



Higher Education Department
Government of the Punjab, Pakistan

EXPRESSION OF INTEREST

CONSULTANCY ASSIGNMENT

FOR

‘LAHORE KNOWLEDGE PARK’

“Scope of Work and Eligibility Criteria for the Selection of
International Consulting Firms and or Consortium / Joint Venture
with local firms”

16-July-2014

In pursuance of the advertisement dated 16th July 2014 published in the select international and local print media.

LAST DATE & TIME FOR RECEIVING EOIs: 18th AUGUST 2014 1600 HRS (PST)

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1 BACKGROUND INFORMATION

1.1 Client

The Higher Education Department (HED), Government of the Punjab is responsible for the education, learning and related services for students, as well as Faculty/ teaching & non-teaching staff, serving in the Public and Private sector Institutions in the province of the Punjab. Its aim is to achieve a highly educated society; where educational opportunities are equally available for all young people of the province of the Punjab. The HED's priorities include the establishment of a state of the art development called the Lahore Knowledge Park (LKP) at Bedian Road near Defense Housing Authority (DHA) Phases VI and VII and the Raya Golf Course in Lahore, Pakistan.

1.2 Project

The Lahore Knowledge Park is envisaged as the driving engine for making Pakistan in general and the province of Punjab in Particular to become the nodal point in South Asia for connectivity to the Global Knowledge Economy. The objective is to develop and create linkages and synergy between academia and the corporate world in areas that feed into the local and global knowledge industry.

1.3 Concept

The basic concept is to create clusters of related academic and industry sectors especially in the Information & Communications Technology (ICT), Management Sciences and the Science & Technology (S&T) arenas amongst others. Moreover the park is to exist as a stand-alone entity whilst keeping the traditional international parks standards of 'a space for collaboration between academia, Research & Development (R&D), and industry'. Within this entity it is planned to develop separate clusters or micro-parks which will each have a particular focus and potentially an anchor link to a university. The first cluster planned to be launched will be in the field of ICT followed by other clusters including the Management Sciences and S&T and so on.

