

LOCAL GOVERNMENT AND COMMUNITY DEVELOPMENT
DEPARTMENT

SELECTION OF CONSULTANT



Request for Proposal
Consulting Services

**Hiring of Consultancy Firm for Independent Verification of
DLIs for 16 MCs & Third-Party Monitoring Agency for
Environment & Social Management under Punjab Inclusive
Cities Program (PICP)**

RFP No: PK-PMDFC-526681-CS-LCS

Client: Local Government & Community Development Department
(LG&CDD)

Country: Pakistan

Issued on: 10-03-2026

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PART I

Section 1. Request for Proposal Letter

Request for Proposal Letter

Consulting Services

Name of Assignment: Hiring of Consultancy Firm for Independent Verification of DLIs for 16 MCs & Third-Party Monitoring Agency for Environment & Social Management under Punjab Inclusive Cities Program (PICP)

RFP Reference No.: PK-PMDFC-526681-CS-LCS

Loan/Credit No. IDA-79460, IBRD-98950

Country: Pakistan

Date: 10-03-2026

Dear Shortlisted Firms:

1. The Govt. of the Punjab (hereinafter called "Borrower") has received financing from the International Development Association (IDA) & International Bank of Reconstruction & Development (IBRD) (the "Bank") in the form of a loan/credit (hereinafter called "loan/credit") toward the cost of Punjab Cities Program. The Local Government and Community Development Department (LG&CDD), an implementing agency of the Client, intends to apply a portion of the proceeds of this credit to eligible payments under the contract for which this Request for Proposals is issued. Payments by the Bank will be made only at the request of the Local Government and Community Development Department (LG&CDD), and upon approval by the Bank, and will be subject, in all respects, to the terms and conditions of the financing agreement. The financing agreement prohibits a withdrawal from the credit account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations. No party other than the Borrower shall derive any rights from the financing agreement or have any claims to the proceeds of the credit. For this contract, the Borrower shall process the payments using the Direct Payment disbursement method, as defined in the World Bank's Disbursement Guidelines for Investment Project Financing.
2. The Client now invites proposals to provide the following consulting services (hereinafter called "Services"): "Hiring of Consultancy Firm for Independent Verification of DLIs for 16 MCs & Third-Party Monitoring Agency for Environment & Social Management under Punjab Inclusive Cities Program (PICP)". More details on the Services are provided in the Terms of Reference (Section 7).

3. This Request for Proposals (RFP) has been addressed to the shortlisted Consultant as per detail mentioned below.

1. **M/s UHY Hassan Naeem & Co. Chartered Accountants**
2. **M/s Sheher Saaz (Private) Limited**
3. **M/s SKAFS Consultants (Pvt.) Ltd.**
4. **M/s International Consulting Associates (Pvt.) Ltd.**

4. It is not permissible to transfer this RFP to any other firm.

5. A firm will be selected under **Least-Cost-Based Selection LCS** procedures and in a Simplified Technical Proposal (STP) format as described in this RFP, in accordance with the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 [Revised February 2025] ("Procurement Regulations"), which can be found at the following website: www.worldbank.org

The RFP includes the following documents:

Section 1 – Request for Proposals Letter

Section 2 - Instructions to Consultants and Data Sheet

Section 3 - Technical Proposal (STP) - Standard Forms

Section 4 - Financial Proposal - Standard Forms

Section 5 – Eligible Countries

Section 6 – Fraud and Corruption

Section 7 - Terms of Reference

Section 8 - Standard Forms of Contract (Lump-Sum)

6. Please inform us by **March 13, 2026**, in writing at (LG&CDD, Civil Secretariat, Lahore), or by E-mail (lqcd.dept@gmail.com)/procurement@pmdfc.org.pk.

- (a) that you have received this Request for Proposals; and
- (b) whether you intend to submit a proposal alone or intend to enhance your experience by requesting permission to associate with other firm(s) (if permissible under Section 2, Instructions to Consultants (ITC), Data Sheet 14.1.1).

7. Attention is drawn to the Procurement Regulations requiring the Borrower to disclose information on the successful Consultant's beneficial ownership, as part of the Contract Award Notice, using the Beneficial Ownership Disclosure Form as included in the Request for Proposals."

8. Details on the proposal's submission date, time and address are provided in ITC 17.7 and ITC 17.9.

9. The Technical proposal (one original copy with three photocopies packed in envelope marked on the envelope as Technical Proposal and Financial proposal packed in separate envelope marked on the envelope as Financial Proposal and both packed in one envelope should be submitted in the office of the undersigned on or before **March 27, 2026 by 11:00 AM** positively and **will be opened on same day at 11:30 AM**.
10. The shortlisted firm is requested to provide all the information with documentary evidences as indicated and required in the RFP documents. ***No scores will be awarded if the information is not provided or any supporting document as requested is not provided.***

Yours sincerely,

Section Officer (Projects)
Local Government & Community Development Department (LG&CDD)
Civil Secretariat
Ph: 042-99212613/+923333850505/+923224245035
Fax: 042-99211560
Email: lgcd.dept@gmail.com
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Section 2. Instructions to Consultants and Data Sheet

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Instructions to Consultants

A. General Provisions

1. Definitions

- (a) **“Affiliate(s)”** means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the Consultant.
- (b) **“Applicable Law”** means the laws and any other instruments having the force of law in the Client’s country, or in such other country as may be specified in the **Data Sheet**, as they may be issued and in force from time to time.
- (c) **“Bank”** means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).
- (d) **“Borrower”** means the Government, Government agency or other entity that signs the *[loan/financing/grant¹]* agreement with the Bank.
- (e) **“Client”** means the implementing agency that signs the Contract for the Services with the selected Consultant.
- (f) **Client’s Personnel** is as defined in Clause GCC 1.1 (e).
- (g) **“Consultant”** means a legally-established professional consulting firm or an entity that may provide or provides the Services to the Client under the Contract.
- (h) **“Contract”** means a legally binding written agreement signed between the Client and the Consultant and includes all the attached documents listed in its Clause 1 (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices).
- (i) **“Data Sheet”** means an integral part of the Instructions to Consultants (ITC) Section 2 that is used to reflect specific country and assignment

¹ [“loan agreement” term is used for IBRD loans; “financing agreement” is used for IDA credits; and “grant agreement” is used for Recipient-Executed Trust Funds administered by IBRD or IDA]

conditions to supplement, but not to over-write, the provisions of the ITC.

- (j) **“Day”** means a calendar day, unless otherwise specified as **“Business Day”**. A Business Day is any day that is an official working day of the Borrower. It excludes the Borrower’s official public holidays.
- (k) **“Experts”** means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or Joint Venture member(s).
- (l) **“Government”** means the government of the Client’s country.
- (m) **“in writing”** means communicated in written form (e.g. by mail, e-mail, fax, including, if specified in the Data Sheet, distributed or received through the electronic-procurement system used by the Client) with proof of receipt;
- (n) **“Joint Venture (JV)”** means an association with or without a legal personality distinct from that of its members, of more than one Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.
- (o) **“Key Expert(s)”** means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the technical evaluation of the Consultant’s proposal.
- (p) **“ITC”** (this Section 2 of the RFP) means the Instructions to Consultants that provides the shortlisted Consultants with all information needed to prepare their Proposals.
- (q) **“Non-Key Expert(s)”** means an individual professional provided by the Consultant or its Sub-consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.

- (r) **“Proposal”** means the Technical Proposal and the Financial Proposal of the Consultant.
- (s) **“RFP”** means the Request for Proposals to be prepared by the Client for the selection of Consultants, based on the SPD - RFP.
- (t) **“Services”** means the work to be performed by the Consultant pursuant to the Contract.
- (u) **“Sexual Exploitation and Abuse” “(SEA)”** means the following:
 - Sexual Exploitation** is defined as any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.
 - Sexual Abuse** is defined as the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
- (v) **“Sexual Harassment” “(SH)”** is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature by the Experts with other Experts or Client’s Personnel.
- (w) **“SPD - RFP”** means the Standard Procurement Document - Request for Proposals, which must be used by the Client as the basis for the preparation of the RFP.
- (x) **“Sub-consultant”** means an entity to whom the Consultant intends to subcontract any part of the Services while the Consultant remains responsible to the Client during the whole performance of the Contract.
- (y) **“Terms of Reference (TORs)”** (this Section 7 of the RFP) means the Terms of Reference that explains the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Client and the Consultant, and expected results and deliverables of the assignment.

2. Introduction

- 2.1 The Client named in the **Data Sheet** intends to select a Consultant from those listed in the Request for

Proposals (RFP), in accordance with the method of selection specified in the **Data Sheet**.

- 2.2 The shortlisted Consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the **Data Sheet**, for consulting services required for the assignment named in the **Data Sheet**. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Consultant.
- 2.3 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the **Data Sheet**. Attending any such pre-proposal conference is optional and is at the Consultants' expense.
- 2.4 The Client will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant's Proposal as specified in the **Data Sheet**.

3. Conflict of Interest

- 3.1 The Consultant is required to provide professional, objective, and impartial advice, at all times holding the Client's interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work.
- 3.2 The Consultant has an obligation to disclose to the Client any situation of actual or potential conflict that impacts its capacity to serve the best interest of its Client. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract and/or sanctions by the Bank.

3.2.1 Without limitation on the generality of the foregoing, the Consultant shall not be hired under the circumstances set forth below:

a. Conflicting Activities

- (i) Conflict between consulting activities and procurement of goods, works or non-consulting services: a firm that has been engaged by the Client to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the

preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting services resulting from or directly related to the consulting services for such preparation or implementation.

b. Conflicting Assignments

- (ii) Conflict among consulting assignments: a Consultant (including its Experts and Sub-consultants) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant for the same or for another Client.

c. Conflicting Relationships

- (iii) Relationship with the Client's staff: a Consultant (including its Experts and Sub-consultants) that has a close business or family relationship with a professional staff of the Borrower (or of the Client, or of implementing agency, or of a recipient of a part of the Bank's financing) who are directly or indirectly involved in any part of (i) the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank throughout the selection process and the execution of the Contract.

4. Unfair Competitive Advantage

- 4.1 Fairness and transparency in the selection process require that the Consultants or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Client shall indicate in the **Data Sheet** and make available to all shortlisted Consultants together with this RFP all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.

5. Fraud and Corruption

- 5.1 The Bank requires compliance with the Bank's Anti-Corruption Guidelines and its prevailing sanctions policies and procedures as set forth in the WBG's Sanctions Framework, as set forth in Section 6.
- 5.2 In further pursuance of this policy, Consultants shall permit and shall cause their agents (where declared

or not), subcontractors, subconsultants, service providers, suppliers, and personnel, to permit the Bank to inspect all accounts, records and other documents relating to any shortlisting process, Proposal submission, and contract performance (in the case of award), and to have them audited by auditors appointed by the Bank.

6. Eligibility

6.1 The Bank permits consultants (individuals and firms, including Joint Ventures and their individual members) from all countries to offer consulting services for Bank-financed projects.

6.2 Furthermore, it is the Consultant's responsibility to ensure that its Experts, joint venture members, Sub-consultants, agents (declared or not), sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by the Bank in the applicable Procurement Regulations.

6.3 As an exception to the foregoing ITC 6.1 and ITC 6.2 above:

a. Sanctions

6.3.1 A Consultant that has been sanctioned by the Bank, pursuant to the Bank's Anti-Corruption Guidelines and in accordance with its prevailing sanctions policies and procedures as set forth in the WBG's Sanctions Framework as described in Section VI, Fraud and Corruption, paragraph 2.2 d., shall be ineligible to be shortlisted for, submit proposals for, or be awarded a Bank-financed contract or benefit from a Bank-financed contract, financially or otherwise, during such period of time as the Bank shall have determined. The list of debarred firms and individuals is available at the electronic address specified **in the PDS**.

b. Prohibitions

6.3.2 Firms and individuals of a country or goods manufactured in a country may be ineligible if so indicated in Section 5 (Eligible Countries) and:

- (a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country, provided that the Bank is satisfied that such exclusion

does not preclude effective competition for the provision of Services required; or

- (b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

c. Restrictions for State-Owned Enterprises

6.3.3 State-owned enterprises or institutions in the Borrower's country may be eligible to compete and be awarded a contract only if they can establish, in a manner acceptable to the Bank, that they: (i) are legally and financially autonomous, (ii) operate under commercial law, and (iii) are not under supervision of the Client.

d. Restrictions for Public Employees

6.3.4 Government officials and civil servants of the Borrower's country are not eligible to be included as Experts, individuals, or members of a team of Experts in the Consultant's Proposal unless:

- (i) the services of the government official or civil servant are of a unique and exceptional nature, or their participation is critical to project implementation; and
- (ii) their hiring would not create a conflict of interest, including any conflict with employment or other laws, regulations, or policies of the Borrower.

e. Borrower Debarment

6.3.5 A firm that is under a sanction of debarment by the Borrower from being awarded a contract is eligible to participate in this procurement, unless the Bank, at the Borrower's request, is satisfied that the debarment; (a) relates to fraud or corruption, and (b) followed a judicial or administrative proceeding that afforded the firm adequate due process.

B. Preparation of Proposals

- 7. General Considerations**
- 7.1 In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.
- 8. Cost of Preparation of Proposal**
- 8.1 The Consultant shall bear all costs associated with the preparation and submission of its Proposal, and the Client shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Client is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultant.
- 9. Language**
- 9.1 The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Client, shall be written in the language(s) specified in the **Data Sheet**.
- 10. Documents Comprising the Proposal**
- 10.1 The Proposal shall comprise the documents and forms listed in the **Data Sheet**.
- 10.2 If specified in the **Data Sheet**, the Consultant shall include a statement of an undertaking of the Consultant to observe, in competing for and executing a contract, the Client country's laws against fraud and corruption (including bribery).
- 10.3 The Consultant shall furnish information on commissions, gratuities, and fees, if any, paid or to be paid to agents or any other party relating to this Proposal and, if awarded, Contract execution, as requested in the Financial Proposal submission form (Section 4).
- 11. Only One Proposal**
- 11.1 The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If a Consultant, including any Joint Venture member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude a Sub-consultant, or the Consultant's staff from participating as Key Experts and Non-Key

Experts in more than one Proposal when circumstances justify and if stated in the **Data Sheet**.

12. Proposal Validity

12.1 Proposals shall remain valid until the date specified in **the Data Sheet** or any extended date if amended by the Client in accordance with ITC 13.1.1.

12.2 During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.

12.3 If it is established that any Key Expert nominated in the Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to sanctions in accordance with ITC 5.

a. Extension of Proposal Validity

12.4 The Client will make its best effort to complete the negotiations and award the contract prior to the date of expiry of the Proposal validity. However, should the need arise, the Client may request, in writing, all Consultants who submitted Proposals prior to the submission deadline to extend the Proposals' validity.

12.5 If the Consultant agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Key Experts, except as provided in ITC 12.7.

12.6 The Consultant has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.

b. Substitution of Key Experts at Validity Extension

12.7 If any of the Key Experts become unavailable for the extended validity period, the Consultant shall seek to substitute another Key Expert. The Consultant shall provide a written adequate justification and evidence satisfactory to the Client together with the substitution request. In such case, a substitute Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.

- 12.8 If the Consultant fails to provide a substitute Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Client, such Proposal will be rejected with the prior Bank's no objection.
- c. Sub-Contracting**
- 12.9 The Consultant shall not subcontract the whole of the Services.
- 13. Clarification and Amendment of RFP**
- 13.1 The Consultant may request a clarification of any part of the RFP during the period indicated in the **Data Sheet** before the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Client's address indicated in the **Data Sheet**. The Client will respond in writing, or by standard electronic means, and will send written copies of the response (including an explanation of the query but without identifying its source) to all shortlisted Consultants. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure described below:
- 13.1.1 At any time before the proposal submission deadline, the Client may amend the RFP by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all shortlisted Consultants and will be binding on them. The shortlisted Consultants shall acknowledge receipt of all amendments in writing.
- 13.1.2 If the amendment is substantial, the Client may extend the proposal submission deadline to give the shortlisted Consultants reasonable time to take an amendment into account in their Proposals.
- 13.2 The Consultant may submit a modified Proposal or a modification to any part of it at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.
- 14. Preparation of Proposals Specific Considerations**
- 14.1 While preparing the Proposal, the Consultant must give particular attention to the following:
- 14.1.1 If a shortlisted Consultant considers that it may enhance its expertise for the assignment

by associating with other consultants in the form of a Joint Venture or as Sub-consultants, it may do so with either (a) non-shortlisted Consultant(s), or (b) shortlisted Consultants if permitted in the **Data Sheet**. In all such cases a shortlisted Consultant must obtain the written approval of the Client prior to the submission of the Proposal. When associating with non-shortlisted firms in the form of a joint venture or a sub-consultancy, the shortlisted Consultant shall be a lead member. If shortlisted Consultants associate with each other, any of them can be a lead member.

14.1.2 The Client may indicate in the **Data Sheet** the estimated Key Experts' time input (expressed in person-month) or the Client's estimated total cost of the assignment, but not both. This estimate is indicative and the Proposal shall be based on the Consultant's own estimates for the same.

14.1.3 If stated in the **Data Sheet**, the Consultant shall include in its Proposal at least the same time input (in the same unit as indicated in the **Data Sheet**) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of proposals and decision for award in accordance with the procedure in the **Data Sheet**.

14.1.4 For assignments under the Fixed-Budget selection method, the estimated Key Experts' time input is not disclosed. Total available budget, with an indication whether it is inclusive or exclusive of taxes, is given in the **Data Sheet**, and the Financial Proposal shall not exceed this budget.

15. Technical Proposal Format and Content

15.1 The Technical Proposal shall be prepared using the Standard Forms provided in Section 3 of the RFP and shall comprise the documents listed in the **Data Sheet**. The Technical Proposal shall not include any financial information. A Technical Proposal containing material financial information shall be declared non-responsive.

15.1.1 Consultant shall not propose alternative Key Experts. Only one CV shall be submitted for

each Key Expert position. Failure to comply with this requirement will make the Proposal non-responsive.

15.2 Depending on the nature of the assignment, the Consultant is required to submit a Full Technical Proposal (FTP), or a Simplified Technical Proposal (STP) as indicated in the **Data Sheet** and using the Standard Forms provided in Section 3 of the RFP.

16. Financial Proposal

16.1 The Financial Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses indicated in the **Data Sheet**.

a. Price Adjustment

16.2 For assignments with a duration exceeding 18 months, a price adjustment provision for foreign and/or local inflation for remuneration rates applies if so stated in the **Data Sheet**.

b. Taxes

16.3 The Consultant and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the **Data Sheet**. Information on taxes in the Client's country is provided in the **Data Sheet**.

c. Currency of Proposal

16.4 The Consultant may express the price for its Services in the currency or currencies as stated in the **Data Sheet**. If indicated in the **Data Sheet**, the portion of the price representing local cost shall be stated in the national currency.

d. Currency of Payment

16.5 Payment under the Contract shall be made in the currency or currencies in which the payment is requested in the Proposal.

C. Submission, Opening and Evaluation

17. Submission, Sealing, and Marking of Proposals

17.1 The Consultant shall submit a signed and complete Proposal comprising the documents and forms in accordance with ITC 10 (Documents Comprising Proposal). Consultants shall mark as "CONFIDENTIAL" information in their Proposals which is confidential to their business. This may include proprietary information, trade secrets or commercial or financially sensitive information. The

submission can be done by mail or by hand. If specified in the **Data Sheet**, the Consultant has the option of submitting its Proposals electronically.

17.2 An authorized representative of the Consultant shall sign the original submission letters in the required format for both the Technical Proposal and, if applicable, the Financial Proposal and shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.

17.2.1 A Proposal submitted by a Joint Venture shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written power of attorney signed by each member's authorized representative.

17.3 Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.

17.4 The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate. The number of copies is indicated in the **Data Sheet**. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.

17.5 The original and all the copies of the Technical Proposal shall be placed inside a sealed envelope clearly marked "**TECHNICAL PROPOSAL**", "[Name of the Assignment]", [reference number], [name and address of the Consultant], and with a warning "**DO NOT OPEN UNTIL [INSERT THE DATE AND THE TIME OF THE TECHNICAL PROPOSAL SUBMISSION DEADLINE].**"

17.6 Similarly, the original Financial Proposal (if required for the applicable selection method) and its copies shall be placed inside of a separate sealed envelope clearly marked "**FINANCIAL PROPOSAL**" "[Name of the Assignment], [reference number], [name and address of the Consultant]", and with a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**"

17.7 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall be addressed to the Client and bear the submission address, RFP reference number, the name of the

assignment, the Consultant's name and the address, and shall be clearly marked "Do Not Open Before [insert the time and date of the submission deadline indicated in the **Data Sheet**]".

- 17.8 If the envelopes and packages with the Proposal are not sealed and marked as required, the Client will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.
- 17.9 The Proposal or its modifications must be sent to the address indicated in the **Data Sheet** and received by the Client no later than the deadline indicated in the **Data Sheet**, or any extension to this deadline. Any Proposal or its modification received by the Client after the deadline shall be declared late and rejected, and promptly returned unopened.

18. Confidentiality

- 18.1 From the time the Proposals are opened to the time the Contract is awarded, the Consultant should not contact the Client on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals and award recommendations shall not be disclosed to the Consultants who submitted the Proposals or to any other party not officially concerned with the process, until the Notification of Intention to Award the Contract. Exceptions to this ITC are where the Client notifies Consultants of the results of the evaluation of the Technical Proposals.
- 18.2 Any attempt by shortlisted Consultants or anyone on behalf of the Consultant to influence improperly the Client in the evaluation of the Proposals or Contract award decisions may result in the rejection of its Proposal, and may be subject to the application of prevailing Bank's sanctions procedures.
- 18.3 Notwithstanding the above provisions, from the time of the Proposals' opening to the time of Contract award publication, if a Consultant wishes to contact the Client or the Bank on any matter related to the selection process, it shall do so only in writing.

19. Opening of Technical Proposals

- 19.1 The Client's evaluation committee shall conduct the opening of the Technical Proposals in the presence of the shortlisted Consultants' authorized representatives who choose to attend (in person, or online if this option is offered in the **Data Sheet**). The

opening date, time and the address are stated in the **Data Sheet**. The envelopes with the Financial Proposal shall remain sealed and shall be securely stored with a reputable public auditor or independent authority until they are opened in accordance with ITC 23.

19.2 At the opening of the Technical Proposals the following shall be read out: (i) the name and the country of the Consultant or, in case of a Joint Venture, the name of the Joint Venture, the name of the lead member and the names and the countries of all members; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate or as indicated in the **Data Sheet**.

20. Proposals Evaluation

20.1 Subject to provision of ITC 15.1, the evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded and the Bank issues its “no objection”, if applicable.

20.2 The Consultant is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under ITC 12.7. While evaluating the Proposals, the Client will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.

21. Evaluation of Technical Proposals

21.1 The Client’s evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the **Data Sheet**. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the **Data Sheet**.

22. Financial Proposals for QBS

22.1 Following the ranking of the Technical Proposals, when the selection is based on quality only (QBS), the top-ranked Consultant is invited to negotiate the Contract.

22.2 If Financial Proposals were invited together with the Technical Proposals, only the Financial Proposal of the technically top-ranked Consultant is opened by the Client's evaluation committee. All other Financial Proposals are returned unopened after the Contract negotiations are successfully concluded and the Contract is signed.

23. Public Opening of Financial Proposals (for QCBS, FBS, and LCS methods)

23.1 After the technical evaluation is completed and the Bank has issued its no objection (if applicable), the Client shall notify those Consultants whose Proposals were considered non-responsive to the RFP and TOR or did not meet the minimum qualifying technical score, advising them the following:

- (i) their Proposal was not responsive to the RFP and TOR or did not meet the minimum qualifying technical score;
- (ii) provide information relating to the Consultant's overall technical score, as well as scores obtained for each criterion and sub-criterion;
- (iii) their Financial Proposals will be returned unopened after completing the selection process and Contract signing; and
- (iv) notify them of the date, time and location of the public opening of the Financial Proposals and invite them to attend.

23.2 The Client shall simultaneously notify in writing those Consultants whose Proposals were considered responsive to the RFP and TOR, and that have achieved the minimum qualifying technical score, advising them the following:

- (i) their Proposal was responsive to the RFP and TOR and met the minimum qualifying technical score;
- (ii) provide information relating to the Consultant's overall technical score, as well as scores obtained for each criterion and sub-criterion;
- (iii) their Financial Proposal will be opened at the public opening of Financial Proposals; and

- (iv) notify them of the date, time and location of the public opening and invite them for the opening of the Financial Proposals.

23.3 The opening date shall be no less than ten (10) Business Days from the date of notification of the results of the technical evaluation, described in ITC 23.1 and 23.2. However, if the Client receives a complaint on the results of the technical evaluation within the ten (10) Business Days, the opening date shall be subject to ITC 35.1.

23.4 The Consultant's attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the **Data Sheet**) is optional and is at the Consultant's choice.

23.5 The Financial Proposals shall be opened publicly by the Client's evaluation committee in the presence of the representatives of the Consultants and anyone else who chooses to attend. Any interested party who wishes to attend this public opening should contact the client as indicated in the **Data Sheet**. Alternatively, a notice of the public opening of Financial Proposals may be published on the Client's website, if available. At the opening, the names of the Consultants, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copies of the record shall be sent to all Consultants who submitted Proposals and to the Bank.

