



Request for Expressions of Interest Document

Consultancy for National Payment Gateway and Payment Systems

State Bank of Pakistan

Procurement Division-II, General Services Department, State Bank of Pakistan (SBP BSC), 4th Floor,
BSC House, I.I Chundrigar Road, Karachi Tel: +92-21-3311 5420 & 3311 5963

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**REQUEST FOR EXPRESSIONS OF INTEREST (REOI)
(CONSULTING SERVICES)**

Pakistan Financial Inclusion & Infrastructure Project

Credit No.: 5989-PK (Part B)

Project ID No. P159428

Assignment Title: Consultancy for National Payment Gateway and Payment Systems

Reference No. PK-SBP - FIIP-65749-CS-QCBS

The Government of Pakistan has received financing from the World Bank Group (WBG) for Financial Inclusion and Infrastructure Project (FIIP) to support the implementation of Pakistan's National Financial Inclusion Strategy. This project aims to improve access to credit for Micro, Small and Medium Enterprises and to enable individual uptake of digital payments and financial services through an upgraded financial infrastructure and capacity building. Moreover, the project will benefit financial service providers (that is, participating financial institutions [PFIs], MFIs, MFBs, and banks) and Government agencies (SBP), and departments of the Ministry of Finance (MOF), including the CDNS.

One of the major components of the project is to upgrade/replace the existing SBP operated Real Time Gross Settlement System (RTGS) with a state-of-the-art Automated Transfer System (ATS+). For the purpose, SBP intends to hire Consultancy Services for National Payment Systems Gateway under the umbrella of World Bank's Financial Inclusion Infrastructure Project (FIIP). As a major part of FIIP, SBP intends to hire a consulting firm that will be broadly responsible to study the overall payment systems landscape of Pakistan, analyze the current payment systems infrastructure in State Bank of Pakistan, present their recommendations on improving the current infrastructure and be the project manager for the procurement of the same.

The detailed Terms of Reference (TOR) of the assignment can be downloaded from the website: www.sbp.org.pk.

State Bank of Pakistan (SBP) now invites interested consultants / joint venture to indicate their interest for providing consultancy services for National Payment Gateway and payment systems as per the provision mentioned in the Terms of Reference. The eligible firms are required to demonstrate/ provide requisite information to prove their qualification/ eligibility to perform the assignment. In this regard, there are prescribed standards which have been mentioned in the Instructions for the Consultancy Firms which may be downloaded from the website www.sbp.org.pk where this REOI is also available. Prospective firms are encouraged to provide materials/ information that would be specific to the proposed services only by giving all the relevant details as required in the Instructions, and to avoid submitting generic promotional material. The unrelated or incomplete materials/ information shall not be considered. The parameters for evaluation of EOIs are as follows:

- a) General Capability (Max Score= 25)
- b) Relevant Experience (Max Score= 50)
- c) Technical Capability (Max Score =25)

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 [Revised November 2017] ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest. In addition, please refer to the following specific information on conflict of interest related to this assignment:

A firm that has been engaged by the Borrower to provide Consulting Services for the preparation or implementation of a project (or an affiliate that directly or indirectly controls, is controlled by, or is under common control with that Consulting firm), shall be disqualified from subsequently providing Goods, Works, or Non-consulting Services resulting from, or directly related to those Consulting Services.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A consultant will be selected through "Quality and Cost based Selection (QCBS) Method" in accordance with the procedures set out in the World Bank's Procurement Regulations. In addition, the whole procurement process will be governed under the World Bank "Procurement Regulations for IPF Borrowers" July 2016 [Revised November 2017 and August 2018].

Further information can be obtained from the address below during office hours i.e. 0900 to 1700 hours (Pakistan Standard Time).

Expressions of interest must be delivered in a written form to the address below (in person, or by post) by or before 1500 hours (Pakistan Standard Time) on **September 30, 2019** which shall be opened on same day at 1530 hours in the presence of representatives of consulting firms who may choose to be present. This REOI is also available on the websites: www.sbp.org.pk/www.ppra.org.pk.

The assignment title of the consultancy should be clearly written on the front of the envelope or in the subject line.

