



Government of Punjab, Pakistan

REQUEST FOR PROPOSALS

CONSULTANCY SERVICES

FOR

**PROCUREMENT OF ORACLE FINANCIAL MODULE
AND IMPLEMENTATION IN FINANCE
DIRECTORATE, WASA, LAHORE**

March, 2023

**Water & Sanitation Agency (WASA)
Lahore Development Authority**

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Section 1: Letter of Invitation

Letter No: DMD(E)/_____

Date: _____

- i. **M/s Sapphire Consulting Services (Pvt.) Ltd**
Add: House # C-4 KDA Scheme# 1, Off Karsaz Road, Karachi.
Tel: 92-21-34300581
web: www.sapphire.co
Email: info@sapphire.co
- ii. **M/s Jaffer Business Systems (Pvt.) Ltd.**
Add: Plaza. No 30, Defence Raya Golf and Country Club, Fairways Commercial, Phase 6, DHA, Lahore.
Tel: 92-305-5557607, Fax:92-42-36312959
web: www.jbs.live
- iii. **M/s Ora-Tech Systems (Pvt.) Ltd.**
Add: 58-59, Main Boulevard, 1st Floor, Cavalry Ground, Cantonment Lahore
Tel: 042-111672253, Fax: 042-36660598

SUBJECT: LETTER OF INVITATION

Dear Mr. / Ms.:

1. The Water & Sanitation Agency (WASA), Lahore Development Authority invites proposals to provide the consulting services for above mentioned project. Details on the services are provided in the Terms of Reference.
2. The Request for Proposal (RFP) has been addressed to the following Three (03) firms pre-qualified whose EOIs have been shortlisted by Consultant Selection Committee (CSC) in its meeting held on 09.03.2023:
 - a. **M/s Sapphire Consulting Services (Pvt.) Ltd.**
 - b. **M/s Jaffer Business Systems (Pvt.) Ltd.**
 - c. **M/s Ora-Tech Systems (Pvt.) Ltd.**

It is not permissible to transfer this invitation to any other firm.

3. The Consultant will be selected under the Selection Method "Quality and Cost Based Selection (QCBS)" and procedures described in this RFP, in accordance with the Punjab Procurements (PPRA) Rules 2014 and the Consultant Selection Guidelines issued by the Planning & Development Department, Punjab.
4. The RFP includes the following additional documents:
 - Section 2 - Instructions to Consultants (including Data Sheet)
 - Section 3 - Technical Proposal - Standard Forms
 - Section 4 - Financial Proposal - Standard Forms
 - Section 5 - Terms of Reference
 - Section 6 - Standard Form of Contract
5. It is mandatory for proposals to be made using the Standard Forms of the RFP. Proposals that are not in the prescribed format may be discarded. If any

information required in the forms is found missing or written elsewhere, no credit will be given in the relevant section of the evaluation. The firms must attach Audit Statements for 3 years from FY - 2019-20, 2020-21, 2021-22, Organogram (with names and designations), ISO Certifications / Quality Certifications, Comments on TORs, Staffing Schedule & Work Breakdown Schedule in their Technical Proposal.

6. Firms should submit details of **not more than 5 of their most relevant assignments/Projects** for technical evaluation using the prescribed format **(FORM TECH-02)**. For each project, submit completion certificate / letter of award / contract agreement from Client.

7. **Duly signed CVs** of key personnel, corresponding to the list given in the Data Sheet **(FORM TECH-06)** should provide details of not more than 5 relevant assignments done by the individual in the past *10* years.

8. RFP of the above mentioned assignment can be downloaded from WASA, Lahore Official website. (Link: http://www.wasa.punjab.gov.pk/tender_docs or <https://wasa.punjab.gov.pk/tenders>).

This information should be sent to the following address:

Designation: Dy. Managing Director (Engineering),
Water & Sanitation Agency, Lahore
Address: WASA Head Office, Zahoor Elahi Road
Gulberg-II, Lahore, Pakistan.

Yours sincerely,

Hafiz Muhammad Ijaz Rasul
DY. MANAGING DIRECTOR (ENGG),
WATER & SANITATION AGENCY
LAHORE

Section 2: Instructions to Firms

Definitions

- (a) "Assignment" means the consultancy services for **Procurement of Oracle Financial Module and Implementation in Finance Directorate, WASA, Lahore**
- (b) "Client" means the 'Water & Sanitation Agency (WASA), Lahore Development Authority, Government of the Punjab', with which the selected Consultant signs the Contract.
- (c) "Consultant Selection Committee" means the committee formed for the selection of Consultant for this Assignment as per Guidelines.
- (d) "Consultant" means any firm/consortium/joint venture that provides the Services to the Client under the Contract.
- (e) "Contract" means the Contract included in this RFP as Section 6, when signed by the Parties, and all attached documents.
- (f) "Data Sheet" means such part of the Instructions to Firms used to reflect specific conditions.
- (g) "Day" means calendar day.
- (h) "Firms" means any firms, consortiums and joint ventures whose EOIs have been shortlisted and to whom this RFP has been issued.
- (i) "Guidelines" means Consultant Selection Guidelines 2006 issued by Planning & Development Department, Punjab vide letter no. 4(1) P.O (Cons) P&D/04 dated September 1, 2006.
- (j) "Instructions to Firms" means the document, which provides Firms with information needed to prepare their Proposals.
- (k) "LOI" means the Letter of Invitation included in the RFP as Section 1 being sent by the Client to the Firms.
- (l) "Personnel" means professionals and support staff provided by the Firms or by any sub-consultant and assigned to perform the Services or any part thereof; "Foreign Personnel" means such professionals and support staff who at the time of being so provided had their domicile outside Pakistan; "Local Personnel" means such professionals and support staff who at the time of being so provided had their domicile inside Pakistan.
- (m) "Proposal" means the Technical Proposal and the Financial Proposal.

