

**EXPRESSION OF INTEREST &
PRE-QUALIFICATION DOCUMENT
No. 108112021-1**

FOR

**HIRING OF CONSULTANCY SERVICES FOR
DEVELOPMENT OF DATA STRATEGY OF PUNJAB
BUREAU OF STATISTICS, GOVERNMENT OF PUNJAB
UNDER THE PROJECT TITLED “DEVELOPMENT OF
ONLINE STATISTICAL SYSTEM IN PUNJAB (OSSP)”**



Punjab Information Technology Board (PITB)
13th Floor, Arfa Software Technology Park (ASTP),
346-B, Ferozpur Road, Lahore, Pakistan
Phone: (+ 92) (42) (99000000), Fax: (+92) (42) (99232123)
URL: www.pitb.gov.pk

| | |
|--|----|
| Aabbreviations..... | 2 |
| 1. GENERAL | 4 |
| TERMS AND CONDITIONS OF THE PRE-QUALIFICATION..... | 4 |
| Disclaimer | 5 |
| 3. Project Background | 6 |
| 4. BRIEF SCOPE OF WORK | 6 |
| 5. INSTRUCTIONS TO APPLICANTS..... | 9 |
| 6. Other Factors | 13 |
| Annex-A | 14 |
| Application Form A-1 | 16 |
| Application Form A-2 | 17 |
| Application Form A-3 | 18 |
| Application Form A-4 | 19 |
| Application Form A-5 | 20 |
| Application Form A-6 | 21 |

Abbreviations

| Term | Definition |
|---------------|--|
| EOI-PQ | Expression of Interest – Pre-qualification |
| BOS | Bureau of Statistics |
| PITB | Punjab Information Technology Board |
| MDM | Master Data Management |
| BI | Business Intelligence |

1. GENERAL

Punjab Information Technology Board (PITB) in collaboration with Bureau of Statistics, Planning and Development Board, Government of the Punjab, intends to invite EOI-Prequalification (EOI-PQ) proposals from interested applicant(s) for development of Data Strategy, and implementation plan for Master Data Management and Business Intelligence Tools, as well as to prepare tender document for implementation of the MDM framework and BI platform under the Project titled: "Development of Online Statistical System in Punjab". All well-reputed, registered and established IT Consulting Firms having requisite technical, financial and managerial capabilities are invited to participate in the EOI-PQ process for the above said Project through submission of their proposals.

2. PURPOSE OF THIS DOCUMENT

The purpose of this document is to have understanding of the available competencies, solutions, tools and best practices to develop a comprehensive data strategy for Punjab, as well as and to shortlist / prequalify eligible applicant(s), capable of accomplishing the tasks outlined in this document. The applicants are required to provide profiles of their firms comprising experience, personnel and financial strength along with proposed technical solutions including but not limited to the firm's methodology and technology for developing data strategies, risk mitigation strategies, and TORs for globally proven MDM/BI Implementation Vendors.

TERMS AND CONDITIONS OF THE PRE-QUALIFICATION

Definitions

In this document, unless there is anything repugnant in the subject or context:

- I. Applicant means the party which submits a proposal in response to this EOI-PQ Document.
- IV. "Authorized Representative" means any representative appointed, from time to time, by the Applicant, Purchaser or Client.
- V. "Purchaser" means the Punjab Information Technology Board (PITB), or any other entity for the time being or from time to time duly appointed in writing by the Government to act as Purchaser for the purpose.
- VI. "Client" means PITB, Government of the Punjab.
- VII. "Day" means calendar day.
- VIII. "Employer" means Purchaser and/or Client.
- IX. "EOI-PQ Document" means the Expression of Interest-Pre-Qualification Document in consideration.
- X. "Person" includes an individual, an association of persons, firm, company, corporation, institution and organization, etc.
- XI. "Prescribed" means prescribed in the EOI-PQ Document.