24. Correction of Errors

24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.

a. Time-Based Contracts

24.1.1 If a Time-Based contract form is included in the RFP, the Client's evaluation committee will (a) correct any computational or arithmetical errors, and (b) adjust the prices if they fail to reflect all inputs included for the respective activities or items included in the Technical Proposal. In case of discrepancy between (i) a

partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Client's evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost.

b. Lump-Sum Contracts

24.1.2 If a Lump-Sum contract form is included in the RFP, the Consultant is deemed to have included all prices in the Financial Proposal, so neither arithmetical corrections nor price adjustments shall be made. The total price, net of taxes understood as per ITC 25, specified in the Financial Proposal (Form FIN-1) shall be considered as the offered price. Where there is a discrepancy between the amount in words and the amount figures, the amount in words shall prevail.

25. Taxes

25.1 The Client's evaluation of the Consultant's Financial Proposal shall exclude taxes and duties in the Client's country in accordance with the instructions in the **Data Sheet**.

26. Conversion to Single Currency

26.1 For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the **Data Sheet**.

27. Combined Quality and Cost Evaluation

a. Quality and Cost-Based Selection (QCBS)

27.1 In the case of QCBS, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the **Data Sheet**. The Consultant with the Most Advantageous Proposal, which is the Proposal that

achieves the highest combined technical and financial scores, will be invited for negotiations.

- b. Fixed-Budget Selection (FBS)** 27.2 In the case of FBS, those Proposals that exceed the budget indicated in ITC 14.1.4 of the **Data Sheet** shall be rejected.
- 27.3 The Client will select the Consultant with the Most Advantageous Proposal, which is the highest-ranked Technical Proposal that does not exceed the budget indicated in the RFP, and invite such Consultant to negotiate the Contract.
- c. Least-Cost Selection** 27.4 In the case of Least-Cost Selection (LCS), the Client will select the Consultant with the Most Advantageous Proposal, which is the Proposal with the lowest evaluated total price among those Proposals that achieved the minimum qualifying technical score, and invite such a Consultant to negotiate the Contract.

D. Negotiations and Award

- 28. Negotiations** 28.1 The negotiations will be held at the date and address indicated in the Data Sheet with the Consultant's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Consultant.
- 28.2 The Client shall prepare minutes of negotiations that are signed by the Client and the Consultant's authorized representative.
- a. Availability of Key Experts** 28.3 The invited Consultant shall confirm the availability of all Key Experts included in the Proposal as a prerequisite to the negotiations, or, if applicable, a replacement in accordance with ITC 12. Failure to confirm the Key Experts' availability may result in the rejection of the Consultant's Proposal and the Client proceeding to negotiate the Contract with the next-ranked Consultant.
- 28.4 Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the

Contract, who shall have equivalent or better qualifications and experience than the original candidate.

b. Technical Negotiations

28.5 The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Client's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not substantially alter the original scope of services under the TOR or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.

c. Financial Negotiations

28.6 The negotiations include the clarification of the Consultant's tax liability in the Client's country and how it should be reflected in the Contract.

28.7 If the selection method included cost as a factor in the evaluation, the total price stated in the Financial Proposal for a Lump-Sum contract shall not be negotiated.

28.8 In the case of a Time-Based contract, unit rates negotiations shall not take place, except when the offered Key Experts and Non-Key Experts' remuneration rates are much higher than the typically charged rates by consultants in similar contracts. In such case, the Client may ask for clarifications and, if the fees are very high, ask to change the rates after consultation with the Bank. The format for (i) providing information on remuneration rates in the case of Quality Based Selection; and (ii) clarifying remuneration rates' structure under this Clause, is provided in Appendix A to the Financial Form FIN-3: Financial Negotiations – Breakdown of Remuneration Rates.

29. Conclusion of Negotiations

29.1 The negotiations are concluded with a review of the finalized draft Contract, which then shall be initialed by the Client and the Consultant's authorized representative.

29.2 If the negotiations fail, the Client shall inform the Consultant in writing of all pending issues and disagreements and provide a final opportunity to the Consultant to respond. If disagreement persists, the Client shall terminate the negotiations informing the Consultant of the reasons for doing so. After having

obtained the Bank's no objection, the Client will invite the next-ranked Consultant to negotiate a Contract. Once the Client commences negotiations with the next-ranked Consultant, the Client shall not reopen the earlier negotiations.

30. Standstill Period

30.1 The Contract shall not be awarded earlier than the expiry of the Standstill Period. The Standstill Period shall be ten (10) Business Days unless extended in accordance with ITC 33. The Standstill Period commences the day after the date the Client has transmitted to each Consultant (that has not already been notified that it has been unsuccessful) the Notification of Intention to Award the Contract. Where only one Proposal is submitted, or if this contract is in response to an emergency situation recognized by the Bank, the Standstill Period shall not apply.

31. Notification of Intention to Award

31.1 The Client shall send to each Consultant (that has not already been notified that it has been unsuccessful) the Notification of Intention to Award the Contract to the successful Consultant. The Notification of Intention to Award shall contain, at a minimum, the following information:

- (a) the name and address of the Consultant with whom the client successfully negotiated a contract;
- (b) the contract price of the successful Proposal;
- (c) the names of all Consultants included in the short list, indicating those that submitted Proposals;
- (d) where the selection method requires, the price offered by each Consultant as read out and as evaluated;
- (e) the overall technical scores and scores assigned for each criterion and sub-criterion to each Consultant;
- (f) the final combined scores and the final ranking of the Consultants;
- (g) a statement of the reason(s) why the recipient's Proposal was unsuccessful, unless the combined score in (f) above already reveals the reason;

- (h) the expiry date of the Standstill Period; and
- (i) instructions on how to request a debriefing and/or submit a complaint during the Standstill Period.

32. Notification of Award

32.1 Upon expiry of the Standstill Period, specified in ITC 30.1 or any extension thereof, and upon satisfactorily addressing any complaint that has been filed within the Standstill Period, and upon verifying that the Consultant (including each member of a JV) is not disqualified by the Bank due to noncompliance with contractual SEA/SH prevention and response obligations, the Client shall, send a notification of award to the successful Consultant, confirming the Client's intention to award the Contract to the successful Consultant and requesting the successful Consultant to sign and return the draft negotiated Contract within eight (8) Business Days from the date of receipt of such notification. The Client will require the Consultant to replace any subconsultant that is disqualified by the Bank due to noncompliance with contractual SEA/SH prevention and response obligations. If specified in the **Data Sheet**, the client shall simultaneously request the successful Consultant to submit, within eight (8) Business Days, the Beneficial Ownership Disclosure Form.

Contract Award Notice

Within ten (10) Business Days from the date of notification of award such request, the Client shall publish the Contract Award Notice which shall contain, at a minimum, the following information:

- (a) name and address of the Client;
- (b) name and reference number of the contract being awarded, and the selection method used;
- (c) names of the consultants that submitted proposals, and their proposal prices as read out at financial proposal opening, and as evaluated;
- (d) names of all Consultants whose Proposals were rejected or were not evaluated, with the reasons therefor;
- (e) the name of the successful consultant, the final total contract price, the contract duration and a summary of its scope; and

- (f) successful Consultant's Beneficial Ownership Disclosure Form, if specified in Data Sheet ITC 32.1.

32.2 The Contract Award Notice shall be published on the Client's website with free access if available, or in at least one newspaper of national circulation in the Client's Country, or in the official gazette. The Client shall also publish the contract award notice in UNDB online.

33. Debriefing by the Client

33.1 On receipt of the Client's Notification of Intention to Award referred to in ITC 31.1, an unsuccessful Consultant has three (3) Business Days to make a written request to the Client for a debriefing. The Client shall provide a debriefing to all unsuccessful Consultants whose request is received within this deadline.

33.2 Where a request for debriefing is received within the deadline, the Client shall provide a debriefing within five (5) Business Days, unless the Client decides, for justifiable reasons, to provide the debriefing outside this timeframe. In that case, the standstill period shall automatically be extended until five (5) Business Days after such debriefing is provided. If more than one debriefing is so delayed, the standstill period shall not end earlier than five (5) Business Days after the last debriefing takes place. The Client shall promptly inform, by the quickest means available, all Consultants of the extended standstill period.

33.3 Where a request for debriefing is received by the Client later than the three (3)-Business Day deadline, the Client should provide the debriefing as soon as practicable, and normally no later than fifteen (15) Business Days from the date of publication of Public Notice of Award of contract. Requests for debriefing received outside the three (3)-day deadline shall not lead to extension of the standstill period.

33.4 Debriefings of unsuccessful Consultants may be done in writing or verbally. The Consultants shall bear their own costs of attending such a debriefing meeting.

34. Signing of Contract

34.1 The Contract shall be signed prior to the expiry date of the Proposal validity and promptly after expiry of the Standstill Period, specified in ITC 30.1 or any

extension thereof, and upon satisfactorily addressing any complaint that has been filed within the Standstill Period.

34.2 The Consultant is expected to commence the assignment on the date and at the location specified in the **Data Sheet**.

**35. Procurement
Related
Complaint**

35.1 The procedures for making a Procurement-related Complaint are as specified in the **Data Sheet**.

Section 2. Instructions to Consultants

E. Data Sheet

ITC Reference	A. General
1 (b)	The Applicable Law shall be the Law of Islamic Republic of Pakistan.
1 (o)	NA
2.1	<p>Name of the Client: <u>Local Government & Community Development Department (LG&CDD)</u></p> <p>Method of selection <u>Least Cost Based Selection (LCS)</u> as per the Procurement Regulations, July 2016, Revised February 2025 available on www.worldbank.org</p>
2.2	<p>Financial Proposal to be submitted together with Technical Proposal:</p> <p>Yes</p> <p>The name of the assignment is:</p> <p>Hiring of Consultancy Firm for Independent Verification of DLIs for 16 MCs & Third-Party Monitoring Agency for Environment & Social Management under Punjab Inclusive Cities Program (PICP)</p>
2.3	A pre-proposal conference will be held: No
2.4	<p>The Client will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals:</p> <p>Reports and Data as available on website.</p>

4.1	NA
6.3.1	A list of debarred firms and individuals is available at the Bank's external website: www.worldbank.org/debarr
B. Preparation of Proposals	
9.1	<p>This RFP has been issued in the English language.</p> <p>Proposals shall be submitted in English language.</p> <p>All correspondence exchange shall be in English language.</p>
10.1	<p>The Proposal shall comprise the following:</p> <p><u>For SIMPLIFIED TECHNICAL PROPOSAL (STP):</u></p> <p>1st Inner Envelope with the Technical Proposal:</p> <ul style="list-style-type: none"> (1) Power of Attorney to sign the Proposal (2) TECH-1 (3) TECH-4 (4) TECH-5 (5) TECH-6 (6) TECH-7 Code of Conduct: The Consultant shall submit its Code of Conduct that will apply to the Experts. The Consultant shall use for this purpose the Code of Conduct form in Section 3. No substantial modifications shall be made to this form, except that the Consultant may introduce additional requirements, including as necessary to take into account specific Contract issues/risks. <p>AND</p> <p>2nd Inner Envelope with the Financial Proposal (if applicable):</p> <ul style="list-style-type: none"> (1) FIN-1 (2) FIN-2 (3) FIN-3 (4) FIN-4

	(5) Statement of Undertaking (if required under Data Sheet 10.2 below)
10.2	Statement of Undertaking is required Yes
11.1	Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible No
12.1	Proposals shall be valid until: Proposals must remain valid for <u>120 days</u> after the proposal submission deadline.
13.1	Clarifications may be requested no later than <u>07-days</u> prior to the submission deadline. The contact information for requesting clarifications is: Address: Civil Secretariat Telephone: <u>042-99212613</u> Facsimile: <u>042-99211560</u> E-mail: <u>lgcd.dept@gmail.com</u> Contact person/conference coordinator: +923333850505/+923224245035, Section Officer (Projects) (LG&CDD)
14.1.1	Shortlisted Consultants may associate with (a) non-shortlisted consultant(s): No Or (b) other shortlisted Consultants: No
14.1.2 (do not use for Fixed Budget method)	Estimated input of Key Experts' time-input: 34 Months Non-Key Experts = 16 Months

<p>14.1.3 for time-based contracts only</p>	<p>NA</p>
<p>14.1.4 and 27.2 use for Fixed Budget method</p>	<p>NA</p>
<p>15.2</p>	<p>The format of the Technical Proposal to be submitted is: Standard Technical Proposal (STP) Submission of the Technical Proposal in a wrong format may lead to the Proposal being deemed non-responsive to the RFP requirements.</p>
<p>16.1</p>	<p>(1) <i>a per diem allowance, including hotel, for experts for every day of absence from the home office for the purposes of the Services;</i> (2) <i>cost of travel by the most appropriate means of transport and the most direct practicable route;</i> (3) <i>cost of office accommodation, including overheads and back-stop support;</i> (4) <i>communications costs;</i> (5) <i>cost of purchase or rent or freight of any equipment required to be provided by the Consultants;</i> (6) <i>cost of reports production (including printing) and delivering to the Client;</i> (7) <i>other allowances where applicable and provisional or fixed sums (if any)]</i> (8) <i>[insert relevant type of expenses, if/as applicable]</i></p>
<p>16.2</p>	<p>A price adjustment provision applies to remuneration rates: No</p>

16.3	Information on the Consultant's tax obligations in the Client's country can be found www.fbr.gov.pk , www.pra.punjab.gov.pk
16.4	<p>The Financial Proposal shall be stated in the following currencies:</p> <p>Pakistani Rupees (PKR)</p> <p>The Financial Proposal should state local costs in the Client's country currency (local currency): Yes</p>
C. Submission, Opening and Evaluation	
17.1	The Consultants shall not have the option of submitting their Proposals electronically.
17.4	<p>The Consultant must submit:</p> <p>(a) Technical Proposal: one (1) original and four (03) copies and one soft copy in USB;</p> <p>(b) Financial Proposal: one (1) original.</p>
17.7 and 17.9	<p>The Proposals must be submitted no later than:</p> <p>Date: March 27th, 2026</p> <p>Time: 11:00 AM local time</p> <p>The Proposal submission address is: Local Government & Community Development Department (LG&CDD) Civil Secretariat Ph: 042-99212013-14 +923333850505/+923224245035 Fax: 042-99211560 Email: lgcd.dept@gmail.com Web-site: www.lgcd.punjab.gov.pk</p>
19.1	<p>An online option of the opening of the Technical Proposals is not offered: No</p> <p>The opening shall take place at:</p>

	<p>Local Government & Community Development Department (LG&CDD) Civil Secretariat Ph: 042-99212013-14 +923333850505/+923224245035 Fax: 042-99211560 Email: lqcd.dept@gmail.com Web-site: www.lqcd.punjab.gov.pk</p> <p>Date: March 27th, 2026 Time: 11:30 AM local time</p>																
19.2	<p>In addition, the following information will be read aloud at the opening of the Technical Proposals “N/A”</p>																
21.1 (for STP)	<p>Criteria, sub-criteria, and point system for the evaluation of Technical Proposals are as under: Minimum Qualifying Score = 70 The firm must also score at least 50% in each category Marks in each sub-section shall be awarded on pro-rata basis.</p> <p>1. Approach & Methodology (Total 20-marks)</p> <table border="0"> <tr> <td>a. Approach and Problem Solving</td> <td>[40]</td> </tr> <tr> <td>b. Methodology & Work plan</td> <td>[30]</td> </tr> <tr> <td>c. For serial no. a & b, comprehensive presentation to CSC</td> <td>[30]</td> </tr> <tr> <td colspan="2" style="text-align: right;">Total Score (A1)=100</td> </tr> </table> <p><i>Note: Approach & Methodology section will be presented before CSC or any committee constituted by CSC through ppt presentation. The same shall be assessed / evaluated by that committee and the decision of the committee shall be final.</i></p> <p>2. Company Profile (Total 20-marks)</p> <table border="0"> <tr> <td>a. 5 similar assignments costing at least Rs. 4.00 million pertaining to Performance Assessments / Third Party Verification and other related assignments completed during last 10 years. Evidence of completion of assignments should be attached with the application. No marks will be given if the number of assignments are Two (02) or less.</td> <td>[80]</td> </tr> <tr> <td>b. Quality Management Documents</td> <td>[10]</td> </tr> <tr> <td>c. Availability of well-defined Organizational Chart</td> <td>[10]</td> </tr> <tr> <td colspan="2" style="text-align: right;">Total Score (A2)=100</td> </tr> </table>	a. Approach and Problem Solving	[40]	b. Methodology & Work plan	[30]	c. For serial no. a & b, comprehensive presentation to CSC	[30]	Total Score (A1)=100		a. 5 similar assignments costing at least Rs. 4.00 million pertaining to Performance Assessments / Third Party Verification and other related assignments completed during last 10 years. Evidence of completion of assignments should be attached with the application. No marks will be given if the number of assignments are Two (02) or less.	[80]	b. Quality Management Documents	[10]	c. Availability of well-defined Organizational Chart	[10]	Total Score (A2)=100	
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b. Quality Management Documents	[10]																
c. Availability of well-defined Organizational Chart	[10]																
Total Score (A2)=100																	
	<p>3. Financial Capability (Total 20-marks) Financial capability of firm will be assessed as follows:</p>																

Sr. No.	Description	Threshold Amount (Rs.)	Marks Obtained
1	Average Annual Turnover in last 05 Years.	10 million or above	50
		Less than 10 million	NIL
2	Available Cash/Bank Credit Line Limit (or combination of both)	10 million or above	50
		Less than 10 million	NIL
Total Score (A3) = 100			
Note:			
Only duly certified Audited Statements/Bank statements of the firm will be considered as proof of the above for evaluation.			

4. *Project Team (Total 40-marks):

Sr. #	Designation	Numbers	Score
Key Experts			
1	Team Leader/M&E Specialist	01	15
2	Infrastructure Specialist	01	10
3	Environment & Social Management Specialist	01	10
4	Finance & Account Specialist	01	10
5	Institutional Strengthening Specialist	01	10
6	Social Development Specialist	01	10
7	Occupational Health & Safety Specialist	01	10
8	Gender Specialist	01	10
Non-Key Experts			
9	Assistant Team Members	05	15

A. Team Leader/M&E Specialist (01 NO.)

Qualification: Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Engineering/ Public/ Business Administration/ Public Finance/ Economics/ or a related field from HEC recognized Institutes

Experience: Minimum 15 years' of post qualification experience in working on public sector service delivery, with demonstrated experience

in working with local governments. Proven familiarity with in vogue PLGA-would be a major asset. The person will have a demonstrated track record of providing consultant deliverables on a timely basis

B. Team members (07 NO.)

I. Team member – 1 (Infrastructure Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MSc/MS/M.Phil) in Civil Engineering from HEC recognized Institutes

Experience: Minimum 10 years' of post qualification experience with demonstrated major experience in working with local governments. Work experience related to planning, designing & supervising WASH Sector infrastructure development projects or in maintenance of municipal services infrastructure related with WASH Sector. Proven familiarity with in vogue PLGA, working experience with public sector entities & donor agencies and work rules will be an added advantage. Demonstrated track record of providing consultant deliverables on a timely basis.

II. Team member – 2 (Environment& Social Management Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Environmental Engineering / Sciences from HEC recognized Institutes

Experience: Minimum 10 years' of post qualification experience of professional and technical experience with increasing level of responsibility in environmental analysis & social safeguards assessments. Must have demonstrated experience in developing IEEs, EIAs, ESMP, EMMPs and ESMF required under public sector environmental regulations and donor guidelines. The candidate should also have demonstrative experience to tackle the social issues arising from time to time and their management. Proven familiarity with PLGA, Punjab Environmental Act 2012 and The World Bank Environmental and Social Safeguards would be a major asset. Working experience with public sector entities & donor agencies and Local Government Systems will be an added advantage. Demonstrated track record of providing consultant deliverables on a timely basis.

III. Team member – 3 (Finance & Accounts Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Finance/Commerce/Banking or Business Studies from HEC recognized Institutes.

Experience: Minimum 10 years' of post qualification experience in Municipal financial management, accounting budgeting & planning. Proven familiarity with in vogue PLGA and working with Local Governments and on donor funded projects would be a major asset. Demonstrated track record of providing consultant deliverables on a timely basis.

IV. Team member – 4 (Institutional Strengthening Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Social Sciences/ Economics/ Business Economics/ Business/ Public Administration from a HEC recognized Institute.

Experience: Minimum 10 years' of post qualification experience in public/private sector institutions. Technical experience in design and delivery of capacity building initiatives to public/private sector institutions. Work experience of development & planning processes and have analytical skills to evaluate and assess the organizational performance management. Proven familiarity with in vogue PLGA, working experience with public sector entities & donor agencies will be an added advantage. Demonstrated track record of providing consultant deliverables on a timely basis.

V. Team member – 5 (Social Development Specialist)

Qualification: Bachelor's (04 Years) / Master's or higher degree (MS/M.Phil) in Sociology, Development Studies, or any other related discipline from HEC recognized institutes.

Experience: Minimum 10 years of post-qualification experience in social assessment, resettlement planning, and community development. Must have demonstrated experience in preparing and implementing Social Impact Assessments (SIAs), Resettlement Planning Framework (RPF), Resettlement Action Plans (RAPs) and Stakeholder Engagement Plans (SEP) under public sector and donor-funded projects. Proven familiarity with Punjab Local Government Act (PLGA), Land Acquisition Act 1894, and World Bank Environmental and Social Framework (ESF) will be a major asset. Experience of stakeholder engagement, grievance redress mechanism (GRM) management, gender mainstreaming, and public consultation processes will be preferred. Working experience with public sector entities, donor agencies, and local government systems will be an added advantage. Demonstrated ability to deliver consultant outputs within agreed timelines is essential.

VI. Team member – 6 (Occupational Health & Safety Specialist)

Qualification: Bachelor's (04 Years) / Master's or higher degree (MSc in Environmental Engineering/Sciences, Occupational Safety & Health) from HEC recognized institutes. Certification in NEBOSH IGC, IOSH and ISO 45001 Lead Auditor will be considered an asset.

Experience: Minimum 10 years' of post-qualification experience in the field of Occupational Health and Safety (OHS) with progressive responsibility in planning, implementation, and monitoring of safety management systems in infrastructure or development projects. Must have demonstrated experience in developing and implementing Health and Safety Management Plans (HSMPs), Emergency Response Plans (ERPs), Risk Assessments, and Incident/Accident Reporting Systems in compliance with national labor laws, OSHA standards, and WBG General Environmental, Health, and Safety (EHS) Guidelines. Proven familiarity with Punjab Environmental Protection Act 2012, ILO Occupational Safety and Health Conventions, and ISO 45001 standards will be an advantage. The candidate should demonstrate experience in conducting site inspections, safety audits, training programs, and contractor safety compliance monitoring.

VII. Team member – 7 (Gender Specialist)

Qualification: Bachelor's (04 Years) / Master's or higher degree (MS/M.Phil) in Gender Studies, Sociology, Development Studies, Social Policy, or any other relevant discipline from HEC recognized institutes.

Experience: Minimum 10 years' of post-qualification experience in gender analysis, gender mainstreaming, and development of gender-responsive strategies in public sector and donor-funded projects. Must have demonstrated experience in preparing and implementing Gender Action Plans (GAPs) and conducting gender audits and assessments in line with international best practices and donor safeguard requirements. Proven familiarity with World Bank Environmental and Social Framework (ESF), World Bank operational policies, and with national gender policies, Punjab Local Government Act (PLGA), and related legal frameworks is desirable. Experience in conducting gender-sensitive stakeholder consultations, integrating gender aspects into resettlement and community development plans, and designing awareness, training, and capacity-building programs for women's empowerment will be preferred. Working experience with public sector institutions, local governments, and multilateral development partners will be an added advantage.

C. Assistant Team Member – (05 NOs.)

Experience: Minimum 5 years' of post qualification experience in relevant discipline

Table 4: Detail of Assistant Team Members

Sr.#	Designation	Nos.	Qualification	Required Experience
1	Assistant Team Member (Infrastructure)	02	Bachelors (04 Years) / Masters or higher degree (MSc/MS/M.phil in Civil Engineering from HEC recognized Institutes	Minimum 5 years' of post qualification experience in relevant discipline.
2	Assistant Team Member (Environment& Social Management)	01	Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Environmental Engineering / Sciences from HEC recognized Institutes	
3	Assistant Team Member (Finance & Accounts)	01	Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Finance/ Commerce / Banking or Business Studies from HEC recognized Institutes.	
4	Assistant Team Member (Institutional Strengthening)	01	Bachelors (04 Years) / Masters or higher degree (MS/M.Phil or) in Economics/ Business Economics/ Business/ Public Administration from a HEC recognized Institute.	

