STANDARD REQUEST FOR PROPOSAL

**Selection of Consultants**

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| **September 2025** |

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**REQUEST FOR PROPOSAL**

**RFP # 2509/Consultants/001**

***Country:* Pakistan**

***Project Name:* Pakistan Poverty Alleviation Fund (PPAF)**

***Title of Consulting Services:***

**Formulation/Revision of the PPAF Five-years Strategy based on Results and Lessons from Implementation of the 2021-26 Strategy**

# Section 1. Letter of Invitation

Islamabad: 5th September 2025

Dear Sir/Madam,

1. Pakistan Poverty Alleviation Fund (PPAF) intends to apply a portion of the funds to eligible payments under the contract for which this Request for Proposal (RFP) is issued.

2. Pakistan Poverty Alleviation Fund (PPAF) now invites proposals to provide the following consulting services: *Formulation/Revision of the PPAF Five-years Strategy based on Results and Lessons from Implementation of the 2021-26 Strategy.* More details on the services are provided in the Terms of Reference.

3. This Request for Proposal (RFP) has been addressed to interested and qualified firms/consultants.

It is not permissible to transfer this invitation to any other firm.

4. The firm will be selected through Fixed Budget Selection (FBS) Method described in this Request for Proposal (RFP).

5. The RFP includes the following documents:

Section 1 - Letter of Invitation

Section 2 - Instructions to Consultants (including Data Sheet)

Section 3 - Technical Proposal - Standard Forms

Section 4 - Financial Proposal - Standard Forms

Section 5 - Terms of Reference

Section 6 - Standard Forms of Contract

6. Please inform us in writing at the following address, upon receipt:

Manager-Procurement

Pakistan Poverty Alleviation Fund (PPAF)

Plot 14, Street 12, Mauve Area, G-8/1, Islamabad

###### (a) that you received the Letter of Invitation; and

###### (b) Whether you will submit a proposal alone or in association.

Yours sincerely,

Sohaib Majeed

Manager-Procurement

# Section 2. Instructions to Consultants

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| Definitions | (a) “PPAF” means the Pakistan Poverty Alleviation Fund  (b) “Client” means the agency with which the selected Consultant signs the Contract for the Services.  (c) “Consultant” means any entity or person that may provide or provides the Services to the Client under the Contract.  (d) “Contract” means the Contract signed by the Parties and all the attached documents listed in its Clause 1, that are the General Conditions (GC), the Special Conditions (SC), and the Appendices.  (e) “Data Sheet” means such part of the Instructions to Consultants used to reflect specific country and assignment conditions.  (f) “Day” means calendar day.  (g) “Government” means the government of the Client’s country.  (h) “Instructions to Consultants” (Section 2 of the RFP) means the document which provides shortlisted Consultants with all information needed to prepare their Proposals.  (i) “LOI” (Section 1 of the RFP) means the Letter of Invitation being sent by the Client to the shortlisted Consultants.  (j) “Personnel” means professionals and support staff provided by the Consultant or by any Sub-Consultant and assigned to perform the Services or any part thereof; “Foreign Personnel” means such professionals and support staff who at the time of being so provided had their domicile outside the Government’s country; “Local Personnel” means such professionals and support staff who at the time of being so provided had their domicile inside the Government’s country.  (k) “Proposal” means the Technical Proposal and the Financial Proposal.  (l) “RFP” means the Request For Proposal to be prepared by the Client for the selection of Consultants, based on the SRFP.  (m) “SRFP” means the Standard Request for Proposals, which must be used by the Client as a guide for the preparation of the RFP.  (n) “Services” means the work to be performed by the Consultant pursuant to the Contract.  (o) “Sub-Consultant” means any person or entity with whom the Consultant subcontracts any part of the Services.  (p) “Terms of Reference” (TOR) means the document included in the RFP as Section 5 which explains the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Client and the Consultant, and expected results and deliverables of the assignment. |
| 1. Introduction | 1.1 The Client named in the Data Sheet will select a consulting firm/organization (the Consultant) from those listed in the Letter of Invitation, in accordance with the method of selection specified in the Data Sheet.  1.2 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 contract negotiations and ultimately for a signed Contract with the selected Consultant. |
|  | 1.3 Consultants should familiarize themselves with local conditions and take them into account in preparing their Proposals. To obtain first-hand information on the assignment and local conditions, Consultants are encouraged to visit the Client before submitting a proposal and to attend a pre-proposal conference if one is specified in the Data Sheet. Attending the pre-proposal conference is optional. Consultants should contact the Client’s representative named in the Data Sheet to arrange for their visit or to obtain additional information on the pre-proposal conference. Consultants should ensure that these officials are advised of the visit in adequate time to allow them to make appropriate arrangements. |
|  | 1.4 The Client will timely provide at no cost to the Consultants the inputs and facilities specified in the Data Sheet, assist the firm in obtaining licenses and permits needed to carry out the services, and make available relevant project data and reports.  1.5 Consultants shall bear all costs associated with the preparation and submission of their proposals and contract negotiation. 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 Consultants. |
| **Conflict of Interest** | 1.6 PPAF policy requires that Consultants provide professional, objective, and impartial advice and at all times hold the Client’s interests paramount, strictly avoid conflicts with other assignments or their own corporate interests and act without any consideration for future work.  1.6.1 Without limitation on the generality of the foregoing, Consultants, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited, under any of the circumstances set forth below: |
| **Conflicting activities** | (i) A firm that has been engaged by the Client to provide goods, works or services other than consulting services for a project, and any of its affiliates, shall be disqualified from providing consulting services related to those goods, works or services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, and any of its affiliates, shall be disqualified from subsequently providing goods or works or services other than consulting services resulting from or directly related to the firm’s consulting services for such preparation or implementation. For the purpose of this paragraph, services other than consulting services are defined as those leading to a measurable physical output, for example surveys, exploratory drilling, aerial photography, and satellite imagery. |
| **Conflicting assignments** | (ii) A Consultant (including its Personnel 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 to be executed for the same or for another Client. For example, a Consultant hired to prepare engineering design for an infrastructure project shall not be engaged to prepare an independent environmental assessment for the same project, and a Consultant assisting a Client in the privatization of public assets shall not purchase, nor advise purchasers of, such assets. Similarly, a Consultant hired to prepare Terms of Reference for an assignment should not be hired for the assignment in question. |
| **Conflicting relationships** | (iii) A Consultant (including its Personnel and Sub-Consultants) that has a business or family relationship with a member of the Client’s staff who is directly or indirectly involved in any part of (i) the preparation of the Terms of Reference of the assignment, (ii) the selection process for such assignment, or (iii) 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 PPAF throughout the selection process and the execution of the Contract. |
|  | 1.6.2 Consultants 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.  1.6.3 No agency or current employees of the Client shall work as Consultants under their own ministries, departments or agencies. Recruiting former government employees of the Client to work for their former ministries, departments or agencies is acceptable provided no conflict of interest exists. When the Consultant nominates any government employee as Personnel in their technical proposal, such Personnel must have written certification from their government or employer confirming that they are on leave without pay from their official position and allowed to work full-time outside of their previous official position. Such certification shall be provided to the Client by the Consultant as part of his technical proposal. |
| **Unfair Advantage** | 1.6.4 If a shortlisted Consultant could derive a competitive advantage from having provided consulting services related to the assignment in question, the Client shall make available to all shortlisted Consultants together with this RFP all information that would in that respect give such Consultant any competitive advantage over competing Consultants. |
| Fraud and Corruption | 1.7 It is the PPAF’s policy to require that consultants and their sub-consultants under PPAF-financed contracts, observe the highest standard of ethics during the selection and execution of such contracts.[[1]](#footnote-1) In pursuance of this policy, the PPAF:   1. defines, for the purposes of this provision, the terms set forth below as follows:   (i) “corrupt practice[[2]](#footnote-2)” is the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;   1. “fraudulent practice[[3]](#footnote-3)” 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; 2. “collusive practices[[4]](#footnote-4)” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party; 3. “coercive practices[[5]](#footnote-5)”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; 4. “obstructive practice”   (aa) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a PPAF 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  (bb) acts intended to materially impede the exercise of the PPAF’s inspection and audit rights provided for under sub-clause (e) below.   1. will reject a proposal for award if it determines that the consultant recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question; 2. will sanction a consultant, including declaring ineligible, either indefinitely or for a stated period of time, to be awarded a PPAF-financed contract if it at any time determines that the consultant has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for, or in executing, a PPAF-financed contract; and 3. will have the right to require that, in contracts financed by a PPAF, a provision be included requiring consultants to permit the PPAF to inspect their accounts and records and other documents relating to the submission of proposals and contract performance and to have them audited by auditors appointed by the PPAF. |
|  | 1.8 Consultants, their Sub-Consultants, and their associates shall not be under a declaration of ineligibility for corrupt and fraudulent practices issued by the PPAF in accordance with the above para. 1.7. Furthermore, the Consultants shall be aware of the provisions on fraud and corruption stated in the specific clauses in the General Conditions of Contract.  1.9 Consultants shall furnish information on commissions and gratuities, if any, paid or to be paid to agents relating to this proposal and during execution of the assignment if the Consultant is awarded the Contract, as requested in the Financial Proposal submission form (Section 4). |
| Eligibility | 1.10 A firm declared ineligible by the PPAF in accordance with the PPAF Guidelines On Preventing and Combating Fraud and Corruption shall be ineligible to be awarded a PPAF-financed contract during such period of time as the PPAF shall determine. |
| Eligibility of Sub-Consultants | 1.11 In case a shortlisted Consultant intends to associate with Consultants who have not been shortlisted and/or individual expert(s), such other Consultants and/or individual expert(s) shall be subject to the eligibility criteria set forth in the Guidelines. |
| Origin of Goods and Consulting Services | 1.12 Goods supplied and Consulting Services provided under the Contract may originate from any country except if:  (i) as a matter of law or official regulation, the consultant’s country prohibits commercial relations with that country; or  (ii) 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 consultant’s Country prohibits any imports of goods from that country or any payments to persons or entities in that country. |
| Only one Proposal | 1.13 Shortlisted Consultants may only submit one proposal. If a Consultant submits or participates in more than one proposal, such proposals shall be disqualified. However, this does not limit the participation of the same Sub-Consultant, including individual experts, to more than one proposal. |
| Proposal Validity | 1.14 The Data Sheet indicates how long Consultants’ Proposals must remain valid after the submission date. During this period, Consultants shall maintain the availability of Professional staff nominated in the Proposal. The Client will make its best effort to complete negotiations within this period. Should the need arise, however, the Client may request Consultants to extend the validity period of their proposals. Consultants who agree to such extension shall confirm that they maintain the availability of the Professional staff nominated in the Proposal, or in their confirmation of extension of validity of the Proposal, Consultants could submit new staff in replacement, who would be considered in the final evaluation for contract award. Consultants who do not agree have the right to refuse to extend the validity of their Proposals. |
| 2. Clarification and Amendment of RFP Documents | 2.1 Consultants may request a clarification of any of the RFP documents up to the number of days indicated in the Data Sheet before the proposal submission date. 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 the source of inquiry) to all Consultants. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under para. 2.2.  2.2 At any time before the submission of Proposals, the Client may amend the RFP by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all Consultants and will be binding on them. Consultants shall acknowledge receipt of all amendments. To give Consultants reasonable time in which to take an amendment into account in their Proposals the Client may, if the amendment is substantial, extend the deadline for the submission of Proposals. |
| 3. Preparation of Proposals | 3.1 The Proposal (see para. 1.2), as well as all related correspondence exchanged by the Consultants and the Client, shall be written in the language (s) specified in the Data Sheet. |
|  | 3.2 In preparing their Proposal, Consultants are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal. |
|  | 3.3 While preparing the Technical Proposal, Consultants must give particular attention to the following:  (a) If a shortlisted Consultant considers that it may enhance its expertise for the assignment by associating with other Consultants in a joint venture or sub-consultancy, it may associate with either (a) non-shortlisted Consultant(s), or (b) shortlisted Consultants if so indicated in the Data Sheet. A shortlisted Consultant must first obtain the approval of the Client if it wishes to enter into a joint venture with non-shortlisted or shortlisted Consultant(s). In case of association with non-shortlisted Consultant(s), the shortlisted Consultant shall act as association leader. In case of a joint venture, all partners shall be jointly and severally liable and shall indicate who will act as the leader of the joint venture. |
|  | (b) The estimated number of Professional staff-months or the budget for executing the assignment shall be shown in the Data Sheet, but not both. However, the Proposal shall be based on the number of Professional staff-months or budget estimated by the Consultants.  For fixed-budget-based assignments, the available budget is given in the Data Sheet, and the Financial Proposal shall not exceed this budget, while the estimated number of Professional staff-months shall not be disclosed.  (c) Alternative professional staff shall not be proposed, and only one curriculum vitae (CV) may be submitted for each position. |
| **Language** | (d) Documents to be issued by the Consultants as part of this assignment must be in the language(s) specified in the Reference Paragraph 3.1 of the Data Sheet. If Reference Paragraph 3.1 indicates two languages, the language in which the proposal of the successful Consultant will be submitted shall govern for the purpose of interpretation. It is desirable that the firm’s Personnel have a working knowledge of the Client’s national language. |
| Technical Proposal Format and Content | 3.4 Depending on the nature of the assignment, Consultants are required to submit a Full Technical Proposal (FTP), or a Simplified Technical Proposal (STP). The Data Sheet indicates the format of the Technical Proposal to be submitted. Submission of the wrong type of Technical Proposal will result in the Proposal being deemed non-responsive. The Technical Proposal shall provide the information indicated in the following paras from (a) to (g) using the attached Standard Forms (Section 3). Paragraph (c) (ii) indicates the recommended number of pages for the description of the approach, methodology and work plan of the STP. A page is considered to be one printed side of A4 or letter size paper. |
|  | (a) (i) For the FTP only: a brief description of the Consultants’ organization and an outline of recent experience of the Consultants and, in the case of joint venture, for each partner, on assignments of a similar nature is required in Form TECH-2 of Section 3. For each assignment, the outline should indicate the names of Sub-Consultants/ Professional staff who participated, duration of the assignment, contract amount, and Consultant’s involvement. Information should be provided only for those assignments for which the Consultant was legally contracted by the client as a corporation or as one of the major firms within a joint venture. Assignments completed by individual Professional staff working privately or through other consulting firms cannot be claimed as the experience of the Consultant, or that of the Consultant’s associates, but can be claimed by the Professional staff themselves in their CVs. Consultants should be prepared to substantiate the claimed experience if so requested by the Client.  (ii) For the STP the above information is not required and Form TECH-2 of Section 3 shall not be used.  (b) (i) For the FTP only: comments and suggestions on the Terms of Reference including workable suggestions that could improve the quality/ effectiveness of the assignment; and on requirements for counterpart staff and facilities including: administrative support, office space, local transportation, equipment, data, etc. to be provided by the Client (Form TECH-3 of Section 3).  (ii) For the STP Form TECH-3 of Section 3 shall not be used; the above comments and suggestions, if any, should be incorporated into the description of the approach and methodology (refer to following sub-para. 3.4 (c) (ii)).  (c) (i) For the FTP, and STP: a description of the approach, methodology and work plan for performing the assignment covering the following subjects: technical approach and methodology, work plan, and organization and staffing schedule. Guidance on the content of this section of the Technical Proposals is provided under Form TECH-4 of Section 3. The work plan should be consistent with the Work Schedule (Form TECH-8 of Section 3) which will show in the form of a bar chart the timing proposed for each activity.  (ii) For the STP only: the description of the approach, methodology and work plan should normally consist of 10 pages, including charts, diagrams, and comments and suggestions, if any, on Terms of Reference and counterpart staff and facilities.  (d) The list of the proposed Professional staff team by area of expertise, the position that would be assigned to each staff team member, and their tasks (Form TECH-5 of Section 3).  (e) Estimates of the staff input (staff*-*months of foreign and local professionals) needed to carry out the assignment (Form TECH-7 of Section 3). The staff-months input should be indicated separately for home office and field activities, and for foreign and local Professional staff.  (f) CVs of the Professional staff signed by the staff themselves or by the authorized representative of the Professional Staff (Form TECH-6 of Section 3).  (g) For the FTP only: a detailed description of the proposed methodology and staffing for training, if the Data Sheet specifies training as a specific component of the assignment. |
|  | 3.5 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared non responsive. |
| Financial Proposals | 3.6 The Financial Proposal shall be prepared using the attached Standard Forms (Section 4). It shall list all costs associated with the assignment, including (a) remuneration for staff (foreign and local, in the field and at the Consultants’ home office), and (b) reimbursable expenses indicated in the Data Sheet. If appropriate, these costs should be broken down by activity and, if appropriate, into foreign and local expenditures. All activities and items described in the Technical Proposal must be priced separately; activities and items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items. |
| Taxes | 3.7 The Consultant may be subject to local taxes (such as: value added or sales tax, social charges or income taxes on non resident Foreign Personnel, duties, fees, levies) on amounts payable by the Client under the Contract. The Client will state in the Data Sheet if the Consultant is subject to payment of any local taxes. Any such amounts shall not be included in the Financial Proposal as they will not be evaluated, but they will be discussed at contract negotiations, and applicable amounts will be included in the Contract. |
|  | 3.8 Consultants may express the price of their services in a maximum of three freely convertible currencies, singly or in combination. The Client may require Consultants to state the portion of their price representing local cost in the national currency if so, indicated in the Data Sheet.  3.9 Commissions and gratuities, if any, paid or to be paid by Consultants and related to the assignment will be listed in the Financial Proposal Form FIN-1 of Section 4. |
| 4. Submission, Receipt, and Opening of Proposals | 4.1 The original proposal (Technical Proposal and, if required, Financial Proposal; see para. 1.2) shall contain no interlineations or overwriting, except as necessary to correct errors made by the Consultants themselves. The person who signed the proposal must initial such corrections. Submission letters for both Technical and Financial Proposals should respectively be in the format of TECH-1 of Section 3, and FIN-1 of Section 4.  4.2 An authorized representative of the Consultants shall initial all pages of the original Technical and Financial Proposals. The authorization shall be in the form of a written power of attorney accompanying the Proposal or in any other form demonstrating that the representative has been dully authorized to sign. The signed Technical and Financial Proposals shall be marked “Original”.  4.3 The Technical Proposal shall be marked “Original” or “Copy” as appropriate. The Technical Proposals shall be sent to the addresses referred to in para. 4.5 and in the number of copies indicated in the Data Sheet. All required copies of the Technical Proposal are to be made from the original. If there are discrepancies between the original and the copies of the Technical Proposal, the original governs.  4.4 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked “Technical Proposal” Similarly, the original Financial Proposal (if required under the selection method indicated in the Data Sheet) shall be placed in a sealed envelope clearly marked “Financial Proposal” followed by the name of the assignment, and with a warning “**Do Not Open With The Technical Proposal.**” The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address, reference number and title of the Loan, and be clearly marked “**Do Not Open, Except In Presence Of The Official Appointed, BEFORE [***insert the time and date of the submission deadline indicated in the Data Sheet*]”. The Client shall not be responsible for misplacement, losing or premature opening if the outer envelope is not sealed and/or marked as stipulated. This circumstance may be case for Proposal rejection. If the Financial Proposal is not submitted in a separate sealed envelope duly marked as indicated above, this will constitute grounds for declaring the Proposal non-responsive. |
|  | 4.5 The Proposals must be sent to the address/addresses indicated in the Data Sheet and received by the Client no later than the time and the date indicated in the Data Sheet, or any extension to this date in accordance with para. 2.2. Any proposal received by the Client after the deadline for submission shall be returned unopened.  4.6 The Client shall open the Technical Proposal immediately after the deadline for their submission. The envelopes with the Financial Proposal shall remain sealed and securely stored. |
| 5. Proposal Evaluation | 5.1 From the time the Proposals are opened to the time the Contract is awarded, the Consultants should not contact the Client on any matter related to its Technical and/or Financial Proposal. Any effort by Consultants to influence the Client in the examination, evaluation, ranking of Proposals, and recommendation for award of Contract may result in the rejection of the Consultants’ Proposal.  Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded and the PPAF issues its “no objection”. |
| Evaluation of Technical Proposals | 5.2 The evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria, subcriteria, and point system specified in the Data Sheet. Each responsive Proposal will be given a technical score (St). A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP, and particularly the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Data Sheet. |
| Financial Proposals for QBS | 5.3 Following the ranking of technical Proposals, when selection is based on quality only (QBS), the first ranked Consultant is invited to negotiate its proposal and the Contract in accordance with the instructions given under para. 6 of these Instructions. |
| Public Opening and Evaluation of Financial Proposals (only for QCBS, FBS, and LCS) | 5.4 After the technical evaluation is completed and the PPAF has issued its no objection (if applicable), the Client shall inform the Consultants who have submitted proposals the technical scores obtained by their Technical Proposals, and shall notify those Consultants whose Proposals did not meet the minimum qualifying mark or were considered non responsive to the RFP and TOR, that their Financial Proposals will be returned unopened after completing the selection process. The Client shall simultaneously notify in writing Consultants that have secured the minimum qualifying mark, the date, time and location for opening the Financial Proposals. The opening date should allow Consultants sufficient time to make arrangements for attending the opening. Consultants’ attendance at the opening of Financial Proposals is optional.  5.5 Financial Proposals shall be opened publicly in the presence of the Consultants’ representatives who choose to attend. The name of the Consultants, and the technical scores of the Consultants shall be read aloud. The Financial Proposal of the Consultants who met the minimum qualifying mark 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. Copy of the record shall be sent to all Consultants and the PPAF.  5.6 The Evaluation Committee will correct any computational errors. When correcting computational errors, in case of discrepancy between a partial amount and the total amount, or between word and figures the formers will prevail. In addition to the above corrections, as indicated under para. 3.6, activities and items described in the Technical Proposal but not priced, shall be assumed to be included in the prices of other activities or items. In case an activity or line item is quantified in the Financial Proposal differently from the Technical Proposal, (i) if the Time-Based form of contract has been included in the RFP, the 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, (ii) if the Lump-Sum form of contract has been included in the RFP, no corrections are applied to the Financial Proposal in this respect. Prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the Data Sheet.  5.7 In case of QCBS*,* the lowest evaluated Financial Proposal (Fm) will be given the maximum financial score (Sf) of 100 points. The financial scores (Sf) of the other Financial Proposals will be computed as indicated in the Data Sheet. Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights (T = the weight given to the Technical Proposal; P = the weight given to the Financial Proposal; T + P = 1) indicated in the Data Sheet: S = St x T% + Sfx P%. The firm achieving the highest combined technical and financial score will be invited for negotiations.  5.8In the case of Fixed-Budget Selection, the Client will select the firm that submitted the highest ranked Technical Proposal within the budget. Proposals that exceed the indicated budget will be rejected. In the case of the Least-Cost Selection, the Client will select the lowest proposal among those that passed the minimum technical score. In both cases the evaluated proposal price according to para. 5.6 shall be considered, and the selected firm is invited for negotiations. |
| 6. Negotiations | 6.1 Negotiations will be held at the date and address indicated in the Data Sheet. The invited Consultant will, as a pre-requisite for attendance at the negotiations, confirm availability of all Professional staff. Failure in satisfying such requirements may result in the Client proceeding to negotiate with the next-ranked Consultant. Representatives conducting negotiations on behalf of the Consultant must have written authority to negotiate and conclude a Contract. |
| Technical negotiations | 6.2 Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, and organization and staffing, and any suggestions made by the Consultant to improve the Terms of Reference. The Client and the Consultants will finalize the Terms of Reference, staffing schedule, work schedule, logistics, and reporting. These documents will then be incorporated in the Contract as “Description of Services”. Special attention will be paid to clearly defining the inputs and facilities required from the Client to ensure satisfactory implementation of the assignment. The Client shall prepare minutes of negotiations which will be signed by the Client and the Consultant. |
| Financial negotiations | 6.3 If applicable, it is the responsibility of the Consultant, before starting financial negotiations, to contact the local tax authorities to determine the local tax amount to be paid by the Consultant under the Contract. The financial negotiations will include a clarification (if any) of the firm’s tax liability in the Client’s country, and the manner in which it will be reflected in the Contract; and will reflect the agreed technical modifications in the cost of the services. In the cases of QCBS, Fixed-Budget Selection, and the Least-Cost Selection methods, unless there are exceptional reasons, the financial negotiations will involve neither the remuneration rates for staff nor other proposed unit rates. For other methods, Consultants will provide the Client with the information on remuneration rates described in the Appendix attached to Section 4 - Financial Proposal - Standard Forms of this RFP. |
| Availability of Professional staff/experts | 6.4 Having selected the Consultant on the basis of, among other things, an evaluation of proposed Professional staff, the Client expects to negotiate a Contract on the basis of the Professional staff named in the Proposal. Before contract negotiations, the Client will require assurances that the Professional staff will be actually available. The Client will not consider substitutions during contract negotiations unless both parties agree that undue delay in the selection process makes such substitution unavoidable or for reasons such as death or medical incapacity. If this is not the case and if it is established that Professional staff were offered in the proposal without confirming their availability, the Consultant may be disqualified. Any proposed substitute shall have equivalent or better qualifications and experience than the original candidate and be submitted by the Consultant within the period of time specified in the letter of invitation to negotiate. |
| Conclusion of the negotiations | 6.5 Negotiations will conclude with a review of the draft Contract. To complete negotiations the Client and the Consultant will initial the agreed Contract. If negotiations fail, the Client will invite the Consultant whose Proposal received the second highest score to negotiate a Contract. |
| 7. Award of Contract | 7.1 After completing negotiations the Client shall award the Contract to the selected Consultant, publish in UNDB online and in the Development Gateway the award of the Contract, and promptly notify all Consultants who have submitted proposals. After Contract signature, the Client shall return the unopened Financial Proposals to the unsuccessful Consultants.  7.2 The Consultant is expected to commence the assignment on the date and at the location specified in the Data Sheet. |
| 8. Confidentiality | 8.1 Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Consultants who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract. The undue use by any Consultant of confidential information related to the process may result in the rejection of its Proposal and may be subject to the provisions of the PPAF’s antifraud and corruption policy. |

