

**KARANDAAZ PAKISTAN**

**Request for Proposals**

**RFP # 026**

**“RFP for Hiring of a Firm/Consultant(s) for Karandaaz Pakistan’s Digital Strategy Update Exercise”**

**Issue Date: April 12, 2017**

**Deadline for Questions: April 17, 2017**

**Deadline for Karandaaz Pakistan Responses: April 19, 2017**

**Deadline for Submission of Proposals: April 26, 2017**

**www.karandaaz.com.pk**

**SECTION 1. LETTER OF INVITATION**

**RFP No. 26**

April 12, 2017, Islamabad

1. The purpose of this RFP is to solicit Proposals for “**Hiring of a Firm/Consultant(s) for Karandaaz Pakistan’s Digital Strategy Update Exercise**”
2. Karandaaz Pakistan invites sealed proposals from interested and eligible firms/Consultant(s). More details on the Services required are provided in the Terms of Reference (Section 4 of RFP).
3. The firm/consultant(s) will be selected under competitive procedures, in accordance with the procurement policies and procedures of Karandaaz Pakistan.
4. Proposals must be submitted before 05:00 pm Pakistan Standard Time on **April 26, 2017**. **A single sealed envelope with three separately sealed envelopes containing the pre-requisites package (one hard copy), technical proposal (three hard copies) and financial proposal (one hard copy)**, must be submitted to the attention of ‘**The Procurement Team**’ 1-E, Mezzanine Floor, Ali Plaza, D Chowk, Nazimudin Road, Blue Area, Islamabad. The Proposals must also be sent via email to [**procurement@karandaaz.com.pk**](mailto:procurement@karandaaz.com.pk)**.**
5. Any firm/potential/consultant contractor feeling aggrieved may lodge a written complaint at [ProcComplaint@karandaaz.com.pk](mailto:ProcComplaint@karandaaz.com.pk) not later than fifteen (15) days after the completion of evaluation process; however mere fact of lodging a complaint shall not warrant suspension of the procurement/award process.

Yours sincerely,

**The Procurement Department**

Karandaaz Pakistan

**SECTION 2. INSTRUCTIONS TO FIRMS**

**A. General**

1. **Scope of Proposal**

Karandaaz Pakistan issues this Request for Proposal (RFP) for the following services:

“***RFP for Hiring of a Firm/Consultant(s) for Karandaaz Pakistan’s Digital Strategy Update Exercise***”

Throughout this RFP:

1. The term “in writing” means communicated in written form (e.g., by mail, e-mail, fax)
2. “Day” means calendar day
3. **Fraud and Corruption**

Firms/Consultant(s) shall comply with Karandaaz Pakistan’s policy regarding fraud and corruption given in Section 3 of the RFP

1. **Eligibility**

The Prerequisites for this procurement are mentioned in Section 24 along with the evaluation criteria. The firm/Individual(s) has an obligation to disclose to Karandaaz Pakistan any situation of actual or potential conflict that impacts its capacity to serve Karandaaz Pakistan’s best interests. Failure to disclose such situations may lead to the disqualification of the firm or the termination of its Contract. Karandaaz Pakistan’s policy with regard to conflict of interest is given Section 3 of the RFP. Firms/Individual(s) shall provide such evidence of their continued eligibility satisfactory to Karandaaz Pakistan, upon request.

1. **One Proposal Per Firm/Individual(s)**

Each firm/Individual(s) shall submit only one Proposal, either individually or as a partner in a joint venture. A firm/individual(s) that submits or participates in more than one Proposal shall cause all the Proposals with the firm’s/Individual(s) participation to be disqualified.

1. **Cost of Preparation of Proposal**

The firm/Individual(s) shall bear all costs associated with the preparation and submission of its Proposal. Karandaaz Pakistan shall not be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

**B. Request for Proposal**

1. **Contents of the RFP**

The RFP includes the documents listed below and any Addendum issued in pursuant to point 8 of this section ‘Amendment of RFP’.

Section 1 - Letter of Invitation

Section 2 - Instructions to firms

Section 3 – Procurement Policy – vendor conduct

Section 4 - Terms of Reference

Annexure A – Proposal Submission Form

1. **Clarification of RFP**

All questions and/or clarifications regarding this RFP must be submitted via email to [**Procurement@karandaaz.com.pk**](mailto:Procurement@karandaaz.com.pk)no later than 5:00 pm local time on **April 17, 2017**. All correspondence and/or inquiries regarding this solicitation **must reference the** **RFP number and name other the questions will not be entertained**. No phone calls or in-person inquiries will be entertained; all questions and inquiries must be in writing.