The number of points to be assigned to each of the above positions or disciplines shall be determined considering the following three sub-criteria and relevant score:

- | | |
|----------------------------------|------|
| 1) *Education and qualifications | [30] |
| 2) *Specific Experience | [70] |
| Total Score (A4)=100 | |

*As specified in TORs

	$\text{Technical Score}^* = St = A_1 \frac{[20]}{100} + A_2 \frac{[20]}{100} + A_3 \frac{[20]}{100} + A_4 \frac{[40]}{100}$ <p>The minimum technical score St required to pass is: 70 Marks.</p>
23.1	An online option of the opening of the Financial Proposals is offered: No

23.5	Following the completion of the evaluation of the Technical Proposals, the Client will notify all Consultants of the location, date and time of the public opening of Financial Proposals. Any interested party who wishes to attend this public opening should contact SO LG&CD and request to be notified of the location, date and time of the public opening of Financial Proposals. The request should be made before the deadline for submission of Proposals, stated above. Alternatively, a notice of the public opening of Financial Proposals may be published on the Client's website, if available.
25.1	For the purpose of the evaluation, the Procuring Agency will exclude: (a) all local identifiable indirect taxes such as sales tax, excise tax, VAT, or similar taxes levied on the Contract's invoices; and (b) all additional local indirect tax on the remuneration of services rendered by non-resident experts in the Procuring Agency's country; as the same are constant for all. If a Contract is awarded, at Contract negotiations, all such taxes will be discussed, finalized (using the itemized list as a guidance but not limiting to it) and added to the Contract amount as a separate line. All taxes will invariably be included in the remuneration of the Consultants or cost of the Contract. The Procuring Agency may deduct those taxes which are to be deposited with the relevant tax authorities.
27.1 (QCBS only)	Not Applicable
D. Negotiations and Award	
28.1	<p>Expected date and address for contract negotiations:</p> <p>Date: April 30, 2026</p> <p>Address:</p> <p>Local Government & Community Development Department (LG&CDD) Civil Secretariat Ph: 042-99212013-14 Fax: 042-99211560 Email: lqcd.dept@gmail.com Web-site: www.lqcd.punjab.gov.pk</p>

29.1	The publication of the Contract award information following the completion of the Contract negotiations and Contract signing will be done as following: www.lgcd.punjab.gov.pk
31.1	Successful consultant shall be required to submit Stamp duty (under Stamp Duty Act 1899) within 15 days of the demand by the procuring agency for signing of contract.
32.1	The successful Consultant shall submit the Beneficial Ownership Disclosure Form.
34.2	Expected date for the commencement of the Services: Date: May 1 st , 2026
35.1	<p>The procedures for making a Procurement-related Complaint are detailed in the “<u>Procurement Regulations for IPF Borrowers (Annex III)</u>.” If a Consultant wishes to make a Procurement-related Complaint, the Consultant shall submit its complaint following these procedures, In Writing (by the quickest means available, such as by email or fax), to:</p> <p>Title/position: Special Secretary LG& CD Department</p> <p>Client: Local Government & Community Development Department (LG&CDD)</p> <p>Email address: lgcd.dept@gmail.com</p> <p>Telephone numbers:+042-99212013-14 +923333850505/+923224245035</p> <p>Fax number: :042-99211560</p> <p>In summary, a Procurement-related Complaint may challenge any of the following:</p> <ol style="list-style-type: none"> 1. the terms of this Request for Proposal; 2. the Client’s decision to exclude a Consultant from the procurement process prior to the award of contract; and 3. the Client’s decision to award the contract.

Section 3. Technical Proposal – Standard Forms

{Notes to Consultant shown in brackets { } throughout Section 3 provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.}

CHECKLIST OF REQUIRED FORMS

Required for FTP or STP ✓		FORM	DESCRIPTION	Page Limit
FTP	STP			
✓	✓	TECH-1	Technical Proposal Submission Form.	
✓ If applicable		TECH-1 Attachment	If the Proposal is submitted by a joint venture, attach a letter of intent or a copy of an existing agreement.	
✓ If applicable		Power of Attorney	No pre-set format/form. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members	
✓		TECH-2	Consultant's Organization and Experience.	
✓		TECH-2A	A. Consultant's Organization	
✓		TECH-2B	B. Consultant's Experience	
✓		TECH-3	Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client.	
✓		TECH-3A	A. On the Terms of Reference	
✓		TECH-3B	B. On the Counterpart Staff and Facilities	
✓	✓	TECH-4	Description of the Approach, Methodology, and Work Plan for Performing the Assignment	
✓	✓	TECH-5	Work Schedule and Planning for Deliverables	
✓	✓	TECH-6	Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)	
✓	✓	TECH-7	Code of Conduct	
✓	✓	TECH-8	Sexual Exploitation and Abuse (SEA) and/or Sexual Harassment (SH) Performance Declaration	

All pages of the original Technical and Financial Proposal shall be initialed by the same authorized representative of the Consultant who signs the Proposal.

FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: *[Name and address of Client]*

Dear Sirs:

We, the undersigned, offer to provide the consulting services for *[Insert title of assignment]* in accordance with your Request for Proposals (RFP) dated *[Insert Date]* and our Proposal. *[Select appropriate wording depending on the selection method stated in the RFP: “We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope” or, if only a Technical Proposal is invited “We hereby are submitting our Proposal, which includes this Technical Proposal only in a sealed envelope.”]*

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: “of our letter of intent to form a joint venture” or, if a JV is already formed, “of the JV agreement”} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

{OR

If the Consultant’s Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firms as Sub-consultants: {Insert a list with full name and address of each Sub-consultant.}

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Bank.
- (b) Our Proposal shall be valid and remain binding upon us until *[insert day, month and year in accordance with ITC 12.1]*.
- (c) We have no conflict of interest in accordance with ITC 3.

- (d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Bank’s policy in regard to Fraud and Corruption as per ITC 5.
- (e) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by the World Bank Group or a debarment imposed by the World Bank Group in accordance with the Agreement for Mutual Enforcement of Debarment Decisions between the World Bank and other development banks. Further, we are not ineligible under the Client’s country laws or official regulations or pursuant to a decision of the United Nations Security Council;
- (f) **Sexual Exploitation and Abuse (SEA) and/or Sexual Harassment (SH):** *[select the appropriate option from (i) to (iii) below and delete the others].*

We *[where JV, insert: “including any of our JV members”]*, and any of our sub-consultants:

- (i) *[have not been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations.]*
- (ii) *[are subject to disqualification by the Bank for non-compliance with SEA/ SH obligations.]*
- (iii) *[had been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations. An arbitral award on the disqualification case has been made in our favor.]*
- (g) *[Note to Client: Only if required in ITC10.2 (Data Sheet 10.2), include the following:*

In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.]

- (h) Except as stated in the Data Sheet, ITC 12.7, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC 12 and ITC 28.4 may lead to the termination of Contract negotiations.
- (i) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in ITC 34.2 of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,

Signature (of Consultant's authorized representative) {In full and initials}:

Full name: {insert full name of authorized representative}

Title: {insert title/position of authorized representative}

Name of Consultant (company's name or JV's name):

Capacity: {insert the person's capacity to sign for the Consultant}

Address: {insert the authorized representative's address}

Phone/fax: {insert the authorized representative's phone and fax number, if applicable}

Email: {insert the authorized representative's email address}_____

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM TECH-2 (FOR FULL & SIMPLIFIED TECHNICAL PROPOSAL ONLY)

CONSULTANT'S ORGANIZATION AND EXPERIENCE

Form TECH-2: a brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.

A - Consultant's Organization

1. Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.
2. Include organizational chart, a list of Board of Directors, and beneficial ownership. *[If required under Data Sheet ITC 32.1, the successful Consultant shall provide additional information on beneficial ownership, using the Beneficial Ownership Disclosure Form.]*

B - Consultant's Experience

1. List only previous similar assignments successfully completed in the last 10 years.
2. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture members. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in US\$ equivalent)/ Amount paid to your firm	Role on the Assignment
{e.g., Jan.2009–Apr.2010}	{e.g., “Improvement quality of.....”: designed master plan for rationalization of; }	{e.g., Ministry of, country}	{e.g., US\$1 mil/US\$0.5 mil}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., “Support to sub-national government.....” : drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., US\$0.2 mil/US\$0.2 mil}	{e.g., sole Consultant}

FORM TECH-3 (FOR FULL TECHNICAL PROPOSAL)

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY THE CLIENT

Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

{improvements to the Terms of Reference, if any}

B - On Counterpart Staff and Facilities

{comments on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

FORM TECH-4 (FOR FULL TECHNICAL PROPOSAL ONLY)

DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

Form TECH-4: a description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal (in FTP format):

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing}

- a) **Technical Approach and Methodology.** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks. including on addressing Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) risks] to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}
- b) **Work Plan.** {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}
- c) **Organization and Staffing.** {Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}

FORM TECH-4 (FOR SIMPLIFIED TECHNICAL PROPOSAL ONLY)

DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN FOR PERFORMING THE ASSIGNMENT

Form TECH-4: a description of the approach, methodology, and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal}

- a) **Technical Approach, Methodology, and Organization of the Consultant's team.** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TOR), the technical approach, and the methodology you would adopt for implementing the tasks including on addressing Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) risks] to deliver the expected output(s); the degree of detail of such output; and describe the structure and composition of your team. Please do not repeat/copy the TORs in here.}
- b) **Work Plan and Staffing.** {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan and work schedule showing the assigned tasks for each expert. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}
- c) **Comments (on the TOR and on counterpart staff and facilities)**
{Your suggestions should be concise and to the point, and incorporated in your Proposal. Please also include comments, if any, on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc.}

FORM TECH-5 (FOR FTP AND STP)

WORK SCHEDULE AND PLANNING FOR DELIVERABLES

N°	Deliverables ¹ (D-..)	Months												
		1	2	3	4	5	6	7	8	9	n	TOTAL	
D-1	{e.g., Deliverable #1: Report A													
	1) data collection													
	2) drafting													
	3) inception report													
	4) incorporating comments													
	5) delivery of final report to Client}													
D-2	{e.g., Deliverable #2:.....}													

- 1 List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the Client’s approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in a form of a bar chart.
3. Include a legend, if necessary, to help read the chart.

FORM TECH-6 (FOR FTP AND STP)

TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

N°	Name	Expert's input (in person/month) per each Deliverable (listed in TECH-5)										Total time-input (in Months)			
		Position		D-1		D-2		D-3	D-...			Home	Field	Total
KEY EXPERTS															
K-1	{e.g., Mr. Abbbb}	[Team Leader]	[Home]	[2 month]	[1.0]	[1.0]									
			[Field]	[0.5 m]	[2.5]	[0]									
K-2															
K-3															
n															
											Subtotal				
NON-KEY EXPERTS															
N-1			[Home]												
			[Field]												
N-2															
n															
											Subtotal				
											Total				

1 For Key Experts, the input should be indicated individually for the same positions as required under the Data Sheet ITC21.1.

- 2 Months are counted from the start of the assignment/mobilization. One (1) month equals twenty two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.
- 3 “Home” means work in the office in the expert’s country of residence. “Field” work means work carried out in the Client’s country or any other country outside the expert’s country of residence.



Full time input



Part time input

**FORM TECH-6
(CONTINUED)**

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
[e.g., May 2005-present]	[e.g., Ministry of, advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hbbbbbb, deputy minister]		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work): _____

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant’s Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks as in TECH-5 in which the Expert will be involved)	

Expert’s contact information: (e-mail, phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available, as and when necessary, to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

{day/month/year}

Name of Expert

Signature

Date

{day/month/year}

Name of authorized

Signature

Date

Representative of the Consultant
(the same who signs the Proposal)

FORM TECH-7 (for FULL & SIMPLIFIED TECHNICAL PROPOSAL ONLY)**CODE OF CONDUCT FOR EXPERTS FORM (ES) FORM****CODE OF CONDUCT FOR EXPERTS**

We are the Consultant, [*enter name of Consultant*]. We have signed a contract with [*enter name of Client*] for [*enter description of the Services*]. Our contract requires us to implement measures to address social risks related to the Services, if any, including the risks of sexual exploitation, sexual abuse and sexual harassment.

This Code of Conduct is part of our measures to deal with social risks, if any, related to the Services. This Code of Conduct identifies the behavior that we require from all

Note to the Consultant:

The minimum content of the Code of Conduct form as set out by the Client shall not be substantially modified. However, the Consultant may add requirements as appropriate, including to take into account Contract-specific issues/risks.

The Consultant shall initial and submit the Code of Conduct form as part of its Proposal.

Experts.

Our workplace for carrying the Services is an environment where unsafe, offensive, abusive or violent behavior will not be tolerated and where all persons should feel comfortable raising issues or concerns without fear of retaliation.

REQUIRED CONDUCT

Experts shall:

1. carry out his/her duties competently and diligently;
2. comply with this Code of Conduct and all applicable laws, regulations and other requirements;
3. treat other people with respect, and not discriminate against specific groups such as women, people with disabilities, migrant workers or children;
4. not engage in Sexual Harassment, which means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature with other Experts, or Client's Personnel;
5. not engage in Sexual Exploitation, which means any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another;

6. not engage in Sexual Abuse, which means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions;
7. not engage in any form of sexual activity with individuals under the age of 18, except in case of pre-existing marriage;
8. complete training/sensitization that may be provided related to the social aspects of the Contract, including; on Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH);
9. report violations of this Code of Conduct; and
10. not retaliate against any person who reports violations of this Code of Conduct, whether to us or the Client.

RAISING CONCERNS

If any person observes behavior that he/she believes may represent a violation of this Code of Conduct, or that otherwise concerns him/her, he/she should raise the issue promptly. This can be done in either of the following ways:

1. Contact [*enter name of person assigned by the Consultant to handle such matters*] in writing at this address [] or by telephone at [] or in person at []; or
2. Call [] to reach the Consultant's hotline (*if any*) and leave a message.

The person's identity will be kept confidential, unless reporting of allegations is mandated by the country law. Anonymous complaints or allegations may also be submitted and will be given all due and appropriate consideration. We take seriously all reports of possible misconduct and will investigate and take appropriate action. We will provide warm referrals to service providers that may help support the person who experienced the alleged incident, as appropriate.

There will be no retaliation against any person who raises a concern in good faith about any behavior prohibited by this Code of Conduct. Such retaliation would be a violation of this Code of Conduct.

CONSEQUENCES OF VIOLATING THE CODE OF CONDUCT

Any violation of this Code of Conduct by Experts may result in serious consequences, up to and including termination and possible referral to legal authorities.

FOR EXPERT:

I have received a copy of this Code of Conduct written in a language that I comprehend. I understand that if I have any questions about this Code of Conduct, I can contact [*enter name of the contact person(s) assigned by the Consultant*] requesting an explanation.

Name of Expert: [insert name]

Signature: _____

Date: (day month year): _____

Countersignature of authorized representative of the Consultant:

Signature: _____

Date: (day month year): _____

ATTACHMENT 1: Behaviors constituting Sexual Exploitation and Abuse (SEA) and behaviors constituting Sexual Harassment (SH)

**ATTACHMENT 1 TO THE CODE OF CONDUCT FORM
BEHAVIORS CONSTITUTING SEXUAL EXPLOITATION AND ABUSE (SEA) AND
BEHAVIORS CONSTITUTING SEXUAL HARASSMENT (SH)**

The following non-exhaustive list is intended to illustrate types of prohibited behaviors:

(1) **Examples of sexual exploitation and abuse** include, but are not limited to:

- An Expert tells a member of the community that he/she can get them jobs related to the work site (e.g. cooking and cleaning) in exchange for sex.
- An Expert that is connecting electricity input to households says that he can connect women headed households to the grid in exchange for sex.
- An Expert rapes, or otherwise sexually assaults a member of the community.
- An Expert denies a person access to the Site unless he/she performs a sexual favor.
- An Expert tells a person applying for employment under the Contract that he/she will only hire him/her if he/she has sex with him/her.

(2) **Examples of sexual harassment in a work context**

- An Expert comment on the appearance of another Expert (either positive or negative) and sexual desirability.
- When An Expert complains about comments made by another Expert on his/her appearance, the other Expert comment that he/she is “asking for it” because of how he/she dresses.
- Unwelcome touching of an Expert or Employer’s Personnel by another Expert.
- An Expert tells another Expert that he/she will get him/her a salary raise, or promotion if he/she sends him/her naked photographs of himself/herself.

**FORM TECH-8 (FOR FTP AND STP)
SEXUAL EXPLOITATION AND ABUSE (SEA) AND/OR SEXUAL HARASSMENT
PERFORMANCE DECLARATION**

[The following table shall be filled in for the Consultant, each member of a Joint Venture and each subconsultant proposed by the Consultant]

Consultant's Name: *[insert full name]*

Date: *[insert day, month, year]*

Joint Venture Member's or Subconsultant's Name: *[insert full name]*

RFP No. and title: *[insert RFP number and title]*

Page *[insert page number]* of *[insert total number]* pages

SEA and/or SH Declaration
<p>We:</p> <p><input type="checkbox"/> (a) have not been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations</p> <p><input type="checkbox"/> (b) are subject to disqualification by the Bank for non-compliance with SEA/ SH obligations</p> <p><input type="checkbox"/> (c) had been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations. An arbitral award on the disqualification case has been made in our favor.</p>
<p><i>[If (c) above is applicable, attach evidence of an arbitral award reversing the findings on the issues underlying the disqualification.]</i></p>

Section 4. Financial Proposal - Standard Forms

{*Notes to Consultant* shown in brackets { } provide guidance to the Consultant to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.}

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

- FIN-1 Financial Proposal Submission Form
- FIN-2 Summary of Costs
- FIN-3 Breakdown of Remuneration, including Appendix A “Financial Negotiations - Breakdown of Remuneration Rates”
- FIN-4 Reimbursable expenses

FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM

{Location, Date}

To: [Name and address of Client]

Dear Sirs:

We, the undersigned, offer to provide the consulting services for [Insert title of assignment] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency(ies)} {Insert amount(s) in words and figures}, *[Insert "including" or "excluding"] of all indirect local taxes in accordance with ITC 25.1 in the Data Sheet.* The estimated amount of local indirect taxes is {Insert currency} {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations. {Please note that all amounts shall be the same as in Form FIN-2}.

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from Contract negotiations, for the period of time specified in the Data Sheet, ITC 12.1.

Commissions and gratuities paid or to be paid by us to an agent or any third party relating to preparation or submission of this Proposal and Contract execution, paid if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity
_____	_____	_____
_____	_____	_____

{If no payments are made or promised, add the following statement: "No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution."}

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Signature (of Consultant’s authorized representative) {In full and initials}:

Full name:{insert full name of authorized representative}

Title: {insert title/position of authorized representative}

Name of Consultant (company’s name or JV’s name):

Capacity: {insert the person’s capacity to sign for the Consultant}

Address: {insert the authorized representative’s address}

Phone/fax:{insert the authorized representative’s phone and fax number, if applicable}

Email: {insert the authorized representative’s email address}_____

{For a joint venture, either all members shall sign or only the lead member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached}

FORM FIN-2 SUMMARY OF COSTS

Item	Cost			
	{Consultant must state the proposed Costs in accordance with ITC 16.4 of the Data Sheet; delete columns which are not used}			
	<i>{Insert Foreign Currency # 1}</i>	<i>{Insert Foreign Currency # 2, if used}</i>	<i>{Insert Foreign Currency # 3, if used}</i>	<i>{Insert Local Currency, if used and/or required (16.4 Data Sheet)}</i>
Cost of the Financial Proposal				
Including:				
(1) Remuneration				
(2) Reimbursables				
<u>Total Cost of the Financial Proposal:</u> {Should match the amount in Form FIN-1}				
Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded				
(i) {insert type of tax: e.g., VAT or sales tax}				
(ii) {e.g., income tax on non-resident experts}				
(iii) {insert type of tax}				
<u>Total Estimate for Indirect Local Tax:</u>				

Footnote: Payments will be made in the currency(ies) expressed above (Reference to ITC 16.4).

FORM FIN-3 BREAKDOWN OF REMUNERATION

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for the calculation of the Contract’s ceiling amount; to calculate applicable taxes at contract negotiations; and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This Form shall not be used as a basis for payments under Lump-Sum contracts

A. Remuneration								
No.	Name	Position (as in TECH-6)	Person-month Remuneration Rate	Time Input in Person/Month (from TECH-6)	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
Key Experts								
K-1			[Home]					
			[Field]					
K-2								
Non-Key Experts								
N-1			[Home]					
N-2			[Field]					
Total Costs								

Appendix A. Financial Negotiations - Breakdown of Remuneration Rates

1. Review of Remuneration Rates

- 1.1. The remuneration rates are made up of salary or a base fee, social costs, overheads, profit, and any premium or allowance that may be paid for assignments away from headquarters or a home office. An attached Sample Form can be used to provide a breakdown of rates.
- 1.2. If the RFP requests submission of a technical proposal only, the Sample Form is used by the selected Consultant to prepare for the negotiations of the Contract. If the RFP requests submission of the financial proposal, the Sample Form shall be completed and attached to the Financial Form-3. Agreed (at the negotiations) breakdown sheets shall form part of the negotiated Contract and included in its Appendix D or C.
- 1.3. At the negotiations the firm shall be prepared to disclose its audited financial statements for the last three years, to substantiate its rates, and accept that its proposed rates and other financial matters are subject to scrutiny. The Client is charged with the custody of government funds and is expected to exercise prudence in the expenditure of these funds.
- 1.4. Rate details are discussed below:
 - (i) Salary is the gross regular cash salary or fee paid to the individual in the firm's home office. It shall not contain any premium for work away from headquarters or bonus (except where these are included by law or government regulations).
 - (ii) Bonuses are normally paid out of profits. To avoid double counting, any bonuses shall not normally be included in the "Salary" and should be shown separately. Where the Consultant's accounting system is such that the percentages of social costs and overheads are based on total revenue, including bonuses, those percentages shall be adjusted downward accordingly. Where national policy requires that 13 months' pay be given for 12 months' work, the profit element need not be adjusted downward. Any discussions on bonuses shall be supported by audited documentation, which shall be treated as confidential.
 - (iii) Social Charges are the costs of non-monetary benefits and may include, inter alia, social security (including pension, medical, and life insurance costs) and the cost of a paid sick and/or annual leave. In this regard, a paid leave during public holidays or an annual leave taken during an assignment if no Expert's replacement has been provided is not considered social charges.

- (iv) Cost of Leave. The principles of calculating the cost of total days leave per annum as a percentage of basic salary is normally calculated as follows:

$$\text{Leave cost as percentage of salary} = \frac{\text{total days leave} \times 100}{[365 - w - \text{ph} - v - s]}$$

Where w = weekends, ph = public holidays, v = vacation, and s = sick leave.

Please note that leave can be considered as a social cost only if the Client is not charged for the leave taken.

- (v) Overheads are the Consultant's business costs that are not directly related to the execution of the assignment and shall not be reimbursed as separate items under the Contract. Typical items are home office costs (non-billable time, time of senior Consultant's staff monitoring the project, rent of headquarters' office, support staff, research, staff training, marketing, etc.), the cost of Consultant's personnel not currently employed on revenue-earning projects, taxes on business activities, and business promotion costs. During negotiations, audited financial statements, certified as correct by an independent auditor and supporting the last three years' overheads, shall be available for discussion, together with detailed lists of items making up the overheads and the percentage by which each relates to basic salary. The Client does not accept an add-on margin for social charges, overhead expenses, etc. for Experts who are not permanent employees of the Consultant. In such case, the Consultant shall be entitled only to administrative costs and a fee on the monthly payments charged for sub-contracted Experts.
- (vi) Profit is normally based on the sum of the Salary, Social costs, and Overheads. If any bonuses paid on a regular basis are listed, a corresponding reduction shall be made in the profit amount. Profit shall not be allowed on travel or any other reimbursable expenses.
- (vii) Away from Home Office Allowance or Premium or Subsistence Allowances. Some Consultants pay allowances to Experts working away from headquarters or outside of the home office. Such allowances are calculated as a percentage of salary (or a fee) and shall not draw overheads or profit. Sometimes, by law, such allowances may draw social costs. In this case, the amount of this social cost shall still be shown under social costs, with the net allowance shown separately.

UNDP standard rates for the particular country may be used as reference to determine subsistence allowances.

Sample Form

Consultant:
Assignment:

Country:
Date:

Consultant's Representations Regarding Costs and Charges

We hereby confirm that:

- (a) the basic fees indicated in the attached table are taken from the firm's payroll records and reflect the current rates of the Experts listed which have not been raised other than within the normal annual pay increase policy as applied to all the Consultant's Experts;
- (b) attached are true copies of the latest pay slips of the Experts listed;
- (c) the away- from- home office allowances indicated below are those that the Consultant has agreed to pay for this assignment to the Experts listed;
- (d) the factors listed in the attached table for social charges and overhead are based on the firm's average cost experiences for the latest three years as represented by the firm's financial statements; and
- (e) said factors for overhead and social charges do not include any bonuses or other means of profit-sharing.

[Name of Consultant]

Signature of Authorized Representative

Date

Name: _____

Title: _____

**Consultant’s Representations Regarding Costs and Charges
(Model Form I)**

(Expressed in {insert name of currency*})

Personnel		1	2	3	4	5	6	7	8
Name	Position	Basic Remuneration Rate per Working Month/Day/Year	Social Charges ₁	Overhead ₁	Subtotal	Profit ²	Away from Home Office Allowance	Proposed Fixed Rate per Working Month/Day/Hour	Proposed Fixed Rate per Working Month/Day/Hour ₁
Home Office									
Client's Country									

{* If more than one currency is used, use additional table(s), one for each currency}

1. Expressed as percentage of 1
2. Expressed as percentage of 4

FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for calculation of the Contract ceiling amount, to calculate applicable taxes at contract negotiations and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This form shall not be used as a basis for payments under Lump-Sum contracts

B. Reimbursable Expenses								
N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
—	{e.g., Per diem	{Day}						
—	{e.g., International flights}	{Ticket}						
—	{e.g., In/out airport transportation}	{Trip}						
	{e.g., Communication costs between Insert place and Insert place}							
	{ e.g., reproduction of							
	{e.g., Office rent}							
							
	{Training of the Client's personnel – if required in TOR}							
Total Costs								

Legend:

“Per diem allowance” is paid for each night the expert is required by the Contract to be away from his/her usual place of residence. Client can set up a ceiling.

