



**Bidding Documents**

**Hiring the Services of Firm to prepare “Strategic Plan” for  
House Building Finance Company (HBFC)**

**January, 2019**

**Invitation To Bids (ITB)****HIRING THE SERVICES OF FIRM TO PREPARE "STRATEGIC PLAN" FOR HOUSE BUILDING FINANCE COMPANY (HBFC)**

House Building Finance Company Limited (HBFC) is country's premier housing finance institution, providing affordable solutions to low and middle income groups of population. HBFC invites sealed bids for "Hiring the Services of Firm to Prepare "Strategic Plan" For House Building Finance Company Limited (HBFC), as per details provided in the bidding document. The bids will be evaluated in terms of Rule-3(c) of Procurement of Consultancy Services Regulations 2010 i.e. "Least Cost" and is open to all the firms who meet the following minimum eligibility criteria:

- The bidders must be registered with Tax Authorities and appear on Active Taxpayers List (ATL) of FBR.
- The bidders must have minimum five years' experience of providing consultancy services including strategic planning to the organizations of comparable scale.
- The bidders must have completed five projects of providing consultancy services including strategic planning to the organizations of comparable scale.
- The bidders must submit an undertaking that they are compliant to prevailing and applicable laws of Pakistan.
- The bidders must submit an affidavit that they have never been blacklisted or debarred by any organization.

Bidding documents containing detailed terms & conditions, etc. are available for review only at HBFC website [www.hbfcl.com](http://www.hbfcl.com). In order to participate in the process, the signed copy of bidding documents may be obtained from the address given below on submission of a written application on Firm's letter head upon payment of non-refundable fee of Rs.500/- through bank draft/ pay order drawn in favor of HBFC. The RFP notice is also available at PPRA website [www.ppra.org.pk](http://www.ppra.org.pk)

The bids prepared in accordance with the instructions, contained in the bidding documents must reach at address given below on or before 28-01-2019 at 11:00 am which will be opened on same day at 11:30 am in the presence of bidders' representatives (who choose to attend) at the address given below. Late/ incomplete/ conditional bids will not be entertained.

HBFC reserves the right to accept or reject any or all bids in accordance with relevant clause of Public Procurement Rules (PPR-2004).

Head, General Services Department  
House Building Finance Company Limited  
3<sup>rd</sup> Floor, FTC Building, Shahrah-e-Faisal, Karachi  
Tel: 021-35641739/17

## **A. General**

### **1. Scope of Bid**

House Building Finance Company Limited (HBFC), Pakistan's premier housing finance institution having its principal place of business at 3<sup>rd</sup> Floor, FTC Building, Shahrah-e-Faisal, Karachi, hereinafter called "Company", invites sealed bids from tax registered eligible Bidders for "Hiring the Services of Firm to prepare Strategic Plan". The bidding process is open to all bidders who meet the minimum eligibility criteria.

Bidder/Firm who is black listed by any government organization will not be eligible to participate in the bidding/procurement process.

Each Bidder shall submit only one Bid, either individually or as a partner in a joint venture.

### **2. Cost of Bidding**

The Bidder shall bear all costs associated with the preparation and submission of its bid, and the HBFC will in no case be responsible or liable for those costs.

## **B. Bidding Documents**

### **3. Contents of Bidding Documents**

Bidders are expected to examine all instructions, forms, terms, specifications, and other information in the Bidding Documents. Failure to furnish all information required by the Bidding Documents or submission of a bid not substantially responsive to the Bidding Documents in every respect will be at the Bidder's risk and may result in the rejection of its bid.

### **4. Amendment of Bidding Documents**

- i. At any time prior to the deadline for submission of bids, the Company may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, amend the Bidding Documents. Later amendments on the same subject modify or replace earlier ones.
- ii. Amendments will be provided in the form of Addenda to the Bidding Documents, which will be sent in writing to all prospective Bidders that received the Bidding Documents from the Company. Addenda will be binding on Bidders. Bidders are required to immediately acknowledge receipt of any such Addenda. It will be assumed that the amendments contained in such Addenda will have been taken into account by the Bidder in its bid.