- (n) "Services" means the Assignment to be performed by the Consultant pursuant to the Contract.
- (o) "Rules" means the Punjab Procurement Rules-2014 notified in Provision of Punjab Procurement Regulatory Authority Ordinance 2007 (Pb. Ord. XIX of 2007).
- (p) "Sub-Consultant" means any person or entity with whom the Consultant sub-contracts any part of the Services.
- (q) "Terms of Reference" (TOR) means the document included in the RFP as Section 5 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Client and the Consultant, and expected results and deliverables of the assignment.

1. Introduction

- 1.1 The Client shall select the Consultant from the Firms listed in the Letter of Invitation, in accordance with the method of Quality Cost Based Selection.
- 1.2 Firms are invited to submit a Technical Proposal and a Financial Proposal for Services required for the Assignment. The proposals should be in separate marked and sealed envelopes. The Proposal will be the basis for a signed Contract with the selected Firm.
- 1.3 Firms should familiarize themselves with Assignment conditions and take them into account in preparing their Proposals. To obtain first-hand information on the Assignment, Firms are encouraged to visit the Client before submitting a proposal and to attend a pre-proposal conference at the time, date and location specified in the Data Sheet. Attending the pre-proposal conference is optional. Firms should contact the Client's representative named in the Data Sheet to obtain additional information on the pre-proposal conference. Firms should ensure the representative is informed well-ahead of time in case they wish to visit the Client.
- 1.4 The Client will assist the Consultant in obtaining licenses & permits needed to carry out the services, & make available relevant project data & reports.
- 1.5 Firms shall bear all costs associated with the preparation and submission of their Proposals and finalization of Contract. The Client is not bound to accept any Proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Firms.

Conflict of Interest

1.6 Government of Punjab requires that Consultant provides professional, objective, and impartial advice and at all times, hold the Client’s interests paramount, strictly avoid conflicts with other assignments or their own corporate interests, and act without any consideration for future work.

1.6.1 Without limitation on the generality of the foregoing, Firms, 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:

Conflicting activities

(i) A firm that has been engaged by the Client to provide goods, works or services other than consulting services for a project, and 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 services for the preparation or implementation of a project, and 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. For the purpose of this paragraph, services other than consulting services are defined as those leading to a measurable physical output, for example surveys, exploratory drilling, aerial photography, and satellite imagery.

Conflicting assignments

(ii) A firm (including its Personnel and sub-consultants) or any of its affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the firm to be executed for the same or for another Client.

Conflicting relationships

(iii) A firm (including its Personnel and sub-consultants) that has a business or family relationship with a member of the Client’s staff who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference of the assignment, (ii) the selection process for such assignment, or (iii) supervision of the contract, may not be awarded a contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Govt. of Punjab throughout the selection process and the execution of the contract.

1.6.2 Firms/Consultant have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

1.6.3 No agency or current employees of the Client shall

work as Consultant under their own ministries, departments or agencies. Recruiting former government employees of the Client to work for their former ministries, departments or agencies is acceptable provided no conflict of interest exists. When the Firm nominates any government employee as Personnel in their technical proposal, such Personnel must have written certification from their government or employer confirming that they are on leave without pay from their official position and allowed to work full-time outside of their previous official position. Such certification shall be provided to the Client by the Firm as part of his technical proposal.

Fraud and Corruption

1.7 The Government of Punjab requires Firms and the Consultant participating in this Assignment to adhere to the highest ethical standards, both during the selection process and throughout the execution of the Contract. In pursuance of this policy, the Government of Punjab:

(b) defines, for the purpose of this paragraph, the terms set forth below as follows:

(i) "corrupt practice" means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the action of a public official in the selection process or in execution of a contract;

(ii) "fraudulent practice" means a misrepresentation or omission of facts in order to influence a selection process or the execution of a contract;

(iii) "collusive practices" means a scheme or arrangement between two or more firms with or without the knowledge of the Client, designed to establish prices at artificial, noncompetitive levels;

(iv) "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 a contract.

(c) will reject a Proposal for award if it determines that the Firm recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for the Contract;

(d) will sanction a Firm, including declaring the

Firm ineligible, either indefinitely or for a stated period of time, to be awarded a Government of Punjab contract if at any time it determines that the Firm has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for, or in executing, a Government of Punjab contract; and

- (e) will have the right to require Firms to permit the Government of Punjab to inspect their accounts and records and other documents relating to the submission of proposals and contract performance, and have them audited by auditors appointed by the Government of Punjab.

1.8 Firms, their sub-consultants, and their associates shall not be under a declaration of ineligibility for corrupt and fraudulent practices issued by the Government of Punjab in accordance with the above para. 1.7. Furthermore, the Firms shall be aware of the provisions on fraud and corruption stated in the specific clauses in the General Conditions of Contract.

Only one Proposal

1.9 Firms may only submit one Proposal. If a Firm submits or participates in more than one Proposal, such Proposals shall be disqualified.