Section 5. Eligible Countries

In reference to ITC 6.3.2, for the information of shortlisted Consultants, at the present time firms, goods and services from the following countries are excluded from this selection:

Under the ITC 6.3.2 (a): _____ [list country/countries following approval by the Bank to apply the restriction *or* state “none”]

Under the ITC 6.3.2 (b): _____ [list country/countries *or* indicate “none”]

Section 6. Fraud and Corruption

(This Section 6, Fraud and Corruption shall not be modified)

1. Purpose

1.1 The Bank's Anti-Corruption Guidelines and this annex apply with respect to procurement under Bank Investment Project Financing operations.

2. Requirements

2.1 The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders (applicants/proposers), consultants, contractors and suppliers; any sub-contractors, sub-consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.

2.2 To this end, the Bank:

- a. Defines, for the purposes of this provision, the terms set forth below as follows:
 - i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
 - ii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;
 - iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
 - iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
 - v. "obstructive practice" is:
 - (a) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
 - (b) acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e. below

- (c) Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
- (d) In addition to the legal remedies set out in the relevant Legal Agreement, may take other appropriate actions, including declaring misprocurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;
- (e) Pursuant to the Bank's Anti- Corruption Guidelines and in accordance with the Bank's prevailing sanctions policies and procedures, may sanction a firm or individual, either indefinitely or for a stated period of time, including by publicly declaring such firm or individual ineligible (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;¹ (ii) to be a nominated² sub-contractor, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project;
- (f) Requires that a clause be included in bidding/request for proposals documents and in contracts financed by a Bank loan, requiring (i) bidders (applicants/proposers), consultants, contractors, and suppliers, and their sub-contractors, sub-consultants, service providers, suppliers, agents personnel, permit the Bank to inspect³ all

¹ For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

² A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the particular bidding document) is one which has been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

³ Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information

accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have them audited by auditors appointed by the Bank.

(g)

(whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.

SECTION – 7. TERMS of REFERENCE (TORs)



LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT DEPARTMENT

TORs FOR

**HIRING OF CONSULTANCY FIRM FOR INDEPENDENT VERIFICATION OF
DLIs for 16 MCs & THIRD PARTY MONITORING AGENCY for
ENVIRONMENT & SOCIAL MANAGEMENT UNDER
“PUNJAB INCLUSIVE CITIES PROGRAM (PICP)”**

LOCAL GOVERNMENT & COMMUNITY DEVELOPMENT DEPARTMENT
(LG&CDD)

Civil Secretariat Lahore

Ph: 042-99212013-14 Fax: 042-99211560

Email: lgcd.dept@gmail.com Web-site: www.lgcd.punjab.gov.pk

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TERMS OF REFERENCE

HIRING OF CONSULTANCY FIRM FOR INDEPENDENT VERIFICATION OF DLIs for 16 MCs & THIRD PARTY MONITORING AGENCY for ENVIRONMENT & SOCIAL MANAGEMENT UNDER “PUNJAB INCLUSIVE CITIES PROGRAM (PICP)”

1 Brief Background

Punjab's Urban Local Governments (ULGs) face a complex web of interconnected challenges that the Punjab Inclusive Cities Program (PICP) aims to address. These include deteriorating infrastructure with significant gaps in water supply, sanitation, and waste management systems; severe financial constraints characterized by limited revenue generation, weak collection systems, and high dependence on provincial transfers; institutional weaknesses including fragmented governance structures, limited technical capacity, and inadequate planning capabilities; increasing climate vulnerabilities manifested through urban flooding, water scarcity, and heat stress; and the relentless pressures of rapid urbanization that outpaces infrastructure development and service delivery capacity. These challenges collectively undermine the ability of local governments to deliver essential services, threatening both quality of life for urban residents and the long-term sustainability of Punjab's cities.

The PICP aims to address these interconnected challenges through its hybrid financing approach, combining performance-based incentives with targeted capacity development and technical support. By strengthening municipal service delivery systems, enhancing financial sustainability, and building institutional capacity, the program seeks to transform urban governance in Punjab and improve the quality of life for millions of urban residents.

The Punjab Inclusive Cities Program (PICP), is a World Bank-funded hybrid of Program for Results (PforR) and Investment Project Financing (IPF) operation, with total cost of USD 400 million over 5 years (2026 -2031) supporting 16 cities in Punjab. The list of the cities is given below:

1. Ahmedpur East	9	Kasur (PPP Mode)
2. Arifwala	10	Khanpur
3. Chakwal (PPP Mode)	11	Mandi Bahauddin
4. Chiniot	12	Pakpattan,
5. Chishtian	13	Rajanpur,
6. Haroonabad	14	Sadiqabad
7. Jampur	15	Samundri
8. Jatoi	16	Shujabad

The Program Development Objective is to provide safely managed water, sanitation and basic hygiene services and to improve the institutional and financial performance of selected urban local governments in Punjab.

The PforR instrument will provide a clear set of incentives to help orient focus towards critical water supply sanitation and hygiene (WASH), solid waste management (SWM) and revenue outcomes, and will be complemented by an IPF window for targeted institutional strengthening and capacity development of implementing agencies.

The IPF component will be financing for capacity development, feasibility studies, and independent verification of results. It is designed to complement the PforR by providing institutional and technical support needed to sustain province-wide reforms. The combination of PforR and IPF balances results-based incentives with essential institutional strengthening, ensuring sustainable improvements in municipal service delivery systems.

The PICP is strategically aligned with major Government initiatives by supporting (i) a defined geographic and thematic segment of the Punjab Development Program (PDP) focused on upgrading sanitation, and drainage services; and (ii) select interventions under the Suthra Punjab Program, which aims at improving environmental cleanliness and SWM. Under these umbrellas, PICP financing will be directed toward high-impact municipal infrastructure and service delivery improvements. The eligible investment areas will include:

Infrastructure Development

A. Water Supply Systems:

- Development and rehabilitation of potable water production facilities;
- Expansion and modernization of water distribution networks to improve access, reliability, and operational efficiency.

B. Sanitation and Wastewater Management:

- Laying and upgrading of sewerage networks to expand household connectivity;
- Construction or enhancement of wastewater treatment plants;
- Implementation of hygiene promotion and behavior change communication to ensure safe sanitation practices and public health outcomes.

C. Solid Waste Management (SWM):

- Installation of infrastructure for collection, transfer, sorting, and recycling to promote value recovery;
- Development of controlled or sanitary landfill sites to replace open dumping and mitigate environmental hazards.

D. Stormwater and Urban Flood Management:

- Establishment of stormwater drainage systems, including rehabilitation of existing channels;
- Adoption of nature-based solutions such as wetlands, retention ponds, and permeable surfaces to enhance resilience against urban flooding;

- Development of stormwater storage structures for groundwater recharge or controlled discharge.

Institutional and financial strengthening

Under the Punjab Inclusive Cities Program (PICP), the Municipal Committees (MCs) will be receiving support for a range of soft interventions aimed at strengthening institutional systems, financial management, community engagement, gender responsiveness and transparency. These interventions contribute directly to the achievement of the Program's Minimum Access Conditions (MACs) and Performance Measures (PMs):

- Operationalization of e-LGFMS, including generation of cash books and financial statements.
- Submission of annual financial statements as per the approved framework, with no adverse or disclaimed audit opinions.
- Ensuring the entire urban built-up area is declared as non-zero-rated for UIPT collection.
- Preparation and updating of Revenue Development Plans, including WSS cost-recovery components, informed by stakeholder consultations.
- Ensuring budget allocation for annual O&M of WSS services.
- Tracking and reporting of cost centers for water, sewerage, and drainage expenditures.
- Achievement of the operating ratio target defined in the PAP through WSS cost-recovery measures.
- Increase in MC's own-source revenue (OSR) via revenue enhancement plan, strategies and tariff rationalization.
- Establishment of a fully functional MIS for WASH services, including modules for operations, energy, FM/tariffs, consumer satisfaction, and a geo-referenced asset management system for WSS assets.
- Conducting capacity-building activities for WATSAN staff according to the annual Program training plan.
- Institutionalization and implementation of the Harassment of Women at the Workplace Act and related by-laws.
- Provision of gender-responsive facilities for female staff at the ULG level.
- Conducting citizen consultations on proposed investments, including at least one dedicated consultation with women.
- Establishment and maintenance of a functional Grievance Redress Mechanism (GRM) and a female complaint desk.
- Ensuring ULG operational websites remain active and regularly updated with GRM information, MIS data, Right to Information disclosures, annual budgets, procurement information, and other mandatory publications.
- Development and implementation of a Behavior Change Communication (BCC) campaign plan for the duration of the Program.

- Establishment of a functional procurement committee and procurement cell in accordance with Punjab Public Procurement Rules, and support for transitioning to e-procurement.

2 Objectives of the Assignment

2.1 Independent Verification Agency (IVA)

The objective of hiring an Independent Verification Agency (IVA) is to assess the achievement of Disbursement Linked Indicators (DLIs) for the full duration of the Program except for the first year. The IVA shall be responsible for independently verifying, on annual basis, the achievement of results under all six Disbursement-Linked Indicators (DLIs), in accordance with the verification protocols and procedures defined in the Program Operations Manual (POM). The verification shall be evidence-based and conducted in line with the approved documentation standards and methodologies outlined in the POM. The details of these is provided in annex (A)

The core objective of the consultancy is to assess the annual performance of participating local governments against the requisite DLIs. This is being done to incentivize the better performing with local governments to have access to larger amounts of program funding, and to encourage the less performing local governments to improve their compliance of Minimum Access Conditions (MACs) and earn higher scores in the Performance Measures to enable receiving larger amount of program funding.

2.2 E&S Third Party Monitoring

The overall objective of the Environmental and Social (E&S) Third-Party Monitoring is to evaluate the adequacy and effectiveness of the environmental and social management of the program under both the IPF and P4R components, review the progress in the preparation and implementation of E&S safeguard instruments, assess compliance with the World Bank's guidelines, identify gaps, and provide recommendations for improvements and corrective actions where necessary.

The Independent Verification Agency (IVA) and Third Party Monitoring Agency (TPMA) will be hired by the Local Government & Community Development Department (LG&CDD) from 2nd year onward of the Program. (*The consultants will be engaged initially on two-year contract, which will be extendable based on satisfactory performance*).

3 Disbursement Linked Indicators (DLIs)

The program establishes clear performance metrics through Disbursement-Linked Indicators (DLIs) with specific targets including new or improved safely managed water

and sanitation connections, enhanced solid waste management systems with revenue recovery targets, and ULGs meeting mandatory service delivery conditions. Success is measured through annual performance assessments as per Methodology given in the following section.

Table 1: Disbursement Linked Indicators (DLIs) of PICP

Purpose of DLI	DLI
Results Area 1: Safely managed water, sanitation and drainage and basic hygiene services	
Provide safely managed water, sanitation and drainage and basic hygiene services in ULGs	DLI 1: Safely managed water and sanitation connections provided in eligible ULGs (Number)
Support to the Suthra Punjab provincial program to improve SWM services	DLI 2: Improved performance of solid waste management systems in Punjab (Yes/No)
Results Area 2: Institutional strengthening and financial sustainability	
Ensure that the WATSAN units in the Program ULGs fulfil minimum necessary conditions to provide services in a sustainable manner.	DLI 3: Participating ULGs (other than Chakwal and Kasur ULGs) meeting Minimum Access Conditions for WSS service delivery
Ensure that the governance, institutional and financing mechanisms for service delivery and	DLI 4: Eligible ULGs have improved scores on Institutional Performance Indicators
cost recovery in Program ULGs are adequate to support sustained service delivery	
Incentivize increased revenue collection in Program ULGs	DLI 5: Increased revenues in Eligible ULGs from taxes, fees, and tariffs compared to Fiscal Year 23-24
Unlock resources from the private sector to support WSS service delivery in secondary cities in Punjab	DLI 6: Number of PPP transaction(s) processed in the WSS sector in two participating ULGs (Number)

4 Scope of work for IVA

The scope of services will include, but not be limited to, the following key areas:

-)

- Verification of DLI 2 and 6 (on rolling basis) as and when results become available and agreed as per APA cycle.
- Verification of all relevant DLIs (DLI 1, 3, 4 & 5) on annual basis.
- Using standardized verification protocols and reporting formats as per Program Operation manual (POM).
- Reporting and Stakeholder Engagement o Presentation of results to the PSC, World Bank, and relevant stakeholders as required.

4.1 Annual Performance Assessment

The Program's success hinges on rigorous independent verification of results through Annual Performance Assessments (APAs). An independent annual assessment and the verification of results to trigger disbursement is key to Program. IVA/TPMA firm verifies Program results against predetermined benchmarks, providing the basis for disbursement decisions in a timely manner to provide the basis for disbursements of funds under the Program to the participating local governments. This verification process ensures transparency and accountability while determining whether DLIs have been achieved. The assessment results provide the basis to make the final decision whether a DLI has been achieved or not or to which extent. The aggregate score of the Local governments in the APAs determine the size of program funding to be disbursed, and is an important metric to determine progress towards the Program Development Objective.

LGs' aggregate APA scores directly determine funding allocations as higher-performing municipalities receive greater financial support, creating powerful incentives for service improvement. This performance-based funding mechanism not only drives progress toward the Program Development Objective but also reinforces a culture of results-oriented governance across participating jurisdictions. The systematic assessment-verification-disbursement cycle creates a virtuous feedback loop that continuously strengthens municipal capacity and service delivery outcomes.

The IVA will conduct annual program assessments using paper audits, notifications, physical inspections, drinking and wastewater water quality testing, solid waste management and stakeholder verification calls to ensure reported results meet. Results under DLI 3 and 5 will be verified at effectiveness for year 1, and DLIs 1, 2, 3, 4 and 5 will be verified by February of each subsequent year. A Verification Report will be shared with the LG&CDD and the World Bank and help determine the amount of eligible disbursements to be made based the achievement of Disbursement Linked Results (DLRs). While the World Bank conducts quality assurance reviews of verification evidence and may validate findings through site visits, its assessment final authority in resolving any discrepancies between IVA results and World Bank's quality assurance findings, ensuring program integrity and accountability

4.1.1 Disbursement Linked Indicators

DLI-1: Safely managed water and sanitation connections provided in eligible ULGs (Number)

DLR 1.1 The 14 Eligible ULGs have entered into contracts for water supply and sanitation works

This scalable DLR 1.1 targets 14 participating Urban Local Governments (ULGs)⁵ that have met Minimum Access Conditions (MACs) in DLI 3. The total allocation under the DLR is US\$70 million. Disbursement under this DLR will be triggered upon the award of all contracts in any given ULG for water supply, sewerage and drainage works (the packaging of the construction contracts will be defined in engineering design). Disbursement will be released as per formula given in the verification protocol. This DLR will disburse when contracts for all packages for a given ULG, as defined in the engineering designs are awarded.

DLR 1.2 The Eligible ULGs have collectively established: (a) 474,983 new or improved safely managed water supply connections; and (b) 474,983 new or improved safely managed sewerage connection. This scalable DLR targets 14 participating ULGs that have met MACs. This DLR has an allocation of US\$90 million. The target of the number of water supply connections is 474,983, and the target for sanitation is 474,983. For each ULG the disbursement is calculated through the formula given in the verification protocol. The definition of water supply connection installed refers to a household that previously had no direct, piped water service is provided with a formal connection to the water supply network for the first time. The definition of water supply connection rehabilitated refers to an existing water supply connection that is improved to meet higher service standards in terms of quality, reliability, or safety. The definition of sewerage connections installed refers to a household that previously had no direct, piped sewer connection is provided with a formal link to the sewerage network for the first time.

The definition of sewerage connections rehabilitated refers to an existing sewerage connection that is improved to meet higher service standards in terms of safety, reliability, and environmental compliance. This DLI will reward municipalities for the completion of eligible infrastructure investments, resulting in households benefiting from connectivity to safely managed WSS services as per service standards to be identified in the Program Operations Manual.

DLI 2 : Improved performance of solid waste management systems in Punjab (Yes/No)

DLR 2.1: Punjab's Cabinet has approved the Suthra Punjab Program Definition Document and the LG&CDD has rolled out an IT-based MRV System covering the solid waste management sector. US\$3 million is disbursed on the approval of Program Definition Document (PDD) by the Cabinet. US\$2 million is disbursed on verification of a functioning IT-based Monitoring, Reporting and Verification (MRV) system as defined in the Cabinet-approved PDD.

⁵ Ahmedpur East, Arifwala, Chiniot, Chishtian, Haroonabad, Jampur, Jatoi, Khanpur, Mandi Bahauddin, Pakpattan, Rajanpur, Sadiqabad, Samundri, Shujabad

This DLR rewards:

- i. the approval of the PDD for Suthra Punjab Program (SPP). The document will include policy, institutional, and technical measures for outcomes such as improved sector planning and oversight, environmental and social performance, circular economy, and cost recovery. The document will also specify the functional and technical requirements of a Monitoring, Reporting and Verification (MRV) system for SPP implementation.
- ii. the verification of the contents of the existing MIS set up for the SPP and the roll out of the IT based MRV as defined in the PDD.

DLR 2.2: At least one WMC in one of the Eligible ULGs has increased its collected revenues to equal at least 20% of its recurrent costs in a Fiscal Year.

US\$5 million will be disbursed when revenues from SWM services in FWMC equal at least 20 percent of recurring charges, as per the targets set in the SPP. This DLI incentivizes a selected WMC to enhance self-collected revenues to meet the targets laid out in the SPP.

DLR 2.3: The LG&CDD has approved technical standards and standard operating procedures for the design, construction and operation of a modern sanitary landfill.

US\$3 million will be disbursed on completion of technical standards and SOPs for the design, construction, and operation of a sanitary landfill.

The LG&CDD has approved technical standards and standard operating procedures for the design, construction and operation of a sanitary landfill. This DLR incentivizes the preparation of standard templates and SOPs for design, construction, and operation of an advanced disposal facility, including environmental, social, and climate change considerations. Standard templates for advanced disposal infrastructure will be prepared by qualified specialists. The IVA will review these to ensure that these meet the criteria identified in the POM

DLR 2.4: Punjab's Cabinet has approved the Punjab SWM Regulations, which include measures for waste recovery and treatment of organic and dry streams.

\$4 million will be disbursed upon approval of the SWM regulations by Cabinet. This DLR will disburse when Punjab's Cabinet has approved Punjab SWM Regulations, which include measures for waste recovery and treatment of organic and dry stream, and promote circular economy principles. LG&CDD will share the Cabinet approval summary with the IVA and World Bank. The IVA will review and verify the formal approval of Punjab SWM regulations.

DLI 3: Participating ULGs (other than Chakwal and Kasur ULGs) meeting Minimum Access Conditions for WSS service delivery.

The total allocation under the DLI 3 is US\$20 million. Annual DLI Allocation for Period is US\$5 million. MACS will not be evaluated for the final year of the PICP. This DLI measures the number ULGs that have achieved MACs to access financing under PICP. The annual

disbursement under this DLI will be divided amongst the ULGs that have met their MACs as determined by the APA each fiscal year. ULGs that do not meet MACs will not access funds under DLI 1,2, 4, and 5 for any given year.

MACs support institutional improvements in the following thematic areas: Human Resources & Gender, Sustainable WASH service delivery, Revenue Management & Financial Sustainability, Fiduciary, Environment & Social Management, Citizen Engagement, Communication & Accountability. The MACs are given in Annex B.

1. **Minimum Access Conditions for Program Funding**

The MACs serve as non-negotiable qualification thresholds that all 14 ULGs must satisfy to unlock program funding eligibility under each DLI. These foundational requirements establish baseline governance standards, while the Performance Measures (PMs) determine the actual funding allocation amounts. Any Municipal Corporation failing to meet even a single MAC is automatically disqualified from accessing that year's program funding for the specific DLI, regardless of performance in other areas. This two-tiered framework, i.e., MACs as gateway criteria and PMs as allocation determinants ensures both minimum compliance standards and performance-based incentives, creating a robust accountability mechanism that drives meaningful institutional improvement while protecting program integrity.

DLI 4: Eligible ULGs have improved scores on Institutional Performance Indicators

DLI 4 targets 14 eligible ULGs. The total allocation under the DLI is US\$80 million. The target disbursement for years 2, 3, 4, and 5 is US\$20 million. The formula for disbursement is given in Verification Protocol. This DLI incentivizes ULGs to improve performance, particularly in Human Resources & Gender; Sustainable WASH service delivery, Revenue Management & Financial Sustainability, Fiduciary, Environment & Social Management, Citizen Engagement, Communication & Accountability, and Climate-Resilient Infrastructure. The IVA will score each participating ULG based on the achievements against the matrix presented in the POM. The score for each year will result in a corresponding disbursement as per the formula before. A key focus of the performance criteria for this table is the ability of the WATSAN unit to deliver services sustainably, ensure cost recovery and adequate budgetary allocation.

The performance scores will be determined through four APAs. The DLI uses a points-based system across a list of performance measures (PMs) for calculating ULG scores. The initial formulation of the PMs and points system is presented in Annex 2, which will also become part of the POM and may be revised during implementation upon the agreement of the GoPb and the World Bank. ULGs will receive full allocations if they meet the score 100 in the PMs, with pro-rata decreases if the PMs score is below 100.

The Performance Measures (PMs) for DLI-4

The Performance Measures extend beyond build on the foundations laid by MACs, and challenging the LGs to achieve progressively ambitious targets that drive continuous

improvement. raise their performance to achieve incremental targets. Qualifying Local governments are able to access annual program funding every year, based on their scores obtained in the Annual Performance Assessment (APA scores, with allocations). Program funding will be allocated to the Local governments directly proportionate to their performance achievements scores (weighted with the APA score). This weighted scoring system creates a merit-based funding distribution that rewards excellence while incentivizing underperforming ULGs to strengthen their service delivery capabilities. Through linking financial resources to measurable outcomes, the program establishes a virtuous cycle where improved performance generates additional investment capacity, accelerating the development of sustainable urban services and institutional capacity across participating ULGs.

Under this framework, DLI-4 employs a scalable disbursement mechanism that adjusts funding allocations according to actual performance achievements. Unlike fixed-payment indicators, this flexible approach rewards ULGs that exceed established Performance Measures with proportionally higher disbursements, while those that underperform receive reduced allocations. This design promotes direct peer comparison and healthy competition, incentivizing continuous performance enhancement across the program ecosystem.

DLI 5: Increased revenues in Eligible ULGs from taxes, fees, and tariffs compared to Fiscal Year 23-24.

This scalable DLI 5 targets 14 eligible ULGs that have met MACs. The total allocation under the DLI is US\$88 million. The formula for disbursement is given in Verification Protocol. The DLI will incentivize revenue mobilization and provide financing for all ULGs that show increases in total revenues from tariffs, taxes, and fees.

The IVA will review the audited statements of the ULG. Revenue sources include: Water and sewerage tariffs: (i) Receipts from in-year collection and arrears from water rate to residential and commercial consumers, (ii) Receipts from in-year collection and arrears from sewerage and drainage fee, (iii) Connection and disconnection fee, and (iv) Fines on unauthorized water connections. UIPT: UIPT receipts over the entire FY (six bimonthly transfers). Other self-collected revenues include all other fees, fines, and municipal revenues collected by ULGs, such as : (i) Private Housing Scheme approval fee, (ii) construction plan approval fee, (iii) construction plan revision fee, (iv) rent from shops and municipal properties, (v) land use conversion fees, (vi) general bus stand fee, and (vii) advertising and billboards fees, etc.

DLI 6: Number of PPP transaction(s) processed in the WSS sector in two participating ULGs

DLI 6 targets two ULGs (Kasur and Chakwal). The total allocation under the DLI is US\$10 million.

Disbursements will be triggered upon the successful signing of PPP contracts in the two participating ULGs. The disbursement amount allocated to each contract will be

proportionate to the investment needs of the respective ULG, as determined through the transaction advisory process. A maximum of two PPP contracts—one for each ULG—will be eligible for these disbursements. However, if a single PPP contract is structured to cover both ULGs jointly, then a consolidated disbursement of US\$10 million will be made at the time of contract signing.

A PPP contract will be signed to improve the provision of water supply and sanitation and drainage services in two selected ULGs (these may be subject to change during implementation).

- (i) Chakwal: Subject to technical due diligence, the project will include the development of a bulk water source, enhancement of water conveyance infrastructure, construction of a new water treatment plant, rehabilitation of the water distribution network, improvement of wastewater collection pipelines, and drainage. The construction of a new wastewater treatment plant (WWTP) will also be part of the project.
- (ii) Kasur: Following appraisal by the technical due diligence advisor, the project scope will include the construction of a water treatment plant, rehabilitation of the water distribution and wastewater collection systems, drainage, and the rehabilitation or capacity enhancement of the existing WWTP and/or construction of new WWTP.

The transaction entails the signing of a time-based performance contract by a ULG with a utility service provider. The private partner shall raise finance to bridge the project cost in excess of the VGF funding agreed as a DLI. The investment recovery will take place by passing on the repayment liability to the consumers with GoPb backstopping the payment commitments.