Questions and requests for clarification—and the responses thereto—will be circulated to all RFP recipients who have indicated an interest in bidding by 5:00 pm on **April 19, 2017**.

Only the written answers will be considered official and carry weight in the RFP process and subsequent evaluation. Any verbal information received from a Karandaaz Pakistan employee or other entity should not be considered as an official response to any questions regarding this RFP.

1. **Amendment of RFP**

At any time prior to the deadline for submission of bids, Karandaaz Pakistan may amend the RFP by issuing an Addendum.

If any Addendum to this RFP is issued, it shall be shared with all the firms/individuals who are invited to submit proposals.

To give prospective firms reasonable time in which to take an Addendum into account in preparing their bids, Karandaaz Pakistan may, at its discretion, extend the deadline for the submission of bids, pursuant to point 17 ‘Deadline for Submission of Proposals’ of this section.

**C. Preparation and Submission of Proposals**

1. **Language of Proposal**

All documents relating to the Proposal shall be written in the English language.

1. **Documents Comprising the Proposal**

**Prerequisites/Qualifying Packet (to be submitted in a separate sealed envelope):**

* Name, address, website and contact information of applying entity(ies)
* Registration certificate
* Tax registration number (NTN) along with GST information/status
* Audited financial statement for last year
* Undertaking of ability to travel to and work across Pakistan

NOTE: In case of a consortium, these prerequisites will apply to all partners. A lead should be clearly specified. Consortium partnerships will be exclusive i.e., applicants can only apply as part of a single proposal. Registration certificate, NTN and audited financial statements are not required in case of individual applicants. However, the individuals must submit a copy of their ID Cards.

**Technical Proposal (to be submitted in a separate sealed envelope):**

* Company/Individual Profile;
* Profiles for proposed team (academic and professional qualifications, experience and proposed role in project)
* Past performance on relevant/similar projects undertaken by applicant(s)
* Project (Technical) Proposal (methodology, proposed work plan including schedule, milestones, deliverables)

NOTE: In case of a consortium, the role and relevant experience of each consortium partner should be clearly specified. Company profile is not required in case of individual applicants.

**Financial Proposal (to be submitted in a separate sealed envelope):**

* Financial Proposal

Detailed budget outlining the cost for each services mentioned in the Scope of Work.

*Note: The form are required to submit a cost proposal with fixed price quoted for the assignment (including breakup) and individuals will quote a daily rate. All prices must be inclusive of taxes. Karandaaz Pakistan will not accept proposals without taxes.*

1. **Currencies of Bid and Payment**

Firms/Individuals may express the price in **PKR only**.

1. **Proposal Validity**

Proposal shall remain valid for ninety (90) days after the Proposal submission deadline date established by Karandaaz Pakistan. A Proposal valid for a shorter period shall be rejected as non-responsive.

In exceptional circumstances, prior to the expiration of the Proposal validity period, Karandaaz Pakistan may request all firms/Individuals who submitted their Proposals/documents to extend the period of validity of their Proposal for a specified additional period. The request and the responses shall be made in writing. If the firm/Individual agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the key experts. The firm/Individual has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.

1. **Proposal Security**

In this procurement, a bid security is not required.

1. **Alternative Proposals**

Alternative Proposals shall not be considered.

1. **Format, Signing, and Submission of Proposals of Proposal**

The firm/individual(s) shall prepare and email a scanned copy of the documents comprising the Proposal as described in point 10 on official company letterhead (firms). Each document shall be signed by a person duly authorized to sign on behalf of the firm.

The Proposal shall contain no alterations or additions, except those to comply with instructions issued by Karandaaz Pakistan, or as necessary to correct errors made by the firm/individual, in which case such corrections shall be initialled by the person or persons signing the Proposal/document.

1. **Deadline for Submission of Proposals**

Proposals must be received by Karandaaz Pakistan no later than 05:00 pm Pakistan Standard Time on **April 26, 2017**.