Disclaimer

This EOI-PQ document for “Development of Data Strategy, and Implementation Plan for Master Data Management & Business Intelligence Tools, under the project titled “Development of Online Statistical System in Punjab”” (‘the Project’) contains brief information about the Project and qualification process for short listing and pre-qualification of applicants for RFP stage. The purpose of the Document is to provide the applicants with information to assist the formulation of their EOI-PQ proposal and to pre-qualify Interested Parties/ Consultants for the RFP Stage.

While all efforts have been made to ensure the accuracy of information contained in this EOI-PQ Document, this document may not contain all the information required by the Applicants. The Applicants should conduct their own independent assessment, investigations and analysis and may prepare their proposals in the light of relevant experience and international best practices. Punjab Information Technology Board (PITB), Bureau of Statistics (BoS), Government of the Punjab, or any of its employees or advisors/consultants, shall incur no liability under any law, statute, rules or regulations as to the accuracy or completeness of the EOI-PQ Document.

PITB reserves the right to change any or all conditions/ information set in this EOI-PQ Document by way of revision, deletion, updation or annulment through issuance of appropriate advertisement as the Client may deem fit in accordance with the PPRA Rules 2014. Participation in the EOI-PQ process does not qualify any applicant for the next stage of the procurement process.

PITB, BoS, Punjab and any other Government Department will not entertain or be liable for any claim for costs and expenses in relation to the preparation of the EOI-PQ proposal to be submitted in terms of this Document.

3. Project Background

Good quality data leads to improved governance and better service delivery to the citizens. There are several roles and data-elements associated with a citizen/social groups. A person can be a farmer, a parent, a patient, a car owner, a driver etc. - all at the same time. Governments around the world glue-together and correlate these diverse data-elements through a common Data-Services bus that allows users within Government and outside (Researchers, media, NGOs, International Agencies and general public, etc.), easy and on-time access to authorized information. The data is anonymized for certain users, aggregated for others - based on authorization and security levels.

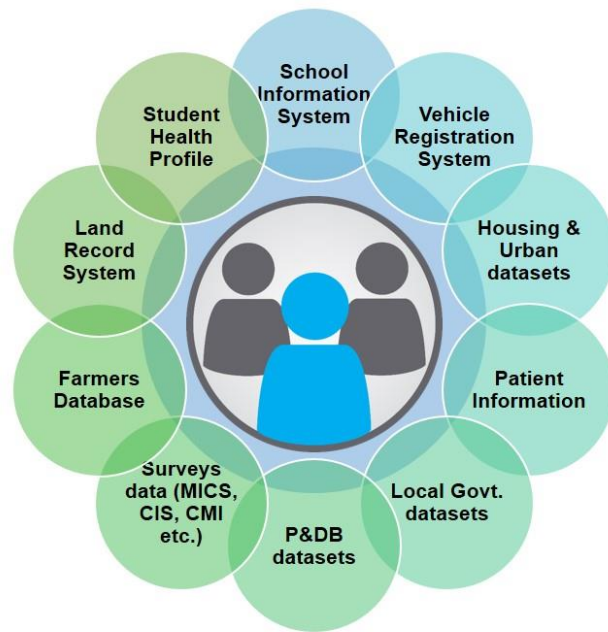
Every year, the Government of Punjab formulates its Annual Development Program to optimally utilize provincial resources for the social and economic growth of its people. Planning new initiatives require a comprehensive understanding of the domain, what has already been achieved, underlying risks involved, and how to mitigate those risks. The more accurate the information available would be, the better this understanding would be. Hence, it is of utmost importance that complete and correct data is made efficiently available to the decision-makers, at the right time, and at the right forum.

Most of the projects, currently planned by the Government require access to the same data content. However, since there is no central repository of data accessible to the planners, and there are no data sharing protocols in place amongst departments, each new project independently formulates its own plan for data acquisition and usage. This results in duplicated efforts, both in terms of time and money. Another consequence of implementing separate independent data platforms is that there are multiple versions of same data, without actually knowing which version is the most current and up-to-date.

Currently, there is no on-the-spot fact(s) checking mechanism for quick path correction. Moreover, any information based on data that is erroneous, incomplete, and/or incomprehensive would mislead or deceive planners and policymakers into making faulty or flawed decisions. Inaccurate and incomplete data also leads to misrepresenting Provincial and subsequently Country's rankings at various forums and indices at national and international level.