- iii. In order to afford prospective Bidders reasonable time in which to take the amendment into account in preparing their bids, the Company may, at its discretion, extend the deadline for the submission of bids consistent with provision of Rule 27 of PPR-2004.

### **C. Preparation of Bids**

#### **5. Bid Prices**

The Contract shall be for the Services, as described in the Appendix A and the Bidder shall fill in rates and prices for all items of the Services accordingly. Items for which no rate or price is entered by the Bidder will not be paid for by the Company when executed and shall be deemed covered by other rates and prices. All bids shall be quoted in Pak Rupee. Bids in any other currency shall be rejected.

The price quoted would be inclusive of all taxes levied by the local Authority/ Federal Government at the time of submission of bids. Any subsequent change in applicable direct/ indirect taxes/ duties levied by the government accordingly adjusted in the bid price.

### **D. Submission of Bids**

#### **6. Deadline for Submission of Bids**

- i. Bids must be received at the address specified in Bid Data Sheet not later than the time and date specified in the Bid Data Sheet.
- ii. The Company may extend the deadline for submission of bids by issuing an amendment, in which case all rights and obligations of the Company and the bidders previously subject to the original deadline will then be subject to the new deadline.

#### **7. Late Bid**

Any Bid received by the Company after the deadline will be returned unopened to the Bidder.

### **E. Bids Opening and Evaluation**

#### **8. Bids Opening**

The Company will open all bids, in public, in the presence of Bidders' representatives who choose to attend, at the time, on the date and at the place specified in the Bid Data Sheet. Bidders' representatives shall sign an attendance sheet as proof of their attendance.

## **9. Correction of Errors**

Bids determined to be substantially responsive will be checked by the Company for any arithmetic errors. Arithmetical errors will be rectified by the Company on the following basis:

If there is a discrepancy between unit prices and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail, and the total price shall be corrected; if there is a discrepancy between the amounts in figures and in words, the amount in words will prevail.

The amount stated in the Bid will be adjusted by the Company in accordance with the above procedure for the correction of errors and, with the concurrence of the Bidder, shall be considered as binding upon the Bidder. If the Bidder does not accept the corrected amount, the Bid will be rejected, and the Bid Security may be forfeited.

## **10. Evaluation of Bids**

The technical proposals of the only qualified bids after preliminary evaluation shall be evaluated in detail. The Financial Proposals of the only technically accepted proposals will be opened and the bid found to be the lowest evaluated bid shall be accepted.

## **11. Bid Security**

All bidders are required to submit an amount of bid security with financial proposal @ 5% of total amount quoted in financial proposal in the form of bank draft/ pay order in favor of HBFC. No bid shall be considered as valid unless it is accompanied by the Bid Security. No interest shall be payable by the HBFC on this deposit. In the event of breach of any terms of the contract, security deposit will be forfeited. Security deposit shall be refundable on completion of bidding process.

## **F. Award Criteria**

### **12. Award Criteria**

The contract will be awarded to the successful Bidder whose bid has been found technically & financially compliant and has offered the lowest evaluated cost, emerged as lowest evaluated bid. Provided further that the Bidder is determined to perform the contract satisfactorily.

### **13. Company's Right to Reject All The Bids**

The Company reserves the right to annul the bidding process and reject all bids at any time prior to award of contract.

#### **14. Performance Guarantee**

Within five working days of the receipt of notification of award of contract, by the HBFC, the successful Bidder shall furnish the performance security from any scheduled bank in Pakistan for amount @10% of total amount quoted in financial proposal.

#### **15. Code of Conduct**

It is the Company's policy to require that Consultant/ Service Providers, Suppliers, and Contractor under Company-financed contracts, observe the highest standard of ethics during the procurement and execution of such contracts. Under Rule 19 of PPR-2004, the Company can blacklist bidders found to be indulging in corrupt or fraudulent practices. Such barring action shall be duly publicized and communicated to the PPRA.

