

**BIDDING DOCUMENTS  
FOR  
HIRING OF MANAGEMENT CONSULTING FIRM**

**Available on NATCO website ([www.natco.gov.pk](http://www.natco.gov.pk))**

**Northern Areas Transport Corporation Gilgit-Baltistan**

**TERMS & CONDITIONS/EVALUATION CRITERIA FOR FIRMS**  
**TO APPEAR IN BIDDING PROCESS**

**Scope of Work:**

- i. Provision of a Comprehensive Investment Statement (IPS),
- ii. Business Process re-engineering,
- iii. Transaction Advisory

**A. Mandatory Documents:**

1.	Registration Certificate of the Firm
2.	CDR from Schedule Bank
3.	Non-Blacklisted Affidavit on Stamp Paper of Rs. 500/-

**B. Terms & Conditions:**

- i. Firm is required to submit the mandatory documents specified at Serial No. 1 of the bid document to be eligible for technical evaluation. Any firm that fails to provide required documents shall not be considered eligible for the technical evaluation process.
- ii. Technical evaluation shall be conducted in accordance with the criteria outlined at Annexure-B.
- iii. Financial proposal shall only be opened of those firms who have achieved a minimum of 80% marks in the technical proposal. Firms failing to meet the required technical score will not be eligible for opening of financial proposals and shall have their proposals returned unopened.
- iv. Experience of one assignment/project shall be defined as a complete project of the same nature. Firms are required to provide a valid experience certificate or project/assignment completion certificate, which must be verifiable with the relevant department.
- v. Rates/prices must be indicated separately for each assignment/task and as a total against the tasks listed in Annexure-A (Data Sheet). Firms are required to stamp and sign each page of the document. No negotiation on the quoted price shall be permitted.
- vi. Earnest money of Rs. 300,000/- must be attached with the Technical Proposal in the form of a demand draft or pay order, made in favor of the General Manager Admin, NATCO, from any scheduled bank.
- vii. Tender documents must reach the office of the General Manager Admin, NATCO Headquarters, Jutial, Gilgit, on or before 26th March 2025 at 11:00 AM. The tender documents will be opened on the same day at 11:30 AM in the presence of authorized representatives of the firms. Firms may also submit proposals/bids through courier, in which case no representative will be required; however, NATCO will not be responsible for any postal delays.
- viii. Bids/proposals with incomplete supporting documents shall not be accepted, and furnishing incorrect information shall be liable to legal action.
- ix. A Rs. 500/- stamp paper affidavit must be submitted with the tender, confirming that the bidder has never been blacklisted by any Government, Semi-Government Organization, PPRA, or GBPPRA.
- x. Firm must be registered with a recognized management consulting body preferably SECP, hold a valid registration certificate, registered with FBR and an active taxpayer.

- xi. Firm must have a minimum 10 years of experience in providing financial and management consulting services to corporate entities and have successfully completed at least 5 similar assignments in the past 10 years.
- xii. Firm Should have a team of qualified professionals with relevant experience as per detail mentioned at S.No 3 of Annexure-B.
- xiii. Single-stage, two-envelope procedure will be followed, with a 60:40 ratio—60% for the technical proposal and 40% for the financial proposal. Firms must submit separate sealed proposals for Technical and Financial, clearly indicating the firm's name. Proposals submitted in a single envelope will not be considered and shall be rejected.
- xiv. Firms are required to submit the following information alongwith bid documents:
  - a. Name, address, telephone, fax number and E-Mail address of Firm.
  - b. Ownership and Organization Structure of the Firm.
  - c. Name and short CV's of Principal Staff.
- xv. NATCO reserves the right to accept or reject the tender according to GBPPRA Rule-36(1).

### **C. TERMS OF REFERENCES (TORs)**

Firms are invited to submit technical and financial proposals for consulting services as outlined in the Annexure-A (Data Sheet). Proposal may serve as basis for future discussions and potentially lead to a contract between firm and Client.

#### **1. INTRODUCTIONS**

- i. A brief description of the assignment and its objectives is provided in the Annexure-A (Data Sheet).
- ii. Firm are encouraged to visit the Client before submitting proposal to gather first-hand information on the assignment and local conditions. If specified in the Data Sheet, attending a pre-proposal conference is recommended. Inform relevant officials in advance to allow time for arrangements. Consider local conditions while preparing proposal.
- iii. The Client will provide the necessary inputs and support as specified in the Data Sheet.
- iv. Please note that:
  - a. The cost of preparing the proposal and contract, including any visit to the Client, is not reimbursable as a direct expense for the assignment.
  - b. The Client is not obligated to accept any submitted proposal.
  - c. The evaluation committee will correct any computational errors. If there is a discrepancy between a partial and total amount or between words and figures, the partial amount or words will prevail. Activities listed in the technical proposal but not priced in the financial proposal will be considered included in other costs. Any differences in quantification between the technical and financial proposals will be adjusted to ensure consistency.