Karandaaz Pakistan may extend the deadline for submission of Proposals by issuing an amendment in accordance with point 8 ‘Amendment of RFP’, in which case all rights and obligations of Karandaaz Pakistan and the firms/Individuals previously subject to the original deadline shall then be subject to the new deadline.

1. **Late Proposals**

Any Proposal received late by Karandaaz Pakistan will be considered only at the discretion of the evaluation team.

1. **Withdrawal, Substitution, and Modification of Proposals**

Firms/Individuals may withdraw, substitute or modify their Proposals by giving notice in writing before the deadline for submission of Proposals prescribed in point 16 ‘Deadline for Submission of Proposal’ of this section.

Each firm’s withdrawal, substitution or modification notice shall be prepared, sealed, marked, and delivered in accordance with point 15 ‘Format, Signing, and Submission of Proposals of Proposal’, with the subject line as: Responding to RFP for “**RFP for Hiring of a Firm/Consultant(s) for Karandaaz Pakistan’s Digital Strategy Update Exercise**” - “WITHDRAWAL,” SUBSTITUTION” or “MODIFICATION” as appropriate. No Proposal may be substituted or modified after the deadline for submission of Proposals.

**E. Proposal Opening and Evaluation**

1. **Proposal Opening**

Karandaaz Pakistan shall open the Proposals, including modifications made pursuant to point 18, within 5 working days after the deadline.

1. **Confidentiality**

Information relating to the examination, evaluation, comparison, and post-qualification of Proposals, and recommendation of contract award, shall not be disclosed to firms/individuals or any other persons not officially concerned with such process until publication of the contract award. Any effort by a firm/individual to influence Karandaaz Pakistan in the examination, evaluation, comparison, and post-qualification of the Proposals or contract award decisions may result in the rejection of Proposal. Notwithstanding the above, from the time of Proposal opening to the time of contract award, if any firm/individual wishes to contact Karandaaz Pakistan on any matter related to the bidding process, it should do so in writing at the address indicated in point 7 ‘Clarification of RFP’.

1. **Clarification of Bids**

To assist in the examination, evaluation, and comparison of Proposals, Karandaaz Pakistan may, at its discretion, ask any firm/individual for clarification of the Proposal. The request for clarification and the response shall be in writing, but no change in the price or substance of the Proposal shall be sought, offered, or permitted except as required to confirm the correction of arithmetic errors discovered by Karandaaz Pakistan in the evaluation of the Proposals in accordance with point 25 ‘Correction of Errors’.

1. **Preliminary Examination of Proposals**

Prior to the detailed evaluation of Proposals, Karandaaz Pakistan shall first review each Proposal and check the power of attorney or any other form demonstrating that the representative has been duly authorized to sign the Proposal etc.

1. **Determination of Firm’s Eligibility and Qualifications**

Karandaaz Pakistan shall determine whether the applicants failing to comply with the eligibility criteria indicated in point 3 ‘Eligibility’ shall be disqualified.

Further, Karandaaz Pakistan shall determine whether the proposal is substantially responsive to the requirements of the bidding documents. The companies meeting the minimum qualification criteria will be evaluation on the criteria mentioned in the Section No. 27.

Karandaaz Pakistan’s determination of a Proposal’s responsiveness is to be based on the contents of the Proposal itself. A substantially responsive Proposal is one, which conforms to all the terms, conditions, and specifications of the RFP, without material deviation or reservation. A material deviation or reservation is one (a) which affects in any substantial way the scope, quality, or performance of the service; (b) which limits in any substantial way, inconsistent with the RFP, Karandaaz Pakistan’s rights or firm’s/individual’s obligations under the contract; or (c) whose rectification would affect unfairly the competitive position of other firms presenting substantially responsive Proposals.

1. **Evaluation of Technical Proposals**

**Technical Score (80 %)**

1. Project proposal

* Company/Individual Profile/s **(20%)**
* Proposed methodology for Strategy Update Exercise **(20%)**
* Past experience (designing strategies with Board and Senior Management for financial inclusion, non-profits, and other relevant areas) **(20%)**
* Proposed team and lead (highly recommended to be inclusive of a financial sector expert familiar with DFS and relevant regulations in Pakistan**) (20%)**

The firms that receive **65% (52 marks out of 80)** will proceed to the financial evaluation stage

**Financial Score (20%)**

* Detailed budget outlining the cost of each of the services mentioned in the Scope of Work/TOR.

