INTERNATIONAL

THE NEWS ON SUNDAY

September 13, 2026

Rabi-ul-Awwal 30, 1448 A.H.

Karachi Edition

Also published from
Islamabad / Rawalpindi, Lahore and globally
on the World Wide Web at
www.thenews.pk

JANG GROUP OF NEWSPAPERS

theNewsInternational
thenewspak thenews_intl

7 Sections
40 pages
Price Rs. 60.00

NOTICE FOR INVITING TENDER

SEZA
SPECIAL ECONOMIC ZONE AUTHORITY

HIRING OF CONSULTANCY FIRM FOR PREPARING BUSINESS PLAN INCLUDING OPTIMIZATION OF INSTITUTIONAL FRAMEWORK OF SPECIAL ECONOMIC ZONE AUTHORITY, SINDH

Special Economic Zone Authority intends to hire experienced and qualified Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority Sindh.

2. Tender documents containing detailed evaluation criteria, TORS and Services can be download **through SPPRA website https://portalsindh.eprocure.gov.pk/#/ EPAD's (e-Procurement) system and Special Economic Zone Authority (SEZA) website www.sezasindh.gos.pk from 17th September 2026 (Thursday) till 6th October, 2026 (Tuesday).**
3. **Procurement Method** will be **Single Stage – Two Envelope** procedure, **Quality and Cost-Based Selection (QCBS)** method for open competitive bidding. Bidders must upload their proposals through the **SPPRA EPADS Portal (https://portalsindh.eprocure.gov.pk).**
4. **Financial Proposals** must be accompanied by **2% bid security** of the total bid amount (refundable), in the form of a **Pay Order, Bank Draft, or Bank Guarantee** issued by a scheduled bank in Pakistan. The bid security should be valid for at least 90 days beyond the bid validity date and must be in Favor of **"Special Economic Zone Authority".**
5. **Opening of Financial Proposals** only firms that qualify the **Technical Evaluation** will have their **Financial Proposals** opened and considered for further evaluation.
6. **Submission of Proposals in Hard Copy:** An **original hard copy** of the complete proposal (Technical and Financial), exactly matching the version uploaded on the EPADs portal, must also be submitted at the SPECIAL ECONOMIC ZONE AUTHORITY office.
7. **Deadline for Submission:** Proposals must be submitted Digitally (online) through the **SPPRA EPADs system** on or before **6th October, 2026 (Tuesday) at 2:30 p.m.**
8. **Opening of Bids:** Bids will be opened on **6th October, 2026 (Tuesday) at 3:30 p.m.** All designated committee members will attend the session online via the **SPPRA EPADs portal.**
9. Bidders are strongly encouraged to attend physically. Any bidder does not present during the opening session will be marked absent, and their bid will not be considered.
10. **Misrepresentation** any firm providing false or misleading information will be disqualified at any stage of the evaluation or contracting process.
11. **Procuring Agency (P.A.)** SPECIAL ECONOMIC ZONE AUTHORITY (SEZA) reserves the right to reject any or all bids at any time before the award of the contract in accordance with Rule 25(1) of the **SPPRA Rules, 2010 (amended till now).**
12. **Additional Conditions**

(a) Bids will be **automatically rejected** under the following conditions:
- Conditional or telegraphic submissions
- Missing or incorrectly submitted bid security
- Original Bid Security not submitted at the office of SEZA, Sindh
- Submissions received after the specified deadline
- Participation by blacklisted firms

(b) All bidders must provide an affidavit confirming that their firm/agency has **never been blacklisted** by any public or private organization.

Assistant Manager Procurement
Special Economic Zone Authority, Sindh
1st Floor, Block A, FTC Building,
Shahrah-e-Faisal, Karachi
www.sezasindh.gos.pk
Tel: 021-99207557
Email: procurement@sezasindh.gos.pk

INF-KRY_4045-26
iWORK FOR SINDH
www.iwork4sindh.com
JOB PORTAL BY INFORMATION DEPARTMENT

www.express.com.pk

DAILY EXPRESS

روزنامہ ایکسپریس کراچی

SC(MC)989/رجسٹرڈ

SUNDAY, SEPTEMBER 13, 2026

پاکستان کے 11 شہروں سے بیک وقت شائع ہونے والا واحد اخبار

جلد 29 شمارہ 8 | اتوار 30 ربیع الاول 1448ھ 13 ستمبر 2026ء صفحات 14 قیمت 40 روپے

ٹینڈر طلب کرنے کا نوٹس

SEZA
SPECIAL ECONOMIC ZONE AUTHORITY

اسپیشل اکنامک زون اتھارٹی، سندھ کے ادارہ جاتی فریم ورک کی بہتری سمیت بزنس پلان کی تیاری کے لیے کنسلٹنسی فرم کی خدمات حاصل کرنا

اسپیشل اکنامک زون اتھارٹی، سندھ ادارہ جاتی فریم ورک کی بہتری سمیت بزنس پلان کی تیاری کے لیے تجربہ کار اور اہل کنسلٹنسی فرم کی خدمات حاصل کرنے کا ارادہ رکھتی ہے۔

2. تفصیلی جانچ کے معیار، TORS اور خدمات پر مشتمل ٹینڈر دستاویزات 17 ستمبر 2026 (جمعرات) سے 6 اکتوبر 2026 (منگل) تک SPPRA کی ویب سائٹ (ای پروکیورمنٹ) سسٹم EPAD's، https://portalsindh.eprocure.gov.pk/#/ اور اسپیشل اکنامک زون اتھارٹی (SEZA) کی ویب سائٹ www.sezasindh.gos.pk سے ڈاؤن لوڈ کی جاسکتی ہیں۔

3. پروکیورمنٹ کا طریقہ کار سنگل اسٹیج ٹو انویلپ پروسیجر کے تحت ہوگا، جبکہ کھلی مسابقتی بولی کے لیے کوالٹی اینڈ کاسٹ بیسڈ سلیکشن (QCBS) طریقہ اختیار کیا جائے گا۔ بولی دہندگان کے لیے لازم ہوگا کہ وہ اپنی تجاویز SPPRA EPADS پورٹل (https://portalsindh.eprocure.gov.pk) کے ذریعے اپ لوڈ کریں۔

4. مالیاتی تجاویز کے ساتھ کل بولی کی رقم کا 2% بطور قابلِ واپسی بولی ضمانت جمع کرانا لازمی ہوگا، جو پاکستان کے کسی بھی شیڈولڈ بینک سے جاری کردہ پے آرڈر، بینک ڈرافٹ یا بینک گارنٹی کی صورت میں ہو۔ بولی ضمانت، بولی کی میعاد ختم ہونے کی تاریخ کے بعد کم از کم 90 دن تک مؤثر ہونی چاہیے اور "Special Economic Zone Authority" کے حق میں جاری کی جائے۔

5. **مالیاتی تجاویز کا کھولا جانا:** صرف ان فرموں کی مالیاتی تجاویز کھولی جائیں گی جو تکنیکی جانچ میں کامیاب قرار پائیں گی، اور انہی کو مزید جانچ کے لیے زیرِ غور لایا جائے گا۔

6. **تجاویز کی ہارڈ کاپی جمع کرانا:** مکمل تجویز (تکنیکی اور مالیاتی) کی اصل ہارڈ کاپی، جو EPADs پورٹل پر اپ لوڈ کردہ ورژن کے عین مطابق ہو، SPECIAL ECONOMIC ZONE AUTHORITY کے دفتر میں بھی جمع کرانا لازمی ہوگا۔

7. **تجاویز جمع کرانے کی آخری تاریخ:** تجاویز 6 اکتوبر 2026 (منگل) دوپہر 2:30 بجے تک یا اس سے قبل SPPRA EPADs سسٹم کے ذریعے ڈیجیٹل (آن لائن) جمع کرانا لازمی ہوگا۔

8. **بولیوں کا کھولا جانا:** بولیاں 6 اکتوبر 2026 (منگل) سہ پہر 3:30 بجے کھولی جائیں گی۔ تمام نامزد کمیٹی اراکین SPPRA EPADs پورٹل کے ذریعے آن لائن اجلاس میں شرکت کریں گے۔

9. بولی دہندگان کو سختی سے ترغیب دی جاتی ہے کہ وہ بذاتِ خود بھی شرکت کریں۔ جو بولی دہندہ بولیاں کھولنے کے اجلاس کے دوران موجود نہیں ہوگا، اسے غیر حاضر تصور کیا جائے گا اور اس کی بولی زیرِ غور نہیں لائی جائے گی۔

10. **غلط بیانی:** کوئی بھی فرم جو غلط یا گمراہ کن معلومات فراہم کرے گی، اسے جانچ یا معاہدے کے عمل کے کسی بھی مرحلے پر نااہل قرار دیا جاسکتا ہے۔

11. پروکیورنگ ایجنسی (P.A.) SPECIAL ECONOMIC ZONE AUTHORITY (SEZA)، SPPRA Rules, 2010 (اب تک کی ترامیم سمیت) کے Rule 25(1) کے مطابق معاہدہ ایوارڈ ہونے سے قبل کسی بھی وقت کسی ایک یا تمام بولیوں کو مسترد کرنے کا حق محفوظ رکھتی ہے۔

12. **اضافی شرائط**

(a) درج ذیل شرائط کی صورت میں بولیاں خودکار طور پر مسترد کردی جائیں گی:

- مشروط یا ٹیلی گرافک طریقے سے جمع کرائی گئی بولیاں
- بولی ضمانت جمع نہ کرانے یا غلط طریقے سے جمع کرانے کی صورت میں
- اصل بولی ضمانت SEZA، سندھ کے دفتر میں جمع نہ کرانے کی صورت میں
- مقررہ آخری وقت کے بعد موصول ہونے والی بولیاں
- بلیک لسٹ شدہ فرموں کی شرکت

(b) تمام بولی دہندگان کے لیے حلف نامہ فراہم کرنا لازمی ہوگا جس میں اس امر کی تصدیق ہو کہ ان کی فرم/ایجنسی کو کسی سرکاری یا نجی ادارے کی جانب سے کبھی بلیک لسٹ نہیں کیا گیا۔

اسسٹنٹ منیجر پروکیورمنٹ اسپیشل اکنامک زون اتھارٹی، سندھ
پہلی منزل، بلاک A، ایف ٹی سی بلڈنگ، شاہراہِ فیصل، کراچی
فون: 021-99207557 www.sezasindh.gos.pk
ای میل: procurement@sezasindh.gos.pk

INF-KRY 4045-26
iWORK FOR SINDH
www.iwork4sindh.com
JOB PORTAL BY INFORMATION DEPARTMENT

سال (18) آچر 13 سيپٽمبر 2026ع بمطابق 30 ربيع الاول 1448هـ صفحا 6 - ملهه 30 ويهه شمارو (351)

ABC THE MOST INFLUENTIAL & WIDELY ACCLAIMED SINDHI DAILY OF PAKISTAN

هڪ ئي وقت ڪراچي ۽ حيدرآباد مان شايع ٿيندڙ قديم سنڌي اخبار

THE DAILY IBRAT Hyderabad

روزاني عبرت

حيدرآباد Regd: NO-2430-B

69 YEAR 1958 - 2026

Hyd: Ph: 2728703-4, 2728571-2, Fax: 2781879, 2784300 - Isld Ph: 2823277
Karachi Ph: 2272030-7 - 4538862-3 - Fax: 2272038-9 - 4543839 - 2639492- Lahore: Ph: 5854047-8

سال (95) آچر 13 سيپٽمبر 2026ع بمطابق 30 ربيع الاول 1448هـ صفحا 6 - ملهه 30 ويهه شمارو (29)

website: www.dailyibrat.com Email: ibrat@yahoo.com, ibratmarketing@yahoo.com

Sunday 13rd September 2026

ٹينڈر گھرائڻ لاءِ نوٽيس

SEZA SPECIAL ECONOMIC ZONE AUTHORITY

اسپيشل اڪنامڪ زون اٿارٽي (SEZA)، سنڌ جي ادارتي ڍانچي کي بهتر بڻائڻ سميت ڪاروباري منصوبي جي تياري لاءِ صلاحڪار فرم جي خدمتن جو فراهمي

اسپيشل اڪنامڪ زون اٿارٽي، سنڌ جي ادارتي ڍانچي کي بهتر بڻائڻ سميت ڪاروباري منصوبي جي تياري لاءِ هڪ تجربيڪار ۽ قابل صلاحڪار فرم جي خدمتن حاصل ڪرڻ جو اراده رکي ٿي.

2. ٽينڈر جا دستاويز، جن ۾ تفصيلي جاچ جا معيار، حوالا جا شرط (TORs)، خدمتن جا تفصيل شامل آهن، SPPRA جي ويب سائيٽ https://portalsindh.eprocure.gov.pk/#/ اي پيڊس (اي پروڪيورمينٽ) سسٽم ۽ اسپيشل اڪنامڪ زون اٿارٽي (SEZA) جي ويب سائيٽ www.sezasindh.gos.pk تان 17 سيپٽمبر 2026 (خميس) کان 6 آڪٽوبر 2026 (آڱارو) تائين ڊائون لوڊ ڪري سگهجن ٿا.

3. خريداري جو طريقو "سنگل اسٽيج ـ ٽو انويلپ" وارو هوندو، جنهن ۾ ڪليل مقابلي واري عمل لاءِ معيار ۽ قيمت ٻي ٻڌل جوڙ (QCBS) جو طريقو اختيار ڪيو ويندو. بولين ۾ حصو وٺندڙن کي پنهنجون تجويزون SPPRA جي EPADS پورٽل (https://portalsindh.eprocure.gov.pk) ذريعي اپلوڊ ڪرڻيون پونديون.

4. ڪنائشل پروپوزل سان گڏ ڪل بڊ جي رقم جو 2٪ بڊ سيڪيورٽي (واپس ٽيڻ جوڳي) جمع ڪرائڻ لازمي آهي. اها سيڪيورٽي پاڪستان جي ڪنهن به شيڊيولڈ بئنڪ پاران جاري ڪيل پي آر او، بئنڪ ڊرافٽ يا بئنڪ گارنٽي جي صورت ۾ هجڻ گهرجي. بڊ سيڪيورٽي، بڊ جي ڪارگر رهڻ جي مدي کان پوءِ، گهٽ ۾ گهٽ 90 ڏينهن تائين ڪارآمد هجڻ گهرجي ۽ اها "اسپيشل اڪنامڪ زون اٿارٽي" جي نالي تي هجڻ گهرجي.

5. ڪنائشل پروپوزل ڪوالٽ صرف انهي فرمون جيڪي ٽيڪنيڪل جائزي ۾ ڪامياب ٽيندڙن. انهن جا ئي ڪنائشل پروپوزل کوليا ويندا ۽ وڌيڪ جاچ لاءِ غور هيٺ آندا ويندا.

