

Request for Proposal (RFP)

1. **Develop a Strategic Business Plan and financial model with a primary emphasis on successfully recovering the historical toxic loan portfolio and achieve robust growth**
2. **Review of Processes for improvements and training of Key personal**

Version 1.

Last Date of Submission: January 28, 2024

NRSP Microfinance Bank Limited

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CONDITIONS OF TENDER

# Tender procedure

## General

The rules of the present Tender are in accordance with the Financing Agreement between NRSP Bank and PROPARCO as well as Procurement Committee Rules of the NRSP Bank. These Conditions of Tender contain the General Conditions (Chapter 1 to Chapter 6) and the Special Conditions of Tender (SCT) (Chapter 7). The Special Conditions of Tender are referred to in the text by “⇨SCT” and summarised in Chapter 7.

Bidders are advised to thoroughly study both the General and the Special Conditions to avoid downgrading or rejection.

## Project Executing Agency

The Project Executing Agency subsequently called PEA is NRSP Microfinance Bank Limited.

## Presentation of Tender

The Tender (Original and Copy) should be submitted in **one sealed package containing** **two** **clearly marked separate envelopes**: one marked as “**Technical Proposal**” and another marked as “**Financial Proposal**”. Both envelopes shall be sealed and no information on the financial proposal shall be contained in the Technical Proposal.

The package shall display the following information:

* the address where Tenders have to be sent;
* the title of the call for Tenders such as indicated in the Advertisement;
* the Tenderer’s name;
* the following words clearly visible: “Call for Tenders – Not to be opened by the Postal/Courier Service.”

## Language of the Tender

The technical and financial proposals as well as all communication related to the present Tender shall be prepared in the English language.

## Submission of Tender

Tenders should be sent in one (1) clearly marked and signed original, one (1) hard copy and one (1) electronic copy on USB/CD/DVD. Each of the different parts of the tender namely the technical proposal and the financial proposals shall be submitted in separate and sealed envelopes via postal service, against confirmation of receipt, to the address indicated.

The deadline for receipt of Tenders is January 28, 2024. All Tenders received after that deadline will be rejected automatically without being evaluated.

## Validity Period of Tenders

Unless otherwise stated in the ⇨SCT the period of validity of the Tenders counted from the deadline for receipt of Tenders is 90 days.

## Information Visit to Site and Pre-Bid Meeting

Tenderers are invited to carry out an information visit to the site in order to familiarise themselves with the local conditions relevant for the execution of the services to be provided. Interviews may be arranged with the PEA. Tenderers shall contact the addresses indicated in the ⇨SCT in due time before the visit to announce themselves and to allow for appropriate arrangements.

It is understood that all information visits to the site are at the Tenderer’s own expense and risk.

## Request for Additional Information

Any question, communication or requests for additional information concerning this call for Tenders are only permitted in writing (email) and up to one (1) weeks before the deadline for the submission of the proposals. Such requests are to be sent to the address indicated in the ⇨SCT. If any clarification of the call for Tenders proves necessary, the answers will be communicated simultaneously in writing to all Tenderers.

## Amendments to the Tender Dossier

Any change made to the Tender dossier during the Tender period by the PEA will be communicated forthwith in writing to all prospective Tenderers who have been provided with the Tender documents, together with notice of any extension of the Tender period which the PEA may consider necessary to enable Tenderers to take account of such a change.

## Association

The Consultants must have local expertise in Pakistan or in case of foreign consultant he must have association with any consultants already working in Pakistan.

# Contents of the tender

## Technical Proposal

Unless otherwise stipulated in the ⇨SCT the technical proposal shall contain:

a) Covering Letter,

Covering letter comprising the consultant’s name, address, contact person, telephone, fax and email, if applicable mention the association for this project.

b) Composition of firms

Including clear statements of type of enterprise (i.e. Sole Proprietorship, Company or Partnership Firm etc.) and in case of a foreign enterprise then name of their local alliances in Pakistan.

c) Critical Analysis of Project Objectives and Terms of Reference (TOR)

The Tenderer is explicitly encouraged to present a detailed critical analysis and the Tenderer’s interpretation of the project’s objectives and the TOR. This might encompass critical comments and doubts about the suitability, consistency and feasibility of individual aspects and the concept as a whole, if any. The methodology suggested must take constructive account of these.

d) Proposed Concept and Methods

This section will contain:

* Conceptual and methodological approach proposed to carry out the services. In this context, the Tenderer is explicitly encouraged not to repeat the TOR but to show the suitability of his concept in regard to the TOR and his comments made on these;
* A working programme (bar chart) showing clearly the different project phases as well as the main tasks planned, their duration and their interactions. The chart shall also include milestones, deadlines for discussions, decisions and submission of reports;
* A staff assignment matrix clearly showing the proposed team of experts, backstopping and supporting staff and the activities for which they will be assigned.
* A staffing schedule clearly showing times and places of effective assignment for each professional. The chart shall be completed or accompanied by a table stating the responsibilities and precise periods of duty for each professional by places of assignment. These periods shall be broken down to each project phase. In this table the assignment of expatriate and local staff will be treated separately. The Tenderer is encouraged to include junior staff in his team subject to available guidance within a team headed by senior professional staff and application of adequate rates. If certain tasks are not exclusively performed at site, the Tenderer has to describe how the execution and co-operation between site and home office staff is assured;
* A statement of work organisation and an organisation chart showing the Tenderer’s (association’s) internal organisation as well as the interactions with the PEA and PROPARCO as well as with other stakeholders. Responsibilities within the project team have to be defined;
* Envisaged back-up services by the home office for the team working locally on technical and administrative questions that could arise during project implementation as well as for the controlling and monitoring of the work;
* Procedures for quality control management of services (reports, documents, drawings), including those prepared by associates, sub-consultants and local partners, before submission to the PEA. Plain reference to ISO 9001 is not considered to be adequate;
* Planned logistics and facilities for the execution of the services.

The Tenderer is invited to comment those items of the above-mentioned fields that require additional explanation. The texts and information should be compiled and presented in a way that is related to the project. Tenderers shall refrain from long explanations in the style of a textbook. The presentation of diagrams, tables and graphics is preferred.

e) Key Staff

The Tenderer shall provide a detailed description of tasks to be performed by each team member (including back-up staff in the home office) as well as details on selection and experience of the proposed members with regard to their tasks.

Furthermore, the Tenderer shall provide updated curricula vitae (CV) of the proposed key staff and professional support staff according to the model given in Annex D-1. Key staff should have adequate education, professional experience and experience in the region. Unless stipulated otherwise in the ⇨SCT, region includes the country and neighbouring countries with similar political, socio-economic and cultural conditions. It is particularly expected that key staff has project- and job/post-related experience and has completed similar tasks in similar projects of similar magnitude and with international financing. The CV shall indicate whether the proposed staff member is part of the Tenderer’s permanent personnel or not. To support transparency and for ease of evaluation the Tenderer has to summarise the essential data of proposed key staff according to the Table in Annex D-2. In case of ambiguities the CV prevails.