Following mechanism and manner for permanently or temporarily bar a delinquent bidder, from participating in procurement proceedings will be followed as per guidance of HBFC management:

<b>Nature of Offense/ Fault</b>	<b>Means of Verification</b>	<b>Proposed Action under Rule 19</b>
Corruption	Actual instance verifiable as per law of land and applicable rules and regulations of HBFC	Permanent blacklisting.
Fraud	Cross verification of documentary undertaking submitted by Contractor/ Bidder/ Supplier/Consultant.	Blacklisting for 3-5 years (depending on severity of fraud)
Collusion	Results of Bid/Proposal analysis resulting in substantive evidence of collusion.	Blacklisting for 3 years.
Performance Deficiencies	Documented evidence in form of consistent performance deficiencies and notices of performance deficiencies not suitably responded or defended by contractor/bidder/supplier/ consultant.	Blacklisting for 1-2 years. (Depending on severity of non-performance). To be blacklisted for procurements during the period of debarment.

Pursuant to Rule 7 of PPR 2004 bidders shall be required to sign an Integrity Pact in accordance with prescribed format attached hereto.

**16. Overriding Effect of PPR-2004**

Whenever in conflict with these documents the stipulation of PPRA-2004 shall prevail.

## **G. Bid Data Sheet**

The following specific data for services to be procured shall complement, supplement or amend the provisions in the Instructions to Bidders (ITB). Whenever there is a conflict, the provisions herein shall prevail over ITB.

S.No.	Details
1.	Hiring the Services of Firm to Prepare "Strategic Plan for HBFC.  Ref No. HBFC/HOK/GSD/2018/.....
2.	The minimum mandatory eligibility/ qualification criteria is as follows: <ul style="list-style-type: none"> <li>• The bidders must be registered with Tax Authorities and appear on Active Taxpayers List (ATL) of FBR.</li> <li>• The bidders must have minimum five years' experience of providing consultancy services including strategic planning to the organizations of comparable scale.</li> <li>• The bidders must have completed five projects of providing consultancy services including strategic planning to the organizations of comparable scale.</li> <li>• The bidders must submit an undertaking that they are compliant to prevailing and applicable laws of Pakistan.</li> <li>• The bidders must submit an affidavit that they have never been blacklisted or debarred by any organization.</li> </ul>
3.	Bidder/Firm who is black listed by any government organization will not be eligible to participate in the bidding/procurement process.
4.	After meeting the minimum eligibility / qualification criteria. The bidders will be evaluated in terms of criteria given in Evaluation Criteria Form. <ul style="list-style-type: none"> <li>- Minimum qualifying points are 35 out of 50.</li> <li>- Failing to meet the Evaluation Criteria will lead to rejection of bid.</li> </ul>
5.	The Contract "is not" subject to price adjustment. However, any subsequent legislation enacted, changes in the rate of any indirect tax, levy of additional tax or duty during the currency of contract that impacts the contract price would be equally accounted for by both the parties of the contract i.e. in case of increase or decrease in the rates of the said taxes and duties or levy of any new tax or duty, the contract price would be adjusted accordingly.
6.	The period of Bid validity shall be 90 (ninety) days after opening of the Bids.
7.	All bidders are required to submit amount of bid security with financial proposal @ 5% of total amount quoted in financial proposal.
8.	The Original Bid shall comprise a single sealed package containing two separate sealed envelopes. Each envelope shall contain separately the financial proposal and the technical proposal. The inner envelopes shall be marked as "ORIGINAL TECHNICAL PROPSAL" and "ORIGINAL FINANCIAL PRPOSAL" in bold letters. In a same manner Copy of Bid will also be provided in another single sealed package containing two separate