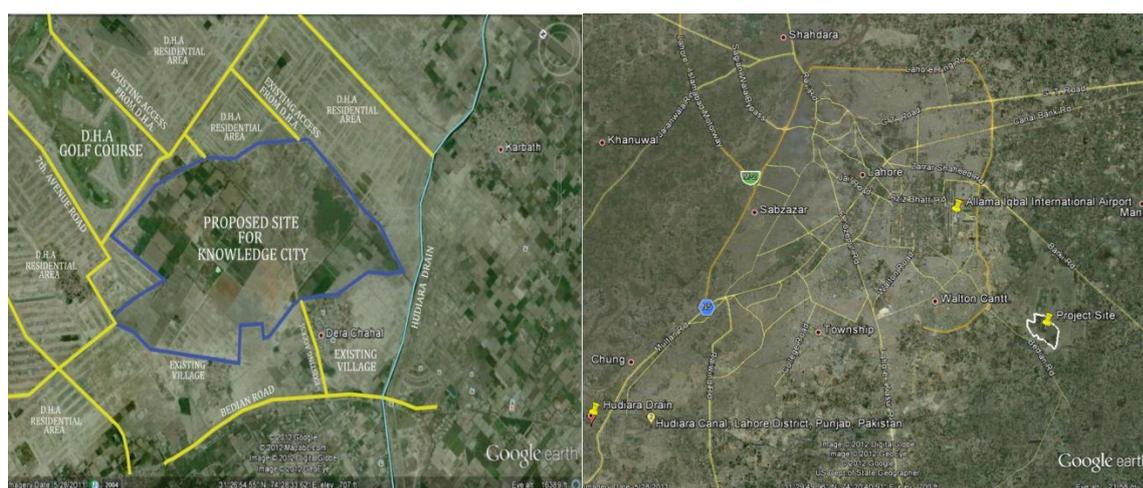
1.4 Development

A state of the art development is envisaged to cater to a complete lifestyle of academic and business excellence by collaborating with the best local and global educational and corporate entities. All necessary infrastructure and facilities required for a safe and serene environment are to be part of the Lahore Knowledge Park. The most well-known local and international entities are to be taken on board as partners in order to develop the Lahore Knowledge Park as a location where top local and global educational and corporate brands will be located. The Lahore Knowledge Park is therefore a vital and primary step for transforming knowledge into productivity for the socio-economic development of the province and the country. The ICT cluster has been chosen as the primary micro-park because this sector is already vibrant and well established in Pakistan in general and in Lahore in particular. Good connections already exist and at present there has been strong investor interest.

2 LOCATION

2.1 Area

An area of approximately 852 Acres of land situated at Mauza Rakh DeraChahl, Bedian Road, beside DHA Phases VI and VII and the Raya Golf Course in Lahore is earmarked for the development of the Lahore Knowledge Park. The title of Land is transferred to the HED and boundary demarcation is complete. Out of total available land a parcel equivalent to 20% is meant for commercial development to support the development and operation of the Project and the remaining land is dedicated for core Project activity. The location and sketch scaling is given hereunder for reference only.



2.2 Rationale

Pakistan is a rapidly developing market with a large urban youth population and an ever growing middle class who are increasingly looking for the types of goods and services that international organizations offer. Pakistan is a highly lucrative market to do business in and there is often an immediate recognition of many international entities, products and brands due to the country's many international links.

In view of the current resource constraints in Pakistan there is a need to utilize its existing assets, particularly through productivity enhancement, reorganizing the research and development infrastructure, and moving towards a knowledge-based economy. The Lahore Knowledge Park is a vital and primary step for transforming knowledge into productivity for the socio-economic development of the country.

3 PURPOSES OF THE CONSULTANCY

3.1 Proposal

The HED is issuing this Expression of Interest (EOI) inviting reputable international firms or Consortiums/joint ventures with an international firm in the lead (which may include local firms) (hereinafter termed as the “Interested Parties” and or the “Consultant”) to submit their interest in the planning and implementation of the Lahore Knowledge Park.

The purpose is to enable the HED to successfully implement the Lahore Knowledge Park with a vision for the 21st century. It is proposed to undertake the specified tasks by organizing and sourcing consultancy services required for the project’s development at a fast and acceptable pace. It will be greatly facilitative to understand and appreciate the spirit and thereafter implement the project, with all its multifarious challenges. The HED looks forward to the consultant to move ahead in conformity with laid down procedures; and to carry out its ‘planning, organization and resource management in order to bring about the successful completion of the project’s goals and objectives.

3.2 Key Objectives

EOI are invited for the components outlined below, where sequential work orders may be awarded for each component, subject to the submission and the approval of the relevant documents for respective components.

The overall objectives of the Consultancy are:

- a Conceptually plan knowledge parks (Technology Parks etc. in whatever nomenclature) in the province of Punjab as hubs for different academic/industrial/business clusters (ICT, Management Sciences and S&T and so on) for the creation of an optimal model of synergistic development among the prime stakeholders i.e. academia, research & development, industry and government.
- b Identification of the most feasible options for developing the Lahore Knowledge Park as a state of the art development to cater to a complete lifestyle of academic and business excellence by collaborating with the best local and global educational and business/corporate entities.
- c Advise the business viability based on especially carried out studies including economic, legal, corporate and marketing aspects of the Lahore Knowledge Park.
- d Identification of the most feasible solution for bringing leading local and foreign universities (their campuses and affiliates etc.) corporate brands, SMEs and other business and industry firms including start-ups to the Lahore Knowledge Park.
- e A sound business model for the Project, with assessment of various financing options, including land value capture, premium generated through sale of developed commercial land, Public Private Partnership (PPP), etc.
- f A sound institutional and governance framework for the development & management of the whole project.

3.3 Purpose

The consultant is required to conceptually evaluate and develop a medium term development plan for such like projects in the Province of Punjab; the prime objective being the development and creation of linkages/synergy between academia, research & development (R&D), industry/corporate entities and government in areas that feed into the local & global knowledge industry.