Instructions to Consultants

## **Data Sheet**

|  |  |
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| **Paragraph**  **Reference** | **Description** |
| **1.1** | Name of the Client: Pakistan Poverty Alleviation Fund (PPAF)  Plot 14, Street 12, Mauve Area, G-8/1, Islamabad  Method of selection: Fixed Budget Selection (FBS) Method  The indicative budget of the assignment is **PKR 15 million** (inclusive of all taxes) |
| **1.2** | Financial Proposal to be submitted together with Technical Proposal: **Yes**  Name of the assignment is**: *Formulation/Revision of the PPAF Five-years Strategy based on Results and Lessons from Implementation of the 2021-26 Strategy*** |
| **1.3** | A pre-proposal conference will be held on **16th September 2025 at 11:00 a.m. The interested applicants may attend the meeting by clicking the following Microsoft Team link:**  [**Join the meeting now**](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MTNjNjc2MjItZjZmNS00NzM1LTgyZjEtNDgyY2Q1ZDBkYjkz%40thread.v2/0?context=%7b%22Tid%22%3a%2248342cf5-7f14-4f93-b783-e3dba66cfc8c%22%2c%22Oid%22%3a%220a542eac-8201-491b-a8f1-b42d53b6d03b%22%7d)  **Meeting ID: 437 878 526 357 3**  **Passcode: RH3nv923**  The Client’s Representative: The consultant firm will be accountable to the CEO PPAF, while the day-to-day focal point for coordination will be Chief Programmes at PPAF.  Address: Plot 14, Street 12, Mauve Area, G-8/1, Islamabad  Telephone: (051)111 000 102; Facsimile: (051) 2282262 & 4 |
| **1.4** | The Client will provide the following inputs and facilities:   * Facilitation meetings with PPAF staff * Required information/data/documents |
| **1.5** | The Client envisages the need for continuity for downstream work: **No** |
| **1.6** | Proposals must *remain valid:* **90 days** after the submission date. |