1. **Correction of Errors**

Proposals determined to be substantially responsive shall be checked by Karandaaz Pakistan for any arithmetic errors. Errors shall be corrected by Karandaaz Pakistan as follows:

Where there is a discrepancy between the amounts in figures and in words, the amount in words shall govern.

The amount stated in the Proposal shall be adjusted by Karandaaz Pakistan in accordance with the above procedure for the correction of errors and, with the concurrence of the firm, shall be considered as binding upon the firm. If the firm does not accept the corrected amount, the Proposal shall be rejected.

1. **Currency for Price Evaluation**

PKR only.

1. **Evaluation of Proposal Price and ranking:**

**Financial Score (20 marks)**

* Detailed budget outlining the cost of each of the services mentioned in the Scope of Work/TOR

20 points will be awarded to the lowest responsive bidder while rest of the bids will be allocated points according to following formula:

Points of a Bidder = (P1/ P2)\* 20

Where:

P1= Price of Lowest Responsive Bidder

P2= Price of the Bidder

**F. Award of Contract**

1. **Award Criteria**

Subject to 31 below, Karandaaz Pakistan shall award the contract to a responsible firm/individual with a complete financial and technical Proposal.

1. **Karandaaz Pakistan’s right to accept any Proposal and to reject any or all Proposals**

Notwithstanding point 28 above, Karandaaz Pakistan reserves the right to accept or reject any Proposal, and to cancel the bidding process and reject all bids, at any time prior to the award of contract, without thereby incurring any liability to the affected firm or firms or any obligation to inform the affected firm or firms of the grounds for Karandaaz Pakistan’s action.

1. **Notification of Award and Signing of Agreement**

The firm/individual who’s Proposal has been accepted shall be notified of the award by Karandaaz Pakistan prior to expiration of the Proposal validity period in writing.

Karandaaz Pakistan will also promptly notify in writing each unsuccessful firm. After publication of the award. Also, Karandaaz Pakistan shall entertain a complaint from any firm/individual that claims to have suffered or that may suffer, loss or injury due to a breach of a duty by the company in the conduct of this bidding process. Any bidder/potential contractor feeling aggrieved may lodge a written complaint at ProcComplaint@karandaaz.com.pk not later than fifteen (15) days after the completion of evaluation process; however mere fact of lodging a complaint shall not warrant suspension of the procurement/award process.

**SECTION 3. PROCUREMENT POLICY – VENDOR CONDUCT**

1. **Corrupt or fraudulent practices**

Bidders, suppliers, contractors and their agents (whether declared or not), contractors, sub-consultants, firms or suppliers, and any personnel thereof, shall observe the highest standard of ethics during the procurement and execution of contracts.

Karandaaz Pakistan shall not award contract if it is determined that the bidder, or any of its personnel, or its agents, or its consultants, sub-contractors, firms, suppliers and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question. As part of bidding/ solicitation documents, Karandaaz Pakistan will seek declaration of ‘Non collusive non corrupt practices’ from each bidder. Format for such declaration is prescribed in section 3 of the standard bidding document. In pursuance of this policy, following terms are defined as follows:

1. “Corrupt practice” is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
2. “Fraudulent practice” 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;
3. “Collusive practice” is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
4. “Coercive practice” is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
5. “Obstructive practice” is deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede 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.
6. **Avoidance of conflict of interest**

Any firm participating in the procurement process should disclose any actual or perceived conflict of interest situation/condition. Any firm found to have a conflict of interest shall be ineligible for award of a contract.

A firm shall be considered to have a conflict of interest in a procurement process if:

1. Such firm is providing goods, works, or non-consulting services resulting from or directly related to consulting services for the preparation or implementation of a project that it provided or were provided by any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm; or
2. Such firm submits more than one bid, either individually or as a joint venture partner in another bid, except for permitted alternative bids. This will result in the disqualification of all bids in which the bidder is involved. However, this does not limit the inclusion of a firm as a sub-contractor in more than one bid. Only for certain types of procurement, the participation of a bidder as a sub-contractor in another bid may be permitted subject to the company’s no objection and as allowed by the standard bidding documents applicable to such types of procurement; or
3. Such firm (including its personnel) has a close business or family relationship with a professional staff of the company who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract unless the conflict stemming from such relationship has been resolved in a manner acceptable to the company throughout the procurement process and execution of the contract; or
4. Such firm does not comply with any other conflict of interest situation as specified in the standard bidding documents relevant to the specific procurement process.
5. **Duty of care**

The supplier in performance of services for Karandaaz Pakistan shall exercise duty of care. Duty of care holds the supplier responsible for the safety and well-being of its personnel and any third party affected by its activities.