The physical placement/locations of the proposed projects is central to the theme - the Lahore Knowledge Park being an example of strategic location in the city of Lahore, Punjab, Pakistan. The Consultant is required to strategically evaluate such developments by setting short and medium term goals to get the maximum benefits for the stake holders. In addition to developing a bird's eye view for the development of such like projects, the consultant will provide a concept for the development of the Lahore Knowledge Park in particular. It must be borne in mind that a state of the art development is planned to cater to a complete lifestyle of academic and business excellence by collaborating with the best local and global educational and corporate entities.

The plan is to take the most well-known international and local entities on board as partners to develop the Lahore Knowledge Park as a location where top local & global educational and corporate brands will be situated.

A key challenge will be land usage of the Lahore Knowledge Park in the most optimal manner. This is necessary in order to achieve sustainability of operations of the Lahore Knowledge Park through its different revenue streams; and to further the plans for mixed-use development especially on a parcel of land identified for commercial use to support Project development costs.

The Lahore Knowledge Park will be the first of its kind in the province of Punjab, emphasizing the much-needed showcasing of academia, R&D and industry in order to enrich the educational environment as well as to create the necessary push factor for industrial/business development through academia-industry linkages.

3.4 Required Tasks

3.4.1 As Conceptual Planner

- a Formulate a medium term conceptual master plan for setting up Knowledge Parks (technology parks etc., in whatever nomenclature) in different areas of the province of Punjab based on current assessments of key thrust areas of stakeholders, market opportunity, global benchmarking, economic benefit analysis etc.; and to work as the principal consultant in charge of developing the strategy for the implementation of such projects.
- b In addition to developing a bird's eye view for the development of such like projects, the consultant will provide the concept for the development of the Lahore Knowledge Park in particular. It must be borne in mind that a state of the art development is planned to cater to a complete lifestyle of academic and business excellence by collaborating with the best local and global educational and corporate entities.

3.4.2 As Business Model Developer

As part of initial planning and as the Business Studies Consultant; advise on Economic, Legal, Corporate, Marketing and Financial as well as Governance aspects of the Lahore Knowledge Park project, the different reports/studies that would be required may include:-

- a **Economic benefit analysis**, based on research for establishing the Lahore Knowledge Park in Lahore, Punjab, Pakistan; its potential impact on economic growth, identifying potential tenants from various sectors for different proposed clusters. Conduct a detailed benchmarking exercise, study local / regional/ international Knowledge Parks (Science Parks /IT Parks / Technology Parks etc. - in whatever nomenclature) and identify critical success/failure factors.
- b **Legal Compliance Report** by referring to the relevant legislation, science, technology and industry policy initiatives, instruments and incentives, with advice on legal aspects including applicable/relevant legislation, tax laws etc. pertaining to the development of land, building design, sale and lease and land usage etc., for the implementation of the Project.
- c **Marketing plans** for established concerns as well as incubate / start-up companies in the above-mentioned sectors (or any other proposed sectors) to be housed in the Lahore Knowledge Park. Based on market surveys, give a detailed analysis of the proposed sectors and any other sectors deemed suitable (based upon findings and keeping in view market demand and the Lahore Knowledge Park's relevant clusters' strengths) to be included in the initial as well as subsequent phases of the Program.
- d Based on the layout planning, allied estimated costs of infrastructure, operation and maintenance and expected revenues based on local market conditions, perform **business feasibility and financial analysis** of the project including advice on both investment and recovery plans as part of the business/ financial appraisal for the following measures:
 - i. Adoption of the overall project financial and business appraisal budget and cash flow plan,
 - ii. Proposed time frame for the development, and
 - iii. Proposed phased development and or execution plan
- e **Governance Structure** options depend on the current ownership of the proposed site and how the Project is finally governed. An approved appropriate mode of governance, the Consultant shall accordingly prepare an optimized and performance based governance structure for the Lahore Knowledge Park.