The PPP contract shall be signed between the implementing agencies and a private utility service provider. PMDFC might act as a facilitator in the signing of the PPP contract. The IVA will review the PPP contract that has been signed by the relevant implementing agencies as per the procedure outlined in the Punjab PPP Act 2025 and rules made thereunder.

4.2 Performance Requirements

The consultant shall determine how best to convey each Local governments' APA, in the light of the given DLIs, MACs, PMs and their indicators.

4.3 Duties and Responsibilities as an Annual Performance Assessor

The detailed duties and responsibilities are:

- Rigorous independent verification of program results against predetermined benchmarks and E&S compliances.
- Ensuring that 14 participating ULGs satisfy the MACs to unlock program funding eligibility under each DLI.
- Assessment of 14 ULGs against the PMs to determine the actual funding allocation amounts.
- Ensuring reported results meet Punjab Environmental Quality Standards (PEQS).

- Conduct fieldwork in all PICP partner ULGs to collect data on their performance.
- Analyze all field data to assess the performance of each MC in terms of MAC and E&S compliances and the extent of achievement of PMs.
- Establish program funding allocations for each local government.
- Determine whether ULGs have complied with MACs based on fieldwork data and documentary evidence.
- Calculate the amount of program funding for ULGs that have complied with all the MACs, based on their performance against PMs.
- Submit the assessment results, including compliance status for all DLIs, MACs, PMs, scores earned by each MC, total actual disbursement to be made by the Bank, and program funding allocations to each MC.
- The IVA will review the PPP contract that has been signed by the relevant implementing agencies as per the procedure outlined in the Punjab PPP Act 2025 and rules made thereunder.

The specific tasks to be performed under the assignment are listed below:

- Conduct fieldwork in all PICP partner local governments in order to collect data on the performance of each MC to be measured in terms of:
 - achievement/non-achievement of DLI- 1 & DLI-2
 - achievement/non-achievement of Minimum Access Conditions (DLI-3)
 - Extent of achievement of Performance Measures (DLI-4)
 - achievement/non-achievement of DLI- 5
 -)
- Establish, for each local government, program funding allocations per the following:
 - Meeting all MACs will be a pre-requisite for eligibility to program funding. Ulg not meeting any MAC will not be eligible for any program funding under concerned DLI in that year.
 - PMs will be assessed for all local governments, but assessment results will impact only local governments that (by virtue of having demonstrated compliance with MACs) are eligible to receive program funding, the size of which will depend on their performance across a range of measures. The verification protocol for assessment of DLIs (MACs and PMs is given in Annex- C;

4.3.1 Methodology

- The IVA will conduct site visits, and discussions with ULGs, complemented by a review of relevant documentation (i.e., reports, database, IT systems, etc. that will be used to report on

the DLIs and PAPs, plus field checks, etc.) in coordination with the partner local governments. The IVA will apply the following methodology to verify the achievement of the DLIs.

- Drawing from the verification plan, the consultant should develop in consultation with the client all the required data collection tools, methodologies, and instruments (reporting templates, and so forth) for use in verification for each of the DLIs. The tools, instruments and sampling/collection methodologies must be developed with and to the satisfaction of the World Bank.

Table 2: Methodology for APA

DLIs	Procedure to verify DLI	Frequency
DLI-1 Safely managed water and sanitation connections provided in eligible ULGs (Number)		
<i>DLR 1.1 The 14 Eligible ULGs have entered into contracts for water supply and sanitation works</i>	The IVA will review documentation and procurement proceedings and verify the contracts against the POM on a rolling basis.	Annually

<p><i>DLR 1.2 The Eligible ULGs have collectively established: (a) 474,983 new or improved safely managed water supply connections; and (b) 474,983 new or improved safely managed sewerage connection.</i></p>	<p>The IVA will verify DLI achievements through the following steps:</p> <ul style="list-style-type: none"> • Desk Review / Data Collection <ul style="list-style-type: none"> ◦ Obtain semesterly performance reports from ULGs. ◦ Gather secondary data from: <ul style="list-style-type: none"> ▪ PMDFC records ▪ Supervision firm monitoring reports ▪ MIS/dashboard data (where available) • Data Validation / Reconciliation <ul style="list-style-type: none"> ◦ Cross-verify reported figures across all sources. ◦ Flag and resolve inconsistencies through clarifications from ULGs and implementing partners. • Field Verification / Physical Validation <ul style="list-style-type: none"> ◦ Select a statistically representative sample of household connections as per POM. ◦ Conduct on-site verification to confirm: <ul style="list-style-type: none"> ▪ Physical existence of connections ▪ Proper installation and operational functionality ▪ Water quality testing or sewerage discharge verification (as applicable) • Verification Conclusion & Documentation <ul style="list-style-type: none"> ◦ Confirm DLI achievement status (Achieved / Partially Achieved / Not Achieved). ◦ Compile verification report with evidence and recommendation for disbursement eligibility. 	<p>Annually</p>
<p>DLI 2: Improved performance of solid waste management systems in Punjab (Yes/No)</p>		

DLIs	Procedure to verify DLI	Frequency
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<p><i>DLR 2.1: Punjab's Cabinet has approved the Suthra Punjab Program Definition Document and the LG&CDD has rolled out an IT-based MRV System covering the solid waste management sector.</i></p>	<p>The Program Definition Document (PDD) for Suthra Punjab Program (SPP) will be prepared by specialized consultants and will be consulted with relevant stakeholders. The draft will be finalized by LG&CDD and presented to Cabinet for deliberation. The approval of the PDD will result in the first disbursement. The rollout of a functioning ITbased monitoring system will trigger a second disbursement.</p>	<p>Upon achievement Annually</p>
<p><i>DLR 2.2: At least one WMC in one of the Eligible ULGs has increased its collected revenues to equal at least 20% of its recurrent costs in a Fiscal Year.</i></p>	<p>The IVA will review the audited statements of the selected WMC.</p> <p>The IVA will specifically determine over the same accounting period the following: Expenditures including all recurring charges such as operation and maintenance of equipment, operation and maintenance of facilities, salaries, payments to third-party service providers, etc.</p> <p>Revenues collected from users (household, commercial, and public users) within the WMC's service area, in the form of fees, billed services or fines. Revenues may be selfcollected or recovered from private service providers.</p>	<p>Annually</p>
<p><i>DLR 2.3: The LG&CDD has approved technical standards and standard operating procedures for the design, construction and operation of a modern sanitary landfill.</i></p>	<p>Standard templates for advanced disposal infrastructure will be prepared by qualified specialists. The IVA will review these to ensure that these meet the criteria identified in the POM.</p>	
<p><i>DLR 2.4: Punjab's Cabinet has approved the Punjab SWM Regulations, which include measures for waste recovery and</i></p>	<p>The IVA will review and verify the formal approval of Punjab SWM regulations.</p>	

<i>treatment of organic and dry streams.</i>		
DLI-3 Participating ULGs (other than Chakwal and Kasur ULGs) meeting Minimum Access Conditions for WSS service delivery		
	The IVA will verify the achievement of MACs between November and April of each year. The final verification report shall be submitted to the PSC and the World Bank between April and May, for the purpose of determining the allocation of funds to eligible municipalities. For the first year of Program implementation, verification may be conducted upon effectiveness.	Annually
DLIs	Procedure to verify DLI	Frequency
DLI 4: Eligible ULGs have improved scores on Institutional Performance Indicators		
The IVA will verify the	achievement of PMs Annually between November and February of each year, to determine the allocation available to municipalities for the subsequent FY. This DLI is not applicable for year 1 of the Program.	
DLI 5: Increased revenues in Eligible ULGs from taxes, fees, and tariffs compared to Fiscal Year 2324.		

	<p>The IVA will review the audited financial statements of each ULG to verify reported revenues. The assessment will include validation of the following revenue sources:</p> <ul style="list-style-type: none"> • Water and Sewerage Tariffs • Receipts from current-year collections and arrears of water charges from residential and commercial consumers; • Receipts from current-year collections and arrears of sewerage and drainage fees; • Connection and disconnection fees; • Fines imposed on unauthorized water connections. • Urban Immovable Property Tax (UIPT) • Verification of UIPT transfers received over the full financial year (six bimonthly installments). • Other Self-Collected Revenues • Verification of all municipally collected fees and charges, including but not limited to: <ul style="list-style-type: none"> ▪ Private Housing Scheme approval fees; ▪ Construction plan approval and revision fees; ▪ Rent from municipal properties (e.g., shops, facilities); ▪ Land use conversion charges; ▪ General bus stand fees; ▪ Advertising and billboard fees; ▪ Any other applicable fines or municipal levies. 	Annually.
DLI 6: Number of PPP transaction(s) processed in the WSS sector in two participating ULGs		

DLI-6	The IVA will review the PPP contract that has been signed by the relevant implementing agencies as per the procedure outlined in the Punjab PPP Act 2025 and rules made thereunder.	Upon signing of contract
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- On the basis of fieldwork data and adequate documentary evidence submitted by local governments, establish a final listing of all local governments that have or have not complied with MACs.
- On the basis of the achievement/non-achievement of the PMs, calculate the amount of program funding for the local governments who have adhered with all the MACs. □ Submit the results of the assessment for:
 - achievement/non-achievement of the all DLIs, MACs & PMs.
 - Score of the PMs earned by each MC adhering with MACs.
 - Total actual disbursement to be made by the Bank in a particular year under DLIs separately
 - Amount of program funding allocations to each MC under “**Allocation of program funding to the individual local government” in all cases.**
 - The IVA firm will ensure the intime submission of above-mentioned results to Program Steering Committee (PSC) and World Bank.
 - The PSC reserves the right to get the results verified and authenticated through its Executive Committee. For Program Steering Committee. if some shortcomings or anomalies be identified/witnessed, PSC will may return the results to the IVA Consultant for re-verification, rectification, and resolution/ removal of the identified issues. The shortcomings or omissions. IVA consultant will address these concerns do the needful and resubmit the revised results back to the PSC
 - Similarly, the World Bank will conduct the verification and Quality Assurance of the results in March that year. If some small discrepancies are noted, the Bank may get the results checked or verified through its own team members. However, if the nature of the discrepancies and shortcomings be significant, and the Bank is not satisfied with the results' integrity, the Bank reserves the right to engage an independent firm for verification. The Bank may also return the results to the IVA consultant for rectification or re-verification.

5 Scope of Work for E&S Third-Party Monitoring

The scope of work for Environmental and Social (E&S) third party monitoring include but not limited to:

- Check appointment of permanent E&S staff in PIU and designated staff in ULGs
- Check preparation of ESCF (inclusive of E&S management system,

- SOPs for acquisition of private land, entitlement matrix, RPF, LMP, SEP, GRM)
- Check E&S screening and categorization of eligible investment schemes with respect to ESCF.
- Check Preparation and implementation of E&S safeguard instruments for eligible investment schemes as per ESCF such as E&S Screening Checklists, ESIA, ESMP, IEE, EIA, ARAP and RAP.
- Verification of grievance redressal mechanisms, stakeholder consultations, and mitigation actions.
- Monitor compliance with Punjab Environmental Quality Standards (PEQS) for drinking water, wastewater solid waste management.

5.1 Duties and Responsibilities as a Third-Party Monitoring Agency

The IVA Consultants will act as an independent Third-Party Monitoring Agency (TPMA). The TPMA's core mandate is to ensure the project's compliance with World Bank and PEPA environmental and social requirements. This will be achieved by validating the ULG's internal systems, developing a monitoring plan, conducting field inspections, assessing stakeholder engagement, and providing independent oversight and recommendations throughout the project's implementation. The specific responsibilities will be:

- Check that ULG has developed an environment and social compliance framework (ESCF) documenting the E&S management system with gender considerations, including procedures for preparation, approval, and supervision of investments.
- Check that WMC or entity has met E&S requirements as per ESCF of PICP and PEPA in the design, construction and operation of sanitary landfill (DLR 2.3).
- Monitor the overall performance of ULGs in the field of Environment and Social Management.
- Check that ULG has designated Environmental and Social management focal persons.
- Check the adequacy of E&S screening and categorization of eligible investment schemes with respect to ESCF. Check if the schemes are categorized appropriately according to E&S screening classifications specified in ESCF.
- Check that appropriate E&S safeguard instruments (E&S Screening Checklist, ESMP, ESIA, EIA, IEE, ARAP, RAP for the respective schemes have been prepared and how well these instruments are aligned with the scope of work defined in ESCF.
- Conduct and independent review of a sample of E&S safeguard instruments prepared for its adequacy in identifying and addressing potential environmental and social impacts of the schemes in line with the guidelines and scope of work

established in ESCF. Recommendations should be made on how to further improve the coverage and quality of instruments.

- Conduct independent oversight of ULGs' compliance with ESCF established under program.
- Check sound implementation of E&S safeguard instruments both in terms of extent and quality of compliance at the ground/field level;
- Review, validate, and enhance the ULGs' internal monitoring, reporting procedures, and environmental/social staffing to ensure their adequacy and integrity, recommending corrective actions as needed.
- Review the progress reports being prepared to assess if these meet the specification of the ESCF and if they show a trend of improvement in the implementation of ESCF. Recommendations should also be made to improve the reporting regime where necessary.
- Check that the appropriate E&S management aspects including ESMP cost as per ESCF and E&S safeguard instruments are added in PC-I, tender and bidding documents
- Monitor the stakeholder engagement process and the effectiveness of the project's grievance management mechanism.
- Perform site visits to collect environmental samples (air, noise, water) and gather direct feedback from citizens, workers, and other stakeholders.
- Review the adequacy of environmental and social management training and monitor coordination with other concurrent sub-projects to avoid overlap.
- Identify areas for improvement and provide concrete, actionable recommendations to enhance project effectiveness and efficiency, including independent feedback from end-users.

The Consultant will be bound to get these results re-verified as per directions of PSC or WB.

6 Management of the Assignment

The consultants shall report to the LG&CDD and will work closely with PMDFC Project Team to ensure the timely and accurate delivery of the assignment's objectives and outputs.

6.1 Annual Performance Assessment Cycle

The APA cycle is designed to synchronize with the government budgeting cycle, which will facilitate due allocations to be reflected in provincial and LG budgets in June, and informed investment planning and budgeting, by MCs for the subsequent

financial year. The IVA will verify the achievement of DLIs between November and April of each year, to determine the allocation available to municipalities for the subsequent FY. The IVA firm engaged by the LG & CD Department will conduct field assessment and communicate the IVA Results simultaneously to the Program Steering Committee and the Bank by no later than April of each year.

The Annual Performance Cycle will be spanned out for Two Months and Fifteen Days. The APA cycle will be spanned out as described above.

The Program Steering Committee (PSC) will undertake its due diligence and communicate verified APA Reports to the Bank immediate after completion of the assignment. The Bank will in turn independently verify these results and communicate the final disbursement amounts of each Program local government for the subsequent year to counterpart entities (Program Steering Committee, Finance Department, LG&CDD, and concerned MCs).

The Bank will retain a right to make the final decision whether a DLI has been achieved or not. Moreover, the Bank may undertake regular independent quality assurance checks of the APAs to ensure continued robustness of the system.

6.2 Third Party Monitoring Cycle

The E&S management performance of ULGs will be assessed on a quarterly basis. To ensure transparency, accountability, and independent verification, Third Party Monitoring (TPM) of E&S performance will be carried out each quarter. The findings, observations, and recommendations from this process will be documented in a detailed Quarterly TPM of E&S Management Report and at the end through E&S TPM Completion report, which will serve as an evidence-based tool to track progress, identify gaps, and guide continuous improvement in E&S compliance and implementation.

7 Core Team of the Consultant Sector Specific Staffing

The firm of consultants will have the staffing profile shown in **Table 3**:

Table 3: Human Resource Requirement – Independent Verification Agency (IVA) and E&S Third Party Monitoring

Sr. #	Designation	Numbers	Person Months
Key Experts			
Sr. #	Designation	Numbers	Person Months
1	Team Leader/M&E Specialist	01	2.5

2	Infrastructure Specialist	01	2.5
3	Environment & Social Management Specialist	01	6
4	Finance & Account Specialist	01	2.5
5	Institutional Strengthening Specialist	01	2.5
6	Social Development Specialist	01	6
7	Occupational Health and Safety Specialist	01	6
8	Gender Specialist	01	6
Total Man months Key Experts			34
Non-Key Experts			
1	Assistant Team Member (Infrastructure)	02	5
2	Assistant Team Member (Environment& Social Management)	01	6
3	Assistant Team Member (Finance & Accounts)	01	2.5
4	Assistant Team Member (Institutional Strengthening)	01	2.5
Total Man months Non-Key Experts			16

A. Team Leader (01 NO)

Qualification: Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Engineering/ Public/ Business Administration/ Public Finance/ Economics/ or a related field from HEC recognized Institutes

Experience: Minimum 15 years' of post qualification experience in working on public sector service delivery, with demonstrated experience in working with local governments. Proven familiarity with in vogue PLGA- would be a major asset. The person will have a demonstrated track record of providing consultant deliverables on a timely basis.

B. Team members (04 Nos.)

I. Team member – 1 (Infrastructure Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MSc/MS/M.Phil) in Civil Engineering from HEC recognized Institutes

Experience: Minimum 10 years' of post qualification experience with demonstrated major experience in working with local governments. Work experience related to planning, designing & supervising WASH Sector infrastructure development projects or in maintenance of municipal services infrastructure related with WASH Sector. Proven familiarity with in vogue PLGA, working experience with public sector entities & donor agencies and work rules will be an added advantage.

Demonstrated track record of providing consultant deliverables on a timely basis.

II. Team member – 2 (Environment& Social Management Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Environmental Engineering / Sciences from HEC recognized Institutes

Experience: Minimum 10 years' of post qualification experience of professional and technical experience with increasing level of responsibility in environmental analysis & social safeguards assessments. Must have demonstrated experience in developing IEEs, EIAs, ESMP, EMMPs and ESMF required under public sector environmental regulations and donor guidelines. The candidate should also have demonstrative experience to tackle the social issues arising from time to time and their management. Proven familiarity with PLGA, Punjab Environmental Act 2012 and The World Bank Environmental and Social Safeguards would be a major asset. Working experience with public sector entities & donor agencies and Local Government Systems will be an added advantage.

Demonstrated track record of providing consultant deliverables on a timely basis.

III. Team member – 3 (Finance & Accounts Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Finance/ Commerce/Banking or Business Studies from HEC recognized Institutes

Experience: Minimum 10 years' of post qualification experience in Municipal financial management, accounting budgeting & planning. Proven familiarity with in vogue PLGA and working with Local Governments and on donor funded projects would be a major asset.

Demonstrated track record of providing consultant deliverables on a timely basis.

IV. Team member – 4 (Institutional Strengthening Specialist)

Qualification: Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Social Sciences/
Economics/ Business Economics/ Business/ Public Administration from a HEC recognized Institute.

Experience: Minimum 10 years' of post qualification experience in public/ private sector institutions. Technical experience in design and delivery of capacity building initiatives

to public/ private sector institutions. Work experience of development & planning processes and have analytical skills to evaluate and assess the organizational performance management. Proven familiarity with in vogue PLGA, working experience with public sector entities & donor agencies will be an added advantage.

Demonstrated track record of providing consultant deliverables on a timely basis.

V. Team member – 5 (Social Development Specialist)

Qualification: Bachelor's (04 Years) / Master's or higher degree (MS/M.Phil) in Sociology, Development Studies, or any other related discipline from HEC recognized institutes. **Experience:** Minimum 10 years of post-qualification experience in social assessment, resettlement planning, and community development. Must have demonstrated experience in preparing and implementing Social Impact Assessments (SIAs), Resettlement Planning Framework (RPF), Resettlement Action Plans (RAPs) and Stakeholder Engagement Plans (SEP) under public sector and donor-funded projects. Proven familiarity with Punjab Local Government Act (PLGA), Land Acquisition Act 1894, and World Bank Environmental and Social Framework (ESF) will be a major asset. Experience of stakeholder engagement, grievance redress mechanism (GRM) management, gender mainstreaming, and public consultation processes will be preferred. Working experience with public sector entities, donor agencies, and local government systems will be an added advantage.

Demonstrated ability to deliver consultant outputs within agreed timelines is essential.

VI. Team member – 6 (Occupational Health and Safety (OHS) Specialist)

Qualification: Bachelor's (04 Years) / Master's or higher degree (MSc in Environmental Engineering/Sciences, Occupational Safety & Health) from HEC recognized institutes. Certification in NEBOSH IGC, IOSH and ISO 45001 Lead Auditor will be considered an asset.

Experience: Minimum 10 years' of post-qualification experience in the field of Occupational Health and Safety (OHS) with progressive responsibility in planning, implementation, and monitoring of safety management systems in infrastructure or development projects. Must have demonstrated experience in developing and implementing Health and Safety Management Plans (HSMPs), Emergency Response Plans (ERPs), Risk Assessments, and Incident/Accident Reporting Systems in compliance with national labor laws, OSHA standards, and WBG General Environmental, Health, and Safety (EHS) Guidelines. Proven familiarity with Punjab Environmental Protection Act 2012, ILO Occupational Safety and Health Conventions, and ISO 45001 standards will be an advantage. The candidate should demonstrate experience in conducting site inspections, safety audits, training programs, and contractor safety compliance monitoring.

VII. Team member – 7 (Gender Specialist)

Qualification:

Bachelor's (04 Years) / Master's or higher degree (MS/M.Phil) in Gender Studies, Sociology, Development Studies, Social Policy, or any other relevant discipline from HEC recognized institutes.

Experience:

Minimum 10 years' of post-qualification experience in gender analysis, gender mainstreaming, and development of gender-responsive strategies in public sector and donor-funded projects. Must have demonstrated experience in preparing and implementing Gender Action Plans (GAPs) and conducting gender audits and assessments in line with international best practices and donor safeguard requirements. Proven familiarity with World Bank Environmental and Social Framework (ESF), World Bank operational policies, and with national gender policies, Punjab Local Government Act (PLGA), and related legal frameworks is desirable. Experience in conducting gender-sensitive stakeholder consultations, integrating gender aspects into resettlement and community development plans, and designing awareness, training, and capacity-building programs for women's empowerment will be preferred. Working experience with public sector institutions, local governments, and multilateral development partners will be an added advantage.

C. Detail of Assistant Team Members – (05 NOs.)

Experience: Minimum 5 years' of post qualification experience in relevant discipline

I. Assistant Team Member (Infrastructure) – (02 No.)

Bachelors (04 Years) / Masters or higher degree (MSc/MS/M.phil in Civil Engineering from HEC recognized Institutes

II. Assistant Team Member (Environment & Social Management) (01 No.)

Bachelors (04 Years) / Masters or higher degree (MSc in Engineering/MS/M.Phil) in Environmental Engineering / Sciences from HEC recognized Institutes

III. Assistant Team Member (Finance & Accounts) (01 No.)

Bachelors (04 Years) / Masters or higher degree (MS/M.Phil) in Finance/ Commerce / Banking or Business Studies from HEC recognized Institutes

IV. Assistant Team Member (Institutional Strengthening) (01 No.)

Bachelors (04 Years) / Masters or higher degree (MS/M.Phil or) in Economics/ Business Economics/ Business/ Public Administration from a HEC recognized Institute.

8 Hiring Process

The hiring shall be made in line with World Bank guidelines through competitive bidding based on **Least Cost Selection (LCS) Method**.

This IVA/TPMA firm contract will be initially for two years with the possibility of extension, subject to satisfactory performance.

9 Type of Contract

The contract will be on **Lump-sum basis**.

The Timeline, Payment Schedule, and Payment Terms are presented in **Table 4**

Table 4:Timeline and payment schedule

Deliverable	Action Description	Payment	Timeline
1	Submission and acceptance of inception report for IVA and E&S TPM	5 percent of total cost	1 week from contract signing
2	E&S TPM Quarterly Report for each quarter (04 No. in one year,)	24 percent of total cost (6% for each report)	Within 15 days after completion of each quarter
3	E&S TPM Completion Report	16 percent of total cost	Within 20 days after completion of last quarter
4	Submission and acceptance of first draft of IVA Reports	5 percent of total cost	2 nd week of March
5	Submission and acceptance of 2 nd draft of IVA Reports	10 percent of total cost	04 th week of March
6	Submission and acceptance of 3 rd draft of IVA Reports Review by LG&CDD and Bank with IVA team. reconcile comments received into the report.	20 percent of total cost	2 nd week of April
7	Submission and acceptance of final IVA Reports	20 percent of total cost	First week of May

- The Reports should be submitted in 3 physical copies (printed back-to-back) besides providing an editable soft copy of all reports using MS-Office, including calculations in MS-Excel or such other workings forming part of the deliverables. In case such files

are corrupted then the consultant shall be required to re-submit the same to the satisfaction of the client.

- Consultants shall attend periodical reviews to be conducted by PMDFC/LG&CDD/PSC. Consultants shall make presentations to the client and other stakeholders as required during various stages of the assignment.
- Payment relating to particular stage shall be done after approval of the respective stage report. No mobilization advance will be given to the Consultant.