	<p>sealed envelopes.</p> <p>The inner envelopes shall be marked as “COPY OF TECHNICAL PROPOSAL” and “COPY OF FINANCIAL PROPOSAL” in bold letters. The outer envelope shall be addressed to the Purchaser at the address given in the BDS. The content of the technical and financial proposals are mentioned in BDS.</p> <p>Following should be the contents of the <b>Technical Proposal Envelope</b>:</p> <ol style="list-style-type: none"> <li><b>1. Bid Form:</b> duly filled in and signed.</li> <li><b>2. Minimum Eligibility /Qualification Criteria:</b> attach the evidence and reference documents</li> <li><b>3. Evaluation Criteria:</b> documentary evidences are required</li> </ol> <p>Following should be the contents of the Financial Proposal Envelope:</p> <ol style="list-style-type: none"> <li><b>1. Price Schedule in Pak. Rupees:</b> duly filled and signed.</li> <li><b>2. Bid Security:</b> in form of demand draft/ pay order in favor of HBFC</li> </ol>
9.	<p>The Company’s address for the purpose of bid submission is:</p> <p style="text-align: center;"><b>Head</b>  General Services Department,  House Building Finance Company Limited,  3<sup>rd</sup> Floor, Finance and Trade Centre,  Shahrah-e-Faisal, Karachi, Pakistan  Telephone No: 021-35641717/39</p> <p>The opening of Financial Proposal will be communicated later to the eligible bidders by the Company.</p> <p>The deadline for submission of bids shall be <b>January 28, 2019 at 11:00 am.</b></p>
10.	<p>Bids will be opened <b>on January 28, 2019 at 11:30 am</b> at the following address:</p> <p style="text-align: center;">House Building Finance Company Limited,  3<sup>rd</sup> Floor, Finance and Trade Centre,  Shahrah-e-Faisal, Karachi –Pakistan.</p>
11.	<p>Bidders have to submit bids with Complete Requirements. Late/ incomplete and conditional bids will not be entertained. Bids submitted without signed Bid Form by authorized nominee of the bidder will be rejected. Bids with material deviation, exception, objection, conditionality or reservation will be rejected. Bids submitted late will be rejected.</p>
12.	<p>Performance Security: 10% of the price quoted in financial proposal from any scheduled bank within five working days of receipt of notification of award.</p>

**Technical Proposal**

**Bid Form**

Date: \_\_\_\_\_

To:

**The Head,**

General Services Department,  
House Building Finance Company Limited,  
3<sup>rd</sup> Floor, Finance & Trade Centre,  
Shahrah-e-Faisal,  
Karachi –Pakistan.

Dear Sir,

Having examined the bidding documents, the receipt of which is hereby duly acknowledged, we the undersigned, offer to supply and deliver the required item or services in conformity with the said bidding documents as may be ascertained in accordance with the Technical Proposal and Schedule of Prices attached herewith and made part of this Bid.

We undertake, if our Bid is accepted, to deliver the services in accordance with the schedule specified in the Technical Requirements and Specifications.

If our Bid is accepted, we will obtain the guarantee of a scheduled bank of Pakistan, a sum equivalent to **10%** of the contract amount for the due performance of the Contract, in the form prescribed by the Purchaser.

We agree to abide by this Bid for a period of **90 (ninety days)** from the date fixed for Bid opening and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

If one Bid is accepted then until a formal Contract is prepared and executed, this Bid, together with your written acceptance thereof and your notification of award, shall constitute a binding Contract between us.

We understand that you are not bound to accept the lowest or any bid you may receive.

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2019\_\_.

\_\_\_\_\_  
[Seal & signature]      [in the capacity of]

Duly authorized to sign Bid for and on behalf of \_\_\_\_\_

### **Evaluation Criteria**

- The Minimum Eligibility/Qualification criteria will be evaluated on compliance based method.
- Eligible / qualified bidders will be considered for subsequent evaluation as per Evaluation Criteria Form.
- Minimum qualifying points for next stage i.e. opening of Financial Bids are 35 out of 50.
- Failing to meet the Evaluation Criteria Form will lead to rejection of bid/s.
- Financial Proposals of the only technically accepted bidders will be opened and the bid found to be the lowest evaluated bid shall be considered.