4 SELECTION CRITERIA

4.1 Short listing

The Interested Parties will be shortlisted on the Quality Based Selection by rating their experience & standing and the credentials of the personnel/experts being employed for the Required Tasks (para 3.4 above). The complete rating criteria and relevant explanations are attached as Annexure to this document. **The HED will invite technical and financial proposals only from the shortlisted firms.**

The deadline for the submission of EOIs is 18th August 2014, 1600 Hrs (Pakistan Standard Time-PST). EOIs must be submitted by post to the client's postal address given at para-6.2 (Client Contact Information).

4.2 Eligibility

4.2.1 The candidates must:

- a Have a minimum annual turnover equal to assignment fees.
- b Demonstrate experience in tracking global and regional market trends in the major industries and sectors, developing master plans of such like knowledge parks/technology parks (in whatever nomenclature) by identifying the key economic, market, technology and regulatory variables; and to develop a comprehensive business/financial feasibility.
- c Further analyze identified industries and recommend exploring opportunities, conducting baseline social and allied assessments etc.
- d Have experience of working on similar tasks/assignments – experience in developing countries and Regional experience will be an added advantage.

4.2.2 Documents to be submitted:

- a. A cover letter from the duly authorized executive of the Consultant (international firm / consortium members and or joint venture partners having international firm in the lead).
- b. Documentary proof of valid legal entity of the Consultant (legal / corporate status in respective country-ies).
- c. Profile of the Consultant including registration with professional body (ies) of respective country (ies), relevant experience of the Required Tasks (para 3.4 above). In case of consortium/JV, copies of the agreement(s) indicating the nature of the association.
- d. Audited Balance Sheet for the previous 3 years of the lead firm (mandatory) as well as the associated organizations of the Consultant (optional).
- e. A summary of qualifications and experience of the core team with complete CVs, and any other relevant information. Details of similar major assignments undertaken by the designated personnel (completed or ongoing with beginning and end dates of projects, contract value with name(s) of the respective clients). This information should be presented in a tabular format.
- f. All documents should be in English. Documents prepared in any other language must be translated into English and certified by a competent authority.
- g. Undertaking by the firm that it has not been blacklisted by any Government Agency/Authority.

5 DISCLAIMER

HED, Government of Punjab reserves the right to reject all EOIs at any time under Rule-35 of the PPR 2014; prior to the acceptance of the Documentation.

6 CONTACT INFORMATION

Please include the following contact details and append with the EOI.

6.1 Consultant

Name of Entity:	
Form of organization:	
Postal address:	
Country:	
Telephone number (country and city code):	
Fax number, (country and city code):	
URL:	
Contact Person1:	
Telephone number:	
Mobile telephone number:	
Fax number:	
Email:	
Contact Person 2:	
Telephone number:	
Mobile telephone number:	
Fax number:	
Email:	

6.2 Client

The EOIs are to be submitted in duplicate **by post** to the following address:

Postal Address:

Mr. Shahid Zaman
Additional Secretary (Planning & Budget)
Higher Education Department,
Government of the Punjab,
Punjab Civil Secretariat,
Lower Mall, Lahore, Pakistan
Tel: + 92 42 99212234, +92 42 99210037,
Fax: + 92 42 99210038 (Attn: Additional Secretary – P&B);
Email: aspng.hed@punjab.gov.pk;
Website: www.hed.punjab.gov.pk
Website: www.hed.pitb.gov.pk

6.3 Other Instructions

- The envelopes must be sealed and clearly marked.
- The Consultant must send two copies of all documents.
- For further queries, please write to aspng.hed@punjab.gov.pk; or ds.planning.2.hed@gmail.com ;
All Emails may please be CCd to: soer.hed@punjab.gov.pk

Annexures

Annexure-1: EVALUATION CRITERIA - CONSULTING FIRMS

Short Listing

All the documents in the manner so required in terms of Para 4.2.2 of the EOI shall be checked for completeness before the submitted EOIs are evaluated for short listing. The **Interested parties that do not submit the above given required information/documentation or those that are non-compliant to the terms laid out in this EOI will not be considered for short listing.**

The Interested Parties that fulfill the above given requirements will be evaluated in terms clause 4.1 of the EOI and further according to the following criteria:

Criteria	Maximum Score
Experience & Standing	30
Personnel	70

Note: In order to pre-qualify, the Interested Parties will have to achieve a score of 65 or above.