With growing number of software systems and Mobile Apps being developed and deployed by public sector departments of Punjab, the amount of data being generated digitally is rapidly increasing.

Government of the Punjab, collects and processes data across sectors, and across timeframes



The data being captured via various IT systems provides massive opportunities for analytics, data science, machine learning (ML), and artificial intelligence (AI). However, it also gives rise to problems like data inconsistencies, data synchronization, data security, data privacy, and data duplications, etc.

There is a growing need and intent within the public sector to not only make this data consumable internally but also making some of it digitally shareable with other departments within the Government. For example, the District Courts, Public Prosecution, Police, Probation, and Prisons Department want real-time access to authentic data from other departments within the Criminal Justice System, to strengthen their own efficacy. Without the right technological foundations for managing this data and without the right controls and protocols in place, maintaining social order and peace in the long-term, in a province with a growing population of over 110 million people, is going to be near to impossible.

4. BRIEF SCOPE OF WORK

The goal is to create a reliable information infrastructure (for future implementation of MDM/BI platform), for the identified departments. In this regard, the Terms of Reference for the consulting firm are as follows:

1. Baseline study to map, identify and analyze the datasets, players, clientele, requirements, as well as data usage trends and bottlenecks, and to develop the artifacts (including documents, processes, spreadsheets, templates, forms etc.) necessary for the eventual implementation of MDM/BI platform.
2. Framing of key questions (information needs) after detailed consultation/stakeholder workshops with consumers and domain experts (at key Government Departments), and identification of missing data sources and cross-sectoral data-linkages.

3. Identification of key challenges in collecting, updating, combining, cross-referencing, and utilizing data for timely decision-making.
4. Analysis of the relevant HR that can leverage the MDM/BI platform/tools and propose a capacity building strategy for each department.
5. Review existing/relevant laws and propose amendments in data-sharing laws and regulations, in-line with international best practices. In case of non-availability of any existing/relevant laws, the consultant will formulate comprehensive laws and regulations for data sharing, in-line with international best practices.
6. Formulation of a comprehensive data strategy for the Province, encompassing processes and rules, that define how to govern, store, provision, manage, analyze, utilize and share data, as well as, formulation of conceptual and logical system architecture related to this project.
7. Market analysis of leading MDM frameworks and BI Tools.
8. Formulation of an implementation plan for MDM framework and BI Tools, after consultation and review by established/global MDM and BI implementation vendors. The implementation plan must cover major critical aspects including information needs to be addressed, key milestones, validation and quality assurance mechanisms, risk mitigation strategies, and high-level timelines for each key activity.
9. Prepare a list of use cases, with ratings on business value, and implementation complexity.
10. Preparation of tender documents for engaging globally proven MDM/BI Implementation vendors, with detailed requirements, evaluation criteria, quality assurance parameters, and timelines.
11. Assessment of how and where the data-sets, application platforms, and software systems should be hosted - in light of international best practices, available capabilities, and applicable rules and guidelines.

Note:

1. **The applicants are required to submit their expression of interest (EOI) and propose their own solution based on the information presented in the preceding paragraphs and their experience and international best practices. The applicant may propose additional features to the solution based on the understanding and best practices. The applicant needs to specify implementation and operational methodology and computing requirements of the solution in all respects, and with clear timelines and milestones.**
2. **This component of the project entails consultancy work outlined as per the scope of work. In order to avoid conflict of interest, the qualified bidder selected for this assignment as per eligibility criteria and scope of work published in this document, will not be eligible for participation in the MDM/BI component of the project.**

5. INSTRUCTIONS TO APPLICANTS

5.1 Submission of Proposal

Applications for EOI-PQ containing separate EOI & Pre-Qualification Proposals, one original and one (01) copy should be submitted in separately sealed envelopes to be delivered into the Tender Box, placed at reception of Punjab Information Technology Board, no later than **1200 hours** on last date of submission of proposals i.e. **25th November, 2021**. Late proposals shall not be considered. Proposals shall be publicly opened in the Committee Room of Punjab Information Technology Board, 13th Floor, Arfa Software Technology Park, 346-B, Ferozpur Road, Lahore on **1230 hours** on **25th November, 2021**. In case the last date of proposal submission falls in / within the official holidays / weekends of the Purchaser, the last date for submission of the proposals shall be the next working day

PITB will host a Pre-EOI-PQ meeting at PITB premises (13th Floor, Arfa Software Technology Park, 346-B, Ferozpur Road, Lahore) at **12:00 pm** on **15th November, 2021**.