6. هارڊ ڪاپيون ۽ تجويزون جمع ڪرائڻ: مڪمل تجويز (فني ۽ مالياتي) جي اصل هارڊ ڪاپي، جيڪا بلڪل EPADS پورٽل تي اپلوڊ ڪيل ورزن مطابق هجي، اها خاص اقتصادي زون اٿارٽي (SEZA) جي آفيس ۾ ٻئي جمع ڪرائڻ لازمي آهي.

7. جمع ڪرائڻ جي آخري تاريخ: تجويزون SPPRA جي EPADS سسٽم ذريعي وڃيندا ضرور (آن لائن) 6 آڪٽوبر 2026 (آڱارو) تي منجهند 2:30 وڳي يا ان کان اڳ تائين جمع ڪرائڻ گهرجن.

8. بڊز کولڻ: بڊز 6 آڪٽوبر 2026 (آڱارو) تي منجهند 3:30 وڳي کوليا ويندا. ڪميٽي جا سمورا ميمبر ڪليل ميمبر SPPRA EPADS پورٽل ذريعي آن لائن اجلاس ۾ شرڪت ڪندا.

9. بولي ڏيندڙن کي زور ڏنو وڃي ٿو ته اهي ذاتي طور تي شرڪت ڪن. جيڪڏهن ڪو بولي لڳائيندڙ کولڻ واري اجلاس دوران موجود نه هوندو ته ان کي غير حاضر قرار ڏنو ويندو ۽ ان جي بولي تي غور نه ڪيو ويندو.

10. غلط بيانيءَ: ڪا به فرم جيڪا غلط يا گمراهه ڪندڙ معلومات فراهم ڪندي، ان کي جائزي يا معاهدي جي عمل جي ڪنهن به مرحلي تي نااهل قرار ڏنو ويندو.

11. خريداري ڪندڙ ادارو (P.A.)، اسپيشل اڪنامڪ زون اٿارٽي (SEZA)، SPPRA رولز 2010 (جيڪي هاڻي تائين ترميم ٿيل آهن) جي قاعدي (1) 25 مطابق، معاهدو ڏيڻ کان اڳ ڪنهن به وقت ڪنهن به يا سموريون بولين رد ڪرڻ جو حق محفوظ رکي ٿي.

12. اضافي شرط

(a) هيٺين حالتن ۾ بولين خودڪار طريقي سان رد ڪيون ويندیون:

- شرطي يا ٽيبليگرافڪ ذريعي جمع ڪرائڻ
- بڊ سيڪيورٽي جو نه هجڻ يا غلط جمع ڪرائڻ
- اصل بولي سيڪيورٽي جو SEZA، سنڌ جي آفيس ۾ جمع نه ڪرائڻ
- مقرر آخري تاريخ کان پوءِ وصول ٿيل
- بليڪ لسٽ ٿيل فرمن پاران شرڪت

(b) سموريون بولي ڏيندڙن لاءِ لازمي آهي ته اهي حلف نامو فراهم ڪن جنهن ۾ تصديق ٿيل هجي ته انهن جي فرم / ادارو کي ڪڏهن به ڪنهن سرڪاري يا خانگي اداري طرفان بليڪ لسٽ نه ڪيو ويو آهي.

اسسٽنٽ مينيجر پروڪيورمينٽ

اسپيشل اڪنامڪ زون اٿارٽي، سنڌ

پهرين منزل، بلاڪ A، FTC بلڊنگ،
شاهراهه فيصل، ڪراچي
www.sezasindh.gos.pk
فون: 021-99207557
اي ميل: procurement@sezasindh.gos.pk

INF-KRY 4045/2026
iWORK FOR SINDH
www.iwork4sindh.com
JOB PORTAL BY INFORMATION DEPARTMENT

REQUEST FOR PROPOSAL (RFP)

HIRING OF CONSULTANCY FIRM FOR PREPARING BUSINESS PLAN INCLUDING OPTIMIZATION OF INSTITUTIONAL FRAMEWORK OF SPECIAL ECONOMIC ZONE AUTHORITY

Special Economic Zone Authority (SEZA), Sindh
1st Floor, Block A,
Finance & Trade Center (FTC) Building,
Sharah-e-Faisal, Karachi, Sindh, Pakistan.
Tel: 021-99207557
Email: procurement@sezasindh.gos.pk

Foreword

This Standard Request for Proposals is applicable to consultant assignments by the procuring agencies of Sindh province whose legal agreement refers to the ***Sindh Public Procurement Rules, 2010***.

TABLE OF CONTENTS

NOTICE FOR INVITING TENDER (NIT) 6
Section 1. Letter of Invitation 9
Section 2. Instructions to Bidders & Data Sheet 11
Instructions for Bidder 12
01. Definitions 12
02. Introduction 13
03. Conflict of Interest 14
04. Fraud and Corruption 16
05. Integrity Pact 18
06. Eligible Consultants 18
07. Eligibility of Sub- Consultants 18
08. Only one Proposal 18
09. Proposal Validity 18
10. Clarification and Amendment in RFP Documents 19
11. Preparation of Proposals 19
12. Language 19
13. Technical Proposal Format and Content 19
14. Financial Proposals 20
15. Taxes 20
16. Submission, Receipt, and Opening of Proposals 21
17. Proposal Evaluation 22
18. Evaluation of Technical Proposal 22
19. Evaluation of Financial Proposals 23
20. Negotiations 23
21. Technical Negotiations 23
22.Financial Negotiations 24
23. Availability of Professional staff/experts 24
24. Bidding Documents 25
25. Award of Contract 26
26. Confidentiality 26
27. Governance and Bid Evaluation: 27
28. RFP Publication and Bidder Selection 28
29. Financial Proposals 28
30. Project Payment Structure: 28

31. Mobilization advance, Deliverable Based payments, Project Fee, Stipend....28
32. Preparation of Proposal....29
33. Clarity, Compilation and Pricing information....30
34. SPPRA Compliance....30
35. Intellectual Property (IP) Rights....30
Data Sheet....31
(pre bid meeting) Omitted....31
Section 3: Mandatory & Technical Evaluation Criteria....35
Mandatory Criteria....37
Evaluation of Technical Proposals....38
Section 4: Terms of Reference....43
Assignment/Scope of Work....45
General Conditions of Contract:....54
Financial Proposal....57
SAMPLE FORMS....58
Technical Proposal Submission Form (to be submitted on BIDDER'S letter head)....59
Financial Proposal Submission Form (On bidder's letter head)....60
CONFLICT OF INTEREST - DISCLOSURE FORM....61
UNDERTAKING....62
Format for Performance Security Form....63
Affidavit of Litgation / Non-Litigation and Blacklisting....65
DRAFT CONTRACT AGREEMENT....66
INTEGRITY PACT....78

Preface

1. This document Standard Request for Proposals (SRFP) is to be used for various selection methods described in the *SPPRA 2010.*

2. Before preparing an RFP, the procuring agency user must be familiar with the *SPPRA 2010 and Rule No 72*.

3. Rule No 72 (3) shall be adopted for assignments of standard or routine nature where well-established practices and standards exist.

4. In case Rule No **72(3) Quality & Cost Based Selection (QCBS)** is not to be used, as the assignment is not a standard or routine nature, and standards and practices are not well-established, and procuring agency choses other method of selection according to Rule No 72 (2), (3), (4), (5), and (6), the reason shall be recorded in writing by the competent authority, and also sent to SPPRA with RFP.

5. The RFP includes a standard Letter of Invitation, standard Instructions to Consultants, Scope of Work, and a standard Form of Contract. The standard Instruction to Consultants and the standard General Conditions of Contract may not be modified under any circumstances. However, the Data Sheet and the Special Conditions of Contract may be used to reflect particular assignment conditions.

NOTICE FOR INVITING TENDER (NIT)

NOTICE FOR INVITING TENDER

HIRING OF CONSULTANCY FIRM FOR PREPARING BUSINESS PLAN INCLUDING OPTIMIZATION OF INSTITUTIONAL FRAMEWORK OF SPECIAL ECONOMIC ZONE AUTHORITY, SINDH

Special Economic Zone Authority intends to hire experienced and qualified Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority Sindh.

2. Tender documents containing detailed evaluation criteria, TORS and Services can be download through **SPPRA website https://portalsindh.eprocure.gov.pk/#/ EPAD's (e-Procurement) system and Special Economic Zone Authority (SEZA) website www.sezasindh.gos.pk from 17th September 2026 (Thursday) till 6th October, 2026 (Tuesday).**

3. **Procurement Method** will be **Single Stage – Two Envelope** procedure, **Quality and Cost-Based Selection (QCBS)** method for open competitive bidding. Bidders must upload their proposals through the **SPPRA EPADs Portal** (https://portalsindh.eprocure.gov.pk).

4. **Financial Proposals** must be accompanied by **2% bid security** of the total bid amount (refundable), in the form of a **Pay Order, Bank Draft, or Bank Guarantee** issued by a scheduled bank in Pakistan. The bid security should be valid for at least **90 days beyond the bid validity date** and must be in Favor of **"Special Economic Zone Authority".**

5. **Opening of Financial Proposals** only firms that qualify the **Technical Evaluation** will have their **Financial Proposals** opened and considered for further evaluation.

6. **Submission of Proposals in Hard Copy:** An **original hard copy** of the complete proposal (Technical and Financial), exactly matching the version uploaded on the EPADs portal, must also be submitted at the SPECIAL ECONOMIC ZONE AUTHORITY office.

7. **Deadline for Submission:** Proposals must be submitted Digitally (online) through the **SPPRA EPADs system** on or before **6th October, 2026 (Tuesday) at 2:30 p.m.**

8. **Opening of Bids:** Bids will be opened on **6th October, 2026 (Tuesday) at 3:30 p.m.** All designated committee members will attend the session online via the **SPPRA EPADs portal**.

9. Bidders are strongly encouraged to attend physically. Any bidder does not present during the opening session will be marked absent, and their bid will not be considered.

10. **Misrepresentation** any firm providing false or misleading information will be disqualified at any stage of the evaluation or contracting process.

11. **Procuring Agency (P.A.)** SPECIAL ECONOMIC ZONE AUTHORITY (SEZA) reserves the right to reject any or all bids at any time before the award of the contract in accordance with Rule 25(1) of the **SPPRA Rules, 2010 (amended till now)**.

12. **Additional Conditions**

(a) Bids will be **automatically rejected** under the following conditions:

- Conditional or telegraphic submissions
- Missing or incorrectly submitted bid security

- Original Bid Security not submitted at the office of SEZA, Sindh
- Submissions received after the specified deadline
- Participation by blacklisted firms

(b) All bidders must provide an **affidavit** confirming that their firm/agency has **never been blacklisted** by any public or private organization.

Assistant Manager Procurement
Special Economic Zone Authority, Sindh
1st Floor, Block A, FTC Building, Shahrah-e-Faisal, Karachi
www.sezasindh.gos.pk
Tel: 021-99207557
Email: procurement@sezasindh.gos.pk

Section 1. Letter of Invitation

Insert: Invitation/File No.
[Insert: Location and Date]
[Insert: Name and Address of Consultant]

Dear Mr. /Ms.:

1. The Special Economic Zone Authority, (hereinafter called "Procuring Agency") now invites proposals to provide the following consulting services: [insert name of consulting services assignment]. More details on the services are provided in the Scope of Work.

2. This Request for Proposal (RFP) has been addressed to the interested Consultants:

3. A firm will be selected under *[insert Selection Method]* and procedures described in this RFP, in accordance with the SPPRA RULES 2010 (amended).

4. The RFP includes the following documents:
   Section 1 – Letter of Invitation
   Section 2 – Instructions to Bidders/ Consultants (including Data Sheet)
   Section 3 – Mandatory & Technical Evaluation Criteria
   Section 4 – Terms of Reference/Scope of Work
   Section 5 – Financial Proposals
   Section 6 – Forms

5. Please inform us in writing at the following address [insert address}, upon receipt:
   (a) That you received the Letter of Invitation; and
   (b) Whether you will submit a proposal alone or in association.

Yours sincerely,

[Insert: Signature, name, and title of head of the department/ PA "s representative)

Section 2. Instructions to Bidders & Data Sheet

Instructions for Bidder

This document contains all relevant information for this request for proposal (RFP) and governs the preparation and submission of proposals. The Technical and Financial forms required for submission are attached to this RFP document. Proposals must be submitted by the deadline stipulated in this RFP, completed on the formats provided by the SEZA, with supporting documents, according to the guidelines given in this document. Proposals will be evaluated by the evaluation committees constituted by the SEZA as specified in this document. Selection of Bidders will be on Quality and Cost Based Selection methodology as provided in the Bidding Document.

01. Definitions

a. "***Procuring Agency (PA)"*** means the department with which the selected Consultant signs the Contract for the Services.
b. ***"SEZA as (Procuring Agency P.A.)"*** means Special Economic Zone Authority.
c. ***"Consultant/Bidder"*** means a firm, agency, party or consortium/JV which will submit proposal in response to this RFP.
d. ***"Contract"*** means an agreement enforceable by law and includes General and Special Conditions of the contract.
e. ***"Data Sheet"*** means such part of the Instructions to Consultants that is used to reflect specific assignment conditions.
f. ***"Day"*** means calendar day including holiday.
g. ***"Government"*** means the Government of Sindh.
h. ***"Instructions to Consultants/Bidder"*** (Section 2 of the RFP) means all information needed to prepare their Proposals.
i. ***"LOI"*** (Section 1 of the RFP) means the Letter of Invitation sent by the procuring agency to the Consultant.
j. ***"Proposal"*** means the Technical Proposal and the Financial Proposal.
k. ***"RFP"*** means the Request for Proposal prepared by the procuring Agency for the selection of Consultants/Bidder.
l. ***"SEZA"*** means Special Economic Zone Authority.
m. ***"Sub-Consultant/Bidder"*** means any person or entity to whom the Consultant subcontracts any part of the Services.
n. ***"Terms of Reference"*** (TOR) means the document included in the RFP as Section 4 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the procuring agency and the Consultancy Firm, and expected results and deliverables of the assignment.

02. Introduction

2.1 The Procuring agency named in the Data Sheet will select a consulting firm/organization (the Consultant), in accordance with the method of selection specified in the Data Sheet.

2.2 The eligible Consultants are invited to submit a Technical Proposal and a Financial Proposal, as specified in the Data Sheet. The Proposal will be the basis for contract negotiations and ultimately or a signed Contract with the selected Consultant.

2.3 Consultants should familiarize themselves with rules / conditions and take them into account while preparing their Proposals.

2.4 Consultants shall bear all costs associated with the preparation and submission of their proposals and contract negotiation. The Procuring Agency reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the consultants.