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| **1.7** | Clarifications may be requested not later than **07 days** before the submission date.  The address for requesting clarifications is: *(as mentioned in Clause 1.3)* |
| **1.8** | Proposals shall be submitted in the following language: **English** |
| **1.9** | Shortlisted Consultants may associate with other shortlisted Consultants: **No** |
| **2.0** | The estimated number of professional staff required for the assignment is: **07** (Team Leader/ Local Development Expert, Climate Change and Green Growth Specialist, Livelihood/Value Chain Specialist, Infrastructure Development Specialist, Social Sector Development Specialist, Gender Specialist and Monitoring, Evaluation and Learning (MEAL) Specialist). In addition, experts in field logistics and supervision, computer experts in data entry and cleaning, and field officers shall also be hired. |
| **2.1** | The format of the Technical Proposal to be submitted is: **FTP** |
| **2.2** | Training is a specific component of this assignment: **No** |
| **2.3** | Amounts payable by the Client to the Consultant under the contract to be subject to local taxation: **Yes**  If affirmative, the Client will:  (a) reimburse the Consultant for any such taxes paid by the Consultant: **No**  (b) pay such taxes on behalf of the Consultant: **Yes** |
| **2.4** | Consultant to state local cost in the national currency: **Yes** |
| **2.5** | Consultant must submit one (1) original copy of Technical Proposal and one (1) original copy of Financial Proposal in separate sealed envelopes, both enclosed in one common envelope. |
| **2.6** | The Proposal submission address is:  Manager-Procurement,  Pakistan Poverty Alleviation Fund (PPAF),  Plot 14, Street 12, Mauve Area, G-8/1, Islamabad  Telephone: (051) 111 000 102; Facsimile: (051) 2282262 & 4  Information on the outer envelope should also include: Technical & Financial Proposal for consultancy assignment ***“Formulation/Revision of the PPAF Five-years Strategy based on Results and Lessons from Implementation of the 2021-26 Strategy”.***  Proposals must be submitted not later than the following date and time:  **06th October 2025 till 1500 hours** |
| **2.7** | Criteria, sub-criteria, and point system for the evaluation of Full Technical Proposals are:  Points  (i) Registration with relevant authorities. Active Taxpayer  **[05]**  (ii) General understanding of the objectives of the assignment **[05]**  (iii) Specific experience of the Consultants relevant to the assignment: **[*10*]**  **Note: Specific experience must be supported by solid evidence in hard or soft form**  (iv) Adequacy of the proposed methodology and work plan  in responding to the Terms of Reference.  **Note: Please provide solid evidence, wherever applicable**  a) Overall Technical Approach and Methodology [25]  (including Detail Sampling Methodology and Framework)  b) Work plan [5]  (including Field Monitoring and Data Quality Control)  **Total points for criterion (iv):** **[50]**  (v) Key professional staff qualifications and competence for the assignment: **[50]**  a) **Team Leader/ Local Development Expert (1):**   * Ph.D./M.Phil. or master’s degree in development studies, economics, management and social sciences (or related field). * Extensive knowledge and experience in participatory and community demand-driven development in the South Asia region (minimum 15 years). * At least 5 years of experience in formulating institutional policies and strategies, conducting situation analyses, needs assessments and impact assessment studies regarding integrated poverty alleviation and local development programming. * Demonstrated sound experience in conducting large size quantitative and qualitative studies such as situational analysis/needs assessment. * Demonstrated experience of conducting studies in conflict sensitive areas. * Strong understanding of rural economy, current priorities, and economic context in Pakistan * Excellent report writing, documentation and research skills. * Familiarity with methods of poverty assessment at the household and community levels. * The team leader will also be the author of the new strategy, results framework and all the relevant reports.   **b) Climate Change and Green Growth Specialist (1):**   * Master’s degree in environmental science, climate change, sustainable development, or a related field. * Extensive knowledge and experience in implementing climate change and green growth initiatives (minimum 10 years). * Demonstrated experience in conducting climate change and green growth-related assessments and evaluations. * Sound technical experience with climate change analysis in assessments and evaluations of community demand-driven programmes in Pakistan. * Strong understanding of the rural economy and environmental context in Pakistan.   **c) Livelihood/Value Chain Specialist (1):**   * Master’s degree in agriculture, livestock, horticulture or related field. * Extensive knowledge and experience of livelihood approaches and strategies (both off-farm and on-farm) with regards to agriculture (minimum 10 years). * Demonstrated experience in conducting livelihood related assessments and evaluations. * Strong understanding of issues related to the economy of the poor as well as livelihood strategies and approaches in the development context of Pakistan.   **d) Infrastructure Development Specialist (1):**   * Master’s degree in civil engineering or related field. * Extensive knowledge and experience of infrastructure development approaches and strategies with regards to community infrastructure physical infrastructure (minimum 10 years). * Proven track record of experience in conducting community infrastructure related assessments and evaluations of 5 similar assignments. * Strong understanding/ knowledge of rural infrastructure development policies and their implementation status in the context of Pakistan.   **e) Social Sector Development Specialist (1):**   * Master’s degree in social sciences, education and/or Health, or a related field. * Extensive knowledge and experience of working on social services including education and health sector approaches, strategies, and projects (minimum 10 years). * Proven track record in assessing social sector projects through applying research tools. * Proficient in various evaluation techniques in rural settings. * Strong understanding/knowledge of social sector policies, plans, and their implementation status in the context of Pakistan.   **f) Gender Specialist (1):**   * Master’s degree in in gender studies, women and development, social sciences or related field. * Extensive knowledge and experience of mainstreaming gender in community demand-driven initiatives (minimum 8 years). * Sound technical experience with gender analysis in assessments and evaluations of community demand-driven programmes in Pakistan. * Strong understanding of the rural economy and economic context in Pakistan.   **g) Monitoring, Evaluation and Learning (MEAL) Specialist (1):**   * Master’s degree in development studies, economics, statistics, public policy, social sciences, or a related field. * At least 10 years of professional experience in designing and implementing monitoring, evaluation, and learning systems for development programmes, preferably in poverty alleviation, community development, or social protection. * Proven expertise in developing and applying results frameworks, theories of change, logical frameworks, and indicator-based monitoring systems. * Demonstrated experience in conducting performance evaluations, outcome/impact assessments, and baseline/endline studies using both quantitative and qualitative methods. * Sound knowledge of participatory M&E approaches and adaptive learning practices. * Strong command of data analysis tools (e.g., SPSS, STATA, R, NVivo) and M&E software systems (e.g., DevResults, DHIS2, KoboToolbox). * Experience working with donor-funded programmes and aligning MEL frameworks with national and international development indicators (e.g., SDGs). * Ability to translate evidence into strategic insights for decision-making, strategy refinement, and institutional learning.      |  |  |  |  |  | | --- | --- | --- | --- | --- | | **Positions** | **Qualifications 30%** | **Adequacy for the assignment  (60%)** | **Minimum experience  (10%)** | **Total Marks** | | **a)    Team Leader/ Local Development Expert** | 2.4 | 4.8 | 0.8 | 8 | | **b) Climate Change and Green Growth Specialist** | 2.1 | 4.2 | 0.7 | 7 | | **c)    Livelihood/Value Chain Specialist** | 2.1 | 4.2 | 0.7 | 7 | | **d)    Infrastructure Development Specialist** | 2.1 | 4.2 | 0.7 | 7 | | **e)    Social Sector Development Specialist** | 2.1 | 4.2 | 0.7 | 7 | | **f)    Gender Specialist** | 2.1 | 4.2 | 0.7 | 7 | | **g) MEAL Specialist** | 2.1 | 4.2 | 0.7 | 7 | | **Total points for the criterion** | **15** | **30** | **5** | **50** |   **Total points for the criteria (i to v): 100**  The minimum technical score required to pass is: **80** Points  In addition, the firm shall also hire local enumerators, supervisors and key punch operators having 2-3 years of relevant experience and knowledge with gender balance team of local enumerators. |
| **2.8** | Expected date and address for contract negotiations**: 13th October 2025**  *(address as mentioned in Clause 1.3)* |
| **2.9** | Expected date for commencement of consulting services  The assignment is expected to commence on **20th October 2025** |

# Section 3. Technical Proposal - Standard Forms

Refer to Reference Paragraph 3.4 of the Data Sheet for format of Technical Proposal to be submitted, and paragraph 3.4 of Section 2 of the RFP for Standard Forms required and number of pages recommended.

[Form TECH-1: Technical Proposal Submission Form 28](#_Toc172357882)

[Form TECH-2: Consultant’s Organization and Experience 29](#_Toc172357883)

[A - Consultant’s Organization 29](#_Toc172357884)

[B - Consultant’s Experience 30](#_Toc172357885)

[Form TECH-3: Comments and Suggestions on the Terms of Reference and   
on Counterpart Staff and Facilities to be Provided by the Client 31](#_Toc172357886)

[A - On the Terms of Reference 31](#_Toc172357887)

[B - On Counterpart Staff and Facilities 31](#_Toc172357888)

[Form TECH-4 Description of Approach, Methodology and Work Plan   
for Performing the Assignment 32](#_Toc172357889)

[Form TECH-5: Team Composition and Task Assignments 34](#_Toc172357890)

[Form TECH-6: Curriculum Vitae (CV) for Proposed Professional Staff 36](#_Toc172357891)

[FormTECH-7: Staffing Schedule 38](#_Toc172357892)

[FormTECH-8 Work Schedule 39](#_Toc172357893)

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 Proposal dated [*Insert Date*] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope1.

We are submitting our Proposal in association with: [*Insert a list with full name and address of each associated Consultant*]2

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in Paragraph Reference 1.14 of the Data Sheet, we undertake to negotiate on the basis of the proposed staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in Paragraph Reference 7.2 of the Data Sheet.

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

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]:

Name and Title of Signatory:

Name of Firm:

Address:

1 [*In case Paragraph Reference 1.2 of the Data Sheet requires to submit a Technical Proposal only, replace this sentence with:* “We are hereby submitting our Proposal, which includes this Technical Proposal only.”]

2 [*Delete in case no association is foreseen.*]

Form TECH-2: Consultant’s Organization and Experience

A - Consultant’s Organization

[*Provide here a brief (two pages) description of the background and organization of your firm/entity and each associate for this assignment.*]

B - Consultant’s Experience

[*Using the format below, provide information on each assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under this assignment. Use 20 pages.*]

|  |  |
| --- | --- |
| Assignment name: | Approx. value of the contract (in current US$ or Euro): |
| Country:  Location within country: | Duration of assignment (months): |
| Name of Client: | Total No of staff-months of the assignment: |
| Address: | Approx. value of the services provided by your firm under the contract (in current US$ or Euro): |
| Start date (month/year):  Completion date (month/year): | No of professional staff-months provided by associated Consultants: |
| Name of associated Consultants, if any: | Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader): |
| Narrative description of Project: | |
| Description of actual services provided by your staff within the assignment: | |

Firm’s Name:

Form TECH-3: Comments and Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be Provided by the Client

A - On the Terms of Reference

[*Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your Proposal.*]

B - On Counterpart Staff and Facilities

[*Comment here on counterpart staff and facilities to be provided by the Client according to Paragraph Reference 1.4 of the Data Sheet including: administrative support, office space, local transportation, equipment, data, etc.*]

Form TECH-4: Description of Approach, Methodology and Work Plan for Performing the Assignment

[*Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal (50 pages, inclusive of charts and diagrams) divided into the following three chapters:*

***(Note: please provide solid evidence, wherever applicable)***

1. *Technical Approach and Methodology,*
2. *Work Plan, and*
3. *Organization and Staffing,*

*a) Technical Approach and Methodology. In this chapter you should explain your understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.*

Please describe your overall approach and methodology for implementing the areas of intervention/ main task/deliverables mentioned in ToRs.

The following guiding questions may be helpful in drafting this section:

1. What is your understanding of the objectives of the assignment and how do you want to achieve the objective?
2. What are your survey methods on baseline study especially sampling framework? Which methods will be applied to achieve the project objective (e.g., trainings, FDGs, KIIs, stakeholders’ meetings, etc)? How do they complement each other? What will be your data collection methods?
3. How do you identify and approach your population/target?
4. Who will be involved in the implementation of the project? Please share specific roles and responsibilities.
5. Do you plan to involve any partners? If yes, how does they fit into the methodological concept?
6. How do you ensure the quality of the work especially data collection?
7. What are the risks affecting the implementation of the baseline study? Which measures do you plan to take to mitigate them?
8. What innovative ideas or method will you introduce in the baseline study?
9. What will be your approach and methodology for data collection in case of natural climities, etc.?

*b) Work Plan. In this chapter you should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and 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. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here. The work plan should be consistent with the Work Schedule of Form TECH-8.*

*c) Organization and Staffing. In this chapter you should propose the structure and composition of your team. You should list the main disciplines of the assignment, the key expert responsible, and proposed technical and support staff.*]

Form TECH-5: Team Composition and Task Assignments

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Professional Staff | | | | |
| Name of Staff | Firm | Area of Expertise | Position Assigned | Task Assigned | |
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**List of Enumerators** (if any) ***(please note that there is no need of attaching the CVs of enumerators just provide the list as per the table below)***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sr. No** | **Name of Enumerator** | **CNIC** | **Education** | **Experience** |
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Form TECH-6: Curriculum Vitae (CV) for Proposed Professional Staff

**1. Proposed Position**[*only one candidate shall be nominated for each position*]:

**2. Name of Firm**[*Insert name of firm proposing the staff*]:

**3. Name of Staff**[*Insert full name*]:

**4. Date of Birth**: **Nationality**:

**5. Education**[*Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment*]:

**6. Membership of Professional Associations**:

**7. Other Training**[*Indicate significant training since degrees under 5 - Education were obtained*]:

**8. Countries of Work Experience**: [*List countries where staff has worked in the last ten years*]:

**9. Languages**[*For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing*]:

**10. Employment Record**[*Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.*]:

From [*Year*]: To [*Year*]:

Employer:

Positions held:

|  |  |
| --- | --- |
| **11. Detailed Tasks Assigned**  [*List all tasks to be performed under this assignment*] | **12. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned**  [*Among the assignments in which the staff has been involved, indicate the following information for those assignments that best illustrate staff capability to handle the tasks listed under point 11.*]  Name of assignment or project:  Year:  Location:  Client:  Main project features:  Positions held:  Activities performed: |

**13. Certification:**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

Date:

*[Signature of staff member or authorized representative of the staff]* *Day/Month/Year*

Full name of authorized representative:

FormTECH-7: Staffing Schedule1

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| **N°** | **Name of Staff** | **Staff input (in the form of a bar chart)**2 | | | | | | | | | | | | | **Total staff-month input** | | |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **N** | **Home** | **Field**3 | **Total** |
| **Foreign (if applicable)** | | | |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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1 For Professional Staff the input should be indicated individually; for Support Staff it should be indicated by category (e.g.: draftsmen, clerical staff, etc.).