All the interested firms/companies are required to collect a Challan Form from the Procurement Assistant, PITB at above given address; to submit an amount of Rs. 1,000/- in PITB's account. The deposit slip should accompany respective proposal.

The proposals are to be prepared in English language. The applicants must provide complete information along with supporting documents. Any lapses to provide essential information may result in disqualification of the applicant.

All documents submitted by the firms should preferably be delivered in one Packet/parcel for ease of handling and to avoid loss of documents. Any misleading statement(s) or information by any applicant will result into disqualification at any stage.

The Applicants can seek any clarification regarding the project, pre-qualification documents or evaluation criteria from the following:

Primary Contact

Adnan Khan

Senior Program Manager (Software Engineering Wing)
Punjab Information Technology Board, Government of Punjab
11th Floor Arfa Software Technology Park, 346-B, Ferozpur Road, Lahore.
Email: adnan.khan@pitb.gov.pk

Secondary Contact

M. Jahanzaib Khan

Assistant Director (Development & Procurement Wing)
Punjab Information Technology Board, Government of Punjab
13th Floor Arfa Software Technology Park, 346-B, Ferozpur Road, Lahore.
Email: jahanzaib.khan@pitb.gov.pk

M. Mahmood

Joint Director (IT Solutions Wing)
Punjab Information Technology Board, Government of Punjab
13th Floor Arfa Software Technology Park, 346-B, Ferozpur Road, Lahore.
Email: mahmood@pitb.gov.pk

Interested Parties should note that during the period from the receipt of the proposal and till further notice from the Primary Contact, all queries should be communicated via the Primary Contact in writing or e-mail only. In the case of an urgent situation where the Primary Contact cannot be contacted, the Interested Parties may alternatively direct their enquiries through the Secondary Contact.

Interested Parties/ are also required to state in their proposals the name, title, fax number and e-mail address of their authorized representative through whom all communications shall be directed until the process has been completed or terminated.

The Employer will not be responsible for any costs or expenses incurred by Interested Parties in connection with the preparation or delivery of proposals.

5.3 Qualification Criteria

5.3.1 General

EOI-PQ will be based on all the criteria given in succeeding sections regarding the Applicant's financial soundness, experience, personnel and technical solution as indicated by the Applicant's responses in the forms given in this document.

5.3.2 Mandatory Basic Requirements

Only those consultancy firms fulfilling the following basic requirements shall be considered for further evaluation (relevant documents to be attached):

1. Requirements to be Fulfilled by the Applicant

- i. Only well-established and reputed consultancy firms **(having local presence)**, with consulting practices in multiple countries and with governments, on assignments similar to the scope of work in this document, will be considered.
- ii. Certificate of Company/Firm Registration/Incorporation under the laws of Pakistan
- iii. Valid Income Tax Registration
- iv. Valid Sales Tax Registration (Status should be active with relevant authority, if applicable)
- v. Submission of undertaking that the firm is not blacklisted by any provincial or federal government department, agency, organization or autonomous body anywhere in Pakistan.