2.5 Procuring Agency may provide facilities and input as specified in Data Sheet.

03. Conflict of Interest

Consultants are required to provide professional, objective, and impartial advice and hold the Procuring Agency interest paramount. They shall strictly avoid conflict with other assignments or their own corporate interest. Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of the Procuring Agency, or that may reasonably be perceived as having such an effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

Without limitation on the generality of the foregoing, Consultants, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances set forth below:

A consultant that has been engaged by the procuring agency to provide goods, works or services other than

Consulting services for a project, any of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a firm hired to provide consulting service for the preparation or implementation of a project, any of its affiliates, shall be disqualified from subsequently providing goods or works or services other than consulting services resulting from or directly related to the firm's consulting services for such preparation or implementation.

A Consultant (including its Personnel and Sub-Consultants) or any of its affiliates shall not be hired for any assignment that, by its nature, may conflict with another assignment of the Consultant to be executed for the same or for another Procuring Agency.

Conflicting Relationships

Government officials and civil servants may be hired as consultants only if:

i. They are on leave of absence without pay.
ii. They are not being hired by the agency they were working for, six months prior to going on leave; and
iii. Their employment would not give rise to any conflict of Interest.

To ensure a fair and transparent selection process, we have established the following guidelines to avoid conflicts of interest:

Prohibited Assignments:

The bidder (including its personnel) or any affiliated companies cannot undertake an assignment that inherently conflicts with another project they are executing for the SEZA as (Procuring Agency P.A) or another client.

Potential Conflicts:

Bidders with business or family ties to members of the SEZA as (Procuring Agency P.A)'s Board, Management, or staff directly involved in the selection process (RFP preparation, evaluation services, agreement supervision) are not eligible for award unless the SEZA as (Procuring Agency P.A) Board deems the potential conflict satisfactorily resolved throughout the process and agreement execution. Bidders are obligated to disclose, in writing, any actual or potential conflict of interest that could impact their ability to serve the SEZA as (Procuring Agency P.A)'s best interests or create such a perception. Failure to disclose such information may result in disqualification or agreement termination.

Current Employees:

Current SEZA as (Procuring Agency P.A) employees cannot work for the successful bidder while they are still employed by the SEZA as (Procuring Agency P.A).

Conflict of Interest Form:

All bidders are required to submit the Conflict-of-Interest Form (Annexure-A of the RFP) along with their proposals. Submission of the form is mandatory, regardless of whether a conflict of interest exists or not.

Commitment to Fairness:

The SEZA as (Procuring Agency P.A) is committed to upholding a fair and competitive selection process. These guidelines ensure transparency and mitigate the risk of conflicts of interest, fostering trust with all bidders.

04. Fraud and Corruption

It is Government's policy that Consultants under the contracts, observe the highest standard of ethics during the procurement and execution of such contracts. In pursuit of this policy, the Procuring Agency follows the instructions contained in *Sindh Public Procurement Rules 2010* which define:

"Corrupt and fraudulent practices" includes the offering, giving, receiving, or soliciting, directly or indirectly of anything of value to influence the act of another party for wrongful gain or any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempt mislead a party to obtain a financial or other benefit or to avoid an obligation.

Under Rule 35 of SPPRA 2010, "The PA can inter-alia blacklist Bidders found to be indulging in corrupt or fraudulent practices. Such Barring action shall be duly publicized and communicated to the SPPRA. Provided that any supplier or contractor who is to be blacklisted shall be accorded adequate opportunity of being heard".

The SEZA as (Procuring Agency P.A) requires the Bidder/s participating in the provision of Service/s to adhere to the highest ethical standards, both during the selection process and throughout the execution of an agreement. In pursuance of this policy, SEZA as (Procuring Agency P.A) defines, for the purpose of this paragraph, the terms set forth below as follows:

"Corrupt practice" means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the actions of any employee of the SEZA as (Procuring Agency P.A) in the selection process or in agreement execution; "Fraudulent practice" means a misrepresentation or omission of facts in order to influence a selection process or the execution of an agreement; "Collusive practices" means a scheme or arrangement between two or more Bidders with or without the knowledge of the Client, designed to establish prices at artificial, non-competitive levels, etc.; "Coercive practices" means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in a procurement process, or affect the execution of an agreement.

Consequences of Unethical Behaviour:

The SEZA as (Procuring Agency P.A) has the right to reject any proposal if the recommended bidder (directly or through an agent)

engages in corrupt, fraudulent, collusive, or coercive practices while competing for the agreement. Additionally, the SEZA as (Procuring Agency P.A) may impose penalties, including indefinite or temporary ineligibility for SEZA as (Procuring Agency P.A) funding, if a bidder engages in such practices while competing for or executing a SEZA as (Procuring Agency P.A)-funded project.

Right to Audit:

The SEZA as (Procuring Agency P.A) reserves the right to inspect the bidding firm's accounts, records, and other documents related to proposal submissions and agreement performance. The SEZA as (Procuring Agency P.A) may also appoint auditors to conduct an official audit at the end of the project.

05. Integrity Pact

Pursuant to Rule 89 of SPPRA RULES 2010 (AMENDED) Consultant undertakes to sign an Integrity pact in accordance with prescribed format attached hereto for all the procurements estimated to exceed. (Annex – C).

06. Eligible Consultants

Eligible Consultants are those who passed the Technical Evaluation Criteria.

07. Eligibility of Sub-Consultants

A shortlisted Consultant would not be allowed to associate with consultants who have failed to qualify the shortlisting process.

08. Only one Proposal

Interested Bidders may only submit one proposal. If a bidder submits or participates in more than one proposal, such proposals shall be disqualified. Participation of the same bidder in more than one proposal is not allowed.

09. Proposal Validity

The Data Sheet indicates Proposals validity that shall not be more than 90 days in case of National Competitive Bidding (NCB) and 120 days in case of International Competitive Bidding (ICB). During this period, Consultants shall maintain the availability of Professional staff nominated in the Proposal. The Procuring Agency will make its best effort to complete negotiations within this period. Should the need arise; however, the Procuring Agency may request Consultants to extend the validity period of their proposals. Consultants who agree to such extension shall confirm that they maintain the availability of the Professional staff nominated in the Proposal, or in their confirmation of extension of validity of the Proposal, Consultants may submit new staff in replacement, who would be considered in the final evaluation for contract award. Consultants who do not agree have the right to refuse to extend the validity of their Proposals.

Consultants shall submit required bid security along with financial proposal defined in the data sheet (which shall not be less than one percent and shall not exceed five percent of the bid amount).

10. Clarification and Amendment in RFP Documents

Consultants may request for a clarification of contents of the bidding document in writing, and procuring agency shall respond to such queries in writing within three calendar days, provided they are received on or before the date mentioned in this document. The procuring agency shall communicate such response to all parties who have obtained RFP document without identifying the source of inquiry. Should the PA deem it necessary to amend the RFP as a result of a clarification, it shall do so.

At any time before the submission of Proposals, the Procuring Agency may amend the RFP by issuing an addendum! Corrigendum in writing. The addendum shall be sent to all Consultants and will be binding on them. Consultants shall acknowledge receipt of all amendments. To give Consultants reasonable time in which to take an amendment into account in their Proposals the Procuring Agency may, if the amendment is substantial, extend the deadline for the submission of Proposals.

11. Preparation of Proposals

In preparing their Proposal, Consultants are expected to examine in detail the documents comprising the RFP. Material deficiencies (deviation from scope, experience and qualification of personnel) in providing the information requested may result in rejection of a Proposal.

12. Language

The Proposal as well as all related correspondence exchanged by the Consultants and the Procuring Agency shall be written in English However it is desirable that the firm's Personnel have a working knowledge of the national and regional languages of Islamic Republic of Pakistan.

13. Technical Proposal Format and Content

While preparing the Technical Proposal, consultants must full fill all the requirements.
The technical proposal shall not include any financial information.

14. Financial Proposals

14.1 The Financial Proposal shall be prepared using the attached Standard Forms.

15. Taxes

The Consultant will be subject to all admissible taxes including stamp duty and service charges at a rate prevailing on the date of contract agreement unless exempted by relevant tax authority.

Inclusive Pricing and Evaluation:
All quoted costs within the Financial Proposal must be inclusive of all applicable taxes, both direct and indirect. The evaluation of the Financial Proposal will be based solely on the total bid amount provided, which should already be incorporated into all taxes. All prices must be quoted in Pakistani Rupees (PKR).

Tax Responsibility:
Price inclusive of quoted tax, quoted by the bidder shall be considered for evaluation irrespective of the tax rate. The lowest evaluated bidder will be solely responsible for the taxes included in their bid amount. Any additional demands from tax authorities will be the sole responsibility of the winning bidder.

16. Submission, Receipt, and Opening of Proposals

16.1 Proposal shall contain no interlineations or overwriting.

All the required documents along with RFP should be uploaded through SPPRA E-Procurement EPADs system (Technical & financial) and in hardcopies as well Submission documents letters for both Technical and Financial Proposals should respectively be in the given format. All pages of the original Technical and Financial Proposals will be initialled by an authorized representative of the Consultants (Individual Consultant). The authorization shall be provided which shall be in the form of a written power of attorney in any other form demonstrating that the representative has been duly authorized to sign.

- All required copies of the Technical Proposal are to be made from the original. If there are discrepancies between the original and the copies of the Technical Proposal, the original governs.

- The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked "TECHNICAL PROPOSAL" Similarly, the original Financial Proposal (if required under the selection method indicated in the Data Sheet) shall be placed in a sealed envelope clearly marked "FINANCIAL PROPOSAL" followed by name of the assignment, and with a warning "DO NOT OPEN WITH THE TECHNICAL PROPOSAL. "If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive.

- The **Proposals must be upload on SPPRA EPADs Portal** and hard copy should be sent to the address indicated in the Data Sheet as well and received by the PA not later than the time and the date indicated in the Data Sheet, or any extension to this date. Any proposal received by the PA after the deadline for submission shall be returned unopened. In order to avoid any delay arising from the postal or PA's internal dispatch workings, Consultants should ensure that proposals should be submitted on SPPRA EPADs and should be submitted by hand in hard should reach a day before the deadline for submission.

17. Proposal Evaluation

From the time the Proposals are opened to the time the Contract is awarded, the Consultants should not contact the PA on any matter related to its Technical and/or Financial Proposal. Any effort by consultants to influence the PA in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract may result in the rejection of the Consultants' Proposal.

Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

18. Evaluation of Technical Proposal

18.1 The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, sub-criteria, and point system specified in this document. Each responsive Proposal will be given a technical score (St). A Proposal shall be rejected at this stage if it fails to achieve the minimum technical score indicated in the document.

18.2 After the technical evaluation is completed, the PA shall notify in writing Consultants that have secured the minimum Qualifying marks, the date, time and location, allowing a reasonable time for opening the Financial Proposals. Consultants' attendance at the opening of Financial Proposals is optional.

(Note: Bidding process of evaluation and opening of bids will be processed through SPPRA EPADs (Technical & Financial)

Financial proposals of those consultants who failed to secure minimum qualifying marks, the financial proposal shall be returned unopened.

19. Evaluation of Financial Proposals

Financial Proposals shall be processed through **SPPRA EPADs** by the respective Consultant Selection Committee.

The Evaluation Committee will correct any computational/human errors. When correcting computational/ human 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 Proposal but not priced shall be assumed to be included in the prices of other activities or items.

In the Quality and Cost Based Selection QCBS Method the lowest, evaluate Financial Proposal (Fm) will be given the maximum financial score (St) of 100 points. The financial scores (St) of the other Financial Proposals will be computed as indicated in the Data Sheet. Proposals will be ranked according to their combined technical (St) and financial (St) scores using the weights (T = the weight given to the Technical Proposal, P
T = the weight given to the Financial Proposal; (T + P = 1) indicated in the Data Sheet: (S = St x T% + Sf x P%). The firm achieving the highest combined technical and financial score will be invited for negotiations.

20. Negotiations

20.1 Negotiations will be held at the date and address indicated in the Data Sheet. The invited Consultant will, as a pre-requisite for attendance at the negotiations, confirm availability of all Professional staff. Failure in satisfying such requirements may result in the PA proceeding to negotiate with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude a Contract.

21. Technical Negotiations

21.1 Technical Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, organization and staffing, and any suggestions made by the Consultant to improve the Terms of Reference. The PA and the Consultants will finalize the Terms of Reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract as "Description of Services". Minutes of negotiations, which will be signed by the PA and the Consultant, will become part of Contract Agreement.

22.Financial Negotiations

22.1 If applicable, it is the responsibility of the Consultant, before starting financial negotiations, to contact the local tax authorities to determine the tax amount to be paid by the Consultant under the Contract. The financial negotiations will include a clarification (if any) of the firm's tax liability, and the manner ill which it will be reflected in the Contract and will reflect the agreed technical modifications in the cost of the services. (i.e. Financial Proposal- Standard Forms of this RFP.

23. Availability of Professional staff/experts

23.1 Having selected the Consultant on the basis of, among other things, an evaluation of proposed Professional staff, the PA expects to negotiate a Contract on the basis of the Professional staff named in the Proposal. Before contract negotiations, the PA will require assurances that the Professional staff will be actually available. The PA will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case and if it is established that Professional staff were offered in the proposal without confirming their availability, the Consultant may be disqualified. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate and be submitted by the Consultant within the period of time specified in the letter of invitation to negotiate.

24. Bidding Documents

The bidder is responsible for thoroughly reviewing all instructions, general conditions, forms, terms, and specifications provided in the RFP document and its annexures. Non-compliance with these instructions will be the bidder's responsibility and could impact on the evaluation of the proposal. Proposals that do not fully meet the core requirements may be rejected. Failure to adhere to the applicable instructions, general conditions of the agreement, and specifications may result in the rejection of the proposal.

Submitting Technical and Financial Proposals in response to the RFP document signifies the bidder's acceptance, in principle, of the terms and conditions detailed in the document. During negotiations with the successful bidder, adjustments may be made to the agreement. The SEZA (Procuring Agency P.A) retains the right to accept or reject any proposed changes by the successful bidder.

After issuance of a letter of acceptance, the successful Bidder is expected to sign the agreement as soon as possible. If successful Bidder is not responsive and does not sign the agreement within a reasonable time, maximum 10 calendar days after issuance of the letter of acceptance, the SEZA (Procuring Agency P.A) reserves the right to terminate and nullify the bid award and forfeit the bid security. In such a scenario, the bid may be awarded to the second-best scoring bidder.

In the event of non-compliance with the core requirements of the RFP document and obligations contained in the agreement, the SEZA (Procuring Agency P.A) may terminate the agreement by providing one (1) month written notice to the successful bidder without any further obligation or compensation on the part of the SEZA (Procuring Agency P.A).

25. Award of Contract

After completing negotiations, the Procuring Agency shall award the Contract to the selected Consultant and within seven days of the award of contract, Procuring Agency shall publish on the website of the Authority and on its own website, if such a website exists, the result of the bidding process, identify the bid through procuring identifying number, if any and the following information, evaluation report, form of contract and letter of award, bill of quantity or schedule of requirement, as the case may be.

After publishing of award of contract consultant required to submit a performance security/ Bank Guarantee at the rate indicated in date sheet.

