO |
|------|---|
| 1 | NHA Headquarters, Islamabad a) Chairman Secretariat b) Planning c) Design d) Operations e) Revenue f) Establishment g) Welfare & General Services h) Coordination i) Construction j) LM&IS/Social k) Afforestation & Environment l) Budget and Account m) Maintenance n) Finance o) Engineering Coordination p) Administration q) Coordination r) Internal Audit s) Inspection & Monitoring t) P&CA |
| 2 | North Zone (Peshawar) Also include <ul style="list-style-type: none"> • regional offices • maintenance units • fields offices • project offices |
| 3 | Central Zone (Lahore) Also include <ul style="list-style-type: none"> • regional offices • maintenance units • fields offices • project offices |
| 4 | South Zone (Karachi) |

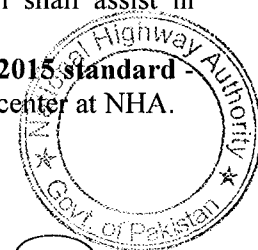


| | |
|---|---|
| | Also include <ul style="list-style-type: none"> • regional offices • maintenance units • fields offices • project offices |
| 5 | West Zone (Quetta) Also include <ul style="list-style-type: none"> • regional offices • maintenance units • fields offices • project offices |
| 6 | Member Motorway South (Lahore) Member Motorway North (Burhan) |

6. TERMS OF REFERENCE (ToR)/SCOPE OF WORK FOR THE PROCUREMENT OF CONSULTANCY SERVICES/CONSULTANTS (SPECIALISTS/EXPERTS)

Procurement of consultancy services for supervision and assisting the newly established Quality Assurance Cell in maintaining and continually improve the Quality Management System (ISO 9001:2015) at NHA and recertification. Keeping foregoing in view, services of a team of at least three Specialists/Experts is desired to be procured for supervision and assisting the newly established QAC for activities mentioned in preceding sub-paragraphs. The main objective of assignment is to ensure the continuation of awarded ISO 9001:2015 certification of NHA through continual improvement in the system. By and large, the consultants will be required to carry out following task as per requirement of ISO 9001:2015.

- 6.1 **Refresher, awareness and capacity building of NHA officers/officials as per requirements of Clause 7.2, 7.3, 7.4 of ISO 9001: 2015 Standard-** The consultancy firm shall conduct a regular 2-3 days quality management system training programme for team of "ISO implementers" selected from Headquarter, Zonal offices, Regional Offices, Maintenance Units, Field Offices, Project Offices on quarterly or mutually agreed basis. The training shall be provided at Headquarter at Islamabad, Highway Research and Training Centre, Burhan (Hassan Abdaal) and selected Zonal (Lahore, Karachi, Quetta, Peshawar) and Regional Offices. The consultants will evaluate the training participants at the end of the training through formal exam. The exam results shall be submitted to ISO cell. The consultancy firm shall also issue certificates to trainees who will successfully complete the training.
- 6.2 **Lead Auditor training as per the requirements of Clause 7.2, 7.3, 7.4 of ISO 9001: 2015 Standard-** The consultants/consultancy firm shall arrange lead auditor training for selected at least 20 officers/officials of NHA including QA cell.
- 6.3 **Review and updating risk assessment and mitigation as per requirements of Clause 4.4.1 of ISO 9001:2015 Standard -** The consultancy firm shall assist in updating the risk assessment and their mitigation in the SOPs and risk register.
- 6.4 **Infrastructure and work environment for the operations of processes as per requirements of Clause 7.1.3 and 7.1.4 of ISO 9001:2015 standard -** The consultancy firm shall assist in identification of gaps related to 7.1.3 and 7.1.4.
- 6.5 **Organizational knowledge as per requirements of Clause 7.1.6 of ISO 9001:2015 standard -** The consultancy firm shall assist in establishment of organizational management center at NHA.