List of available personnel structure(Annex D-3) for the envisaged services with information about education, professional experience, regional experience, years with firm, specific project-related experience and experience in similar posts. This list shall allow a profound judgement on the consultants’ general ability to provide the required personnel having the specific experience for the project in case of an offer. Personal that belongs to the firm or have a long cooperation gets more points.

Key staff presented in the Tenderer’s proposal may not be replaced without the prior approval of the PEA. The Tenderer shall only replace staff with a person of equal or better qualification.

f) Sub-contractors

The Tenderer will clearly specify the services to be carried out by sub-contractors other than those being part of the Consultant/Association. This basically includes all additional services. He shall indicate the firms to whom he intends to sub-contract such services.

g) Project References

List of Project References carry out as (Annex D-4) covering the past 5 years and strictly related to the envisaged services (maximum 15 references).

h) Statements and Declarations:

The Tenderer shall provide the following statements and declarations issued after the date of the Public Announcement of the invitation to tender:

*i)* Statement on **affiliations** of any kind with other firms that may present a conflict of interest in providing the envisaged services.

*ii)* **Declaration(s) of association** duly signed by the partners and specifying clearly the type of association and the lead firm. Sub-contractors also need to submit a declaration of association.

*iii)* **Declaration on affiliated firms**: In a duly signed declaration the Tenderer (in case of an association one separate declaration for each member) has to reveal any links with other firms and give a binding declaration that should he be awarded the contract the firms with which he is associated will not intend to take part in the project in any other form. Sub-contractors do not need to submit the declaration.

*iv)* **Certified statement of financial capacity** of the lead consultant and all associated partners showing the necessary average annual turnover as stipulated in the ⇨SCT. Balance sheet, statement of turnover or annual tax statement or profit and loss account all of the last three years) and confirmation of guarantee limit given and still available by the company’s principal bank.

**Note**: The Technical Proposal has to be submitted **in a separate and sealed envelope**.

## Financial Proposal

Based on the quantities of staff and other services the Tenderer will submit a Financial Proposal. All rates will be in the EUR currency. In the case of construction supervision or training projects the Tenderer shall assume a contract period as indicated in the ⇨SCT for the purpose of a fair evaluation and comparison of the staff input and related costs.

The Financial Proposal shall contain the following information and be structured as detailed in Annex E.

a) Cost of Personnel for international and local/regional staff including monthly home office rate, including salary, social charges and overhead cost, bonus, vacation and sick leave, home office cost, all medical examinations, professional training, back-up services from home office (professional, personal and administrative), cost of IT equipment, company's professional insurance, risk and profit.

b) Allowance and accommodation for expatriates (hotel rent or provision of flat/house with provision of furniture and equipment through rent or purchase) and, if necessary, for local staff (per month).

c) International Travel Cost contain

* international air fares, including complementary travel cost (e.g. transfer cost to and from airports, visa, airport tax, excess baggage and / or air freight, medical expenses, visa, etc.) as a lump sum item per round trip.
* air fares for inspection flights, if any

d) Cost for Local Transport contain

* lease or rent of project vehicles or depreciation cost of vehicles owned by the Tenderer as lump sum item per month of operation (for acquisition of vehicles under the project budget and the related procedures refer to item g) hereunder);
* running cost of own or leased/rented vehicles as a monthly lump sum item per car including gasoline, oil, tires and other consumables, all risk insurance, maintenance and repair costs as well as costs for driver;
* cost for local air, road and rail travel, if any, as a lump sum item;
* taxi costs for local transport.

e) Cost for the Local Project Office shall be offered as monthly lump sums, consisting of

* office rent
* office operation cost (include cleaning, electricity, water, heating, air conditioning, insurance, telecommunication, international and local freight, etc. and all office consumables).

f) Production of Reports shall be offered as lump sum item per copy of a specific report covering costs for report production (including freight and local distribution) as specified in the TOR or in the Technical Proposal. The cost of progress photographs, whether specifically taken and used for the reports or not, are included in the relevant lump sum item as well.

g) Procurement of equipment: The Financial Proposal shall include procurement of all office and work equipment like vehicles if any, (other than leased/rented or owned by the Tenderer), furniture, appliances, survey, measuring and test instruments etc., which the Tenderer deems necessary for the execution of the project and which, after termination of his services, will be handed over to the PEA taking into account normal wear and tear under the operational conditions of the project. The respective cost shall be included as lump sum item. No handling charges will be accepted.

Note: Procurement of goods and services for the project implementation through a disposition fund or otherwise has to be managed and controlled through inclusion of qualified and adequate staff in the team.

h) Miscellaneous costs include all expenses that might not be covered by the above categories. These costs should be expressed as lump sum items (preferably) otherwise they will be reimbursed in the currency as occurred upon presentation of documentary evidence. The following examples may fall under miscellaneous costs:

* acquisition of town maps, aerial photographs, satellite images;
* rental of project equipment (e.g. for geophysical surveys);
* preparation and management of workshops and seminars;
* other budgets/provisional sums for various items, services or other expenses as already indicated in the model of statement of costs – if any.

Unless otherwise stated in the ⇨SCT taxes have to be indicated separately in the Financial Proposal.

Unless otherwise stated in the ⇨SCT no other cost items except those stated above will be accepted in the Financial Proposal and considered for payment. If the Tenderer considers an important cost component not covered by the above instructions, he may ask permission to include such item. Such a request shall reach the PEA not later than one (1) week before the submission date. The result will be communicated as a circular letter to all Tenderers.

**Note**: The Financial Proposal has to be submitted **in a separate and sealed envelope**.

# Payment conditions

## Currency

All payments will be made in the currency (currencies) indicated in the ⇨SCT.

## Taxes and Duties

Unless otherwise stated in the ⇨SCT the Tenderer shall prepare his offer inclusive of all kinds of taxes and duties as applicable in Pakistan. The tenderer shall prepare his offer assuming that while making any payment to the tenderer all kinds of taxes and duties applicable in Pakistan shall be withheld from their payment. Even if these are not mentioned in the proposal from consultant, it would be construed that the Contract Sum mentioned in the proposal are inclusive of taxes as applicable in Pakistan at the time of payment.

## Price Adaptation

Unless otherwise indicated in the ⇨SCT all unit and lump sum rates presented in the Financial Proposal, with the exception of reimbursables, shall be considered fixed for the complete period of contract.

## Terms of Payment

The Tenderer shall assume for the preparation of his Financial Proposal that payments will be made in the following sequence:

Advance Payment: Unless stipulated otherwise in the ⇨ SCT the Consultant may claim 20% of the Contract Sum as an advance payment after signing of the contract.