2 Months are counted from the start of the assignment. For each staff indicate separately staff input for home and field work.

3 Field work means work carried out at a place other than the Consultant's home office.

Full time input

Part time input

### FormTECH-8 Work Schedule

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| **N°** | **Activity**1 | **Months**2 | | | | | | | | | | | | |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** | **11** | **12** | **n** |
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1 Indicate all main activities of the assignment, including delivery of reports (e.g.: inception, interim, and final reports), and other benchmarks such as Client approvals. For phased assignments indicate activities, delivery of reports, and benchmarks separately for each phase.

2 Duration of activities shall be indicated in the form of a bar chart.

# Section 4. Financial Proposal - Standard Forms

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided under para. 3.6 of Section 2. Such Forms are to be used whichever is the selection method indicated in para. 4 of the Letter of Invitation.

[*The Appendix “Financial Negotiations - Breakdown of Remuneration Rates” is to be only used for financial negotiations when Quality-Based Selection, Selection Based on Qualifications, or Single-Source Selection method is adopted, according to the indications provided under para. 6.3 of Section 2.*]

[Form FIN-1: Financial Proposal Submission Form 41](#_Toc172358981)

[Form FIN-2: Summary of Costs 43](#_Toc172358982)

[Form FIN-3: Breakdown of Costs by Activity 44](#_Toc172358983)

[Form FIN-4: Breakdown of Remuneration(**Lump-Sum**) 45](#_Toc172358985)

[Form FIN-5: Breakdown of Reimbursable Expenses (**Lump-Sum**) 46](#_Toc172358987)

[Appendix: Financial Negotiations - Breakdown of Remuneration Rates 47](#_Toc172358988)

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 sum of [*Insert amount(s) in words and figures*1]. This amount is inclusive of the local taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Paragraph Reference 1.14 of the Data Sheet.

Commissions and gratuities paid or to be paid by us to agents relating to this Proposal and Contract execution, if we are awarded the Contract, are listed below2:

Name and Address Amount and Purpose of Commission

of Agents Currency or Gratuity

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

We remain,

Yours sincerely,

Authorized Signature [*In full and initials*]:

Name and Title of Signatory:

Name of Firm:

Address:

1 Amounts must coincide with the ones indicated under Total Cost of Financial proposal in Form FIN-2.

2 If applicable, replace this paragraph with: “No commissions or gratuities have been or are to paid by us to agents relating to this Proposal and Contract execution.”

Form FIN-2: Summary of Costs

|  |  |
| --- | --- |
| Item | **Costs** |
| [*Indicate*  *Local Currency*] |
| Total Costs of Financial Proposal 1 |  |

1 Indicate the total costs, net of local taxes, to be paid by the Client in each currency. Such total costs must coincide with the sum of the relevant Subtotals indicated in all Forms FIN-3 provided with the Proposal.

Form FIN-3: Breakdown of Costs by Activity

|  |  |
| --- | --- |
| **Group of Activities (Phase):** | **Description:** |
| Cost component | **Costs** |
| [*Indicate*  *Local Currency*] |
| Remuneration |  |
| Reimbursable Expenses |  |
| Subtotals |  |

Form FIN-4: Breakdown of Remuneration1(Lump-Sum)

(This Form FIN-4 shall only be used when the Lump-Sum Form of Contract has been included in the RFP. Information to be provided in this Form shall only be used to establish payments to the Consultant for possible additional services requested by the Client)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name**2 | **Position**3 | **Staff-month/Day Rate**4 | **Number of Days/Months** | **Total Amount** |
| **Foreign Staff (if any)** |  |  | | |
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| [*Field*] |  |  |
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1 Form FIN-4 shall be filled in for the same Professional and Support Staff listed in Form TECH-7.

2 Professional Staff should be indicated individually; Support Staff should be indicated per category (e.g.: draftsmen, clerical staff).

3 Positions of the Professional Staff shall coincide with the ones indicated in Form TECH-5.

4 Indicate separately staff-month rate and currency for home and field work..

Form FIN-5: Breakdown of Reimbursable Expenses (Lump-Sum)

(This Form FIN-5 shall only be used when the Lump-Sum Form of Contract has been included in the RFP. Information to be provided in this Form shall only be used to establish payments to the Consultant for possible additional services requested by the Client)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **N°** | **Description1** | **Unit** | **Number of Units** | **Unit Cost2** | **Total Cost** |
|  | Per diem allowances | Day |  |  |  |
|  | International flights3 | Trip |  |  |  |
|  | Miscellaneous travel expenses | Trip |  |  |  |
|  | Communication costs between [*Insert place*] and [*Insert place*] |  |  |  |  |
|  | Drafting, reproduction of reports |  |  |  |  |
|  | Equipment, instruments, materials, supplies, etc. |  |  |  |  |
|  | Shipment of personal effects | Trip |  |  |  |
|  | Use of computers, software |  |  |  |  |
|  | Laboratory tests. |  |  |  |  |
|  | Subcontracts |  |  |  |  |
|  | Local transportation costs |  |  |  |  |
|  | Office rent, clerical assistance |  |  |  |  |
|  | Training of the Client’s personnel 4 |  |  |  |  |

1 Delete items that are not applicable or add other items according to Paragraph Reference 3.6 of the Data Sheet.

2 Indicate unit cost and currency.

3 Indicate route of each flight, and if the trip is one- or two-ways.

4 Only if the training is a major component of the assignment, defined as such in the TOR.

Appendix: Financial Negotiations - Breakdown of Remuneration Rates

**1. Review of Remuneration Rates**

1.1 The remuneration rates for staff are made up of salary, social costs, overheads, fee that is profit, and any premium or allowance paid for assignments away from headquarters. To assist the firm in preparing financial negotiations, a Sample Form giving a breakdown of rates is attached (no financial information should be included in the Technical Proposal). Agreed breakdown sheets shall form part of the negotiated contract.

1.2 The Client is charged with the custody of government funds and is expected to exercise prudence in the expenditure of these funds. The Client is, therefore, concerned with the reasonableness of the firm’s Financial Proposal, and, during negotiations, it expects to be able to review audited financial statements backing up the firm’s remuneration rates, certified by an independent auditor. The firm shall be prepared to disclose such 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. Rate details are discussed below.

(i) Salary

This is the gross regular cash salary 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) Bonus

Bonuses are normally paid out of profits. Because the Client does not wish to make double payments for the same item, staff bonuses shall not normally be included in the rates. 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 Costs

Social costs are the costs to the firm of staff’s non-monetary benefits. These items include, *inter alia*, social security including pension, medical and life insurance costs, and the cost of a staff member being sick or on vacation. In this regard, the cost of leave for public holidays is not an acceptable social cost nor is the cost of leave taken during an assignment if no additional staff replacement has been provided. Additional leave taken at the end of an assignment in accordance with the firm’s leave policy is acceptable as a social cost.

(iv) Cost of Leave

The principles of calculating the cost of total days leave per annum as a percentage of basic salary shall normally be as follows:

Leave cost as percentage of salary [[6]](#footnote-6)1 = 

It is important to note that leave can be considered a social cost only if the Client is not charged for the leave taken.

(v) Overheads

Overhead expenses are the firm’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 (partner’s time, nonbillable time, time of senior staff monitoring the project, rent, support staff, research, staff training, marketing, etc.), the cost of staff 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 staff who are not permanent employees of the firm. In such case, the firm shall be entitled only to administrative costs and fee on the monthly payments charged for subcontracted staff.

(vi) Fee or Profit

The fee or profit shall be based on the sum of the salary, social costs, and overhead. If any bonuses paid on a regular basis are listed, a corresponding reduction in the profit element shall be expected. Fee or profit shall not be allowed on travel or other reimbursable expenses, unless in the latter case an unusually large amount of procurement of equipment is required. The firm shall note that payments shall be made against an agreed estimated payment schedule as described in the draft form of the contract.

(vii) Away from Headquarters Allowance or Premium

Some Consultants pay allowances to staff working away from headquarters. Such allowances are calculated as a percentage of salary 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. For concerned staff, this allowance, where paid, shall cover home education, etc.; these and similar items shall not be considered as reimbursable costs.

(viii) Subsistence Allowances

Subsistence allowances are not included in the rates, but are paid separately and in local currency. No additional subsistence is payable for dependents⎯the subsistence rate shall be the same for married and single team members.

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

**2. Reimbursable expenses**

2.1 The financial negotiations shall further focus on such items as out-of-pocket expenses and other reimbursable expenses. These costs may include, but are not restricted to, cost of surveys, equipment, office rent, supplies, international and local travel, computer rental, mobilization and demobilization, insurance, and printing. These costs may be either unit rates or reimbursable on the presentation of invoices, in foreign or local currency.

**3. PPAF Guarantee**

3.1 Payments to the firm, including payment of any advance based on cash flow projections covered by a PPAF guarantee, shall be made according to an agreed estimated schedule ensuring the firm regular payments in local and foreign currency, as long as the services proceed as planned.

**Sample Form**

Consulting Firm: Country:

Assignment: Date:

**Consultant’s Representations Regarding Costs and Charges**

We hereby confirm that:

(a) the basic salaries indicated in the attached table are taken from the firm’s payroll records and reflect the current salaries of the staff members listed which have not been raised other than within the normal annual salary increase policy as applied to all the firm’s staff;

(b) attached are true copies of the latest salary slips of the staff members listed;

(c) the away from headquarters allowances indicated below are those that the Consultants have agreed to pay for this assignment to the staff members 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 Consulting Firm]*

Signature of Authorized Representative Date

Name:

Title:

**Consultant’s Representations Regarding Costs and Charges**

(Expressed in *[insert name of currency]*)

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Personnel | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| Name | Position | Basic Salary per Working Month/Day/Year | Social Charges1 | Overhead1 | Subtotal | Fee2 | Away from Headquarters Allowance | Proposed Fixed Rate per Working Month/Day/Hour | Proposed Fixed Rate per Working Month/Day/Hour1 |
| Home Office | |  |  |  |  |  |  |  |  |
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2. Expressed as percentage of 4

Delivering Prosperity

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Pakistan Poverty Alleviation Fund

**Section 5. TERMS OF REFERENCE**

1. **Introduction**

Pakistan Poverty Alleviation Fund (PPAF) is the country’s lead apex institution for community-driven development. It was established in February 1997 as a not-for-profit company under Section 42 of the Companies Ordinance 1984 (now the Companies Act 2017).

PPAF’s mission is to improve the lives of poor and marginalised communities, contributing to a more equitable and prosperous Pakistan. With outreach across 150 districts in all provinces and regions, PPAF works through its partner organisations to deliver integrated support in climate-resilient infrastructure, green energy, health, education, livelihoods, and financial inclusion. It also focuses on building resilience to disasters.

PPAF targets the poorest rural households, offering both financial and non-financial services. It ensures that all its programmes reflect core values of social inclusion, participation, accountability, transparency, and responsible stewardship.

PPAF receives funding from the Government of Pakistan, international development partners, and also utilises its own resources. It works through a network of civil society partners, supporting their institutional development to improve community engagement and service delivery.

Through this model, PPAF aims to foster sustainable, self-reliant communities and to strengthen national development outcomes. More information is available at www.ppaf.org.pk.

These Terms of Reference (ToRs) outline the scope of work for engaging a qualified consulting firm for the formulation of PPAF’s next Five-Year Strategy (2027–2031). The assignment includes developing the Strategy, a Results Framework, and a Multi-Annual Actionable Plan. The firm will assess the achievements and lessons from the ongoing 2021–2026 Strategy[[7]](#footnote-7) and use these insights to shape the new strategic direction.

The updated Strategy will guide PPAF’s future interventions and help align its work with its vision, mission, and long-term goals. It will also serve as a key tool for resource mobilisation from federal and provincial governments, development partners, the corporate sector, and other funding institutions.

These ToRs provide details on the objectives, scope, methodology, deliverables, and qualifications required for undertaking this assignment.

1. **Background and Rationale of the Assignment**

In 2021, the Pakistan Poverty Alleviation Fund (PPAF) launched its Five-Year Strategy (2021–2026), which set the strategic direction for its interventions under four overarching goals. These goals guided the allocation of institutional focus, effort, and resources, and align with the Government of Pakistan’s broader development agenda, including the Sustainable Development Goals (SDGs), Vision 2025, and various national sectoral policies. The Strategy also set out specific expected outcomes and results to ensure that PPAF delivers effectively and efficiently on its mandated objectives, as defined in its bylaws.

**Goal 1:** Foster institutions of and for the poor to reduce inequalities and promote inclusive governance and development.

**Goal 2:** Enhance sustainable and resilient livelihood opportunities to support households in graduating out of poverty.

**Goal 3:** Address systemic deprivations that exacerbate poverty through investments in local infrastructure and community well-being initiatives.

**Goal 4:** Strengthen organisational effectiveness by aligning resource mobilisation, institutional capacity, and partnerships to evolve into a more agile, responsive, and results-oriented institution.

To assess the relevance and effectiveness of the 2021–2026 Strategy, PPAF must review its implementation results, measure the impact of interventions, and document lessons learned. This assessment will inform the development of the next institutional strategy and provide a transparent account of performance to stakeholders. It will also reinforce organisational accountability and highlight PPAF’s contribution to national development objectives.

1. **Objectives of the Assignment**

The primary objective of this assignment is to develop PPAF’s next Five-Year Institutional Strategy for the period 2027–2031, along with an integrated Results Framework and a Multi-Annual Actionable Plan.

To support this, the assignment will include:

* A **formative evaluation** of the 2021–2026 Strategy to assess its performance and effectiveness in advancing PPAF’s vision, mission, goals, and institutional objectives.
* An **assessment** of the alignment and contribution of PPAF’s programmes under the 2021–2026 Strategy to key national and international development frameworks, including the Government of Pakistan’s Vision 2025, the Sustainable Development Goals (SDGs), and relevant sectoral policies.
* A **critical review of the outcomes and impacts** achieved under the Strategy’s four goals, with particular focus on: reducing inequalities and fostering inclusive governance and socio-economic development, enhancing sustainable and resilient livelihoods, addressing systemic deprivations and improving community well-being, advancing climate change mitigation and adaptation efforts, strengthening institutional capacity, agility, and effectiveness

The insights from this review will inform the design of a forward-looking 2027-2031 Strategy that repositions PPAF for greater relevance, efficiency, and impact in the evolving development context of Pakistan.