#### **2. DOCUMENTS**

Firm seeking clarification of the documents must notify the Client in writing at least three (03) days before the proposal submission deadline. Requests should be sent via email or in writing to the Client's address specified in the Data Sheet. The Client will respond and share copies of the response with all invited Firm.

At any time before the proposal submission deadline, the Client may amend the documents, either on its own initiative or in response to a clarification request. The amendment will be sent in writing to all shortlisted consulting firms and will be binding. The Client may also extend the submission deadline at its discretion.

### 3. PREPARATION OF PROPOSAL

i. Firms are required to submit a technical and financial proposal, written in English.

#### ii. Technical Proposal

- a. While preparing the technical proposal, you must review all terms and instructions in this RFP. Failure to provide the required information is at your own risk and may lead to the rejection of your proposal.
- b. The technical proposal must not contain any financial information.
- c. While preparing the technical proposal, you must pay special attention to the following:

1	Provide any comments or suggestions on the Terms of Reference to clarify requirements or improve the scope of work.
2	Approach Paper on the Proposed Methodology for Performing the Assignment, including: <ol style="list-style-type: none"> <li>a. Understanding of Project Objectives and Scope of Work</li> <li>b. Technical Approach and Methodology</li> <li>c. Work Plan</li> <li>d. Organization and Staffing</li> </ol>
3	CVs must be signed by an authorized representative of the firm. Key details should include the number of years with the firm and the level of responsibility held in various assignments.
4	A detailed work plan, including a bar chart of activities and visual representations using the Critical Path Method (CPM) or Project Evaluation Review Technique (PERT).
5	Details of the firm's current commitments, including ongoing projects and resource allocations.
6	Provide any additional information as specified in the Data Sheet.

#### iii. Financial Proposal

The financial proposal must be prepared and submitted indicating price/cost of the assignment separately and in total for the assignments outlined in the Annexure-A, no changes or negation shall be permitted after submission of proposals.

### 4. SUBMISSION OF PROPOSAL

- i. Submit one original technical and financial proposal, alongwith the required copies specified in the Data Sheet. Place each proposal in a separate envelope labeled "Technical Proposal" or "Financial Proposal" and mark them as "Original" or "Copy." Seal both in an outer envelope with the specified address and clearly mark: **"DO NOT OPEN, EXCEPT IN THE PRESENCE OF THE PROCUREMENT OR EVALUATION COMMITTEE."**
- ii. The proposal must be free from interlineations or overwriting. Any corrections must be initialed by the authorized signatories.
- iii. The completed technical and financial proposals must be submitted by the deadline specified in the Data Sheet.

- iv. The proposal shall remain valid for the duration specified in the Data Sheet from the submission date. During this period, the proposed professional staff must be available for the assignment.

## 5. PROPOSAL EVALUATION

### i. Technical Proposal

The procurement committee appointed by the Client will assess the Technical Proposals using the criteria and point system specified in Annexure-B. Each responsive proposal will receive a technical score (S). Proposals scoring less than 80% of the marks allocated for the Technical Proposal shall be considered non-responsive, and their Financial Proposal shall be returned unopened.

### ii. Financial Proposal

- a. The financial proposals of technically qualified/responsive firms will be opened in the presence of representatives, who will be invited to attend. The Client will inform qualified/responsive firms of the date and time for opening the financial proposals. The total cost of each proposal will be publicly announced to the attending representatives.
- b. The procurement committee will verify whether the financial proposals are complete and free from computational errors. The lowest financial proposal among the qualified bidders will be awarded full marks of the financial proposal.
- c. Following the evaluation of financial proposals, the final ranking of technically qualified firms will be calculated using a combined technical and financial score, based on the weights as outlined in Annexure-B.

## 6. DISCUSSIONS

- i. The firm ranked No. 1 as the **Most Advantageous Bid** in the combined evaluation will be invited without delay to discuss the technical and contractual terms. Its representatives must have written authorization to negotiate all terms and finalize a binding agreement. If they fail to do so, the firm ranked No. 2 will be invited.
- ii. The discussions will conclude with a mutually agreed contract. Once finalized, the Client and the firm will initial the agreed draft contract.