Proposal Validity

1.10 The Data Sheet indicates how long Firms' Proposals must remain valid after the submission date. During this period, Firms shall maintain the availability of professional staff nominated in the Proposal. The Client will make its best effort to complete award of Contract within this period. Should the need arise, however, the Client may request Firms to extend the validity period of their Proposals. Firms 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, Firms may submit new staff in replacement, who would be considered in the final evaluation for Contract award. Firms who do not agree have the right to refuse to extend the validity of their Proposals.

Eligibility of Sub-Consultants

1.11 In case a Firm intends to associate with firms who have not been shortlisted and/or individual expert(s), such other firms and/or individual expert(s) shall be subject to the eligibility criteria set forth in the Guidelines.

- 2. Clarification and Amendment of RFP Documents**
- 2.1 Firms may request a clarification of any of the RFP documents till the date indicated in the Data Sheet. Any request for clarification must be sent in writing. The Client will respond in writing, or by standard electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Firms. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under para. 2.2.
- 2.2 At any time before the submission of Proposals, the Client may amend the RFP by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all Firms and will be binding on them. Firms shall acknowledge receipt of all amendments. To give Firms reasonable time in which to take an amendment into account in their Proposals the Client may, if the amendment is substantial, extend the deadline for the submission of Proposals.
- 3. Preparation of Proposals**
- 3.1 The Proposal (see para. 1.2), as well as all related correspondence exchanged by the Firms and the Client, shall be written in English.
- 3.2 In preparing their Proposal, Firms are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.
- 3.3 While preparing the Technical Proposal, Firms must give particular attention to the following:
- (a) If a Firm considers that it may enhance its expertise for the Assignment by associating with other firms in a joint venture or sub-consultancy, it may associate with non-shortlisted firm(s). In case of association with non-shortlisted Firm(s), the Firm shall act as association leader. Any associations must be clearly indicated in the Technical Proposal. In case of a joint venture, all partners shall be jointly and severally liable and shall indicate who will act as the leader of the joint venture.
- (b) Alternative professional staff shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position.
- Technical Proposal Format and Content**
- 3.4 The Technical Proposal shall provide the information indicated in the following paras from (a) to (g) using the attached Form TECH-4 of Section 3, which indicates the recommended number of pages for the description of the approach, methodology and work

plan of the Technical Proposal. A page is considered to be one printed side of A4 or letter size paper.

- (a) A brief description of the Firms' organization and an outline of recent experience of the Firm (each partner in case of joint venture) on assignments of a similar nature are required in Form TECH-2 of Section 3. For each assignment, the outline should indicate the names of sub-consultants/ professional staff who participated, duration of the assignment, contract amount, and Firm's involvement. Information should be provided only for those assignments for which the Firm was legally engaged by the Client as a firm or as one of the major firms within a joint venture. Assignments completed by individual professional staff working privately or through other consulting firms cannot be claimed as the experience of the Firm, or that of the Firm's associates, but can be claimed by the professional staff themselves in their CVs. Firms should be prepared to substantiate the claimed experience, if so requested by the Client.
- (b) Comments and suggestions on the Terms of Reference including workable suggestions that could improve the quality/ effectiveness of the Assignment; and facilities such as administrative support, equipment, data, etc. desired from the Client (Form TECH-3 of Section 3).
- (c) A description of the approach, methodology and work plan for performing the Assignment, covering the following subjects: technical approach and methodology, work plan, and organization and staffing schedule. Guidance on the content of this section of the Technical Proposals is provided under Form TECH-4 of Section 3. The work plan should be consistent with the Work Schedule (Form TECH-8 of Section 3), which shall show in the form of a bar chart the timing proposed for each activity.
- (d) The list of the proposed professional staff team by area of expertise, the position that would be assigned to each staff team member, and their tasks (Form TECH-5 of Section 3).
- (e) Estimates of the staff input (staff-months of foreign and local professionals) needed to carry out the Assignment (Form TECH-7 of

Section 3). The staff-months input should be indicated separately for home office and field activities, and for foreign and local Professional staff.

- (f) CVs of the professional staff signed by the staff themselves or by the authorized representative of the professional staff (Form TECH-6 of Section 3) along with their Computerized National Identity Card numbers (if local) or passport numbers (if foreign).

3.5 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information shall be declared non responsive.

Financial Proposals

3.6 The Financial Proposal shall be prepared using the attached Standard Forms (Section 4). It shall list all costs associated with the Assignment, including (a) remuneration for staff (foreign and local, in the field and at the Firms' home office), and (b) reimbursable expenses indicated in the Data Sheet. These costs should be broken down by activity and, if appropriate, into foreign and local expenditures. All activities and items described in the Technical Proposal must be priced separately; 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. The Firm shall provide the Client with breakdown of remuneration rates as detailed in Form FIN-6 of Section 4.

Taxes

3.7 The Consultant shall be subject to local taxes (such as: value added or sales tax or income taxes on non-resident Foreign Personnel, duties, fees, levies) on amounts payable by the Client under the Contract. The Client may pay taxes on behalf of Consultant.

3.8 Consultants should express the price of their Services in Pakistan Rupees.

4. Submission, Receipt, and Opening of Proposals

4.1 The original Proposal (Technical Proposal and, if required, Financial Proposal; see para. 1.2) shall contain no interlineations or overwriting, except as necessary to correct errors made by the Firms themselves. The person who signed the Proposal must initial such corrections. Submission letters for both Technical and Financial Proposals should respectively be in the format of Form TECH-1 of Section 3, and Form FIN-1 of Section 4.