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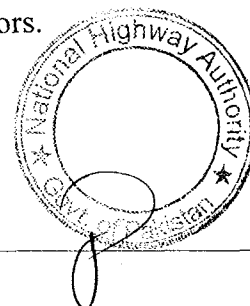
- 6.6 **Updating developed documents as per requirements of clause 7.5 of ISO 9001:2015 Standard** The consultancy firm shall assist in updating the procedural documents (both hard and soft copies) and in preparation of a comprehensive manual of SOPs.
- 6.7 **Inclusion of at least 50 No. of regional offices, maintenance units, field offices, project offices etc in QMS as per the requirement of clause 4.1 of ISO 9001:2015 Standard** - The consultancy firm shall assist in preparation of ISO documents of field/maintenance offices as per standard.
- 6.8 **Customer satisfaction survey as per requirement of Clause 9.1.2 of ISO 9001:2015 Standard** The consultancy firm shall assist in preparation of customer satisfaction survey form and collection of customer feedback, prepare a report and submit to QAC.
- 6.9 **Internal auditing as per requirements of clause 9.2 of ISO 9001:2015 Standard** The consultancy firm shall assist in conducting cross-functional internal audits at HQ, zonal, regional and field/maintenance offices at least twice a year. Every type of non-conformances/problems will be clearly highlighted along with the workable solutions. The consultancy firm shall also provide assistance to resolve these non-conformities. The consultancy firm will also submit an internal audit report to QAC as well as to Management review Committee.
- 6.10 **Meetings of Management Review Committee as per requirement of clause 9.3 of ISO 9001:2015 standard** - The consultancy firm shall assist in preparation of agenda and necessary documents for presenting before the Management Review Committee in meetings in conformance with clause 9.3 of ISO 9001.
- 6.11 **Promotion of quality culture as per requirement of Clause 5.1.2 and 8.4 of ISO 9001:2015 standard-** The consultancy firm shall assist in promotion of quality culture in Pakistan especially in Infrastructure Development Sector through inclusion of ISO certifications in the procurement criteria for vendors, contractors, consultants, and service providers.
- 6.12 **Assistance during annual surveillance audit by third party-** The consultancy firm shall provide necessary assistance to qualify the surveillance audit. The consultancy firm shall coordinate with internationally accredited external auditing agency for annual surveillance audits for successfully continuation of ISO 9001:2015 certification.
- 6.13 **Assistance during re-certification audit by third party-** The consultancy firm shall provide necessary assistance to ensure re-certification of NHA after completion of current tenure. The consultancy firm shall coordinate with internationally accredited external auditing agency for re-certification audits for award of ISO 9001:2015 certification.
- 6.14 **Renewal of ISO 9001 certification of NHA by third party-** The consultancy firm shall coordinate and engage the same internationally accredited external auditing agency for renewal of ISO 9001 certification of NHA for another 3 years.

7. OBLIGATIONS TO THE CONSULTANCY FIRM

- 7.1 The consultancy firm will work with Director, ISO implementation & QMS audit NHA, exchange information about progress and will take his advice wherever required.
- 7.2 The consultant will sign a Non-Disclosure Agreement with NHA and will treat all NHA data as highly classified and confidential.

8. OBLIGATIONS OF NHA

The NHA will be responsible for providing venue, training material, tea/coffee and lunch to participants during training sessions at HQ, HRTC, zonal and regional offices. NHA will reimburse expenses of travelling, boarding/lodging of consultants and auditors.



7 TIME OF COMMENCEMENT

Services of consultants shall commence from the date of signing of formal contract with NHA.

8 DURATION OF CONTRACT:

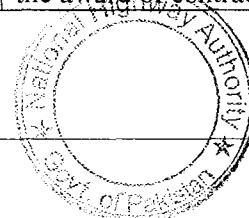
The services of the consultants will be retained by NHA initially for a period of two years, extendable with mutual agreement.

9 DELIVERABLES, BREAKUP OF TIME:

Following will be the minimum deliverables, consultants have to perform all other necessary activities required to uphold the ISO 9001 certification

| Deliverable | Description of deliverable | Time |
|------------------------------|---|---|
| 1 st deliverable | Prepare complete countrywide report of internal audits | By the end of 4 th week after award of contract |
| 2 nd deliverable | Analysis and Evaluation of CARs raised during internal and 1 st surveillance audit | By the end of 8 th week after award of contract |
| 3 rd deliverable | Ensure the close of non-conformities raised during internal and 1 st surveillance audit | By the end of 12 th week after award of contract |
| 4 th deliverable | Letter of continuation of ISO 9001:2015 certification of NHA | By the end of 16 th week after award of contract |
| 5 th deliverable | Recommendation report related to infrastructure and work environment (safety etc) and lead auditor training | By the end of 20 th week after award of contract |
| 6 th deliverable | Review status of risk assessment and mitigation | By the end of 28 th week after award of contract |
| 7 th deliverable | Training, Training material, Training certificates | By the end of 32 nd week after award of contract |
| 8 th deliverable | 3 rd Internal audit plan, audit checklist and report | By the end of 36 th week after award of contract |
| 9 th deliverable | Report on management review | By the end of 40 th week after award of contract |
| 10 th deliverable | Standardization of developed ISO documentation regarding quality of content | By the end of 44 th week after award of contract |
| 11 th deliverable | Framework of organizational knowledge center | By the end of 48 th week after award of contract |
| 12 th deliverable | 4 th Internal audit plan, audit checklist and report | By the end of 52 th week after award of contract |
| 13 th deliverable | Report on management review | By the end of 56 th week after award of contract |
| 14 th deliverable | Conformity report on the raised non-conformities during 2 nd surveillance audit | By the end of 60 th week after award of contract |
| 15 th deliverable | Letter of continuation of ISO 9001:2015 certification of NHA and evaluation of Quality Objectives | By the end of 68 th week after award of contract |
| 16 th deliverable | Refresher Training, Training material, Training certificates | By the end of 68 th week after award of contract |
| 17 th deliverable | 5 th Internal audit plan, audit checklist and report | By the end of 76 th week after award of contract |
| 18 th deliverable | Report on management review | By the end of 80 th week after the award of contract |