Experience & Standing

A Consultant’s ability to undertake any given assignment successfully can be estimated by whether it has successfully executed similar assignment(s) with the same value in the past. For this, it is sufficient to evaluate only the relevant assignment(s) completed successfully by the Consultant in the **last 10 years**. After selecting suitable assignment(s), a corresponding weight is selected from the table below:

Similarity	Rating	Relative Assignment		
		80% or More	50%-80%	Less than 50%
	Strong	1.00	0.65	0.30
	Medium (65% of Strong)	0.65	0.4225	0.195
	Weak (45% of Medium)	0.30	0.195	0.09

Component Score = Weight from table x 30 (max score)

Personnel

The total marks for this section will be divided between proposed experts in equal proportions. The number of experts to be evaluated will be standardized for all Interested Parties (i.e. same number for all) and shall be decided by the Competent Authority¹ considering the complexity and magnitude of the assignment. Any experts with level of qualification below Bachelors shall be excluded from the evaluation. Each expert

¹ Client; in this case HED

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proposed by the Consultant will be evaluated out of 100 on his/her relevant practical experience in a similar type of consultancy assignment:

Sr. No	Criteria	Maximum Score
1	Educational Qualifications	20
2	Number of years working on similar assignments	50
3	Number of projects on which similar tasks have been undertaken	30

- a. **Educational qualifications:** 20 points will be awarded for a doctoral/post-doctoral degree or equivalent, 18 points for Masters' Degree or equivalent and 16 points for Bachelors' degree or equivalent. **'0' points will be given for any degree below Bachelors.**
- b. **Number of Years working on similar assignments:** A maximum of 50 points will be awarded for 10 years' experience in the relevant field, i.e. 5 per year². **The Consultant having relevant HR experience of less than 50% of the required level shall not be entertained for short listing.**
- c. **Number of Projects on which similar tasks have been undertaken:** A maximum of 30 points will be awarded for working in 5 projects of a similar nature, i.e. 6 marks per project.

The total score for the CV is added up to get T, after which the component score is calculated as follows:

$$\text{Component score} = \frac{T}{100} \times 70$$

Final Rating

Exclusions from shortlisting and or rejection based on Rating

The following EOIs/consultants may not be included for shortlisting and or based on rating cannot be pre-qualified;-

- a. The Interested parties that do not submit required information/documentation (Paragraph 4.2.2 of the EOI) or those that are non-compliant to the terms laid out in this EOI will not be considered for short listing.
- b. The Interested Parties which achieved an overall score of less than 65.
- c. '0' points will be given for any degree below Bachelors.
- d. The Consultant having relevant HR experience of less than 50% of the required level shall not be entertained for short listing.