The Consultant is expected to commence the assignment on the date and at the location specified in the Data Sheet.
Note: P.A agency will communicate with the Consultant for commencement date of contract and execution of the project due to completion of the evaluation and SPPRA process.

26. Confidentiality

Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Consultants who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Consultant of confidential information related to the process may result in the rejection of its Proposal.

27. Governance and Bid Evaluation:

The procurement committee, designated by the SEZA, will each technical proposal to ensure alignment with stipulated eligibility criteria and regulatory compliance requirements against prequalification criteria.

This committee bears the responsibility of guaranteeing that all proposals shortlisted for technical evaluation, meet legal and regulatory compliance standards.

The Technical Evaluation Committee (TEC) purpose is to evaluate technical proposals submitted in response to the RFP, ensuring alignment with project objectives and industry standards while assessing the feasibility, effectiveness, and suitability of proposed methodologies and solutions. TEC will provide score to each bidder shortlisted for technical evaluation. TEC will maintain transparency, fairness, and adherence to procurement guidelines throughout the evaluation process, aiming to select a proposal that best meets the project's requirements and objectives.

A rubric-based evaluation of proposal criteria will be carried out by the Technical Evaluation Committee (TEC), as per evaluation criteria in RFP. Each shortlisted technical proposal will be evaluated based on the criteria defined in this section. Marks will be granted against each capability in the evaluation criteria by assessing the documents submitted with the technical proposal and the responses/clarifications provided by the bidder.

From the time the Proposals are opened to the time the evaluation report is announced, Bidders should not contact the SEZA (Procuring Agency P.A) on any matter related to its Technical and/or Financial Proposal. Any effort by the Bidder to influence the SEZA (Procuring Agency P.A) in the examination, evaluation, ranking of Proposals, and recommendation for award of Agreement may result in the rejection of the Bidder's Proposal. However, the SEZA (Procuring Agency P.A) may contact the Bidder for seeking clarification of any aspect of Technical Proposal or demand any missing information.

Evaluators of Technical Proposals shall have no access to Financial Proposals until the technical evaluation is concluded.

The evaluation weights assigned to the Technical and Financial Proposals are as follows:

Technical Proposal: **70%**

Financial Proposal: **30%**

SEZA shall evaluate the proposal, and the bid found lowest in cost shall be awarded maximum marks.

28. RFP Publication and Bidder Selection

SEZA will publish this Request for Proposals (RFP) and Bidder Selection actively promote it to attract potential bidders. The selection of the bidder will be based on the evaluation of the proposals submitted in response to the RFP. This rigorous process ensures that the most suitable bidders are selected to manage and execute the program effectively.

29. Financial Proposals

Following the technical evaluation of proposals, each bidder will be informed of their technical score. Only bidders who achieve a minimum qualifying technical score will be notified of the date, time, and location for the opening of financial proposals. This event will occur within the bid validity period, and attendance by bidders is optional. The opening date will be chosen to allow interested bidders sufficient time to prepare for the financial proposal opening.

For bidders whose technical scores fall below the minimum qualifying criteria, they will be notified, and their unopened financial proposals will be returned to them after a successful bidder is selected. Before the financial proposal opening officially begins, the technical scores of qualified bidders will be announced publicly.

A separate Financial Evaluation Committee will then assess the financial proposals. The committee has established procedures for resolving discrepancies: if there's a difference between the "total" amount and a partial amount listed, the total amount takes precedence. Similarly, if there's a discrepancy between the amount written in words and the numerical representation, the written amount will be considered correct.

It's important to note that all activity and resource costs outlined in the technical proposal are assumed to be incorporated into the financial proposal, regardless of whether they are individually listed and priced within the financial document. The selection process will utilize the Quality and Cost Based Selection (QCBS) method. the firm that combines the best technical rating with the lowest cost will be awarded.

30. Project Payment Structure:

Mobilization Advance:

No mobilization advance will be given.

31. Mobilization advance, Deliverable Based payments, Project Fee, Stipend

No mobilization advance will be given.

32. Preparation of Proposal

Compliance: Bidders are required to ensure that their proposal strictly adheres to all instructions, specifications, and requirements outlined in this RFP document.

Table of Contents: Bidder proposal shall include a comprehensive table of contents for easy navigation within the proposal.

Formatting: Bidder must maintain a professional and consistent format throughout the proposal. Use clear headings, subheadings, and bullet points for easy readability.

Proposal Validity Period: Bidder proposal must remain valid for 90 days from the RFP advertisement date. In exceptional circumstances, the SEZA (Procuring Agency P.A) may request an extension of the validity period with bidder consent, without any significant changes to the RFP document.

Proposal Preparation Costs: Please note that all costs associated with preparing proposal, negotiations with the SEZA (Procuring Agency P.A), and any related discussions or visits are non-reimbursable.

Language of the Proposal: All proposals, correspondence, and related documents exchanged between bidder and the SEZA (Procuring Agency P.A) must be submitted in writing and in English, unless otherwise specified in this RFP.

Currency: Quote all prices in Pakistani Rupees (PKR). All payments will also be made in PKR.

Supporting Documentation: In the preparation of the Technical Proposal, bidders must provide verifiable documentary evidence to substantiate all claims. Bid evaluation committees will evaluate proposals solely based on the documentation submitted in adherence to the evaluation criteria outlined in this RFP.

33. Clarity, Compilation and Pricing information

Clarity and Detail:
Proposals should be clear, concise, and provide all necessary information.

Clean and Error-Free:
Proposals must be free of interlineations, erasures, or overwriting. However, minor corrections made by the Bidder are permitted, provided they are initialed by an authorized representative.

Organized for Review:
Use color separators, flags, or tags to clearly differentiate different sections of proposal for easy review.

No Pricing Information:
The Technical Proposal must strictly exclude any pricing information related to proposed services. Failure to comply with this requirement may result in proposal disqualification.

34. SPPRA Compliance

The SEZA (Procuring Agency P.A) is committed to conduct the entire procurement process in strict adherence to the Sindh Public Procurement Regulatory Authority (SPPRA) rules, ensuring transparency, fairness, and equal opportunity for all bidders.

35. Intellectual Property (IP) Rights

SEZA Ownership of Bidder-Created IP: The SEZA will own the intellectual property rights (IPR) generated by the Bidder's activities specifically related to the task. This may include materials, curriculum, processes, or methodologies developed by the Bidder for task execution.

Data Sheet

1.1	**Name of the Assignment is:** Hiring of Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh **Procurement Agency Official:** Secretary Committee / Assistant Manager Procurement & Coordination **Address:** Special Economic Zone Authority Sindh, Block A, 1st Floor, FTC Building, Shahra-e-Faisal, Karachi **Telephone:** 021-99207512-4 **E-mail:** procurement@sezasindh.gos.pk
1.2	RFP Issuance Date: **17th September 2026 (Thursday)**
1.3	Deadline for receiving queries / questions: 30th September (Wednesday) during office working hours.
1.4	**(pre bid meeting) Omitted**
1.5	Response to queries/questions related to RFP: **(Omitted)**
1.6	Proposal Submission Deadline: **6th October, 2026 (Tuesday) at 2:30 p.m.**
1.7	Opening of Technical Proposals will be **on SPPRA EPAD Portal Physical:** **6th October, 2026 (Tuesday) at 3:30 p.m.**
1.8	Opening of Financial Proposals will be on **SPPRA EPAD Portal Physical**
1.9	Award/Signing of Agreement: Will be communicated later.
2.0	The method of selection is: **Single Stage-Two Envelope Quality & Cost Based Selection (QCBS)** as per SPPRA Rules 2010 (amended) Rule-72(3)
2.1	Financial & Technical Proposal to be submitted through **SPPRA EPAD's** and copy of same required documents in separate sealed envelopes should be submitted in office of **Special Economic Zone Authority** along with required Bid security pay order of **2%** together with Technical Proposal in separate envelope as detailed in the document, **Single Stage-Two Envelop Quality & Cost Based Selection (QCBS)** as Per SPPRA Rules 2010 (amended) Rule-72(3)
2.2	**Two separately sealed envelopes:** **Envelope #1 shall clearly bear the name** Hiring of Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh One hard copy of Technical Proposal, marked as Original must be submitted with one soft copy of the original technical proposal in USB. Bidders are to make sure that Financial Proposal is **not** part of the Technical Proposal in any form. **(Both financial & technical proposals documents should be uploaded on SPPRA E-Pads is Mandatory)**

2.3	**<u>Envelope #2 shall clearly bear the name "FINANCIAL PROPOSAL</u> –** Hiring of Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh Financial Proposal in hard copy must be submitted. (The hard copy Financial Proposal must be sealed in Envelope # 2 and should not be part of Technical Proposal in any form). Bid Security in a separate sealed envelope, shall be enclosed in Envelope of Financial proposal ***(Both financial & technical proposals documents should be uploaded on SPPRA E-Pads is mandatory due to the E-Procurement process)***
2.4	**Omitted**
2.5	The Proposal submission address is: **Special Economic Zone Authority, Block A, 1st Floor, FTC Building, Shahra-e-Faisal, Karachi**. Proposals must be submitted not later than the following date and time: **6th October, 2026 (Tuesday) at 2:30 p.m.** ***(Note: Proposals must be submitted through SPPRA EPADs Portal & Hard Copy of technical & financial proposals in separate envelopes along with required bid security is mandatory)***
2.6	Expected date for commencement of consulting services: After Selection of Successful Bidder and completing all formalities, the actual dates will be communicated to bidder
2.7	Proposals validity that shall not be more than 90 days (National Competitive Bidding (NCB)
2.8	Clarifications to the RFP may be requested not later than **30th September 2026 (Wednesday)** during office working hours. The address for requesting clarifications is: **Procurement Agency Official:** Secretary Committee / Assistant Manager Procurement & Coordination **Address:** Special Economic Zone Authority, Block A, 1st Floor, FTC Building, Shahra-e-Faisal, Karachi **Telephone:** 021 99207512-4 **E-mail:** procurement@sezasindh.gos.pk
2.9	The Proposal as well as all related correspondence exchanged by the Consultants and the Procuring Agency shall be written in English. However, it is desirable that the firm's Personnel have a working knowledge of the national and regional languages of Islamic Republic of Pakistan. (English Urdu and Sindhi as well to facilitate the candidates according to their areas and native language)
3.0	Shortlisted Consultants/ Interested Consultants may associate with other shortlisted Consultants/ Interested Consultants: Yes_ No_**(omitted)**
3.1	TECHNICAL EVALUATION CRITERIA

3.2	The Consultant will be subject to all admissible taxes including stamp duty and service charges at a rate prevailing on the date of contract agreement unless exempted by relevant tax authority. The prices quoted without any tax remarks will be treated as inclusive of all applicable taxes. Any change in Government duties or taxes shall borne by the successful bidder
3.3	Proposals will be submitted through the **SPPRA EPAD's Portal (Mandatory)** and evaluated using **Single Stage, Two Envelope Procedure. (QCBS)** (Separate sealed envelopes for Technical and Financial Proposals). The original Proposal shall contain no interlineations or overwriting. All pages of the Proposals (Technical & Financial) must be numbered signed & stamped. (**Proposals should be uploaded on SPPRA is mandatory otherwise the bidder will be considered as di-qualified**) Submission letters for both Technical and Financial Proposals, must be in the attached format on letterhead, in separate envelopes. The Bidder's/ consultancy firm's/ Organization Head or an authorized representative on his/her behalf should include name, signature and official stamp all pages of the original Technical and Financial Proposals. In case of authorized representative, an authorization shall be provided which shall be in the form of a written power of attorney in any other form demonstrating that the representative has been duly authorized to sign. Hard copies of Technical Proposal shall be sent to the address listed in this Bidding Document. All required copies of the Technical Proposal are to be exact replicas of the original. If there are discrepancies between the original and copies of the Technical Proposal, the original governs. Bidder is required to upload all the required the documents required by the procuring agency on SPPRA EPAD's Portal and must submit one original hard copy of Technical Proposal along with all supporting documents. One USB containing an electronic copy (labelled **'Electronic Copy'**) of all technical Proposal documents in PDF format (excluding the Financial Proposal), must be provided with the Technical Proposal. In the event of any discrepancy between the Original Proposal and the Electronic Copy, the former shall be deemed as the accurate Proposal. **If Financial Proposal file is copied to the USB containing Technical Proposal, the entire Proposal shall stand rejected.** The Technical Proposal shall be placed in a sealed envelope clearly marked **"TECHNICAL PROPOSAL"** followed by the name of the assignment **Hiring of Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh** and the name of Bidder. Similarly, the Financial Proposal shall be placed in a separate sealed envelope clearly marked **"FINANCIAL PROPOSAL"** followed by the name of the assignment **Hiring of Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh** and the name of Bidder, with a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL**". The envelopes containing Technical and Financial Proposals shall be placed

	into an outer envelope and sealed. This outer envelope shall bear the submission address and title of the assignment mentioned in this document, and the name of the Bidder, and clearly marked "**DO NOT OPEN BEFORE SUBMISSION DEADLINE**". Special Economic Zone Authority as (Procuring Agency P.A) shall not be responsible for misplacement, losing or premature opening of the outer envelope if not properly sealed and marked as stipulated. Such negligence may result in rejection of the Proposal. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for rejection of the Proposal. The Proposal must be sent to the following address and received by the Special Economic Zone Authority as (Procuring Agency P.A) not later than the time and the date specified elsewhere in this Bidding Document: Bidders must submit their Proposal to the Special Economic Zone Authority as (Procuring Agency P.A) by registered post/ courier or by hand to the official postal address of the Special Economic Zone Authority as (Procuring Agency P.A) before or on the submission deadline specified elsewhere in this bidding document. Special Economic Zone Authority as (Procuring Agency P.A) reserves the right to accept or reject any or all of the Proposals submitted at any time in accordance with applicable government/SPPRA rules 2010 (amended) and the stipulations contained in this document. The envelopes with the Financial Proposal shall remain sealed and securely stored in the custody of Special Economic Zone Authority as (Procuring Agency P.A) and will be opened as per the tentative timeline specified elsewhere in this document.
3.4	FINANCIAL Evaluation CRITERIA (The pricing shall include all applicable taxes, rates, duties, tolls, fees etc). The evaluation of both (technical & financial) bids will be formulated as per Rule No. 72 (3) of SPPRA Rules, 2010 (amended). i.e. **Quality & Cost Based Selection (QCBS)**.
3.5	Expected date and address for contract negotiations: Special Economic Zone Authority, Block A, 1st Floor, FTC Building, Shahra-e-Faisal, Karachi. Dates will be communicated later after the completion of bidding evaluation process.
3.6	The Financial Bids must be accompanied with the bid security of **2%** of the bid price- in the form of Call Deposit/Bank Draft (refundable) drawn in favor of "**Special Economic Zone Authority**". However, as mentioned earlier in the Mandatory Section, all bidders are required to submit an affidavit on letterhead along with Technical Bid that Bid security in the required form and manner is enclosed with the financial proposal.
3.7	Successful consultant is required to submit **performance security/ guarantee (05%)** of the total contract amount in form of pay order, demand draft or bank guarantee.
3.8	Consultants undertake to sign integrity Pact for the procurement estimated to exceed Pak Rs. 2.5 million.