Joint Director

Procurement Division-II, General Services Department
State Bank of Pakistan – SBP BSC, 4th Floor, BSC House
I.I Chundrigar Road, Karachi, Pakistan
Tel: + 92 – 21 – 3311 5420 / 3311 5963
Email: gsd.proc2@sbp.org.pk

Section: II

TERMS OF REFERENCE

CONSULTANCY FOR NATIONAL PAYMENT GATEWAY AND PAYMENT SYSTEMS

1. Background

The State Bank of Pakistan (SBP) is incorporated under the State Bank of Pakistan Act, 1956, which gives the Bank the authority to function as the central bank of the country. The SBP Act mandates the Bank to regulate the monetary and credit system of Pakistan and to foster its growth in the best national interest. Detailed Information on the SBP can be found on the website <http://www.sbp.org.pk/>

In recognition that the payments system is an integral part of the financial system in Pakistan, and is vital for its financial stability, monetary policy implementation and capital markets development, SBP is committed to the safety and efficiency of Pakistan's National Payment System (NPS). SBP is working to develop a modern and robust Payment system as outlined in its Vision 2020.

In order to achieve the strategic objective as outlined in its Vision 2020, the SBP intends to establish a fully integrated national payments processing system, which will:

1. Provide foundation for the development of a range of innovative payment systems and services
2. Accelerate the move towards adoption of Digital payment instruments.
3. Reduce risks in the financial system in line with the Principles of Financial Market Infrastructure (PFMIs).
4. Promote efficiency and convenience, and foster trust, in the NPS for both individual and institutional users.

The SBP in order to achieve the above objectives, intends to hire the services of a reputable and experienced consultancy firm to provide consultancy for the state of art, fully integrated and interoperable National Payment Systems Platform, under the umbrella of World Bank's Financial Inclusion Infrastructure Project (FIIP).

2. Current Infrastructure at SBP

State Bank of Pakistan currently owns and operates Pakistan Real-time Interbank Settlement Mechanism (PRISM) system capable of performing real-time gross settlement for the participating institutions including Banks/MFBs, Development Financial Institutions, Clearinghouses and Payment Systems Operators etc. PRISM Systems also offers the traditional RTGS Systems features such as Intraday Liquidity Facility, Gridlock Resolution and Queuing for interbank payments as well as Government Securities Settlement on Delivery vs Payment functionality.

3. Objective

Consultancy for the National Payment Systems Platform comprising Automated Transfer System (ATS+), covering appropriate architecture to support real time retail as well as wholesale payments as well as settlement and integration of the proposed platform with other payment systems operating in Pakistan where applicable. Project Management for the Implementation of the proposed platform.

4. Scope of Work and Deliverables

1) Study of existing payment systems landscape in Pakistan

- Scan the existing Payment Systems Infrastructure in Pakistan and provide recommendations for the improvement in the existing infrastructure.
- Engagement with the potential participants, operator and beneficiaries of the system to establish common understanding and align plan according to the objectives, goals and requirements of ATS+ system under National Payment Strategy.

- Analysis of legal, regulatory and operational environment to identify requirements, constraints and specific action items.
- Recommendations for the adaption of International Messaging Standards i.e. ISO 20022 by the banks and payment systems in Pakistan.
- Identify the innovative payment methods and instruments such as e-money and m-money that can be used to encourage payment digitization.

2) Work plan including benchmark and targets to be achieved i.e. State-of-the-art ATS+ system

- Prepare an overall framework, design and architecture of ATS+ system infrastructure requirement.
- Develop industry and enterprise architecture of the required ATS + system on an internationally recognized standard.
- Provide complete security architecture of the system.
- Provide specifications, design, scheme and integration of existing platforms with the new system.
- Review and align with the goals and objective for the acquisition and implementation of ATS+ system aligned with National Payment System Strategy.
- Providing benchmarks and critical timelines in the form of a Gantt chart for the project management for the acquisition and implementation of ATS+ system
- Provide detail, testing, assessment and acceptance criteria and plans as per the scope of work.
- Identify technical requirements and develop detail technical design including core, ancillary and integration components (end-to-end)

3) Assist in implementation and provide project management consultancy for project life cycle for installation of State-of-the-art ATS+ system at State Bank of Pakistan.