5.3.3 Weightage /Marks

Proposed shortlisting criteria for hiring of consultant firm under the project "Development of Online Statistical System in Punjab (OSSP)":

| Sr. No | Evaluation Factor | Evaluation Aspects | Marks | Max Marks | | | | | | | | | | | | | | | | | | | | | | | | |
|--------|---|---|---|-----------------|---|---------------------------------|--------------------|---|------------------------------|---|---------------------------------|---|----------------------|---|--------------------------------|---|-----------|--|--------------------------------|---|---------------------|---|--------------------------------|---|--------------|--|--------------------------------|---|
| 1 | <p><u>Technical Capabilities</u></p> <ul style="list-style-type: none"> • Firm Registration & Licenses • Complete Technical Profile with Clientele • Verifiable experience documents (past contracts) | <p><u>Similar Experience</u></p> <p>Experience of 2 consulting projects of similar nature, as mentioned under clause-4 (Brief scope of work)</p> | <p>40 marks</p> <p>20 marks for each project</p> | 40 marks | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | <p><u>Personnel Capabilities:</u></p> <ul style="list-style-type: none"> • CVs of proposed resources, Key Personnel and Consultant • Firm's organogram | <p>Number of Consultants with experience in formulation of data strategy (including requirements analysis, mapping, identification, analysis of available datasets, identification of missing data sources and cross-departmental data-linkages)</p> | <p>10 marks</p> <p>0.5 marks for each consultant</p> | 50 marks | | | | | | | | | | | | | | | | | | | | | | | | |
| | | <table border="1"> <thead> <tr> <th>Sr. #</th> <th>Key Personnel</th> <th>Qualification</th> <th>Minimum Experience</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Team Leader /Project Manager</td> <td>At least 16 years of education in engineering, project management or relevant field</td> <td>12 years of relevant experience</td> </tr> <tr> <td>2</td> <td>IT/Data Engineer (s)</td> <td>At least 16 years of Education in Computer Science, Computer Engineering, IT or relevant field.</td> <td>7 years of relevant experience</td> </tr> <tr> <td>3</td> <td>HR Expert</td> <td>At least 16 years of Education in relevant field</td> <td>7 years of relevant experience</td> </tr> <tr> <td>4</td> <td>Planning Expert (s)</td> <td>At least 16 years of Education in Project management or equivalent.</td> <td>7 years of relevant experience</td> </tr> <tr> <td>5</td> <td>Legal Expert</td> <td>At least 16 years of Education in relevant field or equivalent</td> <td>7 years of relevant experience</td> </tr> </tbody> </table> | Sr. # | | Key Personnel | Qualification | Minimum Experience | 1 | Team Leader /Project Manager | At least 16 years of education in engineering, project management or relevant field | 12 years of relevant experience | 2 | IT/Data Engineer (s) | At least 16 years of Education in Computer Science, Computer Engineering, IT or relevant field. | 7 years of relevant experience | 3 | HR Expert | At least 16 years of Education in relevant field | 7 years of relevant experience | 4 | Planning Expert (s) | At least 16 years of Education in Project management or equivalent. | 7 years of relevant experience | 5 | Legal Expert | At least 16 years of Education in relevant field or equivalent | 7 years of relevant experience | <p>30 marks</p> <p>(3 marks for each resource)</p> |
| | | Sr. # | Key Personnel | | Qualification | Minimum Experience | | | | | | | | | | | | | | | | | | | | | | |
| | | 1 | Team Leader /Project Manager | | At least 16 years of education in engineering, project management or relevant field | 12 years of relevant experience | | | | | | | | | | | | | | | | | | | | | | |
| | | 2 | IT/Data Engineer (s) | | At least 16 years of Education in Computer Science, Computer Engineering, IT or relevant field. | 7 years of relevant experience | | | | | | | | | | | | | | | | | | | | | | |
| | | 3 | HR Expert | | At least 16 years of Education in relevant field | 7 years of relevant experience | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Planning Expert (s) | At least 16 years of Education in Project management or equivalent. | 7 years of relevant experience | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Legal Expert | At least 16 years of Education in relevant field or equivalent | 7 years of relevant experience | | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | |
|---|--|--|------------------------------|---|--------------------------------|--|-----------------|--|
| | | 6 | International Consultant | At least 16 years of Education in Computer Sciences, Computer Engineering, IT or relevant field | 5 years of relevant experience | | | |
| | | 7 | Data Modelling Expert (s) | At least 16 years of Education in Computer Science, Computer Engineering, IT or relevant field. | 5 years of relevant experience | | | |
| | | 8 | Data Governance Resource (s) | At least 16 years of Education in Computer Science, Computer Engineering, IT or relevant field. | 5 years of relevant experience | | | |
| | | 9 | Business Analyst(s) | At least 16 years of Education in Business Administration or equivalent | 5 years of relevant experience | | | |
| | | 10 | Market Survey Expert(s) | At least 16 years of Education in Marketing/Economics/S statistics or relevant field | 7 years of relevant experience | | | |
| | | <p><u>Consultants with international experience:</u></p> <p>Consultants with 3+ years of international experience in formulation of data strategy (including requirements analysis, mapping, identification, analysis of available datasets, identification of missing data sources and cross-departmental data-linkages)</p> | | | | 10 marks | | |
| | | | | | | 2 Marks for each consultant | | |
| 3 | <p><u>Financial Capacity:</u></p> <ul style="list-style-type: none"> Audit Reports of last 3 years | Average annual turnover of the firm of last three years | | | | <p>5 marks = PKR 150 million – PKR 300 million</p> <p>10 marks = PKR 300 million +</p> | 10 marks | |