## 7. AWARD OF CONTRACT

- i. NATCO shall issue a Letter of Intent (LoI) to the selected firm immediately upon acceptance of its bid/proposal. The selected firm shall be required to execute the contract as by NATCO, as appended to the Request for Proposal (RFP), after fulfilling all formalities and pre-conditions stipulated in the Letter of Intent.
- ii. The selected firm shall commence the assignment immediately upon the signing of the contract.
- iii. The conditions related to confidentiality, payment schedule, and performance guarantee (if required) shall be an integral part of the contract agreement, which shall be signed with the selected firm.

**(ABDUL HAMEED)**  
General Manager Administration  
PH: (05811:920419)

**DATA SHEET**

1.	<b>The name of the Client is:</b> Northern Areas Transport Corporation (NATCO)
2.	<b>The title &amp; Scope of the assignment is:</b> i. Provision of a Comprehensive Investment Statement (IPS), ii. Business Process re-engineering, iii. Transaction Advisory
3.	Firms are encouraged to submit written queries regarding the content of these documents, if necessary. If deemed necessary, a written addendum may subsequently be issued to all invited participants.
4.	<b>The name and address of the Client are as follows:</b> Managing Director NATCO Head Office Jutial, Gilgit Phone No.: 05811-920820
5.	<b>The address for submission of the proposal is:</b> General Manager (Admin) NATCO Head Office Jutial, Gilgit Gilgit-Baltistan Tel: 05811-920820 Fax: 05811-920792
6.	The Client shall provide the following inputs to facilitate the consultancy services: All relevant data, records, and reports available with the Client, as deemed necessary for the successful execution of the assignment.
7.	Association with other shortlisted consulting firms is not permitted.
8.	<b>The required number of copies of the Financial Proposal is:</b> Original only.
9.	The date and time for proposal submission shall be as specified in the advertisement. The venue shall be as stated in Section No. 7.
10.	Proposals shall be evaluated in accordance with the <b>Quality-Cost Based Selection (QCBS) Method</b> . The weightage assigned to the Technical and Financial Proposals is as follows: i. <b>Technical Proposal:</b> 60% ii. <b>Financial Proposal:</b> 40%
11.	The evaluation of the technical proposal shall be based on the detail given at Point-C above.
12.	Assignment Completion Period <span style="float: right;">03 Months</span>

**Evaluation Criteria (Total Marks:100)**

- i. **Technical Proposal:** 60 (80% of the 60 shall be considered pass and responsive)
- ii. **Financial Proposal:** 40

**Participants will be evaluated as per the criteria defined below:****1. Profile & Experience****(Allocated Marks 15)**

<b>Experience (Years)</b>	<b>Marks</b>
10	5
11-15	10
16 and above	15

- Experience of only registered firms will be accepted from the date of registration.
- Experience certificate should be signed by CEO / Senior Executive with supporting documents.

**2. No. of Assignments / Projects successfully completed****(Allocated Marks 15)**

<b>Client Details</b>	<b>Marks</b>
5 similar well recognized Assignments undertaken in last 10 years, worth more than or equal to 7 million preferably of same nature.	5
Between 6 to 10 , well recognized Assignments undertaken in last 10 years, worth more than or equal to 10 million preferably of same nature.	10
More then 10 well recognized Assignments undertaken in last 10 years, worth more than or equal to 15 million preferably of same nature.	15

- Firm is required to provide the list of clients along with completion certificates.

**3. Qualification and Competence of the Key Staff detailed (Allocated Marks 20)**

A dedicated team of full time personnel who have adequate exposure to undertake the project. Personnel constituting the team would comprise of Senior Professionals & Lead Consultant.

<b>Personnel</b>	<b>Qualification</b>	<b>No. Of Personnel</b>	<b>Marks</b>
Project Manager / Team Leader	Management Consultant having master's degree in business administration, Finance or Data Analytics is highly valued specially for senior roles/positions at top tier. FCA or FCMA having 10 years experience and minimum 2 years service with the existing firm.	01	8

Assistant Manager/ Supervisor	Partly qualified CA or CMA having a minimum of 05 years experience, minimum 01 years service with existing firm.	01	4
IT Supervisor	Master's in computer science having minimum 05 years experience, minimum 01 years service with existing firm.	01	4
Support Staff	Relevant Education and experience.	05	4

**4. Financial Position of the Firm (Marks allocated 20)**

<b>Annual Turn Over</b>	<b>Marks</b>
Average Annual turnover of last three years between PKR 500 -PKR 600 Millions	10
Average Annual turnover of last three years between PKR 601 -PKR 800 Millions	15
Average Annual turnover of last three years more than PKR 800 Millions	20

- Financial statement duly audited
- Bank statement originally signed by the Branch Manager/manager operations of the Bank

**.....The End.....**