**TERMS OF REFERENCE**

**Thematic Area**: Karandaaz Digital

**Project Title: RFP for Hiring of a Firm/Consultant(s) for Karandaaz Pakistan’s Digital Strategy Update Exercise**

**Expected Start Date:** May 2017

**End Date:** TBD

**Task Manager:** Director, Digital Financial Services

**About Karandaaz Pakistan**

KARANDAAZ PAKISTAN, established in August 2014, promotes access to finance for small businesses through a commercially directed investment platform, and financial inclusion for individuals by employing technology enabled digital solutions. The company has financial and institutional support from leading international development finance institutions; principally the United Kingdom Department for International Development (DFID) and the Bill & Melinda Gates Foundation.

Karandaaz Pakistan has three core work streams:

1. **Corporate Investment and Credit (CIC)** focuses on providing credit and capital to high impact small and medium-size businesses, and business models that have potential to generate sustainable employment and offer attractive risk-adjusted financial returns.
2. **Karandaaz Digital** focuses on expanding the poor’s access to Karandaaz Digital in Pakistan by working across the ecosystem of local actors – policy-makers, regulators, government departments, businesses, researchers and academics. The DFS team facilitates digitization of government and other payment streams, encourages experimentation with businesses, and provides support to innovative DFS start-ups.
3. **Knowledge Management and Communications (KMC)** focuses on developing and disseminating credible insights to inform the core themes of the Company, including DFS innovation, women’s empowerment and youth employment.

The current Karandaaz Digital Strategy was prepared in 2014 and needs to be updated to match the present context and challenges of the future in line with Karandaaz’s stated objectives of accelerating financial inclusion.

**About the Project**

Karandaaz Pakistan’s Digital Unit plans to engage a Consultant/Firm to undertake a Strategy Update Exercise. The selected firm/Individual/s will update the multi-year strategic plan that ensures Karandaaz can achieve its mission, goals, and objectives. Specifically the exercise should:

* Take stock of the changing national landscape[[1]](#footnote-1) for DFS and assess the role of Karandaaz in accelerating financial inclusion for the next 3 years;
* Explore the relevance of the current strategy and provide specific recommendations for improvement in program implementations in line with National trends and Global experiences in DFS Interventions;

**Scope of Work**

The scope of work for the Consultant will include but not be limited to:

1. Review thoroughly the history, vision, mission, and work of Karandaaz to date; conduct meetings with Senior Management (including CEO and Director DFS)/ Board and DFS Advisory Committee members, and stakeholders involved in digital financial inclusion; review of all relevant materials and reports.
2. Assess the intervention logic (assumptions, problem statement, and strategic approach) and appropriateness of intervention modalities adopted by Karandaaz; review activities, outputs and outcomes as detailed in both the current strategy and work plans to achieve the intended objectives.
3. Through a consultative exercise of soliciting input from the Karandaaz Senior Management (including CEO and Director DFS) and all possible stakeholders, utilizing individual and focus group meetings and workshops, identify priorities, gaps, needs and actions for Karandaaz to meet its stated mission and goals building from the existing strategy/work plan.
4. Conduct a comprehensive analysis of the rapidly changing landscape of DFS (including commercial actors, regulators, FinTechs etc.) and regional/global trends to develop a problem/root cause analysis for the low adoption of mobile money in Pakistan.
5. Develop a Theory of Change to explicitly link root causes of low adoption of mobile money in Pakistan with proposed interventions for achieving the Karandaaz’s stated objectives to enable systemic market changes.
6. Informed by the result of the current strategy analysis, stakeholder consultation and in close consultation with Senior Management of Karandaaz, draft an updated strategic plan (including specific approaches, areas for intervention and priorities) for the next three years.
7. Present the draft strategy in a workshop to solicit input and feedback to improve the strategy, revise the theory of change, and high-level indicators for success from key internal stakeholders including the Senior Management, DFS Advisory Committee, Board Members and Parent Company representatives.
8. Create alignment on the revised strategy with all internal stakeholders including Karandaaz Senior Management, Board Members and DFS Advisory Committee members through a workshop.
9. Based on the input and consultation from this workshop prepare the revised Strategic Plan including a detailed work plan for the next three years.