- Provide detailed Procurement documents (Such as EOI, RFP/Bidding documents, evaluation criteria, evaluation/comparison reports) as per World Bank and/or SBP's Procurement rules.
- Assist in implementation and provide project management consultancy for the overall governance and supervision of project life cycle. The supervision will be involved in procurement, acquisition and implementation of the system to guide developments, resolve issues and document activities at all stages as per the recommended work plan by the consulting firm.
- Assist SBP in completing the bidding formalities with approval of SBP
- Supervision of the Installation of ATS+ till finalization in light of the scope of work to the satisfaction of SBP Procurement and Technical team
- Assess implementation against the prescribed requirements, criteria and standards and all project development and provide recommendations for the final acceptance and closure of the project.

4) Developing SBP officials' capacity and post-implementation requirements

- Provide complete history of developments, activities, knowledge, learnings before the end of the combined (and assist in doing so as per requirement).
- Develop SBP officials' functional, technical and operational capacity to manage the ATS+ system in the long run.
- Provide an optimized institutional structure, roles, responsibilities and associated resource requirements to run and manage the system.
- Provide SOPs, support and guideline manuals for all components of the system.
- Provide future strategic recommendations for sustainable development and operations of the system.
- Provide on-site assistance and support during post implementation phase for a period of at least six months.

5. Duration and Timelines

The consultancy for National Payment Systems Implementation is expected to start from December 2019. The conclusion of the project will be dependent upon consulting team's project management of the implementation and testing of the SBP-operated payment systems until go-live that is expected not later than February 2022. Expected duration is between 2 to 2.25 years maximum.

6. Payment Terms

Sr. #	Deliverables for Consultancy of National Payment Systems Implementation	Timeline	Payment Schedule
1	Prepare an overall framework and design architecture based on use cases for retail and high value payment systems and payment instruments based on best practices and international principles.	90 days from the signing of the contract	15%
2	Develop a work plan including benchmark and targets to be achieved during consultancy.	180 days from the signing of the contract	10%
3	Assist in implementation and provide project management consultancy for project life cycle for installation of State-of-the-art ATS+ systems at State Bank of Pakistan. This includes developing an RFP for the ATS+ and provide consequent project management for the procurement of the same. The deliverables include the following four (4) tranches: <ul style="list-style-type: none"> • Providing technical and business to SBP on IT platforms required for the wholesale, retail and micro payments. • Developing an RFP based on the technical and business recommendations as per World Bank rules • Assist SBP in completing the bidding formalities with approval of SBP • Supervision of the Installation of ATS+ till finalization in light of the scope of work to the satisfaction of SBP Procurement and Technical team 	570 days from the after the work plan has been developed	40% (in four different tranches, 10% each)
4	Develop SBP officials' functional, technical and operational capacity to implement wholesale, retail and micro payment platforms.	60 days from successful installation of ATS+	15%
5	Project Completion Report after satisfactory completion of all deliverables	On project completion/ ending	20%
	Total Duration of the Consultancy	810 days (27 months)	

7. Reporting & Coordination

The main point of contact for this exercise from SBP will be:

Rajeev Gulrajani
Assistant Director
Payment Services Division
State Bank of Pakistan
II Chudrigar Road
Karachi

Tel: +9221-33113449

8. Ownership of Confidential Information

The consulting firm would ensure that all the data/ information collected under this consultancy is kept confidential and will be the sole and exclusive property of SBP. The consulting firm will not, acquire any right, title or interest in or to any of the confidential information collected for this consultancy.

Section III:

Instructions to Consultants

1. Scope of Expression of Interest	State Bank of Pakistan, having its principal place of business at I.I. Chundrigar Road, Karachi, Pakistan which terms, wherever the context permits shall be deemed to include its subsidiaries hereinafter interchangeably called the "Bank" invites sealed Interests for "Consultancy for National Payment Gateway and Payment Systems" <i>under World Bank financed project</i> titled "Financial Inclusion & Infrastructure Project" .									
2. Eligibility of the Consultant	The Consulting firms will be required to fulfil the eligibility criteria as defined in paragraph, 3.21 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 [<i>Revised November 2017 and August 2018</i>] ("Procurement Regulations")									
Qualification of the Consultants	<p>All the consulting firms are eligible to participate in the procurement process if they meet the following eligibility criteria. Further shortlisting process will be carried out as per paragraph 7.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 [<i>Revised November 2017 and August 2018</i>] ("Procurement Regulations")</p> <table border="1" data-bbox="416 837 1406 1182"> <thead> <tr> <th data-bbox="416 837 443 922">#</th> <th data-bbox="443 837 1034 922">Qualification/ Shortlisting Criteria</th> <th data-bbox="1034 837 1406 922">Evaluation Parameter</th> </tr> </thead> <tbody> <tr> <td colspan="3" data-bbox="416 922 1406 965">1- Qualification Criteria</td> </tr> <tr> <td data-bbox="416 965 443 1182">1</td> <td data-bbox="443 965 1034 1182">The participating firm/joint venture/sub consultant should not be blacklisted/debarred/Sanctioned by any Organization/agency and information provided in Request for expression of interest response/submission is correct.</td> <td data-bbox="1034 965 1406 1182">Mandatory Criteria</td> </tr> </tbody> </table> <p>Only eligible qualified firms ((i.e. after meeting mandatory qualification criteria) will be further evaluated against score based evaluation criteria.</p> <p align="center">2- Score Based Evaluation Criteria</p> <p><u>GENERAL CAPABILITY:</u></p> <p>1. The firm shall be in the business of providing consulting services :</p> <p style="margin-left: 40px;">a. 5 years' experience = 10 points b. More than 5 years' experience but less than 10 years' experience = 20 points c. More than 10 years' experience = 25 points</p> <p align="right">[Max. Score = 25]</p> <p><u>RELEVANT EXPERIENCE:</u></p> <p>1. Prior experience of working with national and/or international agencies/firms/companies/intergovernmental organizations that have been involved in payment systems at a national /international level.</p>	#	Qualification/ Shortlisting Criteria	Evaluation Parameter	1- Qualification Criteria			1	The participating firm/joint venture/sub consultant should not be blacklisted/debarred/Sanctioned by any Organization/agency and information provided in Request for expression of interest response/submission is correct.	Mandatory Criteria
#	Qualification/ Shortlisting Criteria	Evaluation Parameter								
1- Qualification Criteria										
1	The participating firm/joint venture/sub consultant should not be blacklisted/debarred/Sanctioned by any Organization/agency and information provided in Request for expression of interest response/submission is correct.	Mandatory Criteria								

	<p>a. Local Implementation/execution of Project = 5 points per project, <i>Maximum Score: 30 points</i></p> <p>b. International implementation/execution of project = 10 points per project <i>Maximum Score: 20 Points</i></p> <p style="text-align: right;">[Max. Score = 50]</p> <p><u>TECHNICAL CAPABILITY:</u></p> <p>1. Verifiable experience in consulting or implementation services with minimum worth of PKR 25 million against each project:</p> <p style="padding-left: 40px;">a. 5 points per project</p> <p style="text-align: right;">[Max. Score = 25]</p>	
<p>3. One Interest per entity</p>	<p>Interested Firms / Consultants shall submit only one Interest, either individually or as a partner in a joint venture or as sub-consultant as per paragraph 3.20 of “Procurement Regulations for IPF Borrowers” July 2016 [<i>Revised November 2017 and August 2018</i>].</p> <p>All partners of the joint venture shall be legally liable, jointly and severally, during the bidding process and for the execution of the contract in accordance with the contract terms, and a statement to this effect shall be included in the authorization. In the event of a successful proposal, payment will be made to lead partner.</p> <p>For firms who shall be in an arrangement of sub-consultant, only the experience/capacity of lead firm shall be assessed. However, such arrangement should be clearly mentioned in Expressions of Interest Response.</p>	
<p>4. Cost of Expression of Interest</p>	<p>The interested participating firms shall bear all costs associated with the preparation and submission of their interest, and the Bank will in no case be responsible or liable for those costs.</p>	
<p>5. Contents of Expression of Interest</p>	<p>The contents of the Expression of Interest (EOI) Documents are listed below. These should be read in conjunction with any addenda.</p> <p style="padding-left: 40px;">i) Request for Expression of Interest ii) Terms of Reference iii) Instructions to Consultants iv) Shortlisting/Qualification Criteria</p>	
<p>6. Amendment of Expression of Interest Documents</p>	<p>i) At any time prior to the deadline for submission of Interest, the Bank may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective firm/consultant, amend the Request for Expression of Interest (REOI) document. Amendments will modify or replace/supersede earlier ones.</p>	