4.2 An authorized representative of the Firm shall initial all pages of the original Technical and Financial Proposals. The authorization shall be in the form of a written power of attorney accompanying the

Proposal or in any other form demonstrating that the representative has been duly authorized to sign. The signed Technical and Financial Proposals shall be marked "Original".

- 4.3 The Technical Proposal shall be marked "Original" or "Copy" as appropriate. The Technical Proposals shall be sent to the addresses referred to in para. 4.5 and in the number of copies indicated in the Data Sheet. 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 prevails.
- 4.4 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 shall be placed in a sealed envelope clearly marked "Financial Proposal" followed by the name of the Assignment, and with a warning **"Do Not Open with the Technical Proposal."** The envelopes containing the 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, clearly marked **"Do Not Open, Except In Presence of the Official Appointed, Before Submission Deadline"**. The Client shall not be responsible for misplacement, losing or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may constitute a case for rejecting the 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.
- 4.5 The Proposals must be sent to the address/addresses indicated in the Data Sheet and received by the Client no later than the time and the date indicated in the Data Sheet, or any extension to this date in accordance with para. 2.2. Any Proposal received by the Client after the deadline for submission shall be returned unopened.
- 4.6 The Client shall open the Technical Proposal immediately after the deadline for their submission. The envelopes with the Financial Proposal shall remain sealed and securely stored.

5. Proposal Evaluation

- 5.1 From the time the Proposals are opened to the time the Contract is awarded, the Firms should not contact the Client on any matter related to its Technical and/or Financial Proposal. Any effort by Firms to influence the Client in the examination, evaluation, ranking of Proposals, and

recommendation for award of Contract may result in the rejection of the Firms' Proposal.

The Consultant Selection Committee, while evaluating Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

Evaluation of Technical Proposals

5.2 The Consultant Selection 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 the Data Sheet. Each responsive Proposal will be given a technical score (St). A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP, and particularly the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Data Sheet.

Public Opening and Evaluation of Financial Proposals

5.3 After the technical evaluation is completed, the Client shall inform the Firms who have submitted Proposals the technical scores obtained by their Technical Proposals, and shall notify those Firms whose Proposals did not meet the minimum qualifying mark or were considered non responsive to the RFP and TOR, that their Financial Proposals shall be returned unopened after completing the selection process. The Client shall simultaneously notify in writing Firms that have secured the minimum qualifying mark, the date, time and location for opening the Financial Proposals. Firms' attendance at the opening of Financial Proposals is optional. The opening date shall be set so as to allow interested Firms sufficient time to make arrangements for attending the opening.

5.4 Financial Proposals shall be opened publicly in the presence of the Firms' representatives who choose to attend. The name of the Firms, and the technical scores of the Firms shall be read aloud. The Financial Proposal of the Firms who met the minimum qualifying mark will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded.

5.5 The Consultant Selection Committee will correct any computational errors. When correcting computational errors, in case of discrepancy between a partial amount and the total amount, or between word and figures, the formers will prevail. In addition to the above corrections, as indicated under para. 3.6,

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 case an activity or line item is quantified in the Financial Proposal differently from the Technical Proposal, no corrections are applied to the Financial Proposal in this respect.

5.6 The lowest evaluated Financial Proposal (Fm) will be given the maximum financial score (Sf) of 100 points. The financial scores (Sf) 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 (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) indicated in the Data Sheet: $S = St \times T\% + Sf \times P\%$. The Firm achieving the highest combined technical and financial score will be invited for finalization of Contract.

6. Finalization of Contract

6.1 Contract finalization meeting shall be held at the date and address indicated in the Data Sheet. The invited Firm will, as a pre-requisite for attendance at the meeting, confirm availability of all professional staff. Failure in satisfying such requirements may result in the Firm being disqualified on the grounds of wilful misrepresentation, and the Client proceeding to the next-ranked Firm. Representatives finalizing on behalf of the Firm must have written authority to conclude a Contract.

Description of Services

6.2 Finalization of Contract will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, and organization and staffing, and any suggestions made by the invited Firm regarding the Terms of Reference. Once the Client and the Firm finalize the Terms of Reference, staffing schedule, work schedule, logistics, and reporting, these documents shall be incorporated in the Contract as "Description of Services". Special attention shall be paid to clearly defining the inputs and facilities required from the Client to ensure satisfactory implementation of the Assignment.

Finalization of Taxes

6.3 It is the responsibility of the Firm, when finalizing the Contract, to indicate the exact tax amount to be paid by the Consultant under the Contract.

Availability of Professional Staff

6.4 Having selected the Firm on the basis of, among other things, an evaluation of proposed professional staff, the Client expects to finalize Contract on the basis of the professional staff named in the Proposal. Before contract finalization, the Client shall require

assurances that the professional staff will actually be available. The Client shall not consider substitutions during contract finalization 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 Firm may be disqualified on the grounds of wilful misrepresentation. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate.

Signing of Contract

6.5 Contract finalization will conclude with a review of the Contract to correct any computational and typographical errors. The Client and the Firm will initial the agreed Contract before proceeding to sign the Contract.

7. Award of Contract

7.1 Once the Contract is awarded to the Consultant, the Client shall publish details on the websites of Planning & Development Department and Punjab Procurement Regulatory Authority, promptly notify all Firms which submitted proposals, and return unopened Financial Proposals to Firms that were disqualified or failed to achieve the minimum technical score.