First instalment: Unless stipulated otherwise in the ⇨ SCT, 30% of the Contract Sum shall be paid upon presentation and acceptance of the first draft of the Strategy Documents and presentation of invoice

Second instalment: 20% of the Contract Sum shall be paid upon presentation and acceptance of the final draft of the Strategy Documents and presentation of invoice.

Final Payment: the balance of 30% of the Contract Sum shall be paid upon completion of the project and after acceptance of the Final Report by PEA and PROPARCO and submission of the final invoice.

If the Tenderer requests changes in the disbursement schedule, he has to justify such a request adequately in his Proposal as an option. He may also make suitable and justified proposals for the conversion of reimbursable items to lump sums based on fixed rates. The final procedures and terms of payment will be defined during contract negotiations.

Unless otherwise stipulated in the Standard Consulting Contract or ⇨ SCT all invoices for interim and final payments including the corresponding report have to be approved by the PEA.

Special payment or invoicing conditions – if any – are indicated in the ⇨SCT.

## Guarantees

Unless otherwise stated in the ⇨SCT neither a tender guarantee nor a performance guarantee is required.

# Organisation of services

## Project Duration

The duration of the project from commencement of services until presentation of the draft final report is indicated in the ⇨SCT. Approval periods for review and comments by PEA and PROPARCO are indicated in the ⇨SCT. These are included in the project completion period.

## Services Required

The services must satisfy in all respects the requirements laid down in the Terms of Reference (TOR) given in Annex A which will be part of the Consulting Contract. The preparation of the Tenderer‘s proposal includes a critical verification of these services and, if necessary, their completion or modification according to the Tenderer’s own assessment of the local situation and his professional experience in order to achieve the set project objectives. In this context, the local standards and laws will be respected.

## Performance of Services

The Consultant shall co-ordinate all his activities with the project co-ordinator designated by the PEA. All official communications to the PEA concerning the project are to be addressed.

Unless stipulated otherwise in the ⇨SCT the Consultant will render his services in the project country. He will integrate the staff of the PEA as much as possible in his daily work in order to ensure a maximum of know-how transfer. In case services are to be performed outside the project country, the Tenderer shall submit detailed proposals in his technical offer.

## Contribution of PEA

The Tenderer will take into account in his financial proposal that the PEA will

* provide the Tenderer with all the information, data, documents, documentation, etc. in his possession and necessary for the completion of his services, free of charge, for the duration of the project;
* ensure that the Tenderer has all the necessary permits to obtain further information (see above);
* support the Tenderer in obtaining all the necessary working permits, residence permits and import licences;
* provide other contributions as stipulated in the ⇨SCT.

# Tender evaluation

## General

The selection of the Consulting firm for the execution of services will be made in accordance with the Financing Agreement between NRSP Bank and PROPARCO as well as Procurement Committee Rules of NRSP Bank.

## Technical Proposal

Only the Technical Proposals of the tenderers will be opened while Financial Proposals will remain sealed until the technical evaluation is completed.

The quality of each technical proposal will be evaluated on a scale of 0 to 100 points, according to the criteria given in the ⇨SCT, which will be examined in accordance with the requirements as indicated in the Terms of Reference.

If there are minor omissions in relation to the TOR, points will be deducted. Omissions that restrict comparison with other tenders, and disrespect of the proposed structure and content of the proposal may lead to the exclusion of the applicant. Tenders are also rejected if the declarations required have not been submitted.

## Financial Proposal

After evaluation of the Technical Proposal, the Financial Proposals of those Tenderers will be opened whose technical Proposal achieved a minimum of 65%.

After correcting any arithmetical errors, the price quotations will be assessed using the total price (including customs and excise duties, taxes, levies and other charges in the project country). Reimbursables can be adjusted for the purposes of the assessment or excluded from the assessment, if this is the only way to make price quotations comparable. Optional offers of services will only be included in the assessment of price quotations if all bidders were requested to submit such offers in accordance with the terms of the invitation to tender. Any items missing in individual offers but necessary will be added. This will be done on the basis of the highest price of the corresponding cost item of the other Tenderers.

If foreign and local currencies are accepted (see ⇨SCT) local costs will be converted to Euro at the exchange rate of the submission date and that total cost will be used for the financial evaluation.

## Final Evaluation

For the purpose of a combined evaluation the Technical Proposal of a Tenderer will be weighted 70% as follows:

PT = 70 \* T/To, with

 PT = attributed score for Technical Proposal,

 T = Tenderer's score in the technical evaluation,

 To = highest 'technical' score of all Tenderers.

Unless otherwise stipulated in the ⇨SCT the Financial Proposal of a Tenderer will be weighted 20 % as follows:

PF = 30 \* Co/C, with

 PF = attributed score for the Financial Proposal (points),

 C = Tenderer's corrected price of the Financial Proposal,

 Co = lowest corrected Financial Proposal.

The total score of the Tender is

P = PF + PT.

The Tenderer who submitted the proposal with the highest total score will be invited for contract negotiations. The negotiations will clarify the work and methods to be used and any necessary staffing schedule adjustments. Fees and unit prices for incidental costs and services that were to be offered on a lump-sum basis pursuant to the Conditions of Tender are, in principle, not subject to negotiation as they were already taken into account in assessing the Financial Proposal. If the negotiations with the Tenderer having the highest score will not be successful, negotiations with the Tenderer placed next will be undertaken until an agreement will be reached.

## Consulting Contract

The Technical and Financial Proposals of the successful Tenderer will become part of the Contract to be concluded. PEA and PROPARCO, however, reserve the right to negotiate and adapt those parts of the Tenderer's proposal which are considered inadequate with the requirements of the work.

After receipt of PROPARCO’s approval, the Contract with the selected Tenderer will come into force upon signing by the Tenderer and the PEA and achievement of effectiveness of the Project funding.

# Other

## Unsuccessful Tenderers

After the evaluation of the Technical Proposals the PEA will inform in writing those Tenderers that have not achieved the minimum required score. Their Financial Proposals will be returned unopened.

After the conclusion of the negotiations and receipt of PROPARCO’s consent to the negotiated Contract, the remaining Tenderers will be informed in writing by the PEA about the rejection of their proposals.

## Cancellation of Tender

The tender procedure may be cancelled, prior to awarding the Contract, without thereby incurring any liability to the Tenderers, and notwithstanding the stage in the procedures leading to the conclusion of the Contract, if

* there was no adequate competition;
* none of the bids for services achieved the required minimum number of points;
* fundamental technical or financial aspects on which the invitation to tender was based have changed significantly prior to award of the contract; or
* the price quotations are obviously and excessive.

In the event of cancellation of the Tender procedure, Tenderers shall be notified thereof by the PEA. Such Tenderers shall not be entitled to compensation.

## Other conditions

Other tender conditions or constraints, if any, are indicated in the ⇨SCT.