Section 3: Mandatory & Technical Evaluation Criteria

The Bidding firm compliant with the Mandatory criteria, will be eligible for the Technical Scoring criteria.

The bidding firm securing 70% or more scores will be considered technically responsive and subsequently selected for financial bid opening.

Before submission of Proposals, within the stipulated time mentioned in this Request for Proposal (RFP) document, Potential Bidders are required to ensure that all Mandatory Criteria outlined in this document are fulfilled.

The following checklist details the required documents. All applicable documents must be submitted in the specified order at the time of Proposal submission. Failure to submit any of these Mandatory Criteria will result in disqualification.

Mandatory Criteria

S. No.	Description	Yes	No
1.	Specific Experience of consulting firm relevant to the Business Plan assignments at least 2 nos with complete report from client with signed and stamped. Attached		
2	Company Profile Required to submit, the Company Name, Year of Establishment, Address of the Firm (Registered Office), Telephone number(s), Fax number(s) and E-mail Address and at-least One (01) Operational/Branch Office in Karachi. Details shall submit with proof and marked as **Annexure "A"**		
3	Financial Position (Net Revenue / Accumulated revenue of last two years on average basis) should not be less than 250 million. Details shall submit with proof of Audited Report by third pary and marked as **Annexure "B"**		
4	Affidavit of Litigation / Non-Litigation and Blacklisting, properly typed on minimum Rs. 100/- stamp paper duly notarized/stamped. To be produced by the bidder itself. Attached and Marked as **Annexure "C"**		
5	Affidavit format attached with this RFP Document as **Annexure-D** typed properly on Stamp paper duly notarized with Authorized Signatures & Official Seal. Attached and Marked as **Annexure "D"**		
6	Original Bid Security Pay Order / Demand Draft / Bank Guarantee to be submitted prior to the deadline of submission of bid. Attached and Marked as **Annexure "E"**		
7	Active Valid Sindh Revenue Board (SRB) Certificate of the Bidder. Attached and Marked as **Annexure "F"**		
8	Active Valid Federal Board of Revenue (FBR) Certificate of the Bidder. Attached and Marked as **Annexure "G"**		
9	Company/Firm registration valid with relevant agency SECP/PEC as Consultant Firm. Attached and Marked as **Annexure "H"**		

Important Note: (Part of mandatory Eligibility Criteria)

- Each project would be marked once in evaluation criteria.
- All communication will be conducted through official letters only, in accordance with SPPRA Rules 2010 (as amended till date).
- Once technical proposals are opened, bidders/consultants/consultancy firms may not contact the procuring agency; the agency will reach out to firms if needed.
- If consultancy firm fail to provide any one of the above requirement in the mandatory eligibility section will result in disqualification.
- Each report would go through plagiarism test certificate subsequent to that payment would be made to bidder and each report will entertain within ≤ 18% similarity index allowable limit for content repetitions as per rules.

Evaluation of Technical Proposals

During the technical evaluation no amendments in the Proposals shall be permitted. Each responsive Proposal will be given a technical score. If Proposal fails to achieve the minimum qualifying technical score indicated in the RFP document, it will not qualify for financial evaluation stage. Bidders who obtain at least 70 out of 100 marks in technical evaluation criteria will qualify and Financial Proposals would be opened only for technically qualified Bidders.

Financial Proposals of those Bidders obtaining less than 70 marks out of 100 (70%) in Technical Evaluation shall remain un-opened. After completion of evaluation, the SEZA as (Procuring Agency P.A) shall award Agreement to the selected Bidder (highest ranked). After agreement signing with successful bidder, the SEZA as (Procuring Agency P.A) shall return the unopened Financial Proposals of the unsuccessful Bidders.

Note:
Each project would be marked once for evaluation criteria.

S. No.	Technical Criteria	Total Points	Annexure
1	**Adequacy and quality of proposed methodology and work plan in responding to TORs**	**10 Points**	**Detailed Profile attached as Annexure "T-1"**
	• Understanding of the project	2.5 Points	
	• Technical approach and methodology	2.5 Points	
	• Work Plan	2.5 Points	
	• Organization and Staffing	2.5 Points	
2	**Key Professional Staff in the Organization**	**36 Points**	**Detailed CV's attached as Annexure "T-3"** **(Mentioning relevant Qualification with Job assignment and evidence of authenticated degree)**
	• Project Manager MBA/PhD with relevant experience 6-8 years = 4 Points B.E. / BBA with relevant experience of 8-10 years = 2 Points	Maximum 04 Points	
	• Institutional Assessment Expert MBA with relevant experience of 6-8 years = 4 Points BBA with relevant experience of 8-10 years = 2 Points	Maximum 04 Points	

	• Special Economic Zone Expert Industrial Management Masters with relevant experience of 6-8 years = 4 Points Industrial Management Bachelors with relevant experience of 8-10 years = 2 Points	Maximum 04 Points	
	• Human Resource Experts MPA with relevant experience of 6-8 years = 4 Points BPA with relevant experience of 8-10 years = 2 Points	Maximum 04 Points	
	• Procurement, Operations Expert Masters in Supply Chain Management with relevant experience of 6-8 years = 4 Points Bachelors in Supply Chain Management with relevant experience of 8-10 years = 2 Points	Maximum 04 Points	
	• Public Finance Expert MBA with relevant experience of 6-8 years = 4 Points BBA with relevant experience of 8-10 years = 2 Points	Maximum 04 Points	
	• Business Administration/Specialist MBA/MPA with relevant experience of 6-8 years = 4 Points BBA/BPA with relevant experience of 8-10 years = 2 Points	Maximum 04 Points	
	• Financial Analyst Expert CA and MBA Finance with relevant experience of 6-8 years = 4 Points BBA with relevant experience of 8-10 years = 2 Points	Maximum 04 Points	
	• Legal Expert LL.M. with relevant experience of 6-8 years = 4 Points LLB with relevant experience of 8-10 years = 2 Points	Maximum 04 Points	

3	**Specific experience of Management Consultancy Including development of Business Plan, Organizational Policies and Standard Operating Procedures of Public/Private sector entities (up to submission of report in relevant government departments during last 10 years by the consulting firm**	**10 Points**	**Attached Evidence as Annexure "T-4"** **(Completion Report with Signed and Stamped)**
	• 3 Projects and above	10 Points	
	• 2 Projects	7.5 Points	
	• 1 Project	5 Points	
4	**Experience of preparation of Business Plans, Industrial Zone/Park Management Plan or Public Private Sector Projects during last 10 years by the Consulting Firms**	**10 Points**	**Attached Evidence as Annexure "T-5"** **(Completion Report with Signed and Stamped)**
	• 5 Projects and above	10 Points	
	• 4 Projects and above	08 Points	
	• 3 Projects and above	06 Points	
	• 2 Projects and above	04 Points	
	• 1 Projects and above	02 Points	
5	**Experience of consultancy in development of organization Manuals/SOPs of any public/private sector project during the last 10 years.**	**10 Points**	**Attached Evidence as Annexure "T-6"** **(Completion Report with Signed and Stamped)**
	• 5 Projects and above	10 Points	
	• 4 Projects and above	08 Points	
	• 3 Projects and above	06 Points	
	• 2 Projects and above	04 Points	
	• 1 Projects and above	02 Points	
6	**Projects related with Business Optimization of any institution/organization**	**10 Points**	**Attached Evidence as Annexure "T-8"** **(Completion Report with Signed and Stamped)**
	• 3 and above	10 Points	
	• 2 and above	05 Points	
	• 1 and above	01 Points	

7	**Average Financial Turnover in last 03 years**	**14 Points**	**3rd Party Financial Audited Report attached as Annexure "T-9"**
	• 500 Million and above	14 Points	
	• 350 Million and above	08 Points	
	• 250 Million and above	04 Points	
Total Points = 100 Points **Passing Points = 70 Points**			

NOTE:

1. The above Technical Criteria is mandatory.
2. Prospective Firm(s) must provide valid evidence against each of the above criteria. The Procuring Agency reserves the right to cross-verify or call any information / documents, if demand is necessary to ensure reliability of information and capability of service provider documents received without concrete. Evidence(s) will be marked disqualified during evaluation of proposals.
3. The contract will be evaluated & awarded on Package basis as per Most Advantageous Bid.
4. A firm must get at least minimum marks / score in each category of Technical Parameter and Sub Technical Parameter from Serial No: 01 to 09 and if fails to obtained any marks in above mentioned Technical / Sub Parameter the firm will be disqualified for further tendering process.
5. All the firms scoring greater than or equal to 70% of the marks and clear mandatory criteria will accept the technical proposal, and their financial bids will be opened only and most advantageous bid should be considered on the basis of quality and cost with a combination of technical and financial scores with weighting of 70% and 30% respectively, under a single stage two envelope procedure.
6. The firm should quote all services required, if the bidder shall not quote all the services required in this RFP were considered as conditional bid. Which was not acceptable as per SPPRA Rules 2010 (Amended up to date).
7. Each report would go through plagiarism test certificate and each report will entertain within 18% of similarity index for the content repetitions as per rules subsequent to that payment would be made to bidder.

Financial Evaluation and Scoring System for Bids

The financial bids of technically qualified bidders will be opened publicly at the time to be announced by the Procuring Agency and the financial bids found technically non-responsive shall be returned un-opened to the respective Bidders.

Total Allocable marks for Technical Proposal = **70**

Total Allocable marks for Financial Proposal = **30**

Total Combined Allocable Score for individual bids = Marks obtained in Technical Evaluation + Marks obtained in Financial Evaluation = **100**

Scoring Methodology:

Contract will be awarded to the most advantageous responsive firm whose items ranks highest in the Combined Evaluation scoring calculated through the Marks awarded to Technical Proposal and Financial Proposal as stated in the Bid Data Sheet of these Standard Bidding Documents.

The Evaluation Methodology is a combination of non-price factors (in Technical Criteria) and price factor (in Financial Criteria); and each having points as elaborated in the evaluation preformat provided in these SBDs.

Procedure for the Marks Scoring:

Marks will be awarded or otherwise for various technical parameters of quoted item based on the prescribed Technical and Financial criteria. The total combined marks will determine the highest-ranking goods category for contract award.

The formula to calculate the marks for the price by the bidders: Financial Evaluation Score of quoted Item:

= [Lowest quoted Price of the Item ÷ Next higher proposed Price of the competing Item] x Total allocable financial score

Solved Example of Financial Scoring (product):

If the lowest quoted price of an item is Rs. 86/-, the same lowest bidder will obtain score as below: = [86 ÷ 86] x 30 = 30 marks, being the lowest bidder for the quoted item.

If the next higher quoted price of the same item is Rs. 105/-, the marks obtained will be: = [86 ÷ 105] x 30 = 24.5714 Marks

If the next higher quoted price of the same item is Rs. 130/-, the marks obtained will be: = [86 ÷ 130] x 30 = 19.8461 Marks

And so on.

Section 4: Terms of Reference

SPECIAL ECONOMIC ZONE AUTHORITY

OVERVIEW

The Government of Pakistan has passed the SEZ ACT 2012. The SEZ Act aims at attracting investment and promoting better infrastructure which in turn will provide a platform to help grow the economy, create social cohesion, enhance environmental protection and deliver better public services. Subsequent amendments made therein in 2016 made it more business friendly. The following rules & regulations have been formulated under the Act.

- SEZ Rules 2013
- Sole Enterprise Special Economic Zone, Regulations 2020
- SEZ Zone Enterprise Admission and Sale, Lease and Sub-Lease of Plot Regulations, 2021
- Special Economic Zone Authority (Sindh) is the provincial body responsible for planning, regulating, and facilitating Special Economic Zones (SEZs) across Sindh. Established under the SEZ Act 2012, SEZA aims to attract investment, facilitate to create jobs, and promote industrial growth by offering a one-window solution to the investors.

INTRODUCTION

Special Economic Zone Authority (Sindh) is the provincial body responsible for planning, regulating, and facilitating Special Economic Zones (SEZs) across Sindh. Established under the SEZ Act 2012, SEZA aims to attract investment, facilitate to create jobs, and promote industrial growth by offering a one-window solution to the investors.

VISION

To establish Sindh as a top destination for sustainable industrial development through world class SEZs that drive investment and employment.

To drive Sindh's industrial transformation through investor friendly policies, duties and tax exemptions, and efficient facilitation.

MISSION

To catalyze industrial development, attract both domestic and foreign investment, and stimulate sustainable economic growth through the provision of world-class infrastructure and investor-friendly policies.

FUNCTIONS OF SPECIAL ECONOMIC ZONE AUTHORITY

SEZA Sindh promotes industrial growth by developing zones and supporting investors through streamlined processes. Its key roles include:

- Development and management of Special Economic Zones across Sindh.
- Coordination with federal and provincial bodies for utility and infrastructure provision. Monitoring compliance with SEZ regulations and development agreements.
- Facilitating investors through simplified administrative procedures.
- Ensuring security and smooth operation within SEZs.
- Attracting both local and foreign investment to boost the provincial economy

KEY ROLES

SEZA Sindh promotes industrial growth by developing zones and supporting investors through streamlined processes. Its key roles include:

- Development and management of Special Economic Zones across Sindh.
- Coordination with federal and provincial bodies for utility and infrastructure provision.
- Monitoring compliance with SEZ regulations and development agreements.
- Facilitating investors through simplified administrative procedures.
- Ensuring security and smooth operation within SEZs.
- Attracting both local and foreign investment to boost the provincial economy

Assignment/Scope of Work

(Outline Annex alongwith below details)

Proposal Outline: Consultancy for SEZA Sindh Business Plan + Institutional Optimization

1. Executive Summary

Brief overview of SEZA Sindh's mandate, challenges, and how our consultancy will deliver a bankable business plan + streamlined institutional framework to attract investment and improve efficiency.