**Specific Objectives of the Assignment**

Within the overall objective, the assignment will pursue the following specific objectives:

1. **Assess Programme Performance and Strategic Alignment**  
   Review and analyse the outcomes of PPAF’s completed and ongoing programmes across all thematic sectors and geographic regions to assess their effectiveness in achieving the goals of the 2021–2026 Strategy. This assessment will also determine the extent to which these programmes have contributed to national development priorities, including, but not limited to, the Sustainable Development Goals (SDGs), Vision 2025, and other relevant sectoral policies.
2. **Document Institutional Learning**  
   Compile and synthesise lessons learned from the implementation of the 2021–2026 Strategy, highlighting areas of success, underperformance, and operational challenges. The purpose is to generate actionable insights to inform the design and execution of the 2027-2031 Strategy, Results Framework, and Multi-Annual Actionable Plan.
3. **Identify and Prioritise Scalable Approaches**  
   Identify programme models and interventions that have demonstrated measurable success in addressing poverty, inequality, climate change, social exclusion, and other systemic deprivations. These proven approaches will serve as the foundation for scaling up high-impact practices and aligning future investments with national priorities.
4. **Formulate the 2027–2031 Strategy and Integrated Frameworks**

Based on evidence from the formative assessment, formulate a forward-looking and results-based Five-Year Strategy (2027–2031), including a Results Framework and a Multi-Annual Actionable Plan. These instruments will provide strategic direction and guide programme investments, operational planning, and resource mobilisation.

1. **Propose Institutional Strengthening Measures**

Develop a set of practical and evidence-based recommendations to improve the design, delivery, and monitoring of PPAF’s existing and future programmes. This will include guidance on optimising programme effectiveness, enhancing organisational agility, and addressing identified gaps.

1. **Design a Monitoring, Evaluation, and Learning (MEAL) Framework**  
   Develop a comprehensive MEAL Framework aligned with the updated Strategy to ensure regular tracking of results, and adaptive learning. The framework will include indicators, tools, and processes to measure performance and support strategic decision-making.

Overall, this assignment seeks to equip PPAF with a forward-looking institutional Strategy for 2027–2031 that is firmly rooted in evidence, lessons learned, and evolving national and global priorities. Through a comprehensive review of the 2021–2026 Strategy and its outcomes, the consulting firm will generate actionable insights on the effectiveness, impact, and alignment of PPAF’s programmes with the broader development agenda, including the Sustainable Development Goals (SDGs), Vision 2025, Uraan Pakistan Economic Transformation Plan, the National Youth Policy, and other relevant sectoral frameworks.

The updated Strategy, together with a robust Results Framework and Multi-Annual Actionable Plan, will serve as a guiding instrument for PPAF’s future interventions. It will ensure that PPAF remains focused on advancing a rights-based approach to poverty reduction, fostering inclusion, addressing systemic inequalities, and supporting climate change mitigation and adaptation.

The assignment will also contribute to strengthening PPAF’s institutional capacity by embedding a Monitoring, Evaluation, and Learning (MEAL) Framework, thereby ensuring continuous improvement. By integrating lessons from past programmes and highlighting scalable, high-impact models, the new Strategy will enable PPAF to deliver targeted, sustainable, and measurable results for the most marginalised communities across Pakistan.

Ultimately, the assignment aims to position PPAF as a proactive actor in national development, with clear pathways to mobilise resources from government, national and international development partners, and the private sector. It will ensure that PPAF’s interventions are not only responsive to emerging socio-economic challenges but are also aligned with the principles of **Leave No One Behind**, climate action, and inclusive, equitable growth.

1. **Scope of Work and Indicative Methodology**

The scope of this assignment is to support the formulation of PPAF’s Institutional Strategy 2027–2031 by conducting a formative assessment of the 2021–2026 Strategy, identifying lessons learned, and co-developing the 2027-2031 Strategy, its Results Framework, and a Multi-Annual Actionable Plan.

The consulting firm will be expected to adopt a participatory, evidence-based, and results-oriented approach. While an indicative methodology is outlined below, all bidding firms are required to submit a detailed methodological framework as part of their proposals. The selected firm will further refine and finalise this methodology during the inception phase, in consultation with PPAF.

The following components are envisaged as part of the assignment:

### a) Desk Review

The firm will conduct a structured review of all relevant documents, including programme design documents, progress reports, evaluation and assessment reports, policy papers, and strategic planning documents related to the 2021–2026 Strategy. This review will form the basis for assessing overall performance and identifying strategic gaps.

### b) Consultations with PPAF Management and Key Partner Organisations

Structured consultations will be held with PPAF senior management, technical teams, and implementing partners (including NGOs and community-based organisations). These discussions will provide insights on institutional performance, programming priorities, implementation challenges, and lessons learned.

### c) Meetings with Government Authorities

The consulting firm will coordinate and facilitate discussions with relevant federal and provincial government stakeholders to ensure strategic alignment, explore opportunities for collaboration, and validate the relevance of proposed directions with national/provincial policy priorities.

### d) Field-Based Engagements: Surveys, FGDs, and Interviews

Field-based data collection will include surveys, focus group discussions (FGDs), and key informant interviews with PPAF and PO teams, government officials, and community members. These tools will be used to understand beneficiary needs, programme outcomes, and stakeholder perspectives on PPAF’s work and institutional role.

### e) Data Synthesis, Strategy Development, and Validation

Findings from all sources will be triangulated, synthesised, and translated into concrete recommendations for the new Strategy. Draft outputs will be validated through internal and external consultations, ensuring ownership and strategic coherence.

The proposed methodology and design of the assignment will include the following:

|  |  |
| --- | --- |
| **Desk Review** | * Gather and review all relevant programme documents, reports, policies, and assessments/ evaluations from the past 6-year Strategy and earlier similar relevant reports/ documents. * Analyse the impact and performance of the previous strategy and earlier programming comprehensively. * Identify strengths, weaknesses, opportunities, and threats (SWOT analysis) based on the findings. |
| **Consultation with Management of PPAF and Key Implementing Partners** | * Organise meetings with management of PPAF, key implementing partner organisations, and other important stakeholder to be identified in consultation with PPAF. * Facilitate discussions to gather insights on the effectiveness of the current strategy and priorities. * Seek feedback and recommendations for refining the updated Strategy. * Document key points and suggestions provided by the stakeholders. |
| **Meetings with Government Authorities** | * Liaise with relevant federal and provincial government authorities. * Coordinate meetings to discuss alignment of strategies, priorities, and potential collaboration opportunities. * Identify areas of mutual interest in community-driven development and poverty graduation initiatives. * Document agreements and action points discussed during the meetings. |
| **Surveys, Focus Group Discussions (FGDs), and Interviews** | * Design survey questionnaires to capture diverse perspectives. * Conduct consultations and surveys with PPAF and partner organisation teams, government officials, community members, and beneficiaries. * Organise roundtables and focus group discussions to delve deeper into specific topics or themes. * Conduct interviews with key stakeholders to gather in-depth insights. * Analyse consultation and survey responses, FGD transcripts, and interview notes to identify common themes, challenges, and opportunities. * Use findings to inform the development of the updated strategy. |
| **Data Analysis and Synthesis** | * Consolidate findings from the desk review, consultations, meetings, surveys, FGDs, and interviews. * Analyse data to identify trends, patterns, and recurring issues. * Synthesise key insights and recommendations for the updated strategy. * Prepare a report outlining the methodology, findings, and proposed recommendations. |
| **Presentation and Validation** | * Present the findings and recommendations to PPAF senior management. * Facilitate discussions to validate findings and gather additional feedback, if any. * Incorporate any necessary revisions based on stakeholder input. |
| **Final Report and Strategy Modification** | * Prepare a final report documenting the assessment methodology, findings, recommendations, and proposed updates to the Strategy. * Present the final report to PPAF for approval and implementation. * Collaborate with PPAF to refine the updated Strategy along with its Results Framework, and Multi-Annual Actionable Plan based on the assessment findings and recommendations. |

This methodology ensures a comprehensive, inclusive, and evidence-based approach to reviewing PPAF’s institutional performance and co-developing its future strategic direction. It reflects the need to involve stakeholders at multiple levels, apply mixed methods for data collection, and ensure alignment with national and global development priorities.

1. **Qualification of the Firm**

PPAF is inviting proposals from consulting firms with the following experience and expertise:

* A company registered in Pakistan with at least 10 years of proven experience in formulating institutional policies and strategies, conducting assessments and evaluations, situational analyses, outcome surveys, and impact assessment studies regarding integrated poverty alleviation and community development programming.
* Experience in conducting at least two (2) similar assignments, verifiable through references from previous clients and final outputs.
* Proficiency in applying global standards, guidelines, and approaches to qualitative and quantitative assessment/ surveys/ research studies/ evaluations.
* A strong track record in reviewing integrated approaches to poverty alleviation.
* Expertise in qualitative and quantitative research methods, with detailed experience in evaluations of national/regional economic and social development programmes of comparable scale and complexity.
* Familiarity with project cycle management principles and impact-based project evaluation methods.
* A thorough understanding of the context and situation concerning poverty, livelihood, and local governance issues and dynamics in Pakistan.
* Knowledge of the policy agenda on the economy, local context, and multisectoral development in fragile security situations.
* Adequate capacity to propose and implement a rigorous mechanism for collecting data remotely in case of field access constraints due to natural disasters, law and order issues, or other security concerns.
* Well-equipped and logistically appropriate office establishment (preference will be given to firms with a head office or branch office in any of the provinces covered by the assignment).
* An experienced team of professionals with multi-disciplinary knowledge and skills.

The consultant firm’s team shall comprise of the following key experts:

a) **Team Leader/ Local Development Expert (1):**

* Ph.D./M.Phil. or master’s degree in development studies, economics, management and social sciences (or related field).
* Extensive knowledge and experience in participatory and community demand-driven development in the South Asia region (minimum 15 years).
* At least 5 years of experience in formulating institutional policies and strategies, conducting situation analyses, needs assessments and impact assessment studies regarding integrated poverty alleviation and local development programming.
* Demonstrated sound experience in conducting large size quantitative and qualitative studies such as situational analysis/needs assessment.
* Demonstrated experience of conducting studies in conflict sensitive areas.
* Strong understanding of rural economy, current priorities, and economic context in Pakistan
* Excellent report writing, documentation and research skills.
* Familiarity with methods of poverty assessment at the household and community levels.
* The team leader will also be the author of the new strategy, results framework and all the relevant reports.

**b) Climate Change and Green Growth Specialist (1):**

* Master’s degree in environmental science, climate change, sustainable development, or a related field.
* Extensive knowledge and experience in implementing climate change and green growth initiatives (minimum 10 years).
* Demonstrated experience in conducting climate change and green growth-related assessments and evaluations.
* Sound technical experience with climate change analysis in assessments and evaluations of community demand-driven programmes in Pakistan.
* Strong understanding of the rural economy and environmental context in Pakistan.

**c) Livelihood/Value Chain Specialist (1):**

* Master’s degree in agriculture, livestock, horticulture or related field.
* Extensive knowledge and experience of livelihood approaches and strategies (both off-farm and on-farm) with regards to agriculture (minimum 10 years).
* Demonstrated experience in conducting livelihood related assessments and evaluations.
* Strong understanding of issues related to the economy of the poor as well as livelihood strategies and approaches in the development context of Pakistan.

**d) Infrastructure Development Specialist (1):**

* Master’s degree in civil engineering or related field.
* Extensive knowledge and experience of infrastructure development approaches and strategies with regards to community infrastructure physical infrastructure (minimum 10 years).
* Proven track record of experience in conducting community infrastructure related assessments and evaluations of 5 similar assignments.
* Strong understanding/ knowledge of rural infrastructure development policies and their implementation status in the context of Pakistan.

**e) Social Sector Development Specialist (1):**

* Master’s degree in social sciences, education and/or Health, or a related field.
* Extensive knowledge and experience of working on social services including education and health sector approaches, strategies, and projects (minimum 10 years).
* Proven track record in assessing social sector projects through applying research tools.
* Proficient in various evaluation techniques in rural settings.
* Strong understanding/knowledge of social sector policies, plans, and their implementation status in the context of Pakistan.

**f) Gender Specialist (1):**

* Master’s degree in in gender studies, women and development, social sciences or related field.
* Extensive knowledge and experience of mainstreaming gender in community demand-driven initiatives (minimum 8 years).
* Sound technical experience with gender analysis in assessments and evaluations of community demand-driven programmes in Pakistan.
* Strong understanding of the rural economy and economic context in Pakistan.

**g) Monitoring, Evaluation and Learning (MEAL) Specialist (1):**

* Master’s degree in development studies, economics, statistics, public policy, social sciences, or a related field.
* At least 10 years of professional experience in designing and implementing monitoring, evaluation, and learning systems for development programmes, preferably in poverty alleviation, community development, or social protection.
* Proven expertise in developing and applying results frameworks, theories of change, logical frameworks, and indicator-based monitoring systems.
* Demonstrated experience in conducting performance evaluations, outcome/impact assessments, and baseline/endline studies using both quantitative and qualitative methods.
* Sound knowledge of participatory M&E approaches and adaptive learning practices.
* Strong command of data analysis tools (e.g., SPSS, STATA, R, NVivo) and M&E software systems (e.g., DevResults, DHIS2, KoboToolbox).
* Experience working with donor-funded programmes and aligning MEL frameworks with national and international development indicators (e.g., SDGs).
* Ability to translate evidence into strategic insights for decision-making, strategy refinement, and institutional learning.

1. **Deliverables**
2. **Preliminary Report:** prepare a preliminary report summarising findings from the desk review, PPAF and partner consultations, community interactions, and government meetings, along with a proposed methodology for the updated Strategy.
3. **Strategy Update:** develop an updated/ revised organisational Strategy, incorporating clear goals, objectives, approaches, and indicators for measuring progress towards community-driven development and poverty graduation. Formulate the Multi-Annual Strategic Plan along with its Results Framework identifying a clear roadmap and component modelling and a comprehensive capacity building plan for internal management and professionals.
4. **Final Report:** submit a final report summarising the update process, findings, recommendations, along with an implementation plan and monitoring framework for the updated strategy.

**Note:** All reports must be prepared in English, and both paper and digital submissions will be mandatory.

1. **Timeline**

The total duration of the assignment is **six (06) months**, starting from the date of contract signing between the selected consulting firm and the Pakistan Poverty Alleviation Fund (PPAF).