# Special conditions of tender (SCT)

|  |  |
| --- | --- |
| GCT 1.02 | The Employer is NRSP Microfinance Bank Limited. For this tender, the PEA is assisted by the Procurement Committee of the PEA. |
| GCT ‎1.04 | The language of the proposal and of all communication is English. |
| GCT ‎0 | The proposal shall be sent to the following addresses or handed over, ensuring the reception by the addressee before the date indicated in the Advertisement, as follows:[ 1 ] **One (1) Original, one (1) Copy and one (1) electronic copy on USB/CD/DVD to**:**The Procurement Committee**NRSP Microfinance Bank Limited,Head Office, University New Campus Road,Bahawalpur, PakistanDeadline for the submission of proposals is **January 28, 2024** ***Important: Please note that for timely delivery, submission of the Tender Documents to the Procurement Committee shall be decisive. All proposals received after that deadline will be rejected automatically without being evaluated.*** Each of the different parts of the tender namely the technical proposal and the financial proposals shall be submitted in separate and sealed envelopes. The documents together must be packed in an outer envelope, which has to be delivered via postal service, against confirmation of receipt, to the address indicated here. The outer envelope must clearly state **“Request for Proposal – Bank’s strategy, please do not open”.**The 2 inner envelopes containing the original must clearly state for each package as specified in the following table. |
| GCT 1.05 *(continued)* | The Technical Proposals and Financial Proposals shall be submitted as described in the GCT 1.05 and specified in the following table:

|  |  |
| --- | --- |
| **Envelopes**(outer envelope and two separate sealed inner envelopes) | **Contents of the Package and Respective Inner Envelopes Addressed to Procurement Committee** |
| **Outer envelope** | The outer envelope must clearly state:**“Request for Proposal – Bank’s strategy** **please do not open”** |
| **First sealed inner envelope***Marked with:***“Technical Proposal**, do not open before agreed date**”** | One (1) **Original**One (1) **Copy****and** |
| One (1) **USB/CD/DVD** containing the complete Technical Proposal in electronic format (pdf) |
| Second sealed inner envelope*Marked with:***“Financial Proposal**, do not open before agreed date**”** | One (1) **Original**One (1) **Copy****and** |
| One (1) **USB/CD/DVD** containing the complete Financial Proposal in electronic format (pdf, Excel) |

 |
| GCT ‎1.06 | Bid validity is 90 days from the date of deadline of receipt of tenders. |
| GCT ‎1.07 | Presently, no pre-bid meeting and no site visit is scheduled. |
| GCT ‎1.08 | Requests for additional information shall be sent within the time specified in the GCT 1.08 to the following address: Procurement Committee of the PEAMail: pc@nrspbank.com ; Copy to: aliraza.anwar@nrspbank.com |
| GCT 1.08 *(continued)* | At any time, the Procurement Committee of the PEA either at its own initiative or in response to clarifications requested by the Tenderers may clarify this Tender Document after approval from PROPARCO. Such information shall be sent in writing by e-mail to all parties, which have requested the present Tender Documents from the Procurement Committee of the PEA. |
| GCT 2.01(h)(iv) | The necessary average annual turnover of the last 3 (three) years shall be more than 800,000 EUR. |
| GCT ‎2.01  | Regional countries are, for the purpose of the present tender, Afghanistan, Bangladesh, Bhutan, India, Nepal, Pakistan, Sri Lanka |
| GCT 2.01 | The Technical Proposal shall contain an Executive Summary. This Executive Summary shall provide a concise overview of the Technical Proposal to the evaluators and decision makers. It shall, including but not exclusively, identify and emphasize the key points of the Technical Proposal, demonstrate a clear understanding of the PEA needs, identify the Tenderer clearly stating the qualifications and ability to carry out the assignment, and identify the outcomes and measurable impacts of the assignment. |
| GCT 2.02 | The Financial Proposal shall be presented on the basis of a lump-sum contract. |
| GCT 3.01 | The currency of the proposal shall be EURO (EUR). |
| GCT ‎3.03 | The rates of the proposal shall be fixed during the entire project period. There will be no price adaptations. |
| GCT ‎3.04 | * The advance payment may be up to 20% of the total Contract sum on signing of the contract.
* The interim payments will be
* 30% of the Contract sum upon presentation and acceptance of the first draft of the Strategy Documents and presentation of an invoice and,
* 20% of the Contract sum upon presentation and acceptance of the final draft of the Strategy Documents and presentation of an invoice.
* The final payment will be about 30 % of the contract sum upon completion of the project and after acceptance of the Final Report by PEA and PROPARCO and submission of the final invoice.
 |
| GCT 3.04 | No Advance Payment Guarantee is required. |
| GCT 3.05 | No Tender Guarantee is required. No Performance Guarantee is required. |
| GCT ‎4.01 | The project duration from the date of commencement of services shall be about three (3) months, however, it can prolong on the basis of actual field work. |
| GCT ‎4.01 | The approval period for documents and reports shall be One (1) month. The approval would be obtained from Board’s strategy committee and the Board of the NRSP Bank. Therefore, the deadline is subject to the availability of relevant directors of the NRSP Bank. |
| GCT ‎4.03 | The consultancy services will be rendered in the project country. |
| GCT 4.04 | * The PEA and where applicable PROPARCO will provide free of charge all existing information, data, reports and maps, etc. as far as available and will assist the Consultant in obtaining other relevant information and materials from governmental institutions and state authorities as far as possible. However, it is the duty of the Consultant to check availability, quality and suitability of this information. The information, data, reports etc. as mentioned above will be available for the Consultant’s unlimited use during execution of the services. Due provision shall be made in the Financial Proposal in case he has to procure any documents or data necessary to carry out the services;
* The PEA shall support the Consultant in obtaining all necessary work permits, residence permits, import licenses (if applicable) and visa support.
* The PEA shall ensure that the Tenderer has all the necessary permits to obtain further documents.
* The PEA will nominate and make available all staff to be trained.
* For training activities the PEA will provide adequate training facilities (e.g. training room, furniture).
 |
| GCT 5.02 | The technical evaluation will be made using the following criteria and respective maximum points: |
|  | **1.** | **Proof of experience (Evidence of relevant experience gained by consultants during the past ten years - experience of the firm)** |  | **25** |
| 1.1 | Experience in handling similar projects | 10 |  |
| 1.2 | Experience of the various working conditions in developing, transition or emerging countries | 7 |  |
| 1.3 | Experience in Pakistan and/or in South Asia ⇨SCT (GCT 2.01) preferably in the same sector | 8 |  |
|  | **2.** | **Concept and methodology** |  | **25** |
|  | 2.1 | Clarity and completeness of the bid | 5 |  |
|  | 2.2 | Critical analysis of the project objectives and the terms of reference (ToR) | 8 |  |
| 2.3 | Proposed concept and method, including the programme of work, the staffing schedule and monitoring and coordination mechanisms | 12 |  |
| **3.** | **Suitability for this specific project** |  | **25** |
| 3.1 | Assessment of available technical expertise specific to this project (referred to the listed key personnel) for the implementation of the activities | 8 |  |
| 3.2 | Assessment of the key personnel permanently available to monitor and support the project team from the head office | 8 |  |
| 3.3 | Do the application documents meet the formal criteria, are they complete and are they specific to the project? | 9 |  |
| **4.** | **Qualifications of proposed staff** |  | **25** |
| 4.1 | Team leader/project manager (experience as team leader in Financial Cooperation (FC) projects; experience/expertise in training and organizational capacity development of MSME financial institutions; in state-of-the art microfinance models, MSME finance, branchless banking, Islamic microfinance banking and in branchless banking models; relevant working experience in Pakistan/the Region). | 10 |  |
| 4.2 | Other key staff to be employed on the study (experience / expertise in MSME finance; training / capacity building / organizational development in MSME financial institutions; branchless banking; relevant working experience in Pakistan/the Region) | 8 |  |
| 4.3 | Qualifications of the personnel in the head office who will control and monitor the project team, and provide back-up services | 7 |  |
|  | **Total (maximum) Points** | **100** |
| GCT 5.04 | The combined evaluation of Technical and Financial Proposal will be 70:30 |  |