7.2 After award of Contract, the Consultant is expected to commence the Assignment on the date and at the location specified in the Data Sheet.

8. Confidentiality

8.1 Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Firms, which 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 Firm of confidential information related to the process may result in the rejection of its Proposal and may be subject to the provisions of the Consultant Selection Guidelines relating to fraud and corruption.

Instructions to Consultants/Firms

DATA SHEET

Paragraph Reference	
1.1	<p>Name of the Client: <u>Water & Sanitation Agency (WASA), Lahore</u></p> <p>Method of selection: <u>Quality and Cost Based Selection Method (QCBS)</u></p> <ul style="list-style-type: none"> • Technical Proposal = 80% • Financial Proposal = 20%
1.2	<p>Financial Proposal to be submitted together with Technical Proposal: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>Name of the assignment is: “Procurement of Oracle Financial Module and Implementation in Finance Directorate, WASA, Lahore”</p>
1.3	A pre-proposal conference will be held: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.4	The Client will provide at no cost to the Consultants assistance in obtaining licenses and permits needed to carry out the services, and make available relevant project data and reports.
1.6.1 (a)	The Client envisages the need for continuity for downstream work: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.12	Proposals must remain valid upto 120 days after proposal submission date.
2.1	<p>Clarifications may be requested not later than April 10, 2023.</p> <p>The address for requesting clarifications is: Deputy Managing Director (Engg.) Water & Sanitation Agency (WASA), Zahoor Elahi Road Gulberg-II, Lahore, Pakistan Phone: +92-42-35750946, +92-42-35757425</p>
3.3 (a)	Shortlisted Firms may associate with other shortlisted Firms: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

3.4 (a)	Firms should submit details of five (5) relevant assignments in past 10 years. (Completion certificates/letter of award/contract agreement must be attached with Technical Proposal).
3.4 (f)	CVs should contain details on five (5) relevant assignments done by the individual in the past 10 years.
	Training is a specific component of this assignment: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
3.6	<p><i>Applicable Reimbursable expenses in local currency</i></p> <p>(1) as per diem allowance in respect of Personnel of the Consultant for every day in which the Personnel shall be absent from the home office;</p> <p>(2) cost of necessary travel, including transportation of the Personnel by the private vehicle, bus or economy class by air and the most direct practicable route;</p> <p>(3) cost, rental and freight of any instruments or equipment required to be provided by the Consultants for the purposes of the Services (if any);</p> <p>(4) cost of such further items required for purposes of the Services not covered in the foregoing.</p>
3.7	<p>Amounts payable by the Client to the Consultant under the Contract to be subject to local taxation: Yes <input checked="" type="checkbox"/> No _____</p> <p>The Client will pay such taxes on behalf of the Consultant: Yes</p>
3.8	Firm must state the Financial proposal in the national currency i.e. PKR inclusive of all applicable taxes.
4.3	<p>Firm must submit:</p> <p>(a) Technical Proposal: One (01) original and two (02) copies along with soft copy in USB.</p> <p>(b) Financial Proposal: One (01) original in separate sealed envelope.</p>
4.5	<p>Proposals must be submitted not later than the following date and time: <u>April 17, 2023 by 11:30 AM (PST).</u></p> <p>The Proposal submission address is: Deputy Managing Director (Engg.) Water & Sanitation Agency, Lahore WASA Head Office, Zahoor Elahi Road, Gulberg-II, Lahore, Pakistan. Phone: +92-42-35750946, +92-42-35757425</p>

<p>4.6</p>	<p>The opening shall take place at: <u>Same as the proposal submission address</u></p> <p>Date: 17th April, 2023 Time: 12:00 Noon (PST)</p>																										
<p>5.2 (a)</p>	<p>Criteria, sub-criteria, and point system for the evaluation of Technical Proposals are:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;"></td> <td style="text-align: right; vertical-align: bottom;"><u>Points</u></td> </tr> <tr> <td>(i) Company Profile (Total 40-marks):</td> <td style="text-align: right;">[100]</td> </tr> <tr> <td> a) Number of 5 similar assignments</td> <td style="text-align: right;">[45]</td> </tr> <tr> <td> b) Value of 5 similar assignments</td> <td style="text-align: right;">[45]</td> </tr> <tr> <td> c) Quality Management System (QMS)</td> <td style="text-align: right;">[05]</td> </tr> <tr> <td> d) Well-defined Organizational Chart (Organogram)</td> <td style="text-align: right;">[05]</td> </tr> <tr> <td colspan="2" style="text-align: right;">Total (A₁) = 100</td> </tr> </table>		<u>Points</u>	(i) Company Profile (Total 40-marks):	[100]	a) Number of 5 similar assignments	[45]	b) Value of 5 similar assignments	[45]	c) Quality Management System (QMS)	[05]	d) Well-defined Organizational Chart (Organogram)	[05]	Total (A₁) = 100													
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	*The minimum Technical Score (St) required to pass is: 65 Points
5.7	<p>The formula for determining the financial scores is the following:</p> <p>$S_f = 100 \times F_m / F$, in which S_f is the financial score, F_m is the lowest quoted price and F the price of the proposal under consideration.</p> <p>The weights given to the Technical (T) and Financial Proposals (F) are: $T = \underline{0.80}$,and $F = \underline{0.20}$</p>
6.1	Expected date and address for contract finalization: May, 2023.
7.2	Expected date for commencement of consulting services May, 2023 at Lahore.