10 Deliverables/Reports with timelines of IVA

The deliverables/reports with timelines of IVA are presented in Table 5:

Table 5: Deliverables/reports with timelines of IVA

Sr #	Deliverable	Timeline	Hard Copy	Soft Copy
1	Inception Report/Work Plan, outlining the consultants' understanding of the assignment and proposed approach to meeting MACs and PMs requirements	By 1 st Week	Yes	Yes
2	First draft Preliminary - IVA reports and draft Preliminary Synthesis Report to LG&CDD as well as to the World Bank.	2 nd week of March	Yes	Yes
3	Second draft Preliminary - IVA reports and draft Preliminary Synthesis Report and share with LG&CDD and World Bank.	04 th week of March	Yes	Yes
4	Review by LG&CDD and Bank with IVA team. Third draft report - reconcile comments received into the report .	2 nd week of April	Yes	Yes

5	<p>Final assessment draft IVA report for each MC and the Final Draft Synthesis Report on changes made by IVA team, submitted to Program Steering Committee and the World Bank and make presentation. A final assessment report will include but not limited to:</p> <ul style="list-style-type: none"> • Detailing compliance (or non-compliance) based on fieldwork data and documentary evidence submitted by local governments; • Indicating “Actual Disbursement by WB to GoPunjab” under each of the DLI. 	First week of May	Yes	Yes
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11 Deliverables/Reports with timelines of TPM

The deliverables/reports with timelines of TPM are presented in Table 6:

Table 6: Deliverables/reports with timelines of TPM

Sr #	Deliverable	Timeline	Hard Copy	Soft Copy
1	<p>Inception Report/Work Plan, outlining the consultants’ understanding of the assignment and proposed approach and methodology for third party monitoring</p>	By 1 st Week	Yes	Yes
2	<p>Draft E&S TPM Quarterly Reports – Four draft E&S TPM quarterly reports will be submitted to MD/PD PICP, SPO ESM PICP and the Bank at the same time for feedback on any factual inaccuracy. This will allow the Bank to see initial and independent recommendations. The draft E&S TPM quarterly reports will include but not limited to:</p>			

	<input type="checkbox"/> Executive Summary of key findings and recommendations <input type="checkbox"/> Description of assessment process and methodology used <input type="checkbox"/> Analysis of E&S Screening and categorization of eligible investment schemes <input type="checkbox"/> Adequacy and quality of E&S instruments prepared and implemented, <input type="checkbox"/> Details of Field Inspection Surveys Compliance Check with national, provincial and world bank safeguard policies <input type="checkbox"/> Record of Environmental Approvals from EPA <input type="checkbox"/> Recommendations to address noncompliance and partial compliance	Within 15 days after completion of each quarter	Yes	Yes
3	Final E&S TPM Quarterly Reports – include any revisions based on the comments (if any) received from the PMDFC and World Bank.	Within 15 days of receipt of comments	Yes	Yes
4	Draft E&S TPM Completion Report – Draft E&S TPM Completion Report including the overall E&S performance of each MC throughout the year, details of E&S screening, E&S safeguard instruments, Environmental approvals obtained, ESCF implementation, and recommendation and suggestions to address non-compliance and	Within 20 days after completion of last quarter	Yes	Yes

	partial compliance.			
5	Final E&S TPM Completion Report - includes any revisions based on the comments (if any) received from the PMDFC and World Bank.	Within 15 days of receipt of comments	Yes	Yes

Annexures

Annex-A**Minimum Access Conditions & Performance Measures**

Area	DLI 3–Mandatory Conditions	DLI 4–Performance Measures
Human Resources & Gender	<p>WATSAN unit in ULG is notified and MO WATSAN services is posted and focal persons for E&S are in place.</p> <p><i>(Year 2 Onwards)</i> WATSAN unit with full core staff according to organigram in POM is in place.</p> <p>All provincially appointed staff is in place with tenure protection, subject to satisfactory biannual performance reviews.</p> <p><input type="checkbox"/></p>	<p>Capacity-building activities conducted for WATSAN as per annual Program training plan (3 points).</p> <p>A female complaint desks is established and maintained (4 points).</p> <p>Institutionalization of Harassment of Women at the Workplace Act and implementation of relevant bylaws (3 points).</p> <p>ULG female staff are provided with adequate genderresponsive facilities (3 points). <input type="checkbox"/> Total: 13 points</p>
Sustainable WASH Service Delivery	<p><input type="checkbox"/> <i>(Y2 Onwards)</i> ULGs' annual budgets include adequate allocations for O&M of WSS networks.</p>	<p>Tracking and reporting of cost centers for expenditures on water, sewerage, and drainage services (5 points).</p> <p>Operating ratio target (defined in the PAP) from the WSS cost recovery plan for the year is achieved (30 points).</p>

		An MIS for WASH services is operational and includes modules on WSS operations, energy consumption, FM (including tariffs), consumer satisfaction, and asset management. The asset management system for WSS is a georeferenced database tracking for each asset its O&M
		plan and expenditure and is updated regularly (15 points). □ Total: 50 points
Revenue Management & Financial Sustainability	<p><u>(Y2 Onwards)</u> All urban built-up area is declared as non-zero rated area for UIPT collection.</p> <p><u>(Y2 Onwards)</u> Revenue development plan (including WSS cost recovery) developed, informed by stakeholder consultations on rate revision proposals, and updated as required.</p> <p><u>(Y2 Onwards)</u> ensure complete budget allocation for annual O&M of WSS services.</p>	<p>LGFMS is updated to include revenue performance including a GIS based database for key revenue sources (i.e., water supply and sewerage tariffs, land use approvals, building plan approvals, municipal shops, and fee from general bus stands) (10 points).</p> <p>ULG notifies the revised tax proposals according to the revenue development plan and ensure proper execution as per revenue development plan (15 points).</p> <p>Total: 25 points</p>
Program Implementation	MC chairperson/administrator signs Program participation agreement.	

<p>Fiduciary</p>	<p>ULG has established a functional procurement committee and procurement cell for relevant level of procurement in place (per Punjab Public Procurement rules).</p> <p>ULG has graduated/transitioned to e-procurements.</p> <p>ULG has functional e-LGFMIS in place, and is generating cash books and financial statements.</p> <p><u>(Y2 Onwards)</u> ULG has submitted annual financial statements as per approved framework, to the satisfaction of auditors for the previous FY.</p> <p><u>(Y2 Onwards)</u> There are no adverse or disclaimed audit opinion for previous FY.</p>	
<p>Environment & Social Management</p>	<p>ULG has designated E&S management focal persons.</p> <p><u>(Y2 Onwards)</u> ULG has prepared and is implementing, as applicable, Environmental and Social Assessments (ESAs) and Resettlement Plans (RPs):</p> <ul style="list-style-type: none"> o ESA and RPs finalized by the completion of bidding documents and ESAs 	<p>□</p>
	<ul style="list-style-type: none"> o included as a part of bidding package. o E&S costs included in PC-1. o Compensation per RPs completed before start of construction. <p>□ ESAs implemented throughout the project construction.</p>	

<p>Citizen Engagement, Communication & Accountability</p>	<p>Citizen consultations have been held on proposed investments, with at least one consultation with women.</p> <p>Functional GRM is in place. ULG operational websites are online.</p> <p><u>(Y2 Onwards)</u> ULG develops a BCC campaign plan for the entire duration of the Program.</p> <p><u>(Y2 Onwards)</u> Information from the GRM, MIS, Right to Information, annual budgets, and procurement are regularly published on ULG websites.</p>	<p>□ ULG implements BCC annual campaign plan (5 points). □ Total: 5 points</p>
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Annex-B

Verification Protocol

<p>DLI 1: Safely managed water and sanitation connections provided in eligible ULGs (Number)</p>	
<p><i>DLR 1.1 The 14 Eligible ULGs have entered into contracts for water supply and sanitation works</i></p>	
<p>Formula</p>	<p>This scalable DLR 1.1 targets 14 participating Urban Local Governments (ULGs) that have met Minimum Access Conditions (MACs) in DLI 4. The total allocation under the DLR is US\$70 million.</p> <p>ULG Share is defined throughout this document as the infrastructure investment needs of a particular ULG, as a percentage of the sum of all 14 ULG infrastructure investment needs. Infrastructure investment needs throughout this document are calculated based on an investment needs assessment for water supply, sewerage and drainage services in participating cities. The share of the 14 ULGs will be proportionate to their investment needs as determined by the investment needs assessment by PMDFC and can be seen in the table below. This percentage</p>

<p>will be updated when detailed engineering estimates for all 14 ULGs are developed by the design and supervision consultants.</p>			
<p>ULG</p>	<p>ULG share</p>	<p>ULG</p>	<p>ULG sh</p>

	Chiniot	7.49%	Khanpur	6.65%
	Jatoi	5.85%	Samundri	9.46%
	Shujabad	6.87%	Chistian	7.63%
	Sadiqabad	6.37%	Pakpattan	7.68%
	Jampur	6.42%	Haroonabad	4.87%
	Rajanpur	5.61%	Arifwala	6.50%
	Ahmadpur East	10.45%	Mandi Bahauddin	8.15%
	<p>Disbursement under this DLR will be triggered upon the award of all contracts in any given ULG for water supply, sewerage and drainage works (the packaging of the construction contracts will be defined in engineering design). Disbursement will be released as follows:</p> <p><i>From Bank to Borrower:</i> Sum of all ULG disbursements verified under DLR 1.1 using the formula below.</p> <p>Share of an eligible ULGs = (ULG Share) x US\$70 million</p>			
Description	This DLR will disburse when contracts for all packages for a given ULG, as defined in the engineering designs are awarded.			
Data source/ Agency	PMDFC, signed ULG contracts			
Verification Entity	APA			
Procedure	PMDFC will verify and share signed contracts. The APA will review documentation and procurement proceedings and verify the contracts against the POM on a rolling basis.			
<p><i>DLR 1.2 The Eligible ULGs have collectively established: (a) 474,983 new or improved safely managed water supply connections; and (b) 474,983 new or improved safely managed sewerage connection.</i></p>				

Formula	<p>This scalable DLR targets 14 participating ULGs that have met MACs. This DLR has an allocation of US\$90 million. The target of the number of water supply connections is 474,983, and the target for sanitation is 474,983.</p> <p><i>Annual disbursement from the World Bank to the Borrower:</i> Sum of all ULG disbursements verified under DLR 1.2 using the formula below.</p> <p>For each ULG the disbursement is calculated through the following formula:</p> <p><i>Disbursement for ULG_n = [30,000,000 * ULG share_n / Target Number of water supply connections projected to be installed or rehabilitated in ULG_n * number of new or improved connections established + [60,000,000 * ULG share_n / Target Number of sewerage connections projected to be installed or rehabilitated in ULG_n * number of new or improved connections established]</i></p> <p>The total number of water supply or sewerage connections is the same and reported in the following table</p> <table border="1" data-bbox="457 898 1508 1291"> <thead> <tr> <th>ULG</th> <th>Number of connections</th> <th>ULG</th> <th>Number of connections</th> </tr> </thead> <tbody> <tr> <td>Chiniot</td> <td>51,683</td> <td>Khanpur</td> <td>40,710</td> </tr> <tr> <td>Jatoi</td> <td>30,737</td> <td>Sammundari</td> <td>35,218</td> </tr> <tr> <td>Shuja Abad</td> <td>25,614</td> <td>Chistian</td> <td>31,671</td> </tr> <tr> <td>Sadiqabad</td> <td>47,623</td> <td>Pakpattan</td> <td>36,685</td> </tr> <tr> <td>Jampur</td> <td>27,156</td> <td>Haroonabad</td> <td>24,099</td> </tr> <tr> <td>Rajanpur</td> <td>26,013</td> <td>Arifwala</td> <td>26,244</td> </tr> <tr> <td>Ahmad Pur East</td> <td>31,940</td> <td>Mandi Bahauddin</td> <td>39,589</td> </tr> </tbody> </table>				ULG	Number of connections	ULG	Number of connections	Chiniot	51,683	Khanpur	40,710	Jatoi	30,737	Sammundari	35,218	Shuja Abad	25,614	Chistian	31,671	Sadiqabad	47,623	Pakpattan	36,685	Jampur	27,156	Haroonabad	24,099	Rajanpur	26,013	Arifwala	26,244	Ahmad Pur East	31,940	Mandi Bahauddin	39,589
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	<p>The definition of <u>water supply connection installed</u> refers to a household that previously had no direct, piped water service is provided with a formal connection to the water supply network for the first time.</p> <p>The definition of <u>water supply connection rehabilitated</u> refers to an existing water supply connection that is improved to meet higher service standards in terms of quality, reliability, or safety.</p> <p>The definition of <u>sewerage connections installed</u> refers to a household that previously had no direct, piped sewer connection is provided with a formal link to the sewerage network for the first time.</p> <p>The definition of <u>sewerage connections rehabilitated</u> refers to an existing sewerage connection that is improved to meet higher service standards in terms of safety, reliability, and environmental compliance.</p>																																			
Description	This DLI will reward municipalities for the completion of eligible infrastructure investments, resulting in households benefiting from connectivity to safely																																			

managed WSS services as per service standards to be identified in the POM. Data source/ PMDFC, ULG, MIS system, Site visit reports, water and wastewater quality testing

Agency reports.

Verification APA

Entity

Procedure The APA will verify the number of households able to access water supply and sewerage connections installed/rehabilitated and the quality of the services provided for each ULG. The ULG will report data from the supervision firm and MIS system where available. The APA will validate the data from the ULG, contractor and supervision firm, and conduct on-site visits from a representative sample of connections. Site visits will confirm connection at the household level, proper installation, water quality testing to confirm compliance against agreed standards.

The IVA will review the semesterly reports from each ULG and verify the results using:

- PMDFC data
- Supervision firm data
- Construction firm data
- MIS data
- Field visits based on the POM

DLI 2: Improved performance of solid waste management systems in Punjab (Yes/No)

DLR 2.1: Punjab's Cabinet has approved the Suthra Punjab Program Definition Document and the LG&CDD has rolled out an IT-based MRV System covering the solid waste management sector.

Formula US\$3 million is disbursed on the approval of Program Definition Document (PDD) by the Cabinet

	US\$2 million is disbursed on verification of a functioning IT-based Monitoring, Reporting and Verification (MRV) system as defined in the Cabinet-approved PDD.
Description	<p>This DLR rewards:</p> <p>(i) the approval of the PDD for SPP. The document will include policy, institutional, and technical measures for outcomes such as improved sector planning and oversight, environmental and social performance, circular economy, and cost recovery. The document will also specify the functional and technical requirements of a Monitoring, Reporting and Verification (MRV) system for SPP implementation.</p> <p>(ii) the verification of the contents of the existing MIS set up for the SPP and the roll out of the IT based MRV as defined in the PDD.</p>
Data source/ Agency	LG&CDD, Cabinet approval

Verification Entity	IVA
Procedure	The PDD for SPP will be prepared by specialized consultants and will be consulted with relevant stakeholders. The draft will be finalized by LG&CDD and presented to Cabinet for deliberation. The approval of the PDD will result in the first disbursement. The rollout of a functioning IT-based monitoring system will trigger a second disbursement.
<i>DLR 2.2: At least one WMC in one of the Eligible ULGs has increased its collected revenues to equal at least 20% of its recurrent costs in a Fiscal Year.</i>	
Formula	US\$5 million will be disbursed when revenues from SWM services in FWMC equal at least 20 percent of recurring charges, as per the targets set in the SPP.
Description	This DLI incentivizes a selected WMC to enhance self-collected revenues to meet the targets laid out in the SPP.
Data source/ Agency	LG&CDD, financial reports and audits of WMC.
Verification Entity	IVA
Procedure	The IVA will review the audited statements of the selected WMC. The IVA will specifically determine over the same accounting period the following: Expenditures including all recurring charges such as O&M of equipment, O&M of facilities, salaries, payments to third-party service providers, etc. Revenues collected from users (household, commercial, and public users) within the WMC's service area, in the form of fees, billed services or fines. Revenues may be self-collected or recovered from private service providers.
<i>DLR 2.3: The LG&CDD has approved technical standards and standard operating procedures for the design, construction and operation of a modern sanitary landfill.</i>	
Formula	US\$3 million will be disbursed on completion of technical standards and SOPs for the design, construction, and operation of a sanitary landfill.
Description	The LG&CDD has approved technical standards and SOPs for the design, construction and operation of a sanitary landfill. This DLR incentivizes the preparation of standard templates and SOPs for design, construction, and operation of an advanced disposal facility, including environmental, social, and climate change considerations.

Data source/ Agency	WMC and LG&CDD
Verification Entity	IVA
Procedure	Standard templates for advanced disposal infrastructure will be prepared by qualified specialists. The IVA will review these to ensure that these meet the criteria identified in the POM.
<i>DLR 2.4: Punjab's Cabinet has approved the Punjab SWM Regulations, which include measures for waste recovery and treatment of organic and dry streams.</i>	
Formula	\$4 million will be disbursed upon approval of the SWM regulations by Cabinet
Description	This DLR will disburse when Punjab's Cabinet has approved Punjab SWM Regulations, which include measures for waste recovery and treatment of organic and dry stream, and promote circular economy principles
Data source/ Agency	LG&CDD will share the Cabinet approval summary with the IVA and World Bank
Verification Entity	IVA
Procedure	The IVA will review and verify the formal approval of Punjab SWM regulations.
DLI 3: Participating ULGs (other than Chakwal and Kasur ULGs) meeting Minimum Access Conditions for WSS service delivery.	
Formula	<p>This DLI 3 targets 14 participating ULGs under PICP (excluding Kasur and Chakwal). The total allocation under the DLI is US\$20 million.</p> <p><i>Annual Disbursement from World Bank to Borrower:</i> US\$5,000,000 divided equally between eligible ULGs that have achieved MACs for that year.</p> <p>Annual share of eligible ULGs = Annual DLI allocation / Number of ULGs that met the MACs</p> <p>Annual DLI Allocation for Period is US\$5 million.</p> <p>MACS will not be evaluated for the final year of the PICP.</p>

Description	<p>The 14 Participating ULGs (other than Chakwal and Kasur ULGs) have achieved the MACs each of the Fiscal Years 25-26 through 28-29. The annual disbursement under this DLI will be divided amongst the ULGs that have met their MACs as determined by the APA each fiscal year. ULGs that do not meet MACs will not access funds under DLI 1,2, 4, and 5 for any given year.</p> <p>MACs support institutional improvements in the following thematic areas: Human Resources & Gender, Sustainable WASH service delivery, Revenue Management & Financial Sustainability, Fiduciary, Environment & Social Management, Citizen Engagement, Communication & Accountability. The MACs are available in Annex 2.</p>
Data source/ Agency	PMDFC, ULGs, eFMS, cashbooks, signed agreements, etc.
Verification Entity	IVA
Procedure	The IVA will verify the achievement of MACs between February and April of each year, with the final report due to the PSC and World Bank between April and May of each year to determine the allocation available to municipalities. In the first year of the Program, the IVA may verify results upon effectiveness.

DLI 4: Eligible ULGs have improved scores on Institutional Performance Indicators

Formula	<p>DLI 4 targets 14 eligible ULGs. The total allocation under the DLI is US\$80 million.</p> <p><u>Annual Share of eligible ULGs:</u> Target Disbursement Amount under DLI 4 for a Given Year * Performance score for the eligible ULG that year * ULG Share⁶/100</p> <p>The target disbursement for years 2, 3, 4, and 5 is US\$20 million.</p> <p><u>Total annual disbursement from the World Bank to the Government of Punjab under DLI 4:</u> Total Annual Disbursement under DLI 4 = Sum of annual shares of all eligible ULGs</p>
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⁶ The ULG share is defined under DLI 1

Description	<p>Each of the Eligible ULGs has attained a score 100/100 for its Institutional Performance Indicators in each of the Fiscal Years 26-27 through 29-30. This DLI incentivizes ULGs to improve performance, particularly in Human Resources & Gender; Sustainable WASH service delivery, Revenue Management & Financial Sustainability, Fiduciary, Environment & Social Management, Citizen Engagement, Communication & Accountability, and Climate-Resilient Infrastructure. The IVA will score each participating ULG based on the achievements against the matrix presented in the POM and Annex 2. The score for each year will result in a corresponding disbursement as per the formula before. A key focus of the performance criteria for this table is the ability of the WATSAN unit to deliver services sustainably, ensure cost recovery and adequate budgetary allocation.</p> <p>The performance scores will be determined through four APAs. The DLI uses a points-based system across a list of performance measures (PMs) for calculating ULG scores. The initial formulation of the PMs and points system is presented in Annex 2, which will also become part of the POM and may be revised during implementation upon the agreement of the GoPb and the World Bank. ULGs will receive full allocations if they meet the score 100 in the PMs, with pro-rata decreases if the PMs score is below 100.</p>
Data source/ Agency	PMDFC, ULGs
Verification Entity	IVA
Procedure	The IVA will verify the achievement of PMs between February and April of each year, to determine the allocation available to municipalities for the subsequent FY. This DLI is not applicable for year 1 of the Program.
DLI 5: Increased revenues in Eligible ULGs from taxes, fees, and tariffs compared to Fiscal Year 23-24.	
Formula	<p>This scalable DLI 5 targets 14 eligible ULGs that have met MACs. The total allocation under the DLI is US\$88 million.</p> <p><u>Annual disbursement from the World Bank to the Borrower:</u> Total annual disbursement under DLI 5 = Sum of share of all eligible ULGs in the given year</p> <p><u>Annual Share of participating ULGs under DLI 5:</u></p>

	<p>Disbursement to the ULG for the given year = \$/percentage point increase in revenues for the ULG * Percentage increase in ULG's revenue from selected sources during the previous year compared to the baseline year Where the term "\$/percentage point increase in revenues" is calculated as: <i>\$/ percentage point increase in revenues for the ULG = US\$88 million* ULG share/ 200</i></p> <p>The baseline year is FY23–24 for which the full revenue statistics are available.</p>
Description	The 14 Eligible ULGs increased their Own-Source Revenues (i.e., from taxes, tariffs, fees and fines) by eighty percent (80%) from the respective collection baselines of Fiscal Year 23-24.
Data source/ Agency	Annual audit reports received from DG Audit or private firm.
Verification Entity	IVA
Procedure	<p>The IVA will review the audited statements of the ULG. Revenue sources include: Water and sewerage tariffs: (i) Receipts from in-year collection and arrears from water rate to residential and commercial consumers, (ii) Receipts from in-year collection and arrears from sewerage and drainage fee, (iii) Connection and disconnection fee, and (iv) Fines on unauthorized water connections.</p> <p>UIPT: UIPT receipts over the entire FY (six bimonthly transfers). Other selfcollected revenues include all other fees, fines, and municipal revenues collected by ULGs, such as : (i) Private Housing Scheme approval fee, (ii) construction plan approval fee, (iii) construction plan revision fee, (iv) rent from shops and municipal properties, (v) land use conversion fees, (vi) general bus stand fee, and (vii) advertising and billboards fees, etc.</p>
DLI 6: Number of PPP transaction(s) processed in the WSS sector in two participating ULGs (Number)	

Formula	<p>DLI 6 targets two ULGs (Kasur and Chakwal). The total allocation under the DLI is US\$ 10 million.</p> <p>Disbursements will be triggered upon the successful signing of PPP contracts in the two participating ULGs. The disbursement amount allocated to each contract will be proportionate to the investment needs of the respective ULG, as determined through the transaction advisory process.</p> <p>A maximum of two PPP contracts—one for each ULG—will be eligible for these disbursements. However, if a single PPP contract is structured to cover both ULGs jointly, then a consolidated disbursement of US\$10 million will be made at the time of contract signing.</p>
Description	<p>Two Participating ULGs have signed one or more PPP contracts with a private utility service provider(s) for the provision of water supply and sanitation and drainage services within their jurisdictions. A PPP contract will be signed to improve the provision of water supply and sanitation and drainage services in two selected ULGs.</p> <p>(i) Chakwal: Subject to technical due diligence, the project will include the development of a bulk water source, enhancement of water conveyance infrastructure, construction of a new water treatment plant, rehabilitation of the</p>
	<p>water distribution network, improvement of wastewater collection pipelines, and drainage. The construction of a new wastewater treatment plant (WWTP) will also be part of the project.</p> <p>(ii) Kasur: Following appraisal by the technical due diligence adviser, the project scope will include the construction of a water treatment plant, rehabilitation of the water distribution and wastewater collection systems, drainage, and the rehabilitation or capacity enhancement of the existing WWTP and/or construction of new WWTP.</p> <p>The transaction entails the signing of a time-based performance contract by a ULG with a utility service provider. The private partner shall raise finance to bridge the project cost in excess of the VGF funding agreed as a DLI. The investment recovery will take place by passing on the repayment liability to the consumers with GoPb backstopping the payment commitments.</p> <p>The PPP contract shall be signed between the implementing agencies and a private utility service provider. PMDFC might act as a facilitator in the signing of the PPP contract.</p>

Data source/ Agency	PMDFC, PPP Authority, ULG
Verification Entity	IVA
Procedure	The IVA will review the PPP contract that has been signed by the relevant implementing agencies as per the procedure outlined in the Punjab PPP Act 2025 and rules made thereunder.

PART II

Section 8. Conditions of Contract and Contract Forms

LUMP-SUM FORM OF CONTRACT

STANDARD FORM OF CONTRACT

**Consultant's
Services**
Lump-Sum

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CONTRACT FOR CONSULTANT'S SERVICES

Lump-Sum

Project Name Punjab Inclusive Cities Program

Credit No. _____

Contract No. RFP No: PK-PMDFC-526681-CS-LCS

Hiring of Consultancy Firm for Independent Verification of DLIs for 16
MCs & Third-Party Monitoring Agency for Environment & Social
Management under "Punjab Inclusive Cities Program (PICP)"

between

LOCAL GOVERNMENT AND COMMUNITY DEVELOPMENT DEPARTMENT
[Name of the Client]

and

[Name of the Consultant]

Dated: _____

I. Form of Contract

LUMP-SUM

(Text in brackets [] is optional; all notes should be deleted in the final text)

This CONTRACT (hereinafter called the "Contract") is made the *[number]* day of the month of *[month]*, *[year]*, between, on the one hand, *[name of Client or Recipient]* (hereinafter called the "Client") and, on the other hand, *[name of Consultant]* (hereinafter called the "Consultant").