The assignment must be planned and executed in accordance with the defined scope of work, covering all components including desk review, stakeholder consultations, field engagements, strategy formulation, validation, and finalisation of deliverables. The consulting firm will be responsible for ensuring timely completion of all tasks and submission of agreed outputs within the assignment period.

All bidding firms are required to also submit, as part of their technical proposal/methodology:

* A **detailed workplan** outlining key phases, activities, and timelines, and time-bound deliverables.
* An **indicative level-of-effort table** specifying expert days allocated for each team member and assignment component.

The workplan must be realistic, responsive to the requirements set out in these ToRs, and should reflect a clear sequencing of activities leading to timely delivery of the outputs.

The exact phasing and timelines will be finalised during the inception phase in consultation with PPAF. The consulting firm is expected to ensure flexibility to accommodate validation consultation, internal reviews, and integration of feedback as needed.

1. **Supervision and Reporting**

The consultant firm will be accountable to the CEO PPAF, while the day-to-day focal point for coordination will be Chief Programmes and Head MEAL at PPAF. The consultant firm will regularly update PPAF on the assignment status and challenges faced.

1. **Key Deliverables, Timelines and Payment Schedule:**

The payment will be made upon timely submission and approval of following deliverables:

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| --- | --- | --- | --- |
| **Sr.** | **Key Deliverable** | **Payment percentage** | **Duration (in weeks)** |
| 1 | **Inception Report**: Includes detailed methodology, work plan, tools, and consultation plan. | 20% | 3 weeks |
| 2 | **Review Report on 2021–2026 Strategy**: Covers desk review, stakeholder analysis, programme progress (KPIs), lessons learned, and strategic outlook. | 25% | 4 weeks |
| 3 | **Draft Organisational Strategy (2027–2031)**: Includes updated strategy, Multi-Annual Strategic Plan, Results Framework, and Capacity Building Plan. | 25% | 7 weeks |
| 4 | **Final Completion Report**: Incorporates feedback, final strategy documents, implementation roadmap, and MEAL framework. | 30% | 2 weeks |

1. **Selection Method**

A consulting firm will be selected in accordance with the procedures outlined in PPAF's Standard Procurement Guidelines, specifically under the Fixed Budget Selection method.

1. **Ethical Considerations**

The firm will explicitly communicate to all participating beneficiaries that participation in the assignment is voluntary. Participants will be assured that choosing not to participate will have no negative consequences. The firm will obtain informed consent from all participants. In cases where the firm does not understand the participants' first language, interpreters will be provided.

The firm must obtain prior permission for capturing and utilising visual still/ moving images for specific purposes, such as reports and presentations. The firm is responsible for ensuring participants' anonymity and confidentiality, using visual data only for the agreed-upon purpose.

The firm is obligated not to disclose any information acquired during this assignment outside of PPAF. Immediate notification to PPAF is required if any potential conflict of interest arises in relation to the assigned tasks.

Section 6. Standard Forms of Contract

The attached Form of Contract shall be used.

II. General Conditions of Contract

1. General Provisions

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| 1.1 Definitions | 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 Government’s country, or in such other country as may be specified in the Special Conditions of Contract (SC), as they may be issued and in force from time to time.  (b) “PPAF” means the “Pakistan Poverty Alleviation Fund”  (c) “Consultant” means any private or public entity that will provide the Services to the Client under the Contract.  (d) “Contract” means the Contract signed by the Parties and all the attached documents listed in its Clause 1, that is these General Conditions (GC), the Special Conditions (SC), and the Appendices.  (e) “Day” means calendar day.  (f) “Effective Date” means the date on which this Contract comes into force and effect pursuant to Clause GC 2.1.  (g) “Foreign Currency” means any currency other than the currency of the Client’s country.  (h) “GC” means these General Conditions of Contract.  (i) “Government” means the Government of the Client’s country.  (j) “Local Currency” means the currency of the Client’s country.  (k) “Member” means any of the entities that make up the joint venture/consortium/association; and “Members” means all these entities.  (l) “Party” means the Client or the Consultant, as the case may be, and “Parties” means both of them.  (m) “Personnel” means professionals and support staff provided by the Consultants or by any Sub-Consultants and assigned to perform the Services or any part thereof; “Foreign Personnel” means such professionals and support staff who at the time of being so provided had their domicile outside the Government’s country; “Local Personnel” means such professionals and support staff who at the time of being so provided had their domicile inside the Government’s country; and “Key Personnel” means the Personnel referred to in Clause GC 4.2(a).  (n) “Reimbursable expenses” means all assignment-related costs other than Consultant’s remuneration.  (o) “SC” means the Special Conditions of Contract by which the GC may be amended or supplemented.  (p) “Services” means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto.  (q) “Sub-Consultants” means any person or entity to whom/which the Consultant subcontracts any part of the Services.  (r) “Third Party” means any person or entity other than the Government, the Client, the Consultant or a Sub-Consultant.  (s) “In writing” means communicated in written form with proof of receipt. |
| 1.2 Relationship Between the Parties | 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 Personnel and Sub-Consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder. |
| 1.3 Law Governing Contract | This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law. |
| 1.4 Language | This Contract has been executed in the language specified in the SC, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract. |
| 1.5 Headings | The headings shall not limit, alter or affect the meaning of this Contract. |
| 1.6 Notices | 1.6.1 Any notice, request or consent required or permitted to be given or made pursuant to this Contract shall be in writing. 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 SC.  1.6.2 A Party may change its address for notice hereunder by giving the other Party notice in writing of such change to the address specified in the SC. |
| 1.7 Location | 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. |
| 1.8 Authority of Member in Charge | In case the Consultant consists of a joint venture/consortium/ association of more than one entity, the Members hereby authorize the entity specified in the SC 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. |
| 1.9 Authorized Representatives | 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 SC. |
| 1.10 Taxes and Duties | The Consultant, Sub-Consultants and Personnel shall pay such indirect taxes, duties, fees and other impositions levied under the Applicable Law as specified in the SC. |
| 1.11 Fraud and Corruption | If the Client determines that the Consultant and/or their Sub-Consultants has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices, in competing for or in executing the Contract, then the Client may, after giving 14 days notice to the Consultant, terminate the Consultant's employment under the Contract, and the provisions of Clause 2 shall apply as if such expulsion had been made under Sub-Clause 2.9.1(d).  Should any personnel of the Consultant be determined to have engaged in corrupt, fraudulent, collusive, coercive, or obstructive practice during the execution of the Contract, then that personnel shall be removed in accordance with Sub-Clause 4.5. |
| 1.11.1 Definitions | For the purposes of this Sub-Clause, the terms set-forth below are defined as follows:  (i) “corrupt practice”[[8]](#footnote-8) 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”[[9]](#footnote-9) is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;  (iii) “collusive practice”[[10]](#footnote-10) 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”[[11]](#footnote-11) 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  (aa) deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a PPAF 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  (bb) acts intended to materially impede the exercise of the PPAF’s inspection and audit rights provided for under Clause3.6. |
| 1.11.2 Commis­sions and Fees | The Client will require the successful Consultants to disclose any commissions or fees that may have been paid or are to be paid to agents, representatives, or commission agents 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, representative, or commission agent, the amount and currency, and the purpose of the commission or fee. |

2. Commencement, Completion, Modification and Termination of Contract

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| 2.1 Effectiveness of Contract | 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 SC have been met. |
| 2.2 Termination of Contract for Failure to Become Effective | If this Contract has not become effective within such time period after the date of the Contract signed by the Parties as specified in the SC, either Party may, by not less than twenty one (21) 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. |
| 2.3 Commencement of Services | The Consultant shall begin carrying out the Services not later than the number of days after the Effective Date specified in the SC. |
| 2.4 Expiration of Contract | Unless terminated earlier pursuant to Clause GC 2.9 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the SC. |
| 2.5 Entire Agreement | 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. |
| 2.6 Modifications or Variations | (a) 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. Pursuant to Clause GC 7.2 here of, however, each Party shall give due consideration to any proposals for modification or variation made by the other Party.  (b) In cases of substantial modifications or variations, the prior written consent of the PPAF is required. |
| 2.7 Force Majeure |  |
| 2.7.1 Definition | (a) 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 which makes a Party’s performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible in the circumstances, and 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 (except where such strikes, lockouts or other industrial action are within the power of the Party invoking Force Majeure to prevent), confiscation or any other action by Government agencies.  (b) Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party’s Sub-Consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected both to take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.  (c) Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder. |
| 2.7.2 No Breach of Contract | 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. |
| 2.7.3 Measures to be Taken | (a) 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.  (b) 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) 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.  (c) 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.  (d) 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:   1. 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 2. continue with the Services to the extent 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.   (e) In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clause GC 8. |
| 2.8 Suspension | The Client may, by written notice of suspension to the Consultant, suspend 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) days after receipt by the Consultant of such notice of suspension. |
| 2.9 Termination |  |
| 2.9.1 By the Client | The Client may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (g) of this Clause GC 2.9.1. In such an occurrence the Client shall give a not less than thirty (30) days’ written notice of termination to the Consultants, and sixty (60) days’ in case of the event referred to in (g).  (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 GC 2.8 hereinabove, within thirty (30) days of receipt of such notice of suspension or within such further period as the Client may have subsequently approved in writing.  (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 GC 8 hereof.  (d) If the Consultant, in the judgment of the Client, has engaged in corrupt or fraudulent practices in competing for or in executing this Contract.  (e) If the Consultant submits to the Client a false statement which has a material effect on the rights, obligations or interests of the Client.  (f) 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) days.  (g) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract. |
| 2.9.2 By the Consultant | The Consultant may terminate this Contract, by not less than thirty (30) 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 GC 2.9.2.  (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 GC 8 hereof within forty-five (45) 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) days.  (c) If the Client fails to comply with any final decision reached as a result of arbitration pursuant to Clause GC 8 hereof.  (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. |
| 2.9.3 Cessation of Rights and Obligations | Upon termination of this Contract pursuant to Clauses GC 2.2 or GC 2.9 hereof, or upon expiration of this Contract pursuant to Clause GC 2.4 hereof, 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 GC 3.3 hereof, (iii) the Consultant’s obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GC 3.6 hereof, and (iv) any right which a Party may have under the Applicable Law. |
| 2.9.4 Cessation of Services | Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GC 2.9.1 or GC 2.9.2 hereof, 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 GC 3.9 or GC 3.10 hereof. |
| 2.9.5 Payment upon Termination | Upon termination of this Contract pursuant to Clauses GC 2.9.1 or GC 2.9.2 hereof, the Client shall make the following payments to the Consultant:  (a) remuneration pursuant to Clause GC 6 hereof for Services satisfactorily performed prior to the effective date of termination, and reimbursable expenditures pursuant to Clause GC 6 hereof for expenditures actually incurred prior to the effective date of termination; and  (b) except in the case of termination pursuant to paragraphs (a) through (e) of Clause GC 2.9.1 hereof, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract including the cost of the return travel of the Personnel and their eligible dependents. |
| 2.9.6 Disputes about Events of Termination | If either Party disputes whether an event specified in paragraphs (a) through (f) of Clause GC 2.9.1 or in Clause GC 2.9.2 hereof has occurred, such Party may, within forty-five (45) days after receipt of notice of termination from the other Party, refer the matter to Clause GC 8 hereof, and this Contract shall not be terminated on account of such event except in accordance with the terms of any resulting arbitral award. |

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3. Obligations of the Consultant

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| 3.1 General |  |
| 3.1.1 Standard of Performance | The Consultant shall perform the Services and carry out their obligations hereunder 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 faithful adviser to the Client, and shall at all times support and safeguard the Client’s legitimate interests in any dealings with Sub-Consultants or Third Parties. |
| 3.1.2 Law Governing Services | The Consultant shall perform the Services in accordance with the Applicable Law and shall take all practicable steps to ensure that any Sub-Consultants, as well as the Personnel of the Consultant and any Sub-Consultants, comply with the Applicable Law. The Client shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs. |
| 3.2 Conflict of Interests | 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. |
| 3.2.1 Consultant Not to Benefit from Commissions, Discounts, etc. | (a) The payment of the Consultant pursuant to Clause GC 6 hereof shall constitute the Consultant’s only payment in connection with this Contract and, subject to Clause GC 3.2.2 hereof, 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 Personnel and agents of either of them, similarly shall not receive any such additional payment.  (b) 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 PPAF’s applicable procurement guidelines, 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. |
| 3.2.2 Consultant and Affiliates Not to Engage in Certain Activities | The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and 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 services (other than consulting services) resulting from or directly related to the Consultant’s Services for the preparation or implementation of the project. |
| 3.2.3 Prohibition of Conflicting Activities | The Consultant shall not engage, and shall cause their Personnel as well as their Sub-Consultants and their Personnel 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. |
| 3.3 Confidentiality | Except with the prior written consent of the Client, the Consultant and the Personnel 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 Personnel make public the recommendations formulated in the course of, or as a result of, the Services. |
| 3.4 Liability of the Consultant | Subject to additional provisions, if any, set forth in the SC, the Consultants’ liability under this Contract shall be provided by the Applicable Law. |
| 3.5 Insurance to be Taken out by the Consultant | The Consultant (i) shall take out and maintain, and shall cause any Sub-Consultants to take out and maintain, at their (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 coverages specified in the SC, 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. |
| 3.6 Accounting, Inspection and Auditing | The Consultant shall permit the PPAF and/or persons appointed by the PPAF to inspect its accounts and records as well as those of its Sub-Consultants relating to the performance of the Contract, and to have such accounts and records audited by auditors appointed by the PPAF if required by the PPAF. The Consultant’s attention is drawn to Clause 1.11.1 which provides, inter alia, that acts intended to materially impede the exercise of the PPAF’s inspection and audit rights provided for under Clause 3.6constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility under the Consultant Guidelines). |
| 3.7 Consultant’s Actions Requiring Client’s Prior Approval | The Consultant shall obtain the Client’s prior approval in writing before taking any of the following actions:  (a) Any change or addition to the Personnel listed in Appendix C.  (b) Subcontracts: the Consultant may subcontract work relating to the Services to an extent and with such experts and entities as may be approved in advance by the Client. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services. In the event that any Sub-Consultants are found by the Client to be incompetent or incapable in discharging assigned duties, the Client may request the Consultant to provide a replacement, with qualifications and experience acceptable to the Client, or to resume the performance of the Services itself.  (c) Any other action that may be specified in the SC. |
| 3.8 Reporting Obligations | The Consultant shall submit to the Client the reports and documents specified in Appendix B hereto, in the form, in the numbers and within the time periods set forth in the said Appendix. Final reports shall be delivered in CD ROM in addition to the hard copies specified in said Appendix. |
| 3.9 Documents Prepared by the Consultant to be the Property of the Client | All plans, drawings, specifications, designs, reports, other documents and software prepared by the Consultant for the Client under this Contract shall become and remain the property of the Client, and 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 and software, and use such software for their own use with prior written approval of the Client. If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of any such computer programs, 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 SC. |
| 3.10 Equipment, Vehicles and Materials Furnished by the Client | 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 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. |
| 3.11 Equipment and Materials Provided by the Consultants | Equipment or materials brought into the Government’s country by the Consultant and the Personnel and used either for the Project or personal use shall remain the property of the Consultant or the Personnel concerned, as applicable. |