Section 3: Technical Proposal - Standard Forms

Refer to Reference Paragraph 3.4 of the Data Sheet for format of Technical Proposal to be submitted, and paragraph 3.4 of Section 2 of the RFP for Standard Forms required and number of pages recommended.

- TECH-1 Technical Proposal Submission Form
- TECH-2 Firm's Organization and Experience
 - A Firm's Organization
 - B Firm's Experience
- TECH-3 Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client
 - A On the Terms of Reference
 - B On the Counterpart Staff and Facilities
- TECH-4 Description of the Approach, Methodology and Work Plan for Performing the Assignment
- TECH-5 Team Composition and Task Assignments
- TECH-6 Curriculum Vitae (CV) for Proposed Professional Staff
- TECH-7 Staffing Schedule
- TECH-8 Work Schedule

FORM TECH-1 TECHNICAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Sir,

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope¹.

We are submitting our Proposal in association with: [Insert a list with full name and address of each associated Firm]²

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

If contract negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in Paragraph Reference 1.12 of the Data Sheet, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in Paragraph Reference 7.2 of the Data Sheet.

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

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Address: _____

FORM TECH-2 FIRM'S ORGANIZATION AND EXPERIENCE

A - Firm's Organization

[Provide here a brief (two pages) description of the background and organization of your firm/entity (including organogram) and each associate for this assignment.]

Firm Background:

Chief Executive Officer:

Chief Financial Officer:

Chief Technical Officer (or equivalent):

B - Firm's Experience

[Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this Assignment. Use maximum 20 pages. Please provide Client's certification and/or evidence of the contract agreement.]

Assignment name:	Value of the contract (in current PKR or US\$):
Country: Location within country:	Duration of assignment (months):
Name of Client:	Total N° of staff-months (by your firm) on the assignment:
Start date (month/year): Completion date (month/year):	Value of consultancy services provided by your firm under the contract (in current PKR or US\$):
Name of associated Firms, if any:	N° of professional staff-months provided by associated Firms:
Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):	
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

**FORM TECH-3 COMMENTS AND SUGGESTIONS ON THE TERMS OF
REFERENCE AND ON COUNTERPART STAFF AND FACILITIES TO BE PROVIDED
BY THE CLIENT**

A - On the Terms of Reference

[Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your Proposal.]

B - On Counterpart Staff and Facilities

[Comment here on counterpart staff and facilities desired from the Client]

FORM TECH-4 DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

[Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (50 pages, inclusive of charts and diagrams) divided into the following three chapters:

- a) Technical Approach and Methodology,
- b) Work Plan, and
- c) Organization and Staffing,

a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-8.

c) Organization and Staffing. In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.]

FORM TECH-5 TEAM COMPOSITION AND TASK ASSIGNMENTS

Professional Staff					
Name of Staff	CNIC No./Passport No.	Firm	Area of Expertise	Position Assigned	Task Assigned

FORM TECH-6 CURRICULUM VITAE (CV) FOR PROPOSED PROFESSIONAL STAFF

1. Proposed Position [*only one candidate shall be nominated for each position*]: _____

2. Name of Firm [*Insert name of firm proposing the staff*]: _____

3. Name of Staff [*Insert full name*]: _____

4. Date of Birth: _____ **Nationality:** _____

5. CNIC No (if Pakistani): _____ **or Passport No:** _____

6. Education :

<i>Degree</i>	<i>Major/Minor</i>	<i>Institution</i>	<i>Date (MM/YYYY)</i>

7. Membership of Professional Associations: _____

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

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

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

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

11.	Detailed Tasks Assigned		
<i>[List all tasks to be performed under this assignment]</i>			

12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned			
<i>[Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.]</i>			
1)	Name of assignment or project:	_____	
	Year:	_____	
	Location:	_____	
	Project Cost:	_____	
	Time spent in assignment:	_____	
	Client:	_____	
	Main project features:	_____	
	Positions held:	_____	
	Activities performed:	_____	
2)	Name of assignment or project:	_____	
	Year:	_____	
	Location:	_____	
	Project Cost:	_____	

Time spent in assignment: _____

Client: _____

Main project features: _____

Positions held: _____

Activities performed: _____

3) Name of assignment or project: _____

Year: _____

Location: _____

Project Cost: _____

Time spent in assignment: _____

Client: _____

Main project features: _____

Positions held: _____

Activities performed: _____

[Unroll the project details group and continue numbering (4, 5, ...) as many times as is required]

13. Certification:

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

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

Full name of authorized representative: _____

FORM TECH-7 STAFFING SCHEDULE¹

Full time input
 Part time input

Year: _____																	
N°	Name of Staff	Staff input (in the form of a bar chart) ²												Total staff-month input			
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Home	Field ³	Total	
Foreign																	
1		[Home]															
		[Field]															
2																	
3																	
n																	
												Subtotal					
Local																	
1		[Home]															
		[Field]															
2																	
n																	
												Subtotal					
												Total					

- 1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).
- 2 Months are counted from the start of the assignment. For each staff indicate separately staff input for home and fieldwork.

3 Fieldwork means work carried out at a place other than the Firm's home office.

FORM TECH-8 WORK SCHEDULE

Year: _____

N°	Activity ¹	Months ²											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1													
2													
3													
4													
5													

- 1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in the form of a bar chart.

Section 4: Financial Proposal - Standard Forms

[Comments in brackets [] provide guidance to the shortlisted Firms for the preparation of their Financial Proposals; they should not appear on the Financial Proposals to be submitted.]