[If the Consultant consist of more than one entity, the above should be partially amended to read as follows: "...(hereinafter called the "Client") and, on the other hand, a Joint Venture (name of the JV) consisting of the following entities, each member of which will be jointly and severally liable to the Client for all the Consultant's obligations under this Contract, namely, [name of member] and [name of member] (hereinafter called the "Consultant").]

WHEREAS

- (a) the Client has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the "Services");
- (b) the Consultant, having represented to the Client that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;
- (c) the Client has received *[or has applied for]* a loan *[or credit or grant]* from the *[insert as relevant, International Bank for Reconstruction and Development (IBRD) or International Development Association (IDA)]*: toward the cost of the Services and intends to apply a portion of the proceeds of this *[loan/credit/grant]* to eligible payments under this Contract, it being understood that (i) payments by the Bank will be made only at the request of the Client and upon approval by the Bank; (ii) such payments will be subject, in all respects, to the terms and conditions of the *[loan/financing/grant]* agreement, including prohibitions of withdrawal from the *[loan/credit/grant]* account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by the decision of the United Nations Security council taken under Chapter VII of the Charter of the United Nations; and (iii) no party other than the Client shall derive any rights from the *[loan/financing/grant]* agreement or have any claim to the *[loan/credit/grant]* proceeds;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:

- (a) The General Conditions of Contract (including Attachment 1 “Fraud and Corruption”);
- (b) The Special Conditions of Contract;
- (c) Appendices:

Appendix A: Terms of Reference

Appendix B: Key Experts

Appendix C: Breakdown of Contract Price

Appendix D: Form of Advance Payments Guarantee

Appendix E: Code of Conduct for Experts

Appendix F: Sexual exploitation and Abuse (SEA) and/or Sexual Harassment (SH) Performance Declaration

In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A; Appendix B; Appendix C; Appendix D; Appendix E; and Appendix F. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.

2. The mutual rights and obligations of the Client and the Consultant shall be as set forth in the Contract, in particular:

- (a) the Consultant shall carry out the Services in accordance with the provisions of the Contract; and
- (b) the Client shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of *[Name of Client]*

[Authorized Representative of the Client – name, title and signature]

For and on behalf of *[Name of Consultant or Name of a Joint Venture]*

[Authorized Representative of the Consultant – name and signature]

[For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.]

For and on behalf of each of the members of the Consultant *[insert the Name of the Joint Venture]*

[Name of the lead member]

[Authorized Representative on behalf of a Joint Venture]

[add signature blocks for each member if all are signing]

II. General Conditions of Contract

A. GENERAL PROVISIONS

1. Definitions

- 1.1. Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:
- (a) **“Applicable Law”** means the laws and any other instruments having the force of law in the Client’s country, or in such other country as may be specified in the **Special Conditions of Contract (SCC)**, as they may be issued and in force from time to time.
 - (b) **“Bank”** means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).
 - (c) **“Borrower”** means the Government, Government agency or other entity that signs the financing agreement with the Bank.
 - (d) **“Client”** means the implementing agency that signs the Contract for the Services with the Selected Consultant.
 - (e) **“Client’s Personnel”** refers to the staff, labor and other employees (if any) of the Client engaged in fulfilling the Client’s obligations under the Contract; and any other personnel identified as Client’s Personnel, by a notice from the Client to the Consultant.
 - (f) **“Consultant”** means a legally-established professional consulting firm or entity selected by the Client to provide the Services under the signed Contract.
 - (g) **“Contract”** means the legally binding written agreement signed between the Client and the Consultant and which includes all the attached documents listed in its paragraph 1 of the Form of Contract (the General Conditions (GCC), the Special Conditions (SCC), and the Appendices).
 - (h) **“Day”** means a working day unless indicated otherwise.
 - (i) **“Effective Date”** means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.

- (j) **“Experts”** means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.
- (k) **“Foreign Currency”** means any currency other than the currency of the Client’s country.
- (l) **“GCC”** means these General Conditions of Contract.
- (m) **“Government”** means the government of the Client’s country.
- (n) **“Joint Venture (JV)”** means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.
- (o) **“Key Expert(s)”** means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant’s proposal.
- (p) **“Local Currency”** means the currency of the Client’s country.
- (q) **“Non-Key Expert(s)”** means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract.
- (r) **“Party”** means the Client or the Consultant, as the case may be, and “Parties” means both of them.
- (s) **“SCC”** means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.
- (t) **“Services”** means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto.
- (u) **“Sexual Exploitation and Abuse” “(SEA)”** means the following:

Sexual Exploitation is defined as any actual or attempted abuse of position of vulnerability, differential

power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.

Sexual Abuse is defined as the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.

- (v) **“Sexual Harassment” “(SH)”** is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature by the Experts with other Experts or Client’s Personnel.
- (w) **“Sub-consultants”** means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.
- (x) **“Third Party”** means any person or entity other than the Government, the Client, the Consultant or a Sub-consultant.

2. Relationship between the Parties

2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Client and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

3. Law Governing Contract

3.1. This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.

4. Language

4.1. This Contract has been executed in the language specified in the **SCC**, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

5. Headings

5.1. The headings shall not limit, alter or affect the meaning of this Contract.

6. Communications

6.1. Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized

representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the **SCC**.

6.2. A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the **SCC**.

7. Location

7.1. The Services shall be performed at such locations as are specified in **Appendix A** hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Client may approve.

8. Authority of Member in Charge

8.1. In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the **SCC** to act on their behalf in exercising all the Consultant's rights and obligations towards the Client under this Contract, including without limitation the receiving of instructions and payments from the Client.

9. Authorized Representatives

9.1. Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Client or the Consultant may be taken or executed by the officials specified in the **SCC**.

10. Fraud and Corruption

10.1. The Bank requires compliance with the Bank's Anti-Corruption Guidelines and its prevailing sanctions policies and procedures as set forth in the Bank's Sanctions Framework, as set forth in Attachment 1 to the GCC.

a. Commissions and Fees

10.2. The Client requires the Consultant to disclose any commissions, gratuities or fees that may have been paid or are to be paid to agents or any other party with respect to the selection process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or fee. Failure to disclose such commissions, gratuities or fees may result in termination of the Contract and/or sanctions by the Bank.

B. COMMENCEMENT, COMPLETION, MODIFICATION AND TERMINATION OF CONTRACT

- 11. Effectiveness of Contract**
- 11.1. This Contract shall come into force and effect on the date (the "Effective Date") of the Client's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the **SCC** have been met.
- 12. Termination of Contract for Failure to Become Effective**
- 12.1. If this Contract has not become effective within such time period after the date of Contract signature as specified in the **SCC**, either Party may, by not less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.
- 13. Commencement of Services**
- 13.1. The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the **SCC**.
- 14. Expiration of Contract**
- 14.1. Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the **SCC**.
- 15. Entire Agreement**
- 15.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.
- 16. Modifications or Variations**
- 16.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.
- 16.2. In cases of substantial modifications or variations, the prior written consent of the Bank is required.

17. Force Majeure

a. Definition

17.1. For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies.

17.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.

17.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

b. No Breach of Contract

17.4. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

c. Measures to be Taken

17.5. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

17.6. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such

event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

17.7. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

17.8. During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Client, shall either:

- (a) demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Client, in reactivating the Services; or
- (b) continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

17.9. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 49 & 50.

18. Suspension

18.1. The Client may, by written notice of suspension to the Consultant, suspend part or all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

19. Termination

19.1. This Contract may be terminated by either Party as per provisions set up below:

a. By the Client

19.1.1. The Client may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Client shall give at least thirty (30) calendar days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written

notice in case of the event referred to in (e); and at least five (5) calendar days' written notice in case of the event referred to in (f):

- (a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;
- (b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;
- (c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 50.1;
- (d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;
- (e) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;
- (f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13.

19.1.2. Furthermore, if the Client determines that the Consultant has engaged in Fraud and Corruption in competing for or in executing the Contract, then the Client may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

b. By the Consultant

19.1.3. The Consultant may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Client, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

- (a) If the Client fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clause GCC 45.1 within forty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue.

- (b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days.
 - (c) If the Client fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 50.1.
 - (d) If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Client of the Consultant's notice specifying such breach.
- c. Cessation of Rights and Obligations** 19.1.4. Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25 and to cooperate and assist in any inspection or investigation, and (iv) any right which a Party may have under the Applicable Law.
- d. Cessation of Services** 19.1.5. Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Client, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.
- e. Payment upon Termination** 19.1.6. Upon termination of this Contract, the Client shall make the following payments to the Consultant:
- (a) payment for Services satisfactorily performed prior to the effective date of termination; and

- (b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

C. OBLIGATIONS OF THE CONSULTANT

20. General

a. Standard of Performance

20.1. The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with the third parties.

20.2. The Consultant shall employ and provide such qualified and experienced Experts and Sub-consultants as are required to carry out the Services.

20.3. The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be approved in advance by the Client. Submission by the Consultant for the Client's approval, for addition of any Sub-consultant not named in the Contract, shall also include the Sub-consultant's declaration in accordance with Appendix F- Sexual exploitation and Abuse (SEA) and/or Sexual Harassment (SH) Performance Declaration. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services.

b. Law Applicable to Services

20.4. The Consultant shall perform the Services in accordance with the Contract and the Applicable Law and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

20.5. Throughout the execution of the Contract, the Consultant shall comply with the import of goods and services prohibitions in the Client's country when

- (a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country; or
- (b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

20.6. The Client shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.

21. Conflict of Interest

21.1. The Consultant shall hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

a. Consultant Not to Benefit from Commissions, Discounts, etc.

21.1.1 The payment of the Consultant pursuant to GCC F (Clauses GCC 43 through 47) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment.

21.1.2 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Client on the procurement of goods, works or services, the Consultant shall comply with the Bank's Applicable Regulations, and shall at all times exercise such responsibility in the best interest of the Client. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Client.

b. Consultant and Affiliates

21.1.3 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and

- Not to Engage in Certain Activities** any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project.
- c. Prohibition of Conflicting Activities** 21.1.4 The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.
- d. Strict Duty to Disclose Conflicting Activities** 21.1.5 The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.
- 22. Confidentiality** 22.1. Except with the prior written consent of the Client, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.
- 23. Liability of the Consultant** 23.1. Subject to additional provisions, if any, set forth in the **SCC**, the Consultant's liability under this Contract shall be provided by the Applicable Law.
- 24. Insurance to be taken out by the Consultant** 24.1. The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage specified in the **SCC**, and (ii) at the Client's request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.

**25. Accounting,
Inspection and
Auditing**

25.1. The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services and in such form and detail as will clearly identify relevant time changes and costs.

25.2. Pursuant to paragraph 2.2 e. of Attachment 1 to the General Conditions, the Consultant shall permit and shall cause its agents (where declared or not), subcontractors, subconsultants, service providers, suppliers, and personnel, to permit, the Bank and/or persons appointed by the Bank to inspect the site and/or the accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have such accounts, records and other documents audited by auditors appointed by the Bank. The Consultant's and its Subcontractors' and subconsultants' attention is drawn to Sub-Clause 10.1 (Fraud and Corruption) which provides, inter alia, that acts intended to materially impede the exercise of the Bank's inspection and audit rights constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility pursuant to the Bank's prevailing sanctions procedures).

**26. Reporting
Obligations**

26.1. The Consultant shall submit to the Client the reports and documents specified in **Appendix A**, in the form, in the numbers and within the time periods set forth in the said Appendix.

**27. Proprietary
Rights of the
Client in Reports
and Records**

27.1. Unless otherwise indicated in the **SCC**, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Client in the course of the Services shall be confidential and become and remain the absolute property of the Client. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Client, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Client.

27.2. If license agreements are necessary or appropriate between the Consultant and third parties for

purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Client's prior written approval to such agreements, and the Client shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the **SCC**.

28. Equipment, Vehicles and Materials

28.1. Equipment, vehicles and materials made available to the Consultant by the Client, or purchased by the Consultant wholly or partly with funds provided by the Client, shall be the property of the Client and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Client an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Client's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Client in writing, shall insure them at the expense of the Client in an amount equal to their full replacement value.

28.2. Any equipment or materials brought by the Consultant or its Experts into the Client's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.

29. Code of Conduct

29.1. The Consultant shall have a Code of Conduct for the Experts.

Consultant shall take all necessary measures to ensure that each Expert is made aware of the Code of Conduct including specific behaviors that are prohibited, and understands the consequences of engaging in such prohibited behaviors.

These measures include providing instructions and documentation that can be understood by the Expert and seeking to obtain that person's signature acknowledging receipt of such instructions and/or documentation, as appropriate.

The Consultant shall also ensure that the Code of Conduct is visibly displayed in locations where the Services are provided. The posted Code of Conduct

shall be provided in languages comprehensible to the Experts and the Client's Personnel.

30. Forced Labor

30.1. The Consultant, including its Subconsultants, shall not employ or engage forced labor. Forced labor consists of any work or service, not voluntarily performed, that is exacted from an individual under threat of force or penalty, and includes any kind of involuntary or compulsory labor, such as indentured labor, bonded labor or similar labor-contracting arrangements.

No persons shall be employed or engaged who have been subject to trafficking. Trafficking in persons is defined as the recruitment, transportation, transfer, harboring or receipt of persons by means of the threat or use of force or other forms of coercion, abduction, fraud, deception, abuse of power, or of a position of vulnerability, or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purposes of exploitation.

31. Child Labor

31.1. The Consultant, including its Subconsultants, shall not employ or engage a child under the age of 14 unless the national law specifies a higher age (the minimum age).

The Consultant, including its Subconsultants, shall not employ or engage a child between the minimum age and the age of 18 in a manner that is likely to be hazardous, or to interfere with, the child's education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development.

The Consultant, including its Subconsultants, shall only employ or engage children between the minimum age and the age of 18 after an appropriate risk assessment has been conducted by the Consultant with the Client's consent. The Consultant shall be subject to regular monitoring by the Client that includes monitoring of health, working conditions and hours of work.

Work considered hazardous for children is work that, by its nature or the circumstances in which it is carried out, is likely to jeopardize the health, safety, or morals of children. Such work activities prohibited for children include work:

- (a) with exposure to physical, psychological or sexual abuse;
- (b) underground, underwater, working at heights or in confined spaces;
- (c) with dangerous machinery, equipment or tools, or involving handling or transport of heavy loads;
- (d) in unhealthy environments exposing children to hazardous substances, agents, or processes, or to temperatures, noise or vibration damaging to health; or
- (e) under difficult conditions such as work for long hours, during the night or in confinement on the premises of the employer.

32. Non-Discrimination and Equal Opportunity

32.1. The Consultant shall not make decisions relating to the employment or treatment of Experts on the basis of personal characteristics unrelated to inherent job requirements. The Consultant shall base the employment of Experts on the principle of equal opportunity and fair treatment, and shall not discriminate with respect to any aspects of the employment relationship, including recruitment and hiring, compensation (including wages and benefits), working conditions and terms of employment, access to training, job assignment, promotion, termination of employment or retirement, and disciplinary practices.

Special measures of protection or assistance to remedy past discrimination or selection for a particular job based on the inherent requirements of the job shall not be deemed discrimination. The Consultant shall provide protection and assistance as necessary to ensure non-discrimination and equal opportunity, including for specific groups such as women, people with disabilities, migrant workers and children (of working age in accordance with Clause GCC 31).

33. Training of Experts

33.1. The Consultant shall provide appropriate sensitization to the Experts on social aspects of the Contract, including on prohibition of SEA and SH.

The Consultant shall provide training on SEA and SH, including its prevention, to any of its Experts who has a role to supervise other Experts.

D. CONSULTANT'S EXPERTS AND SUB-CONSULTANTS

- 34. Description of Key Experts**
- 34.1. The title, agreed job description, minimum qualification and estimated period of engagement to carry out the Services of each of the Consultant's Key Experts are described in **Appendix B**.
- 35. Replacement of Key Experts**
- 35.1. Except as the Client may otherwise agree in writing, no changes shall be made in the Key Experts.
- 35.2. Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.
- 36. Removal of Experts or Sub-consultants**
- 36.1. If the Client finds that any of the Experts or Sub-consultant:
- (a) persists in any misconduct or lack of care;
 - (b) carries out duties incompetently or negligently;
 - (c) fails to comply with any provision of the Contract;
 - (d) based on reasonable evidence, is determined to have engaged in Fraud and Corruption during the execution of the Works; or
 - (e) undertakes behaviour which breaches the Code of Conduct;
- the Consultant shall, at the Client's written request, provide a replacement.
- 36.2. In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Client to be incompetent or incapable in discharging assigned duties, the Client, specifying the grounds therefore, may request the Consultant to provide a replacement.
- 36.3. Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Client.

36.4. Subject to the requirements in Sub-Clause 36.3, and notwithstanding any requirement from the Client to request a replacement, the Consultant shall take immediate action as appropriate in response to any violation of (a) through (e) above. Such immediate action shall include removing (or causing to be removed) from carrying out the Services, any Expert who engages in (a) to (e) above.

36.5. The Consultant shall bear all costs arising out of or incidental to any removal and/or replacement of such Experts.

E. OBLIGATIONS OF THE CLIENT

37. Assistance and Exemptions

37.1. Unless otherwise specified in the **SCC**, the Client shall use its best efforts to:

- (a) Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.
- (b) Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Client's country while carrying out the Services under the Contract.
- (c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents.
- (d) Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.
- (e) Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Client's country according to the applicable law in the Client's country.

- (f) Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Client's country, of bringing into the Client's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.
- (g) Provide to the Consultant any such other assistance as may be specified in the **SCC**.

38. Access to Project Site

38.1. The Client warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Client will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

39. Change in the Applicable Law Related to Taxes and Duties

39.1. If, after the date of this Contract, there is any change in the applicable law in the Client's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the Contract price amount specified in Clause GCC 39.1

40. Services, Facilities and Property of the Client

40.1. The Client shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (**Appendix A**) at the times and in the manner specified in said **Appendix A**.

41. Counterpart Personnel

41.1. The Client shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Client

with the Consultant's advice, if specified in **Appendix A**.

41.2. Professional and support counterpart personnel, excluding Client's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Client shall not unreasonably refuse to act upon such request.

**42. Payment
Obligation**

42.1. In consideration of the Services performed by the Consultant under this Contract, the Client shall make such payments to the Consultant for the deliverables specified in **Appendix A** and in such manner as is provided by GCC F below.

F. PAYMENTS TO THE CONSULTANT

43. Contract Price

43.1. The Contract price is fixed and is set forth in the **SCC**. The Contract price breakdown is provided in **Appendix C**.

43.2. Any change to the Contract price specified in Clause GCC 43.1 can be made only if the Parties have agreed to the revised scope of Services pursuant to Clause GCC 16 and have amended in writing the Terms of Reference in **Appendix A**.

44. Taxes and Duties

44.1. The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the **SCC**.

44.2. As an exception to the above and as stated in the **SCC**, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Client on behalf of the Consultant.

**45. Currency of
Payment**

45.1. Any payment under this Contract shall be made in the currency (ies) of the Contract.

**46. Mode of Billing
and Payment**

46.1. The total payments under this Contract shall not exceed the Contract price set forth in Clause GCC 43.1.

- 46.2. The payments under this Contract shall be made in lump-sum instalments against deliverables specified in **Appendix A**. The payments will be made according to the payment schedule stated in the **SCC**.
- 46.2.1 Advance payment: Unless otherwise indicated in the **SCC**, an advance payment shall be made against an advance payment bank guarantee acceptable to the Client in an amount (or amounts) and in a currency (or currencies) specified in the **SCC**. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in **Appendix D**, or in such other form as the Client shall have approved in writing. The advance payments will be set off by the Client in equal portions against the lump-sum installments specified in the **SCC** until said advance payments have been fully set off.
- 46.2.2 The Lump-Sum Installment Payments. The Client shall pay the Consultant within sixty (60) days after the receipt by the Client of the deliverable(s) and the cover invoice for the related lump-sum installment payment. The payment can be withheld if the Client does not approve the submitted deliverable(s) as satisfactory in which case the Client shall provide comments to the Consultant within the same sixty (60) days period. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated.
- 46.2.3 The Final Payment. The final payment under this Clause shall be made only after the final report have been submitted by the Consultant and approved as satisfactory by the Client. The Services shall then be deemed completed and finally accepted by the Client. The last lump-sum installment shall be deemed approved for payment by the Client within ninety (90) calendar days after receipt of the final report by the Client unless the Client, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated.
- 46.2.4 All payments under this Contract shall be made to the accounts of the Consultant specified in the **SCC**.

46.2.5 With the exception of the final payment under 46.2.3 above, payments do not constitute acceptance of the whole Services nor relieve the Consultant of any obligations hereunder.

**47. Interest on
Delayed
Payments**

47.1. If the Client had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 46.2.2, interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the **SCC**.

G. FAIRNESS AND GOOD FAITH

48. Good Faith

48.1. The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

H. SETTLEMENT OF DISPUTES

**49. Amicable
Settlement**

49.1. The Parties shall seek to resolve any dispute amicably by mutual consultation.

49.2. If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within fourteen (14) days after receipt. If that Party fails to respond within fourteen (14) days, or the dispute cannot be amicably settled within fourteen (14) days following the response of that Party, Clause GCC 50.1 shall apply.

**50. Dispute
Resolution**

50.1. Any dispute between the Parties arising under or related to this Contract that cannot be settled amicably may be referred to by either Party to the adjudication/arbitration in accordance with the provisions specified in the **SCC**.

II. General Conditions

Attachment 1

Fraud and Corruption

(Text in this Attachment shall not be modified)

1. Purpose

1.1 The Bank's Anti-Corruption Guidelines and this annex apply with respect to procurement under Bank Investment Project Financing operations.

2. Requirements

2.1 The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders (applicants/proposers), consultants, contractors and suppliers; any sub-contractors, sub-consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.

2.2 To this end, the Bank:

- a. Defines, for the purposes of this provision, the terms set forth below as follows:
 - i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
 - ii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;
 - iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
 - iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
 - v. "obstructive practice" is:
 - (a) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
 - (b) acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e. below.

- b. Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
- c. In addition to the legal remedies set out in the relevant Legal Agreement, may take other appropriate actions, including declaring misprocurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;
- d. Pursuant to the Bank's Anti- Corruption Guidelines and in accordance with the Bank's prevailing sanctions policies and procedures, may sanction a firm or individual, either indefinitely or for a stated period of time, including by publicly declaring such firm or individual ineligible (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;¹ (ii) to be a nominated² sub-contractor, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project;
- e. Requires that a clause be included in bidding/request for proposals documents and in contracts financed by a Bank loan, requiring (i) bidders (applicants/proposers), consultants, contractors, and suppliers, and their sub-contractors, sub-consultants, service providers, suppliers, agents personnel, permit the Bank to inspect³ all accounts, records and other documents relating to the procurement process, selection and/or contract execution,, and to have them audited by auditors appointed by the Bank.

¹ For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

² A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the particular bidding document) is one which has been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

³ Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.

