

Response/ Clarifications to the Queries

RFP Reference	Statement	Query/ Suggestion	Response/ Clarification
Clause 5 of letter of invitation	<p>In addition to pre-bid meeting, should any bidder require any clarification on any term(s) contained in the RFP or the Annexes attached hereto, the bidder may contact Muhammad Zaheer, Director (Special Initiative), Pakistan Post at muhammadzaheer41@yahoo.com</p> <p>For the purposes of fairness, any clarifications issued will be posted on Pakistan Post's (www.pakpost.gov.pk) and P3A's (www.pppa.gov.pk) website.</p>	<p>No clarifications / queries asked so far on the captioned project were found on P3A website as well as on Pakistan Posts website. Additionally, minutes of pre-bid meeting were also not available on either of these sites.</p> <p><u>Does this mean that no queries were asked and responded throughout the process and also even no pre-bid meeting was conducted?</u></p>	<p>Some queries had been asked by the potential interested bidder regarding 'bidder's profile', 'similar assignments' and 'hands-on experience'; those queries were answered adequately and were posted on the P3A's website. However, when the Addendum for the Request for Proposal (RFP) was issued, those queries were addressed in the amended RFP and the queries (along with their answers) posted on the P3A's website were, therefore, removed accordingly.</p> <p>Further, no pre-bid was meeting held as the potential bidders have been communicating their queries by writing on the email mentioned in the RFP. In order to ensure adequate participation in the bidding process the last date for submission of bid proposals, on the request of many interested bidders, has been extended twice and timely addendum to the RFP was also issued.</p>
Clause 4 –	"Value of the projects undertaken	Technical advisory part of the project is	'Value for the projects undertaken

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Technical criteria	<p>under similar assignments”</p> <p>In the footnotes, it is mentioned that “Means the relevant experience of working on assignment(s) in which the bidder has provided technical advisory and/or solutions related to design & development/ implementation & execution of supply chain/ courier logistics business”.</p>	<p>related to the strategy and management consulting in which “Value of the projects” is not relevant as they do for core Infrastructure projects.</p> <p><u>It is requested that the value of “PPP projects be considered instead for evaluation being the more relevant criteria as compared to the value of “Technical projects”.</u></p>	<p>under similar assignments’ may be construed as value of the PPP projects undertaken by the bidder and/ or the projects related to provision of technical advisory services as envisaged under the RFP.</p>
Technical expertise	<p>It is mentioned that the project of USD 20 Million needs to mention under the experience of technical team</p>	<p>As mentioned above, requirement in terms of value needs to be removed as this is not the norm in the industry.</p>	<p>The dollar value pertains to the outcome of the advisory services provided. The outcome, in the form of products/ services offered/ improved/ redefined, by virtue of provision of relevant technical advisory would carry certain value which will be taken into the account.</p>
Technical expertise	<p>Qualification: Masters in Business Administration from well reputed university, Supply Chain Management or discipline related to Logistics/ Courier business</p>	<p>Across the globe more weightage is given to the experience and positions individuals held throughout their carrier which equipped them to deliver on any specific project rather than their education.</p> <p><u>Accordingly, it is requested to remove the requirement of any specific qualification as long as it is demonstrated from the experience that</u></p>	<p>This will remain the same as the qualification along with the relevant experience related to Supply Chain Management or discipline related to Logistics/ Courier business is vital to gauge the capability of the bidder’s technical team to perform the Assignment in accordance with the terms of the RFP.</p>

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		<p><u>the individual is capable of delivering the project.</u></p> <p><u>Also, equivalency to the mentioned qualification was also missing for all the team which have been requested in the RFP</u></p>	
Annexure B – Payment Milestone	Only 25% has been allocated for the achievement of Phase 1 of the project	<p>As per the scope of work, more than 75% work including the field work will be completed in the phase 1 of the project. A significant amount of fee shall be paid to international consultants during the same phase. Under the current payment milestones, it is near to impossible for the bidders to manage their cash flows.</p> <p><u>Accordingly, it is requested to update payment milestone in a manner in which at least 75% payment is made to the consultant upon achieving of Phase 1 of the project with at least 10% assign to the signing of consultancy contract so the international team could be mobilized</u></p>	<p>We understand Transaction Advisor’s role, in assisting Pakistan Post through each phase of the Assignment, will be of utmost importance and the expected quantum of the work to be performed by the Transaction Advisor in each of the phases of the Assignment will be determined by through reviewing bidder’s work-plan & methodology.</p> <p>Further, Section 6 of the Annex-2 ‘Instruction to the bidders’ enlists certain aspects which ‘Transaction Advisory Agreement/ Consultancy Agreement’ will primarily focus on for the negotiation purposes; that also includes the terms related to payment mechanism and disbursements (to the Transaction Advisor).</p>
Payment terms and conditions		Suggest including the clause to protect the consultant’s investment by ensuring his complete payment, once the letter	The payments to be made to the Transaction Advisor have been linked to the submission/ completion of

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		of award has been issued. Consultant should not be held responsible if due to political or any other reasons not specific to transaction structure / advisor, project could not proceed any further.	various deliverables (to the satisfaction of Pakistan Post/ P3A) related to each phase of the Assignment, which is believed to be per the best industry practices.
	The Responsiveness Conditions mentioned on the page 18 of RFP.	Do these conditions relate to Lead member of the consortium or all the consortium members?	<p>Following is the reply:</p> <p>Condition (a): Only to the Lead as mentioned in the RFP</p> <p>Condition (b): At least a Lead</p> <p>Condition (c): At least one member of the consortium must comply to this condition in its entirety</p> <p>Condition (d): The consortium in aggregate must comply</p> <p>Condition (e): N/A</p> <p>Condition (f): To all the members of the consortium</p>
	Legal team lead experience required	Does the similar projects requirement mentioned in the RFP relate to PPP specific experience or other?	It is PPP specific as mentioned in the RFP.
		Kindly clarify total duration of project either is it 52 weeks or 40 weeks (refer Page 11 of 45 and Page 15 of 45)	

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		Kindly clarify difference between marketing material and project information memorandum mentioned in page no 10 of 45 and 11 of 45	Project Information Memorandum can be considered one of the components of the marketing material; other marketing material may include flyers, short presentation on the Project, teaser etc. and such other adequate material as deemed appropriate by the Transaction Advisor
		If [the bidder] is awarded the project, will PPPA be willing to share existing data of Pakistan post for feasibility study?	It will not be PPPA/ P3A which will be sharing the data; it will be the Pakistan Post that will be sharing requisite available data with the Transaction Advisor to facilitate Transaction Advisor in carrying-out the Assignment as per the terms of the RFP; however, this will not liberate/ give a waiver to the Transaction Advisor from undertaking any of its tasks as mentioned in the RFP