**Minimum Eligibility/Qualification Criteria:**

<b>S.No</b>	<b>Minimum Eligibility/ Qualification Criteria</b>	<b>Means of Verification</b>	<b>Bidder's Assessment</b>
I	The bidders must be registered with Tax Authorities and appear on active tax payer list of FBR.	Attach copies of relevant Tax Registration Certificate and proof of being on ATL of FBR.	
II	The bidders must have minimum five years' experience of providing consultancy services including strategic planning to the organizations of comparable scale.	Attach copies of oldest Contracts to prove experience.	
III	The bidders must have completed five projects of providing consultancy services including strategic planning to the organizations of comparable scale during last two years.	Attach copies of Contracts/ P.Os / sufficient documentary proof	
IV	The bidders must submit an undertaking that they are compliant to prevailing and applicable laws of Pakistan.	Undertaking on stamp paper	
V	The bidders must submit an affidavit that they have never been blacklisted or debarred by any organization.	Undertaking required on stamp paper of Rs. 200/-.	

**Minimum Eligibility/ Qualification Criteria-Team Leader:**

1. Minimum Master's degree in relevant field.
2. Minimum 20 years professional experience of managing consultancy services in HR assignments including strategic planning to the organizations of comparable scale in Pakistan and Global markets.
3. Excellent written skills along with exceptional communication and interpersonal skills to interact with employees at all levels of the organization.

**Minimum Eligibility/ Qualification Criteria-Team Members:**

1. Master's/ Bachelor's degree with at least three years of relevant experience.
2. Excellent written skills along with exceptional communication and interpersonal skills to interact with employees at all levels of the organization.

**Seal and Signature of Bidder:** \_\_\_\_\_

**Evaluation Criteria**

S.No	Selection Criteria	Means of Verification	Max Points	Point Wise Calculation	Evidence	
					Yes	No
1	Ongoing projects of similar nature in organizations of comparable scale	Work orders/ Contract	10	02 points per project		
2	Projects completed in organizations of similar nature and complexity during last three years	Attach copies of contracts/ P.Os/ sufficient documentary proof	10	01 point per project		
<b><u>Team Leader</u></b>						
3	Relevant educational qualification	Relevant educational documents	05	Ph.D= 05 points Masters= 04 points		
4	Experience and expertise in strategic planning	Relevant documentary evidence	10	01 point per project		
5	International experience of working in different countries	Relevant documentary evidence	05	01 point per country		
<b><u>Team Members (Minimum three)</u></b>						
(Score will be assigned to the proposed members on average basis)						
6	Relevant educational qualification	Relevant educational documents	05	PhD= 05 points Masters= 04 points Bachelors= 03 points		
7	Experience and expertise of handling similar exercises in the organizations of comparable scale	Relevant documentary evidence	05	01 point per project		

- Minimum qualifying score will be 35 out of 50, otherwise bid will be considered as technically non-responsive.
- Documentary evidences should be provided as a mean of verification.
- Points will only be calculated on submitting documentary evidences by the bidder.
- It required by HBFC, the bidder(s) may be called to present their work plan and methodology to the evaluation team. No compensation (TA/ DA etc.) will be provided in this regard.

## Financial Proposal

### Price Schedule in Pak Rupees

(ON SERVICE PROVIDER'S LETTER HEAD)

Name of Bidder \_\_\_\_\_.

Description of Services	Total Charges (Rs.) A	Applicable Taxes (Rs.) B	Bid Price (Rs.) C=A+B
Complete deliverables as mentioned in Appendix A.			

Note:

1. Bidder should be compliant to all prevailing & applicable laws of Pakistan.
2. Total charges should include Consultant's entire fee, profit, commission, overheads, accommodation, boarding / lodging, out of pocket expenses etc.
3. Only applicable / lawful tax/s should be applied / charged in tax column above.
4. No payment other than total charges mentioned above will be made on any grounds whatsoever.

Authorized Signature: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Bidder: \_\_\_\_\_

Address: \_\_\_\_\_

**Appendix A**  
**Terms of References (TORs)**

**A. Objective**

The overall objective of this consultancy assignment is to develop a three-year Strategic Plan (2019-21) of HFBC. The entire assignment is expected to be completed in a period of six weeks.