	ii) Amendments will be provided in the form of Addenda to the Request for Expression of Interest (REOI) document, which will be sent in writing to all prospective participants who received the EOI Documents from the Bank. Addenda will be binding on participants. Participants 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 participants in its interest / submission
	In order to allow prospective firms/consultant reasonable time in which to take the amendment into account in preparing their Interests, the Bank may, at its discretion, extend the deadline for the submission of Interests.
A. Preparation of Interests	
7. Language of Interests	The Interests prepared by the consulting firms, as well as all correspondence and documents relating to the Interests exchanged by the participants and the Bank shall be written in English or Urdu. Supporting documents and printed literature furnished by the participants in another language should be accompanied by an accurate translation of the relevant passages in English or Urdu; in this scenario interpretation of the translation shall prevail.
8. Documents Comprising the Interests	The Interests submitted by the consulting firms shall comprise all the documents to establish their Shortlisting/Qualification including incorporation/registration documents as per prevailing laws which includes but not limited to copies of incorporation certificate, tax registration certificates, active taxpayer proof, and other documents in support of Shortlisting/qualification Criteria etc. The successful bidder will ensure compliance with all relevant local tax laws of purchaser country including necessary registration if any required.
B. Submission of Interests	
9. Sealing & Marking of Interests /	The participants shall submit one original and two copies of each Expression of Interest documents in separate envelopes; duly marked the envelopes as "ORIGINAL INTERESTS DOCUMENTS" and "COPY NO. [number]."
10. Deadline for Submission of Interests	Interests must be received by the Bank by the time and at the address specified in Request for Expressions of Interest.
11. Opening of Interests	Expressions of interest shall be opened on same day (submission date) at the time specified in Request for Expression of Interest in the presence of representatives of consulting firms who may choose to be present. The address for opening of Interest is as follows: Learning Resource Centre, State Bank of Pakistan, I.I Chundrigar Road, Karachi
12. Late Submission of Interest	The Bank will not entertain the Interests received after the prescribed deadline. However, same may be entertained if it fulfills the requirement of paragraph 7.1 (e) of "Procurement Regulations for IPF Borrowers" July 2016 [Revised November 2017 and August 2018].

C. Evaluation of Interests

13. Selection procedure for shortlisting of Firms	<p>The shortlisting will be done pursuant to paragraph 7.17 of Section VII (Approved Selection Methods Consulting Services) of “Procurement Regulations for IPF Borrowers” July 2016 [Revised November 2017 and August 2018]. The said paragraph mention as follows:</p> <p><i>“The shortlist shall include not fewer than five (5) and more than eight (08) eligible firms. The Bank may agree to shortlist comprising a smaller number of firms when not enough qualified firms have expressed interest in the assignment, not enough qualified firms could be identified, or the size of the contract or nature of the assignment does not justify wider competition.”</i></p> <p>Note:</p> <p>In case more than one firm have obtained the same overall score, the firm with the highest score in relevant experience i.e. criteria no. 2 will be shortlisted. In case if more than one firms have the same relevant experience as well, then the firm with the oldest incorporation will be shortlisted.</p>
14.Evaluation and Comparison of Interests	<p>Pursuant to Evaluation Criteria contained in this document the Interests submitted by the participants as per Guidelines for Submission of Interests (Section IV) shall be evaluated in detail as per criteria given in Section III.</p>

Section IV- Shortlisting/Qualification Criteria

The Evaluation of Interests will be ascertained based on following parameters:-

#	Qualification/ Shortlisting Criteria	Evaluation Parameter	Means of Verification	Reference in EOI.
Eligibility Criteria				
1	The participating firm/joint venture /sub consultant should not be blacklisted/debarred/sanctioned by any Organization/agency and information provided in Request for expression of interest response/submission is correct.	Mandatory Criteria	Undertaking on Firm's letterhead.	
Only eligible firms ((i.e. after meeting eligibility criteria) will be further evaluated against score based evaluation criteria.				