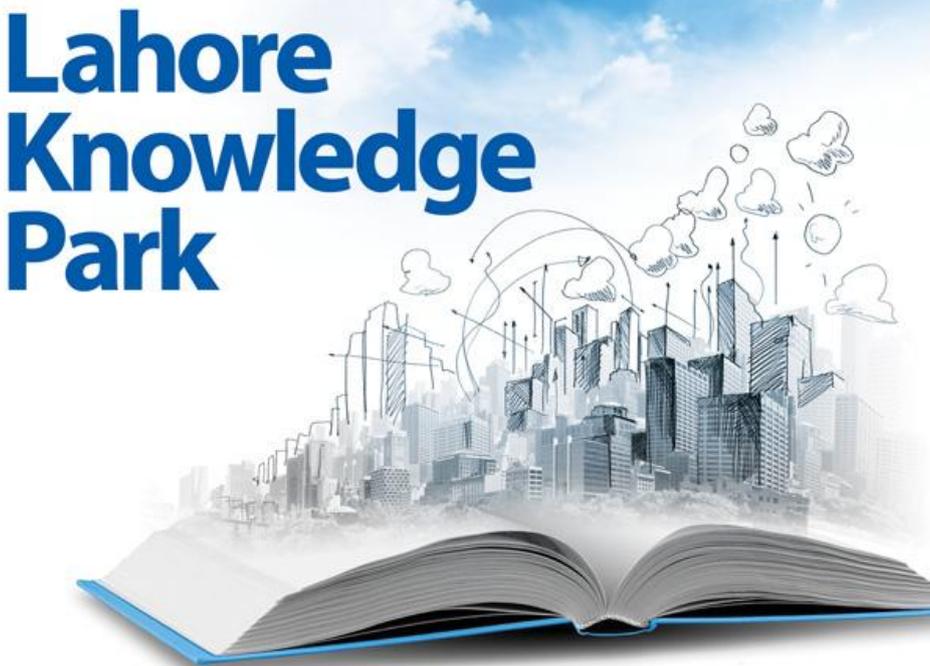
The Final Rating of EOIs and or the Consultant

The Consultant shall be finally evaluated on Quality Based Method on the above mentioned two ratings criteria of (a) Standing & Experience and (b) Personnel and that such shortlisted Consultant should score 65 or more on overall basis.

The Request for Proposal shall only be issued to the short listed firms.

²Factor: Say 10 required Personnel if have 10 years of experience each (100 Years in total) then they will get 50 Points. Meaning thereby each practical year will earn 0.5 point.

Annexure-2: Advertisement Published in select International & Local Media



Lahore Knowledge Park

Request for Expression of Interest (EOI)

- The Higher Education Department (HED) is responsible for tertiary education in the public sector academic institutions of the province of the Punjab. HED's priority project is the establishment of the state of the art development called the Lahore Knowledge Park (LKP) in Lahore, Pakistan.
- The concept of the project is the clustering of academia, business and R&D in order to create synergy amongst them for sustainable growth in select sectors of the economy.
- HED intends to hire the services of an International Firm or a Consortium or Joint Venture for the preparation of a Concept Plan for Knowledge/ Technology/ Science Parks in the province of the Punjab as a whole; and a Concept Master Plan along with a Business Feasibility Study that will include economic, legal, corporate, marketing, financial and governance structure study for the Lahore Knowledge Park. The interested parties should have an International Firm in the lead and a meaningful partnership with a local entity.
- HED invites Expressions of Interest (EOI) from Interested Parties for pre-qualification to perform the given Consultancy Assignment. Detailed objectives, purpose and required tasks as well as the selection criteria for preparation and evaluation of the EOIs are enumerated in the EOI document which can be down-loaded from the Punjab Procurement Regulatory Authority (PPRA) website: <http://www.ppra.punjab.gov.pk/> or HED website: <http://www.hed.punjab.gov.pk/> or can be obtained either through email from: soer.hed@punjab.gov.pk or in hard copy from the address given below.
- Interested parties should submit their complete EOIs in duplicate in sealed envelopes, in the English language, through post by **18th August 2014 until 1600 hrs** (Pakistan Standard Time) at the below given address. The same may be submitted via email at: soer.hed@punjab.gov.pk by the given time and date limit.

For further information please contact:
 Additional Secretary (P&B), email: aspng.hed@punjab.gov.pk
 Tel: +92 42 99210034, +92 42 99210037, Fax: +92 42 99210038, or
 Deputy Secretary (P&D), email: ds.planning.2.hed@gmail.com, Tel: +92 42 99212238,
 All emails may please be CCD to: soer.hed@punjab.gov.pk



**Additional Secretary (Planning and Budget),
 Higher Education Department,
 Government of the Punjab,
 Punjab Civil Secretariat,
 Lower Mall, Lahore, Pakistan**

www.hed.pitb.gov.pk