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided under para. 3.6 of Section 2. Such Forms are to be used whichever is the selection method indicated in para. 4 of the Letter of Invitation.

FIN-1 Financial Proposal Submission Form

FIN-2 Summary of Costs

FIN-3 Breakdown of Costs by Activity

FIN-4 Breakdown of Remuneration

FIN-5 Reimbursable expenses

FORM FIN-1 FINANCIAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: [Name and address of Client]

Dear Sir,

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal. Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures¹]. This amount is inclusive of the taxes.

Our Financial Proposal shall be binding upon us up to expiration of the validity period of the Proposal, i.e. before the date indicated in Paragraph Reference 1.12 of the Data Sheet.

No commissions or gratuities have been or are to be paid by us to agents relating to this Proposal and Contract execution.

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

We remain,

Yours sincerely,

Authorized Signature [In full and initials]: _____

Name and Title of Signatory: _____

Name of Firm: _____

Address: _____

FORM FIN-2 SUMMARY OF COSTS

Item	Costs
	Pak Rupees
Total Costs of Financial Proposal ²	

- 1 Indicate the total costs, including of local taxes, to be paid by the Client in local currency. Such total costs must coincide with the sum of the relevant Subtotals indicated in all Forms FIN-3 provided with the Proposal.

FORM FIN-3 BREAKDOWN OF COSTS BY ACTIVITY¹

Group of Activities (Phase): ² _____	Description: ³ _____
 _____	 _____
<i>Cost component</i>	Costs
	Pak Rupees
Remuneration ⁵	
Reimbursable Expenses ⁵	
Subtotals	

- 1 Form FIN-3 shall be filled at least for the whole assignment. In case some of the activities require different modes of billing and payment (e.g.: the assignment is phased, and each phase has a different payment schedule), the Firm shall fill a separate Form FIN-3 for each group of activities. The sum of the relevant Subtotals of all Forms FIN-3 provided must coincide with the Total Costs of Financial Proposal indicated in Form FIN-2.
- 2 Names of activities (phase) should be the same as, or correspond to the ones indicated in the second column of Form TECH-8.
- 3 Short description of the activities whose cost breakdown is provided in this Form.
- 4 Indicate between brackets the name of the local currency.
- 5 Remuneration and Reimbursable Expenses must respectively coincide with relevant Total Costs indicated in Forms FIN-4, and FIN-5.

FORM FIN-4 BREAKDOWN OF REMUNERATION¹

Name ²	Position ³	Staff-month Rate ⁴
Local Staff		
		[Home]
		[Field]
Foreign Staff		
		[Home]
		[Field]

- 1 Form FIN-4 shall be filled in for the same Professional and Support Staff listed in Form TECH-7.
- 2 Professional Staff should be indicated individually; Support Staff should be indicated per category (e.g.: draftsmen, clerical staff).
- 3 Positions of the Professional Staff shall coincide with the ones indicated in Form TECH-5.
- 4 Indicate separately staff-month rate and currency for home and fieldwork

FORM FIN-5 BREAKDOWN OF REIMBURSABLE EXPENSES

N°	Description ¹	Unit	Unit Cost ²
	Miscellaneous travel expenses	Trip	
	Communication costs between [<i>Insert place</i>] and [<i>Insert place</i>]		
	Drafting, reproduction of reports		
	Equipment, instruments, materials, supplies, etc.		
	Shipment of personal effects	Trip	
	Use of computers, software		
	Laboratory tests.		
	Sub-contracts		
	Local transportation costs		
	Office rent, clerical assistance		

- 1 Delete items that are not applicable or add other items according to Paragraph Reference 3.6 of the Data Sheet.
- 2 Indicate unit cost and local currency.
- 3 Indicate route of each flight, and if the trip is one- or two-ways.

FORM FIN-6 CONSULTANT'S REPRESENTATIONS REGARDING COSTS AND CHARGES

A - Undertaking

Consulting Firm:

Assignment:

Date:

We hereby confirm that:

- (a) The basic salaries indicated in the attached table are taken from the firm's payroll records and reflect the current salaries of the staff members listed which have not been raised other than within the normal annual salary increase policy as applied to all the firm's staff;
- (b) Attached are true copies of the latest salary slips of the staff members listed;
- (c) The away from headquarters allowances indicated below are those that the Firms have agreed to pay for this assignment to the staff members listed;
- (d) The factors listed in the attached table for social charges and overhead are based on the firm's average cost experiences for the latest three years as represented by the firm's financial statements; and
- (e) Said factors for overhead and social charges do not include any bonuses or other means of profit-sharing.

[Name of Consulting Firm]

Signature of Authorized Representative

Date

Name: _____

Title: _____

B – Firm’s Breakdown Regarding Costs and Charges

(Expressed in [PKR Local currency])

Personnel		1	2	3	4	5	6	7	8
Name	Position	Basic Salary per Working Month/Day/Year	Social Charges ¹	Overhead ¹	Subtotal	Fee ²	Away from Headquarters Allowance	Proposed Fixed Rate per Working Month/Day/Hour	Proposed Fixed Rate per Working Month/Day/Hour ¹
Home Office									
Field									

1. Expressed as percentage of 1
2. Expressed as percentage of 4

SECTION 5: TERMS OF REFERENCE

“Procurement of Oracle Financial Module and Implementation in Finance Directorate, WASA, Lahore”

Background:

Water and Sanitation Agency (WASA) was established by Lahore Development Authority during 1976 for the planning, designing, development and maintenance of water supply sewerage and draining system in Lahore. Water and Sanitation Agency (LWASA) is entrusted to provide water and sanitation services to almost 12 million population of Lahore Division.