**Terms of Reference for Consulting Services**

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1. **INTRODUCTION AND BACKGROUND**
2. **OBJECTIVES OF THE PROJECT**
3. **SCOPE OF WORK**
4. **REQUIRED EXPERTISE**
5. **STAFFING**
6. **REPORTING**
7. **Introduction and Background**

NRSP Microfinance Bank (NRSP Bank), established in 2011 and headquartered in Bahawalpur, South Punjab, was founded by the NGO National Rural Support Programme (NRSP Foundation). This institution was created with the aim of becoming a resilient financial institution, capable of mobilizing deposits, securing funding from local banks, and expanding its range of financial products for rural communities. The decision to establish NRSP Bank was influenced by the seismic impact of the 2008 earthquake on the entire sector, particularly NRSP.

Ownership of the Bank was distributed as follows: NRSP Foundation held a majority stake of 57%, while IFC, Proparco each held 16% and Acumen held 11% of the capital, forming a significant international minority shareholder base, all of which became shareholders in 2011 except for PROPARCO which joined as shareholder in 2022.

NRSP Microfinance Bank, operating since 2011, emerged as a key player in Pakistan's microfinance sector. This institution has a network of 145 branches. These branches served 1.2 million depositors and 195,659 borrowers, with outstanding loans totaling EUR 106.5 million (PKR 32 billion). Remarkably, majority of NRSP Bank's operations were dedicated to supporting farmers, many of whom did not own farmland. The bank had specifically designed its flagship loan product to finance agricultural inputs, thus addressing the unique needs of this client base.

As of December 2017, NRSP Bank had established itself as a leader in the Pakistani microfinance market, ranking third in portfolio volume (10.4% market share) and fifth in the number of clients (7.7% market share) across all financial institutions. NRSP Bank offered a diverse range of services, including group and individual loans, savings, and micro insurance. The same year, it also introduced Islamic finance services, diversifying its offerings. The bank held three licenses from the Central Bank: Conventional Microfinance, Islamic Microfinance, and Branchless Banking.

As of November 30, 2023, NRSP Bank had a total of 3,209 employees, including 2,103 loan officers. NRSP Bank's journey represents a significant contribution to financial inclusion and sustainable economic development in Pakistan, aligning with the NRSP Foundation's broader mission to uplift underserved communities in the country.

1. **Objectives of the Project**

Following the successive COVID-19 crises and the floods of August 2022, NRSP Bank faced with the urgent priorities of portfolio recovery in the short to medium term, while strategically repositioning itself in the market and aiming for long-term profitability. This strategic repositioning is accompanied by a recapitalization project involving existing shareholders and potential new investors within the next 12 months.

The portfolio to be recovered amounts to approximately PKR 18 billion and NRSP Bank has set a recovery target of PKR 10 billion for the year 2023. As of the end of June, 70% of the 2023 recovery target for the overdue portfolio has been achieved, in line with the institution's projections. The bank's activities are closely tied to agricultural cycles, resulting in higher collections in the first half of the year.

The project's objective is to assist NRSP Microfinance Bank in navigating through this period of crisis and transition. Therefore, the project should deliver swift results in terms of portfolio recovery and the management of non-performing loans while laying the groundwork for crisis resolution and the healthy growth of the portfolio.

1. **Scope of Work**

The Project has two components:

**Component 1: Development of Strategic Business Plan**

* Review of the existing Strategic Business Plan prepared by the Management of the Bank and prepare a revised Strategic Business Plan with special focus on recovery of toxic loans in problematic regions and achieving robust growth in secured loans portfolio.
* For development of the Strategic Business Plan, the consultants would perform, inter alia, the following:
	+ - Market opportunity and positioning analysis to identify the potential market opportunities for loans and low cost deposits.
		- Ongoing mentoring, capacity-building support and technical assistance to the development and implementation of the final strategic plan, in partnership with the Board and Management.
		- The Consultant is expected to provide necessary training to key management personnel for execution of the Strategic Business Plan and to equip them in improving credit, collection and underwriting processes.

Deliverable Component 1:

New Strategic Plan including Financial Projections

**Component 2: Review of Processes for Improvements and Training of Key Personnel**

* Review of the tactical recovery plan for the legacy toxic portfolio and operations of the Bank. This includes review of the debt collection process and arrears portfolio management: adequacy of the procedure for debt collection and write-off policy, evaluation of their effective implementation. Propose improvements in the debt collection process and on how to deal with loan in arrears portfolio.
* Review of existing products and processes for customer underwriting to suggest improvements required. In particular, assess how risks are assessed and what kind of guarantees and risk mechanisms are in place.
* Supporting management in the essential training of key personnel and overseeing the successful execution of the said plan

Deliverable Component 2:

* Recommendations for process improvements; may include revised procedures or other NRSP Bank internal documents;
* Key personnel trained.
1. **Required Expertise**

Services are to be provided by a team comprising of international and local experts with qualification and experience in crisis management and the recovery of stuck portfolio of microfinance institutions or financial institutions as well as state-of-the art models of microfinance banking and Islamic microfinance banking. Relevant working experience in Pakistan is a must. Other professional and administrative support staff and efficient management and backstopping services shall be made available.

Considering the required skills, it is expected to engage a team of consultants with the following expertise:

1. Experience in crisis management and the recovery of microfinance institutions.
2. Field experience in microfinance, preferably in Pakistan.
3. Experience in enhancing microfinance products and operations, especially for rural and agricultural segments.
4. Expertise in coaching top and middle management teams of financial institutions.
5. Proficiency in ESG (Environmental, Social, and Governance) topics and vulnerability to climate-related risks.
6. **Staffing**

It is assumed that the assignment will be carried-out by a team of international and local consultants consisting of a team leader and 1-2 training experts. It is highly recommended to team up with local consultant firms or local free-lance consultants.