**B. Scope of Work**

The scope of work of the consultancy service will be as follow:-

1. Review existing Vision, Mission statements, Values and business profile of HBFC.
2. Conduct SWOT & PEST analysis of HBFC.
3. Conduct perception survey of internal and external stakeholders.
4. Develop a comprehensive Strategic Plan document for three years i.e. 2019-2021.
5. Recommend an appropriate implementation, monitoring and evaluation of Strategic Plan framework.
6. Present findings to MANCOM and Board, as and when invited.

**C. List of deliverables (with effect from date of award of contract)**

1. Inception Report – Submit inception report, giving detailed methodology and action plan with timeline for developing the strategic plan within one week.
2. Submit Survey report to HBFC within two weeks.
3. Holding of strategic planning workshop(s) within four weeks.
4. Strategic Plan – The Firm will prepare a comprehensive Strategic Plan along with implementation strategy within six weeks.

**D. Institutional Methodology:**

The Consultant will be required to work in close coordination with Group Head – HR or his nominee, who will provide necessary facilitation in this regard.

**E. Facilitation by HBFC:**

HBFC shall provide following:

1. Office space for Firm along with necessary infrastructure.
  2. Boarding/lodging and travelling to Consultant/team outside Karachi for Survey/assignment.
  3. Facilitation in conducting Strategic Planning workshop.
- F.** Payment will be made to the firm after successful completion of assignment.

## Performance Guarantee

To:

The Head – GSD  
House Building Finance Company,  
3<sup>rd</sup> Floor, Finance & Trade Centre,  
Shahrah-e-Faisal,  
Karachi

WHEREAS [*name of Service provider*] (hereinafter called “the Service provider”) has undertaken, in pursuance of Contract No. [*Reference number of the contract*] to provide services [*description of services*] (hereinafter called “the Contract”).

AND WHEREAS it has been stipulated by you in the said Contract that the Service provider shall furnish you with a performance guarantee of a scheduled bank for the sum specified therein as security for compliance with the Service provider’s performance obligations in accordance with the Contract

AND WHEREAS we have agreed to give the Service provider a guarantee:

THEREFORE we hereby affirm that we are Guarantors and responsible to you, on behalf of the Service provider, up to a total of [*amount of the guarantee in words and figures*], and we undertake to pay you, upon your first written demand declaring the Service provider to be in default under the Contract and without cavil or argument, any sum or sums within the limits of [*amount of guarantee*] as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

This guarantee is valid until the \_\_\_\_ day of \_\_\_\_\_20\_\_.

Signature and seal of the Guarantors

\_\_\_\_\_  
[*Name of bank or financial institution*]



**Integrity Pact**



**HOUSE BUILDING FINANCE COMPANY**  
***Integrity Pact pursuant to Rule 7 Public Procurement Rules 2004***  
**Declaration of Fees, Commissions and Brokerage etc.**

**Payable by the Suppliers of Goods, Services & Works**

[the Service provider] hereby declares that it has not obtained or induced the procurement of any contract, right, interest, privilege or other obligation or benefit from Government of Pakistan (GOP) or any administrative subdivision or agency thereof or any other entity owned or controlled by it (GOP) through any corrupt business practice.

Without limiting the generality of the foregoing, [the Service provider] 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 inducing the procurement of a contract, right, interest, privilege or other obligation or benefit in whatsoever form from GOP, except that which has been expressly declared pursuant hereto.

[The Service provider] 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 GOP and has not taken any action or will not take any action to circumvent the above declaration, representation or warranty.

[The Service provider] 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 aforesaid shall, without prejudice to any other right and remedies available to GoP under any law, contract or other instrument, be voidable at the option of GOP.

Notwithstanding any rights and remedies exercised by GOP in this regard, [the Service provider] agrees to indemnify GOP for any loss or damage incurred by it on account of its corrupt business practices and further pay compensation to GOP in an amount equivalent to ten times the sum of any commission, gratification, bribe, finder's fee or kickback given by [the Service provider] 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 GOP.