Qualification Marks

To qualify for Request for Proposal (RFP), the firm must attain a minimum of **65 marks** out of a possible 100 marks.

The applicants who have duly complied with the pre-qualification Criteria will be eligible for further processing.

The proposals which do not conform to the pre-qualification criteria will be rejected.

6. Other Factors

6.1 Only firms that have been prequalified under this procedure shall be invited to bid. A firm can apply for pre-qualification individually. If a firm submits more than one EOI-PQ proposals, all proposals involving such firm shall be rejected and stands disqualified.

6.2 The Purchaser may reject all proposals at any time prior to the acceptance of a proposal. The Purchaser shall upon request, communicate to any Applicant, the grounds for its rejection of all proposals, but shall not be required to justify those grounds. The Purchaser shall incur no liability, solely, by virtue of its invoking sub-rule (1) of Rule-35 of Punjab Procurement Rules, 2014 towards the Applicants. However, Applicants shall be promptly informed about the rejection of the proposals, if any (As per Rule 35 of Punjab Procurement Rules, 2014).

6.3 The Applicant shall bear all costs / expenses associated with the preparation and submission of the Proposal(s) and the Employer shall in no case be responsible / liable for those costs / expenses.

Letter of Application

[Letterhead paper of the Applicant including full postal address, telephone no., fax no., telex no. and e-mail address]

Date:

To:

.....

[Name and address of the Employer]

Sir,

1. Being duly authorized to represent and act on behalf of..... (hereinafter “the Applicant”), and having reviewed and fully understood all the EOI-PQ information provided, the undersigned hereby applies to be pre-qualified for the Development of Data Strategy of Punjab, and Formulating the TORs under the project titled “Development of Online Statistical System in Punjab”:
2. Attached to this letter are copies of original documents defining:
 - (a) The Applicant's legal status;
 - (b) The principal place of business;
 - (c) The place of incorporation (for applicants who are corporations); or
The place of registration and the nationality of the owners (for applicants who are partnerships or individually-owned firms);
2. The Client and its authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this proposal, and to seek clarification from our bankers and clients regarding any financial and technical aspects. This Letter of Application will also serve as authorization to any individual or authorized representative of any institution referred to in the supporting information, to provide such information deemed necessary and requested by the Employer or its authorized representative to verify statements and information provided in this proposal, or with regard to the resources, experience, and competence of the Applicant.
3. The Employer and its authorized representatives may contact the following persons for further information, if needed.

| | |
|---|-------------|
| General and Managerial Inquiries | |
| Contact 1 | Telephone 1 |
| Contact 2 | Telephone 2 |
| Personnel Inquiries | |
| Contact 1 | Telephone 1 |
| Contact 2 | Telephone 2 |
| Technical Inquiries | |
| Contact 1 | Telephone 1 |
| Contact 2 | Telephone 2 |
| Financial Inquiries | |
| Contact 1 | Telephone 1 |
| Contact 2 | Telephone 2 |

5. This proposal is made with the full understanding that:
 - (a) Proposals by pre-qualified applicants will be subject to verification of all information submitted for pre-qualification.
6. The undersigned declare that the statements made and the information provided in the proposal are complete, true, and correct in every detail.