Duration of the assignment is around 3 months. Required expert inputs is estimated at 3-4 person-months.

The Tenderer is at liberty to propose an alternative mix of experts and expert inputs in pm as deemed more appropriate for achieving the objectives of the assignment.

1. **Reporting**

The Consultant shall submit the following reports in English language in at least 2 copies to NRSP Bank and PROPARCO:

* **Inception Report** (i.e. a first report on the state of affairs regarding above-mentioned tasks and the final detailed individual work programme) not later than 2 weeks after commencement of the consultancy services. The reports shall not exceed 10 pages;
* **Monthly Progress Report** not later than 1 week after the end of the preceding month. The reports shall not exceed four pages. The monthly reports should give an overview of the main activities undertaken, major developments observed in the project environment, and difficulties encountered during the relevant reporting period. Recommendations to address difficulties encountered shall be submitted in the form of an email not later than 3 days after the end of the relevant month;
* **Draft first Report** not later than 4 weeks after the completion date of the field work;
* **Final Report** not later than 1 week after receiving comments from NRSP Bank and PROPARCO.

**GLOSSARY OF TERMS**

**NRSP Bank OR the Bank or PEA:** NRSP MICROFINANCE BANK LIMITED

**PROPARCO**: Societe De Promotion Et Participation Pour La Cooperation Economique (shareholder of NRSP Bank and providing technical assistance for this project)

**RFP:** Request for Proposal

 **Annexure A**

**Terms & Conditions**

• The firm/organization shall bear all the costs associated with the preparation and submission of proposals and NRSP BANK will in no case be responsible or liable for these costs regardless of the conduct or outcome of the process.

• All data and information received from NRSP BANK for this assignment is to be treated confidentially and is to be used ONLY in connection with the execution of this RFP. All intellectual property rights arising from the execution of these reference are assigned to NRSP BANK. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of NRSP BANK.

• NRSP BANK may then disclose the draft, final report and/or any related information to any person and for any purpose they may deem appropriate.

• NRSP BANK does not bind itself to accept the lowest or any proposal and reserves the right to reject any or all proposals at any point of time prior to the issuance of contract/agreement without assigning any reasons whatsoever.

• NRSP BANK reserves the right to resort the proposals without providing any reason whatsoever. NRSP BANK shall not incur any liability because of such rejection.

• NRSP BANK reserves the right to modify any terms, conditions or specifications for submission of offers and to obtain revised proposals from the firms/organizations due to such changes, if any.

• Canvassing of any kind will be a disqualification and the NRSP BANK may decide to cancel the firm/organization from its empanelment.

• The proposal is liable to be rejected if:

* The document doesn’t bear signature of authorized person.
* It is received after expiry of the due date and time stipulated for proposal submission.
* Incomplete proposals, including non-submission or non-furnishing of requisite documents / Conditional proposals / proposals not conforming to the terms and conditions stipulated in this document are liable for rejection by the NRSP BANK.

• All disputes or differences whatsoever arising between the parties out of or in relation to the meaning and operation or effect of this RFP or breach thereof shall be settled amicably. If, however the parties are not able to solve them amicably, the same shall be settled by arbitration in accordance with the applicable Pakistani Laws, and the award made in pursuance thereof shall be binding on the parties. The Arbitrator/Arbitrators shall give a reasoned award.

• Firms/Organizations believing that they have been harmed by an error or irregularity during the evaluation and/or award process may file a complaint to NRSP BANK.

**Annexure B**

**Declaration of Eligibility**

**To whom it may concern**

**(To be submitted on company’s letter head)**

In response to your RFP\_\_\_\_\_\_\_ /We, the undersigned, hereby declare that:

* Our proposal is valid for a period of 90 days from the last date for the submission.
* We agree to adhere to all of the terms and conditions as given in the tender documents of the NRSP BANK and other documents as provided in the tender documents.
* We confirm that we are not engaged in any corrupt, fraudulent, collusive or coercive practices and acknowledge that if evidence contrary to this exists, NRSP BANK reserves the right to reject our proposal or terminate the contract with immediate effect.
* We are not bankrupt or being wound up, are having our affairs administered by the courts, have not the subject of proceedings concerning those matters, or are in any analogous arising from the procedure provided for in national legislation or regulations.
* We have not been convicted of an offence concerning professional conduct by any judgment.
* We have not been guilty of grave professional misconduct proven by any means which the NRSP BANK can justify.
* We have fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with legal provision of the country in which we are established or with those of the country where the contract is to be performed.
* We have not been the subject of the judgment for any fraud, corruption, involvement in criminal/terrorist organization or any other illegal activity detrimental to Pakistani Law.
* I/We as sole proprietorship, Association of Persons (AOP), partnership firms, private or public limited companies or other do not have any kind of relationship with the NRSP Bank staff; and if later my this statement is not found in conformity with reality i.e. relationship is found, I would stand liable to NRSP Bank as per the rules mentioned in the tender documents.
* We are not guilty of serious misinterpretation in supplying information.
* We are not in situations of conflict of interest (with prior relationship to project or family or business relationship to parties in NRSP Bank).
* We have no relation, direct or indirect, with any terrorist or banned organizations.
* We are not blacklisted by any Local/International organization, PPRA, SPPRA, Government/semi Government department, NGO or any other company/organization.
* We have no relation, direct or indirect, with proscribed individual/entities/political expose person(s).
* We are not on any list of sanctioned parties issued by the Pakistan Government, DIFD, USAID, UN agencies, UNSCR, NACTA, European Union and others.
* Wave not been reported for/under litigation for child abuse.

Declared By: Witness by:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Signature) Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Name & Designation) Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Annexure C

**Statement of Integrity, Eligibility and Environmental and Social Responsibility**

Reference of the bid or proposal\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(the "Contract")

To:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_(the "Contracting Authority")[[1]](#footnote-1)

1. We recognise and accept that SOCIETE DE PROMOTION ET PARTICIPATION POUR LA COOPERATION ECONOMIQUE (“PROPARCO”), only finances projects of the Contracting Authority subject to its own conditions which are set out in the Agreement which benefits directly or indirectly to the Contracting Authority. As a matter of consequence, no legal relationship exists between PROPARCO and our company, our joint venture or our suppliers, contractors, subcontractors, consultants or subconsultants. The Contracting Authority retains exclusive responsibility for the preparation and implementation of the procurement process and performance of the contract. The Contracting Authority means the Purchaser, the Employer, the Client, as the case may be, for the procurement of goods, works, plants, consulting services or non-consulting services.