III. Special Conditions of Contract

[Notes in brackets are for guidance purposes only and should be deleted in the final text of the signed contract]

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(a)	The Contract shall be construed in accordance with the law of ISLAMIC REPUBLIC OF PAKISTAN
4.1	The language is: ENGLISH
6.1 and 6.2	<p>The addresses are:</p> <p>Client: Special Secretary, LG&CDD Local Government & Community Development Department (LG&CDD) Civil Secretariat Ph: 042-99212613 +923333850505/+923224245035 Fax: 042-99211560 Email: lgcd.dept@gmail.com Web-site: www.lgcd.punjab.gov.pk</p> <p>Consultant : _____ _____ Attention : _____ Facsimile : _____ E-mail (where permitted) : _____</p>
8.1	NA
9.1	<p>The Authorized Representatives are:</p> <p>For the Client: <i>[name, title]</i> _____</p> <p>For the Consultant: <i>[name, title]</i> _____</p>
11.1	<p>a) The contract shall be effective upon Signing of the Contract by both the parties.</p> <p>The firm has to deploy its key personnel as mentioned in the technical proposal within a period of seven days from signing of the contract.</p>

12.1	Termination of Contract for Failure to Become Effective: The time period shall be one month from the date of contract.
13.1	Commencement of Services: The number of days shall be seven. Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.
14.1	Expiration of Contract: The time period shall be: Two Years, including field assessment and reporting.
21 b.	Yes

<p>23.1</p>	<p>The following limitation of the Consultant's Liability towards the Client can be subject to the Contract's negotiations:</p> <p>"Limitation of the Consultant's Liability towards the Client:</p> <p>(a) Except in the case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Client's property, shall not be liable to the Client:</p> <p style="padding-left: 40px;">(i) for any indirect or consequential loss or damage; and</p> <p style="padding-left: 40px;">(ii) for any direct loss or damage that exceeds three times the total value of the Contract;</p> <p>(b) This limitation of liability shall not</p> <p style="padding-left: 40px;">(i) affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services;</p> <p style="padding-left: 40px;">(ii) be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the <i>[insert "Applicable Law", if it is the law of the Client's country, or insert "applicable law in the Client's country", if the Applicable Law stated in Clause SCC1.1 (b) is different from the law of the Client's country]</i>.</p>
<p>24.1</p>	<p>The insurance coverage against the risks shall be as follows:</p> <p>(a) Professional liability insurance, LG&CD being the beneficiary, with a minimum coverage of 100 % of Contract Amount.</p> <p>(b) Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Client's country by the Consultant or its Experts or Sub-consultants, with a minimum coverage of <i>[PKR 4.0 million/-]</i>;</p> <p>(c) Third Party liability insurance, with a minimum coverage of <i>[PKR 4.0 million/-]</i>;</p> <p>(d) employer's liability and workers' compensation insurance in respect of the experts and Sub-consultants in accordance with the relevant provisions of the applicable law in the Client's country, as well as, with respect to such Experts, any such life, health, accident, travel or other insurance as may be appropriate; and</p>

	(e) insurance against loss of or damage to (i) equipment purchased in whole or in part with funds provided under this Contract, (ii) the Consultant's property used in the performance of the Services, and (iii) any documents prepared by the Consultant in the performance of the Services.								
27.1	all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Client in the course of the Services shall be confidential and become and remain the absolute property of the Client. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Client, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Client.								
27.2	The Consultant shall not use these <i>documents and software</i> for purposes unrelated to this Contract without the prior written approval of the Client.								
37.1 (a) through (f)	NA								
37.1(g)	Previous Reports and Data as available on website.								
43.1	<p>The total Contract price is: _____ inclusive of local indirect taxes.</p> <p><i>Any indirect local taxes chargeable in respect of this Contract for the Services provided by the Consultant shall charge by the Consultant in their respective invoices to the Client, which shall be deal with as per the applicable Laws.</i></p> <p>The amount of such taxes is _____ i.e., PST 16%.</p>								
44.1 and 44.2	Taxes shall be deducted at source. The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract.								
46.2	<p>The payment schedule</p> <table border="1"> <thead> <tr> <th>Sr #</th> <th>Deliverables</th> <th>Payment Percentage</th> <th>Timeline</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Sr #	Deliverables	Payment Percentage	Timeline				
Sr #	Deliverables	Payment Percentage	Timeline						

	1	Submission and acceptance of inception report for IVA and E&S TPM	5% of total cost	1 week from contract signing
	2	E&S TPM Quarterly Report for each quarter (04 No. in one year,)	24% of total cost (6% for each report)	Within 15 days after completion of each quarter
	3	E&S TPM Completion Report	16% of total cost	Within 20 days after completion of last quarter
	4	Submission and acceptance of first draft of IVA Reports	5% of total cost	2 nd week of March
	5	Submission and acceptance of 2 nd draft of IVA Reports	10% of total cost	04 th week of March
	6	Submission and acceptance of 3 rd draft of IVA Reports Review by LG&CDD and Bank with IVA team reconcile comments received into the report.	20% of total cost	2 nd week of April
	7	Submission and acceptance of final IVA Reports	20% of total cost	First week of May
46.2.1	<p>The following provisions shall apply to the advance payment and the advance bank payment guarantee:</p> <p>(1) An advance payment of 10 % of total cost in local currency shall be made within 15 days after the receipt of an advance bank payment guarantee by the Client. The advance payment will be set off by the Client in equal portions against [list the payments against which the advance is offset.</p> <p>(2) The advance bank payment guarantee shall be in the amount and in the currency of the currency(ies) of the advance payment.</p> <p>(3) The bank guarantee will be released when the advance payment has been fully set off.</p>			
46.2.4	The accounts are:			

	for local currency: Pakistani Rupees [<i>PKR</i>].
47.1	<p>The payment-delay period after which the client shall pay interest to the consultant shall be 60 days.</p> <p>The interest rate that shall be applied is NA</p>
50.1	<p>Disputes shall be settled by arbitration in accordance with the following provisions:</p> <ol style="list-style-type: none"> 1. <u>Selection of Arbitrators.</u> Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three (3) arbitrators, in accordance with the following provisions: <ol style="list-style-type: none"> (a) Where the Parties agree that the dispute concerns a technical matter, they may agree to appoint a sole arbitrator or, failing agreement on the identity of such sole arbitrator within thirty (30) days after receipt by the other Party of the proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to <u>Pakistan Engineering Council (PEC)</u> for a list of not fewer than five (5) nominees and, on receipt of such list, the Parties shall alternately strike names therefrom, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, <u>Pakistan Engineering Council (PEC)</u> shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute. (b) Where the Parties do not agree that the dispute concerns a technical matter, the Client and the Consultant shall each appoint one (1) arbitrator, and these two arbitrators shall jointly appoint a third arbitrator, who shall chair the arbitration panel. If the arbitrators named by the Parties do not succeed in appointing a third arbitrator within thirty (30) days after the latter of the two (2) arbitrators named by the Parties has been appointed, the third arbitrator shall, at the request of either Party, be appointed by <u>Court of Law of Pakistan</u> (c) If, in a dispute subject to paragraph (b) above, one Party fails to appoint its arbitrator within thirty (30) days after the other Party has appointed its arbitrator, the Party which has named an arbitrator may apply to the <u>Court of Law of Pakistan</u> to appoint a sole arbitrator for the matter in dispute, and the arbitrator appointed pursuant to such application shall be the sole arbitrator for that dispute.

	<p>2. <u>Rules of Procedure.</u> Arbitration proceedings shall be conducted in accordance with the rules of procedure for arbitration under the Arbitration Act, 1940 as in force on the date of this Contract.</p> <p>3. <u>Substitute Arbitrators.</u> If for any reason an arbitrator is unable to perform his/her function, a substitute shall be appointed in the same manner as the original arbitrator.</p> <p>4. <u>Nationality and Qualifications of Arbitrators.</u> The sole arbitrator or the third arbitrator appointed pursuant to paragraphs 1(a) through 1(c) above shall be an internationally recognized legal or technical expert with extensive experience in relation to the matter in dispute and shall not be a national of the Consultant's home country <i>[If the Consultant consists of more than one entity, add: or of the home country of any of their members or Parties]</i> or of the Government's country. For the purposes of this Clause, "home country" means any of:</p> <p>(a) the country of incorporation of the Consultant <i>[If the Consultant consists of more than one entity, add: or of any of their members or Parties];</i> or</p> <p>(b) the country in which the Consultant's [or any of their members' or Parties'] principal place of business is located; or</p> <p>(c) the country of nationality of a majority of the Consultant's [or of any members' or Parties'] shareholders; or</p> <p>(d) the country of nationality of the Sub-consultants concerned, where the dispute involves a subcontract.</p>
	<p>5. <u>Miscellaneous.</u> In any arbitration proceeding hereunder:</p> <p>(a) proceedings shall, unless otherwise agreed by the Parties, be held in <u>Lahore, Pakistan</u></p> <p>(b) the <u>English</u> shall be the official language for all purposes; and</p> <p>(c) the decision of the sole arbitrator or of a majority of the arbitrators (or of the third arbitrator if there is no such majority) shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.</p>

IV. Appendices

APPENDIX A – TERMS OF REFERENCE

[This Appendix shall include the final Terms of Reference (TORs) worked out by the Client and the Consultant during the negotiations; dates for completion of various tasks; location of performance for different tasks; detailed reporting requirements and list of deliverables against which the payments to the Consultant will be made; Client's input, including counterpart personnel assigned by the Client to work on the Consultant's team; specific tasks or actions that require prior approval by the Client.]

Insert the text based on the Section 7 (Terms of Reference) of the ITC in the RFP and modified based on the Forms TECH-1 through TECH-5 of the Consultant's Proposal. Highlight the changes to Section 7 of the RFP]

.....

APPENDIX B - KEY EXPERTS

[Insert a table based on Form TECH-6 of the Consultant's Technical Proposal and finalized at the Contract's negotiations. Attach the CVs (updated and signed by the respective Key Experts) demonstrating the qualifications of Key Experts.]

.....

APPENDIX C – BREAKDOWN OF CONTRACT PRICE

[Insert the table with the unit rates to arrive at the breakdown of the lump-sum price. The table shall be based on [Form FIN-3 and FIN-4] of the Consultant's Proposal and reflect any changes agreed at the Contract negotiations, if any. The footnote shall list such changes made to [Form FIN-3 and FIN-4] at the negotiations or state that none has been made.]

When the Consultant has been selected under Quality-Based Selection method, also add the following:

“The agreed remuneration rates shall be stated in the attached Model Form I. This form shall be prepared on the basis of Appendix A to Form FIN-3 of the RFP “Consultants’ Representations regarding Costs and Charges” submitted by the Consultant to the Client prior to the Contract’s negotiations.

Should these representations be found by the Client (either through inspections or audits pursuant to Clause GCC 25.2 or through other means) to be materially incomplete or inaccurate, the Client shall be entitled to introduce appropriate modifications in the remuneration rates affected by such materially incomplete or inaccurate representations. Any such modification shall have retroactive effect and, in case remuneration has already been paid by the Client before any such modification, (i) the Client shall be entitled to offset any excess payment against the next monthly payment to the Consultants, or (ii) if there are no further payments to be made by the Client to the Consultants, the Consultants shall reimburse to the Client any excess payment within thirty (30) days of receipt of a written claim of the Client. Any such claim by the Client for reimbursement must be made within twelve (12) calendar months after receipt by the Client of a final report and a final statement approved by the Client in accordance with Clause GCC 46.2.3 of this Contract.”]

Model Form I Breakdown of Agreed Fixed Rates in Consultant's Contract

We hereby confirm that we have agreed to pay to the Experts listed, who will be involved in performing the Services, the basic fees and away from the home office allowances (if applicable) indicated below:

(Expressed in [insert name of currency])*

Experts		1	2	3	4	5	6	7	8
Name	Position	Basic Remuneration rate per Working Month/Day/Year	Social Charges ₁	Overhead ₁	Subtotal	Profit ₂	Away from Home Office Allowance	Agreed Fixed Rate per Working Month/Day/Hour	Agreed Fixed Rate per Working Month/Day/Hour ₁
Home Office									
Work in the Client's Country									

1 Expressed as percentage of 1

2 Expressed as percentage of 4

* If more than one currency, add a table

Signature

Date

Name and Title: _____

APPENDIX D - FORM OF ADVANCE PAYMENTS GUARANTEE

[See Clause GCC 42.2.1 and SCC 46.2.1]

{Guarantor letterhead or SWIFT identifier code}

Bank Guarantee for Advance Payment

Guarantor: _____ *[insert commercial Bank's Name, and Address of Issuing Branch or Office]*

Beneficiary: _____ *[insert Name and Address of Client]*

Date: _____ *[insert date]* _____

ADVANCE PAYMENT GUARANTEE No.: _____ *[insert number]* _____

We have been informed that _____ *[name of Consultant or a name of the Joint Venture, same as appears on the signed Contract]* (hereinafter called "the Consultant") has entered into Contract No. _____ *[reference number of the contract]* dated _____ *[insert date]* _____ with the Beneficiary, for the provision of _____ *[brief description of Services]* (hereinafter called "the Contract").

Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum of _____ *[insert amount in figures]* (_____ *[amount in words]*) is to be made against an advance payment guarantee.

At the request of the Consultant, we, as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of _____ *[amount in figures]* (_____ *[amount in words]*)¹ upon receipt by us of the Beneficiary's complying demand supported by the Beneficiary's a written statement, whether in the demand itself or in a separate signed document accompanying or identifying the demand, stating that the Consultant is in breach of its obligation under the Contract because the Consultant:

- (a) has failed to repay the advance payment in accordance with the Contract conditions, specifying the amount which the Consultant has failed to repay;
- (b) has used the advance payment for purposes other than toward providing the Services under the Contract.

It is a condition for any claim and payment under this guarantee to be made that the advance payment referred to above must have been received by the Consultant on their account number _____ at _____ *[name and address of bank]*.

¹ The Guarantor shall insert an amount representing the amount of the advance payment and denominated either in the currency(ies) of the advance payment as specified in the Contract, or in a freely convertible currency acceptable to the Client.

The maximum amount of this guarantee shall be progressively reduced by the amount of the advance payment repaid by the Consultant as indicated in certified statements or invoices marked as "paid" by the Client which shall be presented to us. This guarantee shall expire, at the latest, upon our receipt of the payment certificate or paid invoice indicating that the Consultant has made full repayment of the amount of the advance payment, or on the ___ day of [month], [year],² whichever is earlier. Consequently, any demand for payment under this guarantee must be received by us at this office on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 revision, ICC Publication No. 758.

[signature(s)]

{Note: All italicized text is for indicative purposes only to assist in preparing this form and shall be deleted from the final product.}

² Insert the expected expiration date. In the event of an extension of the time for completion of the Contract, the Client would need to request an extension of this guarantee from the Guarantor. Such request must be in writing and must be made prior to the expiration date established in the guarantee. In preparing this guarantee, the Client might consider adding the following text to the form, at the end of the penultimate paragraph: "The Guarantor agrees to a one-time extension of this guarantee for a period not to exceed [six months][one year], in response to the Client's written request for such extension, such request to be presented to the Guarantor before the expiry of the guarantee."

APPENDIX E - CODE OF CONDUCT FOR EXPERTS

**APPENDIX F - SEXUAL EXPLOITATION AND ABUSE (SEA)
AND/OR SEXUAL HARASSMENT (SH) PERFORMANCE
DECLARATION FOR SUB-CONSULTANTS**

[The following table shall be filled in for the Consultant, each member of a Joint Venture and each Sub-consultant proposed by the Consultant]

Consultant's Name: *[insert full name]*

Date: *[insert day, month, year]*

Joint Venture Member's or Sub-consultant's Name: *[insert full name]*

RFP No. and title: *[insert RFP number and title]*

Page *[insert page number]* of *[insert total number]* pages

SEA and/or SH Declaration
<p>We:</p> <p><input type="checkbox"/> (a) have not been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations</p> <p><input type="checkbox"/> (b) are subject to disqualification by the Bank for non-compliance with SEA/ SH obligations</p> <p><input type="checkbox"/> (c) had been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations. An arbitral award on the disqualification case has been made in our favor.</p>
<p><i>[If (c) above is applicable, attach evidence of an arbitral award reversing the findings on the issues underlying the disqualification.]</i></p>

PART III

Section 9. Notification of Intention to Award and Beneficial Ownership Forms

Notification of Intention to Award

[This Notification of Intention to Award shall be sent to each Consultant whose Financial Proposal was opened. Send this Notification to the authorized representative of the Consultant].

For the attention of Consultant's authorized representative

Name: *[insert authorized representative's name]*

Address: *[insert authorized representative's address]*

Telephone/Fax numbers: *[insert authorized representative's telephone/fax numbers]*

Email Address: *[insert authorized representative's email address]*

[IMPORTANT: insert the date that this Notification is transmitted to all Consultants. The Notification must be sent to all Consultants simultaneously. This means on the same date and as close to the same time as possible.]

DATE OF TRANSMISSION: This Notification is sent by: *[email/fax]* on *[date]* (local time)

Notification of Intention to Award

Client: *[insert the name of the Client]*

Contract title: *[insert the name of the contract]*

Country: *[insert country where RFP is issued]*

Loan No. /Credit No. /Grant No.: *[insert reference number for loan/credit/grant]*

RFP No: *[insert RFP reference number from Procurement Plan]*

This Notification of Intention to Award (Notification) notifies you of our decision to award the above contract. The transmission of this Notification begins the Standstill Period. During the Standstill Period you may:

- a) request a debriefing in relation to the evaluation of your Proposal, and/or
- b) submit a Procurement-related Complaint in relation to the decision to award the contract.

1. The successful Consultant

Name: *[insert name of successful Consultant]*

Address: *[insert address of the successful Consultant]*

Contract price: *[insert contract price of the successful Consultant]*

2. Short listed Consultants [INSTRUCTIONS: insert names of all short listed Consultants and indicate which Consultants submitted Proposals. Where the selection method requires it, state the price offered by each Consultant as read out, and as evaluated. Include overall technical scores and scores assigned for each criterion and sub-criterion. Select Full Technical Proposal (FTP) or Simplified Technical Proposal (STP) in the last column below.]

Name of Consultant	Submitted Proposal	[use for FTP] Overall technical scores	[use for STP] Overall technical scores	Financial Proposal price (if applicable)	Evaluated Financial Proposal price (if applicable)	Combined score and ranking (if applicable)
[insert name]	[yes/no]	Criterion (i): [insert score] Criterion (ii): [insert score] Criterion (iii): [insert score] <u>Sub-criterion a:</u> 1: [insert score] 2: [insert score] 3: [insert score] <u>Sub-criterion b:</u> 1: [insert score] 2: [insert score] 3: [insert score] <u>Sub-criterion c:</u> 1: [insert score] 2: [insert score] 3: [insert score] Criterion (iv): [insert score] Criterion (v): [insert score] Total score: [insert score]	Criterion (i): [insert score] Criterion (ii): [insert score] <u>Sub-criterion a:</u> [insert score] <u>Sub-criterion b:</u> [insert score] <u>Sub-criterion c:</u> [insert score] Total score: [insert score]	[Proposal price]	[evaluated price]	Combined Score: [combined score] Ranking: [ranking]
[insert name]	[yes/no]	Criterion (i): [insert score] Criterion (ii): [insert score] Criterion (iii): [insert score] <u>Sub-criterion a:</u>	Criterion (i): [insert score] Criterion (ii): [insert score] <u>Sub-criterion a:</u> [insert score]	[Proposal price]	[evaluated price]	Combined Score: [combined score] Ranking:

Name of Consultant	Submitted Proposal	[use for FTP] Overall technical scores	[use for STP] Overall technical scores	Financial Proposal price (if applicable)	Evaluated Financial Proposal price (if applicable)	Combined score and ranking (if applicable)
		1: [insert score] 2: [insert score] 3: [insert score] Sub-criterion b: 1: [insert score] 2: [insert score] 3: [insert score] Sub-criterion c: 1: [insert score] 2: [insert score] 3: [insert score] Criterion (iv): [insert score] Criterion (v): [insert score] Total score: [insert score]	Sub-criterion b: [insert score] Sub-criterion c: [insert score] Total score: [insert score]			[ranking]
[insert name]	[yes/no]	Criterion (i): [insert score] Criterion (ii): [insert score] Criterion (iii): [insert score] Sub-criterion a: 1: [insert score] 2: [insert score] 3: [insert score] Sub-criterion b: 1: [insert score] 2: [insert score] 3: [insert score] Sub-criterion c: 1: [insert score]	Criterion (i): [insert score] Criterion (ii): [insert score] Sub-criterion a: [insert score] Sub-criterion b: [insert score] Sub-criterion c: [insert score] Total score: [insert score]	[Proposal price]	[evaluated price]	Combined Score: [combined score] Ranking: [ranking]

Name of Consultant	Submitted Proposal	[use for FTP] Overall technical scores	[use for STP] Overall technical scores	Financial Proposal price (if applicable)	Evaluated Financial Proposal price (if applicable)	Combined score and ranking (if applicable)
		2: [insert score] 3: [insert score] Criterion (iv): [insert score] Criterion (v): [insert score] Total score: [insert score]				
[insert name]	...					
...	...					

3. Reason/s why your Proposal was unsuccessful [*Delete if the combined score already reveals the reason*]

[INSTRUCTIONS; State the reason/s why this Consultant's Proposal was unsuccessful. Do NOT include: (a) a point by point comparison with another Consultant's Proposal or (b) information that is marked confidential by the Consultant in its Proposal.]

4. How to request a debriefing [*This applies only if your proposal was unsuccessful as stated under point (3) above*]

DEADLINE: The deadline to request a debriefing expires at midnight on ***[insert date]*** (local time).

You may request a debriefing in relation to the results of the evaluation of your Proposal. If you decide to request a debriefing your written request must be made within three (3) Business Days of receipt of this Notification of Intention to Award.

Provide the contract name, reference number, name of the Consultant, contact details; and address the request for debriefing as follows:

Attention: *[insert full name of person, if applicable]*

Title/position: *[insert title/position]*

Agency: *[insert name of Client]*

Email address: *[insert email address]*

Fax number: *[insert fax number] delete if not used*

If your request for a debriefing is received within the 3 Business Days deadline, we will provide the debriefing within five (5) Business Days of receipt of your request. If we are unable to provide the debriefing within this period, the Standstill Period shall be extended by five (5) Business Days after the date that the debriefing is provided. If this happens, we will notify you and confirm the date that the extended Standstill Period will end.

The debriefing may be in writing, by phone, video conference call or in person. We shall promptly advise you in writing how the debriefing will take place and confirm the date and time.

If the deadline to request a debriefing has expired, you may still request a debriefing. In this case, we will provide the debriefing as soon as practicable, and normally no later than fifteen (15) Business Days from the date of publication of the Contract Award Notice.

5. How to make a complaint

DEADLINE: The deadline for submitting a Procurement-related Complaint challenging the decision to award the contract expires on midnight, [insert date] (local time).

Provide the contract name, reference number, name of the Consultant, contact details; and address the Procurement-related Complaint as follows:

Attention: *[insert full name of person, if applicable]*

Title/position: *[insert title/position]*

Agency: *[insert name of Client]*

Email address: *[insert email address]*

Fax number: *[insert fax number]* **delete if not used**

[At this point in the procurement process] [Upon receipt of this notification] you may submit a Procurement-related Complaint challenging the decision to award the contract. You do not need to have requested, or received, a debriefing before making this complaint. Your complaint must be submitted within the Standstill Period and received by us before the Standstill Period ends.

Further information:

For more information see the "Procurement Regulations for IPF Borrowers (Procurement Regulations) (Annex III)." You should read these provisions before preparing and submitting your complaint. In addition, the World Bank's Guidance "How to make a Procurement-related Complaint" provides a useful explanation of the process, as well as a sample letter of complaint.

In summary, there are four essential requirements:

1. You must be an 'interested party'. In this case, that means a Consultant who has submitted a Proposal in this selection process, and is the recipient of a Notification of Intention to Award.
2. The complaint can only challenge the decision to award the contract.
3. You must submit the complaint within the deadline stated above.
4. You must include, in your complaint, all of the information required by the Procurement Regulations (as described in Annex III).

6. Standstill Period

DEADLINE: The Standstill Period is due to end at midnight on [insert date] (local time).

The Standstill Period lasts ten (10) Business Days after the date of transmission of this Notification of Intention to Award.

The Standstill Period may be extended. This may happen where we are unable to provide a debriefing within the five (5) Business Day deadline. If this happens, we will notify you of the extension.

If you have any questions regarding this Notification, please do not hesitate to contact us.

On behalf of [*insert the name of the Client*]:

Signature: _____

Name: _____

Title/position:

Telephone: _____

Email: _____

Beneficial Ownership Disclosure Form

INSTRUCTIONS TO CONSULTANTS: DELETE THIS BOX ONCE YOU HAVE COMPLETED THE FORM

This Beneficial Ownership Disclosure Form (“Form”) is to be completed by the successful Consultant. In case of joint venture, the Consultant must submit a separate Form for each member. The beneficial ownership information to be submitted in this Form shall be current as of the date of its submission.

For the purposes of this Form, a Beneficial Owner of a Consultant is any natural person who ultimately owns or controls the Consultant by meeting one or more of the following conditions:

- *directly or indirectly holding 25% or more of the shares*
- *directly or indirectly holding 25% or more of the voting rights*
- *directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Consultant*

Request for Proposal reference No.: *[insert identification no]*

Name of the Assignment: *[insert name of the assignment]*

To: *[insert complete name of Client]*

In response to your notification of award dated *[insert date of notification of award]* to furnish additional information on beneficial ownership: *[select one option as applicable and delete the options that are not applicable]*

(i) we hereby provide the following beneficial ownership information.

Details of beneficial ownership

Identity of Beneficial Owner	Directly or indirectly holding 25% or more of the shares (Yes / No)	Directly or indirectly holding 25 % or more of the Voting Rights (Yes / No)	Directly or indirectly having the right to appoint a majority of the board of the directors or an equivalent governing body of the Consultant (Yes / No)

[include full name (last, middle, first), nationality, country of residence]			
---	--	--	--

OR

(ii) *We declare that there is no Beneficial Owner meeting one or more of the following conditions:*

- directly or indirectly holding 25% or more of the shares
- directly or indirectly holding 25% or more of the voting rights
- directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Consultant

OR

(iii) *We declare that we are unable to identify any Beneficial Owner meeting one or more of the following conditions. [If this option is selected, the Consultant shall provide explanation on why it is unable to identify any Beneficial Owner]*

- directly or indirectly holding 25% or more of the shares
- directly or indirectly holding 25% or more of the voting rights
- directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Consultant]

Name of the Consultant: *[insert complete name of the Consultant]

Name of the person duly authorized to sign the Proposal on behalf of the Consultant: **[insert complete name of person duly authorized to sign the Proposal]

Title of the person signing the Proposal: [insert complete title of the person signing the Proposal]

Signature of the person named above: [insert signature of person whose name and capacity are shown above]

Date signed [insert date of signing] day of [insert month], [insert year]

* In the case of the Proposal submitted by a Joint Venture specify the name of the Joint Venture as Consultant. In the event that the Consultant is a joint venture, each reference to "Consultant" in the

Beneficial Ownership Disclosure Form (including this Introduction thereto) shall be read to refer to the joint venture member.

** Person signing the Proposal shall have the power of attorney given by the Consultant. The power of attorney shall be attached with the Proposal Schedules.