Score Based Evaluation Parameters	Means of Verifications	Reference in EOI
<p>General Capability:</p> <p>1. The firm shall be in the business of providing consulting services:</p> <p style="margin-left: 40px;">a. 5 years' experience = 10 points</p> <p style="margin-left: 40px;">b. More than 5 years' experience but less than 10 years' experience = 20 points</p> <p style="margin-left: 40px;">c. More than 10 years' experience = 25 points</p> <p style="text-align: center;">[Max. Score = 25]</p>	Certificate of incorporation / oldest contract	
<p>Relevant Experience:</p>		
<p>1. Prior experience of working with national and/or international agencies / firms / companies / intergovernmental organizations that have been involved in payment systems at a national/international level.</p> <p style="margin-left: 40px;">a. Local Implementation/execution of Project = 5 points per project, <i>Maximum Score: 30 points</i></p> <p style="margin-left: 40px;">b. International implementation/execution of project = 10 points per project <i>Maximum Score: 20 Points</i></p> <p style="text-align: center;">[Max. Score = 50]</p>	Completion certificate /Sufficient documentary evidence	

Technical Capability:		
<p>1. Verifiable experience in consulting or implementation services with minimum worth of PKR 25 million against each project:</p> <p>b. 5 points per project</p> <p style="text-align: center;">[Max. Score = 25]</p>	Sufficient documentary evidence for completed/on going projects	

Note:

- 1- After meeting mandatory eligibility criteria, minimum passing score is 60%. However, maximum number of consultants to be shortlisted will be observed as per paragraph 7.17 of the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016 [Revised November 2017 and August 2018] (“Procurement Regulations”), the said paragraph is reproduced as follows:

“The shortlist shall include not fewer than five (5) and more than eight (08) eligible firms. The Bank may agree to shortlist comprising a smaller number of firms when not enough qualified firms have expressed interest in the assignment, not enough qualified firms could be identified, or the size of the contract or nature of the assignment does not justify wider competition.”

- 2- In case more than one firm have obtained the same overall score, the firm with the highest score in relevant experience i.e. criteria no. 2 will be shortlisted. In case if more than one firms have the same relevant experience as well, then the firm with the oldest incorporation will be shortlisted.
- 3- The shortlisted Firms / Consultants will be issued the Request for Proposal documents for soliciting sealed Technical and Financial Proposals under Quality and Cost based Selection method” as mentioned in paragraph 7.2 of “Procurement Regulations for IPF Borrowers” July 2016 [Revised November 2017 and August 2018]. The Interests should be submitted in sealed envelopes.
- 4- Only the Interests submitted in hard copy will be entertained.

GUIDELINES FOR SUBMISSION OF INTERESTS

1. Eligible consulting firm(s) should submit Expressions of Interest (EOI) in English/Urdu language along with relevant complete details of their qualification and experience as requested hereunder: -
 - i. Name, address, Phone, Fax and E-mail address along with postal and telegraphic address for the head office, branch offices and contact personnel;
 - ii. Certificate of Incorporation/Registration with authorized government department(s) of the firm/association either Sub-consultants or Joint Venture, as Legal Entity. In case of local participating firm copy of tax registration certificate /ATL.
 - iii. Corporate Profile providing sufficient information/details in following, but not limited to, areas in respect of a firm/each associating firm of a joint venture: -
 - (a) Years of operations;
 - (b) Management Structure/Organogram & Systems of the firm with relevant information about Board/Directors etc.;
 - (c) Core competencies having information in the related areas;
 - (d) CVs of technical resources;
 - iv. Certificate of affiliations with different bodies and ratings if any.
 - v. Any additional documents to support relevant experience of consultancy firm/joint venture;
 - vi. In case of firms, participating in an association, sub-consultant or JV, original Letter(s) of Association from each associating partner, confirming the Lead Partner/Partner in Charge, on the letter head of a firm/partner duly signed and stamped, must be provided;
 - vii. List and status of litigation/arbitration by the consultancy firm or any member of the joint venture(s) against a client, if any;
 - viii. Affidavit from all the participating partners of the association confirming that: (a) applicant firm/joint venture(s) has never been blacklisted by any International, Government/Semi Government Organization and (b) All the information provided by the applicant firm/joint venture is correct.
2. Interested firm(s) must provide lucid information as per above requirements indicating that they are qualified to perform above services and must provide only materials that would be specific to the proposed services, and to avoid submitting generic promotional material.
3. If the EOI response consists of more than one volume, the applicant must clearly number the volumes constituting the EOI and provide an indexed table of contents for each volume. All documents should be securely bound.
4. Any further information/clarification by SBP BSC can be sought.