2. We hereby certify that neither we nor any other member of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants are in any of the following situations:

2.1 Being bankrupt, wound up or ceasing our activities, having our activities administered by the courts, having entered into receivership, reorganisation or being in any analogous situation arising from any similar procedure;

2.2 Having been:

a) convicted, within the past five years by a court decision, which has the force of res judicata in the country where the Contract is implemented, of fraud, corruption or of any other offense committed during a procurement process or performance of a contract (in the event of such conviction, you may attach to this Statement of Integrity supporting information showing that this conviction is not relevant in the context of this Contract);

b) subject to an administrative sanction within the past five years by the European Union or by the competent authorities of the country where we are constituted, for fraud, corruption or for any other offense committed during a procurement process or performance of a contract (in the event of such sanction, you may attach to this Statement of Integrity supporting information showing that this sanction is not relevant in the context of this Contract);

c) convicted, within the past five years by a court decision, which has the force of res judicata, of fraud, corruption or of any other offense committed during the procurement process or performance of an PROPARCO-financed contract;

2.3 Being listed for financial sanctions by the United Nations, the European Union and/or France for the purposes of fight-against-terrorist financing or threat to international peace and security;

2.4 Having been subject within the past five years to a contract termination fully settled against us for significant or persistent failure to comply with our contractual obligations during contract performance, unless this termination was challenged and dispute resolution is still pending or has not confirmed a full settlement against us;

2.5 Not having fulfilled our fiscal obligations regarding payments of taxes in accordance with the legal provisions of either the country where we are constituted or the Contracting Authority's country;

2.6 Being subject to an exclusion decision of the World Bank and being listed on the website http://www.worldbank.org/debarr (in the event of such exclusion, you may attach to this Statement of Integrity supporting information showing that this exclusion is not relevant in the context of this Contract);

2.7 Having created false documents or committed misrepresentation in documentation requested by the Contracting Authority as part of the procurement process of this Contract.

3. We hereby certify that neither we, nor any of the members of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants are in any of the following situations of conflict of interest:

3.1 Being an affiliate controlled by the Contracting Authority or a shareholder controlling the Contracting Authority, unless the stemming conflict of interest has been brought to the attention of PROPARCO and resolved to its satisfaction;

3.2 Having a business or family relationship with a Contracting Authority's staff involved in the procurement process or the supervision of the resulting Contract, unless the stemming conflict of interest has been brought to the attention of PROPARCO and resolved to its satisfaction;

3.3 Being controlled by or controlling another bidder or consultant, or being under common control with another bidder or consultant, or receiving from or granting subsidies directly or indirectly to another bidder or consultant, having the same legal representative as another bidder or consultant, maintaining direct or indirect contacts with another bidder or consultant which allows us to have or give access to information contained in the respective applications, bids or proposals, influencing them or influencing decisions of the Contracting Authority;

3.4 Being engaged in a consulting services activity, which, by its nature, may be in conflict with the assignments that we would carry out for the Contracting Authority;

3.5 In the case of procurement of goods, works or plants:

a) Having prepared or having been associated with a consultant who prepared specifications, drawings, calculations and other documentation to be used in the procurement process of this Contract;

b) Having been recruited (or being proposed to be recruited) ourselves or any of our affiliates, to carry out works supervision or inspection for this Contract.

4. If we are a state-owned entity, and to compete in a procurement process, we certify that we have legal and financial autonomy and that we operate under commercial laws and regulations.

5. We undertake to bring to the attention of the Contracting Authority, which will inform PROPARCO, any change in situation with regard to points 2 to 4 here above.

6. In the context of the procurement process and performance of the corresponding contract:

6.1 We have not and we will not engage in any dishonest conduct (act or omission) deliberately indented to deceive others, to intentionally conceal items, to violate or vitiate someone's consent, to make them circumvent legal or regulatory requirements and/or to violate their internal rules in order to obtain illegitimate profit;

6.2 We have not and we will not engage in any dishonest conduct (act or omission) contrary to our legal or regulatory obligations or our internal rules in order to obtain illegitimate profit;

6.3 We have not promised, offered or given and we will not promise, offer or give, directly or indirectly to (i) any Person who holds a legislative, executive, administrative or judicial mandate within the State of the Contracting Authority regardless of whether that Person was nominated or elected, regardless of the permanent or temporary, paid or unpaid nature of the position and regardless of the hierarchical level the Person occupies, (ii) any other Person who performs a public function, including for a State institution or a State owned company, or who provides a public service, or (iii) any other person defined as a Public Officer by the national laws of the Contracting Authority’s country, an undue advantage of any kind, for himself or for another Person or entity, for such Public Officer to act or refrain from acting in his official capacity;

6.4 We have not promised, offered or given and we will not promise, offer or give, directly or indirectly to any Person who occupies an executive position in a private sector entity or works for such an entity, regardless of the nature of his/her capacity, any undue advantage of any kind, for himself or another Person or entity for such Person to perform or refrain from performing any act in breach of its legal, contractual or professional obligations;

6.5 We have not and we will not engage in any practice likely to influence the contract award process to the detriment of the Contracting Authority and, in particular, in any anti competitive practice having for object or for effect to prevent, restrict or distort competition, namely by limiting access to the market or the free exercise of competition by other undertakings;

6.6 Neither we nor any of the members of our joint venture or any of our suppliers, contractors, subcontractors, consultants or subconsultants shall acquire or supply any equipment nor operate in any sectors under an embargo of the United Nations, the European Union or France;

6.7 We commit ourselves to comply with and ensure that all of our suppliers, contractors, subcontractors, consultants or subconsultants comply with international environmental and labour standards, consistent with laws and regulations applicable in the country of implementation of the Contract, including the fundamental conventions of the International Labour Organisation (ILO) and international environmental treaties. Moreover, we shall implement environmental and social risks mitigation measures when specified in the environmental and social commitment plan (ESCP) provided by the Contracting Authority.

7. We, as well as members of our joint venture and our suppliers, contractors, subcontractors, consultants or subconsultants authorise PROPARCO to inspect accounts, records and other documents relating to the procurement process and performance of the contract and to have them audited by auditors appointed by PROPARCO.

Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ In the capacity of:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Duly empowered to sign in the name and on behalf of[[2]](#footnote-2): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

Dated: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

 Annexure D-1

**Presentation of Curricula Vitae in Envelope for Technical Proposal**

**Proposed position in the project:**

The comprehensive Curricula Vitae of the definitely assigned personnel shall be presented in the form as shown below (EU-Format):

1. Family name:

2. First names:

3. Date of birth:

4. Nationality:

5. Civil status:

6. Education:

|  |  |
| --- | --- |
| Institution |  |
| Date: from (month/year) to (month/year) |  |
| Degree(s) or Diploma(s) obtained |  |

7. Language skills, mark 1 (worst) to 5 (best) for competence:

|  |  |  |  |
| --- | --- | --- | --- |
| Language | Reading | Speaking | Writing |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

8. Membership of professional bodies:

9. Other skills:

10. Present position:

11. Years within the firm:

12. Key qualifications (relevant to the project):

13. Specific country experience:

|  |  |
| --- | --- |
| Country | Date: from (month/year) to (month/year) |
|  |  |
|  |  |
|  |  |

14. Professional experience record (projects):

|  |  |
| --- | --- |
| Date: from - to (month/year) |  |
| Location |  |
| Company |  |
| Financing institution, e.g. ADB, EBRD, KfW, WB |  |
| Position |  |
| Description |  |

add more projects

…

15. Others (e.g. publications):

**Annex D-2**

**Presentation of Staff Characteristics (Technical Proposal Document)**

The following data have to be indicated for the key experts proposed for the different posts. They have to be backed unambiguously by details in the CV. In case of contradictions found during evaluation, details of the CV prevail. Tables may be adjusted according to the proposal and to the number of proposed key staff.