**Deliverables**

|  |  |  |
| --- | --- | --- |
| **Activity** | **Estimated level of Effort** | **Deliverables Name** |
| Familiarization with the history, vision and mission, and recent work of Karandaaz Pakistan including meetings with Senior Management, Board Members, as well as review of the previous strategic plan other relevant material. | 5 days | Inception Report |
| Review and analysis of the DFS landscape of Pakistan and a Linear Root Cause Analysis for the low adoption of Mobile Money in Pakistan | 5 days | Root Cause Analysis Report |
| Consultative exercise with Karandaaz team and all possible stakeholders to identify priorities, gaps, needs and actions; workshop to revise Theory of Change. | 5 days | Revised Theory of Change |
| Present the draft strategy in a workshop to solicit input and feedback to improve the strategy, revise the theory of change, and high-level indicators for success.  Create alignment on the revised strategy with all internal stakeholders including Karandaaz Senior Management, Board Members and DFS Advisory Committee through workshop. | 5 days | Draft Strategy Report |
| Based on consultations from the workshop and alignment with all internal stakeholders on the revised strategy prepare the final Strategic Plan including a detailed work plan for the next three years. | 7 days | Final Strategy Report |

The ideal firm or consultant/s should have:

1. Substantial knowledge of Pakistan’s financial inclusion challenges and familiarity with opportunities through Karandaaz Digital.
2. Substantial experience in the DFS innovation space.
3. Knowledge of the history and activities of Financial Institutions (including microfinance institutions/banks and other branchless banking players) in Pakistan.
4. Ability to work collaboratively with multiple individuals and groups.
5. Excellent communication, facilitation, synthesis and organization skills.

The ideal firm or individual/s would bring to bear the following key elements:

* The primary core competency will be a specialized skill and track record in successfully designing Strategy using problem analysis and a theory of change approach;
* The firm must be able to provide resources who have experience of working with banks, telcos, FinTechs, and public sector entities and are familiar with Financial Inclusion, Karandaaz Digital, Government Digitization, Action Research and Policy Advocacy; and
* The firm should have a proven approach and experienced staff to deploy who have prior experience in strategic planning, Financial Inclusion Programming, Project Planning and Management for non-profit entities and donors.

Firms/Individuals may wish to make proposals as consortia that bring together complementary skills and experience for this assignment.

**Documents to be submitted**

All applicants should submit a:

* **Qualifying Packet** (with all relevant official documents bound in report form)
* **Technical Proposal** – no more than 40 pages (additional 10 pages for Annexes)
* **Financial Proposal** – no more than 5 pages, complete with budget narrative

Document specifications: Font Calibri, Font Size 11.

Each document will be separately sealed and then included in one sealed package. Soft copy and hard copies must be mailed to the following office and email addresses no later than **April 26, 2017**:

**Office Address:** 1 E, Ali Plaza, Nazim ud din Road, D-Chowk, Islamabad

**Email:** [procurement@karandaaz.com.pk](mailto:procurement@karandaaz.com.pk)

Envelops should be marked: **“RFP for Hiring of a Firm/Consultant(s) for Karandaaz Pakistan’s Digital Strategy Update Exercise*”***.

**Annex - A**

**PROPOSAL SUBMISSION FORM**

Dear Sir/Madam,

Having examined the Solicitation Documents, the receipt of which is hereby duly acknowledged, “THE FIRM NAME” undersigned, offer to provide consulting for “INSERT REFERENCE NUMBER” to Karandaaz Pakistan in accordance with the Price Schedule attached herewith and made part of this Proposal. “THE FIRM NAME” undertake, if our Proposal is accepted, to commence and complete delivery of all services specified in the contract within the time frame stipulated.

“THE FIRM NAME” agree to abide by this Proposal for a period of 90 days from date fixed for opening of Proposal in the invitation for Proposal, and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

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

Dated: this------day of -------2017

**Name, Designation and Signature of the “firm Representative”**

1. [↑](#footnote-ref-1)