2. Understanding the Assignment

- **Objective A**: Prepare a comprehensive Business Plan for Special Economic Zone Authority, Sindh

- **Objective B**: Review and optimize the current institutional framework of SEZA Sindh

- **Outcome**: A roadmap for SEZA to become financially sustainable, investor-friendly, and operationally effective

3. Proposed Methodology

Phase 1: Diagnostic & Stakeholder Engagement

- Review existing SEZA Act, rules, policies, org chart

- Benchmark with other SEZs: CPEC SEZs, BOI, global best practices

- Stakeholder consultations: investors, industries, federal/provincial depts

Phase 2: Business Plan Development

- Market & Demand Analysis: Target industries, land demand, competitive SEZs

- Financial Model: CAPEX/OPEX, revenue streams - land lease, utilities, services, incentives

- Investment & Marketing Strategy: Domestic + FDI attraction plan

- 5-Year Implementation Roadmap with KPIs

Phase 3: Institutional Framework Optimization

- Governance Review: Board structure, decision-making, autonomy

- Process Re-engineering: One-window facilitation, approvals, licensing

- HR & Capacity Building: Skills gap, org design, performance metrics

- Legal/Regulatory Recommendations: Amendments to improve ease of doing business

Phase 4: Final Deliverables & Handover

- Draft Business Plan + Financial Model

- Institutional Reform Report with action plan

- Presentation to Board + Training workshop

4. Team Composition

- Team Lead / SEZ Expert

- Financial & Business Planning Expert

- Institutional/Governance Specialist

- Legal & Regulatory Expert

- Investment Promotion Specialist

5. Deliverables

1. Inception Report

2. Draft Business Plan + Financial Model in Excel

3. Institutional Framework Assessment Report

4. Final Business Plan + Reform Strategy

5. Presentation + Capacity Building Session

6. Timeline

Approx 12-16 weeks total. Can be broken into the 4 phases above with monthly milestones.

7. Value Proposition

We'll make SEZA Sindh:

- Investor ready with clear value proposition

- Financially viable with diversified revenue

- Faster and simpler for businesses to set up and operate

Key Sections for the Business Plan

1. Introduction to SEZs in Pakistan & Sindh

2. SWOT of SEZA Sindh

3. Target Sectors: Textile, food processing, pharma, light engineering

4. Infrastructure & Utilities Plan

5. Marketing & Investment Promotion Strategy

6. Financial Projections: 5-10 years

7. Risk Analysis & Mitigation

Key Areas for Institutional Optimization

1. One-Window Operations to reduce approval time

2. Digitalization of investor services

3. PPP models for infrastructure

4. Coordination mechanism with BOI, FBR, Federal / Provincial departments

ASSIGNMENT:

Conducting Management Consultancy for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh.

BACKGROUND:

Sindh Special Economic Zone Authority intends to engage services of a Consulting Firm to prepare for developing key organizational documents, manuals, including Strategic Goals & Organizational Vision, Business & Development Plan, Sustainability and Continuity Plan, Operational manuals, HR Policy and Manual, Financial & Procurement manual, ensure complete Review and Optimization of Legal Framework, reviewing efficacy of the federal law, and gaps identification yiz-a-yiz its implementation in the provincial framework, suggestion for any provincial specialized law for the purpose, and Rules and regulations therein.

TOTAL DURATION OF THE ASSIGNMENT

16 Weeks (4 Months)

TERM OF REFERENCE:

The Management Consulting will be carried out in following two phases:

PHASE I:

1. **Inception Report**

PHASE II:

1. **Preparation of Strategic Goals, Vision, Business & Sustainability Plan**

a) Strategic Goals and Vision
b) Business & Development Plan
c) Sustainability & Continuity Plan

2. **Development of Organizational Manuals/ Standard Operating Procedures**

a) Financial Manual
b) Procurement Manual
c) Operational Manual
d) HR Policy and Manual

PHASE I

Inception Report

Provide a detailed layout of work approach to the Assignment. The report shall clearly articulate overall requirements of the assignment with respect to the;

1. **Review and Optimization of the Legal Framework both at Federal and Provincial level including SEZA Act and related rules and regulations, policies and practices to determine the methodology of this assignment and for any scope of approach adjustments required.**
2. **Develop Methodology for the Assignment:**

a) Gap Assessment of the project reference to the areas covered under the scope,

b) Progress updates methodology.

c) Detailed plan/recommendation for all deliverables.

d) Identify and provide any other task(s) if any required for undertaking of the assignment.

3. **Detailed work plan with timelines for the assignment.**

PHASE II

This includes a way forward regarding appropriate course of action and SOPs of Authority as per the following milestones:

1. Preparation of Strategic Goals, Vision, Business & Sustainability Plan

a) Strategic Goals and Vision

The selected consultant/firm will be responsible for:

1. Stakeholder Engagement: Conduct consultations with key internal and external stakeholders to understand SEZA's mandate, current operations, and future aspirations.
2. Situational Analysis: Review SEZA's existing policies, regulatory framework, and performance to date.
3. Strategic Vision Development: Formulate a clear and actionable long-term vision that aligns with national and provincial economic development priorities.
4. Goal Setting: Define strategic goals and objectives for SEZA with measurable outcomes and key performance indicators (KPIs).
5. Implementation Roadmap: Develop a high-level action plan outlining steps, timelines, and resource requirements to achieve the strategic goals.
6. Validation & Reporting: Present draft and final strategic documents to SEZA leadership for feedback and approval.
7. Conduct an assessment of any regulatory conflicts between the Provincial and Federal government in the current landscape.

b) Business & Development Plan

Business/ Management Plan of SEZA for short term 5 years and long term 10 years.

Identification of revenue generation sources. The business plan should be covering the objectives, operations, target sectors, potential revenue sources, benchmarking and financial projections.

The selected consultant/firm will be responsible for:

1. Situational Analysis
    - Conduct an assessment of SEZA's current operations, institutional capacity, legal/regulatory framework, and mandate.
    - Analyze existing economic zones, infrastructure, investor landscape, and market trends in Sindh and other provinces of Pakistan.
2. Market Assessment & Opportunity Identification
    - Review existing focus sectors and identify potential sectors for investment and development within SEZA's jurisdiction.
    - Conduct benchmarking with other successful national and regional economic zones.
3. Strategic Business Planning

- Define clear business objectives and strategies for SEZA's short-, medium-, and long-term growth.
- Develop revenue generation models, investment attraction strategies, and institutional strengthening measures.
- Assess the current organizational structure of SEZA and recommend a lean model that could potentially result in cost savings.

4. Development Plan Formulation
   - Propose infrastructure, zoning, and service delivery frameworks for new and existing economic zones.
   - Outline project prioritization, resource allocation, and development phasing.
5. Financial Planning & Projections
   - Prepare detailed financial forecasts, cost-benefit analysis, and funding strategies for proposed initiative(s).
6. Monitoring & Evaluation Framework
   - Recommend a system for tracking implementation progress, performance indicators, and impact measurement.
7. Stakeholder Engagement & Validation
   - Consult with public and private stakeholders to ensure alignment and support.
   - Incorporate feedback and present draft and final versions of the Business & Development Plan.
8. Other recommendations
   - Provide any other recommendations that the Consultant may deem appropriate.
9. Final Deliverables
   - Submit a comprehensive, actionable Business & Development Plan, including executive summary, implementation roadmap, and annexures. This Plan should include two alternatives to assist SEZA in making strategic decisions.
   - Provide digital copies and supporting materials.

c) Sustainability & Continuity Plan

A Sustainability & Continuity Plan is essential for SEZA to ensure long-term institutional stability, financial viability, and uninterrupted operations amid challenges. It enhances investor confidence, supports strategic growth, and aligns SEZA with national and global development goals.

The selected consultant/firm will be responsible for:

1. Risk Assessment: Identify potential risks (operational, financial, environmental, political) that could impact SEZA's long-term viability.
2. Business Continuity Framework: Design protocols and contingency plans to ensure operational continuity during disruptions.
3. Sustainability Strategy: Develop strategies for institutional, financial, and environmental sustainability, including stakeholder partnerships and revenue models.
4. Capacity Building: Recommend capacity-building measures and governance enhancements to support sustainable operations.
5. Monitoring Mechanism: Propose a monitoring and evaluation framework for tracking implementation and adapting strategies as needed.

6. Final Plan Submission: Deliver a comprehensive and actionable Sustainability & Continuity Plan with phased implementation guidance.

2. Development of Organizational Manuals/ Standard Operating Procedures

The objective is to develop/ update following organizational Manuals/ SOPs which would standardize operations and enhance performance of the management at SEZA.

Key objectives are as follows:

- Review, identify and document current practices, existing SOPs, systems, processes and protocols, thereby suggesting improvements therein after performing a comprehensive gap analysis.
- Identify undocumented current practices in order to develop SOPs, systems, processes and protocols where these do not exist.
- Identify and update / upgrade obsolete and outdated SOPs, which although exists but does not corroborate with current processes and protocols.
- To ensure that all SOPs are in line with best business practices.

a) Financial Manual

Development of Financial Manual to strengthen SEZA internal control systems and working processes through development of Standard Operating Procedures – SOPs, which would enhance their efficiencies, reduce bottlenecks and turnaround time for better service delivery.

There is a need of having a comprehensive SOPs for defining operating procedures in accordance with the Rules of Business, 1986 and other applicable regulations, which would help the management to uniformly execute their assigned roles and responsibilities within define timelines.

The selected consultant/firm will be responsible for:

1. Assessment of Financial Practices
    - Review existing financial management systems practices
    - Identify gaps and align practices with applicable public sector financial regulations and international best practices.
2. Policy & Procedure Development
    - Develop comprehensive policies and Standard Operating Procedures (SOPs) for budgeting, accounting, financial reporting, internal controls, fund management, payroll, payments, and audits.
    - Define clear roles and responsibilities for finance-related functions.
3. Regulatory Compliance
    - Ensure all procedures comply with relevant laws, including public financial management regulations, government accounting standards, and audit requirements.
4. Internal Controls & Risk Management
    - Establish mechanisms for financial control, risk management, and fraud prevention.
5. Templates & Reporting Formats
    - Provide standardized templates for budgeting, vouchers, reconciliations, financial statements, and reports.

b) Procurement Manual

Development of procurement manual to provide required procedural guidelines for the procurement personnel of both the Sindh Economic Zone Authority (SEZA) and the Government of Sindh (GoS) for procuring goods, services and works from the open market. These guidelines should align with the Sindh Public Procurement Rules (SPPR) and other International Development Partners such as World Bank (where necessary), to meet desired goals within the province. The manual should incorporate best international procurement practices and promotes transparency, accountability, and efficiency during public sector procurement. The key phases of the procurement cycle, such as procurement planning, issuing invitations to bid, bid evaluation, supplier selection, contract award, and management are explained in detail within the manual.

The primary audience for the procurement manual will be SEZA Procurement staff who is responsible for transparent procuring quality goods and services. The manual includes step-by-step instructions for completing standard bidding documents, opening bids from suppliers, evaluating supplier bids, and monitoring supplier performance. It also includes supplementary materials such as information on pre-bid meeting conferences and compliance programs, which the procurement manager needs to effectively implement public sector procurements.

The procurement manual also includes key reference documents, such as the SPPRA Rules amended upto date to ensure relevant personnel have easy access to the original resource documents when they prepare for and conduct public sector procurement.

c) Operational Manual

Development of the SOPs or Operations Manual for the Authority operations to provide control and valuable information for the personnel of SEZA about the guidelines required to run the operations of the Authority in consistent manger. The Operations Manual serves as a comprehensive guide for the users, especially those involved in executing, to carry out their daily operations work systematically and consistently.

The selected consultant/firm will be responsible for:

1. Process Mapping & Assessment
    - Conduct a comprehensive review of SEZA's functions, departments, and workflows.
    - Identify key operational processes and assess existing practices, gaps, and inefficiencies.
2. Standard Operating Procedures (SOPs)
    - Develop detailed SOPs for all major functions, including administration, project management, investor facilitation, compliance, and reporting.
    - Clearly define roles, responsibilities, and process flows for each function.
3. Internal Controls & Compliance
    - Integrate internal control mechanisms to ensure accountability, transparency, and regulatory compliance in all operations.
    - Align procedures with relevant provincial and national laws and public sector standards.
4. Template & Documentation Standards
    - Provide standardized templates and documentation guidelines for routine operations and record-keeping.

5. Comprehensive Manual Development
    - Compile all procedures into a comprehensive, well-structured Operations Manual that is practical, accessible, and easy to update.

d) HR Policy and Manual

The HR Framework including but not limited to organogram, Job Descriptions and any other service delivery requirement for efficient operations, maintenance and management.

The selected consultant/firm will be responsible for:

1. Needs Assessment
    - Conduct a comprehensive review of SEZA's organizational structure, staffing, and existing HR practices/ manual.
    - Engage with key stakeholders to identify HR policy gaps and specific organizational needs.
2. Policy Framework Development
    - Draft a comprehensive HR Policy aligned with local labor laws, public sector regulations, and best practices.
    - Cover core areas including recruitment, on boarding, performance management, compensation, leave, disciplinary procedures, grievance redressal, training & development, diversity & inclusion, and employee exit.
3. HR Manual Preparation
    - Develop a HR Manual outlining standard operating procedures (SOPs) for HR processes and responsibilities.
    - Include templates, forms, and checklists to support implementation and compliance.
4. Legal & Regulatory Alignment
    - Ensure policies and procedures are compliant with applicable provincial and federal labor laws and public sector guidelines.
5. Capacity Building & Orientation
    - Conduct orientation/training sessions for HR personnel and management to facilitate understanding and effective implementation of the policy and manual.
6. Finalization & Handover
    - Submit draft and final versions of the HR Policy and Manual, incorporating feedback from SEZA.

Consultant will provide soft and hard copies of all manuals/ SOPs along with any editable source files. Also conduct a training session for SEZA staff to build capacity in using and implementing these Manuals/ SOPs.

Each report would go through plagiarism test certificate and each report will entertain within 18% of similarity index for the content repetitions as per rules subsequent to that payment would be made to bidder.

General Conditions of Contract:

1. CONTRACT COMPONENT AND ALL INCLUSIVENESS:	• This Agreement supersedes any previous understanding, agreements, verbal or otherwise, between the above two parties. • The Agreement shall become effective upon signing and shall remain valid until both parties have fulfilled their obligations and the tasks are completed. • Within fifteen (15) days after the issue of the Letter of Award, the CONTRACTOR/FIRM is required to sign the Agreement in the prescribed format, with agreed modifications.
2. RULING DATES AND VALIDITY/DURATION:	• The commencement date of work will be determined by the PROCURING AGENCY'S REPRESENTATIVE, considering the actual date of commencement of services by the CONTRACTOR/FIRM as defined in the scope of work.
3. AGREEMENT OF CONTRACT	The PROCURING AGENCY'S REPRESENTATIVE may issue binding directives to: • Increase or decrease the quantity of work/services included in the CONTRACT. • Omit any such work/services. • Change the character, quality, or kind of any such work/services. • Execute additional work/services ancillary to the works/services.
4. COMMENCEMENT OF WORK	• Unless otherwise stated, work shall commence as per directives issued by the PROCURING AGENCY'S REPRESENTATIVE
5. ALTERATIONS. ADDITIONS AND OMISSIONS	The CONTRACTOR/FIRM shall make arrangements for all manpower/staff and conform to applicable laws and regulations, including those enacted after the contract date. • The Service provider is required to transport the required services to a specified place of destination within the purchaser's place define as project site or as required by the procuring agency **(SEZA)** and all the related cost shall be included in the Contract price

6. STTLEMENT OF DISPUTES AND DIFFERENCES	• Disputes shall be referred to arbitration under the Arbitration Act 1940. • Parties will appoint a single arbitrator or two arbitrators (one from each party), who will appoint an umpire. • Arbitration is a condition precedent to any legal action. The venue for arbitration shall be Karachi.
7. NOTICES	• Any notice given by one party to the other pursuant to the Contract shall be in writing to the address specified in the tender documents. The term •in Writing• means communicated in Written form with proof of receipt • Note is effective when delivered or on the notice's effective date. whichever is later. All notices shall be delivered by hand, registered mail, courier. Notices will be considered received: • **Immediately** if delivered by hand. • **Four business days** if sent by registered mail. • **Two business days** if sent by courier. **Address for Notices:** • **Consultant:** _____ • **Client:** Special Economic Zone Authority 1st Floor, Block-A, F.T.C. Building, Shahrah-e-Faisal, Karachi
8. CONTRACT PRICE	• Prices charged for services under the Contract shall not vary from those quoted in the submitted bidding documents. • The submitted quoted price will be inclusive of all applicable taxes.
9. PERFORMANCE SECURITY	• Performance Security / Bank Guarantee **shall be 5%**
10. SUPERVISION OR SURVEILLANCE	• Representative of Procuring Agency or his nominee shall inspect the procured goods/ Services and ensure that it meets the requirements and needs.
16. GOVERNING LAWS	• The Client and the Consultant shall comply with all statutory regulations. This agreement will be subject to Sindh jurisdiction.
18. PAYMENT TERMS & CONDITIONS	• As defined in the financial proposal.