4. Consultants’ Personnel and Sub-Consultants

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| 4.1 General | The Consultant shall employ and provide such qualified and experienced Personnel and Sub-Consultants as are required to carry out the Services. |
| 4.2 Description of Personnel | (a) The title, agreed job description, minimum qualification and estimated period of engagement in the carrying out of the Services of each of the Consultant’s Key Personnel are described in Appendix C. If any of the Key Personnel has already been approved by the Client, his/her name is listed as well.  (b) If required to comply with the provisions of Clause GC 3.1.1 hereof, adjustments with respect to the estimated periods of engagement of Key Personnel set forth in Appendix C may be made by the Consultant by written notice to the Client, provided (i) that such adjustments shall not alter the originally estimated period of engagement of any individual by more than 10% or one week, whichever is larger, and (ii) that the aggregate of such adjustments shall not cause payments under this Contract to exceed the ceilings set forth in Clause GC 6.1(b) of this Contract. Any other such adjustments shall only be made with the Client’s written approval.  (c) If additional work is required beyond the scope of the Services specified in Appendix A, the estimated periods of engagement of Key Personnel set forth in Appendix C may be increased by agreement in writing between the Client and the Consultant. In case where payments under this Contract exceed the ceilings set forth in Clause GC 6.1(b) of this Contract, this will be explicitly mentioned in the agreement. |
| 4.3 Approval of Personnel | The Key Personnel and Sub-Consultants listed by title as well as by name in Appendix C are hereby approved by the Client. In respect of other Personnel which the Consultant proposes to use in the carrying out of the Services, the Consultant shall submit to the Client for review and approval a copy of their Curricula Vitae (CVs). If the Client does not object in writing (stating the reasons for the objection) within twenty-one (21) days from the date of receipt of such CVs, such Personnel shall be deemed to have been approved by the Client. |
| 4.4 Working Hours, Overtime, Leave, etc. | (a) Working hours and holidays for Key Personnel are set forth in Appendix C hereto. To account for travel time, Foreign Personnel carrying out Services inside the Client’s country shall be deemed to have commenced, or finished work in respect of the Services such number of days before their arrival in, or after their departure from the Client’s country as is specified in Appendix C hereto.  (b) The Key Personnel shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in Appendix C hereto, and except as specified in such Appendix, the Consultant’s remuneration shall be deemed to cover these items. All leave to be allowed to the Personnel is included in the staff-months of service set forth in Appendix C. Any taking of leave by Personnel shall be subject to the prior approval by the Consultant who shall ensure that absence for leave purposes will not delay the progress and adequate supervision of the Services. |
| 4.5 Removal and/or Replacement of Personnel | (a) Except as the Client may otherwise agree, no changes shall be made in the Personnel. If, for any reason beyond the reasonable control of the Consultant, such as retirement, death, medical incapacity, among others, it becomes necessary to replace any of the Personnel, the Consultant shall forthwith provide as a replacement a person of equivalent or better qualifications.  (b) If the Client (i) finds that any of the Personnel has committed serious misconduct or has been charged with having committed a criminal action, or (ii) has reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Consultant shall, at the Client’s written request specifying the grounds therefore, forthwith provide as a replacement a person with qualifications and experience acceptable to the Client.  (c) Any of the Personnel provided as a replacement under Clauses (a) and (b) above, as well as any reimbursable expenditures (including expenditures due to the number of eligible dependents) the Consultants may wish to claim as a result of such replacement, shall be subject to the prior written approval by the Client. The rate of remuneration applicable to a replacement person will be obtained by multiplying the rate of remuneration applicable to the replaced person by the ratio between the monthly salary to be effectively paid to the replacement person and the average salary effectively paid to the replaced person in the period of six months prior to the date of replacement. Except as the Client may otherwise agree, (i) the Consultant shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Personnel provided as a replacement shall not exceed the remuneration which would have been payable to the Personnel replaced. |
| 4.6 Resident Project Manager | If required by the SC, the Consultant shall ensure that at all times during the Consultant’s performance of the Services in the Government’s country a resident project manager, acceptable to the Client, shall take charge of the performance of such Services. |

5. Obligations of the Client

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| 5.1 Assistance and Exemptions | Unless otherwise specified in the SC, the Client shall use its best efforts to ensure that the Government shall:  (a) Provide the Consultant, Sub-Consultants and Personnel with work permits and such other documents as shall be necessary to enable the Consultant, Sub-Consultants or Personnel to perform the Services.  (b) Arrange for the Personnel and, if appropriate, their eligible dependents to be provided promptly with all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Government’s country.  (c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Personnel and their eligible dependents.  (d) Issue to officials, agents and representatives of the Government all such instructions as may be necessary or appropriate for the prompt and effective implementation of the Services.  (e) Exempt the Consultant and the Personnel and any Sub-Consultants employed by the Consultant for the Services from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity according to the Applicable Law.  (f) Grant to the Consultant, any Sub-Consultants and the Personnel of either of them the privilege, pursuant to the Applicable Law, of bringing into the Government’s country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Personnel and their dependents and of withdrawing any such amounts as may be earned therein by the Personnel in the execution of the Services.  (g) Provide to the Consultant, Sub-Consultants and Personnel any such other assistance as may be specified in the SC. | |
| 5.2 Access to Land | The Client warrants that the Consultant shall have, free of charge, unimpeded access to all land in the Government’s country in respect of which access is required for the performance of the Services. The Client will be responsible for any damage to such land or any property thereon resulting from such access and will indemnify the Consultant and each of the Personnel in respect of liability for any such damage, unless such damage is caused by the default or negligence of the Consultant or any Sub-Consultants or the Personnel of either of them. | |
| 5.3 Change in the Applicable Law Related to Taxes and Duties | If, after the date of this Contract, there is any change in the Applicable Law 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 ceiling amounts specified in Clause GC 6.1(b). | |
| 5.4 Services, Facilities and Property of the Client | (a) The Client shall make available to the Consultant and the Personnel, for the purposes of the Services and free of any charge, the services, facilities and property described in Appendix F at the times and in the manner specified in said Appendix F.  (b) In case that such services, facilities and property shall not be made available to the Consultant as and when specified in Appendix F, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services, (ii) the manner in which the Consultant shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause GC 6.1(c) hereinafter. | |
| 5.5 Payment | In consideration of the Services performed by the Consultant under this Contract, the Client shall make to the Consultant such payments and in such manner as is provided by Clause GC 6 of this Contract. | |
| 5.6 Counterpart Personnel | (a) 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 F.  (b) If counterpart personnel are not provided by the Client to the Consultant as and when specified in Appendix F, the Client and the Consultant shall agree on (i) how the affected part of the Services shall be carried out, and (ii) the additional payments, if any, to be made by the Client to the Consultant as a result thereof pursuant to Clause GC 6.1(c) hereof.  (c) 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. |

6. Payments to the Consultant

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| 6.1 Cost Estimates; Ceiling Amount | (a) An estimate of the cost of the Services payable in foreign currency is set forth in Appendix D. An estimate of the cost of the Services payable in local currency is set forth in Appendix E.  (b) Except as may be otherwise agreed under Clause GC 2.6 and subject to Clause GC 6.1(c), payments under this Contract shall not exceed the ceilings in foreign currency and in local currency specified in the SC.  (c) Notwithstanding Clause GC 6.1(b) hereof, if pursuant to any of the Clauses GC 5.3, 5.4 or 5.6 hereof, the Parties shall agree that additional payments in local and/or foreign currency, as the case may be, shall be made to the Consultant in order to cover any necessary additional expenditures not envisaged in the cost estimates referred to in Clause GC 6.1(a) above, the ceiling or ceilings, as the case may be, set forth in Clause GC 6.1(b) above shall be increased by the amount or amounts, as the case may be, of any such additional payments. |
| 6.2 Remuneration and Reimbursable Expenses | (a) Subject to the ceilings specified in Clause GC 6.1(b) hereof, the Client shall pay to the Consultant (i) remuneration as set forth in Clause GC 6.2(b) hereunder, and (ii) reimbursable expenses as set forth in Clause GC 6.2(c) hereunder. Unless otherwise specified in the SC, said remuneration shall be fixed for the duration of the Contract.  (b) Payment for the Personnel shall be determined on the basis of time actually spent by such Personnel in the performance of the Services after the date determined in accordance with Clause GC 2.3 and Clause SC 2.3 (or such other date as the Parties shall agree in writing), at the rates referred to in Clause SC 6.2(b), and subject to price adjustment, if any, specified in Clause SC 6.2(a).  (c) Reimbursable expenses actually and reasonably incurred by the Consultant in the performance of the Services, as specified in Clause SC 6.2(c).  (d) The remuneration rates referred to under paragraph (b) here above shall cover: (i) such salaries and allowances as the Consultant shall have agreed to pay to the Personnel as well as factors for social charges and overhead (bonuses or other means of profit-sharing shall not be allowed as an element of overhead), (ii) the cost of backstopping by home office staff not included in the Personnel listed in Appendix C, and (iii) the Consultant’s fee.  (e) Any rates specified for Personnel not yet appointed shall be provisional and shall be subject to revision, with the written approval of the Client, once the applicable salaries and allowances are known.  (f) Payments for periods of less than one month shall be calculated on an hourly basis for actual time spent in the Consultant’s home office and directly attributable to the Services (one hour being equivalent to 1/176th of a month) and on a calendar-day basis for time spent away from home office (one day being equivalent to 1/30th of a month). |
| 6.3 Currency of Payment | Foreign currency payments shall be made in the currency or currencies specified in the SC, and local currency payments shall be made in the currency of the Client’s country. |
| 6.4 Mode of Billing and Payment | Billings and payments in respect of the Services shall be made as follows:  (a) Within the number of days after the Effective Date specified in the SC, the Client shall cause to be paid to the Consultant advance payments in foreign currency and in local currency as specified in the SC. When the SC indicate advance payment, this will be due after provision by the Consultant to the Client of an advance payment guarantee acceptable to the Client in an amount (or amounts) and in a currency (or currencies) specified in the SC. Such guarantee (i) to remain effective until the advance payment has been fully set off, and (ii) to be in the form set forth in Appendix G hereto, 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 installments against the statements for the number of months of the Services specified in the SC until said advance payments have been fully set off.  (b) As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, or after the end of each time intervals otherwise indicated in the SC, the Consultant shall submit to the Client, in duplicate, itemized statements, accompanied by copies of invoices, vouchers and other appropriate supporting materials, of the amounts payable pursuant to Clauses GC 6.3 and GC 6.4 for such month, or any other period indicated in the SC. Separate statements shall be submitted in respect of amounts payable in foreign currency and in local currency. Each statement shall distinguish that portion of the total eligible costs which pertains to remuneration from that portion which pertains to reimbursable expenses.  (c) The Client shall pay the Consultant’s statements within sixty (60) days after the receipt by the Client of such statements with supporting documents. Only such portion of a statement that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to exist between actual payment and costs authorized to be incurred by the Consultant, the Client may add or subtract the difference from any subsequent payments. Interest at the annual rate specified in the SC shall become payable as from the above due date on any amount due by, but not paid on, such due date.  (d) The final payment under this Clause shall be made only after the final report and a final statement, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Client. The Services shall be deemed completed and finally accepted by the Client and the final report and final statement shall be deemed approved by the Client as satisfactory ninety (90) calendar days after receipt of the final report and final statement by the Client unless the Client, within such ninety (90) day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report or final statement. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. Any amount, which the Client has paid or caused to be paid in accordance with this Clause in excess of the amounts actually payable in accordance with the provisions of this Contract, shall be reimbursed by the Consultant to the Client within thirty (30) days after receipt by the Consultant of notice thereof. 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 the above.  (e) All payments under this Contract shall be made to the accounts of the Consultant specified in the SC.  (f) Payments in respect of remuneration or reimbursable expenses, which exceed the cost estimates for these items as set forth in Appendices D and E, may be charged to the respective contingencies provided for foreign and local currencies only if such expenditures were approved by the Client prior to being incurred.  (g) With the exception of the final payment under (d) above, payments do not constitute acceptance of the Services nor relieve the Consultant of any obligations hereunder. |

7. Fairness and Good Faith

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| 7.1 Good Faith | 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. |
| 7.2 Operation of the Contract | The Parties recognize that it is impractical in this Contract to provide for every contingency which may arise during the life of the Contract, and the Parties hereby agree that it is their intention that this Contract shall operate fairly as between them, and without detriment to the interest of either of them, and that, if during the term of this Contract either Party believes that this Contract is operating unfairly, the Parties will use their best efforts to agree on such action as may be necessary to remove the cause or causes of such unfairness, but no failure to agree on any action pursuant to this Clause shall give rise to a dispute subject to arbitration in accordance with Clause GC 8 hereof. |

8. Settlement of Disputes

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| 8.1 Amicable Settlement | 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 14 days after receipt. If that Party fails to respond within 14 days, or the dispute cannot be amicably settled within 14 days following the response of that Party, Clause GC 8.2 shall apply. |
| 8.2 Dispute Resolution | Any dispute between the Parties as to matters arising pursuant to this Contract that cannot be settled amicably according to Clause GC 8.1 may be submitted by either Party for settlement in accordance with the provisions specified in the SC. |