Signature of the Applicant

Application Form A-1

General Information

All individual firms applying for pre-qualification are requested to complete the information in this form. Nationality information is also to be provided for foreign owners.

| | | |
|---|--|---------------------------------------|
| 1 | Name of Firm | |
| 2 | Head Office Address | |
| 3 | Telephone | Contact Person: Name: Title: |
| 4 | Fax | Telex |
| 5 | Place of incorporation/Registration | Year of incorporation/registration |

Application Form A-2

General Experience

Name of Applicant

All individual firms are requested to complete the information in this form.

| Starting Month Year | Ending Month Year | Year | Contract Name, Name & Address of Employer Brief Description of Works Executed | Role of Applicant |
|--------------------------------|------------------------------|-------------|--|--------------------------|
| | | | | |
| | | | | |
| | | | | |

Application Form A-3

Similar Experience

| |
|-------------------|
| Name of Applicant |
|-------------------|

On a separate page, using the format of Application Form A-4, each applicant is required to list all contracts of a similar nature and complexity to the contract for which the Applicant wishes to qualify, undertaken during the last three years. The information is to be summarized, using Application Form A-4, for each contract completed or under execution by the applicant.

Application Form A-4

Contracts of Similar Nature and Complexity

| |
|-------------------|
| Name of Applicant |
|-------------------|

Use a separate sheet for each contract.

| | |
|----|--|
| 1 | Name of Contract |
| | Country |
| 2 | Name of Employer |
| 3 | Employer Address |
| 4 | Nature of works and special features relevant to the contract for which the Applicant wishes to prequalify ----- ----- |
| 5 | Contract Role (Tick One) (a) Sole Consultant (b) Sub- Consultant |
| 6 | Value of the total contract (in specified currencies) at completion, or at date of award for current contract Currency..... Currency..... Currency..... |
| 7 | Value in Pak/Rs..... |
| 8 | Date of Award..... |
| 9 | Date of Completion..... |
| 10 | Contract Duration (Years and Months) as per signed contract _____ Years _____ Months |

Application Form A-5

Personnel Capabilities

| |
|-------------------|
| Name of Applicant |
|-------------------|

For specific positions essential to contract execution, Applicants should provide the names of candidates qualified to meet the specified requirements. The data on their experience should be supplied on separate sheets of CV's.

| | |
|---|-------------------------|
| 1 | Title of Position |
| | Name of Prime Candidate |
| | Certification |

Application Form A-6

Financial Strength

| |
|-------------------|
| Name of Applicant |
|-------------------|

Applicants should provide financial information to demonstrate that they meet the specified requirements. A copy of the audited reports/balance-sheets should be attached.

| | | |
|------|-----------------|------------------------|
| Bank | Name of bank | |
| | Address of bank | |
| | Telephone | Contact name and title |
| | Fax | Telex |

All individual firms are requested to provide information related to annual turnover.

| Annual Turnover | | |
|-----------------|-----------------------------|--------------------------|
| Year | Turnover (in Pak Rupees) | Turnover in Millions. |
| 1. | | |
| 2. | | |
| 3. | | |

Summarize actual assets and liabilities in Pak Rupees for the previous three years, based upon known commitments, projected assets and liabilities in Pak Rupees.

| Financial information in Pak Rs. | Detail of Last three year | | |
|-------------------------------------|---------------------------|---|---|
| | 1 | 2 | 3 |
| 1. Total assets | | | |
| 2. Current assets | | | |

| | | | |
|-------------------------|--|--|--|
| 3. Total liabilities | | | |
| 4. Current liabilities | | | |
| 5. Profits before taxes | | | |
| 6. Profits after taxes | | | |

Firms owned by individuals, and partnerships, may submit their audit reports / balance sheets certified by a registered accountant.