**Team leader**

|  |  |  |
| --- | --- | --- |
| Criteria | Name |  |
| Professional education related to project and post  | degree(s) |  |
| Professional experience, from first job after professional education | years |  |
| Specific project-related experience. Similar project with similar tasks | N° of projects with > 1 year input |  |
| Regional experience  | countries |  |
| Employment status with firm | years as employee |  |
| In case of associate/retainer: accumulated years during short- or long-term assignments for the bidder | accumulated years  |  |
| Leadership experience (team leader, project manager) | N° of projects |  |

**Professional Long-term Key Staff**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Criteria | Name | NN 1 | NN 2 | NN 3 |
|  | Post / function |  |  |  |
| Professional education related to project and post  | degree(s) |  |  |  |
| Professional experience, from first job after professional education | Years |  |  |  |
| Specific project-related experience (acc. to post). Similar project with similar tasks | N° of projects with > **six** months input |  |  |  |
| Regional experience | countries |  |  |  |
| Employment status with firm | years as employee |  |  |  |
| In case of associate/retainer: Accumulated years during short- or long-term assignments for the bidder | accumulated years  |  |  |  |

**Professional Short-term Key Staff**

| Criteria | Name | NN 1 | NN 2 | NN 3 |
| --- | --- | --- | --- | --- |
|  | Post/Function  |  |  |  |
| Professional experience, from first job after professional education | years |  |  |  |
| Specific project-related experience (acc. to post). Similar project with similar tasks. | N° of projects  |  |  |  |
| Experience in developing countries | countries |  |  |  |

**Home Office Support (Backstopping)**

|  |  |  |
| --- | --- | --- |
| Criteria | Name |  |
| Professional Experience | years |  |
| Regional Experience  | countries |  |
| Management Experience | years |  |
| Years with firm | years |  |

**Annex D-3**

**Available personnel structure**

**(Technical Proposal Document)**

**List of available personnel structure**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Name | Education | Years of Experience | Professional Experience | Regional Experience / Experience in the Country | Specific project related experience and experience in similar assignments (selection) |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

**Annex D-4**

**Presentation of Experience**

**(Technical Proposal Document)**

Please complete a table using the format below to summarize the **major relevant projects related to this project** carried out in the course of the **past five (5) years** by the legal entity or entities making this application. The number of references to be provided must **not exceed 15** for the entire application.

|  |  |  |
| --- | --- | --- |
| **Ref** (maximum 15) | **Project title** | … |
| **Name of legal entity** | **Country** | **Overall project value (EUR)** | **Proportion carried out by legal entity****(%)** | **No of staff provided** | **Name of client** | **Origin of funding** | **Dates (start/end)** | **Name of partners if any** |
| … | … | … | … | … | … | … | … | … |
| **Description of project** | **Type of services provided** |
| … | … |

##### Annexure E

**Model for Financial Proposal – Cost Break-down**

|  |  |
| --- | --- |
| **SUMMARY** | **Amount (EUR)** |
| 1. – Foreign personnel |  |
| 2. – Allowances for foreign staff |  |
| 3. – Local personnel |  |
| **Sub-Total – Staff cost**  |  |
| 4. - Local transport |  |
| 5. – Project office |  |
| 6. – Reports and documents |  |
| 7. – International travel cost  |  |
| **Sub-Total Logistics (transport, project office, reports and documents)** |  |
| 8. - Equipment cost |  |
| 9. - Miscellaneous cost |  |
| **Total – Other cost** |  |
| **Grand total** |  |
|  |  |  |  |  |
| **1. Foreign personnel**  | Unit | Quantity | Unit Rate (EUR) | Amount (EUR) |
| 1.1 Team Leader | month | ... |  |  |
| 1.2 NN | month | ... |  |  |
| 1.3 … | month | … |  |  |
| 1.4 ... | month | ... |  |  |
| **Sub-total Foreign personnel** |  |
| **2. Allowance, accommodation, complementary travel cost for foreign personnel** |
| 2.1 Allowance & Accommodation - Long-term staff | Month | ... |  |  |
| 2.2 Allowance & Accommodation - Short-term staff | Month | ... |  |  |
| **Sub-total Allowance and accommodation** |  |
| **3. Local personnel** (incl. allowances and accommodation) |
| 3.1 NN | Month | ... |  |  |
| 3.2 … | Month | ... |  |  |
| 3.2 ... | Month | ... |  |  |
| **Sub-total Local personnel** |  |
| **4. Local transport** |
| 4.1 Vehicle lease/rent or use of own vehicles | Month | ... |  |  |
| 4.2 Vehicle O&M incl. driver, assurance, repairs | Month | ... |  |  |
| 4.3 Other local transport (short-term, peak) | Day | … |  |  |
| 4.4 Local flights  | Flight | ... |  |  |
| **Sub-total Local transport** |  |
| **5. Project office**  |
| 5.1 Office rent | Month | ... |  |  |
| 5.2 Office operation  | Month | ... |  |  |
| **Sub-total Project office** |  |
| **6. Reports and documents** |
| 6.1 ... (Type of reports/documents to be stated) | rep./doc. | ... |  |  |
| 6.2 ... | ... | ... |  |  |
| 6.3 ... | ... | ... |  |  |
| 6. ... | ... | ... |  |  |
| **Sub-total Reports and documents** |  |
| **7. International travel** |
| 7.1 International return flights  | Flight | ... |  |  |
| 7.2 Complementary travel costs | Flight | … |  |  |
| 7.3 …. other international flights | Flight | … |  |  |
| **Sub-Total Int. flights - Reimbursable** |  |
| **8. Equipment** |
| 8.1 .. | … | … |  |  |
| 8… other. equip. to be handed over/consumed  | ... | ... |  |  |
| **Sub-Total Total Equipment** |  |
| **9. Miscellaneous and optional items/services**  |
| 9.1 … | … | … |  |  |
| 9… other miscellaneous items/services | … |  |  |  |
| 9… miscellaneous budget / contingencies | … | … |  |  |
| **Sub-Total Total Miscellaneous items/services** |  |

1. “Contracting Authority” correspond NRSP Bank. [↑](#footnote-ref-1)
2. In case of joint venture, insert the name of the joint venture. The person who will sign the application, bid or proposal on behalf of the applicant, bidder or consultant shall attach a power of attorney from the applicant, bidder or consultant. [↑](#footnote-ref-2)