19. MODIFICATION IN TERMS	• Any changes in terms and conditions shall only be valid if recorded in writing and signed by the authorized officials of both parties
20. AUTHORIZED REPRESENTATIVES	• Each party shall nominate authorized representatives whose specimen signatures will be recorded for verification. Either party may replace its representative by providing written notice.

Financial Proposal

S. No.	Descriptions	Timelines (From Contract Signing)	Payment Milestone
1	Preparation and submission of Inception Report	3 Weeks (21 Days)	15%
2	Preparation and submission of Strategic Goals and Vision	2 Weeks (14 Days)	5%
3	Preparation and submission of Business & Development Plan	2 Weeks (14 Days)	10%
4	Preparation and submission of Sustainability & Continuity Plan	2 Weeks (14 Days)	10%
5	Preparation and submission Financial & Procurement Manual	2 Weeks (14 Days)	10%
6	Preparation and submission Operational Manual	2 Weeks (14 Days)	10%
7	Preparation and submission HR Policy and Manual	2 Weeks (14 Days)	10%
8	Submission of Final Report and Presentation	1 Weeks (7 Days)	30%
		Grand Total	100%

IMPORTANT NOTE:

1. Each report would go through plagiarism test certificate and each report will entertain within 18% of similarity index for the content repetitions as per rules subsequent to that payment would be made to bidder.
2. The bidder shall compliance strictly with requirement required by the procuring agency.
3. Services should be quoted exactly in accordance with the details given.
4. In case of any discrepancy between figure and words price, the words price shall be prevail/acceptable.
5. No any kind of separate payment shall be made for the incidental services.
6. The payment shall be made subject to deduction of Income/ Sindh Sales Tax at source, or any other tax impose by Federal / Provincial Government after obtaining work completion certificate, specified in contract.
7. The rates quoted in this schedule are inclusive of all the applicable taxes & charges and written against each service in figures and words without any cutting/error.

SAMPLE FORMS

Technical Proposal Submission Form (to be submitted on BIDDER'S letter head)

[*Location, Date*]

To:
Secretary Committee,
Special Economic Zone Authority,
1st Floor, Block A,
FTC Building, Shahra-e-Faisal,
Karachi
Tel: 021-99207512-4
Email: procurement@sezasindh.gos.pk

Subject: Proposal Submission for Hiring of Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh

We, [NAME], hereby submit our proposal for the Hiring of Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh, in response to your Request for Proposal (RFP) dated [ADVERTISEMENT DATE].

Our submission includes both a Technical Proposal and a Financial Proposal, as outlined in the RFP.

We affirm that our Technical Proposal remains valid and binding, pending any necessary modifications resulting from potential contract negotiations. The validity period of our proposal is 90 calendar days from the advertisement date.

We acknowledge your prerogative to reject any proposal received.

Thank you for considering our proposal.

_____

Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:

Financial Proposal Submission Form (On bidder's letter head)

[*Location, Date*]

To:
Secretary Committee,
Special Economic Zone Authority,
1st Floor, Block A,
FTC Building, Shahra-e-Faisal,
Karachi
Tel: 02199207512-4
Email: procurement@sezasindh.gos.pk

Dear Sir,

We, the undersigned, offer to provide services for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh in accordance with your Request for Proposal dated [ADVERTISEMENT DATE] and our Proposal (Technical and Financial Proposals). Our attached Financial Proposal is for the sum of [Amount in words and figures]. This amount is inclusive of all the local taxes, duties, fees, levies and other charges applicable under the Pakistani law.

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, which is 90 calendar days from the date of advertisement.

Yours sincerely,
Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:

CONFLICT OF INTEREST - DISCLOSURE FORM

(To be printed on SEZA as (Procuring Agency P.A)'s letterhead)

In compliance of the mandatory requirement mentioned in the RFP for execution of Future-Ready Skills and Job Placement Initiative: Building Sindh's Digital Workforce published by Special Economic Zone Authority (*hereinafter 'SEZA as (Procuring Agency P.A)'*), I hereby confirm:

☐ I have no Conflict of Interest to disclose

☐ I have a potential Conflict of Interest to disclose, and the details are mentioned hereunder:

Summary Information			
Date Raised:		Reference No.:	

Personal Information			
Name:		Title/Designation:	
Contact No.:		SEZA as (Procuring Agency P.A):	

Nature of Conflict	
Description:	

I hereby affirm that the above details/disclosure are true to the best of my knowledge, and no additional information/disclosure exists.

In case of any change to the above given information/disclosure, I will promptly notify the SEZA as (Procuring Agency P.A) and complete a new conflict of interest disclosure form which describes the changes.

Signature: _____

Date:

UNDERTAKING

This undertaking format shall be on the Stamp Paper duly notarized and shall be signed by an authorized person of the firm/company. It shall be included by the Bidder in its Technical Bid(s)

It is certified that the information furnished here in and as per the Documents submitted is true and correct and nothing has been concealed and tampered with. We have gone through all the conditions of Tender and are liable to any punitive action for furnishing false information / Documents.

In the capacity of

Yours sincerely,
Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address

Format for Performance Security Form

(BANK GUARANTEE)

Guarantee No._____

Executed on _____

Expiry Date:_____

(Letter by the Guarantor to the Special Economic Zone Authority)

Name of Guarantor (Scheduled Bank in Pakistan) with

Address:_____

Name of the Principal (Contractor/Firm) with

Address:_____

Penal Sum of Security (express in words and

Figures)_____

Letter of Acceptance No:_____ Dated_____

KNOW ALL MEN BY THESE PRESENTS, that in pursuance of the terms of the Standard Bidding Document and above said letter of acceptance (hereinafter called the Documents) and at the request of the said Principal we, the Guarantor above name, are held and firmly bound unto the Special Economic Zone Authority, Karachi (hereinafter called the Procuring Agency)in the penal sum of the amount stated above, for the payment of which sum well and truly to be made to the said Procuring Agency, we bind ourselves, our heirs, executors, administrators and successors, jointly and severally, firmly by these presents.

THE CONDITIONS OF THIS OBLIGATION IS SUCH that whereas the principal has accepted the Special Economic Zone Authority's above said Letter of Acceptance for _____ _____(Name of Contract) for the _____(Name of Project / Scheme).

NOW THEREFORE, if the Principal (Contractor) shall well and truly perform and fulfill all the undertakings, covenants, terms and conditions of the said Documents during the original terms of the said Documents and any

extensions thereof that may be granted by Special Economic Zone Authority, with or without notice to the Guarantor, which notice is, hereby, waived and shall also well and truly perform and full fill all the undertakings, covenants terms and conditions of the Contract and of any and all modifications of the said Documents that may hereafter be made, notice of which modifications to the Guarantor being hereby waived, then, this obligation to be void; otherwise to remain in full force and virtue till all requirements, Remedying Defects, of Conditions of Contract are fulfilled.

Our total liability under this Guarantee is limited to the sum stated above and it is condition of any liability attaching to us under this Guarantee that the claim for payment in writing shall be received by us within the validity period of this Guarantee, failing which we shall be discharged of our Liability, if any, under this Guarantee.

We, _____(the Guarantor), waiving all objections and defences under the Contract, do hereby irrevocably and independently guarantee to pay to the Procuring Agency without delay upon the Procuring Agency's first written demand without cavil or arguments and without requiring the Procuring Agency to prove or to show grounds or reasons for such demand any sum or sums up to the amount stated above, against the Procuring Agency's written declaration that the Principal has refused or failed to perform the obligations under the Contract, for which payment will be effected by the Guarantor to Procuring Agency's designated Bank & Account Number.

PROVIDED ALSO THAT the Special Economic Zone Authority will be the sole and Final judge for deciding whether the principal (Contractor) has duly performed his obligations under the contract or has defaulted in fulfilling said obligations and the Guarantor shall pay without objection any sum or sums up to the amount stated above upon first written demand from the Procuring the Agency forthwith and without any reference to the principal or any other person.

IN WITNESS WHEREOF, the above bounded Guarantor has executed this Instrument under its seal on the date indicated above, the name and corporate seal of the Guarantor being hereto affixed and these presents duly signed, designated by its undersigned representative, pursuant to authority of its governing body.

_____

Guarantor (Bank)

Affidavit of Litgation / Non-Litigation and Blacklisting

This Affidavit format shall be on the Stamp Paper duly notarized and shall be signed by an authorized person of the company/firm. It shall be included by the Bidder(s) in its Technical Bid(s)

I/We, M/s. (Insert Company Name), located at (Insert Company Address), through its authorized representatives namely Mr. (Insert Name) S/o. (Insert Name), bearing CNIC No. (Insert I.D Card Number), resident of (Insert Home Address) is hereby confirmed that we have carefully read all Terms and Conditions of the Tender and also agreed to abide SPPRA Rules-2010 (Amended up to date) for the Hiring of Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh during the validity of Contract.

1. ***I/We also do hereby state and declare on oath as under: -***

   a.) I/We understand that, if any of the information submitted in accordance to this Tender inquiry found incorrect or false, my/our contract may be cancelled at any stage on my/our cost and risk.
   b.) I/We also undertake that my/our firm has neither been Black Listed, nor having any dispute with any Government or Semi-Government Organization(s) and also there is no litigation against the firm, moreover my/our Firm has not been bankrupted.
   c.) That I /We are true deponent of this affidavit and will conversant with the facts deposed herein.

2. Whatever stated above is true and correct to the best of my/our knowledge and belief.

In the capacity of

Yours sincerely,
Authorized Signature:
Name and Title of Signatory:
Name of Firm:
Address:

DRAFT CONTRACT AGREEMENT

THIS CONTRACT AGREEMENT is made and entered this _____day of _____2026 ("the Agreement")

BY AND BETWEEN:

(Consultant's Name) _____incorporated under the laws of Pakistan with registered

office at, _____**,** referred to as **"Consultant".**

AND

Special Economic Zone Authority (SEZA), a SEZA (Procuring Agency P.A) is the provincial body responsible for planning, regulating, and facilitating Special Economic Zones (SEZs) across Sindh. Established under the SEZ Act 2012, SEZA aims to attract investment, facilitate to create jobs, and promote industrial growth by offering a one-window solution to the investors with its registered office at **1st Floor Block-A, FTC Building, Shahrah e Faisal, Karachi** (hereinafter referred to as **"Client").**

Whereas **_____ (Consultant)** provides services mention as per RFP and contract

Whereas Special Economic Zone Authority is seeking to **hire Consultancy Firm for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh**

It is agreed by and between the client and the Consultant as follows:

_____/ impanelled shall provide the following services as required by SEZA:

ASSIGNMENT:

Conducting Management Consultancy for Preparing Business Plan Including Optimization of Institutional Framework of Special Economic Zone Authority, Sindh.

BACKGROUND:

Sindh Special Economic Zone Authority intends to engage services of a Consulting Firm to prepare for developing key organizational documents, manuals, including Strategic Goals & Organizational Vision, Business & Development Plan, Sustainability and Continuity Plan, Operational manuals, HR Policy and Manual, Financial & Procurement manual, ensure complete Review and Optimization of Legal Framework, reviewing efficacy of the federal law, and gaps identification yiz-a-yiz its implementation in the provincial framework, suggestion for any provincial specialized law for the purpose, and Rules and regulations therein.

TOTAL DURATION OF THE ASSIGNMENT

4 months

TERM OF REFERENCE:

The Management Consulting will be carried out in following two phases:

PHASE I:

2. **Inception Report**

PHASE II:

3. **Preparation of Strategic Goals, Vision, Business & Sustainability Plan**

d) Strategic Goals and Vision
e) Business & Development Plan
f) Sustainability & Continuity Plan

4. **Development of Organizational Manuals/ Standard Operating Procedures**

e) Financial Manual
f) Procurement Manual
g) Operational Manual
h) HR Policy and Manual

PHASE I

Inception Report

Provide a detailed layout of work approach to the Assignment. The report shall clearly articulate overall requirements of the assignment with respect to the;

4. **Review and Optimization of the Legal Framework both at Federal and Provincial level including SEZA Act and related rules and regulations, policies and practices to determine the methodology of this assignment and for any scope of approach adjustments required.**
5. **Develop Methodology for the Assignment:**

e) Gap Assessment of the project reference to the areas covered under the scope,
f) Progress updates methodology.
g) Detailed plan/recommendation for all deliverables.
h) Identify and provide any other task(s) if any required for undertaking of the assignment.

6. **Detailed work plan with timelines for the assignment.**

PHASE II

This includes a way forward regarding appropriate course of action and SOPs of Authority as per the following milestones:

3. Preparation of Strategic Goals, Vision, Business & Sustainability Plan

d) Strategic Goals and Vision

The selected consultant/firm will be responsible for:

8. Stakeholder Engagement: Conduct consultations with key internal and external stakeholders to understand SEZA's mandate, current operations, and future aspirations.
9. Situational Analysis: Review SEZA's existing policies, regulatory framework, and performance to date.
10. Strategic Vision Development: Formulate a clear and actionable long-term vision that aligns with national and provincial economic development priorities.
11. Goal Setting: Define strategic goals and objectives for SEZA with measurable outcomes and key performance indicators (KPIs).
12. Implementation Roadmap: Develop a high-level action plan outlining steps, timelines, and resource requirements to achieve the strategic goals.
13. Validation & Reporting: Present draft and final strategic documents to SEZA leadership for feedback and approval.
14. Conduct an assessment of any regulatory conflicts between the Provincial and Federal government in the current landscape.

e) Business & Development Plan

Business/ Management Plan of SEZA for short term 5 years and long term 10 years.