Currently LWASA is in the process of automation, in this regards WASA is desirous to develop an efficient and flexible Financial Information Management and Reporting System that helps increase the working efficiency of its staff for improved financial management.

Objectives

Lahore WASA now aims to adopt a paperless environment by automating its human resources, payroll, financials management, complaints/Inquiry and revenue management systems. These softwares will be developed and run in an integrated mode so that information will flow from one system to another.

Scope of work

The consulting firm will be required to take care of the following requirements that must be developed and included as part of the FMIS system:

1. Finance & Accounting management system

- Accounts Receivable (AR)
- Accounts Payable (AP)
- General and administrative expenses management
- Fixed Asset (FA)
- Cash and financial reporting Management (CM)
- Planning and budgeting management
- Taxation
- Seamless integration with customized billing system.

2. Procurement of Oracle License of Finance module i.e. GL, AR, AP, FA, & CM and its Implementation in Finance Directorate.

3. To assist the Agency in any other work relevant to above Oracle Finance Module.

Team Composition

Software development team recommendations for the development of FMIS system for LWASA:

Consultant	Experience / Qualification / Responsibilities	
Project Manager (1) Input Type = Full Time Person Months = 06	Experience:	At-least 10 years of experience in the relevant field.
	Qualification:	Master's Degree in IT/Computer Science or related field.
	Responsibilities	The Project Manager is responsible for day to day success of the project: <ul style="list-style-type: none"> ➤ Consult with clients and stakeholders and analyze system needs; act as main point of contact. ➤ Assessing and designing the network infrastructure. ➤ Assess IT policy and procedures. ➤ Analyze information flows and business process. ➤ Match computerized system to existing workflows. ➤ Contribute to design of training materials, quality assurance of training materials, contribute to training delivery; carry out training.
Financial Management Expert (1) Input Type = Full Time Person Months = 06	Experience:	<ul style="list-style-type: none"> ➤ At least 10 years of experience in reviewing and developing financial management procedures.
	Qualification:	Masters in Economics, Finance, Human Resource Development or Equivalent
	Responsibilities	<ul style="list-style-type: none"> ➤ Assist Project Manager in understanding the financial business process flow of LWASA. ➤ Responsible for identification and development of list of financial functionalities for the required FMIS as per LWASA's requirements. ➤ Ensure that the identified functionalities are incorporated in the FMIS and fulfills the requirements of LWASA. ➤ Identify the financial parameters that must be incorporated in the FMIS in order fulfil LWASA's requirements. ➤ Ensuring that the designed FMIS have the required financial capabilities for LWASA. ➤ Ensuring that the designed FMIS have the required financial reporting mechanism.
Software Team Lead (1) Input Type = Full Time Person Months = 6	Experience:	At-least 8 years of experience in the relevant field.
	Qualification:	Master's Degree in IT/Computer Science or related field.
	Responsibilities	<ul style="list-style-type: none"> ➤ Defines software requirements and creates high-level architectural specifications, ensuring feasibility, functionality, and integration with existing systems/platforms. ➤ Manage overall technical aspects of the

		development process.
Software Engineer (2) Input Type = Full Time Person Months = 6	Experience:	At least 5 years of experience.
	Qualification:	Bachelors in Computer Science.
	Responsibilities	<ul style="list-style-type: none"> ➤ Assist in the design and development of consumer billing system making specific determinations about system performance, reliability, and scalability. ➤ Responds promptly and professionally to requests for support in order to troubleshoot and/or maintain production systems. ➤ Ensure products delivered are fully tested and functional product.

Deliverables:

Sr.No	Deliverables	Time frame
1	Mobilization report & updated work plan	Within 07 days from the contract date
2	*Conference Room Pilot (CRP) & Procurement of Oracle License of Finance module i.e. GL, AR, AP, FA, & CM	30 Days
3	User Acceptance Test (UAT)	30 Days
4	Implementation of Oracle Financial Module & Go Live	30 Days
5	Training & User manual	30 Days
6	Support	60 Days

*The firm will pay all the cost of procurement of Oracle License (including all taxes) of Finance Module. The firm will be duly responsible to procure Oracle License of Finance Module (GL, AR, AP, FA, & CM) in favor of Agency by its own.

Duration of the project:

Duration of the project is estimated to be 06 months.

Reporting Requirements:

The consulting team is expected to finalize the reports and deliverables to Lahore WASA management based on the following requirements.

- Report on monthly basis on pre-agreed work plans.
- Prepare and maintain comprehensive monthly records and reports.
- Facilitate and participate in management meetings to review FMIS implementation and the forward plan for the upcoming period and provide necessary input where required.

- Within thirty (30) days after the last business day of each quarter, prepare and submit a comprehensive report in English that describes the activities of the consultant in the previous quarter and its plan for the following quarter.
- Draft reports will be submitted to Lahore WASA and will be circulated to the relevant departments for comments and actions to be taken accordingly before finalization.
- After implementation of Oracle Finance Module firm/consultant will share 5 sets of user manuals both in English and Urdu.

Consultant's Office:

Consultant's team shall be based in Lahore in order to have close coordination/liaison with Client for effective delivery of services.