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| | | |
|------------------------------|---|---|
| 19 th deliverable | Status report on stakeholder satisfaction | By the end of 84 th week after the award of contract |
| 20 th deliverable | Report of Re-certification audit | By the end of 88 th week after the award of contract |
| 21 st deliverable | Renewal of ISO 9001:2015 certification | By the end of 96 th week after the award of contract |

9. BREAKUP OF PAYMENT:

Payment of the contract will be made in installments as per different deliverables achieved mentioned above and according to the break ups of the time frame;

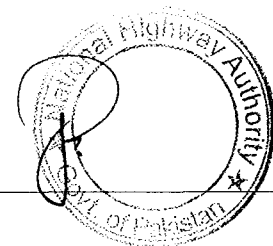
| Sr.# | Description | % of payment |
|------|---|--------------|
| 1. | Submission of 1 st deliverable | 10% |
| 2. | Submission of 2 and 3 deliverable | 10% |
| 3. | Submission of 4 and 5 deliverable | 10% |
| 4. | Submission of 6 and 7 deliverable | 10% |
| 5. | Submission of 8,9 and 10 deliverable | 10% |
| 6. | Submission of 11 and 12 deliverable | 10% |
| 7. | Submission of 13 and 14 deliverable | 10% |
| 8. | Submission of 15 and 16 deliverable | 10% |
| 9. | Submission of 17, 18 and 19 deliverable | 10% |
| 10. | Submission of 20 and 21 | 10% |

Note: Consultancy firm will have out of pocket expenditure for traveling, boarding, lodging, external auditor fee etc. throughout NHA across the country wherever it's required, for the purpose of training, internal/external audit. Payment for this project will be made from RMA funds of NHA.

10. ELIGIBILITY CRITERIA

The consultancy firm in order to apply must have NTN and GST number. It should have extensive and proven mix of skills and expertise in the field of ISO 9001:2015 certification. Previous experience of similar work is essential. The consultancy firm should have implemented QMS and must have updated ISO 9001:2015 certificate. The consultants provide the details about following in as per the Performa attached.

- a) Company's background
- b) Technical experience and core competence
- c) List of previous clients and projects
- d) Reporting system
- e) Complete details of core team composition engaged in QMS implementation



11. DOCUMENTARY EVIDENCE TO BE SUBMITTED TO SUPPORT ELIGIBILITY

- a) Details of assignment, client (Telephone no, address, organization name), value of assignment, date and year of award.
- b) Detailed resume' of the team leader and team members qualifications and professional experience Certificate of lead auditor course undergone by the team leader and team member(s).
- c) Completion certificates of previous projects undertaken (Desirable).
Other details such as terms and conditions of the contract etc. may be seen Proposals (RFP).

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12. BREAKDOWN OF CONTRACT

| Breakdown of Contract Price in local currency | | | |
|---|---------------------------|--|--------------|
| Sr.No. | Description | | Amount (PKR) |
| 1 | Salary cost /remuneration | Key Personnel | |
| | | Non-Key Personnel | |
| 2 | Direct (Non-Salary) Cost | Boarding, lodging, travelling of consultants and auditors cost (reimbursable against actual) | |
| | | Re-certification cost | |
| Grand total (inclusive of taxes) | | | |

| Sr. No. | Position | No. | Man-Months | Total Man Months |
|-----------------------------------|--------------------------------------|-----|------------|------------------|
| A. Professional/ Key Staff | | | | |
| 1 | Principal Consultant/training Expert | 1 | 12.00 | 12.00 |
| 2 | QMS Documentation Expert | 1 | 16.00 | 16.00 |
| 3 | Auditing Expert | 1 | 6.00 | 6.00 |
| Total | | | | 34 |

| Non- key Personal / Support Staff | | | | |
|--|-------------------|-----|------------|------------------|
| Sr. No. | Position | No. | Man-Months | Total Man Months |
| 1. | Computer Operator | 2 | 24 | 48 |
| 2. | Assistant | 1 | 24 | 24 |
| Total | | | | 72 |

[Handwritten Signature]