Identification of revenue generation sources. The business plan should be covering the objectives, operations, target sectors, potential revenue sources, benchmarking and financial projections.

The selected consultant/firm will be responsible for:

10. Situational Analysis
    - Conduct an assessment of SEZA's current operations, institutional capacity, legal/regulatory framework, and mandate.
    - Analyze existing economic zones, infrastructure, investor landscape, and market trends in Sindh and other provinces of Pakistan.
11. Market Assessment & Opportunity Identification
    - Review existing focus sectors and identify potential sectors for investment and development within SEZA's jurisdiction.
    - Conduct benchmarking with other successful national and regional economic zones.
12. Strategic Business Planning
    - Define clear business objectives and strategies for SEZA's short-, medium-, and long-term growth.

- Develop revenue generation models, investment attraction strategies, and institutional strengthening measures.
- Assess the current organizational structure of SEZA and recommend a lean model that could potentially result in cost savings.

13. Development Plan Formulation
    - Propose infrastructure, zoning, and service delivery frameworks for new and existing economic zones.
    - Outline project prioritization, resource allocation, and development phasing.
14. Financial Planning & Projections
    - Prepare detailed financial forecasts, cost-benefit analysis, and funding strategies for proposed initiative(s).
15. Monitoring & Evaluation Framework
    - Recommend a system for tracking implementation progress, performance indicators, and impact measurement.
16. Stakeholder Engagement & Validation
    - Consult with public and private stakeholders to ensure alignment and support.
    - Incorporate feedback and present draft and final versions of the Business & Development Plan.
17. Other recommendations
    - Provide any other recommendations that the Consultant may deem appropriate.
18. Final Deliverables
    - Submit a comprehensive, actionable Business & Development Plan, including executive summary, implementation roadmap, and annexures. This Plan should include two alternatives to assist SEZA in making strategic decisions.
    - Provide digital copies and supporting materials.

f) Sustainability & Continuity Plan

A Sustainability & Continuity Plan is essential for SEZA to ensure long-term institutional stability, financial viability, and uninterrupted operations amid challenges. It enhances investor confidence, supports strategic growth, and aligns SEZA with national and global development goals.

The selected consultant/firm will be responsible for:

7. Risk Assessment: Identify potential risks (operational, financial, environmental, political) that could impact SEZA's long-term viability.
8. Business Continuity Framework: Design protocols and contingency plans to ensure operational continuity during disruptions.
9. Sustainability Strategy: Develop strategies for institutional, financial, and environmental sustainability, including stakeholder partnerships and revenue models.
10. Capacity Building: Recommend capacity-building measures and governance enhancements to support sustainable operations.
11. Monitoring Mechanism: Propose a monitoring and evaluation framework for tracking implementation and adapting strategies as needed.

12. Final Plan Submission: Deliver a comprehensive and actionable Sustainability & Continuity Plan with phased implementation guidance.

4. Development of Organizational Manuals/ Standard Operating Procedures

The objective is to develop/ update following organizational Manuals/ SOPs which would standardize operations and enhance performance of the management at SEZA.

Key objectives are as follows:

- Review, identify and document current practices, existing SOPs, systems, processes and protocols, thereby suggesting improvements therein after performing a comprehensive gap analysis.
- Identify undocumented current practices in order to develop SOPs, systems, processes and protocols where these do not exist.
- Identify and update / upgrade obsolete and outdated SOPs, which although exists but does not corroborate with current processes and protocols.
- To ensure that all SOPs are in line with best business practices.

e) Financial Manual

Development of Financial Manual to strengthen SEZA internal control systems and working processes through development of Standard Operating Procedures – SOPs, which would enhance their efficiencies, reduce bottlenecks and turnaround time for better service delivery.

There is a need of having a comprehensive SOPs for defining operating procedures in accordance with the Rules of Business, 1986 and other applicable regulations, which would help the management to uniformly execute their assigned roles and responsibilities within define timelines.

The selected consultant/firm will be responsible for:

6. Assessment of Financial Practices
    - Review existing financial management systems practices
    - Identify gaps and align practices with applicable public sector financial regulations and international best practices.
7. Policy & Procedure Development
    - Develop comprehensive policies and Standard Operating Procedures (SOPs) for budgeting, accounting, financial reporting, internal controls, fund management, payroll, payments, and audits.
    - Define clear roles and responsibilities for finance-related functions.
8. Regulatory Compliance
    - Ensure all procedures comply with relevant laws, including public financial management regulations, government accounting standards, and audit requirements.
9. Internal Controls & Risk Management
    - Establish mechanisms for financial control, risk management, and fraud prevention.
10. Templates & Reporting Formats
    - Provide standardized templates for budgeting, vouchers, reconciliations, financial

statements, and reports.

f) Procurement Manual

Development of procurement manual to provide required procedural guidelines for the procurement personnel of both the Sindh Economic Zone Authority (SEZA) and the Government of Sindh (GoS) for procuring goods, services and works from the open market. These guidelines should align with the Sindh Public Procurement Rules (SPPR) and other International Development Partners such as World Bank (where necessary), to meet desired goals within the province. The manual should incorporate best international procurement practices and promotes transparency, accountability, and efficiency during public sector procurement. The key phases of the procurement cycle, such as procurement planning, issuing invitations to bid, bid evaluation, supplier selection, contract award, and management are explained in detail within the manual.

The primary audience for the procurement manual will be SEZA Procurement staff who is responsible for transparent procuring quality goods and services. The manual includes step-by-step instructions for completing standard bidding documents, opening bids from suppliers, evaluating supplier bids, and monitoring supplier performance. It also includes supplementary materials such as information on pre-bid meeting conferences and compliance programs, which the procurement manager needs to effectively implement public sector procurements.

The procurement manual also includes key reference documents, such as the SPPRA Rules amended upto date to ensure relevant personnel have easy access to the original resource documents when they prepare for and conduct public sector procurement.

g) Operational Manual

Development of the SOPs or Operations Manual for the Authority operations to provide control and valuable information for the personnel of SEZA about the guidelines required to run the operations of the Authority in consistent manger. The Operations Manual serves as a comprehensive guide for the users, especially those involved in executing, to carry out their daily operations work systematically and consistently.

The selected consultant/firm will be responsible for:

6. Process Mapping & Assessment
    - Conduct a comprehensive review of SEZA's functions, departments, and workflows.
    - Identify key operational processes and assess existing practices, gaps, and inefficiencies.
7. Standard Operating Procedures (SOPs)
    - Develop detailed SOPs for all major functions, including administration, project management, investor facilitation, compliance, and reporting.
    - Clearly define roles, responsibilities, and process flows for each function.
8. Internal Controls & Compliance
    - Integrate internal control mechanisms to ensure accountability, transparency, and

regulatory compliance in all operations.
    - Align procedures with relevant provincial and national laws and public sector standards.
9. Template & Documentation Standards
    - Provide standardized templates and documentation guidelines for routine operations and record-keeping.
10. Comprehensive Manual Development
    - Compile all procedures into a comprehensive, well-structured Operations Manual that is practical, accessible, and easy to update.

h) HR Policy and Manual

The HR Framework including but not limited to organogram, Job Descriptions and any other service delivery requirement for efficient operations, maintenance and management.

The selected consultant/firm will be responsible for:

7. Needs Assessment
    - Conduct a comprehensive review of SEZA's organizational structure, staffing, and existing HR practices/ manual.
    - Engage with key stakeholders to identify HR policy gaps and specific organizational needs.
8. Policy Framework Development
    - Draft a comprehensive HR Policy aligned with local labor laws, public sector regulations, and best practices.
    - Cover core areas including recruitment, on boarding, performance management, compensation, leave, disciplinary procedures, grievance redressal, training & development, diversity & inclusion, and employee exit.
9. HR Manual Preparation
    - Develop a HR Manual outlining standard operating procedures (SOPs) for HR processes and responsibilities.
    - Include templates, forms, and checklists to support implementation and compliance.
10. Legal & Regulatory Alignment
    - Ensure policies and procedures are compliant with applicable provincial and federal labor laws and public sector guidelines.
11. Capacity Building & Orientation
    - Conduct orientation/training sessions for HR personnel and management to facilitate understanding and effective implementation of the policy and manual.
12. Finalization & Handover
    - Submit draft and final versions of the HR Policy and Manual, incorporating feedback from SEZA.

Consultant will provide soft and hard copies of all manuals/ SOPs along with any editable source files. Also conduct a training session for SEZA staff to build capacity in using and implementing these Manuals/ SOPs.

General Conditions of Contract:

1. CONTRACT COMPONENT AND ALL INCLUSIVENESS:	• This Agreement supersedes any previous understanding, agreements, verbal or otherwise, between the above two parties. • The Agreement shall become effective upon signing and shall remain valid until both parties have fulfilled their obligations and the tasks are completed. • Within fifteen (15) days after the issue of the Letter of Award, the Contractor/Firm is required to sign the Agreement in the prescribed format, with agreed modifications.
2. RULING DATES AND VALIDITY/DURATION:	• The commencement date of work will be determined by the PROCURING AGENCY'S REPRESENTATIVE, considering the actual date of commencement of services by the CONTRACTOR/FIRM as defined in the scope of work.
3. AGREEMENT OF CONTRACT	The PROCURING AGENCY'S REPRESENTATIVE may issue binding directives to: 2. Increase or decrease the quantity of work/services included in the CONTRACT. 3. Omit any such work/services. 4. Change the character, quality, or kind of any such work/services. 5. Execute additional work/services ancillary to the works/services.
4. COMMENCEMENT OF WORK	• Unless otherwise stated, work shall commence as per directives issued by the PROCURING AGENCY'S REPRESENTATIVE
5. ALTERATIONS. ADDITIONS AND OMISSIONS	The CONTRACTOR/FIRM shall make arrangements for all manpower/staff and conform to applicable laws and regulations, including those enacted after the contract date. • The Service provider is required to transport the required services to a specified place of final destination within the purchaser's place define as project site or as required by the procuring agency **(SEZA)** and all the related cost shall be included in the Contract price

6. STTLEMENT OF DISPUTES AND DIFFERENCES	• Disputes shall be referred to arbitration under the Arbitration Act 1940. • Parties will appoint a single arbitrator or two arbitrators (one from each party), who will appoint an umpire. • Arbitration is a condition precedent to any legal action. The venue for arbitration shall be Karachi.
7. NOTICES	• Any notice given by one party to the other pursuant to the Contract shall be in writing to the address specified in the tender documents. The term •in Writing• means communicated in Written form with proof of receipt • Note is effective when delivered or on the notice's effective date. whichever is later. All notices shall be delivered by hand, registered mail, or couri Notices will be considered received: • **Immediately** if delivered by hand. • **Four business days** if sent by registered mail. • **Two business days** if sent by courier. **Address for Notices:** • **Consultant:** _____ • **Client:** 1st Floor, Block-A, F.T.C. Building, Shahrah-e-Faisal, Karachi
8. CONTRACT PRICE	• Prices charged for services under the Contract shall not vary from those quoted in the submitted bidding documents. • The submitted quoted price will be inclusive of all applicable taxes.
9. PERFORMANCE SECURITY	• Performance Security /Bank Guarantee shall be 5%
10. SUPERVISION OR SURVEILLANCE	• Representative of Procuring Agency or his nominee shall inspect the procured goods/ Services and ensure that it meets the requirements and needs.
11. GOVERNING LAWS	• The Client and the Consultant shall comply with all statutory regulations. This agreement will be subject to Sindh jurisdiction.
12. PAYMENT TERMS & CONDITIONS	• As per define in the Financial Proposal.

3. MODIFICATION IN TERMS	• Any changes in terms and conditions shall only be valid if recorded in writing and signed by the authorized officials of both parties
4. AUTHORIZED REPRESENTATIVES	• Each party shall nominate authorized representatives whose specimen signatures will be recorded for verification. Either party may replace its representative by providing written notice.

IN WITNESS WHEREOF the parties hereto have executed this Contract / Agreement in duplicate through their respective duly authorized officials on the day, month and year hereinabove mentioned

		From SPECIAL ECONOMIC ZONE AUTHORITY (SEZA)
Name		
Designation		
Email I. D		
Contact No.		
Signatures & official Stamp		

SIGNATORIES:

WITNESSES:

Witness-I		**SPECIAL ECONOMIC ZONE AUTHORITY (SEZA)**
Name		
CNIC #		
Signature & Stamp		

Witness-II		**SPECIAL ECONOMIC ZONE AUTHORITY (SEZA)**
Name		
CNIC #		
Signature & Stamp		

INTEGRITY PACT

DECLARATION OF FEES, COMMISSIONS AND BROKERAGE ETC.PAYABLE BY THE SERVICE PROVIDERS/CONTRACTORS OF SERVICES, SERVICES & WORKS

Contract/Tender No. _____ Dated: _____

Contract Value:_____ Contract Title: _____

The **(Name of Consultant) _____.** hereby declares its intention not to obtain or induce the procurement of any contract, right, interest, privilege or other obligation or benefit from the Government of Sindh or any administrative subdivision or agency thereof or any other entity owned or controlled by it through any corrupt business practice.

Without limiting the generality of the foregoing**, (Name of Consultant) _____.** represents and warrants that it has fully declared the brokerage, commission, fees etc. paid or payable to anyone and not given or agreed to give and shall not give or agree to give to anyone within or outside Pakistan either directly or indirectly through any natural or juridical person, including its affiliate, agent, associate, broker, consultant, director, promoter, shareholder, sponsor or subsidiary, any commission, gratification, bribe, finder's fee or kickback, whether described as consultation fee or otherwise, with the object of obtaining or including the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from GOS, except that which has been expressly declared pursuant hereto.

(Name of Consultant) _____. certifies that it has made and will make full disclosure of all agreements and arrangements with all persons in respect of or related to the transaction With GOS and has not taken any action or will not take any action to circumvent the above declaration, representation, or warranty.

(Name of Consultant) _____. accepts full responsibility and strict liability for making any false declaration, not making full disclosure, misrepresenting facts, or taking any action likely to defeat the purpose of this declaration, representation, and warranty. It agrees that any contract, right, interest, privilege or other obligation or benefit obtained or procured as previously mentioned shall, without prejudice to any other right and remedies available to GOS under any law, contract, or other instrument, be voidable at the option of GOS.

Notwithstanding any rights and remedies exercised by GOS in this regard, **(Name of Consultant/consultancy firm) _____.** agrees to indemnify GOS for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to GOS in an amount equivalent to ten time the sum of any commission, gratification, bribe, finder's fee or kickback given by [the Seller/Service Provider/Contractor as aforesaid for the purpose of obtaining or inducing the procurement of any contract, right, interest, privilege or other obligation or benefit in whatsoever form from GOS.

Name of Buyer: _Special Economic Zone Authority Signature: _____ (Seal)

Name of Seller/Supplier: _____ Signature: _____ (Seal)