III. Special Conditions of Contract

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| --- | --- |
| **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** |
| **1.3** | The language is English |
| **1.4** | The addresses are: Plot 14, Street 12, Mauve Area, G-8/1, Islamabad  Client: Pakistan Poverty Alleviation Fund (PPAF)  Attention : Manager-Procurement  Facsimile : (051) 2282262 & 4  Consultant :  Attention :  Facsimile :  E-mail (where permitted) : |
| **{1.6}** | The Member in Charge: The consultant firm will be accountable to the CEO PPAF, while the day-to-day focal point for coordination will be Chief Programmes at PPAF. |
| **1.7** | The Authorized Representatives are:  For the Client:  For the Consultant: |
| **1.8** | **N/A**  The Client warrants that the Consultant, the Sub-Consultants and the Personnel shall be exempt from (or that the Client shall pay on behalf of the Consultant, the Sub-Consultants and the Personnel, or shall reimburse the Consultant, the Sub-Consultants and the Personnel for) any indirect taxes, duties, fees, levies and other impositions imposed, under the Applicable Law, on the Consultant, the Sub-Consultants and the Personnel in respect of:  (a) any payments whatsoever made to the Consultant, Sub-Consultants and the Personnel (other than nationals or permanent residents of the Government’s country), in connection with the carrying out of the Services;  (b) any equipment, materials and supplies brought into the Government’s country by the Consultant or Sub-Consultants for the purpose of carrying out the Services and which, after having been brought into such territories, will be subsequently withdrawn there from by them;  (c) any equipment imported for the purpose of carrying out the Services and paid for out of funds provided by the Client and which is treated as property of the Client;  (d) any property brought into the Government’s country by the Consultant, any Sub-Consultants or the Personnel (other than nationals or permanent residents of the Government’s country), or the eligible dependents of such Personnel for their personal use and which will subsequently be withdrawn there from by them upon their respective departure from the Government’s country, provided that: |
|  | (1) the Consultant, Sub-Consultants and Personnel, and their eligible dependents, shall follow the usual customs procedures of the Government’s country in importing property into the Government’s country; and  (2) if the Consultant, Sub-Consultants or Personnel, or their eligible dependents, do not withdraw but dispose of any property in the Government’s country upon which customs duties and taxes have been exempted, the Consultant, Sub-Consultants or Personnel, as the case may be, (i) shall bear such customs duties and taxes in conformity with the regulations of the Government’s country, or (ii) shall reimburse them to the Client if they were paid by the Client at the time the property in question was brought into the Government’s country. |
| **{2.1}** | **{**The Effective Date is 20th October 2025} |
| **2.2** | The date for the commencement of Services is 20th October 2025 |
| **2.3** | The time period shall be **[06 months**] |
| **3.4** | **N/A**  The risks and the coverage shall be as follows:  (a) Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Government’s country by the Consultant or its Personnel or any Sub-Consultants or their Personnel, with a minimum coverage of *[insert amount and currency]*;  (b) Third Party liability insurance, with a minimum coverage of *[insert amount and currency]*;  (c) professional liability insurance, with a minimum coverage of *[insert amount and currency]*;  (d) employer’s liability and workers’ compensation insurance in respect of the Personnel of the Consultant and of any Sub-Consultants, in accordance with the relevant provisions of the Applicable Law, as well as, with respect to such Personnel, any such life, health, accident, travel or other insurance as may be appropriate; and  (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. |
| **{3.5 (c)}** | **N/A**  {The other actions are: *[insert actions]*.} |
| **{3.7 (b)}** | {The Consultant shall not use these documents and software for purposes unrelated to this Contract without the prior written approval of the Client.}  {The Client shall not use these documents and software for purposes unrelated to this Contract without the prior written approval of the Consultant.}  {Neither Party shall use these documents and software for purposes unrelated to this Contract without the prior written approval of the other Party.} |
| **{5.1}** | **N/A** |
| **6.2(a)** | **N/A**  The amount in foreign currency or currencies is *[insert amount]*. |
| **6.2(b)** | The amount in local currency is PKR |
| **6.4** | The accounts are:  for foreign currency or currencies: [**N/A**]  for local currency: [**PKR**]  Payments shall be made according to the following schedule:  Mentioned in ToR section |
| **6.5** | The interest rate is: *[***N/A***]*. |
| **8.2** | Disputes shall be settled by arbitration in accordance with the following provisions:  1. Selection of Arbitrators. Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three arbitrators, in accordance with the following provisions:  (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 or a list of not fewer than five nominees and, on receipt of such list, the Parties shall alternately strike names there from, 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, *[insert the name of the same professional body as above]* 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 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 arbitrators named by the Parties has been appointed, the third arbitrator shall, at the request of either Party, be appointed by *the concerned authority*. |
|  | (c) If, in a dispute subject to Clause SC 8.2 1.(b), 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 *[name the same appointing authority as in Clause SC 8.2 1.(b)]* 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.  2. Rules of Procedure. Except as stated herein, arbitration proceedings shall be conducted in accordance with the rules of procedure for arbitration of the United Nations Commission on International Trade Law (UNCITRAL) as in force on the date of this Contract.  3. Substitute Arbitrators. If for any reason an arbitrator is unable to perform his function, a substitute shall be appointed in the same manner as the original arbitrator.  4. Nationality and Qualifications of Arbitrators. The sole arbitrator or the third arbitrator appointed pursuant to paragraphs (a) through (c) of Clause SC 8.2 1 hereof 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 [***Note****: If the Consultant consists of more than one entity, add:* or of the home country of any of their Members or Parties] or of the Government’s country. For the purposes of this Clause, “home country” means any of:  (a) the country of incorporation of the Consultant [***Note****: If the Consultant consists of more than one entity, add:* or of any of their Members or Parties]; or  (b) the country in which the Consultant’s [or any of their Members’ or Parties’] principal place of business is located; or  (c) the country of nationality of a majority of the Consultant’s [or of any Members’ or Parties’] shareholders; or  (d) the country of nationality of the Sub-Consultants concerned, where the dispute involves a subcontract. |
|  | 5. Miscellaneous. In any arbitration proceeding hereunder:  (a) proceedings shall, unless otherwise agreed by the Parties, be held in *[select a country which is neither the Client’s country nor the consultant’s country]*;  (b) the **English** language shall be the official language for all purposes; and  (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. |

IV. Appendices

Appendix A – Description of Services

***Note:*** *Give detailed descriptions of the Services to be provided, dates for completion of various tasks, place of performance for different tasks, specific tasks to be approved by Client, etc.*

Appendix B - Reporting Requirements

***Note:*** *List format, frequency, and contents of reports; persons to receive them; dates of submission; etc.*

Appendix C - Key Personnel and Sub-Consultants

***Note:*** *List under:*

*C-1 Titles [and names, if already available], detailed job descriptions and minimum qualifications of Key Foreign Personnel to be assigned to work in the Government’s country, and estimated staff-months for each.*

*C-2 Same as C-1 for Key Foreign Personnel to be assigned to work outside the Government’s country.*

*C-3 List of approved Sub-Consultants (if already available); same information with respect to their Personnel as in C-1 or C-2.*

*C-4 Same information as C-1 for Key local Personnel.*

Appendix D - Breakdown of Contract Price in Foreign Currency

***Note:****List here the elements of cost used to arrive at the breakdown of the lump-sum price - foreign currency portion:*

*1. Monthly rates for Personnel (Key Personnel and other Personnel).*

*2. Reimbursable expenses.*

*This appendix will exclusively be used for determining remuneration for additional services.*

Appendix E - Breakdown of Contract Price in Local Currency

***Note:*** *List here the elements of cost used to arrive at the breakdown of the lump-sum price - local currency portion:*

*1. Monthly rates for Personnel (Key Personnel and other Personnel).*

*2. Reimbursable expenditures.*

*This appendix will exclusively be used for determining remuneration for additional services.*

Appendix F - Services and Facilities Provided by the Client

***Note:*** *List here the services and facilities to made available to the Consultant by the Client.*

Appendix G - Form of Advance Payments Guarantee

***Note****: See Clause GC 6.4 and Clause SC 6.4.*

# ANNEX IV

**SAMPLE CONTRACT FOR CONSULTING SERVICES**

**SAMPLE CONTRACT FOR CONSULTING SERVICES**

**CONTRACT**

THIS CONTRACT (“Contract”) is entered into this *[insert starting date of assignment]*, by and between *[insert Client’s name]* (“the Client”) having its principal place of business at *[insert Client’s address]*, and *[insert Consultant’s name]* (“the Consultant”) having its principal office located at *[insert Consultant’s address].*

WHEREAS, the Client wishes to have the Consultant perform the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

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| --- | --- | --- |
| **1. Services** | (i) The Consultant shall perform the services specified in Annex A, “Terms of Reference and Scope of Services,” which is made an integral part of this Contract (“the Services”).  (ii) The Consultant shall provide the personnel listed in Annex B, “Consultant’s Personnel,” to perform the Services.  (iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex C, “Consultant’s Reporting Obligations.” | |
| **2. Term** | The Consultant shall perform the Services during the period commencing *[insert starting date]* and continuing through *[insert completion date]*, or any other period as may be subsequently agreed by the parties in writing. | |
| **3. Payment** | A. Ceiling  For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed *[insert amount]*. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.  B. Schedule of Payments  The schedule of payments is specified below:[[12]](#footnote-12)1  C. Payment Conditions  Payment shall be made in *[specify currency]*, no later than 30 days following submission by the Consultant of invoices in duplicate to the Coordinator designated in paragraph 4. | |
| **4. Project Administration** | A. Coordinator.  The Client designates Mr./Ms. *[insert name]* as Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for the payment.  B. Reports.  The reports listed in Annex C, “Consultant's Reporting Obligations,” shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3. | |
| **5. Performance Standards** | The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory. | |
| **6. Confidentiality** | The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client. | |
| **7. Ownership of Material** | Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.[[13]](#footnote-13)2 | |
| **8. Consultant Not to be Engaged in Certain Activities** | The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services. | |
| **9. Insurance** | The Consultant will be responsible for taking out any appropriate insurance coverage. | |
| **10. Assignment** | The Consultant shall not assign this Contract or sub-contract any portion of it without the Client's prior written consent. | |
| **11. Law Governing Contract and Language** | The Contract shall be governed by the laws of *[insert government]*, and the language of the Contract shall be[[14]](#footnote-14)3*[insert language]* | |
| **12. Dispute Resolution**[[15]](#footnote-15)4 | Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Client's country. | |
| **13. Dispute Resolution**[[16]](#footnote-16)5  **14. Termination**  **15. Penalty** | | Any dispute arising out of this Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Client’s country.  The Client may terminate this Contract with at least ten (10) working days prior written notice to the Consultant after the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause:  (a) If the Consultant does not remedy a failure in the performance of its obligations under the Contract within seven (7) working days after being notified, or within any further period as the Client may have subsequently approved in writing;  (b) If the Consultant becomes insolvent or bankrupt;  (c) If the Consultant, in the judgment of the Client or the Donor, has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices (as defined in the prevailing Donor’s sanctions procedures) in competing for or in performing the Contract.  (d) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.  In case of delay in submission of deliverables, beyond the agreed timeline and if no extension has been agreed by the Client, a penalty of 0.5% of the amount due against the deliverables shall be deducted at the discretion of the Client before the payment of the invoice of that particular deliverable. Upon the expiry of a deliverable period of ten days following each due date of deliverable, any amounts payable, shall be automatically deducted on a flat-rate basis by 0.5%, without the need for any formal notice and maximum deduction shall not be more than 2%.  The number of days delayed on part of approval by the Client shall not counted towards invoking the above penalties on Consultant. |

FOR THE CLIENT FOR THE CONSULTANT

Signed by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signed by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**List of Annexes**

Annex A: Terms of Reference and Scope of Services

Annex B: Consultant’s Personnel

Annex C: Consultant’s Reporting Obligations

1. In this context, any action taken by a consultant or a sub-consultant to influence the selection process or contract execution for undue advantage is improper. [↑](#footnote-ref-1)
2. “Another party” refers to a public official acting in relation to the selection process or contract execution. In this context “public official” includes PPAF staff and employees of other organizations taking or reviewing selection decisions. [↑](#footnote-ref-2)
3. A “party” refers to a public official; the terms “benefit” and “obligation” relate to the selection process or contract execution; and the “act or omission” is intended to influence the selection process or contract execution. [↑](#footnote-ref-3)
4. “Parties” refers to participants in the procurement or selection process (including public officials) attempting to establish contract prices at artificial, non-competitive levels. [↑](#footnote-ref-4)
5. “Party” refers to a participant in the selection process or contract execution. [↑](#footnote-ref-5)
6. 1 Where *w* = weekends, *ph* = public holidays, *v* = vacation, and *s* = sick leave. [↑](#footnote-ref-6)
7. *The strategy was originally developed for the period 2021–2025 and was subsequently extended by one year by the PPAF Board of Directors.* [↑](#footnote-ref-7)
8. “Another party” refers to a public official acting in relation to the selection process or contract execution. In this context, “public official” includes PPAF staff and employees of other organizations taking or reviewing procurement decisions. [↑](#footnote-ref-8)
9. A “party” refers to a public official; the terms “benefit” and “obligation” relate to the selection process or contract execution; and the “act or omission” is intended to influence the selection process or contract execution. [↑](#footnote-ref-9)
10. “Parties” refers to participants in the selection process (including public officials) attempting to establish bid prices at artificial, non competitive levels. [↑](#footnote-ref-10)
11. A “party” refers to a participant in the selection process or contract execution. [↑](#footnote-ref-11)
12. 1 Modify, in order to reflect the output required, as described in Annex C. [↑](#footnote-ref-12)
13. 2 Restrictions about the future use of these documents and software, if any, shall be specified at the end of paragraph 7. [↑](#footnote-ref-13)
14. 3 The law selected by the Client is usually the law of its country. However, the PPAF does not object if the Client and the Consultant agree on another law. The language shall be English, French, or Spanish, unless the Contract is entered into with a domestic firm, in which case it can be the local language. [↑](#footnote-ref-14)
15. 4 In the case of a Contract entered into with a foreign Consultant, the following provision may be substituted for paragraph 12: “Any dispute, controversy or claim arising out of or relating to this Contract or the breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules as at present in force.” [↑](#footnote-ref-15)
16. 5 In the case of a Contract entered into with a foreign Consultant, the following provision may be substituted for paragraph 13: “Any dispute, controversy or claim arising out of or relating to this Contract or the breach, termination or invalidity thereof, shall be settled by arbitration in accordance with the UNCITRAL Arbitration Rules as at present in force.” [↑](#footnote-ref-16)